Our ONE TEAM People Strategy Action Plan May 2024

Nurturing a great culture

Action	Brief Description	Year 1 2024-2025 May-July	Aug-Oct	Nov-Jan	Feb-Apr	Year 2 2025-2026 May-July	Aug-Oct	Nov-Jan	Feb-Apr	Year 3 2026-2027 May-July	Aug-Oct	Nov-Jan	Feb-Apr	Expected Outcome	How we will measure our success	Lead	Update	RAG
Introduce a 'living the leadership behaviours' programme	A bespoke leadership training package aimed at SMT - aligned with this strategy				●									Identified SMT members are further developed in respect of their leadership capabilities	Development of the programme and successful completion - Employee survey - quality of leadership	HR		
You said and together we fixed' approach	Similar to the outward facing version for customer complaints and comments - this faces internally for staff - perhaps delivered through Sharepoint		●											Improved awareness and engagement	Employee Liaison Group and JCG. Employee survey - work well together as ONE TEAM and feeling of being informed and input counts	COMMS		
Introduce succession planning model	A model for all service areas to follow with a common process and format	●												More successful internal appointments with improved vacancy management. Reduced negative impact of 'brain-drain' scenarios	Actual internal vs external appointments each year vs baseline of May 2024	HR		
Introduce team activities model	Aimed at highlighting the imporatnce of team building along with options to consider			●										Improved morale	Employee survey - feeling of belonging	HR		
Internal communications and feedback development	A fundamental review of the mechanisms used currently and an exploration of the 'art of the possible'- perhaps delivered through Sharepoint		●											Improved two way communication leading to more frequent and effective dialogue - leading to improved morale	Employee survey - feeling of being informed and input counts	COMMS		
Introduce scehdule of SMT roadshows	SMT to hold such events regularly for staff to attend with Q&A style format including visiting service areas throughout the year			●										Improved visibility / awareness and engagement	Employee survey - feeling of being kept informed, involved and aware of our objectives	SMT		
SMT 'back to the floor' schedule	To ensure SMT have their finger on the pulse of the organisation and are aware of other service areas other than their own				●									Improved visibility / awareness and engagement	Employee survey - feeling of being informed and input counts	SMT		
Introduce a 'service area' and 'ONE TEAM working together' showcase mechanism	A regular shop window into all areas of the Council for all staff to see - perhaps delivered through Sharepoint		●											Improved visibility / awareness and engagement	Employee survey - work well together as ONE TEAM	HR/COMMS		
Link desired behaviours to recognition and achievements process	Review the current categories and align with desired organisational behaviours			●										Improved morale and increased awareness and presence of the behaviours we see as key to our success	Employee survey - understands how work impacts on success of Council	HR		
Introduce 'employee shining star of the month' scheme	A more regular ongoing addition to the annual mechanisms, highlighted via SMT - perhaps delivered through Sharepoint			●										Employee recognition leading to Improved morale	Employee survey - receive recognition	HR/COMMS		

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Undertake long service awards review	To see if still relevant, or could be improved		●											Employee recognition leading to Improved morale	Employee survey - receive recognition	HR		
Undertake a revie of JE scheme	To see if fit for purpose								●					To ensure that we have an equality compliant scheme	Employee survey - Council is a fair employer	HR		
Introduce a People Strategy working group schedule and review throughout the strategy period	To have oversight of the strategy implementation, ensuring representation from different areas of the Council including differing seniority levels	●		●		●	●		●	●	●			Increased level of ownership, inclusivity and ollaboration amongst the workforce	Employee survey - feeling of being informed and input counts and inclusive approach	SMT		

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Ensuring wellbeing																		
Undertake a mental health framework and working group review	To see if still fit for purpose or could be improved		●											Good mental health and wellbeing is embedded with managers and in our culture with staff knowing how they can access help	Employee survey - work environment is safe and healthy and access to services/support stats	HR		
Introduce a quarterly mental health update on the extranet	Sharing opportunities for learning, access to resources and contacts - perhaps delivered through Sharepoint				●									Good mental health and wellbeing is embedded with managers and in our culture with staff knowing how they can access help	Employee survey - work environment is safe and healthy and access to services/support stats	HR/COMMS		
Shedule a programme of mental health events throughout the year	Sharing opportunities for learning, access to resources and contacts				●									Good mental health and wellbeing is embedded with managers and in our culture with staff knowing how they can access help	Employee survey - work environment is safe and healthy and access to services/support stats	HR/COMMS		
Develop and introduce a 'buddy-up' scheme	An informal mentoring option - aimed at new starters in particualar but not limited to this						●							More efficient integration into the organisation for new starters along with better knowledge and experience sharing more widely	Employee survey - opportunities for personal development. And Establishment of the scheme, take up and feedback	HR		
Introduce a 'study-buddy' scheme	An informal support for people studying particular types of courses provided by those who have experience of undertaking similar previously				●									Better knowledge and experience sharing	Employee survey - opportunities for personal development. And Establishment of the scheme, take up and feedback	HR		
Further promote health referral through our leisure facilities for staff	Along the lines of social prescribing where a staff member with illness/condition etc could benefit through physical activity		●											Good physical and mental health and wellbeing is embedded with managers and in our culture with staff knowing how they can access help	Employee survey - work environment is safe and healthy and access to services/support stats	HR/COMMS /Leisure		
Explore potential of a volunteering days programme for staff	Support the idea that volunteering adds value to the community - based upon a given period of time off (eg 1 day per year) to volunteer in the community				●									Improved morale	Employee survey - Council is a fair employer	HR/COMMS		
Explore the potential for extension of social activities calendar for staff	Aimed at establishing a regular social event for staff to engage in - outside of the business setting			●										Improved morale	Establishment of the calendar, take up and feedback + Employee survey	HR/COMMS		
Explore potential of 'green lease car' scheme	Similar to standard car leasing but with EV only options - no cost to Council but perhaps discounted by volume of staff taking up offers - potentially via Vivup		●											Improved morale - improved sense of personal conbtribution to tackling climate change	Exploration and analysis undertaken - potentially leading to a scheme - take up and feedback	HR/COMMS		

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Always improving																		
Introduce Service Manager 'essentials' training programme	Identify a 'basket' of must have training for service managers - over and above level required for induction purposes - to be undertaken within first 6 months of appointment	●												Managers are confident and capable in their roles - leading to improved leadership and management of people	Employee survey - my manager cares about me. + feedback from participants	HR		🟩
Include workforce planning into annual service review process	To make workforce planning a systemic process for all service areas so the organisation has full oversight of organisational need			●										Increased awareness from a workforce planning perspective leading to improved vacancy management	Actual vacancy length per year vs baseline vacancy length at May 2024	SMT/HR		🟩
Add workforce profile data to management dashboard	To ensure organisational oversight and awareness on an ongoing basis	●												Increased awareness from a workforce planning perspective leading to improved vacancy management	Actual vacancy length per year vs baseline vacancy length at May 2024	HR		🟩
Develop skills and capability matrix - present and future need	To ensure organisational oversight and awareness on an ongoing basis			●										Increased awareness from a workforce planning perspective leading to improved vacancy management	Actual vacancy length per year vs baseline vacancy length at May 2024	HR		🟩
Undertake bi-annual employee 'deeper dive' surveys	To delve into single issue areas brought out in the wider employee survey	●		●		●		●		●		●		Improved morale by ensuring that feedback shapes action - staff are seen and heard	Employee survey - at work my opinion counts. Successful schedule, take up and feedback	HR		🟩
Recruitment process review	To see if can be improved		●											More efficient and productive process leading to increased number of applicants	Increased number of applications for job roles	HR		🟩
Induction process review	To see if can be improved			●										More efficient and productive process leading to better informed and supported new starters	Actual successful completions per new starter vs baseline successful completions at May 2024 + Employee survey	HR		🟩
Appraisal process review	To see if can be improved				●									A scheme better aligned to the People Strategy and the behaviours we see as key to our success	Review of the process and improvements implemenation + feedback from participants and the wider Employee survey	HR		🟩
Create onboarding videos	To better use this medium in the recruitment process	●												More efficient and productive recruitment process	Increased number of applications for job roles	HR/COMMS		🟩
Develop a schedule and mechanism for improving links with education	To better use this source as an entry point into our organisation and in the recruitment process			●										Helping fulfill our talent pipeline ambitions	Increased number of job / apprenticeship applicants from the education system	HR/Econ dev		🟩

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Start Digital training platform roll-out	The platform is quite extensive with many training opportunities for staff to undertake at their own pace and time	●												Improved completion of training requirements, reduced administration, greater flexibility for managers and teams	Improved completer rates, year on year growth in online training options, user feedback and Employee survey	HR		
Establish formal coaching and mentoring training for SMT and service managers	A mechanism established or sourced to support leaders to develop their skills in this area				●									Better equipped senior staff to better fast track knowledge sharing and individual development	Employee survey - quality of leadership and management	HR		
Establish a coaching and mentoring referral or request programme for employees	To have in place a recognised process all aimed at fast tracking knowledge sharing and individual development								●					Access to better equipped senior staff to better fast track knowledge sharing and individual development	Employee survey - quality of leadership and management	HR		
Explore the potential for a 'walk-a-mile' job insight scheme	Aimed at allowing (where applicable) staff to try out roles across the organisation - improves insight but also allows us to retain good staff				●									Supporting improved retention rates and improved secondment opportunities - Helping fulfill our talent pipeline ambitions	Employee survey - More development opportunities	HR		
Celebrating our success' system review	To see if can be improved			●	●									Improved morale	Employee survey - Feeling valued	HR		
Further develop our 'data-hub' to better support data-led service provision	To see if can be improved				●									Access to better and more information to help create better informed decision making	Growth of Data hub content, accessibility and usage vs baseline May 2024	Performance		
Roll-out 'Propeller' programme	A programme designed to provide 'real-time' understanding of delivery success, barriers and opportunities in delivering the council plan			●										Improved organisational delivery and an improved model of continual improvement	Successful programme design, rollout, implentation and embedding	SMT		
Roll-out a 'tell us once' exit monitoring process for leavers	A programme designed to improve the exit process			●										Better insight as to why people leave and a streamlined process ensuring all notifications and organisational 'must-do's' are done	Successful programme design, rollout, implentation and embedding	HR		

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Effectively communicating and engaging																		
Establish an informal schedule of themed meetings and workshops with trade unions	Relevant SMT and managers along with Trade Union local and regional reps		●											Improved knowledge sharing in the interests of staff and the organisation capitalising on best practice from elsewhere when possible to do so	Schedule embedded and learning being shared	SMT/HR		(green)
Develop internal communications strategy	Utilising the various mediums and mechanisms to our greatest advantage to improve overall organisational awareness - utilising sharepoint amongst others			●										Improved awareness and engagement	Employee survey - feeling of being informed and input counts	COMMS		(green)
Develop ONE TEAM bulletin to be more interactive and have ability for staff to respond	Aimed at the idea that two way interaction is better than top down only - perhaps through Sharepoint				●									Improved awareness and engagement	Employee survey - feeling of being informed and input counts	COMMS		(green)
Roll-out 'learning lens' publication	This is a publication sent organisational wide to highlight training and learning opportunities	●												Increased awareness of opportunities - Helping fulfill our talent pipeline ambitions	Employee survey - More development opportunities	HR		(green)
Further develop digital 'chat space' and teams channels	Aimed at the idea that informal and lateral two way interaction is better than top down only - perhaps through Sharepoint				●									Improved awareness and engagement	Employee survey - work well together as ONE TEAM	COMMS		(green)
Complimentary activity																		
Measure of workforce diversity	Analysis to gauge if diversity has increased	●			●			●			●			Increased diversity in the workplace	Actual year on year vs baseline at May 2024	HR		(green)
Measure of staff turnover	Analysis to gauge retention rates	●			●			●			●			Improved retention rates overall	Actual year on year vs baseline at May 2024	HR		(green)
Measure of increased training and qualifications gained by workforce	Analysis to gauge if more opportunities and success rates achieved in relation to this	●			●			●			●			Increased training and qualifications undertaken	Actual year on year vs baseline at May 2024	HR		(green)

mirror the objectives in the strategy here