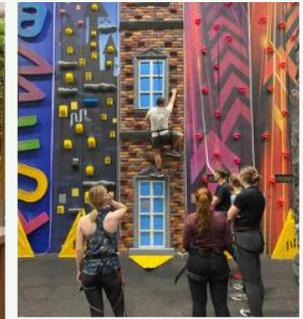


People Strategy

2023 – 2026

Oadby & Wigston | Our borough -
the place to be



To help us shape our services and prepare for future changes the Council, in conjunction with its staff, is pleased to present its new People Strategy which will run from 2023 – 2026 and be reviewed regularly.

Many factors, such as new technology, legislation, and the need to make the best use of resources are changing the way we work. As we strive for continuous improvement and efficiencies, we have to think about smarter ways of working to ensure we deliver excellent services to our customers.

An engaged and motivated workforce led by inspiring and creative managers is the key to the success of meeting the difficult challenges we face over the next few years.

Our People Strategy sets out our ambitions and strategic direction for transforming our workforce and is aligned with our new vision and corporate strategies to ensure a consistent and integrated approach.

It is built around 4 key strategies:

- **Employer of Choice**
- **Developing our people**
- **Engaging our people**
- **Rewarding and recognising performance.**

We believe that these key strategies will enable our people to be productive and make the most of their skills and experience.

These are underpinned by two vitally important themes for supporting our people; Equality, diversity and inclusion and the mental and physical wellbeing of our employees.

We are committed to this new People Strategy and to working together to make Oadby and Wigston Borough Council an Employer of Choice, provide a positive working environment where we can do our jobs well and make a difference to the residents, partners and key stakeholders of our borough.



Councillor Samia Haq

Oadby and Wigston Borough Council is a great place to work, where our staff really do make a difference every day.

As the Council's Chief Executive, I feel privileged to lead our staff, who have a diverse range of skills and have great passion and enthusiasm. These staff deliver important services to the residents, businesses, partners and key stakeholders of Oadby and Wigston Borough Council.



Anne Court

This strategy also states our commitment and determination to maintain a proactive anti-discrimination approach within our Council. Our Council will actively promote the delivery of diversity, inclusion and equality.

We have a separate Diversity and Inclusion policy to ensure that we are taking all elements of equality, diversity and inclusion into account in all of our decision making and practice.

We want to be regarded as an employer that offers interesting and worthwhile work, that respects and develops its staff and offers a fair, transparent and competitive pay and remuneration package.

This People Strategy sets out our strategic priorities for achieving those aims as an organisation.

Given how fast our environment is changing, we have to be agile and ambitious as we look to transform the way we work. Part of this includes attracting and retaining a more diverse workforce to help us do this.

“Whether you are an existing member of staff or thinking of joining us, a Councillor, resident, business or partner, thank you for taking the time to read our People Strategy”



“Our people are the lifeblood of our Council and they ensure that we provide first class services to our residents, stakeholders and partners. This strategy will ensure that we empower and support our staff with the correct support and development programmes to enable them to do this.”

Philippa Fisher - Strategic Director

Why do we need a people strategy?

Positive cultural change is only possible if we all believe in the delivery of our vision for the future of our borough. Our work reflects the deliverables of our Corporate Strategy and ensures we create the right nurturing environment.

The objective of this strategy is to create a living document, that shares and supports the experience of our staff and speaks to the times we are living in.

We have gathered comments and stories from our staff to help compliment this strategy and demonstrate why our Council is a great place to work.

In late 2022, we undertook a Customer Experience Strategy consultation and as a result a new three year strategy will be implemented in the early part of 2023. The Council firmly put residents, business, partners and stakeholders at the heart of everything we do in delivering our first-class service.

We want to provide the same quality of support to our staff, ensuring we create a culture to support their wellbeing, create opportunities to fulfil their potential and that they feel valued throughout their time at the Council.

The way we work has changed significantly in recent years. The pandemic created a change in the way we interact with residents and technology is improving at an unparalleled pace creating a need for new skills. We need to embrace continuous learning to keep ahead of the pace of development and our ability to deliver first class services.

In 2023 we will move our new Council Head Office and this strategy enables us to create the kind of culture we would like to embed.

We have been working with our Corporate Management Team on a roadmap on our approach to developing high performing culture for all our staff.

This strategy incorporates some of outputs of those discussions and brought a fresh dimension to how we thought about our future workforce and environment.

Equally important is maintaining our staff's health and wellbeing. Home working may blur the lines between work and personal life whilst reduced commuting and greater flexibility can bring a better work-life balance.

In June 2022 we implemented our agile working policy. Staff responded positively saying working from home is having a positive impact and they wanted the greater flexibility in how and where they work to continue. Our move to our new Council offices will continue to facilitate this.

Also a focus for this strategy is equality, diversity and inclusion. We want everyone to know that diversity and difference will not stop them from achieving their full potential. Everyone deserves the same great experience at work.



“My journey with the Council started as a Legal & Democratic Assistant.

“Over the years, the investment and opportunities provided allowed me to progress upwards through the corporate ranks, including qualifying as a solicitor and taking on a managerial role at the very heart of the Council’s democratic processes.

“My workload is diverse and rewarding, meaning no two days are the same”

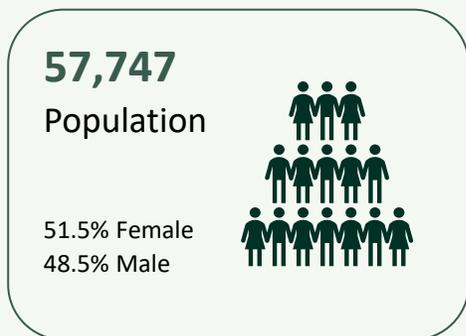


Samuel Ball

Legal and Democratic Services Manager

Our Borough, Our Customers

Our customers are anyone who needs or chooses to interact with us. This includes residents, businesses, visitors, partners and community groups.

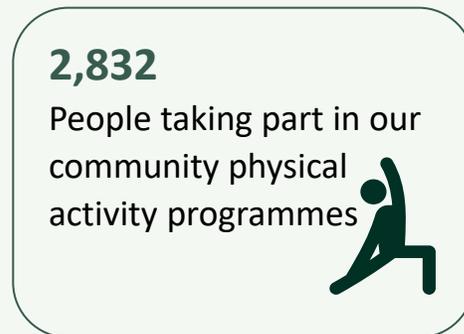


Ethnicity breakdown

Ethnicity	Oadby & Wigston
White British	70.6%
White-non-British	2.5%
Asian	22.3%
Black	1.2%
Mixed	2.1%
Other ethnic group	1.4%

Age Breakdown

Age Breakdown	
0 to 17	11,878
18 to 64	33,564
65+	12,305



Our Services

As a council our core purpose is to deliver services to our customers. A significant part of this is enabling them to report and request services and access information, as well as dealing with any enquiries which they might have.

Here are some key facts and figures from 2022:

53,820

Calls answered by our
Customer Service Team



2.5 million

Bins emptied



786

Environmental Health
service requests actioned



535

Planning applications
processed



12,952

Online forms completed



481

Taxi licences issued (vehicle
& driver)



3,170

Day to day housing repairs
carried out



688

New Housing Benefits
claims processed



“There’s a supportive team down at the depot that I really enjoy working with and I can see myself staying in my role for a long time.”

I’ve been with the council for almost five years now, after first starting to work on the bin rounds through an agency.

After about three months working for the agency, a permanent vacancy came available with the council, and I’ve been here ever since!

About 18 months into the job, I then managed to get my HGV licence so I would be able to drive the lorries, which took me about six months to complete. I also managed to pass my Class 1 which I paid for myself.

I’ve now worked up to having my own rounds which I drive two days a week, and I also work on special collections such as medical and bulky waste. There’s more variety in the job than you might think at first, and it’s one of the things that I enjoy the most about it.

Another highlight is getting to know some of our customers quite well. Working through Covid-19 really showed how important this role is and lots of residents were very grateful to us – we sometimes even get little presents which we really appreciate!

There’s a supportive team down at the depot that I really enjoy working with, and I can see myself staying in the role for a long time - and hopefully progressing further and continuing to take on training opportunities that come my way.



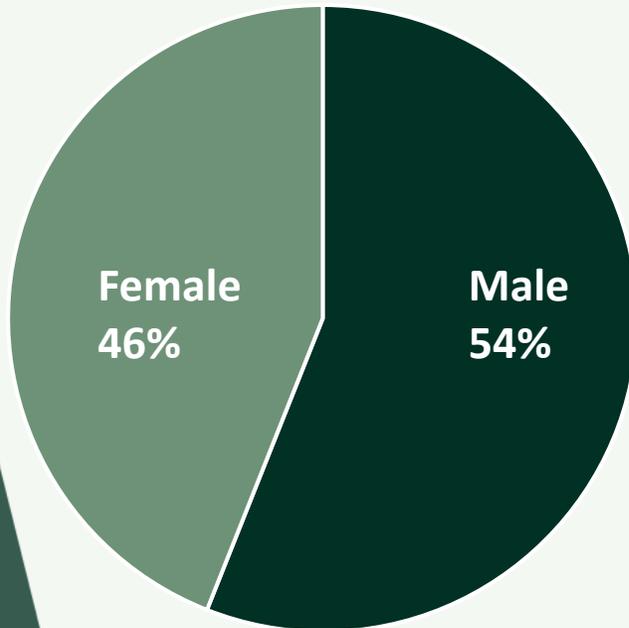
Sam Penlington

Waste Services HGV driver/loader

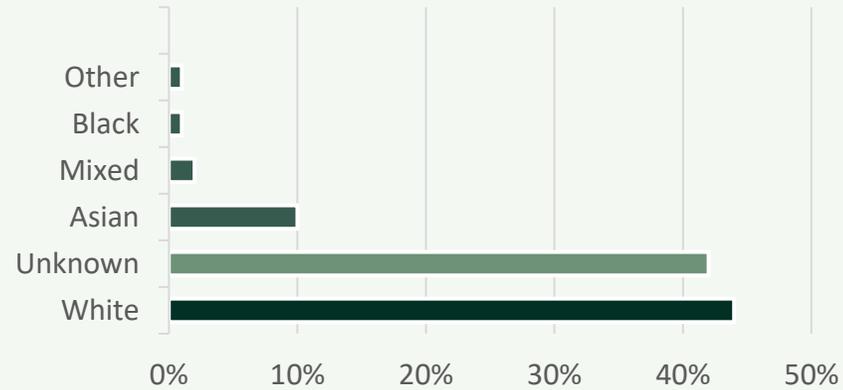
Our People

The following charts show some of the key demographic facts and figures based on data collected from our staff:

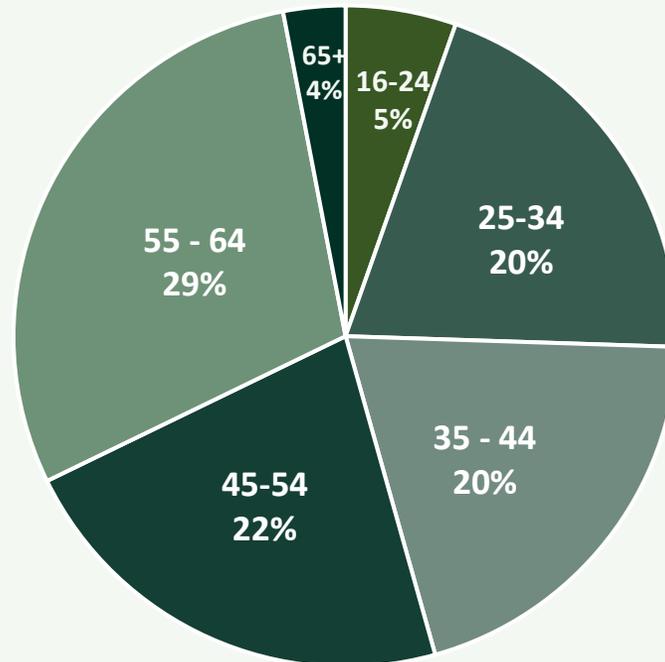
Gender split



Ethnic background split



Age split





“The team spirit is evident and I have a very good working rapport with my colleagues. I have been given positive feedback which is encouraging and motivating.”

I joined Oadby & Wigston Borough Council as a Finance Business Partner in July 2022. In the short time that I have been here I have received several compliments from budget managers and some senior managers. This has immensely boosted my confidence and enhanced my sense of belonging to this organisation.

I qualified as a secondary school teacher several years ago and taught at several secondary schools before quitting the profession to join an international life assurance company, where I rose to be a Team Sales Manager. All this was before I came to the UK in 2005. My ambition had always been to train and work as an accountant.

My first job in the UK was working as an operative in a factory producing UPVC materials for window and door frames. This was never enough for me in terms of job satisfaction and a fulfilling career; I still harboured my ambition of qualifying as an accountant.

I studied accounting and finance at university. This was a very difficult decision, considering that we had a mortgage and my wife had qualified as a nurse just a year before I started my studies. It was difficult juggling studies, family and work but I was determined to complete the course.

After teaching at a private college and a tertiary college, I took an opportunity to join Leicestershire County Council as a Community Support Worker. Three years into my role, an advertisement was posted for finance apprentices within the same authority, and I applied.

After attending two sets of interviews and waiting anxiously for a response, I was informed that I had got the role as a Graduate Trainee Accountant.

I then applied for a role at Oadby and Wigston Borough Council as a Finance Business Partner. I have found the Corporate Management Team with budget responsibility very open minded and willing to engage effectively with me.

My own team and manager are very supportive and willing to help where needed. The team spirit is evident, and I have a very good working rapport with my colleagues, the other Finance Business Partners who have been with the authority for much longer than me.

I am looking forward to a long and successful career within the authority and thank you to my Manager and the Senior Finance Business Partner for giving me the opportunity to work for Oadby and Wigston Borough Council.

Israel Ndlovu
Finance Business Partner

Our Council - Corporate Objective One

- To be the local voice of residents and businesses
- To ensure that we provide high quality, value for money services that meet the needs of residents, businesses and visitors
- To ensure high connectivity with residents and businesses.

Our Communities – Corporate Objective Two

- To provide a clean and safe place for everyone
- To support any activities or actions that enhance the health and wellbeing of our Borough
- To provide good, affordable and efficient housing for everyone.

Our Economy – Corporate Objective Three

- To support economic growth that is focused on our town centres
- To make our Borough an inviting place to visit.
- To help provide good employment opportunities.

Our Environment – Corporate Objective Four

- To ensure that we are a carbon conscious Borough
- To be seen 'to be green'.

Our Partners – Corporate Objective Five

- To develop, maintain and enhance partnerships to help support delivery of our objectives
- To ensure that we are engaged and listening to all section of the community.

We have developed a clear vision for the organisation to 'provide a sustainable council by listening being engaged and putting customers first, enabling us to focus on the local needs and priorities'.

Our borough – the place to be

Our vision

Our Values And Culture

We want our values and culture to become fully shared and recognisable to everyone.

We firmly believe that the way we work together, live our values and behaviours and being accountable for delivering our roles impacts on our performance and culture.

We are committed to empowering our staff at all levels within the organisation to be innovative and develop our services together. To this we will need to provide an environment which enables us to perform at our best.

Our Values

Our empowered and supported people are driven to be...

- ❖ **Customer and community focused**
- ❖ **Proud of everything we do**
- ❖ **Collaborative and creative**
- ❖ **Resourceful and resilient**

Our Culture

We will...

- Embed our values and behaviours into our policies, processes and everything we do
- Have a robust performance management system
- Undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture
- Share success stories across the organisation, recognise and celebrate what we do well and share that learning across the organisation
- Create a rewarding place to work, where we can encourage innovation, continually learn from what we do and collaborate with others to get the best results.

“I feel that my positive track record on projects is something that has been rewarded and I have advanced my career based on those results.”

In the spring of 2012, I was looking to progress a career in a sector that I really felt I could make a positive change in. An opportunity was presented to me via the local college to join the Council as part of its then Regeneration Team, now known as the Built Environment.

From working in the planning section, I was able to be an integral part of adopting an electronic planning application process via the Public Access pages on our website.

I progressed to the Customer Service Team to co-lead on the change of our customer service provision. This involved hiring a new team and creating a new contact centre. Part of this transformation journey was to positively change the way our customers interact with us by introducing a CRM system, creating online forms for all service areas and ensuring we offer a great service at the first point of contact.

The council has driven through some large projects and I enjoy working for an organisation that is willing to push on innovative ideas that make sound business sense and wants to support its residents and staff within the financial restraints a local government has to deal with. Something I feel the council strives to achieve.

As Corporate Project Lead I work with all sections of the Council on how we can improve, innovate, and drive changes that benefit our residents, staff, and stakeholders and it is something that drives and motivates me.

In 2022 we brought our IT provision ‘in-house’. I led this project and it was one of the most significant achievements of the Council in recent years.

I feel that my positive track record on projects is something that has been rewarded and I have advanced my career based on those results. I was given more responsibility and I was successfully recruited to the Corporate Project, Systems and IT Manager post.

I now manage a team of more than 10 people. I believe it is important to support and encourage staff to develop their skills and to widen their remit and experience to have an involvement in work that is sometimes outside of their day-to-day job.

This helps to embed a great team culture and to keep staff engaged and involved in wider corporate changes. I feel that the Council pushes this from top to bottom and my experience over the last 10 years is that Oadby and Wigston Borough Council has given me opportunity and chances to be involved in corporate change and progress my career.

Having the new People Strategy will also ensure other staff that can work hard, excel and have the opportunity to progress and develop.



Ben Wilson
Corporate Project Lead and IT Manager

Our Strategies



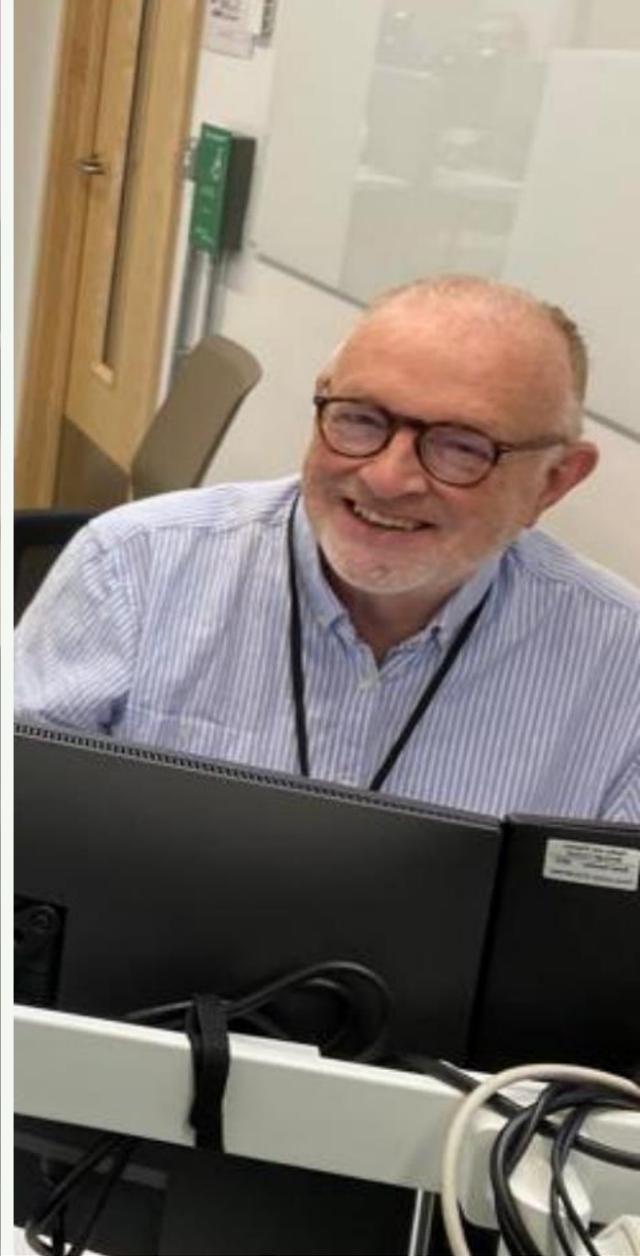
“Employer of Choice”



“Developing our People”



“Engaging our People”



“Rewarding and recognising performance”

Our Strategies

To deliver on each of these four strategies, we have devised a robust and detailed action plan

These strategies and action plan will form our immediate actions, and many of them are already underway.

We expect them to be quickly put in place and make an immediate positive difference to the work environment.

We will build on this action plan over the next three years, taking the time to design them based on research and insights, to ensure their relevance and effectiveness.

We are not complacent and there are many excellent employers in the public and private sector. We will regularly benchmark ourselves against these to ensure that we are on track to be the Employer of Choice.



Our Delivery Plan - Diversity and Inclusion

The Council's aim is to ensure that our staff are committed to equality of opportunity, treatment and behaviour and have equal access to employment, promotion and development.

The Council is an equal opportunities employer. We are committed to equality of opportunity and to providing a service and following practices which are free from unfair and unlawful discrimination. To ensure that no person receives less favourable treatment on the grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation, or disadvantaged by conditions or requirements which cannot be shown to be relevant to performance.

We seek also to ensure that no person is victimised or subjected to any form of bullying or harassment. The terms equality, inclusion, diversity and equity are at the heart of our people.

'Equality' means we aim ensure that everyone has the same opportunities to fulfil their potential free from discrimination.

'Inclusion' means ensuring everyone feels comfortable to be themselves at work and feels the worth of their contribution.

'Diversity' means the celebration of individual differences amongst our people.

'Equity' means recognising barriers and that some groups are more advantaged than others and putting measures in place to eliminate these barriers, ensuring equal opportunities for all.

We will actively support diversity, equality and inclusion and ensure that our people are valued and treated with dignity and respect.

We want to encourage everyone in our Council to reach their potential.

We will...

- Meet our legal duties on equality within the organisation and demonstrate we are accountable
- Ensure that all staff are aware of their responsibilities in the context of diversity and ensure annual training sessions are held for all staff to demonstrate this
- Ensure that we embed equality considerations in all of our activities.



Our Delivery Plan – Staff Mental and Physical Wellbeing

It is vital that the Council provides a healthy workplace in which everyone is aware of their personal responsibilities and to actively promote good health.

We will ensure that avoidable accidents are prevented, exposure to threatening behaviours minimised and work based stress is reduced, as we operate in an agile working environment.

Supporting our staff with their health, safety and wellbeing is one of our key priorities. Through conducting our staff surveys and most recently, wellbeing surveys during the pandemic, we have identified a number of things we can do to provide support on those things that matter to our staff.

A comprehensive package of support with mental health and wellbeing is on our staff Health and Wellbeing Hub. We are working to raise awareness of this and make access to it simple.

Our agile policy enables flexibility for our staff. However, during the pandemic it highlighted a number of challenges for some individuals. Extensive flexibility was given to existing work arrangements to support those with home schooling, caring and work life balance.

As we move into our new Council home at Brocks Hill and continue with our agile working, we will continue to work with our staff to ensure these positive impacts continue.

We offer professional support to our staff by our in-house mental health first aiders programme, where trained officers give support to their colleagues and signpost to various supporting organisations.

Several of our officers give support to residents regarding the current cost of living crisis. This can have a profound effect on them. In view of this the Council has run courses, including with the Mind charity, to equip staff with the skills needed to deal with these challenging situations.

We also have an Employee Assistance Programme that offers telephone support on 24/7 basis.

We have already...

- Introduced a Mental Health First Aid programme, which will develop the knowledge and skills to help staff and managers to spot the early signs of issues, which may be impacting on colleagues' wellbeing
- Started to build an understanding and reduce the stigma of mental health conditions through awareness programmes and initiatives
- Made sure staff can access a range of initiatives and services aimed at maintaining good physical and mental health, helping them remain in work and achieve their potential regardless of any health issues.





“I often look back at the person who walked through that door 15 years ago and then see her now accepting the Chief Executive’s Award in 2022 and in a management position.”

My journey with Oadby and Wigston Borough Council first began back in October 2007 when I saw the Customer Service Officer job advertised. I thought ‘this is perfect for me’ as I had a strong customer-focused background having previously worked in hospitality, travel, and several other customer-based roles. On that occasion I was unsuccessful in securing the role. However, I was contacted by HR in 2008 as another vacancy had become available and this time, I was successful. In May of that year, I began my career within local government.

For nearly 10 years, I dealt with enquiries from customers both face-to-face and over the telephone trying to ensure that as a council ‘we got it right the first time’. After a few years I was then successful in being promoted to a senior officer, which enabled me to pass my knowledge onto other members of the team and to be given the opportunity to lead when required.

As I grew more confident in the role and myself over the years, I began thinking about promotion and moving forward. I took the opportunity to apply to the role of Customer Service Supervisor, and was thrilled to get the position, which I started in March 2017.

This role enabled me to learn so much about not only my personal development, but also the development of Customer Services and what our vision could be.

An unexpected opportunity then came along for me to temporarily take on the role of interim Customer Service Manager in December 2019. Who knew just a few months into accepting this opportunity that Covid-19 would effectively change the whole way both the Council and Customer Services operate.

The challenges over the last few years have also created changes in what our residents need, how we solve problems with them, and how our staff work and want to work. I was made permanent into the manager role during the Covid period. Being in a managerial position during this time has had its difficulties and challenges, I have found it very rewarding to be able to make an impact and help shape the future of the council and its services.

My development as a manager over the last few years has been down to my own fantastic managers supporting my learning and growth - without this I would not have grown in self-confidence the way I have. They have taught me to believe in my own abilities and achievements, and just knowing you have this support on a day-to-day basis makes such a difference.

I am also so proud of my team and what we have achieved and continue to achieve in challenging times. Prioritising staff growth and development is really important to me and watching some of them develop into management/senior roles is one of my biggest achievements as a manager.

I often look back at the person who walked through that door 15 years ago and then see her now accepting the Chief Executive’s Award in 2022 and in a management position. It really shows that anything is possible when you believe in yourself and work in a supportive environment where your team believes in you too!

Rachel Maidment
Customer Service Centre Manager

The job marketplace is highly competitive. Combine this with the increased demand on services and less resource, it is vital that the Council is an Employer of Choice and builds a sustainable, resilient and inspired workforce.

We need to take time to understand our employee journey, how we attract people, have a recruitment process that works for all and develop our individual and team strengths.

When we do say goodbye, we want to do it well and understand how we can continue to make improvements.

We have already...

- Participated in and recruited our first graduate through the Local Government Association National Graduate Development Programme.
- Developed a Health and Wellbeing Hub for staff to help give useful tips on mental health, diet and exercise
- Launched a staff working group to help with the move to our new Council Offices
- Launched our Agile Working Policy to staff in to give greater flexibility to our staff.

Key actions:

- 1 Develop an impactful approach to welcoming new employees** and make sure that everyone receives the information, resources and support they need to perform well. Promote and proactively work towards enabling a diverse and health workforce across all levels of our organisation
- 2 Ensure that we understand the profile of our Council**, enabling us to forecast what roles we need to recruit to, where we need to address skills shortages and where our challenges are in recruiting and retaining staff.
- 3 Attract and recruit a diverse and competent workforce**, whose values and behaviours align with those of the Council
- 4 Review and modernise our approach to recruitment and retention** to make sure we attract and retain valued employees
- 5 Ensure all staff have the tools to enable them to work efficiently and productively as possible**, equipped with the digital skills to use modern technology
- 6 Make sure our staff contracts and terms and conditions** reflect the business needs and the ambitions of the Council.



Employer of Choice – Strategy One

Our delivery plan

Working in the public sector in today's environment requires new skills and behaviours. We want to maximise the potential of each individual and team.

We want to develop our staff with the skills and behaviours they need, to collaborate and integrate within the business to enable, equip and empower all staff to make a difference and evidence the value they bring within their role.

Our new full training and development programme will act as an enabler to fulfil training from job role fundamental training with our refuse and recycling staff, skills training to a staff member in our Environmental Health Department to ad hoc training to support and develop staff.

Our managers will be key to supporting people and the organisation to deliver excellence in the future.

Effective people managers are the fundamental success factors for both building trust and a sense of belonging. They also have the biggest impact on staff engagement and our staff's day to day experiences of our culture.

We want to ensure our managers are equipped to inspire and lead effectively. We will prioritise developing leaders at every stage of the management life cycle, moving focus from tasks to outcomes to empower our people and build trust.

We have already...

- Delivered a full training and development programme for all our staff dependant on their level of experience and roles within the Council
- Created a task and finish group to refresh our Performance Management System
- Held a series of workshops with our Corporate Management Team to define our culture for our new offices, reviewed our values and behaviours and getting them to understand leadership roles and responsibilities.

Key actions:

- 1 Review our approach to performance management,** moving towards regular developmental and performance conversations, being focused on outcomes rather than process.
- 2 Ensure as part of our transformation programme that we become a digital council, equipping staff with the correct equipment and training so that continuous improvement can be delivered for our service provision and that our staff embrace new technology such as Surface Pros and webchats.** Align our customer experience and digital strategy with our recruitment process so that we recruit staff with the digital skills and behaviours required for their roles and service areas.
- 3 Utilise the Apprenticeship Levy.** Increase the number of apprenticeships to decrease the size and number of skills gaps by developing a strategic programme to maximise the impact of apprenticeships level spend targeting areas where the Council has identified current and future skills shortages through the vacancy management plan.
- 4 Develop a coaching and mentoring culture.** Undertake a review of our approach to coaching and mentoring to date and design a plan for developing our approach to coaching and mentoring. Design and deliver further coaching sessions with our Corporate Management Team. Utilise our performance management system to incorporate coaching.

Developing our People – Strategy Two

Our delivery plan

We want to create a committed, resilient, diverse and agile workforce.

It is essential that our staff are engaged, listened to and how, at every level they are contributing and why it matters.

We aim to achieve a culture where we have a flexible approach to help us meet our organisational priorities and have established new ways of working, which we will develop and enhance further once we move to our new Council location.

We want to create a working environment and culture where our staff relations are strong because we have excellent relations and encourage openness.

We have already...

- Created a regular schedule of staff briefings on a quarterly basis where staff receive Corporate updates and have the opportunity to ask questions
- Meetings are scheduled with new starters to meet the SLT Team
- Weekly staff bulletin sent out with key business information and updates
- During the pandemic regular surveys were sent to staff regarding their welfare, home working environment and technology.

Key actions:

- 1 Listening to the voice of our staff and implement change.** Instigate an annual staff survey and ensure there is a mechanism in place for reporting back the information and also taking actions forward.
- 2 Create a formal mechanism so that employees are empowered to challenge existing practices and ideas in a collaborative manner.** We will develop a working group where staff work with accountability and responsibility as change agents. We will utilise their feedback to help shape corporate policies and strategies.
- 3 Develop our Corporate Management Team.** Review the structure, meetings and effectiveness of this cohort to ensure that they in turn develop their own teams to deliver the Council's vision, corporate strategy and services..
- 4 Create a formal feedback mechanism so that staff feel empowered to challenge existing practices and ideas in a collaborative manner.** Develop a working group where staff work with accountability and responsibility as change agents. Utilise their feedback to help shape corporate policies and strategies.



Engaging our People – Strategy Three

Our delivery plan



We are committed to ensuring that staff are rewarded fairly and feel their work is valued.

We want to ensure that staff are motivated to maintain or improve their commitment to the organisation and prosper.



It is important that we celebrate things that are going well and it is also important that we provide a safe environment to have respectful conversation when things aren't working as they should be.



We want to create an environment where we work on solutions together.

Recognising when our values and behaviours are being demonstrated consistently will help our staff feel valued and motivated.

We have already ...

- Annual Awards based on the Council's values and the Chief Executive Award.
- We utilise our People HR system by regular on-line staff recognition through our 'thank you' programme.
- We have developed and launched an employment offer which enables a personal flexible approach to staff benefits. This includes our Agile Working Policy and the ability to work from home.

Key actions:

- 1 Ensure our remuneration packages are competitive and attract high calibre individuals to the role. We will conduct a benchmarking exercise on our existing pay and reward structures.** We will ensure that our remuneration package is fair, transparent, sustainable and market relevant.
- 2 Utilise our values and behaviours to drive our awards programme for recognition and reward.** This will continue including celebrating successes in the organisation utilising our value based awards programme, the Chief Executive award and recognising individual staff on a regular basis through our People HR 'Thank you' system.
- 3 Develop a strategic approach to succession planning so that we identify and develop our future leaders and grow 'our own' in house where possible.** We will undertake an analysis of roles within the organisation and conduct a comparison of the performance of our staff to establish success planning. We will then focus on council's priorities and balance the succession plan based on a mix of leadership roles and technical business roles at all levels.

Recognising and Rewarding Performance – Strategy Four

Our delivery plan

“This role gave me a real opportunity to get involved in several Council services as it was always my intention to develop and try and build a long-term career in the public sector.”

I have lived in Oadby and Wigston all my life and started working for the Council in May 2018 after I decided on a career change from the property sector, having worked as an estate agent and then in property law as I felt there was something that didn't quite fit for me in those roles and I wanted a better work life balance.

I applied for the post of Customer Services Technical Officer based at the customer service centre in Bell Street and joined a very positive and welcoming team. This role gave me a real opportunity to get involved in several council services as it was always my intention to develop and try and build a long-term career in the public sector. My managers were very supportive of giving me the opportunity to be released from my day-to-day duties to shadow the Head of Law and Democracy at court and training me to administer the council's CRM system, whilst also providing administrative support to Housing Options, the depot, and Housing Repairs.

After over a year with customer services, I wanted to progress to a new challenge and applied for the roles of Senior Housing Officer within the Housing Section and Student Environmental Health Officer in the Regulatory Services Section. Unfortunately I was unsuccessful as there were more experienced candidates in both cases. I did receive useful feedback in both cases which allowed me to focus my attention on areas that I could improve on to improve my chances of success in the event of future applications.

In March 2020 when Covid-19 struck, I volunteered to move to Bushloe House to continue with my Customer Service role but also help the Community Hub to support vulnerable residents during the pandemic. I also provided some support to Environmental Health when required due to the pressure on the team whilst dealing with Covid regulations.

In August 2020, a vacancy became available in the Environmental Health team. I successfully secured the role and moved to the team in September 2020 to work on the Selective Licensing Scheme, housing complaints and general complaint work as an Environmental Health Technical Officer.

In September 2021, the Council sponsored me to start an Environmental Health Practitioners Degree Apprenticeship at the University of Wolverhampton so I could qualify as an Environmental Health Officer.

However, a vacancy arose for a Team Manager and in April 2022 I applied for the role and provided a business case as to how the team could be structured if I was successful.

Following a further interview I was successful and my structure proposal was adopted. I have been able to make several key changes to improve the authority's processes such as adopting the Housing App, which has improved our process for property inspections and converting all houses in multiple occupation licences to electronic files to make administration easier.



Ben Clark-Monks
Selective Licensing Team Leader

Delivering our People Strategy

We are committed to delivering everything that we have set out to do in the delivery plan. The strategy contains a robust roadmap to show how we will achieve our staff priorities.

This strategy will be monitored and measured and we will be held accountable through reporting twice a year to Members, Trade Unions and our employee networks.

We make no excuse for the scale of ambitious change we are looking to achieve, but with our moving to our new offices at Brocks Hill, we have the opportunity to transform our culture, values and behaviours of the organisation. This will take time to develop and embed.

We will keep engaging with our staff to adapt and evolve our plans as we go, making sure the initiatives have maximum impact.

Our staff really are our greatest strength and asset. Together, we will develop a Council that is high performing and will deliver for the now and the future.





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