

TITLE OF REPORT: PEOPLE STRATEGY 2008-2011 – UPDATE**REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER****1. INTRODUCTION**

- 1.1 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 into its 3rd Year 2010/11 and will be updated and refreshed from April 2011.

4. PEOPLE STRATEGY UPDATE

- 4.1 Over the last quarter we have continued to have pressures on payroll. We are awaiting the details of the Shared Managed Services Contract to consider the future for our payroll service. The HR Services Manager who manages payroll is due to commence maternity leave in February and is focusing on the present cover of payroll, plans for cover from February onwards and options for the longer term future of payroll. This is one of two HR staff that will be commencing Maternity leave shortly. The programme of organisational change in the months ahead is also going to have a significant draw on HR resources.

Despite our continued resourcing problems there have been some positive achievements during this period which include:-

- Payroll has continued to be run despite the Payroll Administrator being absent at key times due to long term sickness. Business Continuity Planning was triggered and as well as some temporary agency cover, other members of the HR team have stepped in to fulfil this vital role.
- A significant contribution to the Office Accommodation project is being provided by HR. Currently we have a large demand on HR time in processing the HW application forms.
- Various projects are in progress to help us improve our service, cope with the decreased capacity and to help prepare the organisation for any outsourcing arrangements. This includes an HR helpline and improvements to our information infrastructure.

- It was a huge job to prepare all the HR files for document imaging, the files have all now been scanned and the team are carrying out checks to ensure that files are correct before the original are destroyed.
- In response to the outcomes from the last staff survey, we have expanded the range of career development activities available. These have been designed to help officers develop their careers in the current environment, with less traditional opportunities available and to help manage their expectations. During September, we ran several workshops on creative career development, with very positive feedback. We had a career fair in October, which included a programme of in-house speakers and various displays and representatives from Human Resources, Herts Careers Service and North Herts College. We have also arranged 2 sessions of 1:1 career development interviews.
- Based on feedback from Managers, we designed and implemented a new workshop on 'Managing in an Uncertain Environment'. The 2 initial workshops were very well attended and feedback has been that they have been very helpful.
- After a gap of two years a successful Benefits Day took place in early November. Indian head and back massages proved a popular draw together with a chance for a free spinal check. Other exhibitors included wholesale discount retailer Costco, E H Crouch Funeral Directors, Unison and PPC, NHDC's employee assistance programme provider. Regrettably a few organisations had to pull out of the day at short notice but will be arranging to visit the Council on other occasions to promote their services. The Day was received by staff as an excellent opportunity to gain practical help to stay healthy and take advantages of discounts and offers from local companies. This will be reinforced by other means of promotion over the next few months.
- A further programme of succession activities has now commenced. This includes 2 ILM Level 5 Certificates in Management, 2 ILM Level 3 Awards in First Line Management and 3 officers will be completing the Aspiring future Public Sectors Leaders Programme. Officers must successfully complete an internal application process before they can be enrolled on any of these accredited programmes.
- To support the delivery of more in-house training delivery, 4 officers are currently completing the ILM 5 in Mentoring and Coaching in Management.
- Following the very positive attendance and feedback from the 'Working in a Political Environment' workshop, we are currently planning some further complimentary activities in this area e.g. mock committee meetings for officers.
- A new retirement workshop has been developed in partnership with Stevenage BC and Dacorum BC and is being piloted in November 2010.
- A workshop on the Hay Job Evaluation methodology has been arranged, with 10 participants from across the service areas, as well as from other councils. This is designed to ensure that the job evaluation process is represented across the council. It has also provided us with an excellent opportunity to optimise some of the skills developed through recent accredited learning activities, such as the ILM programmes.

4.2 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 The terms of reference for the Joint Staff Consultative Committee include to be the corporate interface with employees on major human resource issues and to be the strategic HR Forum for NHDC Members.

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 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.

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APPENDIX A

Aim/Objective	Actions & Measures of Success	Target Date	Update Notes	Status
1. Continual work to Improve employee communication	<p>Actions</p> <ul style="list-style-type: none"> ▪ Continue use of the Staff Consultation Forum ▪ Continue use of the OD Bulletin ▪ Consider other options through Communications group and adopt as appropriate <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ An effective intranet site ▪ Improved employee awareness of the organisation as demonstrated through the Staff Satisfaction Survey ▪ Current communication formats have been improved as required 	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>Actions</p> <p>Research options to assess feasibility to include:-</p> <ul style="list-style-type: none"> ▪ Flexibility works ▪ Bikes for work ▪ Car sharing ▪ Walk to work initiatives ▪ Ongoing support of the Councils Green Group <p>Measures of Success</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 the possibility of a bikes for work scheme has been carried out. The project has been delayed due to other priorities – take up when last offered was extremely low.</p>	Green

<p>3. Support the council in an ongoing move to explore partnership working opportunities.</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Look for partnership opportunities for HR services and benefits i.e. training and development. ▪ Provide recruitment pay and benefits advice for shared services and partnership working arrangements <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Effective use of resources through partnership working ▪ Growing numbers of partnership working arrangements and shared services/resources in place 	<p>Spring 2008 and ongoing</p>	<p>Partnership training events arranged and Employee assistance programme offered in partnership with HCC</p> <p>Continuously exploring other possibilities for partnership working through the HR Partnership Group and the Herts Learning and Development Officers Group. The Pathfinder customers services workshops commencing from Autumn 2009 continue to be very successful and have provided useful learning to assist with the arrangements for future activities.</p> <p>We have expressed our interest in a tender arrangement for a 3rd party to provide training interventions. The proposed arrangement is for districts to opt in on an ad hoc basis when there are benefits.</p> <p>Reciprocal web links advertising with other LA's in place. Names on pathfinder shared managed service Contact for outsourced service options from 2011. including provision of OH services.</p>	<p>Green</p>
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<p>4. Ensure departmental and corporate action plans are produced from the 2007 Staff survey Conduct another Staff Survey in 2009/10</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Review results of 2007 survey and update service and corporate action plans ▪ Conduct a staff satisfaction survey in 2009 and 2011 <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Staff Survey conducted ▪ Action plans produced, completed and communicated 	<p>Spring 2008 Winter 2009 & 2011</p>	<p>2010 survey results shared with staff May 2010 and action plans in place.</p>	<p>Green</p>
<p>5. Support the Flexibility Works project with ongoing HR involvement and HR input to the effective roll out of home-working</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Assess requests for adhoc home-working ▪ Ensure that permanent and partial home-workers moves are administrated correctly. ▪ Ensure that training for managers is available ▪ Project Management <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Increasing Numbers of staff working from home ▪ Reductions in office accommodation requirement 	<p>Spring 2008 and ongoing 2010</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. A considerable amount of work is being carried out to progress the office accommodation project.</p>	<p>Green</p>
<p>6. Take a key role in the HoSG meetings arranging development as necessary to support effective working of the group</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Preparation for and attendance at meetings and any away days or facilitated meetings ▪ Collation of restructure reports <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Effective monthly Head of ▪ Service meetings supporting Leadership development 	<p>Spring 2008 and ongoing 2010</p>	<p>Continual work is underway HoSG now expanded to EMT</p>	<p>Green</p>
<p>7. Provide strategic HR input to the OD team and to delivery of the OD Strategy</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Preparation for and attendance at meetings ▪ Project work against OD project plan ▪ Providing Strategic HR input ▪ Production of OD bulletins ▪ Collation of restructure reports 		<p>Continual work is underway</p>	<p>Green</p>

	<p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Effective timely Delivery of OD strategy actions 			
8. Maintain IIP accreditation at the next review	<p>Actions</p> <ul style="list-style-type: none"> ▪ Complete the IIP Action Plan formed after the 2006 review ▪ Prepare organisation for re-assessment <p>Measures of Success</p> <p>Successful re-accreditation</p>	2008 & 2011	Successfully reaccredited in June 2008. Action plan prepared based on outcomes. Progress recently reviewed at CMT.(June 2010). Most actions progressing well, although some are suspended pending the implications of the central government service review and proposed changes to the business planning process.	Green

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>Actions</p> <ul style="list-style-type: none"> ▪ Arrange and implement a programme of learning and development activities ▪ Arrange and implement the Leadership Diagnostic Tool for SMG. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved Leadership skills demonstrated through Staff Satisfaction Survey 	<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. Other activities in Autumn 2010 include Managing in an Uncertain Environment workshop and further officers enrolled on the Solace AFPSL programme and various ILM programmes.</p>	<p>Green</p>
<p>2. To provide an ongoing programme of development opportunities for Members</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ To design effective development programmes which are linked to management development where appropriate ▪ Advise members of external interventions and development opportunities <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Successful member and officer interaction ▪ Members owning their development plans and actively seeking development opportunities 	<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</p>	<p>Green</p>

			<p>and as requested.</p> <p>All new members are contacted and provided with a folder of information, including how 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.</p> <p>A programme of essential information has been developed for both new and existing members.</p> <p>A questionnaire was sent to all members in May 2010. Various activities have been arranged for Autumn 2010 in response to the information from the completed questionnaires.</p>	
<p>3. Continue to build on Leadership Development with ongoing roll out of the Leadership Diagnostic Tool.</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Link development solutions to the feedback received. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ LDT feedback providing valuable feedback to those involved. ▪ Improved management skills demonstrated through Staff Satisfaction Survey 	<p>Spring 2008- and annually</p>	<p>2009 rollout of the LDT completed.</p>	<p>Green</p>

Objective	Actions & Measures of Success	Target Date	Update Notes	Status
<p>4. Continue to provide an effective management development service as part of the succession planning Strategy for NHDC</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ First Line Management (FLM) Programme ▪ Senior Management Programme ▪ Ongoing Leadership Development for the Corporate Management Team ▪ Identify delegates both with managers and through appraisal and succession planning processes <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Leaders at all levels can demonstrate the appropriate skills ▪ The development strategy supports the succession planning process. 	<p>Ongoing 2008 - 2011</p>	<p>The ILM 3 Certificate in First Line Managers' programme finished in December 09 and 11 delegates were presented with their certificates in June 2010. 5 officers passed the ILM 5 Certificate in Management and were presented with their certificates in Sept 2010. 7senior officers have completed the Solace Aspiring Future Public Sector Leaders (AFPSL) programme in April 2009. A further 3 senior officers completed this is in April 2010. This has now also been converted into an ILM recognised programme, equivalent to level 7 (i.e. post graduate)</p> <p>Various accredited programmes have been developed for autumn 2010 including:</p> <ul style="list-style-type: none"> • ILM 3 in First Line Management • ILM 5 in Management • Aspiring Future Public Sector Leaders Programme. <p>We have a comprehensive programme of career development activities that includes:</p>	<p>Green</p>

			1:1 career development interviews Career development fair Oct 2010 Creative Career Development workshops 1:1 internal coaching	
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>Actions</p> <ul style="list-style-type: none"> ▪ To advertise, promote and rate all learning opportunities offered across the organisation ▪ To ensure the development of a range of training solutions supports and links into the competency framework <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ The needs of all employees and all learning styles are provided for ▪ Retention of liP accreditation 	<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.</p> <p>Regular supported open learning sessions are run in DCO, including evening sessions for members. There are now also regular mobile open learning sessions.</p> <p>Career development interviews are offered to all staff. Further career development activities are planned.</p> <p>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>To enhance the level of in-house learning and development activities, several additional officers have completed train the trainer programmes and 4 officers are currently completing the ILM 5 in Mentoring and Coaching in Management.</p>	<p>Green</p>
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<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>Actions</p> <ul style="list-style-type: none"> ▪ Consider the benefits and suitability of the skills pledge initiative in relation to the type of work that makes up the Councils core workforce. ▪ Produce a formal and public statement to NHDC employees to deliver the Pledge ▪ Identify NHDC's skills needs and training priorities (i.e. skills audit) ▪ 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 ▪ Produce a formal and public commitment to the Skills Pledge and a progress summary against the Action Plan <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Staff supported in gaining and improving skills up to level 2, with satisfaction measured through the staff satisfaction survey 	<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. We have also arranged 2 programmes on 'communications at work' i.e. literacy and numeracy.</p>	<p>Green</p>
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<p>3. To continue to assess and audit the skills of the workforce</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Updating appraisal process and competency framework ▪ Meet with key officers ▪ Skills pledge programme ▪ Implementation of succession planning strategy <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ A continually improved and targeted learning and development programme 	<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>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>JSCC (15.12.10)</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Utilise e-learning to support induction processes, where appropriate ▪ Incorporate managers' responsibilities for induction processes into the competency framework ▪ Ongoing review of induction content <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ New officers are provided with essential information 	<p>Several e-learning solutions are now part of the induction programme.</p> <p>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.</p> <p>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.</p> <p>An updated induction checklist has been prepared to include an option for existing officers and managers who change roles.</p> <p>Options to exploit the learning management system to assist managers' monitoring of induction processes are underway.</p> <p>A page for new employees has recently been developed on the Intranet May 2010.</p>	<p>Green</p>
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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>Actions</p> <ul style="list-style-type: none"> ▪ Consider and adopt where appropriate positive action ▪ Undertake training and promotional activities <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved diversity in workforce ▪ Improved awareness by managers and staff ▪ Improved staff survey results 	<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>2. To promote the image of NHDC as an employer who has an attractive benefits package and also values and encourages work-life balance</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Promote work life balance policies throughout the recruitment process ▪ Conduct promotion of work life balance policies to all employees ▪ Pilot a scheme to extend eligibility to apply for flexible working <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Increased use of the flexible working policies available <p>Increased staff satisfaction as measured through the staff survey</p>	<p>Ongoing 2008 -2011</p> <p>2009</p>	<p>Continual work is underway Healthy lifestyle day in June 2010</p> <p>A well attended Healthy Lifestyle Day held in September and popular spinal check sessions in October. More Healthy Lifestyle Days planned for 2011 as part of the new OH provision.</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>Actions</p> <ul style="list-style-type: none"> ▪ Develop a user friendly on line recruitment section on our website, which will increase number of applicants ▪ Implement recruitment module of HRPS to automate recruitment process, which will increase effectiveness of the process <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved quality of applicants for posts ▪ Reduced turnover ▪ Consistent compliance with changing legislation ▪ Improved diversity within the workforce 	<p>2009 -10 2009 -10</p>	<p>Preferred Supplier Agreement to commenced July 2010. On-line recruitment continues to run successfully for internal applicants but has still not been launched to external applicants due to a formatting problem with the system that will have an impact on the short listing process. So far efforts to resolve this have not met with success and a meeting with Midland is being arranged to discuss the problem. As a result, a date to launch this has not yet been set. Regular reviews of policies and processes taking place via policy review process and / or EIA process. Options for assessment centres and executive assessment are in use.</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>Actions</p> <ul style="list-style-type: none"> ▪ Provide information about the secondment policy and interchange scheme via a range of communications methods <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Reduced turnover due to career progression prospects. 		<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>Actions</p> <ul style="list-style-type: none"> ▪ Outline a draft strategy and action plans in alignment with other people strategy aims ▪ Consult with senior managers regarding arrangements for implementation ▪ Implement strategy <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Ability to fill vacancies more quickly ▪ Ability to anticipate seasonal needs ▪ Manage high turnover posts 	<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>Actions</p> <ul style="list-style-type: none"> ▪ To maintain a procedure for agreeing structure changes through the organisational Development team and the Head of Service Group. ▪ To maintain between Finance and HR a robust establishment list ensuring structure changes are captured. ▪ To continue to operate the vacancy control process. ▪ To ensure that structure changes are carried forward to organisation structure charts. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Ability to fill vacancies more quickly ▪ Ability to anticipate seasonal needs ▪ Manage high turnover posts 	<p>Ongoing 2008 -2011</p>	<p>Continual work is underway Recent improvements have been made to the vacancy approval process to make it more robust in the current economic climate. Processes for changes to structure and minor changes refreshed.</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>Actions</p> <ul style="list-style-type: none"> ▪ Build in to leavers process ▪ Managers to target employees earlier on HR prompt ▪ Promote the benefit – to managers and employees <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Maintained low levels of turnover ▪ Improved Succession planning 	<p>Ongoing 2008 - 2011</p>	<p>Working Beyond 65 Policy re-launched in 2009.. HR Surgeries and HR attendance at Senior Managers meetings have also created opportunities to promote the schemes to employees and managers. A new retirement workshop has been developed in partnership with Stevenage BC and Dacorum BC and is being piloted in November 2010.</p>	<p>Green</p>

<p>8. To consider innovative ways of recruiting and retaining key skills</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Consider measures such as golden handcuffs, repayment of course fees from previous employers ▪ build links with universities/colleges who run courses in shortage skills areas ▪ Consider apprenticeships and graduate recruitment <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Reduced turnover ▪ Increased average length of employment 	<p>2008</p> <p>2008 onwards</p> <p>2009</p>	<p>Work underway on identifying potential apprenticeship places and work experience places are routinely offered</p> <p>&</p> <p>Apprentices Recruitment Discussion at CMT May 2010 also covered at EMT and SMG. To showcase HR apprentice. Further career development activities are being arranged. Officers who have completed accredited programmes are encouraged to get involved with corporate interventions such as job evaluation, coaching, mentoring., workshop design & delivery and mediation.</p>	<p>Green</p>
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Objective	Actions & Measures of Success	Target Date	Update Notes	Status
1. Achieve increased employee satisfaction and efficiency through the councils benefits package and non-financial rewards	<p>Actions</p> <ul style="list-style-type: none"> ▪ Promote training and development opportunities, benefits package and work life balance policies ▪ Introduce Reward statements <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved productivity through motivation ▪ Lower turnover ▪ Lower absenteeism ▪ Improved staff satisfaction as measured through the survey 	Spring 2008 & ongoing 2009	<p>An on site Benefits Day in early November with some new providers attending. More promotional work planned in the coming months e.g. further on site visits from benefit providers</p> <p>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>	Green
2. To continually improve the physical working environment for all employees.	<p>Actions</p> <ul style="list-style-type: none"> ▪ Flexibility-Works ongoing roll out of home-working to maximise office space efficiencies and savings and improve work life balance for staff. ▪ Council sources new building or Council refurbishes and improves existing building/s <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved staff satisfaction as measured through the survey ▪ Improved recruitment , retention and employee satisfaction 	Ongoing 2008 – 2011 2010/11	<p>Continual work is underway</p> <p>Office Accommodation Project underway to move staff to DCO rationalising shard desk space opportunities for home and mobile workers and part time and job share workers.</p>	Green
3. To further develop the appraisal system and consider the	<p>Actions</p> <ul style="list-style-type: none"> ▪ Maintain the new scoring system for the 	2008 and	The merits of performance	Green

merits of a Performance Related Pay system.	<p>performance element of appraisals</p> <ul style="list-style-type: none"> ▪ Continue to implement 06/07 appraisal action plan ▪ Consider the merits of introducing incremental progression linked to performance and competencies and Produce discussion paper/report with recommendations <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Completed action plan and returned appraisal targets met 	ongoing Autumn 2008	<p>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 has been done.</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>Actions</p> <ul style="list-style-type: none"> ▪ Collect audit Data ▪ Analyse Data ▪ Review data with Volunteers from SCF ▪ Identify any issues and draft an action plan <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved employee satisfaction 	2009 & 20011	All staff with incomplete equalities data contacted and asked to provide missing information. Analysis of data now being undertaken at Service level to determine further work to be initiated	Green
5. To continue to explore flexible benefits options to meet individual needs and attract and retain the right people	<p>Actions</p> <ul style="list-style-type: none"> ▪ To build on the flexible benefits schemes of computers for work and bikes for work by looking at other flexible benefit options. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ recruitment, retention and employee satisfaction Improved staff satisfaction as measured through the survey 	2008 & 2009 onwards	<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 Recent case law has indicated VAT implications for employers who run such schemes. This project is to be delayed to</p>	Amber

			2010/11	
Objective	Actions & Measures of Success	Target Date		
1. Ensure HR Policies & Procedures and the Employee Handbook remain up to date and are improved as necessary.	<p>Actions</p> <ul style="list-style-type: none"> ▪ Ensure current policies are reviewed within the dates given in each policy ▪ Add new policies as required by changes in law or project work. ▪ Update Employee Handbook with changes <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Updated, legally compliant, fit for purpose policies and handbook 	2008-2011 Immediate & Ongoing	Use of Temporary Workers Policy and the Home-working Policy, together with its supporting documentation have recently been updated. Consultation is underway on the policies for Information Retention, TU Facilities and Code of Conduct. The E-mail and Internet Acceptable Use Policy and the Confidential Reporting Policy belong to areas other than HR and have been sent to IT and Legal respectively for updating.	Green
2. Work with our Occupational Health providers and Employee Assistance providers provide effective OH and EAP services.	<p>Actions</p> <ul style="list-style-type: none"> ▪ Maintain the good working relationship with OH ▪ Hold 3 health promotion events per annum ▪ Get quarterly performance reports and hold twice yearly performance reviews <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Decreased number of long term sick employees and average length of long term absence. 	Contract renewal Winter to Spring 2008 Quarterly Bi - annually	EAP contract in place with Herts CC in partnership delivering cost savings. OH Contract to be renewed w.e.f. 1.1.2011 Opportunities for partnership working in Herts being explored.	Green
3. Monitoring & managing the employee/manager access element of the new HR/Payroll system	<p>Actions</p> <ul style="list-style-type: none"> ▪ Implement the employee access element of the system ▪ Implement the on-line recruitment element of the system ▪ Consider extending to areas not currently covered ▪ Consider attracting new business by running the payroll for other organisations ▪ 	Spring 2008 onwards 2009 2009 2009 - 2011	Employee & Manager Access implemented on time April 2008. On-line recruitment for internal applicants implemented Dec 09. not yet launched to external applicants due to a formatting	Green

	<p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved HR management, on-line applications, simplified paperwork for managers better quality information available ▪ Improved efficiencies within the HR department 		<p>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>	
4. Provide an effective payroll service including production of management information from the HR/ Payroll System	<p>Actions</p> <ul style="list-style-type: none"> ▪ Running of an efficient and accurate payroll ▪ Provision of reports and information for surveys and reports. ▪ Year end procedures, P11D, pension and redundancy advice etc <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Staff paid accurately and on time 	2008-2011 Immediate & Ongoing	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.	Green
5. Support the effective management of sick absence	<p>Actions</p> <ul style="list-style-type: none"> ▪ Advice on Attendance Procedure and Long Term sick leave. ▪ Case conference ▪ OH referrals ▪ Provision of data ▪ Training and coaching managers ▪ Explore a cost benefits of a service where staff phone in sick speak to a qualified nurse. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Improved absence levels 	2008-2011 Immediate & Ongoing	We returned under our target of 9 days finishing 2009/10 at 8.68 days per. We did some analysis for a team talk article and found that we had lost 101 days to swine flu and 126 days to snow/ice related accidents during the year that add to this achievement. During 2009/2010 a total of 73% of staff had four or less days absence and a very healthy 42% had no absences at all.	Green

<p>6. Maintain an effective Job Evaluation system to support the councils single status position.</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Maintain a pool of trained and experienced Hay Job evaluators ▪ Hold quarterly JE evaluator meetings ▪ Provide monthly JE panels as determined by needs. <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Monthly panels offered ▪ Prevention of equal pay claims ▪ Staff Satisfaction with basic pay as measured through the Staff Satisfaction Survey 	<p>2008-2011 Immediate & 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 have been 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>Actions</p> <ul style="list-style-type: none"> ▪ Recruit test and check people making temporary register applications ▪ Assist managers in finding suitable staff to cover short term vacancies <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Customer satisfaction measured through 3C's and Govt Connect 	<p>2008-2011 Immediate & 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 work. Feedback is requested from Managers at the conclusion of every temporary assignment. Update of Temps Register undertaken June/July 2010</p>	<p>Green</p>

<p>8. Provide a Learning and Development service</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Provide strategic direction for learning and development at the Council ▪ Develop and maintain the learning and development infra-structure i.e. systems and processes ▪ Manage and co-ordinate corporate learning and development activities and resources ▪ Act as internal consultants for technical and professional activities <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ The learning and development needs of all employees and all learning styles are provided for ▪ Retention of liP accreditation ▪ Feedback through evaluation and post briefing forms <p>Feedback through staff survey</p>	<p>2008 – 2011 Immediate and ongoing</p>	<p>Continual work is underway</p>	<p>Green</p>
<p>9. Provide Managers and staff with professional HR advice and guidance.</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Provide strategic HR direction to support the corporate plan and service plans ▪ Develop and maintain the councils policies, procedures and staff handbooks ▪ Manage and co-ordinate an effective HR support service ▪ Coach managers in application of policy and people management skills <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Feedback from staff, members and managers ▪ Feedback from adhoc satisfaction questionnaires ▪ Feedback through staff survey ▪ Delivery of the People strategy that incorporates the Councils workforce Development plan 	<p>2008 – 2011 Immediate and ongoing</p>	<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>	<p>Green</p>

<p>10. Manage the move to electronic document imaging for HR files and records & implement the Councils Information Retention Policy</p>	<p>Actions</p> <ul style="list-style-type: none"> ▪ Work with the councils Service @north-herts programme manager to agree the effective roll out of document imaging in HR. ▪ Implement and communicate the endorsed information and retention policy <p>Measures of Success</p> <ul style="list-style-type: none"> ▪ Easily accessed employee records retained within agreed time frames 	<p>Autumn 2008 – Spring 2009 May 2010</p>	<p>HR Files being transferred to DMS and training for HR staff underway.</p>	<p>Green</p>
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APPENDIX B

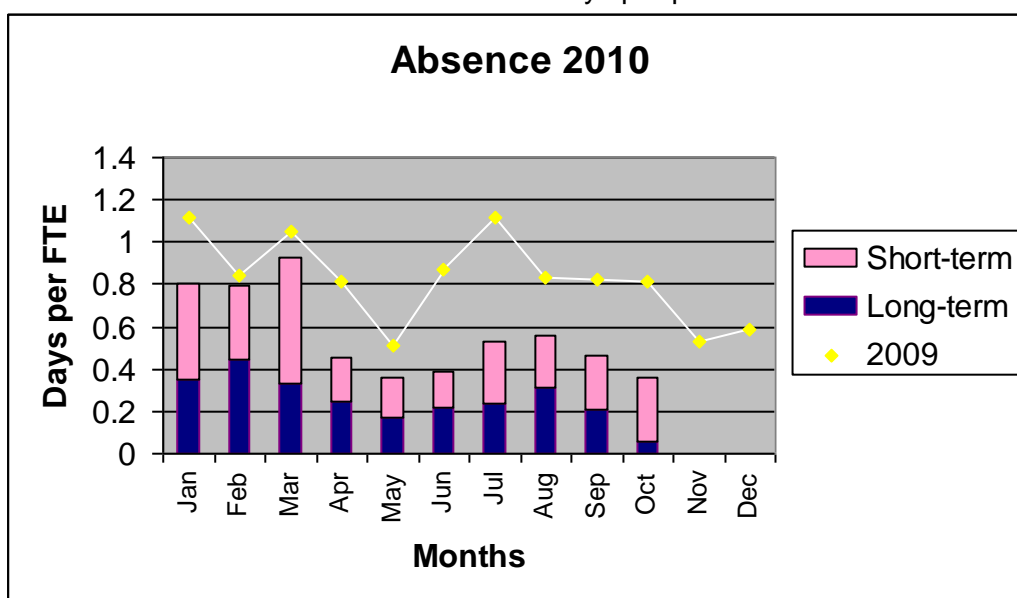
Turnover	
2001/2	23.90%
2002/3	18.80%
2003/4	18.40%
2004/5	16.20%
2005/6	14.20%
2006/7	12.50%
2007/8	12.72%
2008/9	8.57%
2009/10	10.20%

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%	
31 July 2010	98.67%	

Absence

BVPI -- BV12

- 2009/10 - 8.68 days per person, exceeding target - down by 1.57 days per person on 2008/9 and 1.67 days down on 2007/8
- Target set for 2010/11 - 9 days
- April to October absence rates are at a cumulative rate of 3.12 days per person. We had very good rates of absence over the winter months of 2009/10. If we can repeat this and we apply 2009/10 rates from November to March we can predict a final rate of absence for 2010/11 of 5.7 days per person.



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