

## Investors In People – Action plan

### Bronze to Silver

February 2016

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	<p>Embed values in Recruitment process (person spec and interview Qs)</p> <p>Embed values in Appraisal process</p> <p>E-learning programme developed on behaviours</p> <p>Here to help action plans completed</p>	Embed the council values and support the culture change programme H2H	As defined by project plans in 2015/16	<p>Vicki David</p> <p>Claire Kirby</p> <p>Emma Freeman/ Helen Farrell</p> <p>Nikki Roberson/ Emma Freeman/HR Officers</p>	<p>Implementation</p> <p>Consultation</p> <p>TBC</p> <p>Completed</p>
2	Managers can describe how they involve people to identify L&D needs	Develop service L&D plans – 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	Implementation

	for the team					
3	Recruitment and selection processes are fair, efficient and effective	Recruitment review completed  Action plan	Improve the current recruitment 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.	July 2015  As specified in the Plan	Vicki David	Completed  Implementation
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	implementation
5	Leadership and management capabilities are clearly defined and understood	Develop a leadership and management development framework	Managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.	OD Strategy 2015 to 2019 – TBA	Emma Freeman	1 <sup>st</sup> draft
6	Managers are role models	Introduction of behaviour based e-learning  Directors attend team meetings  PDRS review	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	TBC  Completed  Consultation

		(Stage 2)			Freeman/Claire Kirby	
7	The Council has a clear and fair reward and recognition strategy	Develop a reward strategy	Valuing, recognising and rewarding our workforce. Exploring how we can get more from our reward and benefit packages that give choice to our workforce and support work life balance	OD Strategy 2015 to 2019 - TBA	Emma Freeman	TBC
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	Engagement with Unison	November 2015	Liz Watts/Unison/Emma Freeman	Completed
		Staff forum	Engagement with employees	July 2015	Emma Freeman	Completed
9	KPIs are used to improve performance	Service and business planning process	Performance data, metrics and intelligence support transformation agenda	2015/16 in accordance with service plan timetable	Ben Wood/Ceri Pettit	Completed
		Self-service implementation	Central monitoring of KPIs; managers to run own reports to manage business day to day	2016 in accordance with project timetable	Emma Freeman /project team	procurement
10	Having the right appraisal process	PDRS review (Stage 1)	Recognise good performance	June 2015	Emma Freeman	Completed
		PDRS review	Embed values and behaviours	2015/16	Emma Freeman/	consultation

		(Stage 2)			Claire Kirby	
<b>11</b>	Workforce planning	<p>Integrated finance and service planning process</p> <p>Face to Face meetings</p> <p>Workforce plans produced for each service</p> <p>Council workforce plan with actions</p>	<p>Overall evidence base for workforce development.</p> <p>Allowing employees to go the extra mile</p> <p>Supporting succession planning</p> <p>Identifying resource issues</p> <p>Identifying recruitment issues (hard to recruit/skills gaps)</p> <p>Identify investment needs in the workforce</p>	<p>August 2015</p> <p>August 2015</p> <p>September 2015</p> <p>As specified in the plan</p>	<p>Claire Kirby/Finance and Service Planning Process team</p> <p>Claire Kirby/Emma Freeman</p>	Completed
<b>12</b>	Volunteering	Develop a Volunteering Policy	Giving back to our communities through volunteering and enhanced partnership working.	2015/16	Jo Vottariello/Emma Freeman	Planned