

Joint Staff Employer Forum

Chair: Councillor Ward
Executive Councillor for Customer Services & Resources:
Rod Cantrill



To: Councillors Bradnack, Downham, C Rosenstiel, Shah, Smart (Vice Chair), Ward (Chair)
Alternate: Blackhurst
Unison (Liz Brennan), GMB (Kevin Roberts).

Despatched and placed on deposit on Wednesday 3 January 2007.

Date: Thursday 11 January 2007
Time: 5.00 pm
Place: Committee Room 1
Contact: Liz Whitcher
Telephone 01223 457015
E-mail liz.whitcher@cambridge.gov.uk

Agenda

1. MINUTES

To confirm the minutes of the meeting held on 9 November 2006 as a correct record.

2. MATTERS ARISING FROM THE MINUTES

Members are requested to contact the Head of Human Resources or Committee Manager prior to the meeting with any issue they wish to raise.

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests which they may have in any of the following items on the agenda. If any member is unsure whether or not they should declare an interest on a particular matter, they are requested to seek advice from the Head of Legal & Democratic Services before the meeting.

5. **PUBLIC QUESTION TIME** – see below for detail of the scheme and other public information.

6. **PEOPLE STRATEGY** (Officer contact: Jackie Condon, Head of Human Resources, tel. 01223 458101)

7. **INVESTORS IN PEOPLE ASSESSMENT FEEDBACK** (Officer contact: Jackie Condon, Head of Human Resources, tel. 01223 458101)

To be tabled at the meeting.

8. **JOINT STAFF EMPLOYER FORUM PROPOSED REVISED TERMS OF REFERENCE** (Officer contact: Liz Brennan, Unison, tel. 01223 457047, Kevin Roberts, GMB, tel. 01223 458208)

To be tabled at the meeting.

Information for the public

You are welcome to attend this meeting as an observer, although it may be necessary to ask you to leave the room during the discussion of matters which are described as confidential on the agenda.

You can ask questions on an issue included on the agenda above, or on an issue which is within this committee's powers. If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

Emergency Evacuation In the event of a fire or other emergency you will hear a continuous ringing alarm. You should leave the building by the nearest exit and proceed to the assembly point in St Mary's Passage on the left hand side of Great St Mary's churchyard.

Do not attempt to use the lifts. Do not attempt to re enter the building until given the all clear by a member of the City Council Staff. City Council staff will provide assistance with leaving the building.

JOINT STAFF EMPLOYER FORUM

PRESENT: Councillors: Ward (Chair), Bradnack, C Rosenstiel and Smart
Liz Brennan (Unison), Kevin Roberts (GMB).
Executive Councillor Rod Cantrill.

Jackie Condon, Head of Human Resources, Graham Watts,
Director of City Services.

1. MINUTES – 21 March 2006

The minutes of the meeting of 21 March 2006 were confirmed as a correct record.

2. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the previous minutes.

3. APOLOGIES FOR ABSENCE

None received.

4. DECLARATION OF INTEREST

The following Councillors declared personal interests:

Councillor Smart as a member of ATL.

Councillor C. Rosenstiel as a member of Amicus

Councillor Ward as his wife is a member of Amicus

5. PUBLIC QUESTION TIME

There were no members of the public present at the meeting.

The Forum agreed to the Chair's suggestion that item 10 be considered first.

10 JOINT STAFF EMPLOYER FORUM TERMS OF REFERENCE

Liz Brennan introduced this item and asked all members of the Forum to say whether they would welcome a more open debate format and to suggest ways in which the work of the Forum could be improved.

Kevin Roberts proposed that more of a workshop format would be more productive to help councillors learn what was going on at the grass roots level. For example, he was conscious that many councillors did not know about the initiatives to do with the Learning & Development groups. On the other side, many staff did not know who the councillors responsible for their area of work were. He was proud of being part of bringing staff on and he hoped there would be more 2-way contact between the councillors and the staff.

Councillor Bradnack said that while things were going well at the moment between unions and management there might be times in the future when there

would be a need for the more formal forum. But he also agreed that there were other things the Forum could do. He asked the Director of City Services to clarify the origins of the Forum.

Graham Watts said that the origins lay with a central government initiative - Compulsive Competitive Tendering (CCT). Nowadays the requirement was for a workforce that represented the community it served. This took time and a lot of work to achieve. Considering such a theme and having member input would be valuable.

Councillor Smart spoke as a long-standing member of the Forum and agreed that the formal safety net was needed. She emphasised that it was not the role of councillors to manage or negotiate.

Councillor Bradnack said that recruitment and training had been key elements of what the Forum had considered.

Councillor Cantrill welcomed the idea of a flexible forum where issues arising from future challenges such as the Customer Access Strategy and its consequences could be discussed. He thought that the more formal forum might become more important in the next eighteen months.

The Forum then discussed the timing and frequency of meetings and possible themes and activities.

The following was agreed

1. That the usual 5pm time be kept unless there was no formal business.
2. In that case, the Forum would convene at 4pm and visit a section or department to gather and share information with staff.
3. The agenda would be put together by the Executive Councillor and the Spokes in consultation with the Head of Human Resources and the union convenors. Future meetings would focus on the top three employment issues at the time.

6. HUMAN RESOURCES BEST VALUE REVIEW

Jackie Condon introduced the report. Recruitment to the posts in the new structure would begin in January for internal candidates. There were potentially 3 redundant posts but there was no need for individuals to leave the Council unless they wished to go.

Councillor Bradnack asked what the risks of the new structure were and how members would know that the risks had been addressed and things were working.

The officers identified that departments continuing as before was the biggest risk. Any gaps left by the new structure needed to be identified and managers and supervisors would need briefing and training. Employee policies such as the Management of Attendance needed review and there was a new Policy Officer post in place to do that. A reduction in sickness absence should result and performance management information could be shared.

Rod Cantrill said he was concerned that the old habits of work would creep back into the departments. He asked that statistics and analysis be brought to the Forum. He said the issue was one of being honest and open at the Audit stage.

Jackie Condon said that no HR-related work should stay in departments.

Graham Watts said that having Business Partners in departments was a good initiative.

7 CUSTOMER ACCESS NEGOTIATING GROUP

Jackie Condon introduced the paper and said that because the Customer Access Strategy affected the whole organisation, it needed its own management/union forum. Employees would need access to training in the new jobs to help them apply for them. The Organisational Change & Redundancy Policy had been negotiated in June 2006.

Liz Brennan and Kevin Roberts expressed some concerns about the tight timetable for the work of this Group such that there was a risk it might slip. They emphasised the importance of keeping staff informed.

Councillors made the following comments:

- The biggest risk in the Customer Access Strategy was the loss of good staff and this Group was fundamental to stopping that. (Catherine Smart)
- The training needed to be right. (Tim Ward)
- There was a risk that during the transition period, staff might take their eye of their current job so it was important to keep an eye on performance indicators to ensure they did not slip. (Rod Cantrill)

Jackie Condon said that a key aspect of managing this whole change was that managers keep staff informed and that the message is a positive one.

8 INVESTORS IN PEOPLE ASSESSMENT

Jackie Condon introduced the report and highlighted two new requirements against which the Council would be assessed in November:

- Focus on the organisation's effectiveness in involving employees in decision making
- The responsibilities of leaders and managers

A 'health check' prior to the full re-assessment indicated two areas for improvement:

1. A more robust process for involving the unions in regular service planning
2. A need to communicate the management competencies to all staff to improve people's understanding of the capabilities required by managers to lead, manage and develop people effectively.

9 PROPOSED CHANGES TO LOCAL GOVERNMENT PENSION SCHEME

Liz Brennan expressed the concerns the unions had about the proposed changes:

- To increase employee contributions
- Two-tier ill health retirement

The unions welcomed the granting of observer status on the investment panel to the unions by the Cambridgeshire LGPS.

Jackie Condon responded to a request from Liz Brennan and said that the City Council had not responded separately because its view was similar to the regional view. She had some sympathy with the unions' views but said that the scheme had to be affordable for employers.

Liz Brennan responded with the view of the unions' actuaries which is that the removal of the 85 year rule and the commuted sum make the scheme affordable.

During discussion of the ill-health retirement provision, it was stated that stress was one of the major contributing factors to sickness absence in the Council.

The meeting ended at 6.25 p.m.

Chair

Joint Staff Employer Forum

11 January 2007

People Strategy

1. Summary

- 1.1 The 2006-2010 People Strategy has been produced to provide a framework containing all the employee related actions that have been identified as critical to the success of the City Council over the next few years.

2. Background

- 2.1 The City Council has until recently been working on a large number of disparate projects and initiatives relating to its employees, to varying degrees of effectiveness. Although there has been some very good practice there has not been a co-ordinated or consistent approach to people or organisational development.
- 2.2 The CPA Improvement Plan includes actions to produce HR, Recruitment and Organisational Development Strategies. Rather than have a number of unrelated documents we have followed national best practice guidance and produced a strategy that is closely aligned to the Government's Pay & Workforce Strategy and which comprises five strategic themes, two of which are organisational development and resourcing, (or recruitment).
- 2.3 The People Strategy is a document that will be available as a public document and has therefore purposely been written in plain english. It has been produced to convey key messages and written to be accessible and easy to understand by any member of staff or prospective job candidate. It is proposed to publish the Strategy as a high quality brochure, using a similar style to our recruitment advertising literature.
- 2.4 In terms of delivering the actions within the Strategy, this is not exclusively the responsibility of HR, although the new HR delivery model has been structured to ensure adequate resources are available corporately to drive through this work. The People Strategy will be issued to all managers and staff within the City Council, with clear guidance on their responsibilities in ensuring its successful delivery.
- 2.5 The People Strategy is underpinned by a number of more detailed action plans including:
- The Workforce Development Plan
 - The Comprehensive Equalities Programme, including the Diversity in Employment Action Plan and Race, Disability and (to be produced in early 2007) Gender Equality Schemes
 - The 2006/7, 2007/8 (and future) HR Service Plans

In addition to reporting via these action plans, achievement of the actions and targets against proposed timescales within the Strategy will be measured through annual reporting and Staff Attitude Survey responses.

3. Implications

3.1 Financial

3.1.1 The cost of publishing the People Strategy will be met through existing HR budgets.

3.1.2 The cost of delivering the corporate actions within the Strategy will be funded through the Learning & Development and Organisational Development budgets.

3.2 Equal Opportunities

3.2.1 The People Strategy is designed to improve our performance in this area, particularly in relation to the recruitment and development of under-represented groups. An Equalities Impact Assessment will be undertaken on the Strategy prior to its publication.

4. Appendices

Appendix 1 – Cambridge City Council People Strategy 2006-2010

Jackie Condon
Head of Human Resources

People Strategy

2006-2010

Resourcing, rewarding, developing ...

... to attract and retain the best people,
to provide the best possible service.

Introduction

Cambridge City Council has been rated an 'Excellent' authority in the Audit Commission's Comprehensive Performance Assessment process, and we have some very good services on which to build, but this doesn't mean we aren't striving to continually improve. We want to streamline and improve our business processes and simplify the way that we work to provide higher quality, more joined up and more cost effective services.

Our new Customer Access Strategy is an example of how we are planning to do this, by introducing a more corporate and centralised approach to managing our customer services. This is a major change for the organisation – both a change to how we are organised and to the culture we want to foster.

This is just one example of change the City Council is making; the growth of the sub-region and an increased focus on partnership working will bring many more.

To meet these challenges we rely on the talent, enthusiasm and commitment of our employees. This People Strategy explains how we will recruit, reward and develop our staff to reach their full potential and help ensure the City Council achieves its aim to provide the best possible service to the people of Cambridge.

Rob Hammond
Chief Executive

Setting the Context

Our vision for Cambridge is of a compact, dynamic, sustainable City with a thriving historic core surrounded by attractive neighbourhoods and green spaces, and where the community as a whole and every person in it matters. There will be strong leadership on environmental issues, and diverse local communities will enjoy a high quality of life in safe, accessible neighbourhood supported by affordable housing, integrated transport, and good access to leisure and community facilities. Cambridge will continue to foster a strong local economy together with its development as a centre of excellence and a world leader in the fields of higher education and research.

To achieve this vision, the City Council has four Medium Term Objectives, which are to:

- Promote Cambridge as a sustainable city, in particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the City and sub-region.
- Ensure that residents and other service users have an entirely positive experience of dealing with the Council.
- Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods.
- Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car.

Added to these are our service specific priorities and the challenge for local government nationally, which is to provide community leadership and improved services within controlled budgets, to customers who expect excellent service and a greater choice.

National drivers for the City Council include:

- Implications from the Local Government White Paper
- Local Strategic Partnerships and Local Area Agreements
- The Transformational Government Strategy
- Comprehensive Performance Assessment

All of which place the onus on local authorities to be held fully accountable, to manage their performance robustly, to organise themselves more efficiently, to work in partnership with others and to continually deliver improved and responsive services to their local communities.

We recognise that we will not achieve success without the full contribution of the people who work for us and these challenges therefore shape the people requirements for the City Council.

What this means for People Management

Cambridge City Council is one of the City's largest employers, with more than 1200 staff. Over a quarter (around £38m) of the Council's annual budget is spent on people related costs.

We have held Investor in People status since 1998 and have achieved Chartermark in a number of our front-line services, as well as recognition for levels of excellence in several of our support services. We have won awards for Workforce Development and our work on Diversity.

The City Council is located in one of the fastest growing regions in the country, with the City's population predicted to increase by 25,000 over the next 10 years. We will face hugely increased demand for our services, yet economic prosperity, low unemployment and high house prices impact on our ability to recruit and retain appropriately skilled people.

It is an exciting time for the City Council. To equip the organisation to meet its challenges, we must:

- Develop our ability to plan ahead to attract, develop and retain the necessary skills and knowledge we need to succeed.
- Build capacity by developing the full potential of our employees.
- Encourage and welcome innovation.
- Be flexible and responsive to opportunities, responding to change in an agile way.
- Focus on achieving the highest standards of performance.
- Do more to diversify our workforce.
- Increase our ability to influence and negotiate to enable us to work effectively with partners.
- Drive down costs wherever possible, making technology work for us.
- Communicate with and engage all staff in the changing organisation.

The People Strategy

If we are to achieve the objectives necessary to equip the organisation to meet its challenges we need an organisation wide framework for the delivery of people management. This is the People Strategy.

Delivery of the Strategy is not exclusively the responsibility of the Human Resources Department. There are actions within it that we look to our managers and all our employees to commit to delivering to ensure success.

Five strategic themes make up the People Strategy; these are:

- Resourcing
- Reward
- Developing Leadership Capacity
- Developing our Workforce
- Transforming the Organisation

Achieving equality and celebrating diversity is a thread that runs through the entire framework and features in the actions and success measures of each strategic theme. The City Council's commitment to diversity is reinforced by the actions contained within our Race, Disability and Gender Equality Schemes and our overarching, Council-wide, Comprehensive Equalities Programme.

Resourcing

We will employ the best people with the most relevant skills, knowledge and experience, in the right place at the right time. We will do this by:

- Modernising our recruitment and selection processes, taking advantage of technology wherever possible
- Working with minority groups and specialist agencies to increase the diversity of our workforce
- Embedding workforce planning into the organisation to enable us to predict our skills needs and plan in advance
- Being flexible over work patterns, hours and locations

Action	Target	Timescale	Success Measures
Modernising recruitment and selection processes	<ul style="list-style-type: none"> • Lead participation in JobsinCambs.com 	2007/8	<ul style="list-style-type: none"> • More people recruited through on-line processes • Savings generated through reduction in paper-based applications • Improved vacancy filling rates • Reduced time to recruit • Reduced reliance on temporary and agency staff
	<ul style="list-style-type: none"> • Streamline processes to improve the candidate experience and fill vacancies without delay 	2007/8	
	<ul style="list-style-type: none"> • Develop a database of suitably skilled candidates 	2008/9	
Working with minority groups and specialist agencies to increase the diversity of our workforce	<ul style="list-style-type: none"> • Use positive action to redress workforce imbalance across all equality strands 	Ongoing	<ul style="list-style-type: none"> • A workforce more representative of the community • An increased number of young people working at the Council
	<ul style="list-style-type: none"> • Embed our diversity brand in recruitment materials 	2008/9	
Embedding workforce planning into the organisation to enable us to predict our skills needs and plan in advance	<ul style="list-style-type: none"> • Incorporate workforce planning into the service planning cycle 	2007/8	<ul style="list-style-type: none"> • Able to predict staffing issues and requirements in sufficient time to plan targeted activity
Being flexible over work patterns, hours and locations	<ul style="list-style-type: none"> • Implement a Flexible Working Policy, aligned to the IT and Accommodation Strategies 	2007/8	<ul style="list-style-type: none"> • Increased retention rates • Improved work-life balance for staff • Reduction in carbon emissions through reduced commute to work • Better use of limited office accommodation
	<ul style="list-style-type: none"> • Promote Job Share and other part-time options 	Ongoing	

Reward

We will seek to develop a total reward package that is equitable, competitive and rewards high performance, whilst remaining cost effective. We will do this by:

- Ensuring our pay structures are free from bias
- Moderating our reward practices to ensure consistency and fairness
- Remaining competitive by conducting regular market testing
- Reviewing – and promoting - our benefits package
- Developing job families with clear progression routes

Action	Target	Timescale	Success Measures
Ensuring pay structures are free from bias	<ul style="list-style-type: none"> • Establish and take action to eliminate any pay anomalies through conducting Equal Pay Audits every three years 	2007/8 2010/11	<ul style="list-style-type: none"> • Pay across all bands is free from bias towards any group • Job segregation is minimised
Moderating reward to ensure consistency and fairness	<ul style="list-style-type: none"> • Reinforce guidance on assessment for pay as part of the performance review process • Conduct annual departmental and whole Council pay and reward moderation to identify and remove inconsistencies 	2007/8 Ongoing	<ul style="list-style-type: none"> • People are rewarded for performance consistently across the Council
Remaining competitive	<ul style="list-style-type: none"> • Conduct annual market testing to ensure the Council's pay bands remain competitive, equitable and affordable 	Ongoing	<ul style="list-style-type: none"> • The Council retains its place as an employer of choice in a competitive recruitment market • Market supplements are paid when appropriate and reviewed regularly to ensure they remain necessary and affordable
Reviewing and promoting our benefits package	<ul style="list-style-type: none"> • Review and update relocation package • Enhance range of benefits to include more flexibility 	2007/8 2008/9	<ul style="list-style-type: none"> • Improved recruitment and reduced voluntary turnover • Increased levels of employee satisfaction
Developing job families	<ul style="list-style-type: none"> • Introduce career progression schemes linked to job families and grading 	2009/10	<ul style="list-style-type: none"> • Increased number of employee progressing through structures • Improved retention

Developing Leadership Capacity

We will enhance our community and organisational leadership roles by developing a strong leadership cadre. We will do this by:

- Continued strategic leadership development of our senior management and executive councillor teams
- Designing leadership development solutions directly aligned to the City Council's strategic objectives and behavioural framework
- Embedding capacity building and succession planning into the organisation
- Promoting development opportunities for under-represented groups to enable individuals to increase their leadership skills
- Exploring opportunities for shared leadership development and external funding

Action	Target	Timescale	Success Measures
Strategic development of our senior management and Executive Councillors	<ul style="list-style-type: none"> Widen participation in the IDeA's Leadership Academy and Advanced Leadership Programme 	2008/9	<ul style="list-style-type: none"> Senior managers and executive councillors take advantage of national development and best practice advice The Council's management/councillor leadership team works together in moving the organisation to achieve its strategic objectives
	<ul style="list-style-type: none"> Target joint senior management/Executive Councillor development to real-time issues 	Ongoing	
Designing leadership solutions aligned to the Council' strategic objectives and behavioural framework	<ul style="list-style-type: none"> Delivery of bespoke senior management coaching and development programme 	2007/8	<ul style="list-style-type: none"> Managers at all levels developed to equip them to address the specific challenges of the organisation Year on year improvement in management competencies
	<ul style="list-style-type: none"> Design and delivery of next level management coaching and development programme 	2008/9	
Embedding capacity building and succession planning	<ul style="list-style-type: none"> Design a programme to identify and develop talent 	2008/9	<ul style="list-style-type: none"> "Natural successors" identified for key leadership posts Reduced cost and time to fill vacant senior positions Improved retention rates
	<ul style="list-style-type: none"> Introduce succession planning for all key leadership posts 	2009/10	
Promoting development opportunities for under-represented groups	<ul style="list-style-type: none"> Use positive action to target minority groups for development opportunities 	Ongoing	<ul style="list-style-type: none"> Increase in number and diversity of internal promotions from under-represented groups
Exploring opportunities for shared leadership development and external funding	<ul style="list-style-type: none"> Actively participate in partnership groups to work on common leadership development needs Use partnership working to submit joint bids for external funding 	Ongoing	<ul style="list-style-type: none"> Maximised leadership development opportunities at minimal cost

Developing our Workforce

Through continuous development, we will enhance the capacity and capability of the organisation. We will do this by:

- Maximising the use of our resources to target learning and development to the needs of the organisation as well as to personal development
- Designing a mentoring/shadowing programme to develop staff at all levels and aid succession planning
- Developing our approach to accredited learning
- Supporting employees in making maximum use of new and emerging technologies
- Ensuring learning opportunities are accessible to all

Action	Target	Timescale	Success Measures
Targeting learning and development	<ul style="list-style-type: none"> • Conduct a workforce skills and qualification audit and design development opportunities to meet identified needs 	2008/9	<ul style="list-style-type: none"> • Baseline developed of the Council's skills and qualification levels, enabling improvement to be measured year on year
	<ul style="list-style-type: none"> • Ensure all change programmes are accompanied by a targeted learning & development programme 	Ongoing	<ul style="list-style-type: none"> • Employees are equipped to deal with changes to their roles • Staff turnover remains stable during periods of organisational change
Designing a mentoring/shadowing programme	<ul style="list-style-type: none"> • Promote the secondment scheme and widen to include job shadowing 	2007/8	<ul style="list-style-type: none"> • Increased participation in secondments and job shadowing
	<ul style="list-style-type: none"> • Launch a mentoring scheme 	2008/9	<ul style="list-style-type: none"> • Mentors identified, trained and supporting staff
	<ul style="list-style-type: none"> • Develop all managers as coaches 	Ongoing	
Developing our approach to accredited learning	<ul style="list-style-type: none"> • Work with the Trade Unions to deliver a Skills for Life programme 	2007/8	<ul style="list-style-type: none"> • Improved participation in training and increased number of qualified people employed
	<ul style="list-style-type: none"> • Explore partnership working options with education providers 	Ongoing	

Action	Target	Timescale	Success Measures
Supporting employees in making maximum use of new and emerging technologies	<ul style="list-style-type: none"> • Ensure all staff moving to different ways of working are effectively inducted • Accompany the introduction of new technological processes with comprehensive training programmes • Introduce e-learning where appropriate 	Ongoing	<ul style="list-style-type: none"> • Employees have the understanding, skills and confidence required to adopt different ways of working • Year on year increase in the number of on-line transactions conducted, both internally and externally
Ensuring learning opportunities are accessible to all	<ul style="list-style-type: none"> • Use a variety of communication channels to promote learning opportunities to all groups of staff • Monitor attendance at training events to ensure a consistent approach across the Council • Develop a system to assess successful completion of development needs identified through the performance review process 	Ongoing 2008/9	<ul style="list-style-type: none"> • Identified development needs are met consistently across the organisation • Learning opportunities are taken by all groups of employees, at all levels

Transforming the Organisation

We will develop a high performing, customer focused organisation and ensure our people are able to deliver high quality and efficient modern services. We will do this by:

- Engaging employees and encouraging their contribution to organisational change at the earliest opportunity
- Being explicit about the behaviours the organisation values from all its employees
- Adopting a pro-active and robust approach to absence management
- Reviewing service delivery configuration on an ongoing basis to ensure it remains fit for purpose
- Challenging and redesigning business processes and systems

Action	Target	Timescale	Success Measures
Engaging employees and encouraging their contribution to organisational change	<ul style="list-style-type: none"> • Provide development and a toolkit for managers to help them facilitate change 	2007/8	<ul style="list-style-type: none"> • Change programmes delivered to planned timescales • Increased staff satisfaction levels • Minimal number of grievance or disciplinary cases related to change
	<ul style="list-style-type: none"> • As part of any change programme, develop a communications strategy to encourage staff to contribute 	Ongoing	
	<ul style="list-style-type: none"> • Build the resilience of staff to enable them to be adaptable to changing priorities and circumstances 	Ongoing	
Being explicit about the behaviours the organisation values from its employees	<ul style="list-style-type: none"> • Promote use of the City Leadership & Management Framework for managers at all levels 	2007/8	<ul style="list-style-type: none"> • Behavioural assessment incorporated into the performance review process for all employees • Ability to measure the way our staff do their job, as well as what they do • Year on year improvement in competency assessment ratings
	<ul style="list-style-type: none"> • Develop a core behavioural framework for all non-managerial staff 	2008/9	

Action	Target	Timescale	Success Measures
Adopting a pro-active and robust approach to absence management	<ul style="list-style-type: none"> Review absence management procedures to provide a business focused, fair and consistent approach 	2007/8	<ul style="list-style-type: none"> Reduced sickness absence, particularly stress related Absence is dealt with promptly, fairly, consistently and with consideration for the employee
	<ul style="list-style-type: none"> Promote employee well-being and develop a positive attendance culture 	2007/8	
	<ul style="list-style-type: none"> Take a proactive approach to the management of stress 	2007/8	
Reviewing service delivery configuration on an ongoing basis	<ul style="list-style-type: none"> Develop managers to take an objective and timely approach to reviewing structures and manage resources 	2007/8	<ul style="list-style-type: none"> Savings identified through change programmes are realised Employees have clarity over their position and the opportunities available to them
Challenging and redesigning business processes	<ul style="list-style-type: none"> Encourage all staff to challenge the status quo and feel able to offer suggestions for improvements to business processes 	Ongoing	<ul style="list-style-type: none"> Increased efficiency savings Reduced paperwork, duplication and routine tasks Improved job satisfaction

Evaluation and Review

The People Strategy is a live document that will be refreshed and updated as the City Council evolves and faces new and emerging challenges.

The impact of the Strategy will be measured by progress against the actions contained under each of the five themes, which will be reported and published on an annual basis. We will also measure the Strategy's success through Staff Attitude Surveys, to be conducted in 2007 and 2010.

Jackie Condon
Head of Human Resources
December 2006

December 2006