

People Action Plan 2015 – 19



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 2015-2019	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 and efficiency 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 skills at all levels of in the council 7. To ensure our Leaders are developed to effectively manage change	8. To support our people via health and wellbeing initiatives, to be highly productive and resilient through challenging times 9. To identify and manage current and future workforce issues 10. To help our people work more effectively, using technology and different ways of working to deliver even more responsive customer services 11. To ensure that we promote equality and value diversity in all that we do across the Council		12. To focus on developing the skills, knowledge and experience of employees via an annual Training and Development Programme 13. To embed a coaching culture into the council	
	Employee Survey Targets - (Source Bi-Annual Employee Survey)						
Our Key Targets				Result 2011	Target 2013	Result 2013	Target 2015
	<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 • <i>To improve the level of employee satisfaction with the councils commitment to equality and diversity*</i> • <i>To improve the level of employees effectively contributing to Business Transformation*</i> 			94%	95%	96%	97%
				59%	75%	49%	75%
			83%	88%	72%	88%	
			81%	85%	75%	85%	
			71%	78%	80%	82%	
			81%	86%	80%	86%	
			69%	75%	61%	75%	
			61%	50%	57%	50%	
			N/A	N/A	N/A	80%	
			N/A	N/A	N/A	80%	
Workforce Targets					Target 2014/15	Result 2014/15	Target 2015/16
<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 retain the IIP Gold Award – in 2018 					6.2.days	6.1 days	5.9 days
					95%	96%	96%
					Retain IIP standard	Gold Award achieved	
Our Key Actions 2015-2016	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 a range of Business Transformation activities, that will contribute to service improvements and efficiency savings.* 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 ▪ Professional qualifications 		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. Promote and develop our range of flexible, healthy and sustainable working practices to support the well being and productivity of our people 7. Introduce an Apprenticeship Scheme wef September 2015*		8. To develop our employees to make greater and more effective use of new technologies and new work practices 9. Deliver a range of effective equality and diversity learning opportunities across the Council 10. Continue to communicate with all employees and have in place effective engagement and feedback processes 11. Undertake a review of the Performance Appraisal Scheme*.		

*new for 2015/16