

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
<b>Strategic Human Resource Awareness (High Level – Non Operational)</b>					
1.	To maintain an awareness of strategic HR issues, including changes in employment law and relevant legislation, and gain an understanding of how they may impact on the Council	Continue networking and working in partnership with other authorities via VineHR, EELGA and a smaller select group of neighbouring authorities for exchanging ideas. Attendance at training and awareness sessions where necessary e.g. employment law updates and use of ExpertHR.	Monthly as and when needed	M	Barbara Cree
2.	Support CMT/EMT with current and future workforce management issues	Maintain links with Heads of Service and Service Managers to ensure early identification of workforce issues and early engagement in resolution.	On-going	H	HR Team
<b>Developing Communication &amp; Support for the Workforce</b>					
3.	Trade Union Engagement	Support to the Chief Executive and Senior Managers in regular meetings with the Regional Trade Union Representatives.  Regular meetings to be established on engagement of new Chief Executive.	On-going	H	Barbara Cree
4.	Employee Engagement	Annual staff opinion surveys. Collate results for discussion and action planning. Develop mechanism for staff to ask questions.	As and when needed Ongoing	H	HR Officer(s)

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
5.	To ensure effective and consistent communication and availability of information to all council employees	Continue to add policies, procedures, and forms to the Council's Intranet as a communication tool.  Include information in the weekly staff newsletter as appropriate.	On-going	H	HR Team
6.	To support Managers in addressing performance management issues	Continue to add to a "People Management - Managers Toolkit" including procedures, E-Learning and refresher workshops on people management issues e.g., Recruitment Refresher.	Ongoing	M	HR Team
7.	To support Managers in leading and driving change through the organisation	Support senior management when required with provision of advice, solutions and attendance at meetings to support restructures and reviews.	On-going	H	Barbara Cree
<b>Workforce Planning</b>					
8.	Undertake a Strategic Workforce Review		31/07/23	H	Chris Mills/Barbara Cree

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
9.	Job evaluation and single status	<p>Part 1 - To undertake a full job evaluation exercise across the entire workforce.</p> <ol style="list-style-type: none"> <li>1. Oversee process of job evaluation.</li> <li>2. Co-ordinate with EELGA to undertake process.</li> <li>3. Liaise with Unions and staff groups as required.</li> <li>4. Support the Chief Executive in key decisions.</li> <li>5. Report to Council / Executive Management Team as necessary.</li> <li>6. Liaise with Strategic Director (Resources) / Financial Services Manager to inform financial implications.</li> </ol> <p>Part 2 – Review of Terms and Conditions</p> <ol style="list-style-type: none"> <li>7. Oversee process of review.</li> <li>8. Co-ordinate with EELGA to undertake process and produce new policies.</li> <li>9. Liaise with Unions and staff groups as required.</li> <li>10. Support the Chief Executive in key decisions.</li> <li>11. Report to Council / Executive Management Team as necessary.</li> <li>12. Liaise with Strategic Director (Resources) / Financial Services Manager to inform financial implications.</li> </ol>	Timeframe to be determined on employment of new CEX	H	Barbara Cree / Chief Executive

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
10.	Organisational Review and Restructure	<p>To support the Head of Paid Service in organisational review and restructure</p> <ul style="list-style-type: none"> <li>- Invitation for expressions of interest in voluntary redundancy (tier 1 &amp; 2)</li> <li>- Review of related policies to ensure fit for purpose</li> <li>- Engagement with relevant unions &amp; Staffing Committee</li> </ul>	Timeframe to be determined on employment of new CEX	H	Barbara Cree / Chris Mills
11.	Apprenticeships	Continue to promote apprenticeships to utilise the funds from the Apprenticeship Levy, by upskilling current employees and using excess levy funds to offer apprenticeships to local businesses.	On-going	H	Barbara Cree
12.	Personal Performance Development Planning	<ol style="list-style-type: none"> <li>1. Design and implementation of new PPDP process.</li> <li>2. Maintaining central record of completed PPDP forms. (explore iTrent)</li> <li>3. Regular reporting of performance on completion to EMT.</li> </ol>	31/12/22	M	Barbara Cree

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
13.	Succession Planning	1. Support Heads of Service to undertake a refresh of department succession plans. 2. As part of an annual Strategic Workforce Review, support Heads of Service to identify roles requiring succession plans. 3. Implement succession planning process for identified roles. 4. Support senior management to review succession plans and identify gaps in skills and/or experience.	31/08/22  31/01/23	H	HR Team  Barbara Cree / Chris Mills  HR Team
14.	Work Experience	Engage with Service Managers to implement a programme of work experience placements across the Council.	Ongoing	M	HR Team
<b>Training and Development</b>					
15.	Continue to promote the E-Learning platform.	Introduce new and revised E-learning programmes when they become available. Monitor completion of mandatory courses for new starters.	On-going	M	Barbara Cree HR Team
16.	To produce and deliver a Corporate Training Programme	Identify corporate training requirements which are not covered by existing e-learning. Sourcing information from (new) Strategic Workforce Review process and (revised) PPDP process. Identify options for delivery of training programme.	On-going	H	Barbara Cree/HR Team

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
17.	Maintain record of workforce skills	Re-launch of intranet training record for employees. Investigate solutions for central recording of training for staff on an individual basis (e.g. iTrent / intranet)	31/07/22 On-going	H	Barbara Cree/HR Team
<b>Equality and Diversity</b>					
18.	To have involvement in Equal Opportunities and Diversity Council wide	Continue to contribute to the Council's work on Equality and Diversity Initiatives & provide monitoring statistics on the workforce profile against the strands of the Equality Act 2010.	On-going	M	Barbara Cree
19.	Gender Pay Gap Reporting	Data to be collected and analysed to report on gender pay gap across the Council and published on Council Website.	By 30 <sup>th</sup> March each year in respect of the prior year	H	Lance Wosko (FS)
<b>Health and Wellbeing</b>					
20.	Promote health and wellbeing initiatives with the workforce	Delivery of a health and wellbeing awareness programme:- 1. Employee Health Checks 2. Promotion of the Care First Employee Assistance Programme.	On-going	M	HR Team & Ben Brook/Public Health Officer  HR Team

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 2022/2023 to 2026/27 (reviewed annually)

Ref.	Objective	Action Proposed	Timeframe	Priority	Lead
<b>Workforce Management</b>					
21.	Make full use of existing IT applications (e.g. iTrent Payroll System)	Explore potential use of “iTrent” for recording annual leave and sickness records.  Evaluate whether the sickness management module can replace the current “Goodshape” sickness management system.  Establish whether there are other modules which would enhance management processes if adopted for use by CPBC.	30/09/2022	H	Barbara Cree & Lance Wosko (FS)
22.	Review of Human Resources Policies and Procedures	1. Identify policies for review during 2022/23 and 2023/24 financial years. 2. Undertake reviews. 3. Consultation 4. Approval by EMT and appropriate member committee as required.	30/06/2022    31/12/2022	H	Barbara Cree & External Resources
23.	Pay Policy approved by Council or appropriate members group	Compare existing pay policy to best practice and transparency requirements.  Revise and submit to an appropriate member meeting for approval.	15/02/2023	H	Barbara Cree & Lance Wosko (FS)