

HR PEER REVIEW ACTION PLAN

ADDRESSING THE AREAS FOR IMPROVEMENT

Heading	Challenge	Action needed & current position	Member Lead	Strategic Lead	Operational Lead	Deadline
Leadership	To achieve buy in at Director level and Heads of level re transformation of East Herts.	<ul style="list-style-type: none"> Anne holds regular meetings re this topic. Also ½ day 'what we need from our leaders' training delivered. Senior managers need to take ownership and we need to continue to re-enforce the message of what we need to do. Re-organisation should seek to address this by ensuring that change management skills are part of selection process. Consideration should be given to the development of a forum for new managers to ensure they understand the strategic and joined up working aspects of their role. This will form part of the management development programme. 	Cllr Jackson	Anne Freimanis	All Directors and Heads of	Completed
Leadership	Bringing values to life	<ul style="list-style-type: none"> Address this through re-organisation (job specs and selection process). Ensure that values are reflected in all people management processes including the management development programme and competencies Need to ensure that old value statements are removed and new ones replace them Need to use every opportunity to 'bring our values to life' including rewards, awards and role modelling 	HR Committee Executive	HOPOS CMT and Heads of	HR Department Lois Prior All Directors and Heads of	Management development programme run .2 nd Tranche now in process. Competencies to be reviewed and relaunched March 08.

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Leadership	Communicating the vision and re-organisation	Consideration needs to be given to providing regular updates on the progress of the re-organisation via update or other forum e.g. staff conference, in addition to those already in place	Executive	Anne Freimanis	Lois Prior	Ongoing
Delivery	Improving communication channels	Ensuring staff have opportunities to raise issues with Line Manager. Review cascading communications arrangements.		Lois Prior	Lois Prior	Ongoing Staff Briefings
Leadership	Strategic OD/HR	Capacity needs to be built into the HR structure to enable the team to function at the strategic level. CMT are monitoring this issue.	HR committee	HOPOS		Measures taken to plug gaps. Review of shared service
Delivery	Resourcing levels within HR	Need to review summer 07 when department establishment fully functioning		HOPOS		Ongoing
Leadership	Performance Culture	Staff awards scheme launched. Consideration to be given to further recognition schemes. It is also important that this positive management approach is reflected in our values (see above). Our values need to be reflective of a performance culture; management development programme needs to include managing performance.	Executive	HOPOS/Lois Prior	HR & Communications teams	Review December 07
Leadership	Improving corporate working	(As for bringing values to life)		HOPOS		None specific

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Leadership	Role of members and between members and officers	We need to improve performance in this area. Cllr Jackson has delivered presentations at staff briefings re: role of leader. We require an extensive member development programme to be planned and ready for delivery ASAP post May 07 elections	Cllr Jackson	Anne Freimanis	Jeff Hughes	Completed-
Leadership	Equality and Diversity	<ul style="list-style-type: none"> • We need to improve performance in this area. • VDAG need clear direction and support to ensure that this point is addressed. • A separate action plan needs to be produced to address equality and diversity within the Council. • Equality and Diversity needs to be embedded in everything we do, we need to ensure that valuing diversity is one of our values and to equip staff to challenge inappropriate behaviour • We need a complete review of our recruitment and selection process. We need to consider diversity initiatives such as positive action statements in adverts. • Staff are currently undertaking the Grass Roots Diversity learning programme. This will be rolled out to members. • HR need to progress the monitoring data to ensure that we can track applicants through to appointment 	Executive	George Robertson	George Robertson & Shona Gray	April 08
Strategy	Reviewing and implementing HR strategy	Need to review existing strategy. Update as necessary and develop action plan for implementation, ensuring this is linked to this action plan and our workforce plan and also reflects the Local Government Workforce Strategy 07	HR Committee	HOPOS	HR team	In Progress April 08

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Strategy	Insufficient capacity for strategic HR	(see strategic HR above)				
Strategy	Inconsistent people practices	Agreement and implementation of new policies has begun. These are being supported by training programmes. HR have developed timetable of procedure review. HR staff being trained in CIPD and HR looking at ways to improve communication within team. Inconsistency will be improved by launch of management development programme. Managers need to ensure they are complying with policies and implementing these consistently.	HR Committee	HOPOS	Heads of Service and HR Officers	Forward Policy Development agreed October HR Committee
Strategy	Improving Leadership skills	Management development programme to be implemented post re-organisation. Some ad hoc activities already taking place. Management development programme will address leadership issues.	HR Committee	CMT	Helen Farrell	1 st Programme run 2 nd Tranche now taking place
Strategy	Dealing with staff concerns re reorganisation	See communicating the vision and re-organisation	Cllr Jackson	CMT	All Directors and Heads of	Ongoing
Strategy	Evaluating the impact of the re-organisation on people and services	Need to identify methods for evaluation of impact e.g. staff survey now taking place which will provide a base point	HR Committee	Ceri Pettit	Ceri Pettit/HOP US	Look at Mori and Staff Survey
Strategy	Member Development	Member Development strategy needs to be developed and approved. Funding identified. Democratic services to undertake co-ordinating role for member training.	Cllr Jackson	Jeff Hughes	Jeff Hughes	Completed

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Strategy	Capacity building	One of the aims of the management development programme is to produce generic managers, who can manage and lead services and whose style is reflective of our values. We will also be developing an annual training plan, which will provide our staff with the skills they need to deliver our services. In the longer term we need to ensure that we have effective succession planning and career pathways in place to ensure the longevity of the organisation.	Cllr Jackson HR Committee HR Committee	CMT HOPOS HOPOS	Helen Farrell/ Helen Farrell	1 st Programme run 2 nd Tranche now taking place completed Spring 08
Strategy	Transformers Group	Clarity of role required. Need to develop and publish information to staff re remit of this group		Anne Freimanis		Immediate
Strategy	Linking PDRS process with council's vision and priorities	Now the third HRO is in post, one of their priorities will be to review the PDRS process including meeting with managers to discuss the process this year	HR Committee	HOPOS	Shona Gray/Helen Farrell	To be finalised by Mar 08
Delivery	Ensuring PDRS implemented consistently and that there is a transparent process for using PDRS to inform training programme. Ensure competencies appropriate for both staff and managers. Carry out PDRS	See linking PDRS process with vision (above) and training and development (above) Carry out all PDRS		HOPOS CMT	Shona Gray/Helen Farrell All Managers	PDRS to be in place by Mar 08. Training plan to be in place Feb 08 Immediate

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Strategy	Work life balance	Need to address work life balance issues. This is beginning with the work of the flexible working group and also the drafting of the 'way we work' document, which is being presented to CMT in October 06 Wellbeing is also addressed through the initiatives with the Leisure Section and the EAP	HR Committee	HOPOS	HR team and Leisure team	Ongoing Completed New Occupation Health Provider
Strategy	Mainstreaming of equalities and diversity	See equality and diversity above		George Robertson	HOPOS/ Shona Gray	Ongoing
Delivery	HR service delivery	Need to work with managers to identify what HR service can be provided. Formulate statement of service. HOS have expressed the wish to have no further consultation		HOPOS	HR team and Directors and Heads of	Statement of service to be produced by Feb 08
Delivery	Effectively managing employee relations issues	See inconsistent people practices above				Advice and Training given on Employee Relations
Delivery	Change management training	Has been provided to the Transformers group and will be rolled out as part of management development programme when restructuring process is finalised	HR Committee	CMT	Helen Farrell	Ongoing
Delivery	Induction	A review of induction is ongoing		Helen Farrell	Helen Farrell	March 08
Delivery	Training and development	We need to ensure the presence of the 'golden thread' in our learning and development activities at east herts; there are a number of activities ongoing in this area. Our L&D activities need to be closely linked to our corporate objectives and PDRS outcomes.		HOPOS	Helen Farrell	Ongoing

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		<p>We need to undertake a training and qualifications audit.</p> <p>There needs to be clarity regarding the professional training budget and post entry training. This is in hand and has been reported to CMT. HR are aiming to produce an annual training plan for the next financial year, this will be informed by the PDRS process and individual meetings with Directors.</p> <p>In the longer term HR will produce a training strategy, which provides a framework for people development in East Herts.</p> <p>Each service/directorate needs to develop own training plan, which prioritise their L&D activities for the year.</p> <p>Funding of training activities needs to be transparent and understood</p>				<p>March 08</p> <p>Training Plan completed and distributed</p> <p>June 08</p> <p>November 07</p> <p>June 07</p>
Delivery	HR Management information	HR has reviewed the management information they distribute and CMT have agreed a new protocol. HR is currently producing this information. HR are also participating in benchmarking exercises, which will be fed into CMT as part of challenge day process		Marion Rawson/HOPOS		Ongoing
Delivery	Role of Trade Union	Take into account level of staff representation and Trade Union membership. Discuss at to LJP/HR Committee.	Cllr Jackson	HOPOS	HOPOS	January 08
Delivery	Project Management toolkit	Ensure proper and consistent use through project management group.		CMT	Ceri Pettit	Ongoing

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Operational Results	Staff survey	Completed.		Lois Prior	Lois Prior	Completed
Operational Results	Staff survey results	Action plan has been implemented and communicated.		Lois Prior/HOP OS	Lois Prior/HOP OS	Completed.
Operational Results	Corporate Health BVPI's off target	Need to look at these BVPI's and identify action plan for improved performance. Carry this out as part of service planning cycle.		HOPOS/Ceri Pettit	HOPOS/Ceri Pettit	Review at year end and plan for improvement for next financial year
Operational Results	HR PI's	The pro forma of management information agreed addresses many of these issues. HR will also produce benchmarking information as part of the service planning process this year.		HOPOS	Shona Gray/Marion Rawson	Benchmarking to be sent to HOS
Operational results	Assessing impact of learning and development	There is a process in place. We need to ensure that this process is followed. We also need to review and update these processes to ensure we retain IIP status. Deferred until after Direction of Travel		Helen Farrell		Ongoing
Operational results	Workforce monitoring data included in training records	This needs to be implemented		Helen Farrell		March 08
Operational results	Seek the views of stakeholders to inform people management and development	See above				
Learning	Sharing knowledge across the Council	Heads of Service meetings ongoing. Management development plan being developed. Establish forum for new heads of service to include learning sets.(post management development programme) Structure intranet to enable staff to share learning.		CMT	Helen Farrell/ Belinda Hooke	Early 07 As Above June 07

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		<p>Consideration needs to be given to developing heads of service as a corporate group and to greater strategic input from this group</p> <p>Heads of should receive and read all CMT minutes</p>		<p>CMT</p> <p>Anne Freimanis</p>	<p>Martin Ibrahim</p>	<p>Post restructuring</p> <p>Immediate</p>
Learning	Developing a learning organisation	There is a need to develop a culture of continuous learning, this will be a gradual process and will be aided by reviewing the competencies, setting an annual training programme, the re-organisation and ensuring that our values are indicative of this principle.		Helen Farrell		Ongoing
Learning	Exit interviews	<p>This process is in place.</p> <p>It is the responsibility of individual managers to ensure that these are carried out.</p>		<p>HOPOS</p> <p>CMT</p>	<p>Marion Rawson</p> <p>All Managers</p>	<p>Ongoing</p> <p>Immediate</p>
Learning	Benchmarking	This process is beginning with the service planning process this year		Ceri Pettit		Ongoing
Learning	Continual improvement	There is a need to develop a culture of continual improvement. Again this will be a transformational process and needs to be linked to a number of initiatives and messages.		CMT	All Directors and Heads of	Ongoing