

# PEOPLE PLAN 2023 - 2028

## Newport City Council



**Mae'r ddogfen hefyd ar gael yn Gymraeg.  
This document will also be available in Welsh.**

DRAFT

## **Our Workforce**

Our Corporate Plan, which sets out our main priorities organisationally, our strategic principles and aims to deliver 'An Ambitious, fairer and greener Newport for everyone'. To deliver on our Corporate Plan, our workforce must be representative, supported, motivated and engaged. Our commitment as a workforce will shape the delivery of our Corporate Plan in an evolving and transforming environment. We have a valued and committed workforce, often going far over and above for our residents, without exception this commitment and drive will continue into the new People Plan as staff demonstrate and embed our aspirations.

Our People Plan sets out the Council's immediate focus to supporting our workforce to achieve success and deliver our Corporate Plan. Within our People Plan we have set out our employee led and developed Values and Behaviours. The four strategic themes of our People Plan and the four themes of our Values and Behaviours will embed our workforce approach and support our culture.

As services transform into the future, and delivery methods and models evolve, our success will rely on all our staff, partners and social partnership arrangements to engage and model Council aspirations with our Corporate Plan and People Plan.

## **Strategic Themes of our People Plan 2023-2028**

- **Representation & Transformation**  
We will ensure our workforce is more representative of the city we serve, whilst enabling a forward thinking, collaborative and transformational workforce. A workforce that is prepared will help the Council achieve positive progress in its transformation work and improve representation.
- **Employee Wellbeing**  
We will promote and support the Wellbeing of our workforce. Employee Wellbeing is a core element of employee engagement and organisational performance. The Wellbeing of our staff is critical in creating a positive working environments for our staff to thrive.
- **Employee Engagement**  
We will improve Engagement activity across the Council. Employee Engagement helps support commitment and performance, our values and behaviours and a willingness to deliver for our citizens.
- **Employee Experience**  
We will review and develop our employer of choice and value proposition by reviewing our Employee Experiences, supporting recruitment and retention.

## Representation & Transformation

We will ensure our workforce is more representative of the city we serve, whilst enabling a forward thinking, collaborative and transformational workforce. A workforce that is prepared will help the Council achieve positive progress in its transformation work and improve representation.

Strategic Theme	Objective	Actions/Measure of Success
<p>We will ensure our workforce is more representative of the city we serve, whilst enabling a forward thinking, collaborative and transformational workforce. A workforce that is prepared will help the Council achieve positive progress in its <b>Transformation</b> work and improve <b>Representation</b> areas.</p>	<p>Develop employee networks, building belonging in the workplace.</p> <p>Addressing under-representation of groups in the workforce by:</p> <ul style="list-style-type: none"> <li>• Increase diversity, offering various opportunities to work for Newport City Council including at an entry level with schemes for apprenticeships, traineeships, graduates and volunteering, but also fostering a role modelling approach for our internal talent.</li> <li>• Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre.</li> </ul> <p>Ensure inclusivity by raising awareness of different beliefs and cultures focusing on respecting and understanding differences between individuals.</p>	<p>Clarify the purpose of the networks and agree terms of reference.</p> <ul style="list-style-type: none"> <li>• to influence and challenge the organisation.</li> <li>• Create a sense of belonging in the workplace.</li> </ul> <p>Determine whether any new networks are needed. Create the access points for employees to join networks, including onboarding.</p> <p>Review of the current data available on representation and ensuring its robust and complete by using employee details in ESS.</p> <p>Review recruitment and selection practices to ensure there are no missed opportunities and ensure processes are transformed where required.</p> <p>Support recruitment events in the City to attract a variety of groups of staff to the Council.</p> <p>Raising awareness of different beliefs and cultures</p>

	<p>Promoting the use of the Welsh language by increasing the number of Welsh speakers</p> <p>Supporting the organisations readiness for Transformation.</p>	<ul style="list-style-type: none"> <li>• With the networks, create a central point of important events and promote and advertise these.</li> <li>• Consider creating employee charters.</li> </ul> <p>Ensure HR policies, systems and documents are up to date and available in Welsh.</p> <p>Develop the use of videos or other materials use of key Welsh phrases.</p> <p>Review recruitment and selection practices for Welsh language standards</p> <p>Consider voluntary and mandatory training availability in Welsh and assess the need.</p> <p>Undertake a skills audit of senior officers to accurately assess capacity and capability for driving transformation.</p> <p>Consider our workforce ability to respond to the digital/automation era, by undertaking a skills audit.</p> <p>Consider our Learning &amp; Development offering to align to the transformation plan and agenda and the digital/automation era and staff wellbeing.</p>
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### Employee Wellbeing

We will promote and support the Wellbeing of our workforce. Employee Wellbeing is a core element of employee engagement and organisational performance. The Wellbeing of our staff is critical in creating a positive working environments for our staff to thrive.

Strategic Theme	Objective	Actions/Measure of Success
<p>We will promote and support the Wellbeing of our workforce. <b>Employee Wellbeing</b> is a critical and core element of employee engagement and organisational performance. The Wellbeing of our staff is critical in creating a positive working environments for our staff to thrive.</p>	<p>To create an organisation where the Health and Wellbeing of our workforce, physically and mentally, is supported and promoted.</p> <p>Continue to support a variety of working practices to support our workforce whilst at work, ensuring wellbeing is at the heart of our approach.</p>	<p>Undertake engagement sessions to establish employee opinion from a wellbeing perspective.</p> <p>Develop the use of online/virtual wellbeing sessions such as - exercise and mindfulness.</p> <p>Consider the creation of social groups – asking for skilled staff internally to run these.</p> <p>Link with partner to a greater extent to consider Wellbeing support.</p> <p>Consider working practices such as how employees can be given ‘me-time’ at work or similar.</p> <p>Develop the workforce’s emotional resilience.</p> <p>Check-in with our staff through holding a Health, Safety &amp; Wellbeing event.</p> <p>Consider options such as a ‘Rejuvenation Day’ where there is no expectation to read or respond to emails or attend meetings.</p> <p>Develop our employee support for meetings – expectation, timings, breaks etc,</p> <p>Hold engagement sessions to establish what employees working from home want from a wellbeing perspective.</p>

	<p>Provide support for employees with cost-of-living concerns.</p> <p>Review our employee recognition arrangements.</p> <p>Promote kindness and support resilience.</p> <p>Embed and link the Councils climate change principles within employee policies and practices whilst supporting employee development in these areas.</p>	<p>Consider our senior teams engagement cycle, building inclusion and prevent employees feeling isolated from the organisation and colleagues.</p> <p>Support the Living Wage City approach with our workforce.</p> <p>Promote our support networks – Employee Assistance Programmes, Credit Unions, Financial Assistance etc.</p> <p>Develop an understanding of what makes employees feel valued for the work they do/how do employees want to be recognised for their contribution to the organisation, determine how employees will be meaningfully rewarded for good performance and long service</p> <p>Consider paid leave for volunteering and improve the advertising of volunteering opportunities internally.</p> <p>Continue to support the Carbon Team with implementing carbon literacy training.</p> <p>Supporting on initiatives such transport alternatives and facilities.</p> <p>Encourage employees to review their own impact on the environment at home through training and literature.</p>
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	Become a Carer Friendly Accredited employer	Consider the requirements of the carer friendly scheme.
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## Employee Engagement

We will improve Engagement activity across the Council. Employee Engagement helps support commitment and performance, our values and behaviours and a willingness to deliver for our citizens.

Strategic Theme	Objective	Actions/Measure of Success
We will improve Engagement activity across the Council. <b>Employee Engagement</b> helps support commitment and performance, our values and behaviours and a willingness to deliver for our citizens.	<p>Develop our employee voice further.</p> <p>Ensure visible leadership.</p>	<p>Hold engagement sessions on 'what can be done different'.</p> <p>Introduce employee voice representatives in each service area and create a network to include Trade Union colleagues.</p> <p>Implement practices around the 'You Said, We Did' principles.</p> <p>Undertake annual employee engagement surveys.</p> <p>Consider at what level the visibility of leadership is important and ensure appropriate visibility.</p> <p>Undertake a benchmarking exercise of current visibility and communication channels across service areas.</p> <p>Consider a return to face to face staff sessions and the balance of the hybrid arrangements.</p>



	<p>Embed our Employee Values</p> <p>Increase communication channels</p> <p>Considering engagement for new employees</p>	<p>Staff Engagement activity, including launch from senior leaders, promotion materials – physical and virtual.</p> <p>Training for managers and staff, including manager networks, briefings and learning exchanges.</p> <p>Develop our new recognition schemes alongside our values.</p> <p>Develop our policies and practices to include our values.</p> <p>Review the use of communication channels available such as ESS, Apps and other technology.</p> <p>Review the use of staff newsletters.</p> <p>Ensure consistency in staff messaging and level of messaging. Create and share a calendar of events across the organisation.</p> <p>Review induction/onboarding practices, so they are more modern, targeted and applicable to all roles.</p> <p>Ensure engagement consistency across service areas for new employees.</p>
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		<p>Create a handbook of contacts, outlining the key people to link with and how to access required information.</p> <p>Improve access to policies and procedures, capturing the employee audience who doesn't have access to technology.</p>
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### Employee Experience

We will review and develop our employer of choice and value proposition by reviewing our **Employee Experiences** supporting recruitment and retention.

Strategic Theme	Objective	Actions/Measure of Success
<p>Develop our employer of choice and value proposition by reviewing our <b>Employee Experiences</b>.</p>	<p>Further consider and develop our employer brand.</p> <p>Review our employee lifecycle:</p> <ul style="list-style-type: none"> <li>• reviewing our recruitment processes.</li> <li>• developing our entry points offering.</li> <li>• support career pathways, succession planning and development.</li> <li>• review our talent framework.</li> <li>• undertake workforce planning review.</li> <li>• review our agency usage in workforce planning.</li> </ul>	<p>Celebrating organisational and individual success and publicising this – not just the big things.</p> <p>Promoting all opportunities within the Council and utilise our staff networks support</p> <p>Responding to negative feedback and taking action.</p> <p>Review the usage of agency staff and understand the demand versus employment.</p> <p>Develop community and partner linkage for candidate attraction.</p> <p>Develop apprenticeship opportunities for entry level roles and develop future employees.</p>

	<p>Review our onboarding and induction processes.</p> <p>Reviewing our offboarding processes.</p> <p>Consider the performance and feedback cycle and continuous improvement and development.</p>	<p>Review the employee benefits package. Consider and develop recruitment practices and processes ensuring they meet the needs of our service and communities.</p> <p>Develop practices to ensure a review of structures takes place before recruitment, including job design and language used.</p> <p>Develop an understanding of why certain areas are hard to recruit and implement solutions to these challenges.</p> <p>Review induction/onboarding practices, so they are modern, targeted, and applicable to all roles.</p> <p>Ensure induction consistency across service areas for new employees.</p> <p>Create a handbook of helpful new starter information – contacts, IT, other help.</p> <p>Increase the take up of exit interviews. Review information and use this to determine future actions across staff all staff groups.</p> <p>Review the mandatory development programme for managers - consider implementing ILM qualifications for all managers and emerging.</p> <p>Undertake a skills tracking exercise across the organisation.</p>
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	<p>Adopt an inclusive and listening culture.</p>	<p>Develop managers' emotional intelligence to understand what motivates their direct reports and makes them feel valued, for example career development or job satisfaction.</p> <p>Ensure our Talent Framework, supports our under represented groups and is still relevant and provides opportunities for employees to retrain, learn new skills and find long-term work.</p> <p>Support the Digital Strategy – enable digital skills through access, training and development.</p> <p>Ensure the Check-in facility is regularly used by managers and staff and an appropriate framework is in place and used.</p> <p>Ensure staff feedback facilities are available.</p> <p>Consider how individual needs are supported within the Wellness at Work approach</p> <p>Build awareness of the Council Whistleblowing Policy.</p> <p>In conflict – consider the use of specialist mediators.</p>
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**Measuring Success**

The Head of People, Policy and Transformation, through support of our staff groups, staff networks and social partnership arrangements with our Trade Unions will be responsible for monitoring the plans success. Each of our four Strategic Themes has a number of planned activities in supporting the planned objectives over the lifecycle of the 2023-2028 People Plan. The activities aligned to the Strategic Themes will be continually reviewed over the next 4 years to ensure they are relevant, up to date and support emerging priorities.

Each measure of success will be annually reported on and progress will be monitored through normal performance and service delivery cycles.

## **Employee Values and Behaviours**

*(note – for information only - subject to separate document being developed)*

<b>Value: Being Responsible.</b>	<b>Value: Fairness for all.</b>
<b>Behaviours: Equity, Honesty, Integrity.</b>	<b>Behaviours: Inclusive, Considerate, Respect.</b>
<b>Value: Working together.</b>	<b>Value: Making a difference.</b>
<b>Behaviours: Communication, Supportive, Trust.</b>	<b>Behaviours: Committed, Innovative, Striving.</b>