**Housing Services: Our People Plan**

*‘Supporting our People to Play their Part’*

*2024 – 2027*



*Colin Moone – Service Director, Housing*

Contents

Forward 3

Our Housing Vision and Priorities 4

How this plan was developed 7

How will we evaluate the progress of this plan? 7

Our Plan – 4 Key Themes 7

Recruit 7

Retain 10

Develop 14

Embed 18

**Forward**

I bring you the first Housing People Plan, which is in an embryonic stage but goes on the final stage of its journey by engaging with all staff across Housing Services. The plan is built firmly with staff in mind and takes us all on a journey of discovery but definitely with the end in mind to deliver outcomes, which will see the service transform in to one that listens to its staff but also ensures that each and every one has the opportunity to increase their value for themselves but also the Housing Services and in turn the Council.

This Plan will be an addendum to the Housing Service Plan, which is being drafted at present.

**Our Housing Vision and Priorities**

**Introduction**

Housing has set out its plan to deliver services to residents of Luton, ‘The Housing Service Plan, 2024/25. At the heart of our plan is a recognition that the Housing Service can achieve its goals by working alongside communities, partners and staff.

**Our Vision**

‘To provide a decent home for all…’

**Key priorities are:**

* To reduce the number of households in temporary accommodation
* To maximise income
* To keep all Council homes decent, safe and warm
* To improve standards in the private sector
* To increase energy efficiency and meet carbon neutral targets

NEED TO BE CONSISTENT WITH HOUSING SERVICES PLAN

**Play your part – a culture of delivery**

To achieve our priorities, we have defined a culture and way of working, which will be the platform for our success.

Traditionally local government is seen to work in silos. This approach fails to deliver joined-up services for our residents and also reduces opportunities for our staff to fully represent and become familiar with the full range of services we offer. It limits career development and reduces the opportunities to be part of each other’s success.

We will also see silos challenged and all services of the Housing Service, internal and external partners working in a joined-up way alongside communities, unlocking ideas and understanding aspirations, making valued change happen. When we engage with our residents, we do so as representatives of the whole Council, not just our own part of it.

Great customer service must be at the heart of everything we do, within and outside the Housing Service. We will become a digitally enabled and confident organisation, with employees using technological to best advantage to deliver better services for customers and communities. We will use data and insight to inform our decisions and the services we deliver.

We will see a different kind of workforce, modern and agile, making the best use of our workplaces to build collaborative working, empowering staff to make decisions and motivating them to be innovative. We will recognise great contributions by individuals and teams and celebrate and share our successes.

Although staff may work differently, we will continue to have their mental and physical wellbeing at heart and wherever they work they will be clear on the need to play their part, how they can do that and how they will be supported and acknowledged for good performance. Playing their part, not only in what they do day to day, but by a whole range of opportunities to volunteer and deliver good social value in the Borough.

All of the specific commitments in this People Plan are included to ensure that we have a happy, engaged, motivated, healthy, well informed and confident workforce, trusted to play their part and deliver our priorities through innovative services they helped to shape.

We want each one to be proud of the part they play.

Our Housing Values (separate but aligned to our Council Values) of Teamwork, Honesty, Respect, Innovation, Value for Money and Empowerment will continue to be the foundation for how we work – this plan sets out how we will support our employees to really embody and display those values every day in their roles.

|  |  |  |
| --- | --- | --- |
| **Value** | **What this means** | **Key behaviours** |
| **Teamwork** | We always achieve more by working as part of a team rather than separately. We will not allow our services to work in silos and we will always look for opportunities to work closely with other organisations that have shared objectives. Teamwork is also about having good relationships with our communities and service users, where we all achieve more by working together. | * Work alongside others both inside and outside of Housing
* Recognise each other’s strengths and expertise
* Hold each other to account
* Think about the needs of customers not just your individual service
* Think about the big picture
 |
| **Honesty** | This involves acting with integrity and being honest about what works well, what is possible and what needs to change. It is important internally but absolutely essential with relationships with residents. | * Do the right thing not just the easiest thing
* Explain the reasons for our decisions and actions
* Be receptive to challenge
* Speak up about concerns and areas for improvement
* Be realistic about what is achievable
 |
| **Respect** | Respect is a value that is vital in public services. Housing Services will always act to respect residents, partners and staff. It will respect the views and opinions of all, even where there are differences of opinion. | * Value the perspectives and capabilities of individuals
* Respect difference
* Be polite and courteous
* Respond in a timely manner
* Challenge unacceptable behaviour
 |
| **Innovation** | This requires Housing to think creatively about delivering better results for residents with scarce resources. Often this is about tackling the root causes of problems rather than treating the symptoms, embracing digital technology, working in partnership and designing services around needs of our residents. | * Be enthusiastic and positive
* Challenge when things aren’t working
* Seek out best practice
* Be open to new ideas
* Embrace technology
* Reflect and learn from our actions and experiences
 |
| **Value for money** | This is more than just about saving money. It is about focusing on the priorities of our communities and making a difference for every pound the Housing Service spends or influences. | * Understand how much things cost and what difference you are making
* Put yourself in the shoes of your customer
* Compare what you do to other organisations and learn from the best
* Think about resources beyond the service, within communities, businesses and partners
* Call out waste and suggest ideas to be more efficient
 |
| **Empowerment** | Internally we want to empower our staff to find new solutions to our challenges. Looking outwards, empowerment is about working differently so that citizens and communities can play their part in tackling local challenges. | * Recognise peoples’ capabilities and strengths rather than their challenges
* Trust your team, partners and communities to do the right thing
* Make it easier for people to share their ideas
* Seek out opportunities for growth and personal development
 |

**How this plan is developing**

This plan is still in development, in the main due to this being the first People Plan, Housing Services has tackled. Below, is outlined the route the Plan will take until it is signed off.

Key priorities are:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No** | **Priority** | **Reason** | **How** | **Target date** |
| 1 | Understanding our latest priorities | To get a sense of direction for the Plan | Staff Focus Group | February 2024 |
| 2 | Participation and feedback on this emerging Plan | To sense-check the Plan | Staff Focus Group | February 2024 |
| 3 | To gain perspective from staff on where, as an employer, we can improve | Draw out improvements  | Staff Focus Group | February 2024 |
| 4 | Surveying all staff on what they think is important as an employer to recruit, retain and develop our staff effectively | Information gathering to inform decisions |  Survey | February 2024 |

**How will we evaluate the progress and success of this plan?**

* We will measure our progress through clear targets, performance and workforce data and through feedback from our stakeholders and employees themselves
* We will actively seek employee feedback through frequent temperature checks and through genuine two-way communications channels and
* We will be open to employee feedback and use it to improve both as an employer and as a Housing Service.

**Our four themes**

**Recruit**

**The challenge and the opportunity**

We face many challenges and opportunities over the next few years – economic recovery, tackling homelessness, supporting an increasingly older population and generally addressing the pressures on housing, inequalities, to name a few. We are also face increasing expectations from the public about the quality of services they rightly expect. And we are having to respond within continued financial constraints that aren’t easing and require us to seek further savings and efficiencies year on year.

This means that we need a workforce capable of performing their core roles well but also contributing to the wider objectives of our Housing Plan. Specialist skills are important and will continue to be nurtured and developed. But also the attitude and cultural fit with the organisation and strong ethos of adaptability and responsiveness to our residents. It is vital that we recruit from within and outside the Council with this in mind.

Over the last few years, the vacancy rate has hovered around 15% across all Housing services. This shows that, even within our tough financial limits, we can still provide opportunities for existing staff to develop their careers and for securing the talent we need for the future.

There are specific challenges to recruit staff to certain roles. In one specific team in Housing, half of the team are made up of temporary staff, in the main due to the remuneration being more favourable if you are temporary than permanent.

As a large employer with social goals and to improve our own diversity, Housing can use recruitment to give opportunities to young people, under-represented groups and those who may have been unemployed for a significant time through work experience, traineeships, work placements and internships and apprentices.

We will give staff the opportunity to influence employment related staff issues, especially for staff who are a minority in the workplace based on factors such as race and religion, sexual orientation or disability. We will continue to support staff who consider themselves to be part of minority groups that come together around shared identities and their allies, to promote diversity in the workplace and to seek out and address any aspect of our culture which may be holding us back from being a true equal opportunities employer.

We must ensure that as many people as possible, whatever their backgrounds, feel confident in applying for opportunities with us and see the Council as an employer of choice for them.

**Recruitment – what good looks like?**

* Using best practice recruitment platforms and techniques, the organisation is honest and transparent about what this council is about, what is happening to it, what its values and ambitions are and have a clear employer offer.
* The Council attracts and recruits the right people who identify with our employer offer and values and are passionate about playing their part in helping the Borough to thrive while recognising that diversity and equality are the cornerstones of our values.
* The organisation works with the key stakeholders to maximise employment opportunities for school leavers and young people whatever their educational attainment or particular needs, our care leavers and longer term unemployed and under-represented groups through apprenticeships, work placements and internships and supporting inclusive employment initiatives.

**Recruitment Plan**

**Ensure we promote our employer offer to key groups**

We will work closely with schools, colleges, universities and other partner organisations and further participate in activities such as jobs and career fairs.

Timescale: by and of June 2024

**Streamline recruitment processes**

The Housing Service will review all of its processes to ensure recruitment is timely, efficient and intuitive both for hiring staff and applicants and will actively seek feedback from all new starters within a six month period to allow us to continuously improve.

Timescale: by end of July 2024

**Develop a range of fit for purpose and selection methods for managers**

Rather than relying on entirely traditional interviews, managers will have access to a range of assessment tools including psychometric testing, presentation tasks, scenario tasks, group work and technical tests. Our recruitment process will assess not only technical ability but also personal qualities, management styles and levels of emotional intelligence. We will aim to make our recruitment processes appropriate to the level and type of role so that all candidates have a chance to shine.

Timescale: July 2024

**Widen our apprentice strategy to become an inclusive Employment Plan**

We will maximise opportunities through a variety of gateway to employment initiatives and apprenticeships. These will include supported internships and supported apprenticeships to ensure that opportunities are there for as diverse a group of people as possible.

Timescale: To be fully achieved by 2024

**Offer a work placement programme for care leavers in line with corporate parenting responsibilities**

Housing Service will work closely with its services, council owned companies and commissioned services to guarantee a work experience placement opportunity fo a number of care leavers.

Timescale: To be fully achieved by 2024

**Deliver targeted recruitment programmes in Housing Services**

By improving our recruitment platform and information to candidates and by using an apprentice strategy to ‘grow our own’ so that internal staff can train as qualified officers. We will continue to promote the Housing and Communities Degree as a route to do this.

Timescale: By Quarter 3, 2024

**Refresh our induction and on-boarding processes**

In line with an ‘employee of choice’ approach, we will develop pre-employment induction and orientation activities utilising our e-learning platform, ensuring all new starters have access to learning as defined in their learning path and ensuring all new starters attend a corporate induction event within three months of starting as part of their orientation. All staff will have the access to equipment and Systems they need from day 1.

Timescale: By Quarter 3, 2024

**Measures of Success**

|  |  |
| --- | --- |
| **Measure** | **Target** |
| Reduce the length of time between vacancy approval and appointment start date | * Average recruitment period from advert to start date is 3 months or less
 |
| New starters (within 6 months) survey/probationary feedback responses indicate a high level of satisfaction with the recruitment and on-boarding process | * 90% of new starters indicate satisfaction with recruitment and on-boarding by end of 2024
 |
| Increase in the number of entry level apprentices including school leavers, those requiring additional support, NEETs and unemployed adults | * Overall, x Entry level apprentices per year
* X supported internships each year
* X supported apprenticeships each year
* X work experience opportunities per year
 |
| All new starters receive a formal corporate induction within the first 3 months of starting | * 95% new starters have induction within first 3 months
* 90% or more of new starters rate their induction and on-boarding experience as good
 |
| Improvement in attracting and recruiting candidates quickly to the service | * 80% of vacancies filled within 3 months of advertising
 |

**Retain**

**The challenge and the opportunity**

Alongside attracting diverse candidates for council vacancies, it is also important to retain high performing employees, particularly in pivotal or hard to fill roles and to provide opportunities for employees to have fulfilling and long-term careers with the Council.

Delivering our Plan needs a blend of employees with new skills and insights and those with knowledge and experience gained over years of employment. It also requires us to have a visible and understood vision and ambition and values that employees identify with.

Some staff turnover is healthy, but it is essential that we retain staff in key areas and address areas of high turnover, particularly in those areas where the market for candidates is challenging.

We recognise that our staff often work through some very difficult challenges such as in the pandemic, which required a level of personal resilience and employer support. As a Council we are committed to our employees’ wellbeing at work and we believe this is also a key component of being a good employer and retaining great staff. In the Embed section of this document there are more details of how we plan to further develop a supportive culture.

In staff feedback we have received, they said that to create good retention employees need to have fair pay/benefits for the job, be able to manage their workloads and have a healthy work-life balance. We need to support career progression, have succession plans in place and manage our talent effectively. In addition, there needs to be a flexible approach to recognition and this doesn’t always need to be part of a formal process. Informal and personal one to one recognition is immensely important and should be part of our culture.

Agile working is a positive but we must ensure that everyone has access to collaborative spaces, feels empowered to manage their time effectively and consistently have opportunities for interaction with colleagues, both face to face and virtually and that communication methods need to be appropriate for both virtual and face to face settings.

**Retain – what good looks like?**

* A clear vision and ambition that employees can identify with and understand their role in achieving the council plan priorities
* Retention of high performing employees and build on our talent, supporting employee’s career aspirations and ensuring we have succession plans in place
* Continued development as an employer, building a modern workforce and maximising opportunities for agile working and ensuring a healthy work life balance.
* At every stage of our employees’ life cycle, the organisation looks after their wellbeing, enabling them to feel fulfilled, safe and valued in the workplace and recognised and appropriately rewarded for the contribution that they make.
* We have a strong support network for those employees who consider themselves to be in a minority.
* Every employee has access to the development they need to do their job well and to support their progression.
* There are effective and consistent two-way communications with the workforce.
* The Council has a culture of social responsibility and staff are provided with the opportunity to play their part in a variety of ways.
* Staff understand the full value of their benefits package and this is clearly communicated.
* Staff feel able to influence the benefits and rewards package and we build in flexibility to our reward packages.

**Retain Plan**

**Ensure clarity of individual roles in achieving the Council priorities through service plans**

Service plans will be developed through team meetings and workshops with staff and will help set out how key priorities and how they fit into the wider agenda of the council. Staff should be able to see ‘the big picture’

Timescale: by end of April 2024

**Continue to develop a modern well equipped workforce with agile and flexible working practices**

Over 65% of staff now work from predominantly home and other locations rather than an office or fixed Council locations. This presents major opportunities for productivity, work-life balance and efficiencies. Technology such as MS Teams have proved invaluable. We have worked with staff and managers across the Council to embed this approach and determined how it could be embedded. Worker styles and office layouts have been identified as well as future technology requirements. These will include front line staff and the requirement for them to have improved access to digital solutions. Policies and procedures will be changed and solutions identified to maintain a sense of team.

Timescale: By end of 2024

**Increasing internal promotions**

Succession plans will be in place for all services. They will set out the skills and roles for the future and ensure they are reflected in the development of staff so they have the best opportunity to be promoted when vacancies arise.

Timescale: By end of 2024

**Rewarding good performance**

We will use an internal platform that allows feedback across the organisation (and potentially beyond)

* Peer to peer
* Top down
* Bottom up
* Including Councillors

We will have a blended approach to recognition and reward, some formal and some informal using a variety of rewards at both individual and team level.

Timescale: By end of 2024

**Continue to pay the local living wage rates**

This will continue to be a commitment to our employees in our family of Council companies. The Council as a shareholder will continue to monitor levels of pay in Council companies.

Timescale: 2024

**Define our complete employment package**

As part of our recruitment offer we will highlight pay and non-pay elements in our overall package. Our total benefits package will also be communicated to the existing workforce.

Timescale: By mid-2024

**Develop schemes which capture employee’ innovative ideas and empower employees**

We will use a variety of approaches to gather feedback and use the insight of our colleagues to drive improvement. These may include:

* Individual suggestions
* Group work on emerging challenges
* Action based learning
* Providing toolkits for team away days to support creativity and challenge
* Look at conduits through online platforms
* Providing continuous improvement facilitators

Timescale: By end of 2024

**Ensure every member of staff has a personal development plan**

The plan will be linked to the learning paths for their role and to their career aspirations.

Timescale: By end of June 2024.

**Introduce a talent management programme**

This will help identify future leaders and managers. Increase the use of assessment centres to identify staff potential with an action learning based development programme to support talent development and engagement at all levels of the organisation.

Timescale: By end of 2024.

**Promote staff volunteering**

We will run an ongoing campaign to highlight opportunities supporting key priorities to the Housing Service plan and develop our online resources to highlight real time opportunities. We will explore using our HR management system to capture volunteering days and celebrate volunteering as part of our staff awards.

Timescale: By the end of 2024.

**Review of exit management process**

We will capture the valuable insight of colleagues leaving the organisation and identify any trends that require action.

Timescale: By end of 2024.

**Measures of Success**

|  |  |
| --- | --- |
| **Measure** | **Target** |
| A high level of positive responses in our survey to the question, ‘the Housing Service is a great place to work | * 80% - this needs to be derived from the Housing survey
 |
| Housing Services retention rate is in line with local government average rate or better | * Labour turnover is the same or better than the benchmark labour turnover for government organisations
 |
| Process for capturing staff suggestions sees increasing numbers participating year on year. Increase in staff reporting ideas are taken seriously through temperature check surveys. Baseline and targets to be set in year 1. | * Target to be developed
 |
| All roles have a defined learning path linked to them | * 90% of roles have a learning path linked to them by the end of 2024
 |
| By 2024 we will see an increase in the % of managerial and leadership roles filled internally.Increase in the number of internal promotionsBaseline and targets to be set in year 1 | * Target to be developed
 |
| Number of staff volunteering days increase year on year to 2026 | * Increase in volunteering metrics to
* By 2025
* 50 hours per year
* 20 employees per year
 |

**Develop**

**The challenge and the opportunity**

There are other areas of development that will be required to deliver change and to help meet future demands.

While every employee has access to development linked to their roles, this plan will require staff to have some generic skill sets, which underpin all areas of the plan. For example, greater use of digital to reflect the changing preferences of our residents and to help manage the demand, greater emphasis on customer service, a greater awareness of the climate emergency and of the impact of poverty on many of our residents. Change management will continue to be a key skill to deliver major transformation programmes. Current and recent examples include the work being undertaken to reshape homelessness services as well as the wider work going on across the Council.

We continue to need specialist technical skills in many of our services such as homelessness, income collection, environmental health, development etc, just to give a few examples. While we may recruit externally into some roles to fill skills gaps, we will also upskill our existing staff in those areas by using career grades and development to ensure we have the right number of people with the right skills, not only for today but for tomorrow. The Apprenticeship Levy provides one source of funding for this programme.

We will be reliant on managers who can take forward the change agenda successfully, who clearly understand the roles and responsibilities both generally and in relation to supporting change. We will continue to invest in the development of our managers and directors, to ensure they have the skills they need to lead the organisation through its future challenges. We will continue to support the personal development of our Councillors, to enable them to better serve their residents, to enhance their understanding of the services we provide and the needs of their communities.

**Staff feedback**

In discussions with staff, in meetings and various forums, staff agreed broadly that their learning and development is supported and that the Council understands people’s potential. Many agreed that they had opportunities to learn at work and a number of those have taken the opportunity to do so.

A number of priorities have emerged through these discussions. There is a need to refresh our management development provision to ensure consistent and high-quality management of both people and processes through enabled management. Once again, talent management was a significant gap with a great emphasis on the value of mentoring and coaching. Development needs to be both role and career centred and there is a definite need for employees to have the skills to manage change effectively.

There was recognition that not every manager is a natural leader and we need to support our managers to develop their leadership skills, enabling them to take staff with them both in terms of motivation but also through periods of change.

When we look to develop our employees’ customer service skills we should benchmark ourselves against the levels of customer services delivered by commercial organisations – those should be the levels of services we aspire to.

**Develop – what good looks like?**

* Our employees have the right skills, knowledge and support to perform to a high standard, not only in their own role, but in supporting transformation and changing ways of delivering services.
* Employees have the appropriate tools, resources, development and support to be empowered to work in a variety of agile ways and to have the knowledge and confidence to make change and decisions happen.
* Leaders and managers understand their responsibilities and are role models who enthuse and support employees to meet and overcome the challenge ahead.
* Our learning and development offer is clear and accessible to all employees and is delivered in a variety of ways from formal learning such as apprenticeships and professional qualifications, through e-learning to secondments, shadowing, mentoring and coaching.

**Development Plan**

**Promoting Learning**

Run an ongoing campaign to raise awareness of learning using our internal communications channels and training calendars. Ensure our change management development opportunities are highlighted.

Timescale: By middle of 2024.

**Embed our new Customer Experience Strategy**

We will embed our new customer experience standards by including customer service specific appraisal objectives for our whole workforce, recognising and rewarding good customer service through our staff awards and by sharing examples of good customer service through our communications channel.

Our learning and development plans will also outline a range of customer experience training opportunities for all levels of managers and staff in key areas of the service, to universal support for our workforce as a whole.

Timescale: Delivered by end of 2024.

**Digital Skills programme designed and delivered**

We will ensure we have a digitally skilled workforce to enable increased productivity and innovation. The project will help to develop a culture of digital first thinking through the strengthening of our digital capabilities and behaviours to support our customers. This will be achieved through the implementation of a digital framework, self-assessment tools and resources through e-learning and in person.

Timescale: Delivered by the end of 2024.

**Introduce a new coaching and mentoring programme**

We will put in place a structured approach to internal and external mentors, including with partners we will increase the number of volunteer mentors and support the programme with a digital conduit for matching coach/mentor with those requesting coach/mentoring.

Timescale: Full programme in place by Q2 2024.

**Develop a leadership development programme based on an action learning framework**

We will work with a group of established and emerging leaders to enhance their skills through action-based learning. This involves setting a major challenge which will support the organisation which also develops the participants.

Timescale: Deliver by Q4 2023.

**Measures of Success**

|  |  |
| --- | --- |
| **Measure** | **Target** |
| Increase in positive response to staff survey questions relating to support for employee’ learning and development | * 80% positive response to survey on supporting Learning and Development
 |
| Incremental improvement in numbers of staff with a personal development plan in place | * 90% of staff have a personal development plan by end of 2024
 |
| A series of metrics will be established through a new Insight and Improvement Framework to measure our progress against a wide range of indicators, including: Feedback from regular customer satisfaction surveys, feedback from staff focus groups, performance against the standards set out in a new Customer Charter, temperature checks conducted by our network of customer experience volunteers, who will engage as customers with a range of our services | * 90% of target staff accessed customer service skills training by end of 2024
* Achieving our targets for customer satisfaction in line with the Council’s performance management framework
 |
| Increased number of staff receiving coaching and mentoring | * 90% of staff undertaking mentoring/coaching report it has helped to enhance their performance by the end of 2024
 |

**Embed**

**The challenge and the opportunity**

To sustain great service delivery and deliver our Housing plan through our staff, we need to continue to build a culture that is responsive to customers and outward facing with a social value ethos. We need every member of staff to focus on delivery of Housing’s key priorities whatever their role.

The Council has major transformation projects to deliver in addition to the emphasis on economic and social recovery as we continue to leave the Pandemic truly behind. We need to ensure that staff have the resilience in the face of continued changes both to how services are designed to align with customer needs and to the way they personally work as part of the transition to a modern workforce. We also need to ensure that internal communications are effective and everyone understands progress against our plan and their contributions.

A positive culture underpins the successful delivery of all strands of this plan – having a strong reputation as a good Council with a positive culture will help us attract and retain staff and we can build our reputation as a true learning organisation.

**Staff feedback**

Some feedback from managers and staff, derived through meetings and discussions told us that providing workplace wellbeing support is a must and although staff are working towards embedding the Council values, we should look at them in the context of agile working to ensure people still understand how they can apply and display them in the new world of work.

Some staff told us that although they understand how they contribute to their service priorities and clearly see how they ‘play their part’, that they sometimes do not understand the bigger picture or the Council’s vision. They felt that staff events were valuable in gaining insight into the wider Council activities and ambitions and these would still be valuable to them. Consultees recognised that there is still a lot we can do to break down silos and to have even more collaborative working within the Council and with partners.

**Embed – what will good look like?**

* We communicate widely and appropriately to ensure all employees understand and buy into the vision no matter what their role.
* Working collaboratively with Internal Communications and aligning with the Internal Communications Strategy we ensure two-way communications in a world of agile working, using technology for a whole range of staff engagement events that promote understanding and motivate and enthuse the workforce.
* We ensure that we are an outward facing service and that our service delivery models, organisational structures and roles are designed to enhance service delivery.
* We engender a sense of shared responsibility for delivery social value and protecting our environment and have an infrastructure that supports and values our employees for their contribution.
* We work with employees to build an inclusive, high performing value centric culture, where continuous improvement in inherent in all we do.
* We empower our employees to make decisions and nurture innovation in all its forms and we listen to employees about how we can make things better.
* Employees will be able to give feedback on any concern in the confidence that is safe to do so and that feedback will always be welcome.
* Employees are supported not only to perform well but also to sustain their wellbeing and resilience, workplace wellbeing will be a critical component of our positive culture.
* We will have a culture where success is celebrated and employees have a real sense of pride in what we achieve collectively and as individuals.

**Embed Plan**

**Reinvigorate and reinforce our vision**

We will reinforce the Council’s vision through a range of internal communications and engagement. Visual cues and branding will carry the ethos across a variety of media, which will be rolled out and discrete culture change programmes will reinforce the vision of the council. The key message will be about staff, residents, partners and businesses all working together to play their part.

Timescale: By end of 2024.

**Introduce frequent temperature check surveys**

These frequent surveys will be in addition to the wider Council surveys to check wellbeing, to gain views on key initiatives and to shape our approach to agile working. Action plans will be followed up and communicated to address any concerns.

Timescale: First events by June 2024.

**Develop a wellbeing action plan**

Which is reviewed annually to underpin the Housing Services Wellbeing Strategy to include but not limited to:

* Access to resilience training
* Embedding wellbeing champions
* Management wellbeing training
* Mental health first aid training
* EAP provision and advertising
* Time management training
* Social activities and book clubs

Timescale: By Q3 2024

**Encourage managers and senior leaders to go ‘back to the floor’**

A programme will be put in place for managers to gain further insight of frontline working in their own and other service areas. This will also support employee engagement, two-way communication and recognition.

Timescale: By the end of 2024.

**Create our Champions Network**

We will create and nurture our networks of workplace champions for key initiatives. These include Champion groups on IT and Wellbeing and include Change Champions to ensure wider understanding of major projects and Housing initiatives.

Timescale: By the end of 2024.

**Measures of Success**

|  |  |
| --- | --- |
| **Measure** | **Target** |
| Increase in the number of staff understanding the Council vision through temperature checks and other surveys | * Surveys indicate that 80% of staff understand the Council’s vision and purpose by Q2 2024
 |
| Frequent temperature checks on Council initiatives in addition to other surveys/assessments | * Action plan in place following each survey to address concerns – to be communicated within 3 months of survey results
 |
| First staff events to take place by end of Q 2 with staff feedback sought afterwards | * 85% of staff say events are valuable
 |
| Wellbeing action plan is well communicated through champions and staff understand the support that is in place and access that support | * 85% of staff respond that the Council prioritises employee wellbeing by end of 2024
 |