

EAST HERTS COUNCIL

LOCAL JOINT PANEL– 17 JUNE 2009

REPORT BY HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

7(B) PEOPLE STRATEGY 2009-2012

RECOMMENDATION – Approve the People Strategy 2009-2012

1.0 Purpose/Summary of Report

1.1 To approve the People Strategy 2009-2012, a high quality workforce delivering high quality services.

2.0 Contribution to the Council's Corporate Priorities/Objectives

2.1 People Strategy 2009-2012 contributes to the following corporate objectives:

Promoting prosperity and well-being; providing access and opportunities

Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.

Fit for purpose, services fit for you

Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.

Shaping now, shaping the future

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.

Leading the way, working together

Deliver responsible community leadership that engages with our partners and the public.

3.0 Background

3.1 A Human Resources (HR) review was undertaken in May 08 - Oct 08 by Head of HR. Officers and members contributed to the review. Corporate documents were reviewed e.g. staff survey 2006, liP report 2008. The recommendations made in the HR Review resulted in the development of the People Strategy, approved HR Service Plan and new focus HR team.

4.0 Report

4.1 The People Strategy (Appendix A, pages 7.109 - 7.118) is the Council's framework for the delivery of people management over the next three years.

4.2 The seven key people objectives identified in the People Strategy are the building blocks of the People Strategy. They will ensure that the work of the HR Service is closely aligned to the Council's objectives.

4.3 Delivery

The People Strategy will be delivered through corporate actions, HR actions, service plans, management and staff. Everyone has some responsibility in delivering the seven key objectives set out in the Strategy. The People Strategy will be supported by the Senior Management Team and HR department.

4.4 Measurement

People Strategy will be measured by setting challenging targets annually. Performance in achieving the strategic objectives will be closely monitored and measured against those targets.

The targets will be measured through the people management information statistics; achievement of action plans; improvement in the staff survey measures; achievement of external standards, recognition, awards e.g. Investors in People and through HR quarterly performance reports.

Progress on meeting the targets will be measured and reported to the Corporate Management Team and HR Committee annually to demonstrate the difference being made to the Council as a result of implementation of the strategy.

4.5 Relevance

The People Strategy will be kept relevant by continuously assessing it against changing requirements and expectations within the Council and in the light of external drivers. Senior Management Team, Managers, UNISON and staff will need to play their full role by commenting on and identifying any gaps that emerge over time.

4.6 HR Service Plan 09/10

HR Service plan 09/10 priorities that will support the delivery of the People Strategy are:

- Support management action to mitigate pressures
 - Ensure people practices support the council's approach
 - Ensuring value for money
 - Drive out inefficiencies
 - Modernising the way we do things
- Support the success of the C3W Programme
 - Putting the policies, procedures in place to support change programme and flexible ways of working
 - Proving training and support to managers and staff
- Integrate workforce planning
 - Workforce recruitment, development and retention
 - Efficiency gains and service improvement
- Support development of a performance culture
 - PDRS
 - Management development
 - Managing people issues
- To work in partnership
 - Partnership approach with UNISON
 - Explore new opportunities through partnerships, pathfinder
- To continue to improve the service we provide
 - Streamlining processes
 - Getting the basics right

- People MI (management information) is reliable and of use

4.7 Implementation

The consultation and implementation plan is set out below:

- SMG – 30 April 09
- Consultation with UNISON
- Article in Team Update – giving staff the opportunity to comment on the draft People Strategy
- CMT – 26 May 09
- LJP – 17 June 09 – sent to key Councillors
- HRC – 15 July 09
- Launch to staff through intranet, core brief and team update

5.0 Consultation

5.1 Consultation has taken place with SMG, Unison and staff who have had the opportunity to provide feedback to the Head of HR.

6.0 Legal Implications

6.1 None.

7.0 Financial Implications

7.1 To be achieved within Service budgets.

8.0 Human Resource Implications

8.1 As detailed in the report.

9.0 Risk Management Implications

9.1 None.

Background Papers

None.

Contact Officer: Emma Freeman, Head of People and Organisational Services

Report Author: Emma Freeman, Head of People and Organisational Services