Futures in People

People and Organisational Development Strategy

Delivering for
Cherwell and South Northamptonshire

DRAFT Action Plan 2016-20

South Northamptonshire Council

Cherwell | DISTRICT COUNCIL NORTH OXFORDSHIRE

Appendix 2: Draft Action Plan

The action plan sets out the delivery priorities on a year by year basis which will deliver the key objectives within the People and OD strategy. The actions, tasks and projects within the action plan are set out under the four themes identified in the strategy.

Transformational Change *designing and developing new ways of working*	**Delivering Excellence** *people and performance management*
Fit for the Future *the right people, with the right skills, in the right place, at the right time*	**Leadership** *Adaptive, collaborative, accountable*

NB. The action plan will be finalised after the draft of the strategy is signed off.

Theme 1   Transformational Change

Activities undertaken within this theme will support the organisations' transformation objectives. This includes implementation of new ways of working, such as alternative service delivery models, the development of new commercial enterprises or significant changes to the way a service is commissioned or delivered. As well as supporting the change process itself, including the impact on employees and customers, this objective will ensure the organisations become resilient and agile, with a culture ready for new changes and challenges.

Objective	Activities/Tasks	Timescale Y1 Y2 Y3	Lead
Supporting a culture of change and employee engagement	Developing a framework for change management incorporating employee and trade union engagement and communication.	YR1	HR and OD/Governance Teams
	Promoting a programme of learning to support transformational change and innovation, including new skills requirements whether they be related to national policy change or local priorities such as commercial skills.	YR2	HR and OD Team
	Developing a coaching approach to support change and to learn from mentors. Including a mix of in- house and external provision.	YR1	SMT with HR and OD Team
Delivering new ways of working	Supporting the design and implementation of alternative business / service delivery models, including: • Teckal Co. for Revs and Bens • Shared service business cases • Business models for commercial activity	YR1 onwards	Transformation Team
	An HR service that supports commercial council services, including: • A new SLA for internal and external customers • A review of key HR processes to increase efficiency • A clear offer for council services / arm's length companies	YR1	HR and OD Team

Theme 2　　　Delivering Excellence: people and performance management

Activities undertaken in this theme will transform our approach to human resource management. They will focus on the delivery of effective people and performance management policy that directly supports the delivery of the councils' strategic and transformational objectives.

Objective	Activities/Tasks	Timescale	Lead
Reward and Recognition	Review reward and recognition, to help underpin our performance culture and attract and retain the workforce, including: • A review of pay, grading and job evaluation arrangements across the councils • Developing a suite or menu of reward and recognition options for council owned companies/commercial entities	YR1	Transformation Team
	Delivering a cultural change to embed positive values of commercialism, to be more business-like and cost aware, including: • Identification of 'soft' rewards/recognition for delivery	YR1	Commercial Leads/HR and OD Team
People and Performance Management	Assist managers to identify, target and improve poor levels of performance, and where required enhance process and policy to support this.	YR2	HR and OD Team
	Reviewing and strengthening our appraisal and personal development (PDP) processes to ensure all employees have relevant performance development plans in place.	YR2	HR and OD Team
Management Information	Review management information and refine and develop from the current suite of management information measures to	YR1 for YR2	Performance Team

Objective	Activities/Tasks	Timescale	Lead
	support enhanced performance.		
	Implementing a programme of developments to improve our HR and payroll database, to provide accurate and easily accessible management information.	YR1, YR2 and YR3	Finance/HR and OD Teams

Theme 3   Fit for the future: the right people, with the right skills, in the right place, at the right time

Activities undertaken in this theme will be focused on ensuring we have a planned approach to developing our workforce. They will include succession planning, talent management, employee engagement, learning and development. This work area will also ensure the organisation has the right management information to make decisions about workforce development and organisational design.

Objective	Activities/Tasks	Timescale	Lead
Learning and Development	Ensuring that corporate learning and development programmes are driven by the needs of the organisations (addressing professional and technical development), make best use technology and specialist in house knowledge and are informed by the Workforce Planning Framework.	YR2	L&D Lead
	Promoting our Competency Framework and all behaviours for all employees and ensure appropriate learning opportunities are available to support any 'gaps' identified.	YR1	SMT/HR and OD Team
	Implementation of competency based management approach clearly linking performance to our competency framework.	YR2	HR and OD Team
	Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and health and wellbeing programmes.	YR1/YR2	SMT
Talent Management	Developing talent for the future through Talent Management and Succession Planning programmes.	YR2	L&D Lead
Recruitment	Review recruitment processes to develop innovative ways to attract and recruit new talent, including graduates.	YR2	HR and OD Team
	Creating employment and training opportunities for young	YR1	L&D Lead

Objective	Activities/Tasks	Timescale	Lead
	people in the community by exploring training schemes and further developing apprenticeships		

Theme 4　Leadership: adaptive, collaborative, accountable

This final theme sets out a series of objectives which aim to ensure the councils, and their businesses, excel in terms of both political and managerial leadership, collaborative working, strategic capacity and operational expertise.

The focus of this theme will be on developing a systematic approach to create a learning environment in terms of both technical and professional skills and establishing a culture of learning and improvement.

Objective	Activities/Tasks	Timescale	Lead
Leadership Development	Delivery of a new leadership development programme	YR2	L&D Lead
	Delivery of a new management development programme	YR2	L&D Lead
	Delivery of a new member development programme	YR2	Democratic Services
	Integrating coaching and mentoring into leadership and management approaches	YR1	All managers
Future Leaders	Develop a future leaders programme to support workforce planning and succession management	YR2	L&D Lead
Supporting Managers	Support managers and leaders to lead by example and promote behaviours in accordance with the Competency Framework and to challenge others constructively where this is not seen	YR1	SMT/JMT
	Using the Competency Framework to identify gaps in management and leadership behaviours and support development using learning methods identified for this purpose	YR1	HR and OD Team
Collaboration and cross	Implementation of matrix delivery arrangements to support corporate delivery and break down silos	YR1	SMT/Transformation

Objective	Activities/Tasks	Timescale	Lead
departmental working	Proactively facilitating partnership and collaborative working to enhance learning and development opportunities and policy development	YR2	Transformation/L&D Lead
	Support the proactive use of staff engagement opportunities and to ensure there is a focus on innovation, efficiency and collaborative working by: • Supporting the Employee Council • Enhancing opportunities to participate in business improvement/innovation activities	YR1	Transformation/Governance/ HR and OD Team