

ACTION PLAN					
What we will do	How we will carry this out	Owner	Start	End	
Outcome	Theme 1: Planning effectively for our Council's future needs				
1.1 Directorates use their Workforce and Succession Plans to support the needs of their business and these are aligned with the Workforce Strategy	1.1.1 We will forecast workforce requirements and align the workforce with Council priorities and service demands.	Directors CBSG	June 2015	31 March 2016 (Annual review cycle between March and September each year)	
1.2 The Council have an effective Policy Framework that enables the Workforce Strategy.	1.2.1 A structured programme of work which embraces engagement and collaborative working with stakeholders and takes account of emerging legislation.	Directors Head of OD&HR	August 2015	30 Sept 2015 (annual review cycle)	
	1.2.2 Cyclical review of a proportion of HR policies on an annual basis.	Head of OD&HR	August 2015	31 March 2020	
1.3 DG Transform provides flexibility within the workforce.	1.3.1 We will use the DG Transform programme and policies: - Redeployment Vacancy Management Matching Early Retirement/Voluntary Severance Scheme (ERVS) Workforce Establishment DG Transform Phases 1&2. Redundancy Policy	Directors Heads of Service Head of OD&HR	August 2015	August 2018 (Initial 3 year programme)	
1.4 Best practice, improvement and innovation is implemented to deliver our needs.	1.4.1 By carrying out benchmarking across a range of organisations and by utilising our networks to share best practice and resources.	Director Corporate Services Head of OD&HR	April 2015	April 2020	
	1.4.2 Implement the findings from the Training and Development Review.	Head of OD & HR	April 2015	March 2016	

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What we will do	How we will carry this out	Owner	Start	End	Status
1.5 High quality standards and measurable improvements are delivered on our workforce performance.	1.5.1 Further development of performance indicators to accurately reflect the methods by which we critically assess our progress.	Directors Head of OD&HR	April 2015	April 2016 Then annual review.	

Theme 1: Planning effectively for our Council's future needs

Performance			
Indicator	Current Baseline	2020 Target	Responsible Officer
Proportion of services with Workforce Plans in place. The staging of this will reflect changes in Service Function as part of Shape Programme over the next 3 years.	New Indicator	Initial plans in place by 2016 then annual review 20% each year [100% by 2020]	Directors / Heads of Service
Proportion of services with Succession Plans in place. The staging of this will reflect changes in Service Function as part of Shape Programme over the next 3 years.	New indicator	Initial plans in place by 2016 then annual review 20% each year [100% by 2020]	Directors / Heads of Service
Proportion of HR policies reviewed in line with CIPD good practice.	New indicator	20% each year [100% by 2020]	Head of OD & HR
Establishment Control - %of vacancies on I-Trent.	10%	1% reduction each year [5% by 2020]	Director
Establishment Control – percentage of temporary employees employed by Council.	17%	Reduction each year to achieve 10% by 2020	Director

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What we will do	How we will carry this out	Owner	Start	End	
Outcome	Theme 2: Improve employee engagement				
2.1 We are open, transparent and engender trust and encourage individuals and teams.	2.1.1 Ensure our first line managers and supervisors are equipped with the skills necessary to fulfil their roles using our flexible learning approach	Directors Heads of Service	April 2016	April 2020	
2.2 Our employees participate in consultation and influence decisions on service delivery.	2.2.1 Review and improve our employee engagement and communication arrangements at service and corporate level	Heads of Service Communications Manager	October 2015	October 2016	
	2.2.2 Focus groups, engagement sessions, staff surveys, liaison with Trades Unions.	Director Corporate Services Head of OD & HR	August 2015	December 2015	
	2.2.3 Refresh our exit interview arrangements and use the information on the reasons for staff leaving the organisation	Directors Head of OD&HR	October 2015	Oct 2016	
2.3 Our employees recognise their role in the achievement of the Council's Priorities.	2.3.1 Review and improve the flow and content of information to our front line staff to ensure they understand how they contribute to the achievement of Council Priorities.	Directors Heads of Service Communications Manager	July 2015	April 2020	
2.4 We have open clear, and appropriate communication between employees at all levels and they listen to each other.	2.4.1 Undertake more frequent staff surveys to obtain the views of our employees.	Director Corporate Services Performance and Reward Manager Communications Manager	August 2015	April 2020	
2.5 We recognise and reward innovation and excellent performance.	2.5.1 Undertake a review of the various elements of our system of reward and design options which are fit for purpose'	Head of OD& HR Performance & Reward Manager	April 2015	September 2016	

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What we will do	How we will carry this out	Owner	Start	End	
	2.5.2 Develop and implement a comprehensive strategy for recognising the achievements and performance of employees.	Head of OD&HR CBSG	October 2016	March 2017	
2.6 There is improved health and wellbeing at work.	2.6.1 Develop initiatives to encourage health and wellbeing alongside action plans to improve attendance.	Performance and Reward Manager/Health and Wellbeing Unit/NHS Partner	July 2015	December 2016	
	2.6.2 Develop a new policy and approach which supports our employees who experience work related stress.	Performance and Reward Manager	April 2015	October 2015	
	2.6.3 Working with services and NHS partners to develop wellbeing initiatives which support achievement of the HWL Gold award.	Performance and Reward Manager	April 2015	December 2016	
	2.6.4 Implement a new occupational health contract	Performance and Reward Manager	April 2015	June 2015	
	2.6.5 Implement Caring for Carer's Kitemark for Employers	Performance and Reward Manager	April 2015	June 2015	

Theme 2: Improve employee engagement

Performance			
Indicator	Current Baseline	2020 Target	Responsible Officer
Healthy Working Lives Award	Silver Award (Attained 2013)	Gold Award December 2016	Performance and Rewards Manager
Average no. of days lost per teacher through sickness absence	6.94 days	6.5 days	Director CYPLL
Average no. of days lost per all other local government employees through sickness absence	11.05 days	9 days (4%)	Directors/Heads of Service
Percentage of staff who know how their job contributes to Council Priorities.	80%	2015/16 - 80% 2017/18 - 85% 2019/20 - 85%	Head of OD& HR

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What we will do	How we will carry this out	Owner	Start	End	
Outcome	Theme 3: Enabling our Employees to Succeed				
3.1 Employees have the right skills ability and experience to perform their duties to the highest standard and deliver Council Priorities.	3.1.1 Identification of the competencies required within current and future job roles. Development of competency frameworks for appropriate staff groups.	Director CYPLL Head of OD&HR CBSG	April 2018	March 2020	
	3.1.2 Identify improvements to the PDR scheme including documentation, training and its alignment to business plans.	Head of OD&HR	April 2017	March 2018	
	3.1.3 Support services to develop appropriate career grade schemes and provide advice and guidance around the development of these to support succession planning.	Heads of Service Head of OD&HR	April 2017	March 2019	
	3.1.4 Services will develop structures taking into consideration delivery of business objectives based on need, affordability and equalities.	Directors Heads of Service	April 2015	April 2020	
3.2 Learning plans based on identified needs and PDRs help deliver the workforce and business plans.	3.2.1 Management of data for the targeting of learning and development activity at an individual and service level.	Head of OD &HR Head of Finance	April 2015	31 March 2017	
3.3 Learning and development activity is prioritised to deliver Learning Plans.	3.3.1 PDR based learning objectives for the forthcoming year are captured for all staff and set out in Learning Plans.	Directors Heads of Service	April 2015	Annually from March 2016	
	3.3.2 Ensure skills and abilities identified in learning plans meet the needs of services for the future. Facilitate a match and gap analysis across services.	Directors Heads of Service Head of OD&HR	April 2015	31 March 2016	

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What we will do	How we will carry this out	Owner	Start	End	
3.4 Employees build transferable skills to support their own personal and career development and meet future service needs.	3.4.1 Align development plans to business outcomes.	Directors Heads of Service	Sept 2015	May 2016	
	3.4.2 A systematic approach to identifying internal based mentoring capacity and any related training needs that can support our future leaders.	Director CYPLL	April 2016	March 2018	
3.5 We will support our Looked after Young People in finding employment .	3. 5.1 24 Looked after Young People will be offered a 6 month placement under a programme to support them to tackle practical barriers they face in finding employment.	Directors CSWO	April 2015	April 2018	

Theme 3: Enabling our Employees to Succeed

Performance			
Indicator	Current Baseline	2020 Target	Responsible Officer
Proportion of services with service learning plans.	New Indicator	20% in each year [100% by 2020]	Heads of Service
Percentage of Graduates who secured sustainable employment or returned to full-time education following completion of the programme.	83%	90% from 2015/16	Head of OD & HR
% of Modern Apprenticeships who secure employment or other positive destination following completion of the programme.	New Indicator	80% From 2015/16	Head of Employability Head of OD & HR
% of employees who have completed an annual Performance Development Review.	83% June 2014	95% by 2020	Directors

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What we will do	How we will carry this out	Owner	Start	End	
Outcome	Theme 4: Ensuring equality for all				
4.1 There is zero tolerance of discrimination, harassment or victimisation.	4.1.1 Ensure managers create a positive and non-discriminatory working environment and provide staff with the skills and knowledge to recognise discrimination and how to act appropriately to report and tackle it.	Head of OD&HR Heads of Service CBSG	April 2017	Annual Review	
	4.1.2 Use the Policy Development Framework to develop Council policies/procedures linking workstreams to equality outcomes to ensure our policies/procedures are fit for purpose.	Head of OD&HR	August 2015	30 Sept 2015 (annual review cycle)	
4.2 Diversity is valued in our workforce and we have policies to support the needs of groups or individuals with protected characteristics.	4.2.1 Gather and monitor equalities data to identify any groups at a particular disadvantage in relation to specific employment practices and, where appropriate, implement 'positive action' measures.	Head of OD&HR Heads of Service	April 2015	March 2020	
	4.2.2 Evidence-based and proportionate interventions to redress any imbalances identified.	Head of OD&HR Heads of Service	April 2015	March 2020	
4.3 Our workforce reflects the community we serve.	4.3.1 Assessment of the effectiveness of recruitment and retention practices in reaching and retaining all sectors of our community within the workforce	Policy and Planning Manager	April, 2015	April 2020	

Theme 4: Ensuring equality for all

Performance			
Indicator	Current Baseline	2020 Target	Responsible Officer
% of employees who have had equality and diversity training.	50% New indicator	Increase the number trained by 10% each year [100% by 2020]	Heads of Service Policy and Planning manager
% employees in the highest paid 5% of earners among council employees that are women.	50.15%	50%	Directors Heads of Service
Reduce gender pay gap and support other improvements.	7.6%	Reduction of 0.3% by 2017 and a further reduction of 0.3% by 2019 [7.0 % by 2020]	Directors Head of OD&HR