

## Human Resources Service Plan 2011/12

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome and Critical Success Factors and Environmental Factors)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources

**Strapline: Fit for purpose, services fit for you**

**Corporate Priority: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation**

**By 2013 - Sustain overall resident satisfaction with the council by 2% and staff satisfaction by 2%.**

10-HR01	To support the delivery of a three year People Strategy 2009-2012	<p><b>Target:</b> 'Making East Herts Council a great place to work' through the delivery of the actions identified in the Council's People Strategy and through actions identified in the service plan 2011/12.</p> <p><b>Outcomes:</b> Measures identified are HR management targets agreed by HR Committee, as detailed in the service plan. Staff Survey and achievement of the corporate objectives. Equal pay audit. Data cleanse on HR database.</p> <p><b>Critical Success Factors:</b> Council to contribute to the successful delivery of the People Strategy.</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	HR team
10-HR2	To develop an organisational learning and development strategy - which compliments the People Strategy	<p><b>Target:</b> Enable the Council to develop a performance based culture that focuses on customer satisfaction. Develop a Learning and Development Plan 2011-2013. Supporting organisational values/behaviours and culture change.</p> <p><b>Outcome:</b> Maintain our IIP accreditation. Linking personal development to high level performance and to the needs of the business. Supporting career development through coaching, mentoring, secondment and shadowing schemes. Ensuring that staff have the skills, equipment and working environment they need to work efficiently and effectively.</p> <p><b>Critical Success Factor:</b> Improved leadership capacity. Improved performance levels monitored through performance development review scheme</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Within existing resources
10-HR3	To develop corporate priorities and targets for diversity	<p><b>Target:</b> Harness the diversity of all employees to improve service delivery. Ensuring the fair and consistent treatment of all staff. <b>Outcome:</b> Set corporate targets for the improvement of diversity in the workforce. Undertake Equality Impact Assessment when introducing new policies and or Organisational Change.</p> <p><b>Critical Success Factors:</b> Improved performance on diversity against national standards and indicators.</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Within existing resources

**By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.**

10-HR04	To support the success of the C3W programme.	<p><b>Target:</b> Objectives and benefits identified as part of the C3W action plan are achieved.</p> <p><b>Outcomes:</b> Ensuring staff have the skills, equipment and working environment they need to work efficiently and effectively. Ensuring managers have the skills and capability to support a performance culture with its focus on measurement, assessment and outcome based services. Engaging staff and encouraging their contribution to organisational change at the earliest opportunity. Develop a more flexible workforce supported by flexible employment packages. Support organisational behaviours/culture change.</p> <p><b>Critical Success Factors:</b> Support from the Programme Board and Group.</p> <p><b>Environmental Impact:</b> Reducing traffic congestion - promoting non car travel. Reducing carbon emissions through less commuting.</p> <p><b>Target:</b> Project Plan timescales met for 2011/12. Phase 3</p> <p><b>Outcome:</b> To have flexible ways of working that generate increased efficiencies and improved customer service through better IT systems and therefore reduce office space requirements. <b>Business Improvement:</b> through reduced costs with more efficient use of our resources.</p> <p><b>Critical Success Factors:</b> Benefits delivered.</p> <p><b>Environmental Impact:</b> Reducing traffic congestion - promoting non car travel. Reducing carbon emissions through less commuting.</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Programme Group
10-HR05	Undertake the preparation required to support the implementation of the C3W phase 3 for HR. E.g. undertake BPI where relevant; consider and plan for EDM; complete service restructure in terms of office based, mobile of home worker.	<p><b>Target:</b> Produce a workforce plan 2011/12 as part of the budget and service planning cycle. Focus on career progression and succession planning. Deliver Learning and Development Plan 2011-2013. Support organisational change, service changes and provisions on impact of staff.</p> <p><b>Outcomes:</b> Improved performance and customer services and value for money provided.</p> <p><b>Critical Success Factors:</b> Support from other services.</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	N/A	HR team

**By 2013 - Restrain costs around staffing and employment, in addition to the steps being undertaken nationally.**

10-HR06	To integrate workforce planning with strategic, financial and service planning to inform decision making and help drive out costs.	<p><b>Target:</b> Produce a workforce plan 2011/12 as part of the budget and service planning cycle. Focus on career progression and succession planning. Deliver Learning and Development Plan 2011-2013. Support organisational change, service changes and provisions on impact of staff.</p> <p><b>Outcomes:</b> Improved performance and customer services and value for money provided.</p> <p><b>Critical Success Factors:</b> Support from other services.</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	HR team
10-HR07	Pathfinder - support the development of shared services model 2010-2013	<p><b>Target:</b> Develop business case and savings to support the shared services model with Hertfordshire HR Partnership Group or neighbouring districts.</p> <p><b>Outcome:</b> Shared service where the high volume transaction tasks are outsourced to a third party provider and strategic HR/OD remains in house, with options to retain some operational HR services either centrally managed by one council or in house in each council or through best in breed contracts for services. Phased implementation 2010-2013 and the choice of flexibility for each council via a limited pick and mix approach.</p> <p><b>Critical Success Factors:</b> Improved efficiencies, cost savings.</p> <p><b>Environmental Impact:</b> N/A</p>	31 March 2012	Head of HR	N/A	HR team