

East Herts Council Report

Human Resources Committee

Date of Meeting: 25 May 2022

Report by: Head of Human Resources and Organisational Development

Report title: Human Resources and Organisational Development Annual Plan for 2022/2023

Ward(s) affected: None

Summary

The new HR and OD Strategy for 2021 to 2025 has been approved by both Leadership Team and the HR Committee and in order to support this delivery an Annual Plan has been drafted for 22/23 to respond to current needs and further develop East Herts Council as excellent employer which supports and develops staff. A key element to the new HR and OD strategy was the development of Staff and Management Competencies which have been developed and implemented as part of the new PDR process as previously reported.

This annual plan will be considered by Leadership Team on the 17th of May 2022 and any further developments will be shared at the meeting. Once agreed by HRC the plan will also be shared with East Herts Together in June. The plan has been developed based on the strategy and also to support the corporate priorities, the East Herts Together group as well as the Transformation programme which is clearly a core focus in 22/23.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

- a) The Human Resources Committee provides any comments and recommendations on the draft East Herts HR and OD Annual Plan for the financial year 2022 /2023.**

b) The Human Resources Committee approves the HR and OD Annual Plan for the financial year 2022 /2023 subject to and changes agreed at the committee.

1.0 Proposal(s)

- 1.1 The proposals are set out in the recommendations above. The HR and OD Strategy was consulted upon with staff to shape it and to support the desired culture and to continue to develop East Herts Council as a sound employer and an employer of choice. The Annual Plan for 22/23 is the first annual plan that sets out the delivery of this strategy in the first full financial year.
- 1.2 The East Herts Together group and the staff consultation set out for the following to be addressed in the Strategy and this has also been considered in the plan but with core competency work completed:
- Reflects the Council's Staff Values, (embedding and fostering a value based culture)
 - Supports corporate SEED priorities
 - Supports creativity, innovation and efficiencies
 - Supports effective performance management and development
 - Promotes wellbeing
 - Celebrates employee success
 - Supports change regarding blended working and new working practices
 - Reflects current ways of working and flexibility
- 1.3 Along with the Corporate SEED Priorities and the transformation programme these have been considered and the new HR and OD Annual Plan has been set out to support these aims and priorities.

2.0 Background

- 2.1 Upon starting at East Herts Council the new Head of HR and OD identified the need to update the full suite of HR policies and in particular, the key formal policies to incorporate further best practice and improve these key management tools. A new HR and OD strategy was also required with clear staff and management competencies which underpin our values. This work was then delayed in order to establish the East Herts Together (E.H.T) Group who have worked with HR, LT and Unison to develop the policies and serve as a further cross service group to engage with and consult with to ensure the policies and employment practice are fit for purpose and user friendly. The HR and OD Strategy has now received HRC approval following EHT development and LT approval.
- 2.2 The new four year strategy sought to build upon existing themes and take East Herts Council further towards achieving these themes as well as seeking further improvement and supporting more flexible ways of working.

3.0 Summary of Annual Plan for 2022/2023

3.1 Key HR objectives with actions for 2022/2023

There are nine objective areas and each has a number of actions to deliver where we will review, maintain and develop as appropriate:

3.1.1 Organisation and Work Design

To encourage and adopt appropriate management and staffing structures and ways of organising work, which achieve the Council's objectives and make the best use of

employees' skills and interests while maximising career development opportunities.

3.1.2 Employee Resourcing

Recruit, motivate and retain the highest quality staff with the skills and competences required to deliver the Council's strategic and service area objectives.

3.1.3 Pay, Benefits and Reward Management

Pay and broader rewards system which is relevant to the Council's needs, affordable, transparent and perceived to be fair.

3.2.4 Performance Management

Actively and consistently manage performance to deliver quality services and achieve the Council's planned outcomes

3.2.5 Learning & Development

Develop a learning organisation which provides the support and resources for staff to perform to high standards and realise their full potential.

3.2.6 Employee Engagement

Encourage staff ownership of, and pride in, the Council's goals and achievements. Ensure staff are clear on where they fit in the golden thread and engage them to improve the way services are delivered and ensure that they engage with residents/clients to achieve this.

3.2.7 Diversity

Create and maintain a workplace where every individual feels valued and respected for what they can offer, and where the diversity of the people we serve is reflected in our staff group.

3.2.8 Wellbeing, Health & Welfare

Actively support and promote the health and well-being of staff.

3.2.9 Employment Administration

Comply with law and best practice in the employment of staff and avoidance of destructive workplace conflict.

3.2 Measuring the effectiveness of HR Strategy

The HR Team will measure effectiveness through the following measures which will be used on the annual action plans as appropriate. HRC members are welcome to express further measures or KPIs that would like:

- Produce for LT and HRC approval a HR Strategy Annual Action Plan which sets out key actions for the year and how we will measure annual progress.
- Regularly collect quantitative and qualitative data to measure the impact and effectiveness of our HR strategy and practices and the return on our investment in Human Resources staffing and other resources.
- Seek to demonstrate the link between HR indicators of success and achievement of corporate goals and outcomes.

- Use cost-effective means to collect benchmarking data with which to measure performance against comparative organisations and obtain best practice ideas for improving our Human Resources processes.
- Strive for awards and publicity as opportunities to accredit and promote achievements.
- Periodically review the kind of information that the Leadership Team and HRC, LJP, Full Council and Executive require to measure the impact of our HR strategy on organisational performance.
- Continue to maintain an effective working relationship with the recognised Trade Union Unison.

4.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

The Strategy have been updated in line with equalities legislation and with consideration to the Council's Equality Strategy. The Strategy includes supporting and developing equalities/diversity.

Environmental Sustainability

Not specifically but blended working will support this further

Financial

No, existing budgets will be used

Health and Safety

H&S join up is covered re wellbeing

Human Resources

Yes as set out this is an employment matter and the report has been produced by HR

Human Rights

No

Legal

No, however LT have approved and this includes the Head of Legal.

Specific Wards

No

5.0 Background papers, appendices and other relevant material

5.1 The developed HR and OD Strategy for 2021 to 2025 is attached as Appendix A.

Contact Officer

Simon O'Hear, Head of HR and OD

simon.o'hear@eastherts.gov.uk

Report Author

Simon O'Hear, Head of HR and OD

simon.o'hear@eastherts.gov.uk