

Draft Workforce Delivery Plan – 2013-15

Appendix B

The following table sets out a draft delivery plan aligned with the desired workforce outcomes described in the Herefordshire Council Workforce Strategy 2013-15.

Workforce Outcome	Measures	Projects
1. Our leadership enables staff and the organisation to succeed through clarity of role, contribution and accountability.	Employee Survey (specific questions to be identified) <ul style="list-style-type: none"> ▪ <i>Improve EOS results</i> 	Top Team Development Programme (SMT/LT) Leadership Pathway Leadership Academy
2. Our people managers enable our workforce to be engaged, motivated and committed to the organisation working in an environment where communication is effective, empowerment and trust is high. Everyone is expected to engage with the organisation's aims and seek out the information they need to perform well.	Employee Survey (specific questions to be identified) <ul style="list-style-type: none"> ▪ <i>Improve EOS results</i> 	People Manager Induction Mandatory Training programme
3. We have skilled people managers who ensure that the right people are in the right roles with the right skills to deliver our objectives. Everyone is expected to take personal responsibility for their performance and personal development.	Vacancy rates Learning & Development data Performance data	Workforce Planning Training Needs Analysis Continuous Professional Development
4. As our challenge increases it becomes even more important that we attract, retain and develop the best possible staff.	Recruitment data <ul style="list-style-type: none"> ▪ <i>Increase number of apprentices</i> ▪ <i>Increase participation rates re Employee opinion survey</i> ▪ <i>Improve EOS results</i> Rate of turnover relating to resignations.	Attraction & Recruitment Strategy Employee Engagement – develop and implement local action plans following feedback from the Employee Opinion Survey
5. We have a flexible and responsive workforce capable of working effectively across team and organisational boundaries with a 'can do attitude' that is customer and outcome focussed.	Customer feedback Performance data	Better Ways of Working programme – continue to implement and embed.

Workforce Outcome	Measures	Projects
6. Our managers are great at supporting their team members to lead healthy lives and to have a good work/life balance.	Employee Survey (specific questions to be identified) <ul style="list-style-type: none"> ▪ <i>Reduce sickness absence levels</i> ▪ <i>Improve EOS results</i> 	Develop an employee Health & Wellbeing Strategy and action plan -including a Health & Wellbeing policy
7. Our staff experience and take personal responsibility for an effective performance culture where we are open about our performance in order that we can build on successes and learn from things that don't go so well.	Employee Survey (specific questions to be identified) <ul style="list-style-type: none"> ▪ <i>Increase % of staff with a performance appraisal in past year</i> 	Implement enhanced Performance Management framework including line manager development on managing performance through the People Manager Induction.
8. Our policies and processes support achievement of performance improvement.	Customer feedback Accuracy in data integrity Transactional processing times reduced	Employee Lifecycle Programme of Work – Lean review of all HR processes. Further Agresso - Self-Service development & implementation HR Policy Refresh
9. The way we pay and reward our people attracts, retains and engages in a way that positively impacts engagement and performance improvement.	Employee Survey (specific questions to be identified) <ul style="list-style-type: none"> ▪ <i>Cost of workforce</i> ▪ <i>Improve EOS results</i> 	Reducing the Pay Bill initiative Recognition – Celebrating Our People Develop Reward Strategy and consider options/proposals to changes to reward policy and/or practice.
10. Equality and diversity is embedded at the heart of our organisation.	Employee Survey (identify specific questions) <ul style="list-style-type: none"> ▪ <i>% of staff who are: women/ from an ethnic minority/ disabled</i> ▪ <i>% of top paid (5%) staff who are: women/from an ethnic minority/disabled</i> 	Refresh Equality & Diversity objectives Equality & Diversity Training for all Policy & decision making – equality analysis

Note: Measures in *italics* are the measures in the Corporate Plan