

People Strategy Action Plan – September 2020 Appendix 1

Theme	Activity The need	Output The process	Outcome The result	Quick win/Major Project/ Fill in's
Resourcing	Consider making best use of social media, utilizing more diverse and flexible ways of advertising and actively promoting the benefits of working for the Council	We recruit the right people to the right roles using flexible and innovative recruitment practices Phase 1: Review and understand the benefit Phase 2: Target the benefits to the correct audience Phase 3: Actively promote the benefits in recruitment and retention activities	Recruitment and retention is much improved and we are renowned as being a great employer. People want to work for us and those who do are proud to	Quick win
	Review and implement a challenge mechanism to the recruitment process to ensure that we are filling posts in the right way	Roles will be better scrutinised.	We can demonstrate that our recruitment campaigns and innovative ways of thinking have resulted in critical workforce gaps being filled in different ways	Quick win
	Review our JD's and the terminology used to ensure that we are not subconsciously alienating candidates with protected characteristics.	We have updated advice and guidance for managers on preparing new JD's, and have spot checked some existing JD's.	We have a diverse workforce that mirrors all aspects of society	Quick win
	Benchmark our pay and benefits against local and national comparators, particularly in those occupations where skills shortages are being experienced	We use existing networks and benchmarking groups and keep abreast of best practice.	We successfully compete in local and national labour markets	Major project
	Develop clear understanding of service areas and drivers of employees	Carer progression is tailored to individuals and service areas	Technical expertise is developed and rewarded	Major project

Promote the use of interns, placements and apprenticeships, returner programmes and support managers with the implementation of these schemes	These schemes link in with existing apprenticeship routes and hard to fill roles.	Applicants for roles are plentiful and roles offer space for creativity and bravery, with good career progression	Major project
Make it easier for employees to get involved in projects where they can bring experience or skills to bear - publicise opportunities to do so more openly and encourage managers to create time and space for people to participate as far as reasonably possible	Flexible policy / process to deploy staff to where the need is and / or allow people to gain experience from other areas	There is more internal movement across the organisation both formally and through joint project working/demand led work.	Major project
We review the pay gap of protected characteristics regularly, and take active steps to reduce the gap	We will produce annual BAME pay gap as well as a gender pay gap and actions that arise from this will be included into this action plan	We continue to demonstrate a reduction in our pay gaps	Major project
Our pay policies and pay scales are widely published and reviewed to ensure transparency and fairness of these across our workforce	Pay scales and relevant policies appear on both our recruitment pages and with our published transparency data	Applicants are able to understand our payscales clearly, and employees	Fill in work
Review the exit interview process	Identify areas for improvement gained from the exit interview data	We are able to demonstrate positive changes as a result of exit interview data	Fill in work
Managers regularly receive information on their turnover, and understand this data	Turnover data is added to HR dashboards	Overall Council turnover figures remain at 'healthy levels'	Fill in work

Impact:

Improvements to recruitment processes result in us being able to attract and recruit the right people in the right posts quicker. This reduces the reliance and cost of consultants. With fewer vacancies we are able to manage volumes of work across services better – caseloads are under control and the stable workforce enables consistency of personnel for service users. Our employment offer means that we attract candidates from our own communities and employees will feel invested working in the communities in which they live. We have the resource to support the development of

others including 'grow your own' and mentoring schemes. The private sector see us as a true partner that they can work with – we are resourced to deliver quickly and not perceived to be slow or bureaucratic.

Employee Engagement	Increase communication from senior leaders with protected characteristics (for example blogs Q&A sessions) to provide increased visibility of diverse leaders and role model career growth	Regular blogs appear in our corporate communications and employees can see the diversity of our organisation	Employees see and hear consistent messages from the senior leadership team and are motivated and inspired by them	Quick win
	Review our Agile /Ways of Working Policy in light of the learning from the Covid crisis	The revised policy incorporates the learning, is widely published and employees understand it	Employees are flourishing in new ways of working and although working in different spaces understand that they are part of a whole	Quick win
	Review how information is being shared and reiterate the importance of the information being shared	A variety of communication channels means that reliance on email is reduced	Employee communication is consistent, transparent and readily available through a number of channels within in all office locations, and our employees take responsibility for ensuring they are up to date with Council information	Quick win
	Change is managed well in the organisation and employees understand change management processes and where to access support	Articulate a clear set of actions specific to the management of ongoing and future change - establishing protocols around how we manage change in the organisation	People believe in the leadership commitment, and that things will positively change	Major project
	Managers to consider ways in which they can create an annual programme of team building and development activities	Corporate tools have been established to help with this, linked to our behaviours and values framework	Employees feel engaged and work well in teams, even when working remotely	Major project

	Share a road map of our vision of the future - what might our workplace look like?	Work undertaken by the recovery board is fed into the people strategy actions	Staff have understood how they can work differently and how we continue the good practice	Major project
	Create (and facilitate) professional networking groups for all employees working full and part time	A diverse range of employee networks exist and these are widely publicised so employees know about them	Networking groups are fully established across the organisation and have an input in some Council wide projects	Major project
	Share assurances around the future of our IT provision	Communications about our IT provision and improvements are regular	Employees have the right IT equipment to enable them to do their job	Fill in work
	Provide a clear stance on hot desking for the foreseeable future.	Employees are communicated on changes to remote working guidance – both national and internal	Employees have an element of choice in the way in which they work and have support to create a safe home working environment	Fill in work
<p>Impact: Our turnover remains at healthy levels as employees feel engaged and supported. This in turn, helps services to maintain staffing levels, particularly reducing the need to recruit to hard to fill roles and overreliance on agency workers. Engaged employees have more loyalty to the Council, wanting to work hard, and together to benefit our communities.</p>				
Wellbeing	Guidance on managing stressful situations when working remotely and when no colleagues are close	More wellbeing topics that cater for front line staff as well as those working from home	Employees feel well supported, even when working remotely	Quick win
	Encourage managers to sign up for the mental health workshops as new dates are released. Continue to promote our health and wellbeing offering and sign-posting	Our senior team have been trained in mental health and wellbeing and we have offered training for all managers through the open programme	Managers are more confident in talking about mental health and providing good wellbeing support to their teams	Quick win
	Capture more examples of senior managers role modelling good wellbeing behaviours for the JMT updates	Our senior leaders play a role in supporting and advocating wellbeing	Our senior leaders are role models for wellbeing and help to develop a culture	Quick win

			promoting wellbeing across the council	
	We have carried out an audit of wellbeing initiatives	We have developed a specific Camweb area to promote these alongside a calendar of wellbeing events	We recognise the link between wellbeing and engagement and we take a proactive approach to keeping people at work	Fill in work
	Wellbeing champions help promote activities across the Council and suggestions for additional wellbeing activities are sought	An excellent programme of activities is available and accessible to all, promoting wellbeing at work, and in our home lives	Employees feel well supported and wellbeing activities are visible and tailored to all services.	Fill in work
	Health and safety tips to be refreshed and added to with the addition of tips around protecting eyesight from more concentrated screen use at home	Completed	Employees know and are actively using the tips	Fill in work
	We work closely with our Public Health colleagues to ensure our managers are trained to proactively support their employees' wellbeing	We provide a range of manager training on wellbeing initiatives	Our employees feel supported by their manager, and managers feel confident in supporting employee wellbeing	Fill in work
	Signpost people to EAP and the wider benefits that it offers - not just counselling	We have a range of assistance and support available to help resolve any concerns our people may have	Employees take responsibility for their wellbeing, and as a Council we understand this means both physical and mental wellbeing - reword to be more supportive	Fill in work

Impact:

The increase in wellbeing initiatives has resulted in a decrease in absence cases across the Council. Applicants and employees know that we place importance on employee wellbeing. Our turnover is low, as employees feel fully supported at work, and line managers are trained and confident to support employees on mental health and wellbeing issues. Wellbeing is openly and regularly discussed between employees and line managers and therefore performance and productivity across the Council is high.

	Ensure that our management training and development programme includes emotional and	A wide range of training is available	Our managers are 'confident managers',	Quick win
--	--	---------------------------------------	--	-----------

Skills, Development & Behaviour	softer skills, and the take up of emotional intelligence related courses has increased		adept at listening, applying emotional and personal responses to allow an adaptive style of management.	
	Manager and employee toolkits reviewed for the new appraisal approach	The new appraisal and reward process is ready to be launched	The conversations approach to appraisals is fully embedded across the Council	Quick win
	Increase the usage of coaching and mentoring across the Council	A variety of coaching and mentoring opportunities is available, and we have trained employees to be coaches	A comprehensive management and leadership framework is up and running	Major project
	Widespread training and briefings on the new appraisal approach and values and behaviours framework	Our values and behaviours are clear and articulated	Employees are able to articulate the new values which have been rolled out and the senior leadership team are living and modelling them	Major project
	Implement a development programme for leaders and managers to support and lead change across our organization	A variety of development initiatives are widely available	Leaders and managers are really embracing the change and behaving in a way that reflects the culture and behaviours	Major project
	Develop a commercial acumen programme for our workforce	Encourage creativity and commerciality within teams	Our workforce are confident in commercial decision making	Major project
	Develop a cultural competency programme for our workforce	We have a workforce that is culturally competent and aware	Equality and diversity is championed, enabling our employees and communities to thrive	Major project
	Develop a climate awareness programme for our workforce	Climate change is considered in people and workforce issues	Climate change considerations are embedded in our values and becomes a new normal	Major project

Impact:

We utilise the apprenticeship levy for a wide range of development initiatives, including leadership and management development. Managers have the ability to get the best out of their teams, adapting their approach as needed to lead high performing teams. Employees have the ability and skill to make decisions in line with the accountability of their roles, meaning that our leaders are able to focus on strategic issues and managers are able to better plan and develop their services. Skilled employees enables flexibility and deployment of resource to need across the Council. Productivity and performance across the Council is high.

Reward and Recognition	Look at how reward and recognition affects turnover	We have increased guidance on recognition, promoting current schemes and analysed exit data to determine any trends in leaving reasons	Employees feel recognised for their contribution, and our reward systems allow us to recognise exceptional work	Major project
	At a time of continued budgetary reductions we look at rewarding and recognising our people for their valuable contribution in ways other than monetary, and we maximise the value and accessibility of our non-financial benefits - need to reward	A wide range of reward and recognition methods are available and promoted	Flexible reward packages allow us to remain competitive in local and national employment markets and (to reward our employee's within financial constraints)	Major project
	We appreciate our people for their hard work, we celebrate our successes, and we understand the differing motivations and needs of our people	Our conversations appraisal approach, and recognition tools encourage employees and managers to celebrate success Managers and Members regularly contact employees to offer thanks and recognition for work done	Our performance management scheme encourages a culture of recognition and praise	Major project
	Pay and reward strategies are regularly reviewed	Annual reviews of our pay policies and pay scales take place	Pay is competitive and aligned to national scheme where relevant	Major project

Impact:

Development is used as a key tool for recognition. Apprenticeships and mentoring means that we have cost effective and supportive measures in place that act as recognition opportunities for employees whilst helping to develop our workforce. Employees feel valued leading which has led to a decrease in turnover so we have retained key employees and skills and reduced our recruitment costs.