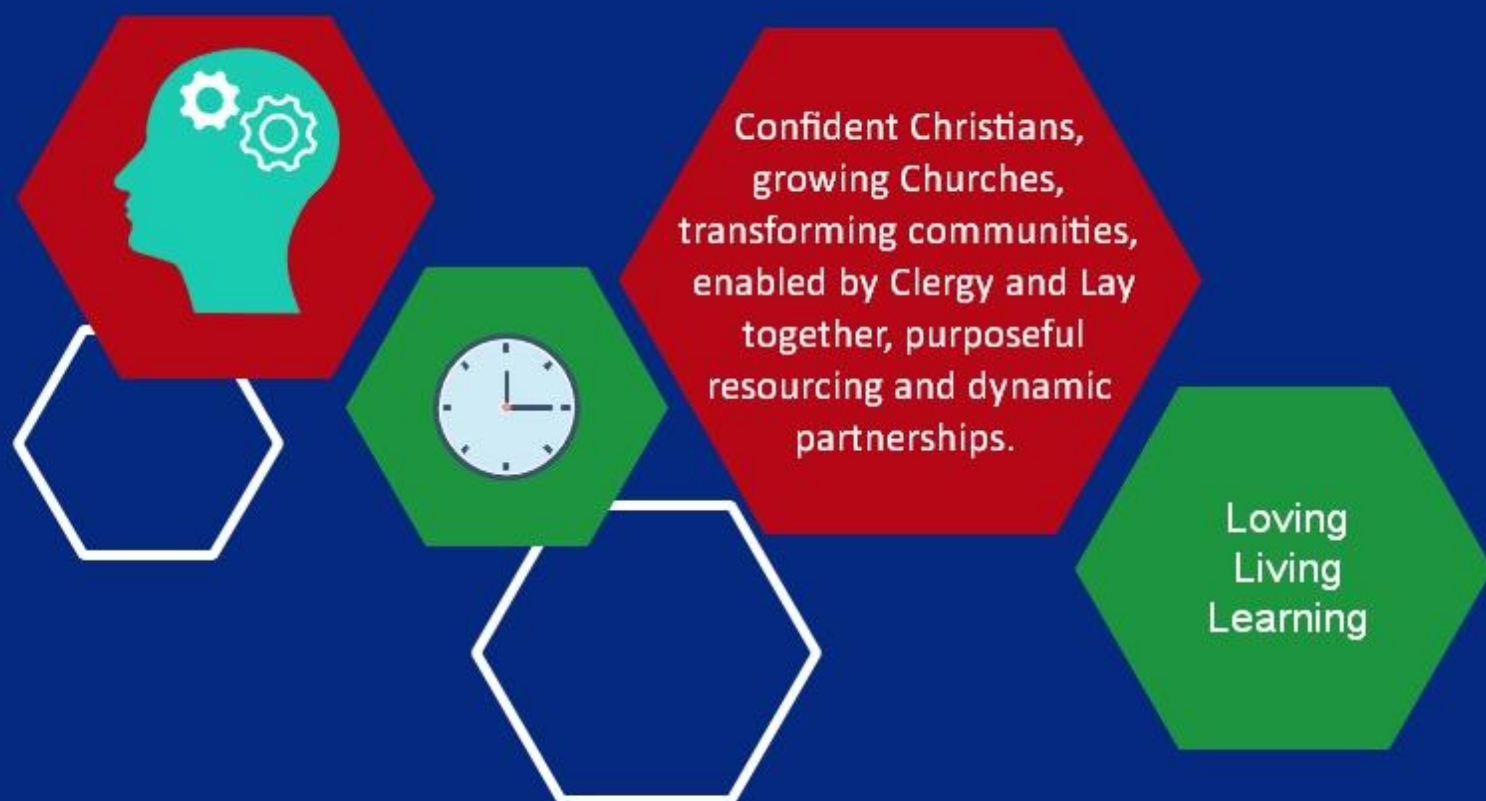
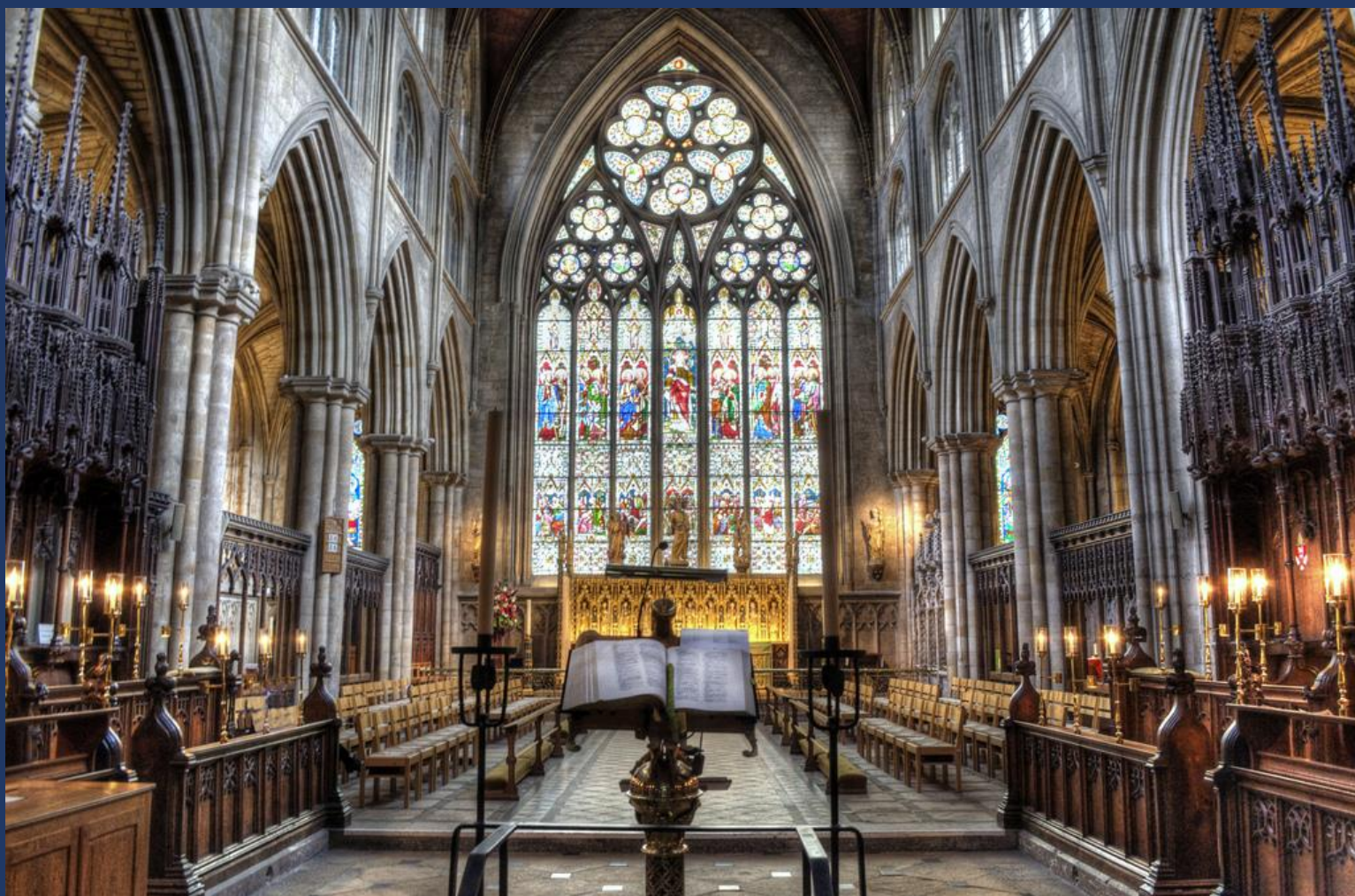


The Diocese of Leeds

People Strategy 2017-2022



Introduction



The Strategy

The Diocese of Leeds People Strategy 2017-2022 sets out what we want to achieve as a HR Department in the next five years and what we will do to achieve it. Our People Strategy is the key document through which we wish to harness the talents and ambitions of our team to help us realise our strategic ambitions.

The Diocesan People Strategy has been derived from the Diocesan Strategic plan and it is vital that we are legal, viable and operational and our whole People Strategy strives to support in the achievement of this.



As a newly formed Diocese, we want every team member to feel valued, supported and recognised for their contribution to the Diocese's mission; by setting out our People Strategy, we aim to achieve this. Every member of our team plays a vital role in achieving the Diocese's vision for 'Confident Christians, growing Churches and transforming communities enabled by Clergy and Lay together, purposeful resourcing and dynamic partnerships'. As a Diocese, we aim to attract the very best people and ensure that they receive a high standard of Training and Development. We want to promote a healthy and balanced lifestyle, working for an organisation that values and promotes equality, diversity and inclusion. We strive for good and effective communication, a Diocese where we comply with Data Protection and for all of our parishes to be well-resourced to enable them to carry out their mission.

Our Vision

Confident Christians, growing Churches, transforming communities, enabled by Clergy and Lay together, purposeful resourcing and dynamic partnerships.



Our Values



- Loving – because our experience of God’s love compels us to love God, the world and our neighbour, showing compassion to all and building outward-looking communities.

- Living – because we celebrate the abundance of life and promote human flourishing, engaging with the world and working for its transformation, challenging injustice, respecting and protecting the environment for this and future generations.



- Learning – because we’re confident in God and the good news of Jesus Christ...but we’re always listening – to God, the world and each other, and we’re always learning – alert to Jesus Christ’s challenge to live differently.

Strategic Plan



Strategic Objective 1:
Attracting the very best people

Key Area of Activity	Planned Action	Timescales	Report on Progress
Recruitment information pack <ul style="list-style-type: none"> • Diocesan Branding • PDFs of background, context, strategy and vision paper (including pictures), pictures of Diocese • Additional pages for each appointment 	<ul style="list-style-type: none"> • <i>HR to speak to comm's and follow up with Bishop's staff</i> 	Autumn 2017	
Recruitment and selection pack for use by senior staff <ul style="list-style-type: none"> • To include recruitment information pack and templates • Sample SOP • Application Forms 	<ul style="list-style-type: none"> • <i>Create information pack and templates</i> • <i>Circulate everything to senior staff</i> 	Autumn 2017 January 2018	
Templates – Clergy and Lay <ul style="list-style-type: none"> • Job and role descriptions • Advert – send centrally • Person Specification • Application Form 	<ul style="list-style-type: none"> • <i>Produce templates</i> • <i>Incorporate Living, Loving Learning into JD's, role descriptions and person specifications.</i> • <i>Circulate to senior staff</i> 	Autumn 2017 January 2018	
Parish representatives training in place <ul style="list-style-type: none"> • Produce information guide 	<ul style="list-style-type: none"> • <i>Check all vacancy documents e.g. completing the parish profile</i> 	Autumn 2017	

Strategic Objective 2:
Training and Development

Key Area of Activity	Planned Action	Timescales	Report on Progress
<p>Archdeacons/Bishops – Absence, Bullying and Harassment and Capability Development</p> <ul style="list-style-type: none"> • Discussion Sessions with Bishop's senior team 	<ul style="list-style-type: none"> • Absence training session once system set up (Priority) • Bullying and Harassment – hand out the guidelines, highlight flow chart, ask for questions • Capability development – look at regulations, produce summary guide 	Autumn 2017 – January 2018	
<p>Every employee to understand the vision, the values and the mission of the organisation</p> <ul style="list-style-type: none"> • Bishop Nick Introduction • Send vision and strategy to parishes 	<ul style="list-style-type: none"> • Publicise Bishop Nick's attendance • Bishop Nick to attend offices • Discuss with Bishop Nick what might be sent out 	<p>August 2017</p> <p>November 2017 and March 2018</p> <p>September 2017</p>	
<p>Develop the Induction</p> <ul style="list-style-type: none"> • New clergy (look at Bradford Induction) • Employees – Induction Checklist, 15 minutes with each department inc. Debbie and Ashley • Vision and Strategy Document • Church of England book 	<ul style="list-style-type: none"> • <i>Checklist – coffee morning, meeting rooms, the Diocese provide tea, milk and coffee</i> • <i>Information sheet in new starters bag – speak to David re. IT inc. database, coffee morning</i> • <i>Develop structure document for Bishops, Deans, Archdeacons, Area Deans, Deaneries, List of parishes per deanery</i> • <i>Order 12 copies</i> 	September 2017	<ul style="list-style-type: none"> • HR – contract, HR system, holidays, general info., employee handbook, Expenses, org. chart

Strategic Objective 2:
Training and Development

Key Area of Activity	Planned Action	Timescales	Report on Progress
Appraisals <ul style="list-style-type: none"> Distribute booklet Managers – Diocesan Vision and Strategy – how are you/your team focusing on this? Management question? 	<ul style="list-style-type: none"> <i>Edit Appraisal Booklet</i> <i>Develop and add new question for management appraisal</i> <i>HR to read each appraisal and analyse issues such as training, personal comments and performance</i> 	Autumn 2017 Autumn 2017 Starting now, to achieve by June 2018	
Job evaluation <ul style="list-style-type: none"> Discuss with other Northern Dioceses Undertake the job evaluation 	<ul style="list-style-type: none"> <i>Set up a team with other Dioceses (teams to include Anna/Debbie/Ashley)</i> <i>Prepare a timetable for the job evaluation to take place</i> 	Autumn 2017 - Spring 2018	
Organisation development including succession planning	<ul style="list-style-type: none"> <i>Speak to department heads to discuss what their plans are for staff development and succession</i> 	July 2018	
Preparing to review our work streams	<ul style="list-style-type: none"> <i>Prepare terms of reference in line with strategic objectives</i> 	Autumn 2018	
Review our work streams		Spring 2019 (dependent on Bishop Nick)	

Strategic Objective 3:
Health and Wellbeing

Key Area of Activity	Planned Action	Timescales	Report on Progress
Managing absence (Lay and Clergy): <ul style="list-style-type: none"> Welfare meetings Coaching Occupational Health Promotion of counselling Return-to-work meetings HR Reports 	<ul style="list-style-type: none"> Create template for RTW meeting Undertake RTW Meeting Send out information regarding counselling service (clergy) Promote coaching to senior team Run monthly reports – first Friday in each month Review absence policy Review Occupational Health provider 	Autumn 2017	NB – RTW Meeting – 3 rd occasion of sickness is with HR, anything over 7 calendar days or any mental health illness
Managing absence: <ul style="list-style-type: none"> Promotion of healthy living Lunchtime classes Walks at lunch 	<ul style="list-style-type: none"> Research classes for lunch time – implement and promote classes Research and plan lunchtime walks – promote Social group to discuss and put forward plan Implement plan 	Autumn 2017 January 2018	
Managing absence: <ul style="list-style-type: none"> Clergy health checks 	<ul style="list-style-type: none"> Put private health checks in 2019 HR budget Check BHF website for pack/interventions Explore BHF health checks – possibility of offering to clergy 	2018 Explore Autumn 2017, implement if possible 2018	
Ensure all DSE Assessments and fire safety checks are carried out (Employees)	<ul style="list-style-type: none"> DSE Assessments on Induction Checklist Ensure fire tour is part of the induction 	August 2017 August 2017	

Strategic Objective 4:
Valuing and promoting equality, diversity and inclusion

Key Area of Activity	Planned Action	Timescales	Report on Progress
BAME Report and Strategy	<ul style="list-style-type: none"> • <i>Write and present to Bishop's Staff</i> • <i>Agree plan of action</i> • <i>Implement ongoing plan and culture change</i> 	<p>October 2017</p> <p>October 2017</p> <p>Beginning January 2018</p>	
To become a 'Disability Confident' employer	<ul style="list-style-type: none"> • <i>Review the guidance</i> • <i>Plan a strategy for implementation (with Fiona Hill)</i> • <i>Implement the strategy</i> 	Autumn 2017-Spring 2018	
Equality monitoring	<ul style="list-style-type: none"> • <i>Lay – maintain spreadsheet for incoming applications</i> • <i>Clergy – maintain spreadsheet for incoming applications</i> • <i>Add sexual orientation onto application form (employees)</i> • <i>July 2017 – General Synod – check with Jill</i> 	<p>June 2018</p> <p>Ongoing</p> <p>June 2018</p> <p>September 2017</p>	
Debbie to feedback from CMDDP	<ul style="list-style-type: none"> • <i>Feedback and disseminate information/strategy from group</i> • <i>Ensure a disability champion on committees, groups, the episcopal area</i> • <i>Recruit volunteers (with Fiona)</i> • <i>Set up meeting with Fiona (with Debbie)</i> • <i>Work with disability group</i> 	<p>Ongoing</p> <p>Autumn 2017-Spring 2018</p>	

Strategic Objective 5:
Communications

Key Area of Activity	Planned Action	Timescales	Report on Progress
HR section on the website	<ul style="list-style-type: none"> • <i>Create list of documents for website</i> • <i>Prepare information and layout</i> • <i>Comm's to create HR page</i> • <i>Upload all documents and forms on to site</i> 	Autumn 2017 Autumn 2017 September 2017 Autumn 2017	
Relate all documents to the vision, values and mission	<ul style="list-style-type: none"> • <i>Identify branding for the documentation</i> • <i>Ensure branding is on all documentation</i> 	Autumn 2017 – January 2018	
Employee survey	<ul style="list-style-type: none"> • <i>Create survey</i> • <i>Distribute survey</i> • <i>Create spreadsheet for responses</i> • <i>Collate and analyse responses</i> • <i>Distribute outcome</i> 	January 2018, completed by May 2018 April – June 2018	

Strategic Objective 6:***Recordkeeping***

Key Area of Activity	Planned Action	Timescales	Report on Progress
Comply with the Data Protection Act (including the right to be forgotten)	<ul style="list-style-type: none">• <i>Diocesan Policy being written</i>• <i>Distribute and train all staff</i>• <i>Ensure compliance with new General Data Protection Regulations</i>	September 2017 October/November 2017	
Comply with Church of England Guidelines: <ul style="list-style-type: none">• The Care of Diocesan Records• Keep it or Bin it• Save or Delete	<ul style="list-style-type: none">• <i>Distribute to all employees</i>• <i>Provide training sessions (if necessary)</i>	June 2018 (after new regulations)	

Strategic Objective 7:
Resourcing Parishes

Key Area of Activity	Planned Action	Timescales	Report on Progress
Parishes to be able to recruit and manage staff	<ul style="list-style-type: none"> • <i>'Just Employment' to be finalised</i> • <i>'Just Employment' uploaded onto the HR website</i> • <i>Safer Recruitment Training (mention Just Employment)</i> 	<p>By end of 2017</p> <p>September and ongoing</p>	
Training sessions by HR in place – teach how to interview/manage staff/probation	<ul style="list-style-type: none"> • <i>Parish training – create presentation, set dates</i> 	<p>Start January 2018 then offer ongoing occasional sessions (2-3 per annum)</p>	