



Braintree District Council

Workforce Development Action Plan

2008 - 2009

1. WORKFORCE DEVELOPMENT ACTION PLAN

2008 – 2009

Ref	Action	Who	Target Date
Organisational development			
SP1.1	Enable and support the effective delivery of all reorganisations that result from the 2 nd stage of the Business Efficiency programme	H Krischock L Hepi Senior Managers	March 2009
SP1.2	Ensure that staff are included in decisions that affect their performance through consultation, team meetings, performance reviews and personal development plans	H Krischock All Managers	March 2009
IIP1	Develop a communications plan which comprehensively informs staff of the organisation's visions and plans, increases awareness of the organisation's commitment to social responsibility and improves pride in the organisation	S Moutard All Managers	October 2008
IIP2	Review the business planning process to ensure it is robust, consistent, includes measurable performance objectives and ensures full consultation and involvement of all key stakeholder groups.	S Moutard Management Board	March 2009
IIP3	Develop a series of communications appropriate to all levels of staff which explain the way the organisation measures performance	S Moutard	March 2009
SP1.3	Relaunch an improved employee suggestion scheme to recognise innovation and creativity in the workplace	M Lawrence P Crofts Improvement Team	December 2008
SP1.4	Develop an effective framework for Trades Union consultation and negotiation	H Krischock	July 2008
SP1.5	Ensure ongoing effective communication of organisational	M Lawrence R Faiers	March 2009

	achievement via the staff newsletter – Re-connect and via HR web pages		
SP1.6	Improve management and staff e-information and an HR self-service facility	R Faiers	March 2009
SP1.7	Develop a new approach to the annual 'Having your Say' process enabling more effective engagement of staff	M Lawrence Improvement Team	January 2009
SP1.8	Run 2 pilot schemes – one on mobile working and the other on home working in order to maximise space and enable revenue generation	L Hepi Service Managers	March 2009
SP1.9	Establish staff user group to provide feedback on the Council's services and internal corporate systems	Improvement Team	December 2008
SP1.10	Conduct annual staff survey – link with maintaining and improving IIP accreditation (aiming for Level 3 by 2011)	H Krischock T Dobson	March 2009
Leadership and Management Development			
IIP4	Provide a Leadership Development Programme for the Senior Managers Group including 360 degree appraisal	H Krischock External provider	December 2008
IIP5	Research, develop and implement a Management Development Programme and create a 'Braintree Manager' standard of excellence	S Jenkins L Hepi Managers focus groups	March 2009
SP2.1	Ensure delivery of Module 4 of the Business Efficiency Project - strategic commissioning	H Krischock	June 2008
SP2.2	Develop quarterly performance and people management case study sessions for all managers	M Lawrence S Jenkins	March 2009
SP2.3	Organise and co-ordinate the annual management conference	S Jenkins H Krischock T Dobson	January 2009
SP2.4	Establish a managers network to enable the sharing of information and best practice, to provide support, increase levels of contact, share change management experience etc	L Hepi Improvement Team S Jenkins	January 2009

Skills			
SP3.1	Create a Learning Framework for the Council enabling employees to access a wide range of learning activities	S Jenkins	October 2008
SP3.2	Develop awareness of the Learning Pool facility across the organisation and increase the number of staff using the system	S Jenkins	January 2009
SP3.3	Become a BCS Accredited Centre for IT Training and to address IT skills gaps	S Jenkins	October 2008
SP3.4	Develop learning opportunities in partnership with the Trades Union learning representatives – in particular - a learning agreement and programme for Operations	S Jenkins H Krischock Paul Partridge James Egan	October 2008
SP3.5	Research opportunities to offer NVQ's with in-house teaching provision and support to all employees	S Jenkins	September 2008
SP3.6	Complete new corporate induction process and introduce to the organisation	S Jenkins L Hepi	September 2008
SP3.7	Skills for Life – provide courses to develop and update staff skills to attain a Level 1 and/or Level 2 in Adult numeracy and literacy, working in partnership with local providers	S Jenkins	December 2008
SP3.8	Provide team building facilitation and activities to services to enhance team performance	S Jenkins	Ongoing
SP3.9	Develop a regular communication to all staff that advertises and promotes the learning and development activity in the organisation	S Jenkins T Dobson Communications Team	August 2009
Recruitment and retention			
SP4.1	Identify future workforce requirements as part of partnership, business and service planning. Analyse age profiles, turnover and diversity profiles in key occupational areas Produce relevant management data to enable longer term planning in services	HK Senior and Service Managers R Faiers	Ongoing

SP4.2	Develop an organisational approach to succession planning which identifies and develops the talent within the organisation to become managers and leaders of the future	H Krischock S Jenkins L Hepi	February 2009
SP4.3	Investigate National Graduate programme for possible implementation at Braintree	H Krischock S Jenkins	March 2009
SP4.4	Introduce modern apprenticeship programme and link with provision of a temporary resource pool for the Authority	S Jenkins H Krischock	September 2008
Pay, Performance, Recognition and Reward			
SP5.1	Agree preferred approach for linking performance to reward for senior managers and establish process for decision making	H Krischock	December 2008
IIP6	Ensure all managers conduct performance reviews and complete personal development plans for staff. Learning achievement to be reviewed including how the learning will be integrated into staff roles and performance.	H Krischock S Jenkins All Managers M Letch (annual audit)	March 2009
IIP7	Ensure that all managers discuss performance at individual and team meetings and that staff are enabled to contribute	H Krischock All Managers M Letch (annual audit)	August 2008
IIP8	Ensure all managers include staff in decisions that affect their performance through consultation, team meetings, performance reviews and personal development plans	H Krischock All Managers	March 2009
IIP9	Revise all aspects of the organisation's reward and recognition policy and packages, improve perceptions and develop fairness and consistency in application. Introduce a total rewards approach to pay.	L Hepi All Managers	December 2008
IIP10	Investigate the introduction of childcare vouchers providing full appraisal of financial implications	M Lawrence	December 2008
SP5.2	Introduce a number of employee awards to recognise achievement in such areas as customer care, contribution to the Community, attendance, performance etc Link	M Lawrence	March 2009

	with a corporate annual celebration of success		
SP5.3	Conduct a critical analysis of existing BDC sickness policies and procedures, recording and monitoring systems, stress risk assessments, support arrangements for absent staff	Temporary resource H Krischock P Partridge J Egan	December 2008
SP5.4	Design an improved sickness absence management strategy and corporate health and well being programme and policy	Temporary resource H Krischock P Partridge	December 2008
SP5.5	Production of relevant management information for every service on absence to enable more effective targeting of action	R Faiers H Krischock	December 2008
SP5.6	Raise awareness and address issues of health, safety and well being through employee training, regular communication of responsibilities and quarterly reporting of performance	S Jenkins K Brown All Managers H Krischock	Ongoing
SP5.7	Promote a zero tolerance approach to any form of bullying or harassment in the workplace	All Managers	Ongoing
SP5.8	Promote and encourage healthy lifestyles and the importance of employee work life balance	All Managers Improvement Team	Ongoing

Diversity			
SP6.1	Deliver a range of diversity learning opportunities for the organisation	S Jenkins	March 2009
IIP11	Ensure equality of opportunity for all staff in accessing the support they need to learn and develop. Issue guidance to all staff on fair access.	S Jenkins	September 2008
IIP12	Staff to be regularly informed of learning and development opportunities	S Jenkins TLO's All Managers	July 2008
IIP13	Improve perceptions of equality and fairness in recruitment and selection	HR team All Managers	Ongoing
SP6.2	Support the organisation's drive to achieve Level 3 of the Local Government's Equality Standard.	H Krischock S Jenkins M Lawrence L Hepi	March 2009

2. MEASURING PERFORMANCE AND SUCCESS

Best Value Performance Indicators (BVPI's)

BVPI 11a	% of top 5% of earners that are women
BVPI 11b	% of top 5% of earners from black and ethnic communities
BVPI 11c	% of top 5% of earners that are disabled
BVPI 12	Working days lost due to sickness absence. <i>BDC target: Reduce sickness absence in Operations by 5 days p/a per employee by March 2009. Reduce by 1 day p/a per employee in all other service areas by March 2009 and then march 2010)</i>
BVPI 14	% of staff retiring early (excluding ill health) as a % of total workforce
BVPI 15	% of local authority employees retiring on grounds of ill health as a % of total workforce
BVPI 16a	% of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the % of economically active disabled people in the authority area.
BVPI 17a	% of local authority employees from minority ethnic communities compared with the % of the economically active minority ethnic community population in the authority area

Corporate Health Indicators

Number of learning days per employee per annum
Employee turnover - voluntary
Employee turnover – total
Reasons for leaving
Age profile of workforce
Grade/gender split
Current establishment
Disability by age and gender
Disability by grade and gender
Ethnicity by age and gender
Ethnicity by grade and gender
Number of vacancies
Number of appointments
Number of successful appointments – first attempt
Number of disciplinaries
Number of conflict management cases
Staff satisfaction (employee survey)

Value for Money (VFM) and Service Indicators

(Compared against Shire Districts and all sectors)

Ratio of HR staff to all employees
HR staff costs expressed in £ per employee
HR staff costs as % of pay bill
Time taken to recruit expressed in working days
Average cost of recruitment (per recruit)
% Staff turnover within 1 year of appointment
Short term sickness
Long term sickness
% of staff with no sickness
% of staff with 1 – 5 days sickness
Customer satisfaction
Complaints received
Overall budget position

IIP Success Measures (Employee survey)

Staff satisfaction with learning and development opportunities improved
IIP (Level 3) accreditation achieved 2011
Basic skills levels raised across the organisation
Access to learning and development opportunities fair for all
Regular communication of learning and development opportunities
Improved perceptions of equal access in recruitment and selection
Performance reviews completed for all staff.
Personal development plans completed for all staff
Learning achievement reviewed including how learning impacts on staff roles and performance
Performance discussed at individual and team meetings. Employees understand how performance is measured
Team meetings take place
Consistent and equitable approach to recognition and reward across the organisation
Staff recognised for individual and team contribution and share in the organisations success
Leadership Development Programme delivered
Management Development Programme delivered – including constructive feedback
Organisations vision and plans communicated to all staff
Increased staff awareness of organisation's commitment to social responsibility
Employees pride in organisation improved
Staff are involved in planning for the future. Business and service planning

processes robust - full consultation with staff and key stakeholders
People clear on what is expected of them and motivated to deliver
Staff feedback on work life balance is good
Different and more flexible working arrangements managed well
Managers actively support, encourage and develop teams and individuals
High levels of staff satisfaction with management and inspirational leadership
High levels of staff engagement

