

People Strategy Action Plan

2019 – 2024

Theme: Employer of Choice

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 1.1.0	We will promote and proactively work towards enabling a diverse workforce across all levels of our organisation, acting as a role model for Dorset employers	Using the score on the Equalities Framework for Local Government, our working practices are continually improved to support equality and diversity Managers clearly understand and promote flexible working options, based on an individual's needs	Work with colleagues to create an OD/EDI action plan	January 2020	March 2020	OD
			Use Stonewall Diversity Index framework to review all EDI activity in the organisation	April 2020	March 2021	OD
			Build on Stonewall action plan for all other EDI activity	March 2020	March 2021	OD
			Review accreditations for disability confident and other EDI initiatives	March 2020	March 2021	OD
			Develop and embed employee-led networking focus groups	October 2019	October 2020	OD, Wellbeing
			All employees are provided with opportunities to develop an understanding of their own biases and they are supported to eliminate the negative impact these may have on others	September 2020	September 2021	L&D, OD
			Promote flexible working practices throughout the organisation, in order to attract and retain a diverse range of employees	April 2020	April 2022	HR, OD
PS 1.2.0	Linking to our reward and recognition strategy, develop an employer brand to understand our reputation as an employer and how we can become more attractive to potential employees in the future	Celebrating organisational success with events that recognise key milestones and achievements	Plan and deliver a 'Our First Year' celebration with employees, partners and the community	November 2019	April 2020	OD, Communications, SLT
		Potential applicants see Dorset Council as an Employer of Choice, leading to an increase in job applications from suitable candidates,	Consult and engage with employees to develop an employer brand. Create focus groups for different organisational demographics (e.g. new starters, established employees etc.) to understand: <ul style="list-style-type: none"> What do we want to be known for? What makes us proud to work here? 	September 2020	November 2020	OD & Communications

		increasing our recruitment fill rates to 75% and reducing our time to fill vacancies to an average of 25 days or less	<ul style="list-style-type: none"> • What benefits do we offer? 			
			Develop a brand strategy to include social media presence and approach to engaging prospective employees.	November 2020	December 2020	OD & Communications
			Work closely with communications team and utilise engagement platforms to develop framework for measuring impact of employer brand.	November 2020	December 2020	OD & Communications
PS 1.3.0	Review our HR policies and processes to make sure that we are enabling and facilitating our ambition to be an employer of choice.	Our policies and processes are aligned with our goal to become an Employer of Choice.	Conduct an internal policy review, considering EDI work plans	April 2021	March 2022	HR & OD
PS 1.4.0	Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employees.	<p>We have a Dorset Council workforce plan in place which will be used at a strategic and directorate level to ensure we are modern and agile in our approach to workforce development.</p> <p>People leaders in the organisation understand the context of the external environment and how this impacts on workforce planning. We spot and manage retention issues quickly, leading to a decrease in our turnover rate from our current rate of 14.31% to below 13%.</p>	<p>Review of recruitment processes to include:</p> <ul style="list-style-type: none"> • Analysis and review of current processes. • Data gathering and insight into how we recruit and effectiveness of this. • Analysis of shifting demographics in the workforce and how this may affect priorities for future potential applicants. • Develop a modern and responsive approach to attracting future employees. • Identify recruitment challenges, and establish targeted approaches to mitigate against current challenges, forecasting future challenges too. 	April 2020	April 2021	HR & OD
			<p>Design an approach to retention, to include:</p> <ul style="list-style-type: none"> • Analyse turnover rates at an organisational, directorate and service level • Through pulse surveys, focussed feedback conversations, HR advisory insight and trade union insight, identify employee and manager 'frustration points' • Establish the gaps between employee and manager 'frustration points' • Develop approaches to alleviating frustration points • Undertake targeted work in areas where there is a turnover of from 13% 	September 2020	September 2021	HR, OD, Trade Unions & Line Managers
PS	Ensure Dorset Council has	We are able to recruit to	Engagement with recognised trade unions,	September	December	HR

1.5.0	terms and conditions that reflect business need and the ambitions of a modern organisation.	roles at the first attempt	employees and senior managers to understand the areas of focus and outcomes to be achieved	2019	2019	
		Employees value the terms and conditions offered as demonstrated via survey feedback	Identification of options for change, including incorporation of examples of best practice and learning from other organisations	January 2020	March 2020	HR
		A low proportion of leavers indicate terms and conditions of employment as being the reason for leaving the organisation	Negotiation of changes with recognised trade unions and further engagement with the wider workforce	June 2020	September 2020	HR
			Implementation of changes to contracts of employment	June 2020	September 2020	HR
PS 1.6.0	Develop an impactful approach to welcoming new employees to Dorset Council to make sure that employees at all levels receive the information and support they need to perform well.	New employees understand what is expected of them and know where they can find the guidance and resources they need. There is a decrease in helpline calls in the support functions, as employees know how to solve their queries independently.	Establish an impactful corporate induction programme to welcome new colleagues, to include: <ul style="list-style-type: none"> • Induction booklet • Induction session • Establish future networking opportunities for employees • Establish effective and impactful on boarding process • Comprehensive ICT training and support • Role of a manager within the organisation 	October 2019	March 2020	OD & L&D

Theme: Developing Our People

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 2.1.0	Maximising the use of the apprenticeship levy to develop our existing employees and attract our employees of the future	There is an increased number of apprenticeships and a decrease in the size and number of skills gaps	Establish strategic apprenticeship board	October 2019	December 2019	L&D, OD & SLT
			Develop strategic programme of activity to maximise the impact of apprenticeship levy spend, targeting areas where we have identified current and future skill shortages	January 2020	March 2021	L&D, Strategic Apprenticeship Board
PS 2.2.0	Developing a coaching and mentoring culture	Coaching and mentoring is part of how we work, and how we approach our approach to development on a day to day basis	Undertake a review of our approach to coaching and mentoring to date and design a strategic plan for developing our approach to coaching and mentoring	March 2020	August 2020	L&D
			Design and deliver a series of coaching masterclasses for our leaders and managers, encouraging coaching skills to be incorporated into 1-2-1's and performance development conversations	March 2020	March 2024	L&D
			Incorporate coaching into our leadership and management development programme	October 2019	February 2020	L&D, OD
			Design and deliver a series of coaching masterclasses for employees	March 2020	March 2024	L&D
			Incorporate coaching skills and tools into our customer service development for frontline employees	April 2020	April 2024	L&D, OD, Customer Services
			Extend our in-house coaching network, developing this through further opportunities to undertake a formal qualification	April 2020	April 2024	L&D
PS 2.3.0	Creating Leadership and Management development programmes unique to what we want to achieve in Dorset Council	We have programmes in place that are designed around the challenges we may face now and in the future, so that we are well prepared and can confidently and consistently lead	With employees, design and develop a leadership and management development programme.	October 2019	February 2020	L&D, OD
			Maximise apprenticeship levy funding to provide a range of leadership and management apprenticeship options.	October 2019	February 2020	L&D, OD, Strategic Apprenticeship Board
PS 2.4.0	Engaging employees in how we spend our learning and development budget	We have a strategic approach to learning & development driven by the evolving ambitions for our	Undertake an organisational learning needs analysis	April 2020	April 2021	L&D
			Design and develop an approach to capturing feedback about our learning and development activity, reviewing our process and approaches	February 2020	February 2021	L&D

		workforce	regularly in line with feedback received			
			Engage our employees in our learning priorities and how we can deliver these priorities to maximise impact and investment through internal surveys	May 2020	December 2024	L&D
PS 2.5.0	Being agile in our approach, working across our sites to bring organisational development conversations to our employees' daily working environment through engagement sessions, personal development plans, learning masterclasses and group learning events	We see an increase in performance, as evidenced by Key Success Indicators. Employees understand the career opportunities available to them. There is an increase in retention, due to clear and flexible career paths. Employees are highly capable and feel empowered to do their jobs well	Introduce learning roadshows on a regular basis which will consist of: <ul style="list-style-type: none"> • A programme of development masterclasses • 1-2-1 coaching conversations • 1-2-1 career development plans • Gathering feedback on our approach to learning and development and how we can shape this together 	February 2020	July 2020	L&D
PS 2.6.0	Encouraging learning and development to be part of the way we work, through dedicated learning days	Employees feel empowered to take advantage of the learning and development opportunities on offer	Agree framework for 'learning and development days'; an entitlement to take time to improve knowledge and skills that would positively impact on personal and professional development	January 2023	March 2023	L&D, OD, SLT
PS 2.7.0	When we do need to bring in external expertise, we commit at an organisational level that we make sure that we learn from others' knowledge and skills so that we build and develop our workforce resilience.	Over time, more contracts provide for knowledge sharing between consultant and client officers As a requirement, knowledge sharing is included in our procurement processes	Design and develop in-house consultancy masterclass, to grow our own in-house consultants to build their skills and approaches	June 2020	March 2022	L&D
			Provide guidance to those involved in the procurement of specialist services as to how a knowledge sharing approach could be incorporated into new contracts at the procurement stage	April 2020	March 2021	Procurement, OD
PS 2.8.0	Understand the skills and capabilities we need to become a digital council, equipping people to work together to design and continuously improve service provision, and embrace new technology	Digital skills and capabilities are incorporated into our learning and development approaches and our recruitment and performance processes	Align our digital strategy ambitions with our recruitment processes, so that we recruit employees with the digital skills and behaviours required for roles	September 2021	September 2022	OD, Digital
			Promote a digital culture throughout the organisation through a digital champions network and other development opportunities	February 2021	February 2024	L&D, OD, Digital
			Flexible working opportunities are promoted in	April 2022	April 2024	HR, Digital

	such as robotics and artificial intelligence	We have a technologically confident and skilled workforce	our recruitment and selection process, to widen the pool of available applicants, retain employees and increase diversity			
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Theme: Engaging Our People

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 3.1.0	Facilitate meaningful 'big conversations' through our employee forum, which is open to all employees of Dorset Council	Employees are empowered to challenge existing practices and ideas in a respectful, collaborative manner. Their feedback is used to shape corporate policies and strategies	Design forward plan for employee forum with employees and Heads of Service	January 2019	March 2020	OD
			Design and develop an approach for forum members to work with accountability as 'change agents' or similar	October 2020	January 2021	OD
			Measure impact of employee forum, report on this on a bi-annual basis to SLT	January 2019	March 2020	OD
			Establish and embed terms of reference for the employee forum.	October 2019	December 2020	OD
PS 3.2.0	Continue our commitment to developing strong working relationships with recognised trade unions, to help us shape our culture together based on best practice and compliance with negotiated agreements	Ongoing demonstration of effective engagement to enable organisational issues to be identified and resolved No formal disputes or industrial action	Facilities Agreement signed and in place	October 2019	March 2020	HR
			Commitment to regular meetings with trade unions in line with the agreed governance arrangements	Ongoing		Natalie Adam
PS	Establish a leadership	Change is embraced	Establish forum and forward plan	October	December	OD

3.3.0	forum, to bring together our people leaders on a regular basis	through effective and visible leaders communicating and reinforcing the direction of travel		2019	2019	
PS 3.4.0	Undertake regular, valuable, two-way engagement	Channels and processes are in place to increase two way engagement opportunities Employees are satisfied with our approach to engagement and see this	Develop internal communications strategy	July 2019	December 2019	Communications
			Develop forward plan for employee briefings and content	October 2019	February 2020	OD and Communications
			Develop new channels to enable two-way engagement	October 2019	October 2020	OD and Communications
REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 4.1.0	Work with our employees and partners to create a strategic employee wellbeing programme, incorporating the NHS recommended Five Ways to Wellbeing	Employees feel the organisation cares about their wellbeing, as evidenced by employee surveys	Develop a strategic wellbeing programme	January 2020	May 2020	Wellbeing
PS 4.2.0	Review policies and ensure practice is supporting workplace wellbeing	Employees are confident that the organisation's policies and practice create a supportive working environment where they are enabled to be productive and do their job well Policies and practice visibly align to workplace wellbeing guidelines	Using the strategic wellbeing programme, review our policies and practices relevant to health and wellbeing to ensure they align with our strategic vision and evidence-based workplace wellbeing guidelines	June 2020	June 2021	Wellbeing, OD
PS 4.3.0	Ensure safety is prioritised in the workplace, risks to employees are managed effectively and all relevant information is shared	Health and safety practices are well communicated and employees report that they are confident that the organisation has the right processes and	Have a clear and accessible process in place for the organisation to record high risk areas for frontline employees	October 2019	March 2020	Customer Services, Assurance Service

**Theme:
Supporting Our People**

		practices in place				
PS 4.4.0	Embed mental health awareness into our leadership and management development programmes	<p>Employees feel able to talk about their emotional health and ask for support should they need it.</p> <p>Managers feel confident to address issues around mental health confidently</p>	Incorporate mental health awareness into leadership and management development, with this being a mandatory requirement of all managers in Dorset Council	June 2020	May 2021	OD, L&D, Wellbeing
PS 4.5.0	Build an understanding and reduce stigma of mental health conditions through awareness programmes and initiatives	<p>Employees feel that the organisation recognises and values the importance of their wellbeing</p> <p>Employees feel able to talk about their emotional health and ask for support should they need it</p> <p>We provide a range of flexible working options, to encourage a healthy home / work life balance</p>	<p>Develop a mental health champions programme to encourage employees to:</p> <ul style="list-style-type: none"> Develop knowledge and confidence to signpost people with the most common mental health issues to the right support Develop an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing 	October 2019	January 2020	Wellbeing

**Theme:
Rewardi**

ng and Recognising Performance

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 5.1.0	Develop an employment offer for Dorset Council	We have a personal and unique offer that is affordable and reflects our ambition to be an Employer of Choice	Develop and launch an Employment Offer with employees, which enables a personal and flexible approach to employee benefits, whilst bringing an underlying consistency for employees of Dorset Council	April 2022	April 2024	HR, OD,
PS 5.2.0	Develop a strategic approach to identify, attract and develop talent	We have a transparent and accessible talent management framework	Develop a talent development framework	April 2020	April 2021	OD
			Define a series of core principles to help make sure our approach and decisions are transparent	April 2020	June 2021	OD
			Diversity considerations are built into our talent development programme	April 2020	April 2021	OD
			Identify leadership skills of the future and design and deliver learning and development initiatives to	April 2020	September 2021	L&D, OD

			support this			
			Identify approach to secondments and stretch assignments for employees to develop experience and competencies required for key roles	September 2021	January 2022	OD, HR, L&D
			Talent and succession development groups are put in place to provide a forum to challenge and develop our approach so that it continues to be transparent and accessible	April 2021	June 2021	OD
PS 5.3.0	Develop a strategic approach to succession planning so that we identify and develop our leaders of the future in-house where possible	We have a succession planning programme in place to help us to identify early on where we need to develop our leaders of the future	Develop systems to capture information about employee aspirations and potential, which will feed into development and support plans	April 2020	April 2022	HR, OD
		Business intelligence is used to inform workforce planning and talent and succession programmes feed into how we plan for the future	Provide our leaders and managers with the skills to have regular career and development conversations	September 2021	June 2022	OD
			Undertake analysis of roles within the organisation and where our succession planning priorities should focus on which will include a mix of leadership roles and technical business critical roles at all levels	September 2020	September 2021	HR, OD
			Undertake competency and skills gap analysis to help us to plan and develop succession planning	April 2020	September 2021	HR, OD
PS 5.4.0	Review our approach to performance management, moving towards regular developmental and performance conversations	We have a meaningful and impactful approach to performance development and employees and managers value this	Developing and embedding a corporate approach to developing our people, which will: <ul style="list-style-type: none"> • Enable healthy and productive conversations about performance. • Identify internal talent and growth opportunities. • Identify strengths and how to apply and maximise these • Give real time feedback 	July 2019	April 2020	OD

Theme: Creating a positive workplace culture

REF	Commitment	What success will look like	How we will achieve this	Start Date	End Date	Responsible
PS 6.1.0	Design a culture shaping programme which will seek to understand who we are as an organisation, how the way we work influences our culture, and understand how we can be at our best	There is a high level of trust and collaboration between employees and leadership	Develop a culture shaping programme to include: <ul style="list-style-type: none"> Engaging employees, managers, leaders and political leaders in assessing our culture (shared assumptions) Developing 3-5 year culture change programme Building #OneTeam for Dorset 	January 2020	May 2020	OD
PS 6.2.0	Develop an organisational approach to how we work and make the best use of our accommodation to enable innovation and collaboration	We have good understanding of how our accommodation should work to maximise innovation and collaboration	Undertake workspace analysis to include service delivery and co-location requirements. Linked with the council's Asset Management Plan	April 2020	September 2021	Assets, Estates & Facilities Management
			Work with employees and managers to design a series of workplace protocols	April 2020	June 2020	OD
			Align our workplace protocols with our culture shaping programme, the asset management plan and the corporate landlord model.	June 2020	June 2022	OD, IT, Assets & Estates
			Undertake targeted work with teams to help them prepare for changes to the way that they work	June 2020	June 2022	OD
PS 6.3.0	Embed our core behaviours into our policies, processes and everything we do	Our core behaviours influence how we work on a daily basis, reflected in clear alignment to our business as usual processes	Embed our core behaviours into HR processes, in particular those that contribute to the employee journey: <ul style="list-style-type: none"> Attract Recruit Develop Retain 	April 2020	September 2021	HR, OD
			Incorporate our core behaviours into policy reviews	April 2021	March 2022	HR, OD
PS 6.4.0	Undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture	We have a clear approach to capturing qualitative and quantitative feedback about our culture	Develop a work plan for culture snapshot surveys	January 2020	June 2020	OD
			Align the feedback we receive with our culture shaping programme, undertaking targeted work where needed	April 2020	April 2024	OD

PS 6.5.0	Working with managers and employees to help build successful teams	We have tools and support in place to help managers and employees build successful teams	Establish a corporate approach to building successful teams, to include: <ul style="list-style-type: none"> • Core behaviours • Lencioni's Five Functions of a Cohesive Team • Understanding team dynamics • Develop a toolkit and support offer from OD professionals to help bring teams together successfully in Dorset Council. 	October 2019	March 2020	OD
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