

Our People Action Plan 2011-2013

Our Values:

- ▶ Integrity
- ▶ Learning Organisation
- ▶ Teamwork
- ▶ Positive attitude
- ▶ Excellence

| OUR PEOPLE PRIORITIES | | | | | | |
|---|---|--|--|---|-------------------------|--------------------|
| | Developing our culture through our people | Building visionary & ambitious leadership | Sustaining a diverse, healthy, productive and resilient workforce | Supporting learning and development to ensure exceptional value for services | | |
| Our Priority Objectives | <ol style="list-style-type: none"> To implement a range of activities that place our Values at the heart of all we do as a Council To enhance individual and team performance through motivation, recognition and reward To encourage innovation by empowering our people to achieve service transformation and other such improvement activities To enhance communication and engagement throughout the Council making effective use of our current arrangements and delivering new approaches where appropriate | <ol style="list-style-type: none"> To attract, develop and retain leaders and employees who will meet the objectives and aspirations of the Council To support the development of leadership behaviour and skills at all levels of the authority To support members to develop their community engagement and leadership skills to ensure our Leaders are developed to effectively manage change | <ol style="list-style-type: none"> To support our people via healthy workforce practices to be highly productive and resilient through challenging times To identify and manage current and future workforce issues liaising with current and new partners to address key issues To help our people work more smartly, using technology and different ways of working to deliver even more responsive customer services To ensure that we promote equality and value diversity in all that we do across the Council | <ol style="list-style-type: none"> To focus on developing the skills, knowledge and behaviours of employees via an annual Training and Development Programme | | |
| | Our Key Targets 2008-2011 | Employee Survey Targets - (Source Employee Survey 2009) | | | Target 2009 | Result 2009 |
| <ul style="list-style-type: none"> To retain the level of overall satisfaction with the Council as an employer To improve effective communication between service areas To improve the regularity of Team Briefings across the Council To improve the involvement of employees in the development of service plans To improve the organisation's response to recognising the work of employees To improve employee perceptions of their services being valued by Councillors To improve the organisation's management of change To reduce the levels of perceived stress within the working environment | | | 92% | 90% | 92% | |
| Workforce Targets | | | Target 2010/11 | Result 2010/11 | Target 2011/12 | |
| <ul style="list-style-type: none"> To reduce working days lost to sickness absence To ensure that all employees receive and annual Performance Appraisal To achieve the gold standard in the Health Works Awards | | | 8.0 days 95% Silver | 6.8 days 91% Silver | 7.5 days 95% Gold | |
| Our Key Actions 2010-2011 | <ol style="list-style-type: none"> Continue to implement and refine the Values Framework through, recruitment processes, induction, development and performance appraisal reviews Actively promote the Council's total reward and recognition package highlighting the benefits of working for our organisation to existing and potential employees To deliver effectively through a process of programme management the key actions of the Corporate Plan Develop and implement an annual Training and Development Plan to develop peoples skills in: <ul style="list-style-type: none"> Leadership Service Management Technical / Occupational skills Core skills – customer care, equality and diversity, IT and health and safety Skills for Life | <ol style="list-style-type: none"> Continue to progress Leadership Development to: <ul style="list-style-type: none"> Communicate our culture and values through leadership Effectively manage change in a supportive way Develop leadership competencies and meet the learning needs for employees Introduce coaching and mentoring opportunities for employees, where appropriate Deliver activities that support employees to work in a political environment Promote and develop our range of flexible healthy and sustainable working options to support the well being and productivity of our people and minimise our impact on our environment | <ol style="list-style-type: none"> Complete an annual workforce plan that identifies short and longer term capacity and skills requirements and work with key partners to determine effective and efficient solutions Develop our employee's skills and competencies for collaborative working with other authorities, partners and contractors To develop our employees to make greater and more effective use of new technologies and new work practices Deliver a range of effective equality and diversity learning opportunities across the Council Continue to communicate with all employees and have in place effective engagement and feedback processes | | | |
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