

<b>Element</b>	<b>Priorities</b>	<b>Responsibility</b>	<b>Due by</b>	<b>Current status</b>
<i>Workforce profiling and planning</i>	<b>Develop and implement a workforce planning toolkit</b>	SF	31/12/16	Toolkit developed
	1) Prepare OC workforce plan	OCMT	15/02/16	Not started
	2) Prepare programme for implementation in services	PS	01/03/16	Not started
	3) Roll out in services	SF/PS	From 01/03/16	Not started
	<b>Develop a workforce plan for each directorate, linked to the Council plan, directorate improvement and operational plans</b>	All services	31/12/16	Not started
	1) Provide workforce information to services to allow workforce plans to be developed	PS	From 1 Mar 16	Not started
	<b>Report comprehensive workforce information and maximise the benefits from our Resourcelink system to support managers to plan and deliver their services and maximise the use of self-service (employee travel claims and authorisation on-line)</b>	PS	Ongoing	Ongoing
	<b>Review and implement service review process</b>	HR/Services	Ongoing	Ongoing
	<b>Review organisational design principles</b>	SF/PS	01/12/16	Part of Tier 1 review
<i>Employee and trade union engagement</i>	<b>Develop and implement an employee engagement strategy</b>	HR/OD/Comms	01/06/16	In progress
	1) Review existing activity and findings from employee survey	As above	01/04/16	In progress

	2) Develop a strategy	As above	01/06/16	Not started
	3) Implement the strategy	As above	From Jun 16	Not started
	<b>Develop and implement a consultation and negotiation framework in relation to employee matters</b>	MA/SF	Ongoing	Ongoing
	<b>Support the continuing development of good relationships with trade unions</b>	All Services	Ongoing	Ongoing
	1) Set up a framework for consultation and negotiation with trade unions	MA/SF	Complete	Complete
	<b>Take action on feedback from self and external assessment, including the employee attitude survey and Investors in People evaluation, and implement improvement actions</b>	All services	Ongoing	In progress
<i>Leadership and management development</i>	<b>Ensure development of leadership and management skills across the organisation</b>	AS	Ongoing	Leadership development programmes, Using 360 assessment tool, Leadership competencies used as part of performance appraisal and development

1) Develop and implement a leadership and management development programme	AS	Ongoing	Leadership development programmes for senior and middle managers in place.
2) We will build our coaching capacity and capabilities	AS	Ongoing	A range of courses and workshops to develop skills to have coaching conversations are in place. We have 15 internal coaches who provide 1-1 coaching to support the development of our workforce. Angus Council is part of the Tayside Public Sector Coaching Alliance, providing and receiving 1-1 coaching between member organisations.
<b>Use the Leadership Forum to drive change and improvement</b>	AS	Ongoing	Leadership Forum Sessions take place 4 times per year.

	<b>Recognise and support the specific leadership function of councillors</b>	AS	Ongoing	Elected members encouraged to have 1-1 discussions to agree a personal development plans. Development sessions arranged to meet identified needs.
	<b>Develop a learning plan for the Council, underpinned by directorate learning and development plans, including how we allocate and spend our training and development budgets. This will include ensuring that our employees have access to core and mandatory training for their role.</b>	AS	31/03/16	In progress
<i>Developing our workforce</i>	<b>Develop and implement a competency framework to support our changing ways of working and the work that we do, appraisal and development needs analysis, succession planning and recruitment</b>	AS	Complete	Framework developed. It will be used for appraisal and development
	<b>Develop and implement a succession planning framework</b>	SF/AS	31/03/17	Not started
	<b>Support development of resilience building within the workforce</b>	AS	Ongoing	Resilience training programme has been piloted, will be rolled out from April 2016.

	<b>Continue to develop our e-learning materials to support and move to more self-directed learning</b>	AS	Ongoing	There is a range of e-learning modules available, they are reviewed, updated and added to on an ongoing basis
	<b>Support the transformation agenda to build capacity for change and enable effective working in teams and to develop the skills and behaviours required to deliver our digital and agile programme</b>	AS	Ongoing	Several programmes are underway; our coaching strategy and leadership programmes are supporting, encouraging and building capacity for change and effective working, training to develop general project and programme management skills has been introduced f
	<b>Positively promote our council as an employer of choice</b>	All services	Ongoing	Ongoing
<i>Recruitment and retention</i>	<b>Ensure we have in place fair, transparent, streamlined recruitment and selection processes and that equality is at the heart of these</b>	PS	Ongoing	Ongoing

	<b>Demonstrate our commitment to supporting employees to achieve a healthy work/life balance through the development of agile working policies</b>	PS	Ongoing	Suite of policies has been developed and will be implemented February 2016
	<b>Mainstream equalities into all of our working practices and policies</b>	All services	Ongoing	Ongoing
	<b>Develop job roles that deliver our transformation and future change agenda</b>	All services	Ongoing	Ongoing
	<b>Develop a youth employment scheme, including Modern Apprenticeships, graduate opportunities and the establishment of partnerships with schools, colleges, universities and industry to offer work placement opportunities</b>	Group led by M	31/03/17	Strategy developed and agreed by Full Council
	<b>Put in place formal and informal systems to recognise the contributions made by employees at all levels</b>	All services	Ongoing	Commendations scheme in place
	<b>Involve employees in improvement activities across the Council</b>	ite Improvement	Ongoing	Ongoing
<i>Reward and recognition</i>	<b>Review our pay evaluation systems and structures to ensure fairness and transparency</b>	SF/PS	31/03/17	Not started
	<b>Review our employment policies and practices on a cyclical basis to ensure they are fair and innovative</b>	PS	Ongoing	A programme of policy reviews is in place

	<b>Review and enhance employee benefit packages</b>	PS	Ongoing	Meetings have taken place with a number of providers and the benefits package is being developed.
<i>Safety, health and wellbeing</i>	<b>Provide clear and accessible safety, health and wellbeing information, guidance and assistance in an open and supportive manner, through our framework "How we manage safety, health and wellbeing"</b>	SB	Ongoing	Ongoing
	1) Review and update intranet page to ensure that all necessary guidance, along with supporting information and resources, is available	SB	Ongoing	Ongoing
	2) Support this guidance and information with necessary training	SB	Ongoing	Ongoing
	3) Complete development of core and mandatory e-learning and workshops for all managers with shw responsibilities and roll out in a prioritised programme	SB	1 Mar 18	In progress
	4) Provide information and support for the safety, health and wellbeing responsibilities linked to the building manager role	SB	01/03/17	Building Managers' Forums created for new Angus Alive building managers, commencing Jan 16

<b>Develop an employee health and wellbeing framework</b>	SB	Ongoing	Ongoing
1) Develop and implement Mentally Healthy Workplace (including managers' competencies sessions) and Personal Resilience training programme for 2016	SB	01/12/16	Programme prepared and published; training rolling out, as per programme
2) Bring together a 'management of stress' working group	SB	01/12/15	Group has met for the first time. Support being provided by CI&F to identify measurable outcomes
a) Develop a stress management framework	SB	01/03/17	Not started
b) Implement this framework	SB	From Mar 17	Not started
3) Develop and implement a tobacco policy for the Council	SB	01/08/17	Policy developed; awaiting final review and approval to implement by EMT
4) Identify key health issues affecting our workforce and roll out health improvement workshops	All services	Ongoing	Workshop contents will be developed in response to issues highlighted

a) Roll out health improvement workshops	SB	Ongoing	Issues already identified in Waste (heart health, weight management), workshopshave been arranged
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