Appendix One

Priority Actions for the next 12 months

Objective	Action	How we will measure success	Steps to achieve	Why it matters
Enhance online and social media presence	Increase online and social media presence through targeted recruitment campaigns and jobs fairs	Increase in social media engagement and a rise in website traffic related to job advertisements	Allocated resources for digital marking efforts	Enhancing our online presence will attract more candidates especially for hard-to-fill roles
Strengthen Employer Brand	Improve our employer brand to attract and retain top talent.	Increase employee satisfaction ratings and more qualified candidates for key roles.	Leverage employee testimonials, create brand campaigns, and participate in industry job fairs.	A strong employer brand leads to greater attraction and retention of high-quality candidates, especially for hard-to-fill roles
Reduce Agency Costs	Reduce agency costs by transitioning agency contracts to permanent roles in high-expenditure areas like social care.	Decrease agency spending by transitioning agency staff to permanent roles.	Conduct workforce planning reviews and offer permanent contracts to suitable agency staff.	Reducing agency dependency lowers operational costs and improves service continuity.
Strengthen Talent Strategy	Strengthen the talent strategy to attract, develop, and retain top talent.	Increased internal promotions and reduced turnover	Enhance development programmes, leadership training, and continue to foster a supportive environment.	A strong talent strategy ensures workforce stability and reduces recruitment costs.
Expand Early Careers Programme	Expand early careers programmes like Jumpstart and supported internships to attract and nurture emerging talent.	Increase participation and offer new placements annually.	Collaborate with educational institutions and create structured pathways for young professionals.	Investing in early careers ensures a strong talent pipeline and enhances long-term capabilities.

Strengthen Work Experience Programmes	Improve work experience opportunities to help young people explore careers in local government.	Introduce new placements and offer career exploration sessions for students annually.	Partner with schools and career services to raise awareness of local government careers.	Engaging young people early strengthens the talent pool and enhances the council's public profile.
Expand Leadership Development Programme	Continue the comprehensive Stockport leadership development programme to cultivate strong leaders within the Council.	Increase leadership performance ratings and continue to hold leadership forums	Provide continuous support through leadership forums for knowledge-sharing and strategic collaboration.	Cultivating strong leadership will drive strategic vision and improve overall organisational performance.
Integrate 'My Conversation' for Development	Fully integrate the 'My Conversation' approach into personal development reviews to enhance the colleague journey.	Adoption of 'My Conversation' in personal development reviews across all departments.	Train managers on using the system and monitor adoption through quarterly reviews.	A modern, engaging approach to personal development will improve staff engagement and growth.
Expand Apprenticeship Programmes	Expand the use of apprenticeships to increase skills and bring new talent to the organisation.	Increase in the number of apprentices	Collaborate with training providers and local educational institutions.	Apprenticeships will support staff development while introducing fresh talent to the council.
Review Reward and Recognition Approach	Review and strengthen the reward and recognition approach to reflect council values and motivate staff.	Increase in employee satisfaction with recognition, as measured in the next all colleague survey.	Analyse current practices and propose improvements aligned with council values.	A clear recognition system will enhance motivation, engagement, and retention.
Expand Wellbeing Initiatives	Expand initiatives like the colleague choir and wellbeing walks to boost employee engagement and reduce stress.	Increased participation in wellbeing activities and a reduction in	Promote wellbeing activities via internal channels making participation easy and accessible.	Wellbeing initiatives foster a positive work environment, boosting employee morale and productivity.

		stress-related absences.		
Strengthen Sickness Management	Continue to reinforce sickness management with a data-driven approach to ensure the health, safety, and wellbeing of colleagues.	Reduction in sickness absence rates.	Use workforce data to continue to identify trends and provide targeted support where needed.	Effective sickness management will enhance employee wellbeing and operational efficiency.
Shape EDI Priorities with Colleague Groups	Work with colleague engagement groups and equity networks to co-create EDI priorities and approaches using insights from the EDI survey.	Conduct quarterly reviews of EDI initiatives and increase EDI participation.	Engage with all relevant colleague networks and ensure survey insights are acted upon.	Collaborative EDI approaches improve inclusivity and shape the council's future initiatives.
Enhance EDI Training	Review and enhance EDI training to ensure a dynamic, mandated, and performance-monitored learning experience.	Completion of EDI training by all colleagues and an increase in leadership diversity.	Provide inclusive leadership training through the Senior Leadership Group and the Leading Stockport programme.	EDI training ensures every colleague is better equipped to support inclusivity and diversity efforts.
Develop Zero Tolerance/Dignity at Work Policy	Implement a Zero Tolerance/Dignity at Work Policy to ensure a safe, respectful, and inclusive workplace.	Launch the policy council-wide and reduce complaints related to workplace discrimination.	Establish clear guidelines and communicate them effectively to all staff.	A Zero Tolerance policy reinforces our commitment to a positive, respectful workplace culture.
Implement Report and Support Platform	Launch a secure, confidential platform for reporting discrimination or racism in the workplace.	Ensure awareness of the platform and receive reports.	Collaborate with IT to ensure secure implementation and support for the platform.	A reporting platform ensures all staff have a safe avenue to voice concerns about discrimination.
Strengthen Colleague Networks	Strengthen existing networks and support the growth of new ones to foster belonging,	Increase in the number of colleague networks.	Provide resources and create communication	Strong networks improve inclusivity, drive innovation, and enhance employee satisfaction.

	encourage diverse perspectives, and enhance collaboration.		channels for networks to engage effectively.	
Launch Inclusive Recruitment Initiatives	Refine targeted recruitment with a new inclusive recruitment sub-group, diversity targets, and values-based recruitment, with outreach to ethnic minorities.	Launch a sub-group and increase ethnic minority recruitment.	Engage with our recruitment experts and community partners to ensure outreach and recruitment strategies are effective.	Inclusive recruitment efforts reduce bias and help increase diversity across all levels of the organisation.
Address Ethnicity Pay Gap	Implement targeted development programmes to upskill and promote staff with protected characteristics into leadership roles.	Reduce the ethnicity pay gap through targeted development initiatives.	Collaborate with external experts and use internal development resources to focus on equity in promotions.	Addressing the pay gap promotes equality and fosters progression into leadership for underrepresented groups.
Update Induction and My Conversation Framework	Review and update induction and 'My Conversation' frameworks to support employees with protected characteristics.	Ensure new colleagues go through an inclusive induction and update the frameworks.	Refine the process for inclusivity.	A more inclusive induction and development framework supports equity from the start of employment.
Strengthen Data and Pay Gap Reporting	Implement regular reporting on pay gaps and conduct deep dives into HR data to analyse equity trends and outcomes.	Publish pay gap reports and use deep-dive insights to inform strategic HR decisions.	Use data to ensure accurate analysis.	Transparent pay reporting highlights areas for improvement and supports equity initiatives.
Review HR Case Management through EDI Lens	Regularly review HR case management practices and outcomes through an EDI perspective to ensure fair treatment.	Conduct reviews of case management outcomes with a focus on equity and diversity.	Establish case review criteria and monitor outcomes for fairness.	Regular reviews ensure HR practices support inclusivity and equity in outcomes.

Review and update the reasonable adjustments policy	Review the current policy and benchmark against best practices.	Completion of updated policy and monitoring reports, including colleague feedback on the policy's implementation and effectiveness	Initial policy review, research best practices, consult stakeholders and draft updates.	Ensures that the reasonable adjustments policy is inclusive, compliant and effective in creating an equitable work environment.
Race Equality Groups across all Directorates	Establish Race Equality groups for each directorate to address race-related issues and goals.	Presence of groups in all directorates, positive feedback from colleagues, increased representation	Identify key stakeholders and champions in each directorate and set up planning session to define group objectives. Monitor progress and gather feedback.	Promotes racial equality, improves diversity and fosters an inclusive work environment where all colleagues feel valued and heard
Prioritise Colleague Engagement	Continue to prioritise colleague engagement by actively involving them in shaping and influencing organisational changes.	Increase participation in engagement surveys and ensure suggestions are considered in organisational decisions.	Establish a formal process to review and implement colleague suggestions.	Ensuring colleague voices are heard will enhance engagement, improve job satisfaction, and foster loyalty.
Embed Values and Behaviours	Embed organisational values and behaviours throughout the colleague journey using a communication and engagement plan.	Achieve increased awareness of values and behaviours among employees, as measured by engagement surveys.	Create a comprehensive communication plan that highlights values during recruitment, onboarding, and	Embedding values creates a consistent, value-driven culture that aligns with strategic goals.

			ongoing engagement activities.	
Revise Volunteering Policy	Enhance community engagement by revising the volunteering policy to empower colleagues to contribute to local community groups.	Increase volunteering participation and revise the policy	Collaborate with local community groups, update the policy to provide more flexible options, and promote opportunities internally.	Strengthening social responsibility improves community support and reflects positively on the organisation.
Deliver Cultural Change through Partnerships	Work with partners to deliver cultural change that supports joint working and puts people at the heart of the council's work.	Joint initiatives with external partners and conduct annual reviews of progress.	Engage with key partners, hold regular joint meetings, and identify areas for collaboration that support community-focused initiatives.	Collaborative cultural change enhances service delivery and community impact.
Develop the 'Ambitious Stockport Experience'	Develop and implement the 'Ambitious Stockport Experience' to unite colleagues across the workforce and foster connections.	Create the experience and ensure colleagues participate in the 'Ambitious Stockport Experience'.	Design an experience that includes networking, learning opportunities, and team-building activities.	The 'Ambitious Stockport Experience' fosters a unified, cohesive team, promoting collaboration and collective purpose.