

East Herts Council – Workforce Plan position statement April 2009

Position statement showing what the Council is doing to build its workforce capacity in order to achieve its strategic priorities . This supports the People Strategy 2009-2012						
Workforce Plan	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Five Priority Areas shown below	Enhance the quality of life, health and well-being of individuals, families and communities, particularly those who are vulnerable	Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation	Improve standards of the neighbourhood and environmental management in our towns and villages	Care for and improve our natural and built environment	Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures	Deliver responsible community leadership that engages with our partners and the public
Organisational Development	<ul style="list-style-type: none"> The Council has completed the equality action planning process, set objectives and targets and established information and monitoring systems to assess progress. A work programme agreed for equality impact assessments. liP audit completed April 08, action plan developed. Progress reported to CMT in Dec 08 and March 09. Review April 09. Outcome retained liP status and improved performance management system, training and development processes. Staff survey completed December 2008. Results and action plan April 2009. Staff satisfaction increased 2006 survey 65% to 76% 2008 survey. Developing opportunities for flexible working arrangements (time/place) to support workers through key life events and to respect personal choice. Knowing shape of our workforce. Using information and communication 	<ul style="list-style-type: none"> People Strategy developed 2009-2012 (draft) which supports workforce planning in the future for the council under the five priority areas. HR Review completed October 2008, People Strategy developed as the outcome and recommendations made. Corporate Training Plan 0809 developed linking training and development to corporate priorities, service plans and skills development. Launch C3W programme. Change management toolkit developed, User Group formed, Communication Strategy developed. 47% staff in Staff Survey 2008 kept up to date on progress of the programme and 49% knew who their User delegate was. Consultation carried out with staff, 98% traffic light assessments completed. Comments, views feedback into the programme plan and HR action plan. Customer Service Strategy approved Aug 2008 including a new comments, compliments and complaints system. Planning for future shape 	<ul style="list-style-type: none"> Developing a Green Travel policy. Encouraging staff to walk and cycle to work by the introduction of bikes for work initiative. 	<ul style="list-style-type: none"> Draft Climate Change Strategy developed March 2009. Volunteering scheme and other initiatives to support the strategy to be developed. 	<ul style="list-style-type: none"> Regular meetings at the district level between Heads of HR to support partnership working and Pathfinder. 	

	<p>technology. New annual, quarterly reports, produced on MI on turnover, absence, equality, training and development. Improved Healthcheck on sickness absence 6.01 days against target of 8.5 days Jan 09. New stress policy launched and review of occupational health service completed with recommendations actioned.</p> <ul style="list-style-type: none"> • H&S Review completed Sep 2008. Action plan agreed. • Policy development in a number of areas – stress management, learning and development, professional study, emails, disturbance allowance and job evaluation. • Staff handbook being developed. 	<p>of workforce, creating flexibility and movement of skills across the Council.</p> <ul style="list-style-type: none"> • New website and intranet development to improve accessibility and user friendliness. 				
<p>Leadership and Managerial Development</p>	<ul style="list-style-type: none"> • Mentoring, coaching opportunities to improve performance and capabilities. 	<ul style="list-style-type: none"> • Review of leadership development programme workshop held and actions/recommendations made. • New management development programme launched Jan 09. Three tranches to run during the course of 2009/10 for middle managers and rising stars. • New PDR process launched to ensure process is fit for purpose, easy to use and a benefit to managers and staff. Briefings held to improve managers skills in dealing with performance issues. 2008/09 80% PDR reviews completed, 74.5% objectives set 09/10. target 100%. • Risk management workshop and training for SMG March 09. 				<ul style="list-style-type: none"> • Members training programme 08-11, including scrutiny training, risk management, diversity, community leadership, public speaking, media training, H&S awareness, decision making process. • Working towards Charter for Elected Members Development • Learning Pool online module training provided available to Members.

		<ul style="list-style-type: none"> Data protection workshop for SMG. Streamlining Business processes workshop for SMG to identify efficiency savings and agree business improvement initiatives. Delivering efficiencies and benefits workshop Feb 2008 for SMG to drive out costs from Service. 				
Skills development		<ul style="list-style-type: none"> Customer Service improvement programme focuses on improving customer service and includes developing staff skills in customer services and new system. New learning and development policy launched promoting learning and development opportunities to staff. New Professional, Vocational and Career Study policy launched, investing in the professional development of staff. New PDR process launched to ensure process is fit for purpose, easy to use and a benefit to managers and staff. Briefings held for staff to give them the skills to get the most from their PDR and L&D opportunities. 		<ul style="list-style-type: none"> Volunteering Strategy 2021, exploring initiatives to support the Herts CVS Group 		<ul style="list-style-type: none"> Joint training programmes with other Councils. RIEP funding for member development and change management training for staff. Pandemic flu workshop for Hertfordshire Councils to test processes in an incident. Business Continuity.
Resourcing, Recruitment and Retention	<ul style="list-style-type: none"> Working with our local job and career centres to promote EHC as an employer of choice Retained Two Ticks disability symbol on job adverts from Jobcentre Plus. 	<ul style="list-style-type: none"> Efficiency gains to be achieved through using temporary and agency staff more effectively Managing turnover to achieve efficiency gains. Introduction of annual turnover report and quarterly updates. Turnover reduced 06/07 13.7% to 07/08 12%. Turnover Dec 08 6.2% Recruitment spend analysed and targets agreed for reduction in cost under the new recruitment services 	<ul style="list-style-type: none"> Flexibility in customer service staff and hours they work. Outcome pilot extended customer service operation, new telephone answering service to provide an even more responsive service. 		<ul style="list-style-type: none"> Labour shortages in Planning, Audit during 2008. Workforce planning focused on specific job roles. 	<ul style="list-style-type: none"> Secondment of staff with HCC to resolve hard to recruit shortages in Planning. Partnership working on graduate trainee programme with HCC for Strategic Direction. Created joint recruitment services with HCC and Manpower as

		<ul style="list-style-type: none"> agreement. Service transformation to resolve recruitment and retention problems. Redesigning of roles to resolve recruitment and retention problems. Managed approach to recruitment to mitigate pressures on budget including recruiting on business need, reduction in overtime, advertising internally, reducing temporary and contract staff. Temp review completed. Including reasons for usage, pay rates, long term temps and tem to perm arrangements. 				<ul style="list-style-type: none"> part of Pathfinder. Benefits in quality of service, quality of candidates, MI analysed, value for money, e-recruitment (in the future), branding – employer of choice. Sharing key professionals across authorities with the appointment of Head of HR, 151 Officer and Interim Director of Resources.
Pay and Reward	<ul style="list-style-type: none"> Introducing a HertsSavers Credit Union scheme, helping staff to manage their finances. Payroll giving roadshow, to promote charity donations. Financial awareness seminars. 	<ul style="list-style-type: none"> Payroll audit completed Feb 2009. Action plan agreed. Payroll service transferred to HR Jan 2009 to ensure partnership working, drive out inefficiencies. Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance – review of terms and conditions being carried out. Review of expenses and claims process to ensure consistency. Review of retention bonus to reflect the change in labour market. New PDRS system launched to move the Council to a performance culture and ensure staff have objectives set, performance reviewed and L&D needs identified and addressed. PDRS increased from 35% 2007/08, to 80% 08/09. New HR/Payroll database has been identified for improvement to streamline business 	<ul style="list-style-type: none"> Out of hours allowances paid to staff to provide service in Environmental Health 	<ul style="list-style-type: none"> Part of Employee Recognition awards 2009, Chairman award for implementing the new alternative refuse collection service. 	<ul style="list-style-type: none"> Retention bonus paid for Planning and Building Control staff. Out of hours allowances paid to staff to provide service in Building Control 	<ul style="list-style-type: none"> Supply of payroll services to Three Rivers Council (partnership working). Part of Employee Recognition awards 2009, partnership award for community safety.

		<p>processes.</p> <ul style="list-style-type: none"> Employee recognition awards 2009 for customer service, team, going the extra mile, great achievement and couldn't cope without them. 				
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KLOE 3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

The organisation:

- Has a productive and skilled workforce;
- Knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- Engages and supports staff in organisational change; and
- Has policies which support diversity and good people management.