

# Workforce Strategy Action Plan

## 2018 to 2020

### Recruitment and retention

Aims :

- to improve retention and reduce employee turnover
- to attract talent
- to select candidates with the right values
- to address skills shortages

<b>What will we do</b>	<b>When</b>	<b>Outcomes</b>
Increase focus on exit interviews to understand why people are leaving Melton	Dec 2018	We will have greater understanding of reasons for leaving Melton and be able to put interventions in place to address these
Review selection processes to ensure a balance between technical and generic skills as well as value and behaviours	Dec 2018	Candidate selection will improve retention due to ensuring the right fit with the culture of the Council
Continue to review and support the induction process	Sep 2018	Onboarding of new recruits is improved and they become more effective, quicker.
Promote the buddy system for new employees	Sep 2018	Employees are developed through their mentoring role and new recruits feel informed

		and motivated
Improve monitoring of probation periods	Sep 2018	Performance issues are addressed at early stages for remedial action to be taken.
Review use of apprentice and graduate schemes.	Mar 2019	New talent is attracted into some of the hard to fill positions
Review roles and consider more job families and career graded roles.	Dec 2018	A more agile workforce developed to meet changing priorities
Encourage work experience opportunities and participate in careers incentives to promote local government as an employer of choice	Sep 2018	Improved local reputation of the council and ability to attract more applications for vacant positions
Review the policy for applying Market Increments	Sep 2018	Assurance that market rates are being applied to professional posts and that ongoing reviews are taking place.
Working with Rutland Council to explore options to share resources to increase skills development, and exposure to wider opportunities in support of recruitment and retention	Dec 2018	Tackling hard to fill posts and working collaboratively to resolve issues

## Reward and recognition

Aims :

- to implement cost effective reward solutions which motivates employees
- to ensure employees are aware of their total reward package

What will we do	When	Outcomes
Develop a workplace charter so employees are clear on what they can expect in return for working at Melton.	Dec 2018	Improved communication and awareness amongst the workforce on the benefits of working at Melton
Undertake a pay modelling exercise to understand the impact of the pay spine changes effective from April 2019	Sep 2018	Seamless implementation and good communication of the new pay award/spine from April 2019
Outsource payroll to Leicester City Council	July 2018	More resilience in the payroll function
Roll out self serve payroll functionality including absence/leave management and expenses.	Mar 2019	More transparent systems for employees which promotes the digital ethos of the Council
Salary benchmarking	Dec 2018	Greater awareness of the pay gap, if any between Melton and other authorities and plan in place to address these if relevant
Use internal communications to recognise teams and individuals	Sep 2018	Increase in moral and motivation through recognition of teams
Review of job evaluation process	July 2018	Quicker and more robust process in place which considers benchmarking across authority as well as quality assurance of job roles
Review of staff car parking arrangements at Parkside	June 2018	Free parking for staff parking at Parkside to support the attraction of Melton to candidates and meet inequality issues identified with

		current scheme.
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## Leadership and development

Aims :

- to become a learning organisation when employees value and take responsibility for own development
- to embed leadership behaviours across the Council and develop capability
- to help leaders effectively manage performance

What will we do	When	Outcomes
Create more generic roles with less focus on technical competence and more on the wider requirements	June 2019	Workforce is skilled to address wider and more corporate matters as well as professional expertise
Review the competencies of the Melton Manager	Mar 2019	Clear model of management expectations in place which can be measured and monitored
Develop behaviours for the new values	July 2018	A set of behaviours which support the Councils culture and are used to support the appraisal process
Roll out the new appraisal process	July 2018	Individuals have clear objectives linked to corporate priorities
Deliver a team building programme for the new Strategic Management Team	Oct 2018	The new team is motivated, productive and collaborates well driving forward corporate direction of the Council
Develop an ongoing development programme for the Melton Leadership Team	Dec 2018	T3 and SMT are communicating well confident in decision making, motivated and effective.
Develop a corporate training and development policy	Dec 2018	The working environment is that of a learning organisation when continuous development is encouraged
Implement a training and development	Dec 2018	Employees are developing the right skills and

plan		expertise to meet the corporate priorities
Evaluate and monitor effectiveness of training and development	Mar 2019	Evidence of where training is supporting the attainment of organisational change and development and focus on quality assurance
Review relevant HR policies and procedures and provide support and guidance for Managers	Mar 2019	Managers are skilled and confident to reward areas of excellent performance and address occasions where performance falls short of expected standard.

## Engagement and wellbeing

Aims :

- to develop a culture of health and well-being
- to actively encourage engagement and positive communication
- to develop a workforce that is inclusive and accessible – representative of the community

<b>What will we do</b>	<b>When</b>	<b>Outcomes</b>
Review the annual staff survey and implement action plan	Sep 2018	A new staff survey is rolled out which links to the corporate values. Staff feel engaged and listened to
Continue to engage through the champions group	Ongoing	Good communications between the leadership team and service teams continues with feeling of being valued improving
Actively support and encourage the social activities through the social group	Ongoing	Improved collaboration between teams and improved moral and motivation
Continue to promote physical and mental well-being activities	Ongoing	Continues low levels of absence and increased productivity
Develop a corporate communications strategy	Mar 2019	A clear direction for corporate communications with Managers supported through clear policies and procedures
Promote the Employee Assistance Programme and the full range of benefits	Sep 2018	Employees feel well supported and aware of support available to them
Improve sickness absence monitoring	Sep 2018	Managers have the information required to put interventions in place to support good attendance
Monitor employee relations issues and	Dec 2018	Ability to spot trends and put plans in place to

take action where necessary to improve employee relations		support a high performing Council
Establish areas of under-representation and take positive action to address this	Mar 2019	A diverse workforce which better reproduces the community it serves.