

## People Strategy Action Plan Update

Key action	Update
Develop a new performance review process and dynamic PDP managed through learning hub for ongoing development	<b>Completed</b> – delivered a refreshed performance review process and personal development plan for all staff that is streamlined, efficient and allows for meaningful conversations about staff development and wellbeing on a regular basis
To deliver the Director staff survey 2021 action plan	<b>Completed</b> – delivered actions to increase SLT profile, visibility, and service engagement through structured team briefings, 1-2-1's and Director roundtables as well as Director briefings
Develop the learning hub to provide the best training and development for staff including mandatory training framework	<b>Completed</b> – developed mandatory training modules, online induction process and developed specific HR and Health and Safety areas for staff to access information
Staff Development Day	<b>Completed</b> – launched staff development days with all teams now working with managers to identify how they will use their development days to support team and individual learning. Examples include shadowing other teams, visiting other councils, joint training sessions, attending sector based courses and conferences, general team building and business planning.
Develop clear pathways for graduates and apprentices and cross service / sector opportunities	<b>Completed</b> – annual process developed for bringing graduates and apprentices into the organisation with wraparound support packages once joined including mentoring, buddy system, full programme of graduate learning sessions delivered by a third party training provider.
Staff social engagement events & cross team learning	<b>Completed</b> – created a calendar of staff social engagement events including staff recognition events, sports clubs, and Staff Listening Days to increase SLT visibility and to promote cross team learning
Develop a programme of staff engagement	<b>In progress</b> – creating informal opportunities for feedback through staff forums, surveys and informal feedback opportunities, being developed in line with new Chief Executive in the New Year
Senior Leadership Team Development Programme	<b>In progress</b> – organising a senior leadership team away day and a development programme including masterclass sessions with partners and development activities
Passport to People Management Programme & Flair Programme	<b>In progress</b> – further develop the Passport to People Management programme (for all managers) including informal opportunities to promote internal learning, build relationships and share experiences/best practice. Developing an additional Flair Programme per year to develop staff that are wanting to move into a leadership role.

<p>Staff Experience event to bring everyone together around achievements and future priorities</p>	<p><b>In progress</b> – initiative to bring together all staff to promote cross team learning, opportunities to network and develop our organisational values and behaviours.</p>
<p>Establish an approach to retaining talent</p>	<p><b>To be delivered in 2023</b> – including introducing retention packages and development conversations to understand individual aspirations and options, taking a proactive approach.</p>
<p>Refresh recruitment branding and onboarding / exiting processes</p>	<p><b>To be delivered in 2023</b> –</p> <ul style="list-style-type: none"> <li>• Modernise recruitment branding to create a strong employer brand, focusing on new starter and leaver experience</li> <li>• Clear approach to onboarding so staff have the skills and knowledge to do their jobs with the right kit and tools for the job from day one.</li> <li>• Clear approach to exiting of staff to improve effectiveness of the recruitment cycle and learning</li> </ul>
<p>All service leads to do an annual workforce and skills audit</p>	<p><b>To be delivered in 2023</b> – service leads to develop a plan for succession and development in line with organisational priorities, linked to PDP's</p>
<p>Develop a staff recognition programme</p>	<p><b>To be delivered in 2023</b> – ensuring recognition is timely, frequent, visible, and inclusive through a variety of channels</p>