



HR Quarterly Performance Report: July 2009

People stats 1/4/2009- 31/3/2010 as at 30 June 09

Current Headcount:	372	Number of leavers:	3
Number of Starters:	6	Number FTE funded vacancies:	16.99
Current Turnover:	0.81%	Number of posts advertised (national and local press):	8
Projected Turnover:	9.6%		
Average advertising cost per vacancy (based on No of posts advertised)	£1,164.59	Average No short term sickness days per FTE staff in post (as at 31 May 09):	0.22

People Strategy 2009-12

The People Strategy 2009-12, the Council's framework for the delivery of people management over the next three years has been approved by CMT. Consultation has been carried out with UNISON and staff. The Strategy will be launched in July/August following approval by HR Committee in July 09.

Management Actions to mitigate increased pressures (Medium Term Financial Plan 2009/10 to 2012/13)

HR is working with UNISON and SMG to take all possible steps to avoid redundancies and, where potential redundancies become necessary for unavoidable business reasons, to keep the number of redundancies to a minimum. Alternative courses of action being explored and actioned are:

- Further efficiencies and challenges to pressure;
- Establishment list has been reviewed and £21,294 savings have been identified;
- Vacancy management has been implemented;
 - Heads of Service (HOS) wishing to proceed with new recruitment need to put a business case to CMT via Head of HR for approval.
 - HOS are asked to review whether temps, consultants or fixed term staff should continue. HOS will be required to complete a business case for continuation.
 - All vacancies will be advertised internally first, to encourage flexibility of staff, moving staff from non-priority to priority areas and reduce recruitment costs.
 - In accordance with the Redeployment policy before any external recruitment commences employees on the redeployment list would be considered.
- A selective ban on overtime, to be approved by CMT following a business case;
- Explore options with staff in accordance with the Council's policies and identified through C3W employee consultations on reducing hours, career breaks, flexible retirement;
- Explore the options open to staff on retirement;
- Create a flexible workforce, redeploying staff from non priority areas to priority areas;
- Review market supplements to establish whether they are still needed;
- Ensure claims and expenses are processed consistently throughout the Council;
- Review terms and conditions of employment;
- Staff to identify saving ideas.

Main actions this quarter are:

- Continued vacancy management resulting in 3 vacancies, 14.5 hours of overtime and one temporary contract extension declined.
- Promoted career breaks, reducing hours, flexible retirement through Team Update and consultation with Heads of Service.
- Asked staff to identify savings ideas through Team Update. UNISON asked to identify savings ideas.
- A review of terms and conditions commenced. Consultation to start with UNISON and staff in July 09.
- A review of retention payments to Planning and Building Control. Payments reduced by 50% for 09/10 in line with market. To be reviewed 10/11.

The Council is also exploring two services from Train to Gain:

- **Skills for Jobs.** Training and placement with follow up skills training for the unemployed. The Council would receive £1,000 funding per engaged learner by the Council into a permanent role. Benefits helping local residents get back into work; reduced recruitment cost to the Council and funding.
- **Response to Redundancy.** Support service for employees at risk of being made redundant. Free service offering CV preparation, job search and interview techniques. Should the Council face potential redundancies a valuable no cost service that can be offered to affected employees.

Resourcing

Recruitment has been limited to priority roles and advertised internally. Some recruitment has been advertised externally through Manpower where the post has not been filled internally but this has been limited and continues to be monitored.

Learning and Development

Corporate Training Plan (CTP)

The Corporate Training Plan 09-11 has been launched. A calendar of training events is currently being collated and will be promoted to all staff shortly.

Management Development Programme

The first cohort of the management development programme has finished with great success. As a final project, two groups of managers had to present saving ideas to the Chief Executive, Head of Business Support Services and Head of HR. The ideas presented were encouraging and identify £50K of potential savings. Both ideas will be explored further. Full evaluation of the first cohort programme is currently being collated.

Investors in People (IiP)

Our Investors in People (IiP) accreditation was assessed in April 2009 and the Council has been awarded the status for a further three years. The Assessor reported "The progress and improvements achieved since the last review are impressive. The Council is to be congratulated on the successful outcome of this review having embarked on an ambitious programme of change."

Our achievements recognised were:

- Helping people to improve their performance – people now understand how their job links to our corporate objectives
- Performance and development review meetings are happening across the council
- The annual training plan focuses on areas where management as well as professional skills matter
- Middle management programme is well underway
- HR team's new vigour and professionalism was universally recognised.

Skills Pledge

The Council has signed up to the Skills Pledge. The first stage will be for the Council to plan a skills audit with the support of Train to Gain.

PDRS

Performance development reviews are currently being completed in June/July 09. The majority of staff are completing mid year reviews. Briefing sessions have been arranged. A full days training for managers on performance management is planned June/July 09.

Policies

The following policies are subject to approval by HR Committee July 09:

- Grievance policy
- Disciplinary policy
- Managing Performance policy
- Appeals policy (new policy)
- Absence Management policy

The following policies are currently being reviewed/developed for the next quarter:

- Homeworking
- Redundancy
- Early and Flexible Retirement
- Flexible Working

Equalities and Diversity

The Council is currently exploring working with Work Solutions by providing 'Work tasters'. Work Solutions help people with learning difficulties, physical disabilities and mental ill health, incapacity benefit claimants and lone parents on income support, get into work. They also assist people who have become disabled whilst working. Work Solutions offer various services to their clients including:

- Advice and guidance;
- Work skills programmes;
- One-to-one help;
- Work tasters;
- Support in employment;
- A mentoring scheme, and
- Occupational guidance

C3W Programme

This quarter has focused on identifying early adopters and supporting the consultation process on Space floor plans for Wallfields.

Programmes on Managing and Supervising Changing, Preparing for Change and Business Improvement are currently being designed to roll out to staff next quarter.

The Council is currently exploring the opportunity of offering a Business Improvement Techniques NVQ which will support the business improvement toolkit and training.

Other

Unison Recognition and Procedural Agreement

It has been agreed with Unison to consider, in consultation with UNISON, a need to review the Recognition and Procedural Agreement and Local Joint Panel's existing Terms of Reference. A second draft is currently under consultation.

Pathfinder

The Hertfordshire HR Partnership Group has been working together on reshaping HR services for Hertfordshire. A number of options were presented to the CE meeting in June 2009. An outline project plan will be presented to CE's in September 2009.