

Our Action Plan



TRI-SECTOR CHALLENGE

HAVE YOU GOT WHAT IT TAKES?



Below is a table of the planned actions to achieve each of the four themes and overall aim of the People Strategy. This includes the activity, delivery date, responsibility and output.

Strategy One – Employer of Choice

	Activity	Date	Responsibility	Output
1.0	We will promote and proactively work towards enabling a diverse agile workforce across all levels of our organisation	Ongoing	Human Resources, Senior Leadership and Corporate Management Team	<ul style="list-style-type: none"> Managers clearly understand and promote flexible working options, based on an individual's needs
1.1	Celebrate organisational successes	Commence May 2023	Human Resources, Senior Leadership Team	<ul style="list-style-type: none"> Plan and deliver a programme of events throughout the year that recognise key milestones and achievements of the organisation and employees.
1.2	Understand our reputation as an employer and how we can become more attractive to potential employees in the future	By June 2023	Human Resources	<ul style="list-style-type: none"> Consult and engage with staff to development an employment offering and brand. Understand our organisational demographics (new starters, established employees to ascertain what we want to be known for? What makes staff proud to work for us? Work closely with our communications team and utilise our social media platform to promote our presence and approach to engaging new staff. Work closely with our communications team and to develop a framework for measuring impact as an employer.

	Activity	Date	Responsibility	Output
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	Human Resources, Croner	Conduct an internal policy review, produce a gap analysis and ensure our policies are up to date including relevant legislation.
1.4	Review and modernise our approach to recruitment to make sure we attract valued staff	Commence by Q3 2023	East Midlands Council Human Resources Head of Customer Service & Transformation	<p>Review of recruitment processes to include:</p> <ul style="list-style-type: none"> ▪ Analysis and review of current processes ▪ Data gathering and insight into how we recruit and effectiveness of this ▪ Analysis of shifting demographics and hard to fill vacancies in our workforce and how this may affect priorities for future potential applicants ▪ Develop a modern and responsive approach to attracting future staff ▪ Identify recruitment challenges, and establish targeted approaches to mitigate against current challenges and future challenges, forecasting future ▪ Develop a vacancy management plan ▪ Graduate Programme ▪ Apprenticeships ▪ Leverage shared partnership initiatives
1.5	Review and modernise our approach to retention to make sure we retain valued staff	Commence May 2023	Human Resources East Midlands Council Head of Customer Service & Transformation	<ul style="list-style-type: none"> ▪ Analyse turnover rates at an organisational, service and function level. ▪ Through pulse surveys, focussed feedback conversations, HR advisory insight and trade union insight identify Manager 'pinch points' ▪ Develop an approach and plan to remove those 'pinch points'
1.6	Develop work placement opportunities with universities	By December 2024	East Midlands Council Human Resources	<ul style="list-style-type: none"> ▪ Standardised documented approach and policy for work placements ▪ Pilot a work placement.

	Activity	Date	Responsibility	Output
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	Human Resources	<ul style="list-style-type: none"> ▪ Consult with Trade Unions and staff ▪ Implement changes to contract and employment
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 Quarter 3 2023	Human Resources Customer Service Improvement Manager	<ul style="list-style-type: none"> ▪ Establish an impactful corporate induction programme to welcome new employees to include:- <ul style="list-style-type: none"> - staff induction booklet - Induction session - Establish future networking opportunities for staff (a buddy programme) - Establish effective and impactful on-boarding process - Comprehensive ICT Training and support - Role of a Manager within the organisation - Completion of mandatory training e.g.customer focus, IT security, GDPR.

Strategy Two – Developing our People

	Activity	Date	Responsibility	Output
2.0	Maximise the use of the apprenticeship levy to develop our existing employees and attract our employees of the future	Ongoing	Human Resources Manager	<ul style="list-style-type: none"> ▪ Increase the number of apprenticeships to decrease the size and number of skills gaps by developing a strategic programme to maximise the impact of apprenticeship levy spend targeting areas where the Council has identified current and future skills shortages through the vacancy management plan.
2.2	Develop a coaching and mentoring culture	By Quarter 4 2024	Human Resources Manager Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> ▪ Undertake a review of our approach to coaching and mentoring to date and design a plan for developing our approach to coaching and mentoring. ▪ Design and deliver a series of coaching sessions for our CMT Level Managers encouraging coaching skills to be incorporated into 1-2-1's and performance development meetings ▪ Incorporate coaching into our Leadership and Management Development Programme ▪ Consider incorporating coaching skills and tools into our customer service development for frontline employees
2.3	Create a Leadership and Management Development Programme to ensure it drives our service areas and individual performance forward	By April 2023	Human Resources Manager Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> ▪ Design and develop a leadership and management development programme ▪ Maximise the apprenticeship levy funding to provide a range of leadership and management apprenticeship options.

	Activity	Date	Responsibility	Output
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	<ul style="list-style-type: none"> Undertake an organisational skills and learnings needs skills matrix (needs analysis)
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	<ul style="list-style-type: none"> Undertake a performance management review including a review of 121s, probation and a full review of our appraisal process
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	Human Resources Manager Senior Leadership Team	<ul style="list-style-type: none"> Launch and implementation of mandatory annual staff training programme Agree a framework for learning and development to improve knowledge and skills that would positively impact on personal, professional development and our service needs.
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	<ul style="list-style-type: none"> Align our customer experience and digital strategy with our recruitment process so that we recruit employees with the digital skills and behaviours required for their roles and service areas. Promote a digital culture throughout the organisations through digital champions and other development opportunities

Strategy Three – Engaging our People

	Activity	Date	Responsibility	Output
3.0	Create a formal feedback mechanism so that employees are empowered to challenge existing practices and ideas in a collaborative manner.	June 2023	Human Resources Staff representatives	<ul style="list-style-type: none"> Design and develop a working group where staff work with accountability and responsibility as change agents Utilise their feedback to help shape corporate policies and strategies
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	Human Resource Manager Strategic Director Employee Trade Union Representatives	<ul style="list-style-type: none"> Establish regular quarterly meetings with Trade Unions unions in line with the agreed governance arrangements.
3.2	Develop our Corporate Management Team structure and meetings to bring together our people managers on a regular basis	January 2023	Senior Leadership Team Corporate Management Team	<ul style="list-style-type: none"> Review Terms of Reference of the CMT Review effectiveness and delivery of outputs of CMT Ensure the Senior Leadership Team have two way engagement opportunities for regular communications reinforcing the direction of travel for the Council
3.3	Undertake regular two-way communication with all employees	Ongoing By end of Q4 2024	Human Resources/ Communications	<ul style="list-style-type: none"> Develop forward plan for staff briefings and content Develop new channels to enable two-way engagement Undertake an annual staff survey

Theme Four – Rewarding and Recognising Performance

	Activity	Date	Responsibility	Output
4.0	Develop a strategic approach to identify, attract and develop talent	By Q3 2025	Human Resources Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> Develop a process and structure and define a series of corporate principles to help make sure our approach and decisions are transparent Diversity and inclusion implications are built into our talent pool Identify leadership skills of the future and on an annual basis review our staff under the 9 box analysis matrix.
4.1	Understand why staff leave the Council, collate feedback and implement changes where appropriate	Ongoing	Human Resources	<ul style="list-style-type: none"> Undertake analysis of exit interview data on an annual basis to identify and establish any trends
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 Human Resources	<p>Design and approach to retention, to include:-</p> <ul style="list-style-type: none"> Analysis of turnover rates at a departmental, service area and organisational level Through surveys and focused feedback conversations, HR advisory insight, trade union insight the gaps between staff and manager 'frustration points'
4.3	Ensure our remuneration packages are competition and attract high calibre individuals to the role	June 2023	Human Resources East Midlands Council	<ul style="list-style-type: none"> Conduct a benchmarking exercise across Leicestershire and other Councils and Districts across England.
4.4	Utilise our values and behaviours to drive our awards programme for recognition mechanism to link our reward and recognition	June 2023	Senior Leadership Team Corporate Management Team Staff	<ul style="list-style-type: none"> Review our Values and Behaviour Awards and Chief Executive Award for relevance and appropriate regularity Ensure the Council's People HR System is leveraged to its full capability to recognise staff across the Council.

	Activity	Date	Responsibility	Output
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		<ul style="list-style-type: none"> ▪ Celebrate our organisational success with events that recognise key milestones and achievements ▪ Consult and engage with our staff to develop and employer brand. Create focus group for different organisational demographics e.g. new starters, establish employees. - What do we want to be known for? - What makes us proud to work here? - What benefits package do we have? ▪ Include in our Communication and Brand Strategy a strong social media presence and approach to engaging prospective staff
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	Human Resources Manager and Strategic Director	<ul style="list-style-type: none"> ▪ Develop systems to capture information about employee aspirations and potential, which will feed into development and support plans. ▪ Provide our leaders and managers with the skills to have regular career and development conversations ▪ Undertake analysis of roles within the organisation and where our succession planning priorities should focus on which will include a mix of leadership roles and technical business critical roles at all levels ▪ Undertake a competency and skills gap analysis to help us to plan and develop succession planning
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	Human Resources Senior Leadership Team Corporate Management Team Employees	<ul style="list-style-type: none"> ▪ Creation of a new performance management framework.

Supporting our People

Action Plan - Equality, Diversity and Inclusion

	Activity	Date	Responsibility	Output
1.0	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	<ul style="list-style-type: none"> ▪ We will utilise the scoring from the Equalities Framework for Local Government, and our practices to continually improve to support equality and diversity. ▪ We will review accreditations for disability confident and EDI initiatives. ▪ Promote flexible working practices throughout the organisation in order to attract and retain a diverse range of employees. ▪ As part of our Armed Forces Silver Award we will ensure that we follow the guidelines and policy laid out to ensure that this cohort are included in our recruitment process should they apply.

Supporting our People

Action Plan – Mental and Physical Wellbeing

	Activity	Date	Responsibility	Output
1.0	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	<ul style="list-style-type: none"> ▪ Health and safety practices are well communicated and staff report that they are confident the organisation has the right processes and practices in place ▪ Have a clear and accessible process in place for the organisation to record high risk areas for frontline staff
1.1	Embed mental health awareness into our Leadership and Management Development Programmes	When Programmes are implemented	Strategic Director Human Resources Manager	<ul style="list-style-type: none"> ▪ Managers feel confident to address issues around mental health confidently
1.2	Build an understanding and reduce stigma of mental health conditions through awareness programmes and initiatives	Ongoing	Human Resources Manager Senior Leadership Team Corporate Management Team	<ul style="list-style-type: none"> ▪ Utilise our mental health first aiders to encourage staff to: <ul style="list-style-type: none"> - Develop knowledge and confidence to signpost people with the most common mental health issues the right support - Develop and understanding of how to help build a mentally health workplace, challenge stigma and support positive wellbeing.

Supporting our People

Action Plan - Values and Culture

	Activity	Date	Responsibility	Output
1.0	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	<ul style="list-style-type: none">Embed our core behaviours into our HR Processes, in particular the recruitment, development and retaining of employees.Relaunch of values and behaviours
1.1	Undertake regular two way engagement with all employees	Ongoing	Senior Leadership Team Corporate Management Team Human Resources Staff	<ul style="list-style-type: none">Building into our policies, job descriptions and performance management processesUndertake annual employee surveys and implement appropriate actionsDevelop an annual plan for employee briefings and contentsHave a clear approach to capturing qualitative and quantitative feedback about our culture and ensure that targeted work is undertaken where neededDevelop new channels to enable two-way engagement such as employee working groups