

**Service Priorities for 2004/05 \***

<b>Theme; Corporate Aim/Objectives</b>	<b>Linked to</b>	<b>Activity</b>	<b>Anticipated Outcome</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comment</b>
Homes and Environment	Community Services	Recruitment of Community Wardens	Employment of Community Wardens	☺	☺	✓		Q3: Community wardens recruited and undergoing training
		To ensure that our employment practices provide a safe and secure working environment	Training in lone working, health and safety	☺	☺	☺		Q3: Ongoing programmes of health and safety training
Green Agenda	AQMA Sustainable travel to work plans	To develop flexible working policies and practices to minimise pollution and waste  Implement actions highlighted in the Work Travel Plan	Increased number of staff working from home and utilising flexible working patterns and technology	☺	☺	☹		Q3: Increasing use of homeworking. Flexible Working Strategy being developed. Review of homeworking policy linked to IT requirements.
Social Inclusion	Diversity Policy	Implement Diversity Policy action plans	Action plans implemented	☺	☺	☺		Q3: Initial training completed. Ongoing work through Personnel Issues Group to support departments in implementing action plans
Customer Service	Customer Care Charter	To support the implementation of the Council's programme of action to secure a good standard of customer care	Training programme in place	☺	☺	☺		Q3: Second phase recruitment underway prior to commencing training.
		Support action plan to provide the Customer Service Centre	Recruitment and training programme in place	☺	☺	☺		Q3: Second phase recruitment underway prior to commencing training.
		Workforce remodelling plan in place	Workforce remodelling plan in place	☺	☺	☺		Q3: Second phase recruitment underway prior to commencing training.

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Economic Prosperity		Development of a Recruitment and Selection strategy which encourages applications from all areas of a diverse employment market	Recruitment and Selection Strategy	☺	☺	☹		Q3: Linked to development of employer brand which required agreement of communication strategy. Likely to expand into Recruitment and Retention Strategy included in next years Business Plan
Cultural and Leisure Opportunity	HSE Stress Management Standards	Stress audit	Health at Work activities	☺	☺	✗		Q3: Decision made to delay due to extent of organisational change in progress. Will take place next year.
	Absence Management Policy Employee Well-being Policy	Absence monitoring	Support systems for employee well-being	☺	☺	☺		Q3: Monitoring continues on quarterly basis
Sustainability	Employers Organisation – Pay and Workforce Strategy People Strategy ODPM	Delivery of a costed project plan with targets for delivery	Leadership competency developed for inclusion in performance assessment	☹	☹	☹		Q3: Review of competencies completed and some changes included for this years appraisals. Full implementation to take place next year. Qu.2 Development of competency linked to work planned for Personnel Issues Group and Management Forum during the next quarter.
		Corporate Training Programme reviewed against improvement plan priorities and departmental business plans service plans	Corporate Training Plan reflects the skills and development required to achieve the improvements and changes identified in the improvement plan	☺	☺	☺		Q3: Plan being developed in line with Business Plans and Personal Development Plans

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Sustainability cont.	Employers Organisation – Pay and Workforce Strategy People Strategy ODPM	Workforce Action Plan	Continued workforce profiling and assessment of future workforce needs	☺	☺	☺		Q3: Draft Workforce Plan developed and to be circulated for comment in quarter 4 after completion of all Business Plans.
		Corporate branding	Increase in appointment rates, maintain turnover rates in line with industry norms	☹	☹	☹		Q3: Work to commence next year following agreement of Communication Strategy Q2: Currently awaiting agreement of Communication Strategy and agreement of Corporate Branding before further work can be undertaken to develop Employer Brand.
		Pay & Benefits strategy	WCC positioned as an employer of choice within the employment market	☺	☺	☺		Q3: Draft Strategy to be circulated for comment in quarter 4. Action plan to be considered by Personnel Issues Group.
		Flexible Working strategy	Increased number of staff working from home and utilising flexible working patterns and technology	☺	☺	✗		Q3: Will not be achieved this year. Strategy development linked to requirement for IT support for homeworking.
Equalities	Equality and Diversity Policy	Training for services to support implementation of equal opportunities action plans	Achievement of departmental action plans	☺	✓			Q3: Training has taken place. Further work with Personnel Issues Group to support achievement of action plans
		General awareness training for staff		☺	✓			Q3: Training has taken place . Further training ongoing as part of corporate training plan

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Community Safety		Children and Vulnerable People protection policy	Implementation of policy	☺	☺	☺		Q3: To be agreed at Personnel Committee in March
Developing the Organisation	Employers Organisation – Pay and Workforce Strategy People Strategy ODPM	To ensure all staff understand the need to work effectively across departments - Management Forum development	Improvement plan delivered	☹	☹	☹		Q3: Delayed due to the significant organisational change affecting senior staff. Development plan being developed for new Heads of Service and Senior Managers Group.
		To create a Learning Organisation - Put in place a framework for sharing best practice across the organisation and learning organisation action plan	Increase in cross-department working and sharing best practice	☹	☹	☹		Q3: Delayed due to the significant organisational change affecting senior staff. Identified as action within Workforce Development Plan
Resourcing	E-Governance	To develop E-service	Online <ul style="list-style-type: none"> <li>• Absence recording &amp; monitoring</li> <li>• Recruitment advertising</li> <li>• Booking for training courses</li> <li>• Annual leave booking</li> <li>• Performance review monitoring</li> </ul>	☹	☹	✗		Q3: Will not be achieved this year as work is planned to undertake a more corporate review of smaller departmental IT system requirements.
Resourcing	E-Governance	E-learning	To develop and provide access to quick reference knowledge and blended learning via the intranet	☺	☺	✓		Q3: E-learning programmes available on line and in use. Available programmes to be further developed in future.

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Resourcing	Absence Management Policy	Absence Management	Reduce levels of absence by 10%	☺	☺	✓		Q3: Target reduction level achieved. Work to continue to further reduce levels.
	HSE Stress Management Standards Employee Well-being Policy	Stress Management	Assessment of current stress levels and management programme for reducing levels	☺	☺	☹		Q3: Monitoring on-going through absence management process. Decision made to delay due to extent of organisational change in progress. Will take place next year after the implementation of organisational changes.
Resourcing	People Strategy	Investors in People	IIP Re-accreditation	☺	☺	☺		Q3: Assessment due end March

**KEY**

✓ - Action has been successfully completed

☺ - Action is on track

☹ - It is uncertain if the objective will be achieved or not

☹ - Action has not been completed within the agreed deadline