

**A Strategic Framework**  
**For People & Culture**  
**at Calderdale Council**  
**2023-2030**

**Introduction**

Calderdale Council exists to improve lives, protect families, strengthen communities and help shape the place of Calderdale. Through the work of Calderdale Council, communities are supported and enabled to do great things that help make Calderdale a great place to live, learn, work, invest and grow. Whilst the breadth of services provided by Calderdale Council's work is significant, ultimately these lives are changed and the place is made better through the skill, knowledge and commitment of Calderdale Council's people.

People are at the heart of what we do; whether it is front line social care that supports families through challenging times, other key workers that keep Calderdale clean, safe and thriving or those that provide legal, financial and other professional support to their colleagues on the front line. This document captures what makes Calderdale Council special as a place for talented people to work. It also includes the things that we are doing and will continue to do to create the conditions for our people to succeed in their mission to improve lives, protect families, strengthen communities and shape the place that is Calderdale.

In particular, this framework builds on the strength and opportunity that comes from being small enough to be able to recognise and respond flexibly to the individuality and uniqueness of our people. Creating a people-centric approach that bakes in this agility, whilst ensuring equity and fairness and avoiding the pitfalls that come from large and overly engineered organisations.

The three key elements that form the basis of what we do and how we do it are therefore:

- Purpose – ensuring that we do not just talk about our purpose but ensure that it underpins the decisions that we make on a daily basis. Making sure that leaders, managers and colleagues make connections between the work that we do and the impact that it has on the people and place of Calderdale.
- People – building the foundations for the organisation to maximise what our people are capable of, as a result of an underlying model of growth and development. Helping to nurture diverse talent throughout the Council and providing opportunities for everyone to contribute.
- Equity – creating opportunities for all through the disruption of how Calderdale Council attracts develops and grows its people. Shifting power and influence to ensure that every voice is heard and that all barriers to progress are dismantled and reconfigured to ensure that everyone has equal opportunity to develop, grow and contribute to the Council's purpose.

These elements are core to what defines Calderdale Council and forms the pole star that guides everything that we do to ensure that our people are successful now and in the future; developing a successful and sustainable Council that is able to deliver on its purpose beyond short term programmes and plans.

This document, and the framework that it sets out, is therefore built around the three simple truths that our people consistently tell us about their experience at Calderdale Council. That:

- They want to join, stay and contribute to Calderdale Council's mission because they are passionate about public service and want to work for an organisation that makes a positive difference to society;
- Calderdale Council provides a defining opportunity to be involved in positive change that makes a difference to the place where they live and offers an environment where they can do interesting and challenging work that provides a positive and enriching experience that helps them grow and develop, both personally and professionally; and
- They feel a positive connection with their colleagues built upon their shared sense of purpose and pride and the strength of a culture that is collaborative, trusting, respectful and kind.

This framework is therefore designed to reflect a flexible and iterative approach that responds to the growth and development needs of our people now and in the future, in the context of delivering our purpose through current and future programmes of work.

### **Aims, Principles and Outcomes**

#### **Strategic Aim**

This framework has as its aim a future Council that puts colleagues, their work and the purpose of their work at the centre of what we do. It focuses on defining the outcomes to be achieved, getting people energised and inspired by the outcomes and ensuring that all the necessary foundations are in place to support colleagues in the delivery of these outcomes. Thereby creating an environment where Calderdale Council can maximise the potential of its people to make change happen for the better.

- By 2030 we want to be recognised by our people, our peers and our community as being one of the best places to work in Yorkshire. A place where you are supported, enabled and empowered to challenge yourself to do great work that makes a difference to people's lives. In a culture that is framed around equity and opportunity, with people working together and in support of each other and with leaders, managers and colleagues working as one to make that a reality.
- By 2027 we want to be well on the way to this objective, with quantifiable progress in the measures that underpin the framework. This will include internal surveys around well-being, resilience and engagement, metrics around the equity of recruitment, development and progression across the Council and external measures

of success including peer reviews and market perspectives of the Council as a great place to work.

- By 2024 we want to have put in place all the foundations necessary to start this journey. Ensuring that everyone is energised and enthused by the way ahead and committed to the changes that we need to make. Recognising that some elements will take time to create and outcomes may be slower where the challenge is greater.

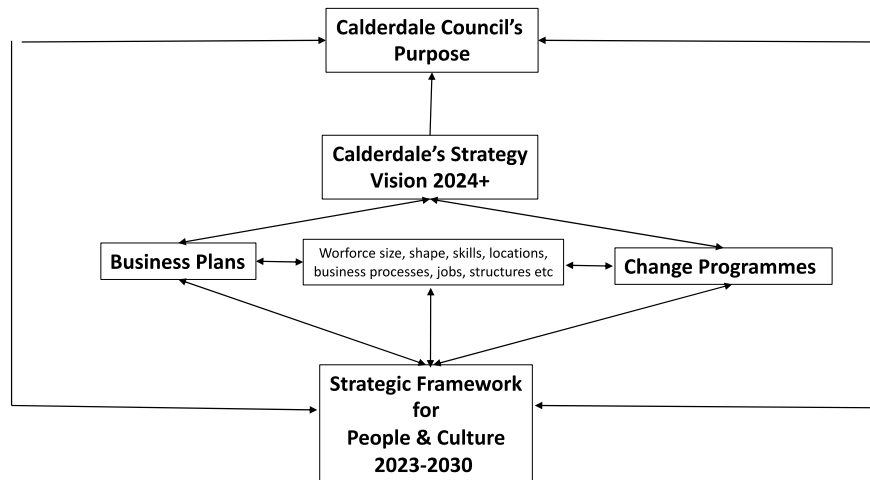
In particular, this framework will unleash their passion to deliver Calderdale Council's purpose. It will reinforce a clearly defined culture with leaders taking ownership for fostering that culture, setting the mindset and driving the importance of people as a strategic priority. It also explicitly incorporates the physical environment as part of the cultural experience of the Council; reinforcing the right culture and behaviours and retaining the need for workspaces and technology that enables collaboration, creativity, engagement and relationship building.

Our resilience survey shows that the most important factors of engagement, well-being and resilience for our people are their sense of purpose and their belief in public service. Together with the sense of community that comes from positive support from managers and colleagues, an effective work environment (at home and in Council premises), inclusive communication and the motivation that comes from being recognised and rewarded for doing the right things.

This framework builds on these foundations and reinforces the connection that our people have to the Council's purpose and each other and the integral part that our people play in delivering that purpose. This framework also provides a strategic context for the people and cultural aspects of the business plans and change programmes that deliver the corporate strategy. It sets out the aims and principles upon which the Council grows its people and maintains its culture and within which these plans operate. It also ensures the sustainable development and growth of the skills, knowledge, attitudes and behaviours that the business plans and change programmes need.

In this way the corporate strategy and annual business plans will inform the size and shape of the Council over time and our change programmes will reinforce that through new technology and ways of working that will require an evolving skills profile for the Council. This strategic framework for people and culture will create the conditions needed to respond effectively to that future and it will also ensure that, in delivering that change and those business plans, the Council continues to grow and develop its people and culture in line with the aims and principles of the framework.

## Corporate Strategy and Calderdale's Strategic Framework for People and Culture



The key themes of this framework build on the findings of our employee resilience survey are therefore focused on:

1. Work and performance improvement; to ensure that our people are connected to our purpose in everything that they do and are trusted, empowered and supported to do the right things to improve lives, protect families, strengthen communities and shape places wherever they are working.
2. Talent, learning and career development; to ensure that people have the opportunity to grow and develop their career as far as they want to go to help deliver the purpose.
3. Reward and recognition; to ensure that our people are recognised and rewarded for doing the right things in the right way.
4. Leadership skills, knowledge and behaviours; to ensure that leadership is enabled to flourish across the Council and at all levels, with our people being led by those who are passionate about the Council's purpose, inspire trust in their teams and are committed to helping maximise the potential of all our people to deliver change.
5. Equity – to empower and include those who feel disempowered and excluded, ensure that there is equity of opportunity and that the Council can provide a positive experience for everyone, regardless of background, because the diversity of the Council reflects the diversity of Calderdale.

### **Workforce Vision and Culture**

These themes set out the overarching people objectives of a successful and sustainable Council and also provide the framework for the actions included in the delivery plan below. Whilst the framework sets out the strategic direction for the long term, the delivery plan identifies the handful of key things that will make a difference in the short term and that we can change quickly. This plan is therefore time limited but will be refreshed regularly as milestones are reached and priorities shift.

In order to deliver the strategic outcomes the principles that underpin the way we view this framework and the change that we want to make seeks to embed an underlying culture that lives these values on a daily basis. What this means is yet to be fully formed, but it is likely to be built around the overarching concept of kindness and consideration and ways of working and relationships that are collaborative, trusting and respectful. The current expression of our values is likely to be incorporated into this refreshed form of words and behaviours.

How we behave with each other in these respects shape who and what we are. This, in turn, reflects what our residents, service users, stakeholders and partners experience. These values are therefore key to how we operate internally and externally and the changes that we make will help create this culture.

When what we do or how we do it is not in line with these principles we want a culture that calls this out so that we learn and change. This is because, in an organisation where everyone is fully engaged in what is being done and feels empowered to challenge and support colleagues in a constructive and supportive way to improve the environment in which that purpose is being delivered, the organisation will mature and grow.

### **Impacts, Outcomes and Measures**

The delivery of our framework for people and culture is about establishing Calderdale Council as a place where talented people come to progress their careers in a challenging organisation that makes a positive contribution to the people and place of Calderdale. Thereby ensuring that we can continue to deliver high quality, high value services, whilst enabling a culture of trust and empowerment, collaboration and support. This creates the longevity and sustainability of people and cultural practices that enable both the delivery of short and medium term objectives and strategies and the longer term purpose.

Our success will be equally dependent on how we utilise this framework to enable better recruitment, resourcing and deployment in response to business needs. If we create the right environment and conditions that make Calderdale Council an attractive proposition for all generations and social groups, recruitment and retention will become stronger and skills and knowledge will be more readily available to be deployed in response to dynamic business needs.

The strategic themes contained within this framework will form specific project plans with clear deliverables. These will be delivered as part of Calderdale Council's People and Culture Delivery Plan. The Delivery Plan will be owned corporately by the leadership team and will be reflected in service level plans as well. Acting as a dynamic, 'living' document that will develop over time, acknowledging the progress made towards the objectives set and reflecting, without being directly tied to, Vision 2024+ and Calderdale Council's evolving strategic plans.

In its first version the delivery plan captures the activities that build the appropriate foundations for the period to 2025. Future versions of the Delivery Plan will then take the framework towards its longer term aims and objectives.

The long term measures of success of this framework will include:

- Continuous improvement in measures included in cultural audits such as resilience surveys and equality standards that test the progress made in relation to our becoming a great place to work.
- Achievement of measures relevant to the engagement, productivity and quality of our workforce.
- Recognition of effective people management and development approaches by partners, stakeholders and regulatory bodies.

We will achieve this success through:

- Increased engagement, productivity and quality measured by a workforce that shows us, through improved engagement scores year on year, that they are engaged and committed to the work that the Council does.
- A better internal talent pipeline evidenced by a more organic model where roles are filled from within rather than externally;
- Increased diversity at all levels evidenced by demographics that show diverse management and leadership groups that better reflect the diversity of our workforce and the people we serve; and
- Equity of pay and progress evidenced by pay data and promotion paths that show fairness and equity in promotions and pay.

Some of the impacts for our people of the successful implementation of this framework will mean:

- A transparent and inclusive approach to development, career progression, selection and promotion;
- A pay, grading and reward structure that is recognised as transparent and fair;
- A workplace culture that values every perspective;
- Recognition that leadership exist at all levels across the Council, with clear expectations of what it means to lead Calderdale Council with support to help people excel in their collective ownership of Calderdale Council's culture; and
- The attraction, retention, development and progression of diverse and talented people.

Ultimately the success of the strategic framework will be the degree to which Calderdale Council is able to establish and maintain the right balance between:

- Creating an environment that meets colleagues' expectations and needs with regard to work, life and well-being, both now and over time as their lives and priorities change; and
- A workforce that is able to deliver what the community needs and expects of the Council.

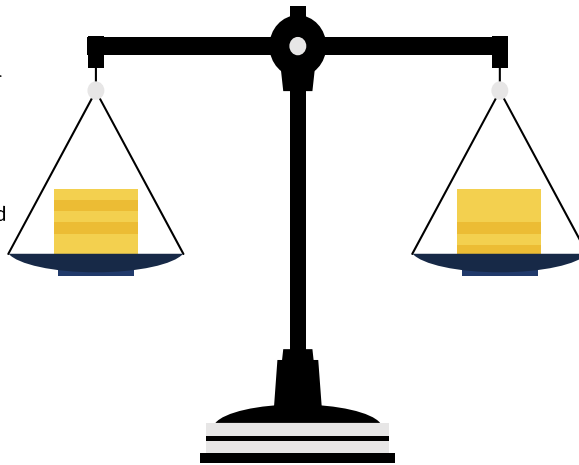
This would be the Calderdale Deal:

## 'The Calder Deal'

### A Calderdale Deal – starter for 10?

#### We commit to:

- Challenging and purposeful work;
- Equity, empowerment and autonomy;
- Learning, development and career progression;
- Fair and competitive reward and recognition for excellent work;
- Modern workplaces and ways of working;
- Trusting and respectful colleagues; and an
- Open and inclusive culture



#### If you commit to:

- Engage with the purpose and work hard to make it happen;
- Take responsibility for delivering excellent outcomes;
- Continue to learn and improve;
- Embrace and engage in change for the better;
- Work collaboratively as One Council; and
- Respect each other and value our differences

### Work and Performance Improvement

We will improve the performance of Calderdale Council by creating a positive and supportive environment that enables our people to perform at their peak in the delivery of our purpose. Talented people that are committed to the purpose of Calderdale Council will want to work hard and do the right things to improve lives, protect families and strengthen communities. It is therefore important that the Council creates the environment that connects people to this core purpose and enables talented people to grow, perform and succeed in this respect.

Calderdale Council will therefore concentrate on ensuring that our people understand how their work contributes to creating a better Calderdale and are given the direction and support to focus their energy and passion on the right things. They will then be given the space to deliver to their maximum potential. This means creating and sustaining a culture built on relationships based on mutual respect, trust and empowerment and which maintains connection between work and purpose on a daily basis.

As with all the themes that follow, there is an underlying assumption of equity in what is proposed. In respect of this theme this would be about the equality of objectives and transparency of performance, the flexibility of workplaces and working arrangements to meet individual needs and the capability of managers and colleagues to support and enable colleagues as their circumstances change.

We have increasingly recognised the link between the work that people do and the social and physical environment in which they do it with their resilience and well-being. This includes factors such as workload. This theme therefore seeks to ensure that the richness, quality and value of the work that people do is not diminished by the drive to simply do more. This is addressed partly by clarity and transparency around objectives and performance, supportive and emotionally intelligent managers and colleagues and a culture

of openness that allows pressures and concerns to be discussed and resolved before they become damaging to people's well-being and the impact that they can have for the people of Calderdale.

The pandemic has also reinforced the need for Calderdale Council to view its workplaces more creatively and flexibly. In particular, it has helped to develop the view that workplaces need to be effective as both physical environments that are efficient in enabling the work that needs to be done and also as social environments that help to bring out the best in our people.

We now view the workplace in both ways and recognise the need for it to be adaptable and flexible to meet our people's need for collaboration, creativity, engagement and relationship building as well as being an efficient place to work; on the basis that efficient places to work now include offices, homes and everywhere in between. As a result, we will continue to shift the way we work, breaking down barriers for people and using our spaces and locations more flexibly continuing to redefine how and where our people work.

The future of work will also be driven by our digital environment and we will take steps to ensure that changes in this respect reinforce our cultural aspirations to connect people with our purpose and enhance their potential to grow and develop.

**We will:**

- Ensure that all our people have clarity around what objectives are expected of them individually and how their work contributes to Calderdale Council's purpose and that they are clear about how this can be achieved.
- Provide the space for people to work towards those outcomes with control over the way in which they are delivered, such that our people are empowered to grow, perform and succeed.
- Create opportunities for our people to engage and collaborate on their outcomes, objectives and plans in a way that identifies and deals with issues around workload and capacity.
- Ensure that leaders and managers are skilled coaches who can deliver outcomes through engaged and talented people and that our people have the skills, attributes and confidence to contribute to these conversations in a way that reflects their needs and priorities.
- Prioritise change that helps build a culture of trust, collaboration and support and take action to mitigate any actions or behaviours that contradict this culture.
- Transform the way we work to become a place where our people are able to shape places and improve lives wherever they work.
- Create a digital and office environment that overcomes individual barriers and connects people to our purpose, supports innovation, collaboration, creativity and empowerment and overcomes silo behaviours.

**We will achieve this by:**

- Ensuring our performance and development conversations are carried out consistently and effectively across the Council with leadership accountability for the success of the process.



- Making sure that the results of this process are ongoing, outcome focused, objectives for all our people that are transparent and shared and that explicitly connect, directly or indirectly, to the Council's purpose.
- Considering performance in the round, focusing on both 'what' objectives are achieved, 'how' they are achieved in the context of individual's capacity to deliver and the overall principles of this framework and the Council's culture.
- Measuring success based on the degree to which people are growing, performing and succeeding in their contribution to the Council as whole rather than just the achievement of specific objectives.
- Incorporating into a refresh of the learning curriculum, the relevant skills development for managers to become effective at connecting work and purpose and improving performance through coaching and for our people, to ensure that everyone can maximise the value of performance conversations.
- Using the engagement survey to identify levers for cultural change based on key drivers of engagement and implement changes where they will have a positive impact on collaboration, trust and empowerment.
- Building into our approach to coaching and mentoring and our performance and development processes the need for collaboration and relationship building that are enabled by the right workplace design and digital environment.
- Ensure that our workplaces and digital environment are accessible to all our people and support greater inclusivity and diverse team working.

#### **We will measure success:**

We want our people to say that 'I am given the direction, trust, empowerment and support to do the right things to help deliver Calderdale Council's purpose'.

This will be evidenced by:

- Improved measures of the quantity, quality and consistency of performance conversations across the Council.
- Improved productivity and quality measures at a corporate, team and individual level.
- Improved employee resilience and higher engagement scores with regard to trust, empowerment.
- Improved engagement scores with regard to the working environment.

#### **Emblematic Change:**

1. As part of our induction process and at least once a year thereafter, everyone at Calderdale Council will have the opportunity to see, first hand, the impact of their work. This will be framed around a day spent on the front line of a service of their choice. Not in an administrative, audit or regulatory role, but in the delivery of that service to the people of Calderdale. This will explicitly connect colleagues to peers across the Council and to the people whose lives are changed by the work of Calderdale Council.

## **Talent, Learning and Career Development**

We are committed to investing in our people's development and recognise the importance to Calderdale Council of 'growing our own' and planning for the future. To make this happen we have to ensure that we can improve our ability to attract, develop and retain diverse talent with the potential to grow and develop with Calderdale Council. This will be achieved through ensuring a career proposition built around challenge, opportunity and empowerment and that contributes directly to the Council's purpose.

This means that, at Calderdale Council, our people are given the chance to be involved in work that stretches their capability and enables their professional growth. We give them the support and encouragement to learn and challenge themselves to contribute more and opportunities exist, or are created, to provide career paths that retain diverse and talented people and keep them engaged in the work that Calderdale Council does.

To achieve this our people must be open to the development opportunities that are available and embrace the changes in roles and teams that happen over time. By building a talent proposition such as this, Calderdale Council will become an attractive place to join, stay, work hard, grow, develop and contribute to making a difference to Calderdale and the people that live there.

### **We will:**

- Have a long-term pipeline of diverse talent based on a bedrock of high-quality graduates and apprentices that believe in what we do and whose development and learning is planned and structured in a way that maximises their potential and builds on their engagement and enthusiasm.
- Create structured and clear career pathways for our people, setting out what is expected at different points in their careers and how their career can develop through increasingly challenging opportunities as well as formal promotion paths.
- Embrace flexibility in the way that roles are established, both in normal operational environments and in project environments, to ensure that opportunities are recognised and taken to meet diverse requirements and needs and develop all our people.
- Use this flexibility to build short term developmental opportunities, such as internal and external secondments and project roles, into personal development plans as the norm.
- Establish a learning curriculum that meets the fundamental needs at each stage of a career pathway and which is embraced by colleagues as a requirement for development and growth.
- Establish a developmental curriculum that provides learning opportunities and inputs to help accelerate the development and growth of our most talented and ambitious colleagues, including focused programmes in support of the development of talent from under represented groups and enabling them to grasp the opportunities at Calderdale Council and beyond.
- Have open and transparent processes for learning, development, career opportunities and promotion that are fair and inclusive and ensure the prioritisation of development over immediacy whenever possible.

**We will achieve this by:**

- Establishing a fully funded and structured graduate and apprenticeship programme that reflects specialist and generic career paths built on strong relationships with education.
- Ensuring that developmental conversations become integral to the ongoing dialogue within the development framework and that our managers and colleagues have the skills and confidence to drive these conversations.
- Refreshing our learning curriculum to ensure that managers and colleagues have the skills and confidence to maximise performance and development conversations and are prepared for roles as coaches, mentors and mentees.
- Refreshing our current core learning and development offering in the context of this framework and in line with career pathways. Working with our colleagues across the Council to identify key career stages and consequential curriculum and developmental requirements, including where colleagues' career paths are no longer about promotion but about a more enriching experience.
- Building a more organic resourcing process that maximises opportunities for internal development and career progression and overcomes barriers to progression as well as ensuring the right skills and capabilities are deployed to meet business needs.
- Ensuring transferable skills and knowledge are developed and deployment systems are created that enable greater movement of people around the Council and into secondment and other roles with public and third sector partners.
- Refreshing our recruitment and early experience of work at Calderdale Council to reflect the focus on purpose and people and the value proposition that this expresses.

**We will measure success:**

We want our people to say that 'I have the opportunity to grow and develop my career as far as I want to go to deliver Calderdale Council's purpose'.

**This will be evidenced by:**

- Greater organic capacity in terms of graduates and apprentices progressing through Calderdale Council.
- Increased pipeline of diverse talent evidenced by more internal promotions and secondments and less external recruits and temporary workers.
- More consistent take up of learning and development opportunities, particularly amongst communities that feel disempowered or not invested in.
- Higher engagement scores with regard to learning and career development in the staff survey.
- External recognition for the quality of the Calderdale Council's talent, learning and career development framework.

**Emblematic Change:**

2. If they wish, all our colleagues will be free to approach other colleagues to act as their informal mentor, regardless of level or directorate. Equally everyone at Head of Service level and above will be expected to be acting in a mentor role for at least one other colleague by 2024/25.

## **Reward and Recognition**

We believe that targeted recognition and reward is a key element in reinforcing the behaviours, culture, performance and service outcomes that we need to deliver this framework and our purpose.

Integral to this is the need for a robust baseline of pay, grading and reward that is, as a minimum, competitive in the markets in which we compete for talent. It also has to be fair and equitable for all and open and transparent in terms of all reward and promotion decisions. In addition this framework for people and culture requires our reward and recognition arrangements to have scope to reward and encourage the right contributions, behaviours and outcomes and the flexibility to provide exceptional reward where exceptional contributions, behaviours or outcomes have been achieved.

### **We will:**

- Have an open, transparent and fair pay, grading and reward structure.
- Offer a total package that allows Calderdale Council to attract and retain talented people in the markets in which we operate.
- Maximise the flexibility in our offer to ensure that people are able to shape this in a way that best suits their personal needs and priorities.
- Recognise our employees for the outcomes that they achieve and the positive behaviours that they exhibit, with a consistent approach to formal and informal staff recognition.
- Ensure that recognition and reward structures and processes support our objectives in relation to equity, diversity and inclusion.

### **We will achieve this by:**

- Reviewing our approach to reward and recognition, ensuring that future structures achieve ongoing competitiveness and attractiveness through base pay, pay progression and flexible rewards.
- Benchmarking our pay, benefits and grading against the market and being transparent about the outcomes and actions.
- Being flexible to what our people want and reviewing options to improve the offer and/or make it more responsive to changing personal circumstances and diversity of need.
- Create new opportunities to recognise outstanding contributions in our teams and at a corporate level and enhance the opportunities that already exist by ensuring greater celebration.
- Consistently and rigorously interrogating our reward and recognition arrangements and outcomes to ensure equality of opportunity and outcome.

### **We will measure success:**

We want our people to say that 'I am recognised and rewarded for doing the right things to deliver Calderdale Council's purpose'.

This will be evidenced by:

- Improved measures showing our ability to recruit and retain staff in key roles.
- Higher engagement scores that recognise the equity, fairness and competitiveness of our reward and recognition offer.
- Appropriately benchmarked pay against market comparators.

**Emblematic Change:**

3. We will create a reward currency of 'time' that allows managers complete discretion to reward our people (individually or collectively) with 'time off in recognition' of the exceptional delivery of outcomes or behaviours that reinforce our culture or contribute to our purpose.

**Leadership**

A significant factor in Calderdale Council's ability to deliver its purpose is the effectiveness of leadership group across the Council. We recognise that leadership exists throughout the Council and are therefore fully committed to ensuring that we enable leaders to flourish wherever they may be. Ensuring that our leaders take ownership of the corporate agenda collectively and work collaboratively to achieve both external and internal outcomes.

This requires our leaders to be clear about how they work together, what behaviours will help to make the group work effectively and what skills, knowledge, and attributes they need, individually and collectively, for Calderdale Council to be successful in delivering its purpose. The focus is therefore on both building a strong and collegiate leadership dynamic and developing individual's skills and capability to lead internal and external change.

To have sustainable leadership within the Council, we also need to identify and develop people who will become our leaders of the future. A key element of this theme will therefore be the introduction of an ongoing leadership development programme that supports the development of our current leadership cadre and also identifies and supports the development of our future leaders. The latter being an extended part of the wider development curriculum that we intend to build and curate.

**We will:**

- Have a clearly defined set of leadership accountabilities, behaviours, and expectations in support of our evolving culture and that are relevant throughout the Council.
- Have a highly skilled and capable leadership group that work effectively as a team to deliver the Council's purpose.
- Have a demonstrable outcome driven approach to leadership performance based on a balanced approach to prioritisation that reflects the breadth of the leadership task at Calderdale Council and the depth of leadership responsibility.
- Establish a robust pipeline of future leaders across the Council and in all disciplines and ensure that they are challenged, developed and supported individually and collectively to maximise their contributions now and in the future.

**We will achieve this by:**

- Working with our leaders to agree the accountabilities, expectations and behaviours needed to achieve cultural change and deliver our purpose.
- Ensuring that there are clear consequences for poor performance and/or inappropriate behaviour.
- Renewing our approach to leadership development to ensure that it establishes the core leadership skills we need. In particular, the need for collaborative and engaging leaders who can create clarity of purpose and set the Calderdale Council mindset, empowering our people and inspiring high performance.
- Ensuring that our leadership group have robust performance and development objectives set and that their performance is measured against delivery of those, including the role modelling of agreed leadership behaviours.
- Using 360-degree feedback as part of our leadership and management development programmes to further enhance our leadership and management capability.
- Maximising secondments and other experiential learning opportunities to support the development of our leaders of the future.
- Ensure personalised leadership development plans that incorporate structured leadership and development programmes, as well as wider learning interventions and experience.

**We will measure success:**

We want our people to say that 'I am led by people who are passionate about Calderdale Council's purpose and are committed to helping me maximise my potential.'

This will be evidenced by:

- Higher engagement scores in terms of leadership effectiveness.
- Improved leadership feedback through the development programme, including 360 feedback.

**Emblematic Change:**

4. All colleagues in senior leadership roles (Corporate Leadership Team) will have specific objectives that reflect Calderdale Council's corporate priorities around delivery and financial robustness, people development and organisational and cultural change, and these objectives will be shared openly with their teams and colleagues.

**Equity**

An exemplary employer and a great place to work has equity as an inherent part of its culture and uses it to help drive performance and achieve results. This framework will support this by incorporating equality into all aspects of the framework in order to foster a culture of diversity and inclusion. Empowering and including those who feel disempowered and excluded, ensuring that there is equity of opportunity and that the Council can provide a positive experience for everyone, regardless of background.

We will re-examine all aspects of how Calderdale Council attracts develops and grows its people, working with our employee networks and under-represented groups to co-design

new approaches to work and development that ensure opportunities exist for all. This will shift the power dynamic inherent in our systems and processes and enable those with less influence to ensure that their voice is heard and that all barriers to progress are dismantled. This will include policies, procedures, systems and general ways of working across the Council.

In this way we will develop and nurture our workforce to excel, making the most of their diverse backgrounds and experiences and ensure that we build a workforce that reflects the diversity of the people who live in the places that we help serve.

**We will:**

- Ensure inclusivity across our organisation and in everything that we do, so that all the decisions we make consider the diverse needs of our colleagues, residents and service users.
- Ensure that the diversity of our workforce demographic is in line with the wider population and that the diversity of our management and leadership cadre is reflective of the wider workforce.
- Ensure leaders and managers are accountable for creating diverse teams and building an inclusive culture that embraces difference.
- Be open in sharing information and transparent in our actions to ensure that there is visibility of what we are doing and why.
- Enhance the diversity of our leadership and management group so that they better represent the whole organisation.
- Ensure that our managers operate consistently and equitably in the management of our people.

**We will achieve this by:**

- Setting quantifiable objectives for demographic change, tasking our leadership to deliver this and holding them accountable for the outcomes.
- Actively investing in the development of talented individuals from under-represented groups to become future managers and leaders of the Council.
- Working with our employee networks and others to co-design new approaches to work and development to overcome barriers and ensure opportunities exist for all.
- Reviewing key people policies and processes to ensure that they are inclusive and fair, including our performance processes, development plans, recruitment processes and assessment tools.
- Producing insights on key diversity statistics including pay gaps and recruitment monitoring and sharing them openly with our people and measuring the Council against external benchmarks in terms of equity, diversity and inclusion.
- Developing managers' awareness and skills to create inclusive teams.
- Ensuring concepts and skills around equity, diversity and inclusion is incorporated throughout our core and developmental curriculums to improve understanding and awareness and support the creation of an inclusive workplace culture.
- Creating forums to keep diversity and inclusion high on the agenda, including continuing support of our employee networks.

**We will measure success:**

We want our people to say that 'I am able to bring my whole self to work, my voice is as important as anyone's and I will be included because we improve the lives of people like mine.'

This will be evidenced by:

- A more diverse demographic across our workforce and amongst our leadership and management cadre.
- Higher engagement scores that reflect an inclusive workplace where colleagues feel that they can bring their whole self to work.
- Year on year reduction in all pay gaps, including ethnicity.
- A higher proportion of diverse candidates gaining promotion.

**Emblematic Change:**

5. All those in senior leadership roles (Corporate Leadership Team) will be allocated a reverse mentor (or mentors) who will be a colleague from one of our employee network groups and/or younger generational groups and/or service users with lived experience of the Council's services. The reverse mentor will provide the leader with insight, guidance, advice and coaching to raise awareness of the lived experience of the mentor and that of others and discuss how leadership can help address the challenges and concerns of their communities.