

**TITLE OF REPORT: PEOPLE STRATEGY 2008-2011**

## REPORT OF THE CORPORATE MANAGER HUMAN RESOURCES

1. To update the JSCC on progress made in implementing the People Strategy.
2. **FORWARD PLAN**
  - 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.
3. **BACKGROUND**
  - 3.1 The Council's People Strategy for 2008 – 2011 which incorporates the council's Workforce Development Plan is now approaching its 3<sup>rd</sup> Year 2010/11.
4. **PEOPLE STRATEGY UPDATE**
  - 4.1 During the last quarter we have continued to have a range of pressures on the team.
  - 4.2 The team is still working on the implementation of the organisational restructure.
  - 4.3 The team are still working on the implementation of the Organisational restructure. HR resources were set back again when the L&D Manager slipped on ice in December and broke her wrist. This was mitigated by the early return of the HR Services Manager to two days a week however resources remain stretched. Proposals have been submitted to achieve the HR savings target for 2010/11 and to re-plan HR resources to provide adequate cover to deliver our services and the People Strategy projects.
  - 4.4 There has been a further setback with the agency preferred supplier agreement project. At the point of advising the agencies that had been successful we were advised by legal Services that we must go back to the Invitation to Tender Stage. We are working with Legal Services on this but still anticipate a re-run of a significant number of tenders to evaluate. The HR element of this project is being managed by the Employee Relations Officer who also has a number of other projects inherited from her job share partner. As a result our Equal Pay review is behind target and some less urgent projects such as bikes for work and childcare vouchers salary sacrifice schemes have had to be reprioritised.
  - 4.5 On-line recruitment for internal applicants has been up and running since December 2009. This part of the system has been launched successfully and the feedback from applicants has been positive. Online recruitment has not yet been launched to external applicants due to a formatting problem with the system that will have an impact on the short listing process. This problem has been raised with Midland, the system provider, but has not yet been resolved. The HR project team are working with managers to review the situation with a view to fully understanding the level of impact on this part of the process and therefore enabling a decision on when to launch.

- 4.6 Despite ongoing resourcing problems there have been some positive achievements during this period which include:-
- At end February being at an absence rate of 8.10 days per employee puts our target of 9 days within reach. We have written to heads of service to ask they do all they can to maintain focus on absence control in the last weeks of the financial year. If we achieve the same absence rates as we did in March 2009 we would outturn just over target at nine and a quarter days per employee
  - Following a very successful programme of workshops on managing absence, we have obtained some further funding from RIEP. This has been used to implement a programme of managing performance workshops for managers. REIP funding has also been partially funded a small group of senior managers to complete the Solace Aspiring Public Sector Leaders Programme.
  - Since we first made our commitment to the skills pledge, we have been working on the action plan to encourage officers without a level 2 qualification. This has also provided further opportunities for other officers to meet their development needs. For an example, a group of officers are currently completing NVQs in Business Administration.
  - In preparation for the reduced learning and development budget in 2010/11, we are currently arranging a programme of briefings and practical workshops to improve internal officers skills and enable them to deliver more training in-house e.g. health and safety, recruitment and selection, customer services.
  - We have also just piloted a short workshop on 'Working in a Political Environment'. This has received very positive feedback and we are currently planning further workshops. Member support is also high on the agenda and we are currently developing a programme of essential information for members. This will include activities that are appropriate for both new and more experienced members.
- 4.7 Attached at Appendix A is the People Strategy action plan with updates to show the work that has been completed so far and where progress is on track.

## **5. MEASURING THE SUCCESS OF THE STRATEGY**

- 5.1 A range of Balanced Scorecard measures are collated to measure the success of the People Strategy actions. At appendix B there is detail outlining performance against 3 key areas:
- Number of days lost to sick absence
  - Turnover
  - Percentage of staff that have completed an appraisal

## **6. LEGAL IMPLICATIONS**

- 6.1 There are no direct legal implications arising from this report.

## **7. FINANCIAL AND RISK IMPLICATIONS**

- 7.1 Implementation of the strategy will be contained from within existing budgets. Any additional costs arising from the recommended actions in the action plan will be contained from within existing budgets.
- 7.2 Delivery of the People Strategy is key to reducing some of the risks identified under the Council's Top Risks of Workforce Planning and Organisational Development. Delivery of the People Strategy is Risk Number 13 on the Risk Register and is reviewed on a regular basis.

## **8. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS**

8.1 The HR implications are detailed above.

## **9. RECOMMENDATIONS**

9.1 To note the progress against the implementation of the updated People Strategy actions 2008-2011.

## **10. REASONS FOR RECOMMENDATIONS**

10.1 The People Strategy supports the achievement of the Authority's strategic objectives.

## **11. APPENDICES**

11.1 Appendix A – Updated People Strategy Action Plan extracts.

11.2 Appendix B – Key Graphs to measure Success of the People Strategy.

## **12. CONTACT OFFICERS**

### **12.1 Author:**

Kerry Shorrocks  
Corporate Human Resources Manager  
Tel: 01462 474224  
E-mail address: [kerry.shorrocks@north-herts.gov.uk](mailto:kerry.shorrocks@north-herts.gov.uk)

### **12.2 Contributor:**

Fiona Timms  
Risk Manager  
Finance & Regulatory Services  
Tel: 01462 474251  
E-mail address: [fiona.timms@north-herts.gov.uk](mailto:fiona.timms@north-herts.gov.uk)

Aim/Objective	Actions & Measures of Success	Target Date	Update Notes	Status
1. Continual work to Improve employee communication	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Continue use of the Staff Consultation Forum</li> <li>▪ Continue use of the OD Bulletin</li> <li>▪ Consider other options through Communications group and adopt as appropriate</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ An effective intranet site</li> <li>▪ Improved employee awareness of the organisation as demonstrated through the Staff Satisfaction Survey</li> <li>▪ Current communication formats have been improved as required</li> </ul>	Immediate and Ongoing 2008 - 2011	Continual work is underway	Green
2. Explore options to promote greener travel to and from work to inform a green travel plan.	<p><b>Actions</b></p> <p>Research options to assess feasibility to include:-</p> <ul style="list-style-type: none"> <li>▪ Flexibility works</li> <li>▪ Bikes for work</li> <li>▪ Car sharing</li> <li>▪ Walk to work initiatives</li> <li>▪ Ongoing support of the Councils Green Group</li> </ul> <p><b>Measures of Success</b></p> <p>Initiatives in place to encourage staff to look for alternatives to driving to work</p>	2008 onwards 2009 and onwards	<p>Progress is being made with mobile teams moving to home-working and cutting down on commuting.</p> <p>Transport Policy Officer has started investigating a car sharing scheme and Herts CC Car Share scheme info has been shared with NHDC staff.</p> <p>Research into a bikes for work scheme is being carried out but the project may be slightly delayed.</p>	Green
3. Support the council in an ongoing move to explore partnership working opportunities.	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Look for partnership opportunities for HR services and benefits i.e. training and development.</li> <li>▪ Provide recruitment pay and benefits advice for shared services and partnership working</li> </ul>	Spring 2008 and ongoing	Partnership training events offered and Employee assistance programme offered in partnership with Stevenage	

	<p>arrangements</p> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Effective use of resources through partnership working</li> <li>▪ Growing numbers of partnership working arrangements and shared services/resources in place</li> </ul>		<p>Exploring other possibilities for partnership working through the HR Partnership Group and the Herts Learning and Development Officers Group. The Pathfinder customers services workshops are progressing well and North Herts have hosted additional workshops in response to demand.</p> <p>Exploring reciprocal advertising with other LA's. Keeping abreast of developments through pathfinder.</p>	Green
<p>4. Ensure departmental and corporate action plans are produced from the 2007 Staff survey</p> <p>Conduct another Staff Survey in 2009/10</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Review results of 2007 survey and update service and corporate action plans</li> <li>▪ Conduct a staff satisfaction survey in 2009 and 2011</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Staff Survey conducted</li> <li>▪ Action plans produced, completed and communicated</li> </ul>	<p>Spring 2008</p> <p>Winter 2009 &amp; 2011</p>	<p>Service Level and Corporate action planning underway.</p>	Green
<p>5. Support the Flexibility Works project with ongoing HR involvement and HR input to the effective roll out of home-working</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Assess requests for adhoc home-working</li> <li>▪ Ensure that permanent and partial home-workers moves are administrated correctly.</li> <li>▪ Ensure that training for managers is available</li> <li>▪ Project Management</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Increasing Numbers of staff working from home</li> <li>▪ Reductions in office accommodation requirement</li> </ul>	<p>Spring 2008 and ongoing</p>	<p>Training for managers is included in the corporate learning menu. Several workshops have been implemented for both managers, as well as officers who are home - working.</p> <p>Now in the throes of planning the phase 3 roll out to support the office accommodation project</p>	Green

<p>6. Take a key role in the HoSG meetings arranging development as necessary to support effective working of the group</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Preparation for and attendance at meetings and any away days or facilitated meetings</li> <li>▪ Collation of restructure reports</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Effective monthly Head of</li> <li>▪ Service meetings supporting Leadership development</li> </ul>	<p>Spring 2008 and ongoing</p>	<p>Continual work is under way</p>	<p>Green</p>
<p>7. Provide strategic HR input to the OD team and to delivery of the OD Strategy</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Preparation for and attendance at meetings</li> <li>▪ Project work against OD project plan</li> <li>▪ Providing Strategic HR input</li> <li>▪ Production of OD bulletins</li> <li>▪ Collation of restructure reports</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Effective timely Delivery of OD strategy actions</li> </ul>		<p>Continual work is underway</p>	<p>Green</p>
<p>8. Maintain IIP accreditation at the next review</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Complete the IIP Action Plan formed after the 2006 review</li> <li>▪ Prepare organisation for re-assessment</li> </ul> <p><b>Measures of Success</b></p> <p>Successful re-accreditation</p>	<p>2008 &amp; 2011</p>	<p>Successfully reaccredited in June 2008. Action plan prepared based on outcomes. This is on the CMT timetable for review.</p>	<p>Green</p>

Objective	Actions & Measures of Success	Target Date	Update Notes	Status
<p>1. To continue to build on the Leadership Programme to support the organisational development strategy.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Arrange and implement a programme of learning and development activities</li> <li>▪ Arrange and implement the Leadership Diagnostic Tool for SMG.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved Leadership skills demonstrated through Staff Satisfaction Survey</li> </ul>	<p>Ongoing</p> <p>Spring 2008</p>	<p>Continual work is underway and several leadership activities have taken place and are programmed as part of and in addition to the senior managers meetings. The Leadership Diagnostic Tool is currently being implemented for the 3<sup>rd</sup> year.</p>	<p>Green</p>
<p>2. To provide an ongoing programme of development opportunities for Members</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ To design effective development programmes which are linked to management development where appropriate</li> <li>▪ Advise members of external interventions and development opportunities</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Successful member and officer interaction</li> <li>▪ Members owning their development plans and actively seeking development opportunities</li> </ul>	<p>Ongoing</p> <p>2008 - 2011</p>	<p>Arrangements now in place for Group Leader meetings and for Group Leaders to manage a proportion of the overall member development budget, (Democratic Services Mgr is still budget holder).</p> <p>Regular meetings are arranged with the Group Leaders to discuss actions and arrangements.</p> <p>Details of member activities are available via the Intranet, on the member development notice board (members' room) and sent by email.</p> <p>Member development advice for members is available via the supported open learning sessions and as requested.</p> <p>All new members are contacted and provided with a folder of information, including how</p>	<p>Green</p>

			<p>member development activities are arranged.</p> <p>A Members blog has been prepared with details of activities to support Members.</p> <p>A support for Members' area is now been set up on both the Intranet and the council' website. Work is now in progress to redevelop the information into web pages.</p> <p>A programme of essential information is currently being developed for both new and existing members.</p>	
<p>3. Continue to build on Leadership Development with ongoing roll out of the Leadership Diagnostic Tool.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Link development solutions to the feedback received.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ LDT feedback providing valuable feedback to those involved.</li> <li>▪ Improved management skills demonstrated through Staff Satisfaction Survey</li> </ul>	<p>Spring 2008- and annually</p>	<p>2009 cycle currently happening.</p>	<p>Green</p>



Objective	Actions & Measures of Success	Target Date	Update Notes	Status
4. Continue to provide an effective management development service as part of the succession planning Strategy for NHDC	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ First Line Management (FLM) Programme</li> <li>▪ Senior Management Programme</li> <li>▪ Ongoing Leadership Development for the Corporate Management Team</li> <li>▪ Identify delegates both with managers and through appraisal and succession planning processes</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Leaders at all levels can demonstrate the appropriate skills</li> <li>▪ The development strategy supports the succession planning process.</li> </ul>	Ongoing 2008 - 2011	<p>The ILM 3 Certificate in First Line Managers' programme finished in December 09 and the 11 delegates are just finishing their final assessments for verification by the ILM and another group of officers are currently completing the ILM 5 Certificate in Management.</p> <p>Several HoS have recently completed a Solace programme for leaders. This has now also been converted into an ILM recognised programme.</p> <p>REIP funding has also been partially funded a small group of senior managers to complete the Solace Aspiring Public Sector Leaders Programme</p> <p>Extended career development interviews have been arranged for several managers (these are offered to all staff).</p>	Green
5. To explore the possibility joining the National Graduate Development programme as part of the succession planning strategy	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Consider how a graduate (or equivalent) programme could be implemented</li> <li>▪ Seek approval for funding through the growth bid scheme</li> <li>▪ If approved, run a pilot scheme</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Graduates (or equivalent) are attracted to NHDC and retained for their career</li> <li>▪ Improved succession planning</li> </ul>	Spring to Autumn 2008  2008  2009	Progress being made on a partnership apprenticeship place in Building Control and planning 2 growth bids. Business cases for posts in Planning and Environmental Health and the bid for a NGDP post have been unsuccessful due to the economic down-turn and budgetary constraints. Alternative funding options are being	Green

Objective	Actions & Measures of Success	Target Date	Update Notes	Status
<p>1. Ongoing review of the Programme of Learning Activities to reflect the skills required to deliver Councils services from 2008-11</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ To advertise, promote and rate all learning opportunities offered across the organisation</li> <li>▪ To ensure the development of a range of training solutions supports and links into the competency framework</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ The needs of all employees and all learning styles are provided for</li> <li>▪ Retention of liP accreditation</li> </ul>	<p>Ongoing 2008 - 2011</p>	<p>A review of both corporate and essential learning and development arrangements has been carried out. The outlined proposals for improvements have been agreed by both HoS Group and CMT. Implementation of these has commenced. Regular supported open learning sessions are run in DCO, including evening sessions for members. There are now also regular mobile open learning sessions. Career development interviews are offered to all staff. Further career development activities are planned. A programme of mobile open learning is arranged across the council i.e. learning and development staff will visit various offices to support learning and development requirements.</p>	<p>Green</p>

<p>2. To consider the merits of signing up to the skills pledge and support staff in gaining and improving their skills up to level 2</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Consider the benefits and suitability of the skills pledge initiative in relation to the type of work that makes up the Councils core workforce.</li> <li>▪ Produce a formal and public statement to NHDC employees to deliver the Pledge</li> <li>▪ Identify NHDC's skills needs and training priorities (i.e. skills audit)</li> <li>▪ Develop and implement an action plan outlining the extent of skills and levels of qualifications needed, numbers of people, timescales and broad schedule required to meet the requirements of the pledge</li> <li>▪ Produce a formal and public commitment to the Skills Pledge and a progress summary against the Action Plan</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Staff supported in gaining and improving skills up to level 2, with satisfaction measured through the staff satisfaction survey</li> </ul>	<p>Spring 2008 Ongoing 2008 - 2011</p>	<p>The Leader of the Council and the Chief Executive signed the skills pledge in public on 26th Feb 09.</p> <p>A skills pledge action plan has now been outlined. Several of the activities included have already taken place e.g. skills audit, career development interviews, NVQ briefings.</p> <p>Since we first made our commitment to the skills pledge, we have been working on the action plan to encourage officers without a level 2 qualification. This has also provided further opportunities for other officers to meet their development needs. For an example, a group of officers are currently completing NVQs in Business Administration.</p>	<p>Green</p>
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<p>3. To continue to assess and audit the skills of the workforce</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Updating appraisal process and competency framework</li> <li>▪ Meet with key officers</li> <li>▪ Skills pledge programme</li> <li>▪ Implementation of succession planning strategy</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ A continually improved and targeted learning and development programme</li> </ul>	<p>Ongoing 2008 - 2011</p>	<p>As outlined above a skills audit was done in December 08 to support the skills pledge requirements. This was also designed to achieve other things such as identifying essential and basic skills gaps, outline the qualifications and additional skills people have, support career development and succession planning activities.</p> <p>The appraisal policy was updated in March 2009. A pilot of online appraisals was successfully implemented in the 2009 cycle.</p> <p>A review of the appraisal process is currently being completed. Regular meetings with officers take place.</p> <p>Details of succession planning activities are outlined in a section below.</p>	<p>Green</p>
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<p>4. Induction action plan implementation</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Utilise e-learning to support induction processes, where appropriate</li> <li>▪ Incorporate managers' responsibilities for induction processes into the competency framework</li> <li>▪ Ongoing review of induction content</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ New officers are provided with essential information</li> </ul>		<p>Green</p>
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Several e-learning solutions are now part of the induction programme.

The corporate induction workshop is continually reviewed (after every workshop) to reflect the corporate values, strategic objectives and the needs of the organisation. Recently a more comprehensive review has taken place with arrangements to reduce the length of the workshop to 1 day. Alternative arrangements are in place for the activities that have been removed from the agenda.

Essential learning programmes for all officers have been updated. An abbreviated programme of essential learning has been outlined for officers who work for less than 6 months.

An updated induction checklist has been prepared to include an option for existing officers and managers who change roles. Options to exploit the learning management system to assist managers' monitoring of induction processes are underway. For example a programme of e-learning on key policies has been developed to ensure officers are updated on them and to provide a record of the learning.

Objective	Actions & Measures of Success	Target Date	Update Notes	Status
<p>1. To demonstrate our commitment to equalities and social inclusion. To aim to attract and retain a diverse workforce</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Consider and adopt where appropriate positive action</li> <li>▪ Undertake training and promotional activities</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved diversity in workforce</li> <li>▪ Improved awareness by managers and staff</li> <li>▪ Improved staff survey results</li> </ul>	<p>Ongoing 2008 -20011</p>	<p>Continual work is underway An e-learning programme on equalities and diversity continues to be implemented across the council. An ongoing programme of disability awareness workshops is also being implemented for target groups. Reaccredited with our positive about employing disabled people Disability 'two ticks' status. Entered a Local Employment Partnership with Job Centre Plus to support those on long term benefits return to work. Equality Impact Assessments being completed on Recruitment processes including advertising and Retention issues analysed to identify actions related to Equalities. E-learning on equality impact assessments has been proposed and is currently being previewed.</p>	<p>Green</p>



<p>3. To continually improve the Council's recruitment policies and processes and implement an effective move to online recruitment</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Develop a user friendly on line recruitment section on our website, which will increase number of applicants</li> <li>▪ Implement recruitment module of HRPS to automate recruitment process, which will increase effectiveness of the process</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved quality of applicants for posts</li> <li>▪ Reduced turnover</li> <li>▪ Consistent compliance with changing legislation</li> <li>▪ Improved diversity within the workforce</li> </ul>	<p>2009 -10 2009 -10</p>	<p>Temporary Agency Framework Agreement extended to 31<sup>st</sup> March 2009. Tender for new Agreement to be issued summer 2009.</p> <p>Online recruitment module is currently being configured and tested in the test system for launch Autumn 2009. As well as making the process more user friendly for applicants, it will also enable more efficient production of HR correspondence for the recruitment process</p> <p>Regular reviews of policies and processes taking place via policy review process and / or EIA process.</p> <p>Options for assessment centres and executive assessment have been investigated.</p>	<p>Green</p>
<p>4. To communicate the Council's Secondment policy and promote the use of the interchange scheme to support succession planning</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Provide information about the secondment policy and interchange scheme via a range of communications methods</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Reduced turnover due to career progression prospects.</li> </ul>		<p>There is an Intranet page on Interchange which includes links to the website. Various communications have been prepared including presentations to SMG and regular update bulletins on the opportunities available through Interchange. Details of the Secondment policy are also available via the Intranet and are updated weekly.</p>	<p>Green</p>



<p>5. To outline a corporate strategy for succession planning in alignment with other HR interventions</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Outline a draft strategy and action plans in alignment with other people strategy aims</li> <li>▪ Consult with senior managers regarding arrangements for implementation</li> <li>▪ Implement strategy</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Ability to fill vacancies more quickly</li> <li>▪ Ability to anticipate seasonal needs</li> <li>▪ Manage high turnover posts</li> </ul>	<p>2008</p> <p>2008</p> <p>2008 - 2011</p>	<p>A strategy was outlined in 2007. Regular consultation with senior managers takes place in relation to the various activities arranged.</p> <p>As outlined in previous sections, various activities have been arranged to support this.</p>	<p>Green</p>
<p>6. To maintain focus on our current and future workforce needs.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ To maintain the procedure for agreeing structure changes through the organisational Development team and the Head of Service Group.</li> <li>▪ To maintain between Finance and HR a robust establishment list ensuring structure changes are captured.</li> <li>▪ To continue to operate the vacancy control process.</li> <li>▪ To ensure that structure changes are carried forward to organisation structure charts.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Ability to fill vacancies more quickly</li> <li>▪ Ability to anticipate seasonal needs</li> <li>▪ Manage high turnover posts</li> </ul>	<p>Ongoing 2008 -2011</p>	<p>Continual work is underway</p> <p>Recent improvements have been made to the vacancy approval process to make it more robust in the current economic climate.</p>	<p>Green</p>

<p>7. To manage the Councils improved retirement recognition practice and promote the flexible retirement policy to maximise employment opportunities for employees and recognise their contribution.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Build in to leavers process</li> <li>▪ Managers to target employees earlier on HR prompt</li> <li>▪ Promote the benefit – to managers and employees</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Maintained low levels of turnover</li> <li>▪ Improved Succession planning</li> </ul>	<p>Ongoing 2008 - 2011</p>	<p>Flexible Retirement Policy promoted in July 2008 through Team talk, reviewed and re-launched in 2009 as Working Beyond age 65. HR Surgeries and HR attendance at Senior Managers meetings have also created opportunities to promote the schemes to employees and managers</p>	<p>Green</p>
<p>8. To consider innovative ways of recruiting and retaining key skills</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Consider measures such as golden handcuffs, repayment of course fees from previous employers</li> <li>▪ build links with universities/colleges who run courses in shortage skills areas</li> <li>▪ Consider apprenticeships and graduate recruitment</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Reduced turnover</li> <li>▪ Increased average length of employment</li> </ul>	<p>2008  2008 onwards 2009</p>	<p>Work underway on potential apprenticeship places work experience &amp; Recruitment fairs ongoing. Career development interviews arranged in March 08 and April 2009. Further career development activities are being arranged.</p>	<p>Green</p>

Objective	Actions & Measures of Success	Target Date	Update Notes	Status
<p>1. Achieve increased employee satisfaction and efficiency through the councils benefits package and non-financial rewards</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Promote training and development opportunities, benefits package and work life balance policies</li> <li>▪ Introduce Reward statements</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved productivity through motivation</li> <li>▪ Lower turnover</li> <li>▪ Lower absenteeism</li> <li>▪ Improved staff satisfaction as measured through the survey</li> </ul>	<p>Spring 2008 &amp; ongoing</p> <p>2009</p>	<p>Continual work is underway, benefits day took place December 2008. Regular free Spinal Checks introduced from December 2008. Kaarp Rewards Scheme offers updated monthly on intranet.</p> <p>As previously mentioned, mobile open learning is designed to provide learning and development advice and support across the various offices in the council. Reward statements put back to 2010/11 due to payroll resources</p>	<p>Green</p>
<p>2. To continually improve the physical working environment for all employees.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Flexibility-Works ongoing roll out of home-working to maximise office space efficiencies and savings and improve work life balance for staff.</li> <li>▪ Council sources new building or Council refurbishes and improves existing building/s</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved staff satisfaction as measured through the survey</li> <li>▪ Improved recruitment , retention and employee satisfaction</li> </ul>	<p>Ongoing 2008 - 2011</p>	<p>Continual work is underway</p>	<p>Green</p>

<p>3. To further develop the appraisal system and consider the merits of a Performance Related Pay system.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Maintain the new scoring system for the performance element of appraisals</li> <li>▪ Continue to implement 06/07 appraisal action plan</li> <li>▪ Consider the merits of introducing incremental progression linked to performance and competencies and Produce discussion paper/report with recommendations</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Completed action plan and returned appraisal targets met</li> </ul>	<p>2008</p> <p>2008</p> <p>Autumn 2008</p>	<p>The merits of performance related pay was discussed by the HR Strategic Forum (Sept 08). It was agreed that PRP would not proceed . Implementation of the 06/07 appraisal action plan is continuing.</p> <p>2 pilots for the online appraisal process have now been successfully completed and reviewed. An overall review of the appraisal process, including quality is now being done.</p>	<p>Green</p>
<p>4. To plan and conduct rolling Equal Pay audits to ensure that the Council's pay and reward structure achieves fairness and consistency</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Collect audit Data</li> <li>▪ Analyse Data</li> <li>▪ Review data with Volunteers from SCF</li> <li>▪ Identify any issues and draft an action plan</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved employee satisfaction</li> </ul>	<p>2009 &amp; 2011</p>	<p>Audit carried out in 2007 and another will be done in 2009. Equal pay review group set up and first meeting took place End Sept 2009. Analysis has begun.</p>	<p>Green</p>
<p>5. To continue to explore flexible benefits options to meet individual needs and attract and retain the right people</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ To build on the flexible benefits schemes of computers for work and bikes for work by looking at other flexible benefit options.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ recruitment, retention and employee satisfaction</li> <li>▪ Improved staff satisfaction as measured through the survey</li> </ul>	<p>2008 &amp; 2009 onwards</p>	<p>Project work underway to consider introduction of a Salary sacrifice Childcare Voucher scheme that can be used for all children up to age 16</p> <p>This project is to be delayed to 2010</p>	<p>Amber</p>

Objective	Actions & Measures of Success	Target Date		
<p>1. Ensure HR Policies &amp; Procedures and the Employee Handbook remain up to date and are improved as necessary.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Ensure current policies are reviewed within the dates given in each policy</li> <li>▪ Add new policies as required by changes in law or project work.</li> <li>▪ Update Employee Handbook with changes</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Updated, legally compliant, fit for purpose policies and handbook</li> </ul>	<p>2008-2011 Immediate &amp; Ongoing</p>	<p>Benefits booklet being improved. Policy review process improved and including Equality Impact Assessments. Monthly policy review process and ad hoc capture of improvements identified through policy use. Policy review spreadsheet maintained up to date, bi monthly Union policy meetings taking place. Policy comments spread sheet maintained and updated monthly and all comments considered and responded to. Work is Continued and Ongoing The learning &amp; Development, Appraisals, Induction and mentoring and coaching policies have all been updated. The Professional &amp; Vocational policies are currently being updated. A learning and development budgets policy is currently being developed.</p>	<p>Green</p>

<p>2. Work with our Occupational Health providers and Employee Assistance providers provide effective OH and EAP services.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Maintain the good working relationship with OH</li> <li>▪ Hold 3 health promotion events per annum</li> <li>▪ Get quarterly performance reports and hold twice yearly performance reviews</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Decreased number of long term sick employees and average length of long term absence.</li> </ul>	<p>Contract renewal Winter to Spring 2008 Quarterly Bi - annually</p>	<p>EAP contract has been extended from 1<sup>st</sup> August 2009 until a new contract is in place via Herts CC in partnership with some District councils, with potential cost saving as a benefit.</p> <p>OH Contract to be renewed w.e.f. 1.1.2011</p>	<p>Green</p>
<p>3. Monitoring &amp; managing the employee/manager access element of the new HR/Payroll system</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Implement the employee access element of the system</li> <li>▪ Implement the on-line recruitment element of the system</li> <li>▪ Consider extending to areas not currently covered</li> <li>▪ Consider attracting new business by running the payroll for other organisations</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved HR management, on-line applications, simplified paperwork for managers better quality information available</li> <li>▪ Improved efficiencies within the HR department</li> </ul>	<p>Spring 2008 onwards</p> <p>2009</p> <p>2009</p> <p>2009 - 2011</p>	<p>Employee &amp; Manager Access implemented on time April 2008.</p> <p>On-line recruitment for internal applicants implemented Dec 09. not yet launched to external applicants due to a formatting problem.</p> <p>The HR payroll system was reviewed as part of the 2008/2009 and 2009/10 Payroll Audits which achieved a 'substantial' level of assurance.</p>	<p>Green</p>
<p>4. Provide an effective payroll service including production of management information from the HR/ Payroll System</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Running of an efficient and accurate payroll</li> <li>▪ Provision of reports and information for surveys and reports.</li> <li>▪ Year end procedures, P11D, pension and redundancy advice etc</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Staff paid accurately and on time</li> </ul>	<p>2008-2011 Immediate &amp; Ongoing</p>	<p>Continual work is underway Business continuity arrangements improved and tested on live payroll in July 2009. A training programme has been developed to ensure these are maintained. Various options for the future of the payroll service are being investigated.</p>	<p>Green</p>

<p>5. Support the effective management of sick absence</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Advice on Attendance Procedure and Long Term sick leave.</li> <li>▪ Case conference</li> <li>▪ OH referrals</li> <li>▪ Provision of data</li> <li>▪ Training and coaching managers</li> <li>▪ Explore a cost benefits of a service where staff phone in sick speak to a qualified nurse.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Improved absence levels</li> </ul>	<p>2008-2011 Immediate &amp; Ongoing</p>	<p>We are close to achieving our BV12 target of 9 days. At the end of January we had lost 7.33 days. In February and March 2009 we lost 1.83 days. We have contacted Heads of Service to explain that this target is within reach and asked that they do what they can to reduce absence levels over the last weeks of 2009/10.</p>	<p>Green</p>
<p>6. Maintain an effective Job Evaluation system to support the councils single status position.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Maintain a pool of trained and experienced Hay Job evaluators</li> <li>▪ Hold quarterly JE evaluator meetings</li> <li>▪ Provide monthly JE panels as determined by needs.</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Monthly panels offered</li> <li>▪ Prevention of equal pay claims</li> <li>▪ Staff Satisfaction with basic pay as measured through the Staff Satisfaction Survey</li> </ul>	<p>2008-2011 Immediate &amp; Ongoing</p>	<p>Top up training for Job new hay evaluators was implemented in Sep 08, in partnership with several other councils in the region.</p> <p>Changes are being made to the Council's Person Specification template to ensure it supports the JE process effectively.</p>	<p>Green</p>
<p>7. Maintain an effective NHDC Temporary staff register to Provide people with effective temporary staff cover.</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Recruit test and check people making temporary register applications</li> <li>▪ Assist managers in finding suitable staff to cover short term vacancies</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Customer satisfaction measured through 3C's and Govt Connect</li> </ul>	<p>2008-2011 Immediate &amp; Ongoing</p>	<p>Use of Temporary Workers Policy establishes the principle that directly employed temporaries should be used rather than agency temps. Continual work is underway</p> <p>Regular testing sessions now take place to ensure applicants skills are appropriately tested before they are added to the register and considered for</p>	<p>Green</p>

			work. Feedback is requested from Managers at the conclusion of every temporary assignment.	
8. Provide a Learning and Development service	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Provide strategic direction for learning and development at the Council</li> <li>▪ Develop and maintain the learning and development infra-structure i.e. systems and processes</li> <li>▪ Manage and co-ordinate corporate learning and development activities and resources</li> <li>▪ Act as internal consultants for technical and professional activities</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ The learning and development needs of all employees and all learning styles are provided for</li> <li>▪ Retention of liP accreditation</li> <li>▪ Feedback through evaluation and post briefing forms</li> </ul> <p>Feedback through staff survey</p>	2008 – 2011 Immediate and ongoing	Continual work is underway	Green
9. Provide Managers and staff with professional HR advice and guidance.	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Provide strategic HR direction to support the corporate plan and service plans</li> <li>▪ Develop and maintain the councils policies, procedures and staff handbooks</li> <li>▪ Manage and co-ordinate an effective HR support service</li> <li>▪ Coach managers in application of policy and people management skills</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Feedback from staff, members and managers</li> <li>▪ Feedback from adhoc satisfaction questionnaires</li> <li>▪ Feedback through staff survey</li> <li>▪ Delivery of the People strategy that incorporates the Councils workforce Development plan</li> </ul>	2008 – 2011 Immediate and ongoing	<p>Continual work is underway</p> <p>HR Surgeries have been introduced for staff and managers. Regular supported open learning sessions and mobile open learning sessions are held for both officers and members.</p> <p>HR Advisors regularly attend Service Area Senior Managers Meetings.</p> <p>Policy review process is continual and ongoing.</p>	Green



<p>10. Manage the move to electronic document imaging for HR files and records &amp; implement the Councils Information Retention Policy</p>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Work with the councils Service @north-herts programme manager to agree the effective roll out of document imaging in HR.</li> <li>▪ Implement and communicate the endorsed information and retention policy</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>▪ Easily accessed employee records retained within agreed time frames</li> </ul>	<p>Autumn 2008 – Spring 2009</p>	<p>Currently planning final dates for HR will be updated to document imaging, next in line for roll out.</p> <p>Project scope being developed and HR involved in this.</p>	<p>Green</p>
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## APPENDIX B

Turnover	
2001/2	23.90%
2002/3	18.80%
2003/4	18.40%
2004/5	16.20%
2005/6	14.20%
2006/7	12.50%
2007/8	12.72%
2008/9	8.57%
2009/10	7.55 days (April – January 2009/10)

Appraisals		
Date	% Received at Target Date	Final Position
30 June 2005	29.73%	92.23% by 31/3/06
30 June 2006	36.12%	100% by 30/11/06
31 July 2007	99.18%	100% by 31/07/07
31 July 2008	100%	100% by 31/07/08
31 July 2009	99.5%	

### Absence

#### BVPI – BV12

- 2008/9 10.25 days down 0.10 days on 2007/8
- Target set for 2009/10 - 9 days

#### BV12 Commentary

BV12 is a performance measure of two parts, BV12a and BV12b, long and short term absence. We have been performing well over recent months and have significantly reduced LT absence, BV 12 has moved into a green status. At end of February we are at 8.10 days. If we achieve the same absences levels as last year in March we would outturn the year at 9.15 days a fraction over target. If we can keep absence levels down to those achieved in January and February 2010 we will achieve our 9 day target. Heads of service are aware that they need to make every effort managing absence during these last weeks.

### Absence 2009

