Action Plan 2008 - 2011

Priority Theme 1: Organisational Development

Objective		Action	Lead Responsibility	Target Date	Measures of Success	Progress to date & Milestones
Effectively building workforce support for new structures and new ways of working to deliver customer focused and efficient services, in partnership		**A1** To develop the capacity in-house to re-engineer services through project management.	OD Manager	Apr-10	Elimiination of duplication and better use of technology - improving service delivery.	
		A2 Maintain and develop a Redeployment/ Rehabilitation Policy (Include absence management as a module in our management development programme).	Head of HR	Jun-08	Number of employees successfully supported through capability issues/ redeployed or rehabilitated after long-term sickness. % of managers who indicate that they understand their responsibilities for performace and sickness absence management (BVPI 12)	
		A3 Monitor performance acknowledge achievements/ reward exceptional performance/ manage poor/ inadequate performance effectively and quickly (Review Capability policy and include performance management as a module in our management development programme).	Head of HR	Dec-08	% of staff being formally recognised for achievements/ % of staff being managed formally under the Capability Policy	
		A4 Develop a Stress Management Policy and Action Plan - delivery stress awareness workshops for managers and staff.	Head of HR	Jun-08	Policy in place - less stress related cases of absence from work (local indicator).	
		A5 Implement quarterly reporting on Departmental/ Service sickness absence levels to Senior Management Teams and half-yearly reporting on whole organisation sickness absence levels to the HR Committee.	Head of HR	Apr-08	Number of sickness absence reports prepared for managers/ members	

		A6 Ensure compliance with the Human Rights Equalities Commission (six strands) in relation to HR employment practices: Age, Disability, Gender, Race, Religion, Sexual Orientation and make recommendations to ensure that the workforce is representative of the local community.	Head of HR	Jul-08	Council can demonstrate movement to greater equality in workforce profile (Equality Standard Level).(BVPI's 11/16 & 17) Maintain commitment/ compliance to the 'two ticks - positive about disabled people' scheme.	
		A7 Introduce and develop methods of consulting and communicating with all employees about a wide range of issues.	Communications Manager	Apr-08	Measure through Employee Opinion Survey; % of staff receiving regular one-to-one supervision and team meetings	
		A8 Develop and maintain good working relations with the recognised trade unions - joint working on how these could be further improved upon.	Head of HR	2008	Staffing issues resolved at informal stages - initiatives progressed / developed at working/ group/ local level with less delays at approval stages.	
		A9 Partnership working ensuring we work closely with National, Regional and Local partners to ensure a local public workforce that delivers the aims and objectives of the Council.	Management Team	2008		
		A10 Procurement and development of an occupational health service to assist managers and employees in addressing health issues that affect employees at work.	Head of HR	Apr-08	Healthier workforce/ reduction in sickness absence figures (BVPI 12)/ health promotion initatives	

Priority Theme 2: Leadership Development

Objective		Action	Lead Responsibility	Target Date	Measures of Success	Progress to date & Milestones
Building visionary and ambitious leadership which makes the best of both the political and managerial role, operating in a partnership context		**B1** Develop an accredited Management/ Leadership Development Programme.	Head of HR	Mar-09	No. of manager's attending and achieving recognised qualification/ % of staff appointed to a management position from within	

Priority Theme 3: Skill Development

Objective		Action	Lead Responsibility	Target Date	Measures of Success	Progress to date & Milestones
Developing employees' skills and knowledge, in an innovative, high performance, multi-agency context		**C1** Produce annual/ forecasted workforce planning diagnostic reports for managers/ develop action plans with managers to address any current/ future 'hot spots'.	Head of HR	May-08	Secure the workforce necessary to achieve the Council's vision and objectives.	
		C2 Succession Planning/ Annual Workforce analysis via the Job Consultation process identifying needs, skills gaps, and learning & development needs are systematically identified through the Service planning process	Head of HR	Mar-09	% of hard to fill posts filled internally/ increase in skills reported via annual Employee Skills Analysis forms	
		C3 Review the implications of the IiP standard and Council commitment to achieve accreditation	Head of HR	Mar-10	Attain IiP accreditation	

		C4 To embed existing Learning and Development Policy to help to promote a common understanding of the Council's aspiration to be a learning organisation.	Head of HR	Mar-09	No. of attendees on training courses.	
		C5 Maintain and reporting a consistent and appropriate Performance and Development Framework (Job Consultation) incorporating 360 degree feedback.	Head of HR	Mar-09	100% of staff having a regular job consultation/ managers also able to request evaluation if postholders job descrption no longer a true reflection of actual duties.	
		C6 Develop measures to ensure movement across the Council	Head of HR	Dec-08	Increase in internal secondments/ flexibility to the changing needs of the Council.	
		C7 Develop a management/ generic competency framework across the Council services defining and communicating clear expectations.	Head of HR	Dec-09	Competency frameworks (with Pay progression dependent upon satisfactory/ excellent performance)	
		C8 Develop clear Policy on Study Leave incorporating Learning Agreements to support and retain staff during and following the training.	Head of HR	Jun-08	More agreements being approved with staff staying with the Council for at least two years after attained particular qualification, etc	
		C9 Formalise Time Off and Facilities arranagements with the Unions incorporating a Learning in Partnership Agreement and development of a 'Learning Centre'.	Head of HR	Jun-08	Improved industrial relations and increased up take on personal development.	

Priority Theme 4: Recruitment & Retention

Objective		Action	Lead Responsibility	Target Date	Measures of Success	Progress to date & Milestones
Taking action to address key future occupational skills shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues		**D1** Review the Council's use of standard advertising / develop website/ e-recruitment and ability to make on-line applications	Head of HR	Jun-08	Reduction in advertising costs increase in number of expressions of interest and applications	
		D2 Monitor and develop inhouse induction and re-induction programme	Head of HR	Jun-08	Staff aware of their importance at an early stage and informed of the corporate functions	
		D3 Develop a Recruitment & Selection Policy ensuring consistent approach across the Council.	Head of HR	Jun-08	Policy in place - numbers of staff appointed following work experience/ traineeships placements	
		D4 Develop a Work Experience/ Graduate Trainee Policy/ Scheme	Head of HR	Jun-08	Policy in place - numbers of staff appointed following work experience/ traineeships placements	
		D5 Maintain and develop use of Employee Opinion Survey (every two years) to ensure understanding of key factors influencing job satisfaction from which to develop Recruitment and Retention initiatives	Head of HR	Jul-09	Increase in employee satisfaction and morale/ development of initiatives	
		D6 Monitor and review the Council's use of temporary and fixed term contracts.	Head of HR	Apr-08	Staff employed/ engaged under the correct employment status	
		D7 Review the Council's arrangements for the procurement of agency staff.	Head of Finance	Jun-08	Reduce levels of previous expenditure	
		D8 Develop, implement and monitor robust policies around the management of the older workforce linked to flexible retirement and workforce planning	Head of HR	Mar-09	Older staff applying/ remaining in SLDC employment	

		D9 Ensure all employees are aware of the impact of equality and diversity in their jobs. Deliver a rolling programme of equality training to all employees.	Head of Strategy and Performance	Mar-08	Increase Level of Equality Standard	
		D10 Develop the use of exit interviews and exit questionnaires/ hold data on HR IT Sytem and monitor	Head of HR	Mar-08	Monitor reasons for leaving and action any reassons of concerns	

Priority Theme 5: Pay and Rewards

Objective		Action	Lead Responsibility	Target Date	Measures of Success	Progress to date & Milestones
Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach		**E1** Review the non-pay benefits for employees of the Council, create a benefits working group and consult with employees and introduce new initiatives to develop a total reward packages.	Head of HR	Mar-09	Develop non-pay benefits packages for staff; Private Health Care/ Concessionary Leisure Centre Membership	
		E2 Develop Performance Related Pay (PRP) with annual incremental progression dependent upon satisfactory performance.	Head of HR	Dec-09	Develop a management/ generic competency framework across the Council services defining and communicating clear expectations.	
		E3 Examine the options for introducing a corporate scheme for recognising and rewarding individual and team performance.	Head of HR	Mar-09	Introduce a staff awards scheme	
		E4 Examine the options for introducing a corporate suggestion scheme.	Communications Manager	Jul-08	Introduce a staff suggestion scheme/ no. of staff suggestions taken forward.	
		E5 Identify and address work-life balance issues across the Council through the development and implementation of flexible working Policies	Head of HR	Mar-09	HR manual to have several 'right' practice policies in place	

		E6 Undertake an audit of the JE Scheme and address any operational recommendations as well as conclude an Equality Impact Assessment	Head of HR	Apr-09	Operational issues addressed/ agreed Equality Impact Assessment	