



People Strategy Year 3: Indicative Operational Delivery Plan  
September 2023-24

Strategy Theme	Indicative Year 3 Developments	Theme Lead Department (s)	Target Start Date	Target Completion Date
<b>Effective leaders and managers</b> 	Fully embed our 360 degree feedback tool for senior leaders (OMT/EMT using LMS).	OD	Started in year 2	1/3/24
	Ensure our managers and leaders are supported and developed to managing change, performance and attendance matters.	OD	1/9/23	31/8/24
	Create a Future Managers Development Programme.	OD	1/1/24	1/3/24
	Refresh and embed our Leadership Competency framework.	OD & HR	1/11/23	1/3/24
	Further develop and embed our approach to People & Succession Planning	OD	Started in year 2	1/12/23
	Support our managers and leaders in developing professional networks and mentors	OD	1/1/24	31/8/24
<b>Recruit and develop excellent people</b> 	Design and develop a talent management framework or similar, to enhance our ways recruiting, selecting, developing deploying our people.	OD & HR	1/1/24	1/6/24
	Develop and implement a behavioural framework to support our values and employee development.	OD & HR	1/3/24	1/8/24
	Continue to explore recognition for good practice in our various professional fields (industry accreditations/awards).	All	Started in year 1	31/8/24
	Consider how we can address our pay and grading challenges.	HR	Under review	Under review
<b>A healthy and inclusive organisation</b> 	Support staff wellbeing through our occupational health offering and by providing development sessions on the wellbeing topics staff have told us they need.	OD & HR	1/9/23	31/8/24
	Deliver on our operational equality, diversity and inclusion action plan including providing unconscious bias training, developing a menopause policy and responding to any good practice or legislative changes in this area.	OD, HR & Policy	Started in year 2	31/8/24
	Continue to support all of our staff to become trauma informed and develop a framework for specific posts for more in depth training. Support our trauma champions network to deliver identified improvements.	OD & WES	Started in year 2	31/8/24
<b>Informed, involved and engaged employees</b> 	Review how we can improve our Corporate Social Responsibility approach, within the context and limitations of our statutory public protection role and as a public body.	All	1/12/23	31/8/24
	Ensure employee voice is heard through our partnership forum, staff engagement activity, networks, surveys and IIP reviews.	OD, HR & Internal Communications	Started in year 1	31/8/24
	Plan and deliver our annual staff event, building on feedback from staff on our previous events.	OD & Internal Communications	1/9/23	30/4/24
<b>Investing in young people</b> 	Reestablish our young people mentoring scheme.	HR	1/9/23	31/12/23
	Enhance our training and development opportunities for young people across the organisation, including exploring links with education, training and apprenticeship providers.	All	Started in year 2	31/8/24
	Progress our Investors in Young People accreditation status.	HR	Started in year 2	30/11/23
	Ensure our young people's forum has a voice in influencing policies and strategies to support them at work.	HR	Started in year 2	31/8/24
<b>An agile and innovative workforce</b> 	Ensure our managers and leaders are supported and developed in managing remote teams.	OD	1/9/23	31/8/24
	Enhance knowledge exchange and collaboration across the organisation (communities of practice/employee networks).	All	Started in year 2	31/8/24
	Continue to enhance our on-line learning offering for staff to ensure learning and development opportunities are available in our new way of working.	OD	Started in year 2	31/8/24
	Explore new ways to promote, share and reward innovation across the organisation.	OD	1/3/24	31/8/24