

Our People Action Plan 2013 - 15

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	1. To implement a range of activities that place our Values at the heart of all we do as a Council 2. To enhance individual and team performance through motivation, recognition and reward 3. To encourage innovation by empowering our people to achieve service transformation and other such improvement activities. 4. To enhance communication and engagement throughout the Council, making effective use of our current arrangements and delivering new approaches where appropriate.		5. To attract, develop and retain leaders and employees who will meet the objectives and aspirations of the Council 6. To support the development of leadership behaviour and skills at all levels of the authority 7. To support members to develop their community engagement and leadership skills 8. To ensure our Leaders are developed to effectively manage change		9. To support our people via healthy workforce practices to be highly productive and resilient through challenging times 10. To identify and manage current and future workforce issues liaising with partners to address key issues 11. To help our people work more effectively, using technology and different ways of working to deliver even more responsive customer services 12. To ensure that we promote equality and value diversity in all that we do across the Council		13. To focus on developing the skills, knowledge and behaviours of employees via an annual Training and Development Programme	
	Employee Survey Targets - (Source Employee Survey 2011)				Target 2011	Result 2011	Target 2013	Result 2013
Our Key Targets	<ul style="list-style-type: none"> • To improve 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%	94%	95%	<i>Not known until Employee Survey results- November 2013</i>
					65%	59%	75%	
					88%	83%	88%	
				82%	81%	85%		
				65%	71%	78%		
				84%	81%	86%		
				68%	69%	75%		
				53%	61%	50%		
Workforce Targets					Target 2012/13	Result 2012/13	Target 2013/14	
<ul style="list-style-type: none"> • To reduce working days lost to sickness absence • To ensure that all employees receive an annual Performance Appraisal • To achieve the gold standard in the Health Works Awards • To retain the IIP standard 					6.5.days	6.2 days	6.2 days	
					95%	86%	95%	
					Gold	Silver	Gold	
					n/a	n/a	Retain - 2014	
Our Key Actions 2013-2014	1. Continue to embed the Values Framework through recruitment processes, induction, development and performance appraisal reviews 2. Promote the Council's employee benefits and rewards, highlighting the advantages of working for our organisation to existing and potential employees. 3. To deliver effectively through a process of programme management the key actions of the Corporate Plan 4. Develop and implement an annual Training and Development Plan to develop people 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 ▪ Continuous Professional Development 		5. 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 a coaching programme 6. Deliver activities that support employees to work in a political environment 7. 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		8. Complete an annual workforce plan that identifies short and longer term capacity and skills requirements and identify effective solutions 9. Develop our employee's commercial awareness skills and competencies for collaborative working with other authorities, partners and contractors 10. To develop our employees to make greater and more effective use of new technologies and new work practices 11. Deliver a range of effective equality and diversity learning opportunities across the Council 12. Continue to communicate with all employees and have in place effective engagement and feedback processes			