Investors In People – Action plan

Bronze to Silver

September 2015

No.	Business Issue – What	Suggested actions – How	Potential benefit – Why	Priority – When	Solutions/Support Available - Who	Status update
1	Core values are embedded and at the heart of the way the Council operates	Embed values in Recruitment process (person spec and interview Qs) Embed values in Appraisal process E-learning programme developed on behaviours Here to help action plans completed	Embed the council values and support the culture change programme H2H	As defined by project plans in 2015/16	Vicki David Claire Kirby Emma Freeman/ Helen Farrell Nikki Roberson/ Emma Freeman/HR Officers	
2	Managers can describe how they involve people to identify L&D needs for the team	Develop service L&D plans – as part of PDRS and service planning process	Pick up service L&D needs and give employees the opportunity to identify needs	2016/17 service plan and L&D plan	SMG supported by Helen Farrell	
3	Recruitment and	Recruitment review	Improve the current recruitment	July 2015	Vicki David	Completed

	selection processes are fair, efficient and effective	completed Action plan	process to ensure that it attracts candidates and promotes East Herts Council as being a great place to work. It also aims to ensure that the process is fit for purpose, supports managers and ensures the Council meets the legislative and equality/diversity requirements.	As specified in the Plan		
4	Work-life balance is valued and part of the culture	Support the Health and Wellbeing Workplan	Work life balance solutions are effectively deployed	2015/2016	Simon Barfoot/Emma Freeman	
5	Leadership and management capabilities are clearly defined and understood	Develop a leadership and management development framework	Managers will lead, motivate and encourage innovation, be highly effective, supportive and approachable.	OD Strategy 2015 to 2019 – TBA	Emma Freeman	
6	Managers demonstrate our values	Introduction of behaviour based e-learning Directors attend team meetings PDRS review (Stage 2)	Managers consistently role-model the Council's values. SMG are viewed as more visible by employees	2015/16 2015/16 2015/16	Emma Freeman Directors Emma Freeman/Claire Kirby	Completed
7	The Council has a clear and fair	Develop a reward strategy	Valuing, recognising and rewarding our workforce. Exploring how we can	OD Strategy 2015 to 2019	Emma Freeman	

	reward and recognition strategy		get more from our reward and benefit packages that give choice to our workforce and support work life balance	- TBA		
8	Consultation process is effective and employees are part of the design and the decision-making process	¼ meetings between Unison/CE/Head of HR and OD Staff forum	Engagement with Unison Engagement with employees	November 2015 July 2015	Liz Watts/Unison/ Emma Freeman Emma Freeman	Completed
9	KPIs are used to improve performance	Service and business planning process Self-service implementation	Performance data, metrics and intelligence support transformation agenda Central monitoring of KPIs; managers to run own reports to manage business day to day	2015/16 in accordance with service plan timetable 2016 in accordance with project timetable	Ben Wood/Ceri Pettit Emma Freeman /project team	
10	Having the right appraisal process	PDRS review (Stage 1) PDRS review (Stage 2)	Recognise good performance Embed values and behaviours	June 2015 2015/16	Emma Freeman Emma Freeman/ Claire Kirby	Completed
11	Workforce planning	Integrated finance and service planning process	Overall evidence base for workforce development. Allowing employees to go the extra	August 2015	Claire Kirby/Finance and Service Planning Process team	

		Face to Face meetings Workforce plans produced for each service Council workforce plan with actions	mile Supporting succession planning Identifying resource issues Identifying recruitment issues (hard to recruit/skills gaps) Identify investment needs in the workforce	August 2015 September 2015 As specified in the plan	Claire Kirby/Emma Freeman	Completed Completed
12	Volunteering	Develop a Volunteering Policy	Giving back to our communities through volunteering and enhanced partnership working.	2015/16	Jo Vottariello/Emma Freeman	