YEAR 3 - PEOPLE STRATEGY ACTION PLAN – 2013/2014- Progress at December 2013

1	Attraction and Retention of Skills and Talent- Ensuring we have the best people for the role PROJECT SPONSOR: GRAHAM BOASE				
AIMS	**ACTIONS**	**SUPPORTED BY**	**Progress at December13**	**START DATE**	**END DATE**
◈ Be effective in recruiting and retaining high calibre employees ◈ Offer an attractive employment package which supports recruitment and retention and values employee contribution. ◈ Identify and develop people with potential ◈ Provide opportunities to develop	**1.** Launch of Recruitment and Selection Policy ◈ Reformatting of policy for intranet access ◈ Power hours on recruitment and selection ◈ Communication Plan	A Mallam	◈ Policy formatted for intranet access ◈ Power hours provided ◈ Implementation strategy agreed with individual services and rollout tailored to their needs ◈ Unclear how thoroughly embedded the new policy and arrangements are but more assessment centres being held, more evidence of selection to meet required skills, of coaching to meet developmental needs identified at selection (and of unsuccessful candidates)	◈ May 2013	◈ July 2013
	2. Development of Safeguarding Policy ◈ Reformatting of policy for intranet access ◈ Factsheet on assessing the requirements against the agreed criteria. ◈ Include new DBS arrangements ◈ Power hours to brief managers who are responsible for safeguarding about how to assess the roles ◈ Communication Plan	A Mallam E Safhill	◈ Policy going to LJCC in February 14 and formatted for intranet access ◈ Factsheet created, including DBS arrangements ◈ Heads of Service have been given reports identifying roles previously requiring CRB/DBS, info on the criteria now in force, and HR support to implement new arrangements	◈ April 13 ◈ May 13 ◈ June 13	◈Sept 13 ◈June 13 ◈Sep 13

careers	**3.** Delivery of HR Safeguarding Action Plan		◈ Procedures are in place and reports are being run		
			◈ Reports indicate that compliance rates for ensuring DBS checks are in place and recorded on Trent is generally good		
	◈ New starter check lists and exception reporting to ensure that CRB checks and references are received prior to commencement.		◈ Compliance rates with ensuring references were taken up in a timely way and recorded on Trent still needed improvement- November 2013		
	◈ Develop and agree reports to be run on a quarterly basis	E Safhill R Marsh	◈ Revised flowcharts, clearly defining roles and responsibilities, have been developed for use in the council and school settings	◈April 13	◈July 13
	◈ Use of UDF by Schools to monitor their own		◈ Compliance rates need regular monitoring to ensure these measures have resolved the problem		

2	Workforce development- ensuring we develop people appropriately to deliver business objectives **PROJECT SPONSOR: PHIL GILROY**				
AIMS	ACTIONS	SUPPORTED BY	PROGRESS AT 12/13	START DATE	END DATE

◈ Develop the skills and capacity of our workforce to meet current and future needs ◈ Develop Leaders and Managers who are confident and competent to be accountable for their service area, through effective management of performance. ◈ To ensure leadership development supports the economic and political climate	1. Prioritise corporate training plan, power hours, management training linked to embedding processes associated with HR Improvement project, customer focus training and change management support. 2. Develop dynamic opportunities to share learning and lessons learned promoting best practise. 3. Capture learning activity and current learning through videos, u-tube, pod cast, and use of intranet and e-learning 4. Progress the Workforce Information Processes and Systems project so that managers and HR are able to make appropriate workforce	SLT Middle Managers G Humphreys J Rees	Corporate training plan has prioritised leadership and management training, power hours, customer services, coaching and training linked to change management. Some of this has been developed and delivered as "courses" (eg ILM, "Manage the people; manage the change"), some is bespoke. We do not currently have information about the numbers of people who have benefitted from this training, or information about post training impact (eg greater use of HR Intranet pages, or managers' assessment of improved skills). Also see 2.8 below. Business partners are beginning to pick up management and other training needs/gaps. A number of approaches have been tried eg Action Learning Sets/Practice Learning Communities- but these have met with limited success, mainly due to difficulties involved in releasing people to take part. Video clips also experimented with. Informal links is the current method of sharing learning and this could potentially be developed at other management levels eg MMC. Management mentors/"learning lessons" sessions (including linked to full use of project management materials) are further possibilities There has been a hold-up with purchasing learning pool- but this is in the process of resolution- with initial priorities for use being Equalities, FoI and DP. Has potential for use in other areas. Networking being established with Wrexham and Gwynedd who also have learning pool and should enable us to access other products/modules All data cleansing has been completed. A Working Group has identified the information reports required by services and the creation of these	Sept 2013	April 2014

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	Action	Lead	Progress	Start	Target
	decisions and identify hot spots through dashboard reporting from accurate information.		reports is underway, to be incorporated in the HR dashboard.		
5.	Implement the HR Quality Assurance Framework and monitor via the Service Challenge Process.	P McGrady Kerry Evans R Marsh Janet Oliver	The proposed information dashboard will give HoS information about key HR issues in their service eg the number of ER cases, disciplinary, grievance, performance appraisals and quality- which can then enable detailed discussion with BPs. However, these arrangements do not enable quality assurance of the HR service itself to be assessed though IA will be undertaking a comprehensive audit against the HR improvement plan in April, which will include compliance against Standard Operating Procedures. Business Partners are individually seeking feedback on their interventions and the effectiveness of them.	January 2013	June 2015
i) ii) iii)	Include Peer Review of Appraisals undertaken. Arrange to meet with managers and draw up action plan and criteria. Provide Corporate QA report for SLT and CET to inform future Business Planning and share with workforce (link with Staff Survey)		In process. 10% dip sampling being undertaken as peer exercise HoS to HoS. Intended that this information be included in Service challenge papers but not included hitherto as not considered sufficiently robust. Needs to be picked up with SLT/CET April 14	June 2013	April 2014
6	Delivery of service priorities identified in 2013/14 Workforce Plan.		Ongoing with BPs	April 13	March 14
7.	Produce Workforce Plan for 2014/5 incorporating Corporate Training Plan from Appraisal	SLT G Humphr	OD Manager and BPs meeting to identify themes for 14/15 and looking to compare BP resource utilisation against predictions.	Oct 2013	Feb 2014

	8. Evaluation of Corporate Training Plan	eys BP's	Technically not due til next year. Proposed methods have been pre and post training evaluation- but take-up has been low, so this needs to be picked up now or we will not have useful information about what/did not work and the impact training has had	April 2014	June 2014
		SLT G Humphr eys BPs			

3.	Employee engagement- promoting a culture of engagement and recognition PROJECT SPONSOR: STEVE PARKER					
AIMS	**ACTIONS**	**SUPPORTED BY**	**PROGRESS AT 12/13**		**START DATE**	**END DATE**
◈ Develop a culture of engagement and recognition through improved communication, consultation and involvement	1. Plan and Communicate the results of the Staff Survey undertaken in February 2013.	SLT	Communication undertaken and action planning taken forward, though agreed this would not be to a set format as was required previously. Responses to staff survey results are being picked up in Service Challenges. Where there are gaps in information, the Project Sponsor has undertaken to check that HoS are responding appropriately to findings (December 2013)		June 2013	July 2013
	2. Agree methodology for Staff Survey Action Plans and workshops. Ensure QA Report forms part of this. See 2.5.iii above.	SLT			May 2013	Dec 2013
	3. Implement the HR Improvement Plan and evaluate Standard Operating Procedures	SLT C Roberts	Implementation nearing completion, with IA audit planned for April. Completion date may need to be adjusted to take into account recent automations. Next planned priority is the improvement of customer service, especially with the HRA group.		April 2013	Dec 2013
◈ Empowered to make decisions at the most effective point possible to the service user						
◈ Build organisational confidence by celebrating success						

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	4. Managing Change- having a resilient, flexible, adaptable workforce, open to change and improved ways of working PROJECT SPONSOR: JACKIE WALLEY				
AIMS	**ACTIONS**	**SUPPORT ED BY**	**PROGRESS 12/13**	**START DATE**	**END DATE**
◈ Develop organisational confidence to deal with change so that managers are confident and competent in being able to lead and manage change effectively ◈ Promote a culture of flexibility where employees and teams understand and participate in organisation change	1. Promote the use of the Change Management toolkit developed in Y2 2. Embed the suite of information and factsheets for managing team restructures developed in Y2 to support effective change 3. Create a mechanism for knowledge exchange and learning from recent change projects. 4. Support effective change through continued development of a. Fact Sheets	SLT BP's SLT G Humphreys SLT G Humphreys	Toolkit is being updated, taking into account feedback from SLT, Trades Unions etc. On Intranet pre Christmas. All Business partners have been trained in use of the tools As above. Some factsheets already on the Intranet but currently rather disjointed so further work to be done Currently unclear how much the information is used. Some evidence that material needs introduction 1/1 and may then be accessed, but no feedback on factsheets received yet. As previous note in "Change Management" section. What currently works is informal sharing and we need to consider how to build on this eg at MMC "Manage the People; manage the change" programme developed. "Remote management" power hours developed and delivered Bespoke culture change workshops	May 2013 Autumn 2013	April 2014 Dec 2013

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			delivered eg in Housing, as part of modernisation programme Some evidence that coaching and mentoring are working but needs clearer evaluation, including the outcomes delivered and resource entailed compared with other approaches Second cohort of Hwb secondees in place from January 2014		
◈ Consistently manage change effectively ◈ Empower more innovative and creating solutions to service delivery	b. Coaching and support from Business Partners and Managers c. Sharing of expertise and experiences d. Training which gives dynamic experiential learning				

	5. Progress the Flexible/ Agile/Homeworking Project as part of the Modernisation Programme.
	  a. Produce Statement of Intent
	  b. Ensure HR Policy alignment with new ways of working, reviewing the following policies
	    i. Homeworking
	    ii. Flexible Working Policy
	    iii. Mobility clauses
	    iv. Flexi Policy
	    v. Travel and Subsistance
	    vi. Health & Safety
	    vii. Data Protection
	    viii. Information Security
		L Atkin
		G Humphreys
		C Williams
		
		SLT
		G Humphreys
		S Vaughan
			Flexible working Policy Statement developed for consultation in January/February 2014 and sign off by SLT March 2014.
			Detailed topic guidance to be put together by January 2014
				September 2013	June 2015

	ix. Lone Working Policy 6. Scope out and introduce Job Families for delivery through the Modernising Programme		Modernisation Board decided not to progress as a corporate project- could not identify clear scope despite several attempts. However, development of generic job descriptions in a number of services has enabled a widening of staff experience and provided greater resilience (eg Customer Services and Education, Highways/Environment/ CML). May be worth reconsidering "job families" and how the successful implementation of generic job descriptions could be learnt from and applied more widely	

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5.   Healthy Workforce – Creating a safe and healthy working environment
PROJECT SPONSOR : JAMIE GROVES

AIMS	ACTIONS	SUPPORTED BY	PROGRESS 12/13	START DATE	END DATE
◈ Develop a culture of wellbeing & resilience ◈ To provide work life balance initiatives to create a flexible and motivated workforce. ◈ Continue to reduce incidents of absence	7. Progress the Absence Management project. a. Develop and implement new Absence Management Policy b. Support managers to utilise the new Absence Management Dashboard c. Continue to hold workshops to gain greater understanding of causes of stress d. Develop power hours and dynamic training solutions to embed new Absence Policy. e. Evaluate the effectiveness of the new absence management interventions and utilisation of tools.	J Groves L Rees J Worrall R Marsh SLT J Worrall	New Attendance Policy and procedures to be finalised pre Christmas for ratification by Corporate Joint Committee and Council January/February 2014. Guidance sheets to be developed post Christmas Substantial preparatory work undertaken with unions and members. Also with schools. Meeting with HoS January to March 2014 to agree savings linked to revised policies. Outstanding work to ensure OH service is aligned with new policy	Sept 12 April 2014	Sept 13 May 2014

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