

Appendix 2

Caring, Collaborative, Community-Focused, Courageous & Creative:

Building a Workforce that Delivers our Values

Action Plan

This action plan describes, at a high level, the key actions that are planned to be taken in the first two years of this new workforce strategy. It is intended to be a living document and so will be updated as actions are completed, and as new developments are agreed. The actions are grouped by theme and signature action, in the same way as the strategy itself.

Theme 1 – Delivering Change

Signature Action 1 – Work with Directors to design and implement workforce action plans for their areas

Action	Delivery year	Lead
This is the core action which will drive the other actions in the strategy in the first two years. During 2024/25, we will work with Directorates with a target of completing 80% of workforce action plans by July 2025. The remainder will be completed by December 2025. We will start with services who have volunteered themselves as early adopters, in Q2 2024/25. These workforce plans will contain core workforce data, what is needed to recruit and retain the workforce that is needed to deliver the Directorate service plans and the Corporate Delivery Plan, as well as succession planning; training and development needs; and key workforce risks and issues. HR will provide a template.	2024/25 and 2025.26, complete by December 2025	Directors. Provision of template - HR
During 2025/26 and beyond, the focus will move to delivery of those workforce action plans and these will shape future versions of this action plan from 2025/26 onwards. A core part of this	2026/27	Civic Centre Programme Board

delivery will be the move to the Civic Centre in 2027 and the workforce and working practice changes that will needed to make that a success.		
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Signature Action 2 – Reduce agency spend

Action	Delivery year	Lead
Keep agency spend within the current contract value approved by Cabinet. There will be specific focus on long term agency workers (over a year) and higher cost workers (over £500 per day), aiming to reduce both of these to an absolute minimum in order to significantly reduce our overall spend during 2024/25.	2024/25	Directors
Services will consider their future workforce needs in their development plans and work with HR to devise recruitment and retention strategies that minimise the need for agency staff. Constant monitoring of agency staff spend by Directors will continue through 2024/25 and 2025/26.	2025/26	Contract retender – Head of Strategic Procurement Spend monitoring – Directors Recruitment and retention strategies – Directors, in workforce action plans
Review our employee benefits to ensure that we are offering, within what we can afford, the best benefits available to maximise recruitment and retention.	2025/26	HR, Head of Employee Relations, Business Partnering and Reward

Theme 2 – Embedding Inclusivity

Signature Action 1 – Deliver our Equalities Action Plan

Action	Delivery year	Lead
Further invest in our networks by providing protected, paid time off for each network to plan and deliver their activities.	2024/25	HR, Head of Employee Relations, Business Partnering and Reward
As part of our work to insource mandatory training, our modules on EDI and unconscious bias will be fully reviewed and redesigned to ensure we are delivering best in class EDI learning and development.	2024/25	HR, Head of Resourcing, Learning and Development
Run a spotlight campaign amongst senior leaders, showcasing their successes and career path.	2024/25	Directors (facilitated by HR)
Establish a mentor programme between underrepresented groups and senior leaders, and also aim to collect more reliable data on internal progression	2025/26	HR, Head of Employee Relations, Business Partnering and Reward
Expand our diversity reporting to highlight ethnicity and disability pay gaps and strengthen our recruitment policy so that diverse panels are mandatory	2025/26	HR, Head of Employee Relations, Business Partnering and Reward
Implement a casework management system in HR which will enable us to measure outcomes of HR processes by protected characteristics.	2025/26	HR, Head of HR Support Services

Signature Action 2 – Increase workforce diversity and “grow our own” talent

Action	Delivery year	Lead
Review job descriptions as roles change, to ensure that they are as attractive as possible to recruit to, and only specify essential criteria that are truly essential for the role. In this way, we aim to open up our jobs to a wider pool of candidates in a difficult recruitment market.	2024/25 and ongoing	Directors

We know we need to manage and curate our reputation, and so we will “own” our account on Glassdoor because we know this site is often used by candidates to look at posts from employees about their experience working for Haringey.	2024/25	HR, Head of Resourcing, Learning and Development
Review the recruitment website to ensure that we are showcasing ourselves and our achievements in the best possible light.	2024/25	HR, Head of Resourcing, Learning and Development
Identification and design of roles that could be carried out by apprentices, and ensuring apprentice roles are included within restructures. Directors will be asked to set targets for their areas of responsibility to recruit specified numbers of apprentices.	2024/25	Directors
Review the way we present our workforce diversity data to make it easier and simpler to understand.	2024/25	HR, Head of Employee Relations, Business Partnering and Reward
Review our approach to apprentice recruitment to significantly increase new start apprenticeships, and review our internal process to make this recruitment as quick and efficient as possible.	2025/26	Directors, facilitated by HR
Move to a cohort based approach to recruiting apprentices, matching the academic cycle to maximise our success. This will involve services specifying the apprentices they want to recruit from school/college leavers in Summer 2025 by February 2025, and working with the apprentice team in HR to design and deliver recruitment strategies, which will include visiting local schools and colleges and careers fairs.	2025/26	Directors, facilitated by HR
Launch a new talent pool for speculative applications to the Council, which the recruitment team and managers will be able to search when they advertise roles.	2025/26	HR, Head of Resourcing, Learning and Development

Theme 3 – Learning and Development

Signature Action 1 – Ensure all employees have the training they need to deliver the best services to residents and reach their full potential

Action	Delivery year	Lead
Insource our mandatory training offer. This will mean that our mandatory training, required to be completed by all employees, will be bespoke to Haringey, more relevant and shorter. This will ensure that the our employees are better trained in a shorter time period, and have more time to devote to delivering services to residents. Our training offer will be externally accredited (where relevant) to demonstrate that the Council continue to be safe and legally compliant. The rollout will begin in Summer 2024 and be complete by May 2025.	2024/25 – 2025/26	HR, Head of Resourcing, Learning and Development
Ensure a well-planned and comprehensive local induction is in place within Directorates, so that all new employees have a good handover and are well placed to deliver in their roles. This will include consideration of which optional online training modules should be mandatory for specific roles and teams	2024/25	Directors
Review our Aspiring Managers programme to ensure it continues to meet the needs of our employees who want to progress within the organisation. We will also expand our management apprenticeship offering so that more of our employees who want to take a qualification course in management and leadership are able to do so.	2025/26	HR, Head of Resourcing, Learning and Development
Review the success of the personal development element of the My Conversation process to ensure that employees who want to gain new skills, training and learning are able to have a conversation with their manager about their personal ambitions.	2025/26	HR, Head of Resourcing, Learning and Development
Improve the overall completion rates of My Conversation so that all employees have a two-way focussed, relevant and effective performance and development management conversation regularly.	2024/25 – 2025/26	Directors

Signature Action 2 – Design and deliver a comprehensive learning and development programme for all of our people managers

Action	Delivery year	Lead
During 2024/25, we will finish the design of Year 1 of our new management and leadership development programme and run 2 pilot cohorts – one starting in Q2 and one starting in Q3. This will give us valuable feedback to refine the programme prior to wider rollout. We will also materially complete the design of Year 2 of the programme. The programme will be broad based,	2024/25 – 2025/26	HR, Head of Resourcing, Learning and Development

leading on values and behaviours and also covering managing people, finances and performance. Equality, diversity and inclusion will be threaded throughout the programme. It will be run in a mixed cohort approach to develop and enhance relationships between managers and directorates across the Council, and will run in hybrid fashion, with core in person days supplemented by online learning. Crucially, both years of the programme will include a module of reflective practice, where participants discuss real life examples and learn from each other's successes and challenges.		
In 2025/26, we will rollout Year 1 of the programme and run the pilot cohorts through year 2, again using feedback to refine the design before rollout in the later years of the strategy.	2025/26	HR, Head of Resourcing, Learning and Development

Theme 4 – Getting the Basics Right

Signature Action 1 – Improve access and use of workforce data to drive efficiency and productivity

Action	Delivery year	Lead
Further improve the e-forms and systems that services use to keep their workforce data up to date. This will include the partial automation of the existing annual leave card as well as the improvement of the Delegated Authority Form that services use to update Council systems with structure changes.	2024/25	HR, Head of HR Support Services
Focus on core management actions needed to maintain workforce data, particularly the need to complete leaver forms to prevent overpayments. Commence reporting on overpayments to Directors.	2024/25	HR, Head of HR Support Services
Move more workforce reports over to Power BI, automating production and making access to MI for managers simpler.	2024/25	HR, Head of HR Support Services
Introduce electronic document signing for employment contracts to further modernise our communications with candidates, and review the process for sending contracts to speed up onboarding and compliance for new starters.	2024/25	HR, Head of HR Support Services

Design and implement a system to centrally capture learning from exit interviews, that services can use to improve service delivery and employee experience. We will also improve various payroll processes and introduce automation of forms, such as for overtime.	2025/26	HR, Head of HR Support Services
Work with our recruitment system supplier to automate management information available from the system and to investigate further back end system integrations between the recruitment system and other systems that could improve data accuracy and increase efficiency.	2025/26	HR, Head of HR Support Services

Signature Action 2 – Prepare for a new, modern HR system to replace SAP in 2027, and optimise the existing systems in the meantime

Action	Delivery year	Lead
Review, and simplify where possible, the complex data HR data held in SAP.	2025/26	HR, Head of HR Support Services
Our core HR system is out of date and cannot provide the full capability we need. This is a cross Council project as SAP is embedded across all services, and Digital Services will lead a project to review our approach to our core systems in future, starting in 2024/25 and continuing into 2025/26 and beyond.	2027/28	Chief Digital and Innovation Officer

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Version Control

Version number	Date	Author
1	July 2024	Chief People Officer

