

PRIORITY ONE - WORKFORCE PLANNING AND MANAGING POTENTIAL				
Ref	What we are going to do	Activities	Measures of success	Date
1.1	Build upon our positive working relationship with our trade union colleagues to make a positive difference	<ul style="list-style-type: none"> <li>•Design and agree a programme of work with trade union colleagues to review policies, processes and practices</li> <li>•Review employee engagement channels to improve channels of communication which encourages employees to provide feedback in the transformation of the council</li> <li>•Design and agree an annual staff survey with trade union colleagues</li> </ul>	<ul style="list-style-type: none"> <li>•A modern and fit for purpose council reduces the number or threat of industrial disputes</li> <li>•Clearer data and understanding on reasons and numbers of employee relations case work</li> <li>•The number of staff surveys returned increases year on year</li> <li>•Improved levels of staff confidence and performance is evidenced through the take up of training and through appraisal personal development plans</li> <li>•Staff survey results indicate staff feel involved in decisions which impact on them</li> </ul>	
1.2	Develop a workforce planning tool to increase resilience and help services think about, and plan, their workforce requirements	<ul style="list-style-type: none"> <li>•Design and agree a workforce planning tool and roll out across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>•A modern and fit for purpose workforce.</li> <li>•Directorate workforce planning is integral to financial and business planning</li> </ul>	
1.3	Revise our induction programme to successfully on-board new colleagues	<ul style="list-style-type: none"> <li>•Design and agree a Corporate Induction programme</li> <li>•Design and agree Service specific Induction programmes across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>•Robust, thorough and consistently applied staff induction process implemented which contains “one council” messaging.</li> <li>•Completion rates for induction modules will be at least 90% and all new colleagues attend corporate induction within 2 months of start</li> <li>•Number of applicant withdrawals or staff choosing to leave within the first 6 months of employment is reduced</li> <li>•Staff surveys indicate improved motivation and morale in employees</li> <li>•New appointees are “business ready” in terms of knowledge, skills and behaviours within recognised probationary period</li> <li>•Newly appointed managers have the confidence to quickly demonstrate timeliness, grip and informed decision making in line with Council Plan</li> </ul>	
1.4	Provide more talent pipeline opportunities to boost skills of the wider workforce through work experience, apprenticeships and graduate schemes that help build resilience for the future and utilises our apprenticeship levy	<ul style="list-style-type: none"> <li>•We will work collaboratively with partners and training providers to meet or exceed the government’s apprenticeship requirements for employers</li> <li>•Launch a new Apprenticeship and work placement programme</li> <li>•Talent pipelines will be included in the Workforce planning tool</li> </ul>	<ul style="list-style-type: none"> <li>•HR Team working in collaboration with managers, schools and training providers within requirements of levy.</li> <li>•Additional support from LGA secured to explore options</li> <li>•New apprenticeship/work placement annual planned programme which is valued by managers</li> <li>•Less vacancies in our hard to recruit to jobs</li> <li>•Apprenticeship targets achieved</li> </ul>	
1.5	Design career frameworks linked to service specific workforce plans to address recruitment and retention of hard to fill roles	<ul style="list-style-type: none"> <li>• Work with the business to undertake heat mapping of critical workforce issues/ critical areas requiring intervention and/or support</li> <li>•Identify areas for succession planning</li> </ul>	<ul style="list-style-type: none"> <li>•Improved organisational capacity, a reduction in skills shortages and improved opportunities for career development</li> <li>•Staff surveys show staff feel they have a clear career framework</li> </ul>	

1.6	Organisational agility and new ways of working is supported by the ICT Strategy and Blueprint Uttlesford	<ul style="list-style-type: none"> <li>•System and workforce redesign projects are driven by the Workforce Plan.</li> <li>•Blueprint Uttlesford drives plans to engage and embed new technology</li> <li>•Working with IT software providers such as Microsoft to explore new ICT products and successful IT skills growth</li> </ul>	<ul style="list-style-type: none"> <li>•The council has a reputation amongst its peers and with its partners as an innovative workplace with a positive culture.</li> <li>•Staff surveys indicate that staff have the right equipment and training to do their job.</li> </ul>	
1.7	Review recruitment processes to ensure we attract a workforce that is representative of our community, promoting an inclusive and diverse workforce to enable us to recruit the best people according to our values and behaviours	<ul style="list-style-type: none"> <li>•Define and map our current workforce profile and local demographics to determine areas for improved positive action, (e.g. increase number of apprentices, develop career pathways)</li> <li>•Council wide equality groups are set up and hold regular meetings to drive the equality agenda</li> <li>•Employee networks reviewed and relaunched as required</li> <li>•Explore options on Itrent to simplify the application process and ensure data is captured.</li> <li>•Expand and explore opportunities through other internet platforms (LinkedIn and Google) in order to maximise coverage and reputation</li> </ul>	<ul style="list-style-type: none"> <li>•The council confidently participates in and achieves self and external assessment and accreditation (e.g. Disability Confident, Armed Forces) to encourage employee participation and benchmark progress.</li> <li>•Workforce is more representative of our communities demographic profile</li> <li>•Increased number of applicants</li> <li>•Reduced time taken from advert to onboarding</li> <li>•Number of applications increase as a result of searches on internet platforms</li> </ul>	
1.8	Manage potential across our diverse workforce to ensure all staff have the opportunity to develop skills for the future that can be applied across the organisation and support people who are leaving the organisation to find alternative employment	<ul style="list-style-type: none"> <li>•Undertake a skills analysis and agree an affordable and sustainable development programme which drives continual efficiency and improvement</li> <li>•Incorporate L&amp;D into our workforce planning and appraisal processes</li> <li>•Review our current Learning Management System(s) to enhance our on-line learning capacity and L&amp;D data collection</li> <li>•Design a suite of training for staff leaving the organisation such as CV writing, retirement/self employment advice</li> </ul>	<ul style="list-style-type: none"> <li>•Better utilisation of our LMS system/new system procured resulting in better value for money</li> <li>•Targetted training for our priority areas/statutory requirements</li> <li>•Staff will be developed for the future with improved organisational agility</li> <li>•Improved compliance for mandatory training</li> <li>•Improved council performance</li> <li>•Staff survey results will show that staff feel they have good developmental opportunities and feel valued</li> <li>•Staff leaving the organisation will feel valued and be better equipped to gain employment</li> </ul>	

## PRIORITY TWO - PERFORMANCE AND DEVELOPMENT

Ref	What we are going to do	Activities	Measures of success	Date
2.1	Enable managers to support staff to take personal responsibility for their own performance and development with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to be solution focused.	<ul style="list-style-type: none"> <li>•Review the performance management processes such as uperform and 1:1</li> <li>•Include this in manager and staff training programmes</li> <li>•Embed into our values and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>•Staff survey results show staff feel they have development opportunities</li> <li>•Increase in attendance on training courses</li> <li>•Increase in staff having a development plan</li> <li>•Performance management processes have been reviewed</li> </ul>	
2.2	Focus development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial and contract focus, and building a resilient customer focused workforce	<ul style="list-style-type: none"> <li>•Review the current management development offer to ensure future programmes include, reflection, resilience, collaboration and business acumen</li> <li>•Develop a Coaching and mentoring programme</li> <li>•Reflective practice used as a model of learning</li> <li>•Transparency and sharing learning</li> </ul>	<ul style="list-style-type: none"> <li>•Managers are clear of their role definition and opportunities for development</li> <li>•Staff survey results show staff feel change is managed effectively and feel involved in decisions which impact on them</li> <li>•UDC is recognised as a reputable business which others are keen to invest in and do business with</li> <li>•More internal staff are successful in gaining promotion</li> <li>•Directorates will no longer work in silos and activity across directorates will complement rather than duplicate</li> </ul>	

2.3	Review performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce	<ul style="list-style-type: none"> <li>•Review all current policies/processes and system</li> <li>•Explore options within existing Itrent Platform/explore other options</li> </ul>	<ul style="list-style-type: none"> <li>•Reviewed performance appraisal in place, embedded, used purposefully and delivering improved performance year on year.</li> <li>•Employees welcome their annual appraisal and their feedback is utilised to continually improve the process</li> <li>•All eligible employees receive a timely appraisal</li> <li>•All employees receive regular check-in meetings with their manager</li> </ul>	
2.4	Ensure that staff understand their role, the contribution they make to the council and what they can do to achieve the required levels of high performance	<ul style="list-style-type: none"> <li>•Embed within the uperform and 1:1 processes and team meetings.</li> <li>•Undertake a promotional campaign to ensure that staff are aware of the 'Golden Thread'</li> <li>• Review the intranet pages</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey results indicate that staff are aware of how they contribute to the council priorities.</li> </ul>	
2.5	Ensure our learning and development offer is accessible to all, affordable, efficiently delivered and aligned to emerging development priorities	<ul style="list-style-type: none"> <li>•Undertake a skills analysis and agree an affordable and sustainable development programme which drives continual efficiency and improvement</li> <li>•Incorporate L&amp;D into our workforce planning and appraisal processes</li> <li>•Review our current Learning Management System(s) to enhance our on-line learning capacity and L&amp;D data collection</li> </ul>	<ul style="list-style-type: none"> <li>•Better utilisation of our LMS system/new system procured resulting in better value for money</li> <li>•Targetted training for our priority areas/statutory requirements</li> <li>•Staff will be developed for the future with improved organisational agility</li> <li>•Improved compliance for mandatory training</li> <li>•Improved council performance</li> <li>•Staff survey results will show that staff feel they have good developmental opportunities and feel valued</li> </ul>	
2.6	Ensure systems and processes facilitate the extraction of valid and reliable data to inform financial planning, business forecasts and monitoring of the “organisational health”	<ul style="list-style-type: none"> <li>•Undertake a review of the 'workforce inteelligence requirements of the organisation and assess what gaps, if any, there are</li> </ul>	<ul style="list-style-type: none"> <li>•Workforce intelligence is centrally sourced and consistently reported in line with business planning cycle and workforce planning</li> <li>•Decisions are based on evidence and receipt of accurate and timely workforce intelligence</li> </ul>	

### PRIORITY THREE - LEADERSHIP AND MANAGEMENT

Ref	What we are going to do	Activities	Measures of success	Date
3.1	Managers develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership	<ul style="list-style-type: none"> <li>•Deliver a programme of blended learning which improves confidence and capability in people and performance management</li> <li>•Review HR policies and procedures to be relevant, clearer, accessible and inclusive</li> </ul>	<ul style="list-style-type: none"> <li>•Staff Survey results show that staff feel engaged, developed and valued by their manager.</li> <li>•Council will not operate on a blame culture basis and managers and officers will instead be confident owning problems, challenges and poor performance</li> <li>•More internal staff are successful in the recruitment of management and leadership roles and are representative of our community.</li> <li>•Strong culture of performance management embedded across the organisation where good performance is recognised and celebrated and poor performance is dealt with effectively.</li> <li>•Officers will be confident in making difficult decisions and having challenging conversations</li> </ul>	
3.2	Leadership is found at all levels of the organisation and we encourage our dispersed leadership to grow	<ul style="list-style-type: none"> <li>•Leadership training is offered to aspiring leaders</li> <li>•Coaching and mentoring programme is developed</li> <li>•Reflective practice used as a model of learning</li> <li>•Transparency and sharing learning enbedded across the organisation</li> <li>•Staff encouraged to join relevant external networks with other councils and partners</li> </ul>	<ul style="list-style-type: none"> <li>•Improved resilience to recruit within the organisation</li> <li>•Staff survey results show that staff feel they have development opportunities</li> <li>•Lessons are learnt and improvements to services made</li> </ul>	

3.3	Launch a management development programme for existing and aspiring managers which focuses on the core management objectives such as managing staff, resources and budgets, service planning etc	<ul style="list-style-type: none"> <li>•Develop and deliver a senior officer development programme in good governance and compliance to include an understanding of Council constitution, standing orders, financial regulations, people management, service planning etc and a commitment to the council's corporate agenda.</li> </ul>	<ul style="list-style-type: none"> <li>•Revised induction and development programme attended</li> <li>•Improved management compliance with core management objectives</li> <li>•Improved planning resulting in better performance for our residents</li> </ul>	
3.4	"Balance the books" through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making	<ul style="list-style-type: none"> <li>•Financial standards reviewed and/or communicated</li> <li>•Budget/Commercial/Contract skills training included in Induction and on-going core training</li> </ul>	<ul style="list-style-type: none"> <li>•Budget Managers will operate at a higher level of financial management, demonstrating best value for money.</li> <li>•Financial monitoring will be more efficient and effective and resources targetted to priority areas</li> </ul>	
3.5	Effective joint working between members and officers will be evident through induction, governance, information sharing and peer support as part of member and senior officer development programmes	<ul style="list-style-type: none"> <li>•Review the members and officers induction and governance training</li> <li>•Get feedback from members and officers</li> <li>•Establish/Review system and network for shared working, communication and peer support</li> </ul>	<ul style="list-style-type: none"> <li>•Rolling programme of induction and briefings</li> <li>•Members/officers working collaboratively with others in joint approach to deliver priorities</li> </ul>	
3.6	Senior officer development programme cements cross directorate team working and peer learning, effective governance and improved communication and engagement	<ul style="list-style-type: none"> <li>•A senior officer development programme includes cross directorate, team working and peer learning, effective governance and improved communication and engagement</li> </ul>	<ul style="list-style-type: none"> <li>•Revised induction and development programme attended</li> <li>•Staff survey results will show an improvement in communication</li> <li>•Improved management compliance with core management objectives</li> <li>•Improved planning resulting in better performance for our residents</li> <li>•Directorates will no longer work in silos and activity across directorates will complement rather than duplicate</li> </ul>	

#### PRIORITY FOUR - ENGAGEMENT, REWARD AND WELLBEING

Ref	What we are going to do	Activities	Measures of success	Date
4.1	Work together to revisit our values and behaviours that allow us to live them every day and express our sense of personal responsibility and pride in working at Uttlesford District Council	<ul style="list-style-type: none"> <li>•Staff surveys to seek employees views</li> <li>•Workshop volunteers via engagement events to review and agree revised values and behaviours</li> <li>•Revised values and behaviours to be launched and embedded through a series of engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>•Staff survey will evidence commitment to agreed values and behaviours</li> <li>•Values and behaviours will be evident in all that we do</li> <li>•Employees are advocates of UDC and feel proud to work here</li> </ul>	
4.2	Be recognised as an employer of choice and celebrate diversity in our workforce and local community through staff awareness and a culture of respect and inclusivity	<ul style="list-style-type: none"> <li>•Revision of the values and behaviours</li> <li>•Intranet page provides guidance and resources on the equality and diversity agenda</li> <li>•Staff networks set up/utilised re employee engagement – regular meetings occur</li> <li>•Review of equalities monitoring and training</li> <li>•Targetted recruitment to ensure a staff profile representative of the community</li> </ul>	<ul style="list-style-type: none"> <li>•100% of staff have undertaken identified Equality and Diversity training</li> <li>•Staff survey results show the majority of staff feel valued and able to challenge unacceptable behaviour</li> <li>•We have a workforce reflective of the local community</li> <li>•Importance of Equality and Diversity is recognised across council</li> <li>•Management are receiving regular data on their staff profile</li> </ul>	

4.3	Revisit policies and practice to support staff to genuinely feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others	<ul style="list-style-type: none"> <li>•Develop an Engagement Strategy to involve and engage staff</li> <li>•Revision of the current values and behaviours</li> <li>•Celebrate success and highlight positive practice/ innovative solutions/partnership working</li> </ul>	<ul style="list-style-type: none"> <li>•We will be perceived by staff to be an inclusive employer and proud to say they work for the council.</li> <li>•Staff survey results indicate that staff are aware of and live by the council values.</li> <li>•Staff survey results indicate that staff feel safe to fully participate in organisational life without fear or favour, and trust that they will receive support if they ask for it.</li> </ul>	
4.4	Create development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence and diversity	<ul style="list-style-type: none"> <li>•Wellbeing initiatives are made available to all staff and driven by staff engagement</li> <li>•Staff conference in June 2023 to also be a well-being fair</li> <li>•Menopause Mentors to promote menopause awareness</li> <li>•Other wellbeing initiatives promoted</li> </ul>	<ul style="list-style-type: none"> <li>•Staff survey results and contact with wellbeing initiatives show that the majority of staff are ambassadors for working at UDC</li> <li>•Sickness absence due to anxiety/stress and depression is reduced</li> <li>•Success stories are told and published</li> <li>•Turnover figures reduce</li> <li>•Teams/Individuals are nominated for staff awards/external awards</li> </ul>	
4.5	Provide timely information and guidance to enable the proactive and consistent management of sickness absence	<ul style="list-style-type: none"> <li>•HR Absence Reports provide management information.</li> <li>•CMT to ensure compliance in their areas</li> <li>•Management Development Programme to include managing sickness and Mental Health Awareness</li> <li>•HR intervention for targetted hotspot areas</li> <li>•Staff awareness and importance of well-being</li> <li>•Review Managing Absence Policy and associated policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>•Sickness absence is consistently monitored by managers and appropriate action taken</li> <li>•Number of RTW undertaken is consistently at 90% or above</li> <li>•Mental Wellbeing is reported as improving</li> <li>•Overall average FTE days taken due to sickness has decreased</li> <li>•Focus is on prevention</li> <li>•Managing Absence Policy has been updated</li> </ul>	
4.6	Promotional campaigns to ensure staff are aware of the benefits and well-being support available to them	<ul style="list-style-type: none"> <li>•Undertake a promotional campaign to ensure staff know of and are able to access the benefits and well-being support available to them.</li> <li>•Update the intranet pages and corporate induction</li> <li>•Obtain staff feedback on what benefits are most important to them</li> </ul>	<ul style="list-style-type: none"> <li>•Staff feel that the council values employee wellbeing.</li> <li>•Staff take responsibility for their own health and wellbeing using support available through the council and our partners</li> <li>•Reduction in level of staff turnover</li> </ul>	
4.7	Review our staff recognition and rewards scheme to offer a more flexible and personal touch to celebrating the commitment and hard work of staff	<ul style="list-style-type: none"> <li>•Annual staff awards programme devised</li> <li>•Online Award initiatives explored such as sending an online “thank you”</li> <li>•Regular dedicated sessions at CMT to recognise success stories</li> <li>•Good work and initiatives recognised by the Chief Executive in weekly video</li> <li>•Feedback from staff is utilised to inform improvement work</li> </ul>	<ul style="list-style-type: none"> <li>•Reward and recognition activities will be embedded as part of organisational life</li> <li>•Staff feedback (e.g. as part of the staff survey) that they see increased visibility of senior management</li> <li>•Staff feel recognised when their work is acknowledged</li> <li>•Improved staff morale</li> <li>•Staff are advocates for UDC and proud to work here</li> </ul>	