

East Herts Council - Human Resources Annual Plan 2022-2023

Head of HR and OD: Simon O'Hear (SO'H)

HR and OD Manager: Jane Mackie (JM)

Q1 = by end of June 2022

Q2 = by end of September 2022

Q3 = by end of December 2022

Q4 = by end of March 2023

KEY AREA	KEY STRATEGIC OBJECTIVES	WORKPLAN TASKS FOR 2022-23	LEAD PERSON AND TIMETABLE
Organisation & 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.	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to provide HR support to service managers in terms of vacant posts and consider grading and career grading as well as potential redesign – this is supported by a new Recruitment request LT sub-Panel (CEO, DCEO, S151 and Head of HR&OD) which is required to agree all vacancies to ensure scrutiny and opportunity for re-organisation and savings maximised. <input type="checkbox"/> Structures will be developed following the service review process as well other developments in the transformation programme and within current funding and priorities – Ensure Equality Impact Assessment completed on restructures before being proposed or finalised <input type="checkbox"/> Review Blended working arrangements – after one year of offer. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ongoing by LT Sub Team and ongoing by HR Officers and HR & OD Manager <input type="checkbox"/> SO'H/ JM/CK/EC with LT members and Service managers in line with budget setting or as required – ongoing from Q1 <input type="checkbox"/> HR to gather views lead by SO'H and LT to consider - Q3
Employee Resourcing, Recruitment and Selection	Recruit, motivate and retain the highest quality staff with the skills and competences required to deliver the Council's strategic and service area objectives.	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to utilise online recruitment and other external sources to maximise return on investment. <input type="checkbox"/> Continue to develop online application process, recruitment tool (ATS) and pre-employment process / on-boarding to improve efficiency, attraction, administration and cost of recruitment process. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ongoing <input type="checkbox"/> Ongoing – aim must be that system is fully developed for advertising by end of Q1 and that by end of Q2 on-boarding is implemented and joins made to ResourceLink.

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		<ul style="list-style-type: none"> □ Develop References Policy and then ensure that references are checked in line with a newly developed reference policy and – where there are concerns the offer should be withdrawn. □ Maintain a computerised Human Resources system (which includes direct manager and staff access and automated workflows and forms) to enable effective use of staff and management time and to ensure the HR Section maintain and monitor appropriate HR records and provide management information. <p>Consider developing workflows and generate specific reports through BAM and improved reporting system in the HR and Payroll system to support HR and Mgrs to be aware of and complete appropriate HR/Payroll tasks.</p> <p>Workflows / Reports to consider include -:</p> <ul style="list-style-type: none"> ▪ Automated e-mails re Pay and allowances changes ▪ Emergency contacts or own (telephone) contacts changed ▪ Annual leave usage reports/prompts ▪ Create better system generated HR reports through potentially business objects e.g. equality data, pension data, absence data and turnover data etc. <p>Improve system flow between core HR and Payroll and improve efficiency of other processes by making better use of mail merge and self service (employee input), workflow etc.</p>	<ul style="list-style-type: none"> □ JM and SO'H Q3 □ JM/EC with support from SO'H and HR and Payroll Team and potentially Phase 3 consulting instead of Zellis – Q3-Q4
<p>Pay, Benefits and Reward Management</p>	<p>Pay and broader rewards system which is relevant to the Council's needs, affordable, transparent and perceived to be fair.</p>	<ul style="list-style-type: none"> □ Continue to implement NJC pay awards and support Pay Negotiations. Update and Develop Pay Policy Statement for 23/24 □ Audit pay to analyse pay differentials across gender and consider race equality streams 	<ul style="list-style-type: none"> □ SO'H/GC with LT support and HR and Payroll Admin Support □ SO'H for HRC and Full Council approval by mid Q4 □ CK/JM- Q3 for Jan/Feb HRC

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		<ul style="list-style-type: none"> <li data-bbox="891 236 1677 373">☐ Evaluate pay and benefits to ensure appropriateness to East Herts Funding and strategic and staff needs. MyRewards to cease in Q2 (October) – free version of discounts to be added to intranet. <li data-bbox="891 427 1435 456">☐ End Long Term Service Awards in 22/23 <li data-bbox="891 651 1653 750">☐ Develop benefit package where affordable, maintain Childcare support, Bike Loans outside of MyRewards and continue to provide Flu Vaccinations. <li data-bbox="891 810 1659 909">☐ Review Flexi time scheme, Overtime, Toil, Honorariums to ensure fairness, consistency of application and most importantly that they are fit for purpose <li data-bbox="891 970 1659 1069">☐ Re-develop and review the Employee Recognition scheme in terms of delivery of non-financial reward and recognition for employee contribution. 	<ul style="list-style-type: none"> <li data-bbox="1704 236 2136 335">☐ SO'H/HR/GC – ongoing and ensure offer updated when MyRewards ceases for savings <li data-bbox="1704 443 2181 616">☐ SO'H to communicate to staff that this has ended from Q1 for savings and will be replaced with improved recognition scheme – email staff by end of May. <li data-bbox="1704 676 2168 775">☐ SO'H – ongoing but actions in Q2 re Flu Vacs rolled out and replacements made <li data-bbox="1704 836 2152 896">☐ SO'H – from Q2 and then in line with Unison/LJP and HRC <li data-bbox="1704 957 2163 986">☐ EC with EHT and LT support – Q1
<p data-bbox="107 1142 282 1209">Performance Management</p>	<p data-bbox="385 1136 808 1273">Actively and consistently manage performance to deliver quality services and achieve the Council's planned outcomes.</p>	<ul style="list-style-type: none"> <li data-bbox="891 1136 1599 1165">☐ All staff have an annual competency based appraisal <li data-bbox="891 1225 1659 1471">☐ Roll out of developed Competences for both Staff and Managers which underpin the Corporate Values was completed in January 2022 and then revised and more in-depth PDR process implemented including wider 360 feedback for LMs this year – period extended until end of Q1 to allow completion following training and year end tasks. 	<ul style="list-style-type: none"> <li data-bbox="1704 1142 1989 1171">☐ SO'H, LT, LMs – Q1 <li data-bbox="1704 1232 1895 1260">☐ Completed

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		<ul style="list-style-type: none"> <input type="checkbox"/> Review revised PDR process following first use. <input type="checkbox"/> Evidence is sought by managers to measure performance – including 360 degree feedback forms for all LM appraisals unless no feedback sources applicable/appropriate. <input type="checkbox"/> All staff have a clear and up to date set of annual objectives and competencies that they are working to. 	<ul style="list-style-type: none"> <input type="checkbox"/> JM - All staff, LMs, SMs, LT – review led by JM in Q2 <input type="checkbox"/> LM's from Q1 <input type="checkbox"/> LM's during Q1
<p>Learning and Development</p>	<p>Develop a learning organisation which provides the support and resources for staff to perform to high standards and realise their full potential.</p> <p><u>This area will be led by JM with overview provided by SO'H</u></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop Annual Training Needs Analysis based on PDR data, service feedback and HR&OD meetings with services. <input type="checkbox"/> Deliver agreed annual Programme including Resilience Programme which began in April 2022 until December 2022 <input type="checkbox"/> Develop 5 day management development Programme which uses the revised and improved employment policies – develop and deliver internally: 5 Days Line Manager training with EHC Tools: <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment and Selection (1 day) <input type="checkbox"/> Performance Management, Staff Development and Managing Change (2 days) <input type="checkbox"/> Managing difficult behaviour and discipline (1 day) <input type="checkbox"/> Managing Attendance (1 day) <input type="checkbox"/> Develop Finance training (including procurement) for Managers and other key areas to build on 5 day core 	<ul style="list-style-type: none"> <input type="checkbox"/> JM – in Q2 and then in line with LT/HRC timeframes <input type="checkbox"/> JM – From Q1 and new programme in Q2/Q3 <input type="checkbox"/> SO'H/JM – Q2 developed with courses starting in September 2022 <input type="checkbox"/> S151 Officer with JM support –

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		<p>programme</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop commercial training and deliver <input type="checkbox"/> Continue to develop E-learning platform with mandatory courses ensure refreshers rolled out by November 2022 to both staff and members 	<p>Q3/4</p> <ul style="list-style-type: none"> <input type="checkbox"/> Led by S151 with JM support – Q2 after Strategy Approved <input type="checkbox"/> JM/EC – Q2 begin development and roll out in Q3.
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.	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a staff charter or 'Deal' which sets out to staff what they can expect as a member of staff and what the council expects back (this will complement and work alongside both the Officer Code of Conduct and Core Competencies) <input type="checkbox"/> Carry out Staff Wellbeing Survey at end of May (post COVID restrictions being lifted) and incorporate actions for improvement and/or to maintain satisfaction based on feedback provided. <input type="checkbox"/> Continue to maximise engagement through intranet surveys/ emails/ feedback as well as EHT, and other meetings i.e. staff briefing, service manager away sessions etc. 	<ul style="list-style-type: none"> <input type="checkbox"/> JM/SO'H for LT/HRC – Q2 <input type="checkbox"/> SO'H/JM/LT/SMs – Q1 – Report to LT in late June and then July HRC <input type="checkbox"/> Ongoing – HR Team/LT
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.	<ul style="list-style-type: none"> <input type="checkbox"/> Welcoming and Supporting Diversity embedded into staff and management competencies (Personal Effectiveness and People Mgt) <input type="checkbox"/> Publish Staff Equality Data in line with annual deadline under Equality Act to meet specific public sector duty, 	<ul style="list-style-type: none"> <input type="checkbox"/> SO'H/ JM – completed <input type="checkbox"/> CK with JM/SO'H support – Q2

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		<p>consider race pay gap as well as gender</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to ensure all staff are trained to understand equality and diversity, and can welcome and support – <p>Continue development of Equality e-learning package for both staff and members</p> <ul style="list-style-type: none"> <input type="checkbox"/> All vacancies to be sent to created links with diversity groups to try to create more diverse applications. <input type="checkbox"/> Disability Confident maintained 	<ul style="list-style-type: none"> <input type="checkbox"/> EC/JM – ongoing <input type="checkbox"/> Ongoing new starters and annual refresher training. <input type="checkbox"/> HR (EC, CK, JM) – All job advertised with Disability Advisors at Job Centre plus other networks <input type="checkbox"/> CK - ongoing
Health & Welfare	Actively support and promote the health and well-being of staff.	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to deliver Equality and Diversity training to all staff which include emphasis on personal bias and non-tolerance of harassment – this has been enhanced by e-learning product <input type="checkbox"/> Develop and implement a revised HR Intranet including well-being section on to support all staff appropriately. <input type="checkbox"/> Effectively manage, and periodically review, our Health and Safety service to ensure: <ul style="list-style-type: none"> <input type="checkbox"/> Policies, procedures and guidance notes are updated in light of changing law and best practice <input type="checkbox"/> Annual risk-assessment reviews <input type="checkbox"/> Compliance monitoring <input type="checkbox"/> Accident monitoring <input type="checkbox"/> Effective induction and training programmes 	<ul style="list-style-type: none"> <input type="checkbox"/> JM/EC – Ongoing <input type="checkbox"/> JM/EC – Q2, then ongoing <input type="checkbox"/> PD/SO'H – Ongoing – Annual risk assessment review from Q3
Employment	Comply with law and best practice in	<ul style="list-style-type: none"> <input type="checkbox"/> Migrate HR over to 365, make use of one drive, cloud 	<ul style="list-style-type: none"> <input type="checkbox"/> HR Team with IT support - Q1

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Administration	the employment of staff and avoidance of destructive workplace conflict.	further. <input type="checkbox"/> Keep up to date with and take relevant action to, ensure the Council meets its legal responsibilities as an employer with reference to new and forthcoming legislation and changing case law. <input type="checkbox"/> Ensure a corporate and consistent approach to employment policy, staff welfare and terms and conditions of service through effective consultation and mutual co-operation with the trade union and staff.	<input type="checkbox"/> HR and Payroll Teams – Ongoing <input type="checkbox"/> Full HR & OD service team as led by SO'H, JM and GC

Key to Initials

CK – Claire Kirby (HR Officer)

EC – Emily Cordwell (HR Officer)

GC – Gill Coleman (Payroll Manager)

JM – Jane Mackie (HR and OD Manager)

LT – Leadership Team

PD – Peter Dickinson (H&S Officer)

SH – Samantha Howes (HR and Payroll Administrator)

SM – Service Managers / LM – Line Managers

SO'H – Simon O'Hear (Head of HR and OD)