

Our ONE TEAM People Strategy Action Plan May 2024

RAG: Achieved/Ongoing Progressing Failing Not yet started

Ref:

N1

Nurturing a great culture																		
Action	Brief Description	Year 1			Year 2				Year 3				Expected Outcome	How we will measure our success	Lead	Update	RAG	
		2024-2025			2025-2026				2026-2027									
		May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr					
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	March 25 - Initial scoping exercise undertaken - will revisit again at end of 2025	

N2

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	22 July 24 - comms working on an area on the extranet to provide feedback to staff. October 24 - within next 9 months feedback from all surveys and action plans to be updated and sent to Group, ELG and JCG. November 24 - Employee Deeper Dive Survey results on new Sharepoint - https://salliance.sharepoint.com/sites/NEDDCStaffIntranet/SitePages/September-2024-Employee-Deeper-Dive-Survey-results.aspx - Sara to work with Comms to produce a page with a breakdown of 'you said we did in future' March 25 - Draft version ready for consideration by group	
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N3

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	22. 7.24 - draft circulated to SMT and SMF. Attach to Action Plan and link to Talent Pipeline. 11 November 24 - Directorate Workshops arranged for January/February 25, to link to appraisals and Management Dashboard. New HR and Payroll system will assist with modelling succession planning. NEDDC developing our own management course in association with the University of Derby. Talent Pipeline presented to EMCCA who were interested in creating a regional talent pipeline. March 25 -Included within review of appraisal process, currently being considered by SMT. Meetings taken place at Directorate level to go through workforce planning process and tools to apply within service areas	
Introduce team activities model	Aimed at highlighting the importance of team building along with options to consider				●										Improved morale	Employee survey - feeling of belonging	HR	March 25 - work to commence on this in the Autumn	

N4

N5	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	New Sharepoint intranet has helped create 2 way feedback - ability to like and comment on posts & reply to other commenters. Creating the bulletin is now quicker and more efficient using the in built bulletin feature March 25	
N6	Introduce schedule 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	March 25 - Events are held within Streetscene & Leisure, need to commence at other sites	
N7	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	March 25 - To discuss at SMT later this year	
N8	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	11 November 24 - service managers requested to provide Team details for publishing on extranet. Specific Team to be featured each month. March 25 - Spotlight focus on specific service area	
N9	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	11 November 24 - to be linked into other work. March 25 - Included within refreshed appraisal and succession planning processes & tools	

E2

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	22 July 24 - mental health and wellbeing. K Massey to highlight James Green's emails at Mental Health Group meetings. October 24 - established and incorporated into OD Plan. March 24 - Support and advice placed on sharepoint in line with awareness days and hot topics	
E3	Schedule 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	22 July 24 - consider in Autumn 24. Focus on specific days e.g. wellbeing walks, yoga sessions. October 24 - established and incorporated into OD Plan. Monthly Yoga, suicide awareness day, code of conduct and harassment refresh guidance issued. 11 September 24 - Mental Health included in training courses and Manager Essentials training. March 25 - Christmas celebration event held. Employee appreciation day. Spotlight on particular topics by the Improvement Team.	
E4	Develop and introduce a 'buddy-up' scheme	An informal mentoring option - aimed at new starters in particular 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	March 25 - To be incorporated within the revised Induction process	

E5	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	22 July 24 - pick up at next cohort. 11 November 24 - to be considered for ILM3 and ILM5 courses. March 25 - in place for Leadership Academy, need to consider further for other employees undertaking training (overlaps with mentor?)	
E6	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	22 July 24 - being considered when progressing sickness cases/OH. October 24 - incorporated within refreshed Sickness Absence Management practices. 11 November 24 - two cases referred	
E7	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	22 July 24 - maybe one day per year in district in works time. Draft to be circulated. October 24 - Volunteer Policy in development. 11 November 24 - consultation to be undertaken with trade unions in 2025. March 25 Proposal within draft leave of absence policy	
E8	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	March 25 - Sought employee views and asked for suggestions	

E9

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	22 July 24 - S Gordon to request update from Vic/Syivia. October 24 - discussed at SOD, not currently practicable/viable. 11 November 24 - not pursuing at the moment due to implications on individuals and the organisation. Continue to explore alternative options. March 25 - As current	
Always improving																			
Action	Brief Description	Year 1 2024-2025				Year 2 2025-2026				Year 3 2026-2027				Expected Outcome	How we will measure our success	Lead	Update	RAG	
		May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr						

A1

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	22. 7.24 - Work progressing to identify essential training for service managers. To be linked with the Brilliant @ The Basics work. S Gordon to discuss at SOD and provide update. Use of iPads at leisure centres being considered since some leisure staff have difficulty accessing HR21. Sept 24 - Management Essentials Training session held and first draft of the Brilliant @ The Basics booklet produced. Currently with SOD Group. March 25 - Brilliant @ Basics launching in April	
A2	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	22 July 24 - suggestions taken to SMT. HR to filter/cascade to managers. October 24 - achieved.	
A3	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	22 July 24 - work commenced. September 24 - workforce stats presented to SMT and workshop sessions taking place in January and February 2025. March 2025 - will be included at end of year	

A4

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	22 July 24 - to be linked into Manager Essentials training. Skills in view of AI. October 24 - commencing soon. March 25 - Discussed in Directorate Team meetings identified top 5 skills across workforce	
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A5

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	22 July 24 - employee survey to be undertaken in every 2 year period. September 24 - Leadership and Engagement Survey undertaken and Agile Working Survey being undertaken in November 24. October 24 - incorporated into OD Plan and full survey scheduled to take place Autumn 25.	
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A6

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	22 July 24 - improve marketing of the council. All service areas to develop their own recruitment packs. One Stop Shop for all recruitment information on website. October 24 - ongoing and progress being made on an incremental basis. 11 November 24 - An increase in enquiries/applications has been reported. Positive feedback had been received to the onboarding video. A £20 cost had received numerous clicks on enforcement post. Me Learning produced case study on NEDDC. March 25 Review commenced in February 25	
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	22 July 24 - HR progressing. Onboarding video being produced. October 24 - Onboarding video launched. Online learning platform covers corporate training. March 25 - Reviewed as part of recruitment process	
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 implementation + feedback from participants and the wider Employee survey	HR	March 25 - Review undertaken, new process to be launched March 25	

A7

A8

A9	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	11 November 24 - onboarding video launched and incorporated into induction process. New starter information on intranet. Important to ensure managers promote this. Mechanism to be in place to confirm when induction process completed. New HR and Payroll system will provide workflows and send reminder emails. March 25 - Videos used for some key aspects	
A10	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	22 July 24 - HR progressing with economic development. Link with street scene and K Massey November 24 - supporting schools to do litter picks etc. March 25 - Collaboration meeting with EDU, Comms, HR taken place and action plan developed	
A11	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 completion rates, year on year growth in online training options, user feedback and Employee survey	HR	March 25 - LMS System launched	
A12	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	March 25 - Not yet commenced	

A13	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	March 25 - Option available within revised appraisal process	
A14	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	March 25 - Not yet commenced	
A15	Celebrating our success' system review	To see if can be improved															Improved morale	Employee survey - Feeling valued	HR	22 July 24 - reward, recognition and accepted behaviours. Link to appraisals. October 24 - review commencing early 2025. March 25 - Not yet commenced	
A16	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	November 24 - link to Management Dashboard and benchmarking. March 25 - To be incorporated into new HR System	
A17	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, implementation and embedding	SMT	11 November 24 - NEDDC dedicated Performance Team to provide continuous improvement and relentless delivery. Need to be identified, supported by data, to progress. LGA National campaign launched, but not considered innovative. March 25 - Not yet commenced	

A18

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, implementation and embedding	HR	22 July 24 - link into HR and Payroll System tender. October 24 - included in tender. March 25 - To be incorporated into new HR System	
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Effectively communicating and engaging

	Action	Brief Description	Year 1 2024-2025				Year 2 2025-2026				Year 3 2026-2027				Expected Outcome	How we will measure our success	Lead	Update	RAG
			May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr	May - July	Aug - Oct	Nov - Jan	Feb - Apr					
EC1	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	22 July 24 - dates arranged. Discussions taking place with NED union reps. October 24 - meetings established for next 12 months. March 25 - Not yet commenced	
EC2	Develop internal communications strategy	Utilising the various mediums and mechanisms to our greatest advantage to improve overall organisational awareness - utilising sharepoint amongst other.		●											Improved awareness and engagement	Employee survey - feeling of being informed and input counts	COMMS	Done - live on intranet (Dec 24)	

C2

Measure of staff turnover	Analysis to gauge retention rates	●			●				●				●	Improved retention rates overall	Actual year on year vs baseline at May 2024	HR	March 25 - Included within management dashboards key trends to be reviewed at end of financial year	
C3	Measure of increased training and qualifications gained by workforce	●			●				●				●	Increased training and qualifications undertaken	Actual year on year vs baseline at May 2024	HR	November 24 - New HR and Payroll system to be implimented. Further work to be undertaken. March 25 - To be incorporated within annual workforce stats review	