



HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure that CEC and Education HR & H&S service delivery is fit for purpose supporting customer requirements through the development of People Plan, review of HR structure, to support business priorities.	Head of Strategic HR	April – Oct 2016	- Development of People Plan and suite of KPIs.	The People Plan 2016/17 has been agreed and work to deliver this plan is underway.
			Jan 2017	- Review and implementation of revised HR Structure.	Initial work has commenced on reviewing the HR structure with implementation planned in the New Year following consultation with staff and trade unions.
		HRMT	Jan 2017	- Policy, Procedures and processes are reviewed to meet customer need and legislation and streamlined as appropriate.	Work progresses on reviewing HR policies and procedures with a high level work plan contained in Appendix 2.
	To create and deliver HR Team Development Plan.	HRMT	Ongoing	- Positive Employee Relations and effective consultation.	In November HR will meet with the regional convenors of UNITE, UNISON and GMB to review the recognition and facilities agreement.
	To achieve external accreditation of HR/H&S services and work towards external awards.	HRMT	Ongoing	- Development and implementation of HRTD Plan.	
				- Receive external accreditation and awards.	Assessment against the Workplace Wellbeing Charter is underway.

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B	To continue to develop partnership and joint working arrangements that improve service delivery and realise financial savings.	HRMT	Ongoing	<ul style="list-style-type: none"> - Further partnership and joint working arrangements identified. - Conduct baseline assessment and audit of all current arrangements. - Determine measure to increase service delivery. - Identified and realised savings. 	<p>Collaborative working with CCG and Health partners took place on the 28th September to explore opportunities for joint working.</p> <p>Base line assessment of current service specification for Transactional Services complete.</p> <p>Potential saving through the introduction of Epay slips will lead to a print saving of £19k per annum. Income generation relating to placing adverts for external partners and non CEC schools being expanded.</p>
C	To work closely with CWAC to identify an outsource provider for OHU services.	Corporate H&S Manager	April – Jun 2016	<ul style="list-style-type: none"> - Development of Service Specification. - Completion of tender process to identify new service provider. 	The tendering process has been successfully completed with the contract being issued to People Asset Management Ltd (PAM). Close working with PAM through the implementation plan has resulted in managers now being able to access the new referral system (on-line and via phone).

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D	To work closely with CWAC to develop specification and tender for Enterprise Resource Plan (ERP)	Head of Strategic HR/ HR Delivery Manager	April 2016 – March 2017	In accordance with ERP Terms of Reference and agreed timescales.	The ERP programme will invite tenders during Oct/Nov with final procurement decision in February 2017.
E	To continue to work with Employee Service Centre (ESC) to develop service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	<ul style="list-style-type: none"> - Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings. 	<p>A set of KPIs and MI is reported monthly.</p> <p>Monthly meeting in place to look at service improvement. Currently working with Employee Service Centre to realise benefits of Taleo the Council's recruitment system and People Asset Management (PAM).</p>

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
F	To develop a commissioning model for workforce development.	Workforce Development Manager	April - July 2016	<ul style="list-style-type: none"> - Implementation of recommendations of Workforce Development review. - Commissioned training meets identified service needs re professional, regulatory and legislative requirements outlined in Service training plans. - Within budget. - Take up of places > 80%. - Impact assessment shows positive contribution to service through (for example) efficiency of practice, customer satisfaction, meeting professional standards. >80% positive impact. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. 	<p>All recommendations implemented as of 1st April, with new commissioning only structure in place for delivery.</p> <p>Agreed training plans in place across key areas of People and Corporate. 2,707 bookings have been made from 1st April 2016, over 63 different courses and 134 sessions.</p> <p>Spend currently within budget.</p> <p>Take up of places is 83%.</p> <p>100% rate for improved learning into practice across all sessions.</p> <ul style="list-style-type: none"> - Income from ASYE (Assessed and Supported Year in Employment) students on track. - Feedback on service since April stands at 91%.

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G	To develop a clear and structured Commissioning and Income Generation Plan which ensures resources are maximised and savings are realised.	HRMT	Aug - Mar 2017	- Development of commissioning and Income Generation Plan.	Buy back of Health and Safety and Education HR Consultancy Services remains strong for this academic year. Of 155 schools and academies, 83% or 128 schools and academies have bought back HR Consultancy Services and 86% or 134 schools and academies have bought back Health and Safety services.
			Ongoing	- Increased income generation exceeding targets set.	
	To meet and exceed external income generation targets for HR Education and H&S and develop new income streams across HR and OD.		Ongoing	- Savings realised through commissioning.	
					Additional paid for services available to ASDVs include: <ul style="list-style-type: none"> - Employment investigations - Mediation - Coaching - HR Workshops - Health and Safety

Organisational Design – Change Management and Change Framework					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress update
A	To introduce governance arrangements and further develop change management for Executive Directors. To ensure that HR supports CEC in delivering its short and long term financial strategy.	Head of Strategic HR	Oct 2016	- Introduction of governance arrangements to maximise change management opportunities.	Head of Strategic HR has been working closely with the Executive Directors to provide challenge and support.
		HRMT	Ongoing	- Financial savings identified and realised.	Business Challenge sessions attended by HR Delivery to give HR advice, guidance, and challenge to proposals.
B	Provision of a comprehensive Change Management Framework and Toolkit to support change implementation for managers through all aspects of restructuring.	HR Delivery Manager/HR Education Manager	Oct 2016	- Development of Change Management framework and Toolkit.	Toolkit launched March 2016 MGB have committed to Engagement with the TUs early consultation around change programmes.
	Further develop change management support for managers.	HR Delivery Manager/HR Education Manager	Ongoing	- Improved customer satisfaction and positive feedback from Managers. - Limited or no Grievances/Disputes - Delivery of change programmes to agreed timescales.	Local Delivery Plans are being developed jointly with Directorates and Service Management Teams.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To work closely with Finance to develop a budgeted establishment to inform future workforce planning capability.	Head of Strategic HR/HR Delivery Manager/Finance	Dec 2016 Ongoing	<ul style="list-style-type: none"> - Establishment created and maintained for CEC and each ED portfolio. - Regular reporting on establishment. 	People, Place and Corporate realignment to be represented in Oracle to facilitate reporting.
B	To deliver a Workforce Strategic Assessment and Workforce Plan that ensures that CEC has the right people, with the right capabilities, skills and attitudes in the right places, at the right times to deliver organisational objectives.	Head of Strategic HR HR Delivery Manager	March 2017 March 2017	<ul style="list-style-type: none"> - Development of Workforce Strategic Assessment. - Workforce Plan in place of each ED Portfolio. - Reduce reliance and expenditure on agency workers and other non employed workers. 	Key talent pools to be identified and referenced in Local Delivery Plan to enable effective recruitment and resourcing.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To identify and address gaps in workforce planning including succession planning, talent management and addressing matters arising from strategic workforce assessment.	HR Delivery Manager/OD Manager	Ongoing	<ul style="list-style-type: none"> - Programme of work to address each key area. - Introduce a mid year “talent review” process to encourage managers and individuals to review performance, aspiration and potential within teams. - PDR quality and compliance rates 	<p>Ongoing. Reports from mid-year development discussions to be fed through to Workforce Development.</p> <p>Careers interviews held for social workers in Children & Families.</p> <p>Guidance has been developed to support a “talent review” conversation to form part of the PDR – mid-year review.</p>
	To identify sources of talent e.g. in-house, ASDVs, universities and other partners re: internships, shadowing & placements.	Workforce Force Development Manager	Ongoing	<ul style="list-style-type: none"> - Outcomes of mid-year discussions inform identification of talent and lead to staff being included in talent routes. 	

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To review and develop current Apprenticeship Scheme taking cognisance of the Apprenticeship Task and Finish Group report.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - Implementation of agreed recommendations from Apprenticeship Task and Finish Group report. - Set and achieve targets for apprenticeship recruitment. 	<p>New contract for apprentices in place and work in progress to establish a training provider framework. Apprenticeship levy officer working group established to oversee incoming legislation around apprenticeships.</p> <p>Policy and Procedure for apprenticeship scheme in development.</p> <p>Incoming target to be agreed by December 2016.</p> <p>28 apprentices currently on the Scheme. 14 left since April, with 10 securing permanent employment and 1 temporary employment. Since April, 7 new starters onto the Scheme with a further 5 currently out for advert/selection.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To develop a high quality recruitment and resourcing service, driven by e-recruitment technology, expert advice and focussed on excellent customer service to meet organisational demand.	Manager HR Delivery/HR Education Manager	Dec 2016	- Establish present position by assessing customer feedback.	Result of new recruit and recruiting manager survey being analysed to inform future recruitment strategy.
			Ongoing	- Increase customer satisfaction.	The microsite continues as the front door for key roles.
			Ongoing	- Improve recruitment timescales.	Reporting from Taleo being developed to look at timeline of recruitment. Recommendations from the Business Improvement Team have been implemented.
F	To maintain a redeployment service which meets the need identified by the change management processes within CEC.	Manager HR Delivery	Ongoing	- Minimise number of redundancies through successful redeployment.	Only three staff currently seeking redeployment.

Leadership - Governance & Accountability and Cultural Change					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop a Leadership and Management model and strategy and a programme of initiatives which increase leadership presence, governance and accountability.	OD Manager	Jun - Nov 2016 Nov 2016 March 2017	<ul style="list-style-type: none"> - Development of Leadership and management model and strategy. - Introduction of programme of Leadership Initiatives. - Number of Leadership initiatives delivered. 	A Connected Leadership model has been drafted and has been shared with the Leader and Chief Executive. Connected Leadership events for top 30 and top 120 managers are in the early stages of planning and development.
B	Await feedback from Staff Survey and findings from the Staffing Committee and feed into Leadership Strategy and Programme of Initiatives.	OD Manager	Sept - Nov 2016	<ul style="list-style-type: none"> - Yet to be determined. 	Results from Staff Survey have been received and key findings currently being analysed.

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop and implement corporate training requirements for 2016/2017.	Workforce Development Manager	April 2016	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Within budget. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. - Take up of places > 80%. 	<p>Agreed and plan in place for 2016/2017.</p> <p>Corporate Training Programme part commissioned against agreed requirements. 526 delegates across 25 courses and 58 sessions since April 2016.</p> <p>Initial potential income streams identified.</p> <p>At 91%</p> <p>At 83%</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
B	Provision and implementation of delivery plans for all business areas ensuring delivery of all mandatory and agreed training	Workforce Development Manager	April 2016 to March 2017 March 2017	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customers needs within budget. 	<p>Agreed training plans in place across key areas of People and Corporate. 2,707 bookings have been made from 1st April 2016, over 63 different courses and 134 sessions.</p> <p>Spend currently within budget. Take up of places is 83%.</p>
C	To ensure individual development, development programmes and career pathways are aligned to customer requirements across each business area.	OD/ Workforce Development Manager	Ongoing March 2017	<ul style="list-style-type: none"> - PDR compliance rates - Career pathways established based on portfolio need and reviewed quarterly. 	<p>Completion rates for PDRs 2015/16 - 67%.</p> <p>Completion rates for PDRs 2016/17 - 61%.</p> <p>Career pathways developed in Social Care, under development in Finance and Corporate Resources in response to customer request.</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To deliver a programme of Leadership masterclasses as continuous professional development for leaders in the organisation.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - To conduct a baseline assessment to inform future Leadership programme initiatives. 	Baseline assessment to form initial part of programme, to be developed with selected provider.
			Ongoing	<ul style="list-style-type: none"> - To be further defined and then delivered in accordance with programme of leadership initiatives. - Deliver programme against national standards of leadership & assess outcomes in terms of improvement against baseline for each standard. - Number of Managers attending Leadership Development. - Initial feedback shows high quality service and relevance > 90% 'good/outstanding' ratings. 	<p>Programme against national standards and CE priorities developed and on Chest for quotes. Deadline for quotes: 14th October 2016.</p> <p>Programme with selected provider. To run alongside Senior Manager engagement events</p>

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop, promote and launch the Staff Survey 2016.	OD Manager	June 2016	<ul style="list-style-type: none"> - Launch of Staff Survey. - Response rates. 	The Staff Survey ran successfully for four weeks from 15th June to 13 th July with an overall response rate of 59%.
B	To report on findings of Staff Survey and develop corporate and local delivery plans to address recommendations of Staff Survey.	OD Manager	Sept - Dec 2016	<ul style="list-style-type: none"> - Report findings to key groups. - Develop and support implementation of corporate and local delivery plans. 	A series of communications and presentations are underway. Corporate and local delivery plans are in development and progress/ achievements will be reported back to the Executive Leadership Team (ELT) and Staffing Committee.
C	Ongoing activity to address key developments highlighted by Staff Survey.	OD Manager	Ongoing	<ul style="list-style-type: none"> - Increased staff satisfaction and engagement. 	Currently being determined.

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	Further work to be developed in respect of work-life balance following publication of Staff Survey 2016 results.	OD Manager/HR Delivery Manager	Sept 2016 - March 2017	- To be developed following publication of staff survey findings.	Currently being determined.
E	To implement and monitor contract for outsourced OH services.	H&S Manager	<p>Sep 2016</p> <p>Dec 2016</p> <p>March 2017</p>	<p>- New service implemented to agreed timescales</p> <p>- KPIs defined, agreed and reported.</p> <p>- Service delivered within budget.</p>	<p>New OH service implemented during September (meeting target) and is accessible to managers both on-line and by phone.</p> <p>KPIs have been agreed with the provider. Monitoring meetings (KPIs and budget) will commence in November 2016.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop proposals for a revised senior manager pay structure. Implement agreed changes.	OD Manager	Oct 2016 - March 2017	<ul style="list-style-type: none"> - Proposals submitted for consideration to Executive Leadership Team and progressed accordingly. - Set up Governance Group involving members to oversee progress. - 	Work plan being developed.
B	To review the Council's redundancy terms in light of national legislation and regional position.	OD Manager	Yet to be determined	<p>Proposals submitted for consideration to Executive Leadership team and progressed accordingly.</p> <p>Use of Settlement Agreements agreed.</p>	<p>The review of the Council's redundancy terms and the associated use of settlement agreements are currently on hold pending for clarity regarding the Government's trilogy of exit payment reforms.</p> <p>Monitoring Government proposals following a further consultation update in October which indicates further legislation to be developed in spring/summer 2017.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To conduct a comprehensive pay audit to inform future pay and reward strategy.	OD Manager	March 2017	Pay audit available to inform future pay and reward strategy aligned to new legislative gender pay gap reporting requirements.	Equality Impact Assessment/ Equal Pay Audit proposal being developed. Audit to be completed and published as well as discussed with TUs within deadline. PID in development.
D	To review job evaluation arrangements and procedures.	OD Manager	Dec 2016	Job evaluation arrangements and procedures are clear and consistent to meet organisational requirements.	<u>NJC Scheme</u> Review capacity and processes for NJC job evaluations to meet future needs. <u>HAY Evaluations</u> As part of senior manager pay review consider use of HAY profiles for manager posts.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To introduce an employee reward platform for all CEC and school/academy employees.	OD Manager/HR Education Manager	July 2016 CEC Sept 2016 Schools/academies	- Successful implementation and communication of employee reward platform.	The Rewards Centre was launched to Council staff on 14 th September 2016 supported by a series of roadshows to increase staff awareness. Early take up has been encouraging, with nearly 1000 staff signing up. A small number of schools (7) have also bought the option to enable their staff to access the Rewards Centre and associated benefits. Numerous events with school and academy personnel have taken place with more planned.
F	To identify and implement further non-financial rewards for employees	OD Manager	March 2017	- Proposals submitted to Executive Leadership Team for consideration.	Report to ELT of areas to be developed further and taken forward as part of the staff survey action plans.
G	To promote all available employee rewards and recognition to existing and future CEC staff.	OD Manager	Dec 2016	- Develop and promote employee rewards catalogue. - Continue to promote and embed the Council's "Making a Difference" Employee Recognition scheme.	The monthly Making a Difference scheme will close at end of Sept in preparation for the end of year 'Making a Difference' recognition event. Making a Difference nominations 2016: 122 Making a Difference winners 2016: 44 (not including September nominations).

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure HR Business Partnering is strategically aligned to the business needs of CEC and Schools/Academies business priorities to enable effective service delivery.	Head of Strategic HR/HR Delivery Manager/HR Education Manager	Dec 2016	<ul style="list-style-type: none"> - Restructuring of HR, aligned to meet business needs. - Implement Strategic HR Business Partnering. - Develop service delivery for Academies. 	<p>HR Delivery team realigned to People, Place and Corporate.</p> <p>Regular attendance at Directorate SMTs with regular Senior Management briefings.</p> <p>Academy specific page on intranet launched along with specific content/policies and procedures</p>
B	To conduct a comprehensive audit of H&S arrangements and practices within CEC to ensure legal compliance, highlighting good practice and areas for improvement.	H&S Manager	Jun - Nov 2016	<ul style="list-style-type: none"> - Develop and conduct audit. - Address AFI in local delivery plans. - Good practice shared across CEC. 	<p>The Corporate Health & Safety Audit will take place in October. The audit programme has been successfully piloted in two high risk service areas (Facilities Management and Countryside Rangers). The corporate wide 'go-live' date is 17.10.16 and results will be prepared during mid December 2016.</p>

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	Working with Executive Directors, Senior Managers and other customers to determine business requirements and develop Local Delivery Plans which ensure HR address specific business issues and address risks future opportunities for service development/rationalisation.	HR Delivery Manager HR Delivery Manager	Jan 2017 Jan 2017	<ul style="list-style-type: none"> - All local delivery plans developed and implemented to address Specific HR, Workforce and H&S matters. - PI indicators agreed and reported to measure success. 	<p>Local Delivery Plans in place for People, Place and Corporate.</p> <p>Local delivery plans performance indicators being developed with Senior Management Teams.</p> <p>HR dashboard is reviewed monthly with Executive Directors and Heads of Service.</p>