



Oadby & Wigston Borough Council People Strategy Action Plan Update 2023-2026

Developed, January 2025

People Strategy 2023-2026 Action Plan Update

Below is a table of the planned actions to achieve the objectives and overall aim, including targets

1. Employer of Choice

	Activity	Date	Responsibility	Status	Update Feb 25
1.0	We will promote and proactively work towards enabling a diverse agile workforce across all levels of our organisation	Ongoing	HR Team SLT CMT	Ongoing	<p>We have introduced Team Charters and Personal preference forms prior to the move to Brocks Hill.</p> <p>Discussion on agile working take places in 121/appraisal meetings.</p> <p>The agile working policy is under review</p>
1.1	Celebrate organisational successes	Commence May 2023	HR Team SLT	Ongoing	<p>We share achievements and successes in our All Staff Briefings</p> <p>Colleagues give peer recognition via our HR system Thanks Badges</p> <p>We hold annual staff awards each year</p>

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1.2	Understand our reputation as an employer and how we can become more attractive to potential employees in the future	By June 2023	HR Team	Complete	<p>Created new jobs pages on our website that include:</p> <ul style="list-style-type: none"> • Promotion of our excellent employee benefits • Employee Journeys • Information on our teams • Our staff values • EDI information • Information about our guaranteed interview schemes <p>Use social media, electronic screen in town centre and jobs fairs to promote vacancies</p> <p>Making use of the national 'Make a difference' campaign to promote working in local government</p>
1.3	Review our HR policies and processes to make sure that we are enabling, driving forward and facilitating our aspiration to be an employer of choice	March 2023 onwards	HR Team	Ongoing	<p>Policy review ongoing, new policies/guidance published on:</p> <ul style="list-style-type: none"> • Recruitment and retention incentives • Flexible Working • Post Entry Training <p>Family Leave Policy and Agile Working Policy are currently in development</p>

	Activity	Date	Responsibility	Output	Update Feb 25
1.4	Review and modernise our approach to recruitment to make sure we attract valued staff	Commence by Q3 2023	East Midlands Council HR Team Head of Customer Service & Transformation	Complete	Reviewed and improved Jobs pages highlighting staff benefits and employee journeys. Reviewed and improved application process/online form Utilised speciality website and university employability portals to recruit difficult to fill/graduate roles Developed a new vacancy management process Utilised apprenticeship opportunities Advertised jobs in the local community i.e. Job Fair and Electronic town centre screens
1.5	Review and modernise our approach to retention to make sure we retain valued staff	Commence May 2023	HR Team East Midlands Council Head of Customer Service & Transformation	Ongoing	Analyse staff turnover rates Analyse staff survey feedback Identify and address 'pinch points' through regular discussions with HR/SLT Developed Recruitment and Retention Incentives Policy

	Activity	Date	Responsibility	Output	Update Feb 25
1.6	Develop work placement opportunities with universities	By December 2024	East Midlands Council HR Team	Ongoing	Work continues with East Midland Councils and currently exploring internships and work placement options Advertised specialist roles/graduate roles via the Employability websites Strategic Director in early discussions with University of Leicester
1.7	Ensure that Oadby and Wigston contract terms and conditions reflect our business need and our approach to our agile working environment	By September 2023	HR Team	Complete	Terms and Condition have been reviewed and implemented for new staff.
1.8	Develop an impactful approach to welcoming new staff to Oadby and Wigston Borough Council to make sure that employees of all levels receive the information and support they need to deliver and work in a high performance culture	By end of Q3 2023	HR Team Customer Service Improvement Manager	Complete	Reviewed and improved induction and probation process Induction checklist developed Corporate HR and online induction reviewed and updated Training developed and rolled out to all line managers. New starter survey conducted to measure success in this Trackers developed to monitor completion of essential training during induction period

2. Developing our People

	Activity	Date	Responsibility	Output	Update Feb 25
2.0	Maximise the use of the apprenticeship levy to develop our existing employees and attract our employees of the future	Ongoing	HR Manager	Ongoing	Utilised apprenticeship scheme within the Environment Health team (3 apprenticeships) Considering use of future apprenticeship areas
2.1	Develop a coaching and mentoring culture	By Q4 2024	HR Manager Head of Customer Service & Transformation Strategic Director	Complete	CMT Managers attended Leadership Training sessions Informal mentoring partnerships across the organisation

	Activity	Date	Responsibility	Output	Update Feb 25
2.2	Create a Leadership and Management Development Programme to ensure it drives our service areas and individual performance forward	By April 2023	HR Manager Head of Customer Service & Transformation Strategic Director	Complete	Launched Training and Development Programme across all levels of management
2.4	Ensure we forecast an appropriate learning and development budget for all our employees based on Skills, Behaviour, Technical roles	By end of Q2 2023	Head of Customer Service & Transformation Strategic Director Human Resources	Complete	Centralised corporate training budget Training requests monitored by HR Manager
2.5	As we embed our agile working high performance culture ensure that we focus on personal development of our employees	By Q3 2023	CMT Level contributors Head of Services Strategic Directors	Complete	Review of Performance Management undertaken Developed performance management framework that incorporates probation reviews, 121's and Appraisal processes. Training developed and rolled out to all line managers.

	Activity	Date	Responsibility	Output	Update Feb 25
2.6	Ensure that learning and development becomes a normal working practice of how the Council works through dedicated learning and development programme	April 2023	HR Team SLT	Complete	Launched Training and Development Programme across all levels of staff
2.7	Ensure as part of transformation programme that we become a digital Council, equipping employees to so that continuous improvement can be delivered for service provision and that employees embrace new technology such as surfacepros, webchats	Ongoing	Head of Customer Service & Transformation	Complete	Mobile staff digital needs have been assessed, better technology implemented such as Surface pro and smart phones to enable better working processes

3. Engaging Our People

	Activity	Date	Responsibility	Output	Update Feb 25
3.0	Create a formal feedback mechanism so that employees are empowered to challenge existing practices and ideas in a collaborative manner.	June 2023	HR Team Staff representatives	Complete	Staff engagement group share ideas and challenge existing processes. Ideas and suggestions are discussed at 121's and team meetings. Annual Staff Survey
3.1	Develop stronger working relationships with recognised trade unions to ensure that we work together and are compliant with negotiated agreements	June 2023 and ongoing quarterly	HR Manager Strategic Director Employee Trade Union Rep's	Ongoing	Strengthened working relationships with Trade Unions and consultation has been developed. Trade Unions consulted throughout the organisational change process.
3.2	Develop our Corporate Management Team structure and meetings to bring together our people managers on a regular basis	January 2023	SLT CMT	Complete	Quarterly joint SLT/CMT Meetings take place Joint training session carried out with CMT/SLT.
3.3	Undertake regular two-way communication with all employees	Ongoing By end of Q4 2024	HR/Comms	Complete	Regular staff briefings taking place Annual Staff survey carried out with results shared with all staff and action plans developed to drive improvements. Staff newsletter used by all staff to cascade and share information

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					Regular Team meetings and 121's taking place across the council

4. Rewarding and Recognising Performance

	Activity	Date	Responsibility	Output	Update Feb 25
4.0	Develop a strategic approach to identify, attract and develop talent	By Q3 2025	HR Team Head of Customer Service & Transformation Strategic Director	Ongoing	Participation in the East Midlands Challenge Event Sponsoring a place on the Employee Development Programme run by the District council Network Using the national 'Make a difference' campaign to attract people working in other sectors to move to local government.
4.1	Understand why staff leave the Council, collate feedback and implement changes where appropriate	Ongoing	HR Team	Complete	Developed online Exit Survey to gather more data HR Team review responses and follow up where needed
4.2	Review and modernise our approaches to retention to make sure that we attract and retain valued staff	Ongoing	Head of Customer Service & Transformation HR Team	Ongoing	Analyse staff turnover rates Analyse staff survey feedback Identify and address 'pinch points' through regular discussions with HR/SLT Development of Recruitment and Retention Incentives Policy
4.3	Ensure our remuneration packages are competitive and attract high calibre individuals to the role	June 2023	HR Team East Midlands Council	Ongoing	Benchmarking exercises have been carried out where needed Explored the possibility of subscribing to a service which offers access to national data but decided not

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					to progress as there wasn't enough local data included. Market supplements applied when needed
4.4	Utilise our values and behaviours to drive our awards programme for recognition mechanism to link our reward and recognition	June 2023	SLT CMT Staff	Ongoing	Annual Staff Awards process. Planned review of staff values to take place in 2025.
4.5	Linking our reward and recognition strategy, develop an employer 'brand' to understand our reputation as an employer and how we can become more attractive to potential staff of the future	Ongoing		Complete	<p>Consulted with staff via the staff survey to help understand our employer brand.</p> <p>Created new jobs pages on our website that include:</p> <ul style="list-style-type: none"> • Promotion of our excellent employee benefits • Employee Journeys • Information on our teams • Our staff values • EDI information • Information about our guaranteed interview schemes <p>Use social media and electronic screen in town centre to promote vacancies</p> <p>Making use of the national 'Make a difference' campaign to promote working in local government</p>

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	Activity	Date	Responsibility	Output	Update Feb 25
4.6	Develop a strategic approach to succession planning so that we identify and develop our future leaders and grow 'our own' in house where possible	By end of Q4 2024	HR Manager Strategic Director	Ongoing	<p>Developed a Training Development Programme which helps identify the skills that are required at each level of management.</p> <p>Investing in our manager's development by running courses such as Having Difficult Conversations Training.</p> <p>Identification of business critical roles/gap analysis to identify where to develop our succession planning activities.</p>
4.7	Review our approach to performance management, ensuring developmental and performance conversations drive our Council to a high performance culture	By end of Q3 2023	HR Team SLT CMT Employees	Complete	<p>Review of Performance Management undertaken</p> <p>Developed performance management framework that incorporates probation reviews, 121's and Appraisal processes.</p> <p>Training developed and rolled out to all line managers.</p>

5. Equality, Diversity and Inclusion

	Activity	Date	Responsibility	Output	Update Feb 25
5.0	The Council will promote and actively work towards enabling a diverse workforce across all levels of the organisation	Ongoing June 2023	East Midlands Council Strategic Director Human Resources	Ongoing	Achieved Disability Confident Committed accreditation. Implemented guaranteed interview schemes for the Armed Forces Covenant and Disability Confident accreditations. Implemented mandatory EDI training for all staff. Developed a new Flexible Working Policy and implemented across the Council.

6. Mental and Physical Wellbeing

	Activity	Date	Responsibility	Output	Update Feb 25
6.0	Ensure safety is prioritised in the workplace, risks to staff are managed effectively and all relevant information is shared	Immediate & Ongoing	Health and Safety Officer Human Resources Manager Health and Safety Officer	Ongoing	Clear Health & Safety procedures in place.
6.1	Embed mental health awareness into our Leadership and Management Development Programmes	When Programmes are implemented	Strategic Director Human Resources Manager	Complete	Wellbeing has been incorporated into performance management frameworks and policies as appropriate.
6.2	Build an understanding and reduce stigma of mental health conditions through awareness programmes and initiatives	Ongoing	HR Manager Senior Leadership Team Corporate Management Team	Ongoing	Mental Health First Aider information updated on Intranet. Promotion of support available from Employee Assistance Programme/Mental Health First Aiders are regularly cascaded to staff. Health Promotion information/webinars regularly cascaded via the staff newsletter.

7. Values and Culture

	Activity	Date	Responsibility	Output	Update Feb 25
7.0	Embed our core values and behaviours into our policies, processes and how we approach the way we work	Ongoing	Human Resources SLT,CMT, Human Resources	Ongoing	Values and behaviours relaunched in 2023 and incorporated into Policy Reviews and Performance Management Framework.
7.1	Undertake regular two way engagement with all employees	Ongoing	Senior Leadership Team Corporate Management Team Human Resources Staff	Ongoing	Staff engagement group established. Annual staff survey with results cascaded via staff briefing.

Review Date:

February 2025 by HR Manager and Head of Customer Service and Transformation