



### Connecting People Plan 2017/18 - Q3 update

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# Appendix 1

## Introduction

As outlined in the Council's Medium Term Financial Strategy 2017/20 we are living and working in a complex world where residents and communities have high expectations of both business and public services. Greater resident and community choice and control is driving the shape of public services, with a growing public expectation that services will meet their needs, helping them achieve personal goals and aspirations. This becomes even more challenging within this era of austerity and the significant financial pressures that all public services face.

Doing more of the same won't work. Increasing demand, greater complexity, rising expectations and severe financial constraints mean that the current situation is not sustainable. Tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality. We don't have all of the answers to the challenges that we face. We need to work closely with other partners and providers in all sectors to find new ways to design and deliver services across the public sector and to seize the opportunities as they emerge.

As the rules of delivering public service are being re-written, making people and relationships the key to sustainable success is more important than ever. Only through deepened relationships with and between employees, partners, residents and communities will the Council innovate and adapt fast enough whilst maintaining service delivery. Tomorrow's solutions will need to bring together the diverse skills and talents and unlock the potential of people across the public sector.

## Connected Council

Consciously building and strengthening connections in the way we lead, manage and work together within and across the Council, with members, partners and our communities is at the heart of our workforce strategy. We aim to build a more connected council and workforce through:

1. **Purpose and direction** – ensuring our workforce have a common understanding of why they exist as an entity, a clear sense of what they are trying to achieve and the strategy to get there around which people can unite and flourish.
2. **Authenticity** - leaders who act in a way that is in line with our FIRST values and who build relationships of trust and respect.
3. **Devolved decision making** – the sharing of power across the organisation with decisions being made as close to the customer as possible, whilst key strategic decisions are made centrally.
4. **Collaborative achievement** – close working within and across teams and organisations so that end to end processes work efficiently and effectively.
5. **Agility** – colleagues are encouraged to share what they learn and to operate in a culture that supports experimentation.

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## Summary of People Plan Objectives

Recognising the complex world we operate within, placing the right people in the right places at the right times is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight inter-connected workforce priorities come together to form the basis of the Council's Connecting People Plan.

### 2017/18 Objectives

1. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.
3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
4. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness and can work effectively across internal and external boundaries as the structure and form of public service changes.
5. **Engagement and Wellbeing** – to continue to build from the findings of the Staff Survey 2016 with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential.
8. **HR Business Development** – to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.

**The purpose of this document is to outline the priorities within each objective and provide a mechanism to monitor and review delivery of the People Plan.**

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1. Organisational Design – Change Management, Productivity, Governance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To provide ongoing change management support for managers to enable effective redesign / transfer of services.	HR Delivery Manager/HR Education Manager	Ongoing	- Effective delivery of change programmes to agreed timescales	The non schools delivery team has continued to support services across the organisation with a number of restructures and small TUPE transfers e.g. Schools Catering.
<b>B</b>	To support and challenge managers in the realisation of their contribution to the Councils £5m productivity savings.	Head of Strategic HR	March 2018	- Managers supported and on track to deliver productivity savings. -	Managers are supported to deliver productivity savings through for example different resourcing approaches.
<b>C</b>	To maintain and improve ongoing governance arrangements and further change management support for Executive Directors to improve challenge, consistency and deliver benefits.	Head of Strategic HR	March 2018	- Financial savings identified and realised.	Financial savings delivered and realised.

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2. Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships, Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To undertake a strategic workforce assessment and design appropriate career pathway and talent development plans across the Council.	OD Manager / WFD manager	March 2018	<ul style="list-style-type: none"> <li>- Strategic Workforce Assessment completed.</li> <li>- Talent development plans in place.</li> </ul>	<p>Career pathways in progress with COO teams, some current work on hold due to restructure.</p> <p>Graduate pathway.</p> <p>Career pathways, using relevant apprenticeship standards being developed.</p>
<b>B</b>	To fundamentally review attraction, recruitment and on-boarding processes, standards and supporting framework.	TBC	March 2018	<ul style="list-style-type: none"> <li>- Recruitment process review and aligned with B4B solution</li> <li>- Standards and framework developed</li> </ul>	Project deferred to 2018/19 due to higher priorities.
<b>C</b>	To introduce an apprenticeship strategy that helps address skills gaps and supports talent and the development of career pathways across the Council.	WFD Manager	March 2018	<ul style="list-style-type: none"> <li>- Proportion of Council target achieved and amount of levy spent.</li> </ul>	<p>Apprenticeship levy budget currently forecast to be £736,000 per year across maintained schools and ASDVs. Total spend is currently at £428,450, with a recent cohort of level 3 leadership on programme from November. Further cohorts at levels 5, 6 and 7 are also on schedule. Target estimated currently</p>

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					<p>to be 85 across the core of the Council, with 57 currently in place and a further 5 currently being advertised. Requests across the management programmes at level 5,6 and 7 stands at 18.</p> <p>Regular target updates sent out to all Heads of Service, encouraging the use of the PDR process to identify skills gaps and talent for the future workforce.</p>
<b>D</b>	To facilitate and support the introduction of the apprenticeship levy across our maintained schools and ASDVs.	WFD Manager	March 2018	- Proportion of Council target achieved and amount of levy spent.	<p>Target of 96 apprentices across schools and ASDVs. 18 new apprentices recruited across schools and ASDVs since May. A further 3 vacancies currently being advertised.</p> <p>Update reports taken to Autumn Term workshops with further communications scheduled via the Director's Brief sent to schools in January.</p>
<b>E</b>	To review and implement changes to the Performance Development Review (PDR) process in preparation for the 2018/19 performance year taking into consideration the development of the B4B programme.	OD Manager	March 2018	– PDR process review and aligned with B4B solution.	<p>Review of PDR process is underway. Discussions continue with the Best4Business programme to determine the technical solution.</p>

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	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>F</b>	To review and implement changes to the redeployment arrangements to meet the change requirements of the Council and minimise redundancies.	HR Delivery Manager	March 2018	- Redeployment procedure reviewed and implemented.	The information compiled in relation to this is being incorporated into an Organisational Change policy as part of the wider review of HR Policies and Procedures.

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3. Connected Council - Leadership, Culture, Values					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To develop an agreed Connected Council cultural change roadmap and supporting leadership and management development strategy and model.	OD Manager/WFD Manager	March 2018	<ul style="list-style-type: none"> <li>- Roadmap defined and agreed.</li> <li>- Leadership and management development strategy in place</li> </ul>	<p>Timeline revised to enable full stakeholder engagement and alignment with other linked initiatives for example findings from the cultural review.</p> <p>Leadership roadmap drafted.</p>
<b>B</b>	To lead / support the implementation of the 2017/2018 components of the Connected Council roadmap and leadership and management development strategy.	OD Manager WFD Manager	March 2018	<ul style="list-style-type: none"> <li>- Connected Council change model in place.</li> <li>- Leadership and management training programme in place.</li> <li>- A review of management training at all levels to be completed.</li> </ul>	<p>Working group in place to deliver L&amp;M training programme including management portal and induction e-learning suite.</p> <p>Management development sessions delivered in social care.</p> <p>Leadership and management qualifications, funded through the apprenticeship levy now being offered organisation wide.</p>

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<b>C</b>	To deliver a programme of engagement events for Wider Leadership Team and Wider Leadership Community	OD Manager	March 2018	- Events run with positive feedback.	Events for the Wider Leadership Team and Wider Leadership Community have run successfully as scheduled and plans in place for the 2018 programme.
<b>D</b>	To continue to align and embed organisational values and behaviours with particular focus on creativity.	OD Manager	March 2018	- Three innovation centres delivered.	Two successful innovation events have been held, with a further planned for March 18, plus specific work with service areas.

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4. Employee Development - Capability, Talent, Learning					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To review and implement a Corporate Training plan to meet Corporate objectives for 2017/2018.	WFD Manager	March 2018	<ul style="list-style-type: none"> <li>- Agree Corporate Training requirements.</li> <li>- Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements.</li> <li>- Take up of places &gt; 80%.</li> <li>- Feedback evidences high quality service and output. &gt; 90% 'good/outstanding' ratings on evaluation</li> </ul>	<p>Complete.</p> <p>19 courses held across 33 sessions. Commissioning against agreed training plan in progress.</p> <p>Take up of places is at 84%. Feedback rate is at 90%.</p>
<b>B</b>	To develop and implement service specific training plans to meet service objectives.	WFD Manager	March 2018	<ul style="list-style-type: none"> <li>- Develop and agree local Training requirements and Plans.</li> <li>- Deliver plans to meet customer's needs within budget.</li> </ul>	<p>Training plans in place for over 80% of training budgets, with any potential underspend being diverted to high need areas.</p> <p>50 courses have been held across 79 sessions, with percentage attendance at 85% and feedback rated at</p>

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					very good or excellent at 92%.  Training priorities identified in place and being delivered within budget
<b>C</b>	To continue to roll out career pathways across all service areas to meet service specific workforce needs.	WFD Manager	March 2018	- Career pathways established based on portfolio need and reviewed quarterly	Career pathway and talent development work in progress with new teams within Corporate Services.

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5. Engagement and Wellbeing – Staff Survey, Equality and Diversity, Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To monitor and co-ordinate delivery of the Council's staff survey corporate commitments and local action plans, via the Staff Survey Governance Group.	OD Manager	March 2018	- Action plans delivered	Action plans progressing to completion.  Remit of Staff Survey Governance Group reframed to include steering the Wellbeing in Work programme.
<b>B</b>	To manage a series of Staff Survey Focus Groups to engage colleagues and obtain insight regarding improvement progress	OD Manager	March 2018	- Response rates for Focus Groups - Summary findings report	A series of Focus Groups have been run and findings reported.  A further independent cultural review has been undertaken by the LGA.
<b>C</b>	To commission and procure a supplier to deliver the 2018 staff survey.	OD Manager	March 2018	- Supplier procured	Procurement to be concluded by the end of Feb 2018.
<b>D</b>	To deliver agreed HR actions in the Council's Equality and Diversity Plan relating to refresh and update data and review training for managers and staff.	WFD manager / OD Manager	March 2018	- Equality and Diversity employee data updated. - Reviewed framework of Equality and Diversity training in place	Equality and Diversity training plan commissioned with 93% uptake of places as of end December. E-learning updated and live with 377 people completing by end December.  Monitoring of Equality and Diversity self reporting on oracle being tracked and

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					<p>showing range from 28% to 100% completion by characteristic.</p> <p>Equality and Diversity action plan on track.</p>
<b>E</b>	To develop and implement a programme of engagement and wellbeing in work initiatives to build organisational, team and individual resilience.	OD Manager	March 2018	- Programme successfully delivered	<p>A programme of events is underway:</p> <ul style="list-style-type: none"> <li>• Long Service</li> <li>• An “Audience With”</li> <li>• “Back to the Floor”</li> </ul> <p>A staff wellbeing in work framework has been developed. A staff forum and contributors group has been established and a programme of initiatives is underway. The first Wellbeing in Work newsletter has been delivered.</p>

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6. Employee Rewards – Pay, Reward, Recognition					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To review the Performance Related Pay scheme for senior managers and associated pay arrangements	OD Manager	March 2018	- PRP way forward agreed	Deferred to 2018/19.
<b>B</b>	To review the Council's redundancy terms in light of national legislation and regional position (Exit Payments).	OD Manager	October 2017	- Terms reviewed and agreed	A review of the Council's terms has been undertaken and consultation with the trade unions continues.  Delay in timeline due to ongoing consultation with the trade unions and linkages with other policies.
<b>C</b>	To undertake gender pay gap audit and report findings and actions.	OD Manager	March 2018	- Analysis findings reported and action plans in place and progressed.	Data captured. EPA action plan in development.
<b>D</b>	To implement outcomes of national NJC pay spine review and other associated pay and allowance reviews e.g. car mileage rates, sleep in, living wage etc.	OD Manager	March 2018	- Agreements reached and effectively implemented.	Awaiting final details of the national NJC pay spine review and two year pay deal.
<b>E</b>	To review, further develop and promote range of financial and non financial employee benefits.	OD Manager	March 2018	- Review of salary sacrifice schemes completed.	Employee Assistance Programme has been re-procured and new supplier

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				<ul style="list-style-type: none"> <li>- EAP provider procured.</li> <li>- Employee benefits promoted</li> </ul>	<p>appointed.</p> <p>Roadshows to promote the Reward Centre took place during September.</p> <p>The “Rewards Centre” continues to be well received with more than 1,328 staff (31%) now signed up.</p> <p>Changes to the Childcare voucher scheme following a recent EAT ruling. With effect from 1<sup>st</sup> February 2018, the practice of continuing to provide members on maternity leave with vouchers when there is insufficient salary to cover the cost will cease.</p>
<b>F</b>	To continue to promote and embed the Council's Making a Difference recognition scheme and long service events	OD Manager	Ongoing	<ul style="list-style-type: none"> <li>- Sustain and increase number of Made my Day and Making a Difference nominations</li> </ul>	The scheme continues to be well supported and a very successful end of year annual awards event was held in December with more than 100 nominations received.

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7. Service Delivery - Policies, Business Partnering, Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
<b>A</b>	To continue to work with Executive Directors, SMTs and other staff to determine business requirements and develop Local Delivery plans which ensure HR address or support specific business issues, opportunities and appropriately manage risks.	Head of Strategic HR/HR Delivery Manager/HR Education Manager.	Ongoing	<ul style="list-style-type: none"> <li>- Local delivery plans agreed and implemented.</li> </ul>	Through close and regular working and attending key meetings, HR Business Partners and HR delivery team ensures that they are involved at early stages of planning to understand business aims, scoping resources required and identifying risks to ensure projects/plans run smoothly. One example being phase three of the restructure in Adults services.
<b>B</b>	To review HR policies, procedures and toolkits to ensure these meet legislative requirements and changes in business need.	OD Manager / HR Delivery Manager	March 2018	<ul style="list-style-type: none"> <li>- Revised HR Policies, procedures and toolkits implemented.</li> <li>- Dignity at Work e-learning module developed and implemented for all staff.</li> </ul>	There are on-going meetings with local and regional trade union representatives in respect of the review and streamlining of the HR Policies, Procedures and Management Guidance. The priorities have been identified as Dignity at Work, Grievance, Disciplinary, Organisation Change and Attendance Management and Capability. Consultation in respect of the separate draft policies are progressing for Dignity at Work, Grievance and Disciplinary; those for Organisation Change and

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					Attendance Management are being compiled. Centrally employed teachers pay progression framework has been implemented.
<b>C</b>	To lead and support managers in proactively managing sickness absence across the Council.	HR Delivery Manager / HR Education Manager	March 2018	<ul style="list-style-type: none"> <li>- Reduce current levels of sickness absence in 17/18 to achieve a target 10 days per FTE.</li> <li>- Complete actions from the Attendance Management Project.</li> </ul>	<p>On-going operational support and advice to line managers in the Attendance Management issues and procedures.</p> <p>Attendance Management is in Phase 1 the wider HR Policy Review given its profile and Priority (see 7B above, refers).</p> <p>HR has held initial sessions with small group of managers to identify potential barriers to the effective application of the attendance management process. This will help identify the best way of meeting their responsibilities with confidence, skills and the right knowledge to enable the effective application of the process.</p> <p>Identification of key data to ensure that managers have the appropriate level of detail on sickness absence to enable fulfilment of responsibilities from oversight and scrutiny of overall absences to more detailed information to be used at an operational level.</p>

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<b>D</b>	To embed actions arising from the Corporate wide Health and Safety Audit Programme delivered during 2016/2017.	H&S Manager	March 2018	- All non-conformance's actioned and residual risks minimised.	The CH&S Audit has been completed and the 29 Audit Managers have completed their individual service specific action plans. A CLT approved H&S training programme, is being delivered to Audit Managers and the Wider Leadership Community.
<b>E</b>	To monitor delivery of the external Occupational Health service - ensuring that it remains flexible in meeting demand	H&S Manager	March 2018	- KPI's met in accordance with SLA.	End of year (31.08.17) 'additional services' usage figures show that 74 pay as you go services were purchased by managers. Contract KPIs continue to be monitored monthly by the Council's and PAM's Contract Managers. KPIs are being met in accordance with the contract.
<b>F</b>	To undertake a full review of all Corporate Health & Safety and School Policies and Guidance Notes	H&S Manager	March 2108	- Review completed and implemented	A review of 37 corporate guidance notes is underway – many of which are transferable to schools. The programme is on schedule for completion by 31.03.18.

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<b>G</b>	To amend the Council's documented Health & Safety Operating Model to reflect changes in HSE's HSG65	H&S Manager	March 2018	- Operating model adapted to meet requirements of the revised HSG65.	The CH&S Service will transfer documents to a specific SharePoint site following recommendations within HSG65. Preparation work has commenced

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8. HR Business Development –Partnership, Income Generation, Accreditation.					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to date
<b>A</b>	To develop and agree a sustainable HR offer, model and service level agreement.	Head of Strategic HR	March 2018	- HR Offer defined and agreed	HR are working closely to support business delivery across the Council. The service offer has been reviewed to ensure effective support to each Directorate and improve performance and support organisational change.
<b>B</b>	To work in partnership with CWAC to effectively implement the Best4Business system solution in September 2018.	Head of Strategic HR	March 2018	- Implementation and business change milestones achieved.	The HR Function is closely aligned to the Best4Business project team and continuing to work in partnership to ensure all key milestones are delivered to agreed timescales.
<b>C</b>	To meet external income generation targets for HR Education and Health & Safety and to explore / develop new income streams across HR and OD	Head of Strategic HR	March 2018	- Income generation targets achieved	HR Education and Health and Safety have reviewed their service offer to ensure it continues to meet customer requirements.
<b>D</b>	To achieve external accreditation of HR/H&S services and work towards external awards.	Head of Strategic HR	March 2018	- Receive external accreditation and awards	Via the CH&S team, the Council again achieved a Commended award in the 2017 competitive award scheme. Early preparation has begun on the 2018 portfolio with portfolio submission due by 05.02.18.

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<b>E</b>	To continue to work with Transactional Service Centre (TSC) to develop employee 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"> <li>- Identify KPIs to measure service improvement.</li> <li>- Specific identified changes to improve service delivery and realise savings.</li> </ul>	Regular meetings between HR and ESC representatives to identify and address issues that may arise. This is on-going.

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