

Key priority areas and actions in People Plan

Annex D

Key Area	Strategic Ambition	Priority area	Key Actions	Outcomes
Resourcing	To resource the council in the most cost effective way, using a flexible resourcing model. Recruit and retain a core workforce with skills and values we need. Challenge and address accessibility barriers	Offer to young people becomes more sustainable	Review and communicate revised apprenticeship strategy in light of apprenticeship levy for 2017; Identify and source apprenticeship placements based on future skills need, in addition to current vacancy management approach. Approach to make best use of funds available- 2016 and 17 Review retention of young people following completion of apprenticeship schemes for 2016; Evaluate overall performance of scheme	Make most of funding available' Offer to young people more sustainable ; Workforce profile more reflective of the community it serves in terms of age.
Pay Reward and Recognition	To provide pay structures and flexible reward packages that allows for the changing nature of the council's structure, ensuring fairness across all grades	Pay structure is reviewed and redesigned	Analyse national proposal for review of LGS pay spine and examine implications for CYC pay structure; Identify options for short and long term pay structures Seek agreement on option to pursue; Develop and model the preferred option; Negotiate change and implement	Pay structure that address immediate pay and grading issues including: National living wage; Reduction in senior managers; Market compatibility to help facilitate alternative service delivery models; Increase employee productivity
Performance and Change	To be and organisation that can transform quickly and effectively , that is outcome focussed, that values and	All are clear of the Council's vision and live its values	Vision development for the Council and City Review and amend values and behaviours based on vision for Council and City into our behavioural standards framework Promote and embed revised values	All staff are clear of Council vision and demonstrate it's values and behaviours in all day to day activities

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	engages with employees and has a culture that is collaborative, innovative, inclusive and creative.		and behaviours Ensure values are incorporated into other areas of people plan actions eg value based recruitment	
Wellbeing and Engagement	To be an organisation that supports and manages wellbeing that promotes effective and active employee engagement with staff initiative encouraged and welcomed. We will manage risks sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health is as low as possible.	There is continuous dialogue with staff via pulse surveys and other mechanisms with their views actively sought to help shape how services are delivered	Staff focus groups refreshed; Programme of Pulse Surveys and focus groups put in place to engage with employees and inform on activities arising from people plan; Introduce a staff “thank you” scheme linked to Council values and to support monthly and annual recognition events.	Staff s views are actively sought with feedback loop in place Staff are recognised and feel valued. Demonstration of Council’s values acknowledged.

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<p>Skills and Behaviour</p>	<p>To have a visionary ambitious workforce to enable effective delivery of services in challenging times. To further develop our teams so that in enabling the provision of services they can demonstrate flexibility, innovation, decision making, an ability to engage with external parties and at all times excellent customer service.</p>	<p>Development (rather than traditional training) with a culture of coaching in place</p> <p>Middle managers are key enablers</p>	<p>Embed a coaching culture within the organisation:</p> <p>Consolidate and expand coaching across the organisation ,</p> <ul style="list-style-type: none"> • Promote coaching faculty offering confidential one to one coaching • Develop managers as coach – providing tools and techniques to introduce coaching into their everyday management style • Provide a basic level of coaching techniques – coaching conversations 	<p>Coaching techniques are frequently used and start to become the natural style of colleagues;</p> <p>Coaching faculty is fully utilised with employees requesting one to one coaching to assist with their development</p> <p>Teams become empowered and supportive</p> <p>Support new ways of working with customers, residents and each other</p>
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