

**NORTH LINCOLNSHIRE COUNCIL**

**CORPORATE SERVICES CABINET MEMBER**

**HUMAN RESOURCES SERVICE PLAN 2009/12**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To seek approval for the Human Resources (HR) service plan 2009/2012
- 1.2 To provide an update on achievements and successes of the HR service during 2008/2009

**2 BACKGROUND INFORMATION**

- 2.1 The attached service plan sets out the priorities and areas of development for HR over the next three years. It identifies HR's contribution to the council's priorities and how the service aligns with council ambitions. It also recognises the key role of the service in supporting the transformation themes set out in the council's 'Going Forward Together' strategic plan.
- 2.2 It sets out how priorities will be achieved and how performance will be measured. Key outcomes are detailed so that there is a clear picture of what the service aims to achieve for the council. Progress against priorities and outcomes will be reviewed on a regular basis through the HR quarterly performance review.
- 2.3 The action plan in Appendix 2 of the service plan shows actions and developments planned over the next three years.
- 2.4 The attached Annual Improvement Summary provides an overview of progress against key priorities, outcomes achieved, performance and successes of the service during 2008/2009.

**3 OPTIONS FOR CONSIDERATION**

- 3.1 The proposed HR Service Plan takes into account a range of internal and external factors and sets the direction for both the service and the council on people management and development issues. The plan develops clear links between national workforce strategies, the new workforce elements of the Comprehensive Area Assessment (CAA), council priorities and HR service priorities.
- 3.2 An alternative or amended service plan can be produced if required.
- 3.3 Delivery of the service plan will assist in providing a professional, modern and efficient HR service to the council.

#### **4. ANALYSIS OF OPTIONS**

- 4.1 The proposed service plan meets the requirements of the council's service planning framework and is essential to ensuring that HR continues to develop and contribute to the achievement of the council's ambitions.
- 4.2 An alternative or amended plan can be considered if the Cabinet Member decides that the proposed plan is not suitable or adequate.

#### **5 RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

- 5.1 **Financial**  
The proposed service plan has been developed to be delivered within current budgets. All resource implications are set out in the service plan.
- 5.2 **Staffing**  
The proposed service plan sets out how HR employees contribute to the service and the council. This document is an essential tool to reinforce the 'golden thread' for employees throughout the service. All other staffing implications are detailed in the workforce plan in Appendix 3 of the proposed service plan.
- 5.3 **Property & IT**  
All asset management implications are detailed within the proposed service plan.

#### **6 OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 CRIME AND DISORDER, RISK AND OTHER)**

- 6.1 All related implications are detailed within the proposed service plan.

#### **7. OUTCOMES OF CONSULTATION**

- 7.1 All HR employees have been consulted in the compiling of the HR service plan.
- 7.2 The trade unions have been consulted and no adverse comments have been received

#### **8. RECOMMENDATIONS**

- 8.1 That the 2009/2012 Human Resources Service Plan be approved and adopted.
- 8.2 That the achievements and successes of HR during 2008/2009, as set out in the attached Annual Improvement Summary, be noted.

SERVICE DIRECTOR HUMAN RESOURCES

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**Background Papers used in the preparation of this report: None**





Going Forward Together →

**Human Resources**

**SERVICE PLAN 2009-2012**

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## Section 1

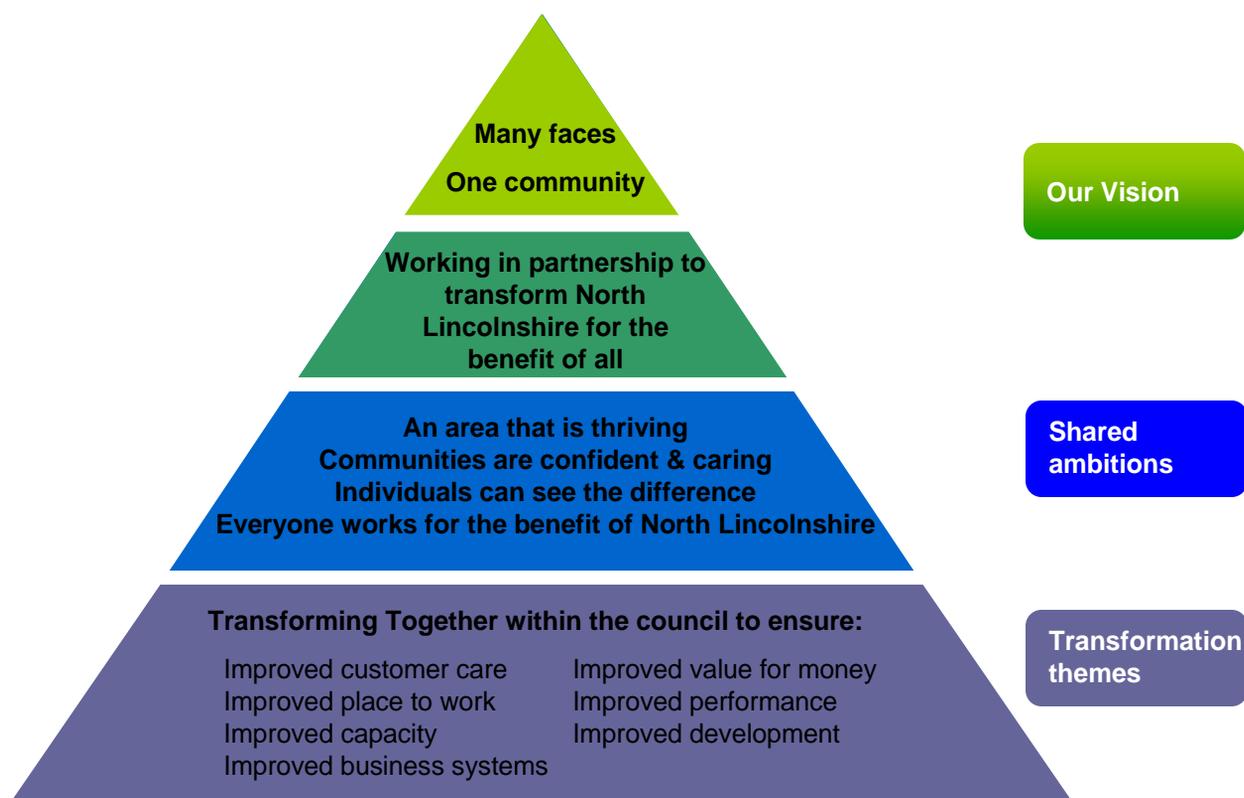
## How we plan

### Introduction

This is the 2009–2012 service plan for Human Resources. It forms a key part of the council's overall strategic plan "Going Forward Together" by contributing towards the agreed vision that the council has for the North Lincolnshire area. It sets out how the service will support the council's major strategic priorities. It makes the council's strategic plan operational and allows teams and individuals to focus their work on the council's priorities.

### The council's vision

The vision of the council and its partners is 'Many faces one community – working in partnership to transform North Lincolnshire for the benefit of all'. The council shares four ambitions with its partners. To enable the council to achieve the shared ambitions, changes need to be made within the organisation – these are identified as the transformation themes across the council.



The service plan forms a key part of the overall planning framework, which is shown overleaf. It explains what the service is responsible for, how it supports the council's ambitions and transformational priorities and where and how improvements to the service need to be made. It ensures that service developments are in line with corporate priorities and aligns resources to them. It also plays a key part in delivering a shared vision, which will be used by the council and its partners to drive the North Lincolnshire Community Strategy. The employee development

review (EDR) process supports this by ensuring that employees understand their own role in terms of achieving the council’s ambitions and the service’s development and improvement priorities, as well as identifying any associated training and development needs.



## Our values



All employees within the service have a role to play in delivering this service plan and providing a professional, modern and efficient HR service. This in turn supports the council to meet its ambitions by making sure that it has the workforce it needs to face future challenges. We want every employee to recognise that they play an important part in the council. They are one of our most valuable assets and we want our employees to feel proud to work for North Lincolnshire Council. The work that we do, how we treat our customers, how we work with our colleagues and partners, the learning and development we undertake and our achievements all contribute to **transforming North Lincolnshire for the benefit of all.**

## Section 2 Where are we now?

### Service Functions

#### Organisational Development

Providing a range of learning and development support across the council. Providing a framework for HR practices, policies and procedures



- Induction
- Corporate Training Programme
- Skills agenda
- Employee Development Review
- Training delivery & evaluation
- Manager development
- Competency frameworks
- Computerised HR system
- Investors in People
- HR policies & procedures
- Diversity impact assessment

#### Employee Resourcing

Having the right people, in the right place and at the right time



- Recruitment and selection
- Recruitment advertising
- Staffing reviews
- Workforce monitoring
- Workforce planning
- e-recruitment
- Safer recruitment
- Redeployment
- Terms and conditions
- Management information

#### Employee Relations

Working with employees, managers and trade unions to maintain good industrial relations



- Consultation
- Negotiation
- Appeals
- Employee engagement
- Disciplinary & grievance
- Employment legislation
- Annual employee survey

#### Employee Reward

Delivering & developing adequate, equitable & affordable systems that retain and attract



- Pay structures and systems
- Equal Pay
- Pensions
- Job evaluation
- Employee benefits
- Total reward
- Points of View survey
- Communication

#### Health, safety and welfare

Promoting health and safety in the workplace via education, advice and persuasion. Providing support to ensure the health & well being of the workforce



- Health & safety policies and guidance
- Risk assessments
- Counselling and welfare service
- Sickness absence
- Health & safety inspections
- Accident investigation
- Occupational Health
- Health & safety legislation

## Our customers

- Current, prospective and past employees
- Managers
- Service Directors
- Elected Members
- Schools & governing bodies
- Community/voluntary organisations

## Our partners

- Trade unions
- Humber Improvement Partnership
- Neighbouring councils
- Local Safeguarding Boards
- NHS providers
- Other sub regional public sector bodies
- Our service providers including recruitment agency, CRB, Occupational Health

## Involvement of customers and partners

- Consultation and formal approval by Corporate Services Cabinet Member
- Customer feedback and consultation
- Annual customer survey
- Joint Consultative Committees
- Corporate Consultative Committees

## Service standards

Our customers can expect to receive a service in accordance with the council's customer care charter:

### Welcoming

We will treat customers in a friendly and professional manner and with courtesy and respect

### Effective

We will aim to resolve enquiries efficiently and effectively

### Considerate

We will listen to individual needs and where possible tailor our services to meet them

### Accessible

We will aim to ensure our services are easy to use and provide choice in the way customers use them

### Reliable

We will keep our promise & meet our standards to deliver what we say – where we don't we shall take urgent action to resolve matters

### Excellent

We will aim to consistently deliver to the highest standard and where possible exceed customer expectations

**Our service standards**

Customer satisfaction levels\*

We are available to answer queries	100%
We respond speedily to enquiries	97%
We provide accurate HR advice	97%
We provide consistent HR advice	89%
We act in a professional manner	99%
We treat our customers with courtesy	100%
We are helpful	98%

\*2008 HR Customer Survey

The following professional bodies are represented by employees within Human Resources who operate in accordance with professional codes of practice:

- Chartered Institute of Personnel & Development (CIPD)
- Chartered Institute of Occupational Safety & Health (IOSH)
- British Association for Counselling & Psychotherapy (BACP)
- Institute of Leadership & Management (ILM)

Other codes of practice include:

- Criminal Records Bureau (CRB) Code of Practice
- Advisory Conciliation and Arbitration (ACAS) Codes of Practice
- National Vocational Qualifications (NVQ) Code of Practice

## Section 3 How are we doing?

### Current Performance



Monitoring performance is a key part of our performance management framework. It allows us to identify areas of good practice as well as areas that aren't performing to the required standard. It is through monitoring performance that we are able to identify drivers for improvement throughout the service.

Indicator		Target 2008/09	Actual 2008/09	
 Working days lost due to sickness absence	HR09	8.8 days	10.2 days	
 Employees declaring a disability	BV16a	2.9%	3.7%	
 Employees from BME communities	BV17a	1.7%	2.5%	
 IIP Achievement	CH24	100%	80%	
 Voluntary leavers as a percentage of the workforce	HR04	7.6%	5.3%	
 Advertised posts resulting in appointment	HR05	83%	85%	
 BME applicants compared to local population	HR06	2.5%	2.7%	
 Disabled applicants compared to local population	HR06	5%	2.1%	
 Completed investigations within 60 working days	HR24	85%	91%	
 Number of days lost due to industrial action	HR26	None	1391 <small>National pay disputes</small>	
 RIDDOR accidents per 100,000 employees	HR12	1090 <small>National average</small>	240	
 Employees undertaking learning & development	HR33	90%	62%	
 EDRs completed in previous 12 months	HR35	90%	60%	
 New managers completing manager induction	HR37	100%	86%	
 HR – Voluntary Turnover	HR04	7.6%	5.7%	
 HR – Positive responses to Points of View survey	HR07	80%	83%	
 HR – Working days lost due to sickness absence	HR09	8.8 days	6.2 days	
 HR – Employees undertaking learning & development	HR33	90%	96%	
 HR – EDRs completed in previous 12 months	HR35	90%	91%	
 HR – New managers completing manager induction	HR37	100%	No new managers	
 HR – Achievement of Investors in People	CH24	100%	100%	
 HR – New starters undertaking diversity training	ED51	100%	60%	

## Improvements

During 2008/2009 we have made the following improvements:

-  Roll out of HR and payroll e-forms
-  Launch of electronic EDR form
-  Roll out of pension scheme membership to Elected Members
-  Creation of Pensions Administrator in response to increased pension workload
-  Manager as Developer award launched (with Humber Improvement Partnership)
-  Achieved Skills for Life 'Go' Award
-  Introduction of Member Charter
-  Supported services to achieve Investors in People standard – 9/10 now achieved
-  Skills Pledge now in place
-  Reapproved as Institute of Leadership & Management Centre
-  Awarded ROSPA Gold Award for health and safety
-  In house smoking cessation programme for employees (with NHS North Lincolnshire)
-  Launch of Corporate Health & Fitness Membership scheme
-  Launch of Cycle to Work scheme
-  Developed and delivered Bond HR Professional refresher training
-  Improved data quality on computerised HR system
-  Sickness absence levels in HR reduced by nearly 2 days
-  New Fair Employment and Equal Pay policy
-  Revised Dignity at Work policy
-  Revised Grievance procedure
-  Revised Redeployment procedure

## Satisfaction levels

### Our customers

We measure satisfaction with the standard of service received by our customers through an annual survey. The level of satisfaction\* in areas of service delivery is detailed below.

	2008	2007	2006
 General quality of service	97%	96%	96%
 Recruitment and selection	95%	93%	92%
 Employee relations	93%	88%	81%
 Sickness absence	97%	96%	89%
 Supporting your service/school	96%	92%	80%
 Health, safety and welfare	97%	96%	93%
 Policies and procedures	93%	92%	83%
 Learning and development	92%	91%	94%

\* Satisfaction levels based on 'excellent', 'good' and 'satisfactory'. 2008 results based on 148 responses.

We also ask our customers 'what do we do well' and 'what could we do better'. These comments help us to continue developing services that meet the needs of our customers.

#### Our customers commended us on:

- Advice and support
- Speedy/timely responses
- Recruitment
- Availability & Accessibility
- Working closely with services
- Provision of information
- Support on absence management
- Knowledge
- Friendliness
- Individual officers efforts

#### Our customers think we can improve on:

- Consistency
- Staffing levels in HR
- Recruitment
- Management of cases
- Provision of information
- Response times
- e-forms
- Communicating policy changes
- Consulting on policy changes
- Job evaluation



## What some of our customers said about us . . .

'The HR team are very supportive whenever I need help and advice. They are always able to provide assistance as required'

'Welfare service is superb'

'Excellent learning & development section'

'Transaction Team has been a big improvement. Accessible and always get back quickly in response to enquiries'

'Committed and knowledgeable staff who provide first class support in dealing with disciplinary matters'

'With such continued support we are able to manage sickness very effectively'

'The HR Officers have built up a positive relationship with the Head and have a good working knowledge of the school'

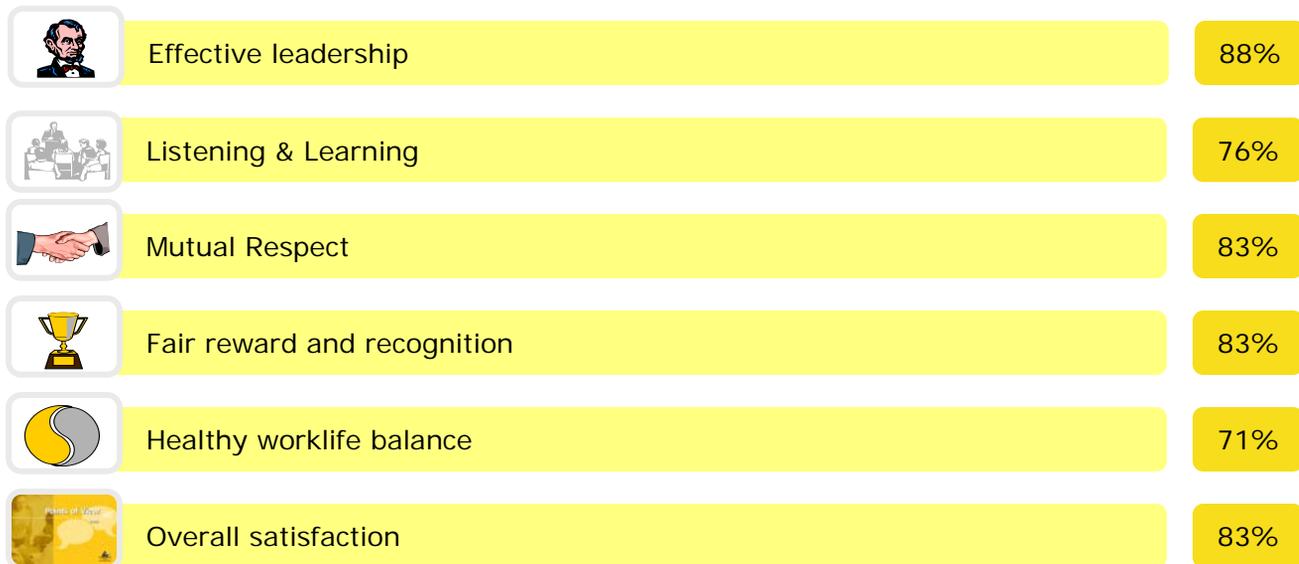
'Very approachable and easy to speak to – give good advice but are also open to being challenged about a decision made'

'Courteous, friendly staff'

'Effective, timely information when we need it'

## Our employees

We measure our employees' satisfaction with working for the council through Points of View, our annual employee survey. Levels of satisfaction have increased from a baseline of 69% in 2005 to 83% in 2008. Positive responses\* are shown below:



\* Positive responses based on 'strongly agree' and 'agree' responses. The range of responses is strongly agree, agree, unsure, disagree, strongly disagree and not applicable. 2008 results based on responses from 67 out of 70 HR employees

Our Culture Improvement Team – 'Action HR' – continue to work with their colleagues in HR to take action on issues raised in the Points of View survey and identify areas for improvement.

## Inspections and Reviews



### Workforce Improvement Challenge

In April 2009 the council took part in the Workforce Improvement Challenge. This is peer review by the Improvement & Development Agency (I&DeA) looking at the council's strategic approach to workforce issues. The strengths and recommendations identified in the peer review are outlined below:

#### Strengths

- People Strategy & service plan
- Involvement of employees in plans
- Performance monitoring on workforce issues
- Employee focused organisation
- Employees are committed and feel valued
- Open to external challenge
- Evidence of joint workforce planning
- Evidence of shared services & joint working
- Skills Pledge
- Apprenticeship & trainee schemes
- Wide range of development opportunities
- Competency frameworks
- Member Charter & development
- Listen to employees and trade unions
- Good employee relations
- Culture Improvement Teams
- Culture & Communication Group
- Identified culture & values
- Annual employee survey
- Supportive policies & procedures
- Employee Development Review process
- Management support & development
- Achieving under Equality Framework
- Diversity training
- Good flexible working practices
- Employee with disabilities feel 'cared for'
- Collection of employee data
- Diversity impact assessment toolkit
- Single status agreement in place
- Equal Pay Review undertaken
- Contingency plans for future pay pressures
- Employees feel 'valued'

#### Recommendations

- Clarity of corporate vision
- Rationalise plans and strategies
- More consistent workforce planning
- Ensure leaders champion workforce issues
- Greater involvement in employee survey
- Consider future challenges and skills
- Complete corporate IIP
- Work with partners on workforce issues
- Explore new ways of recruitment
- More benchmarking visits
- Regional/sub-regional work on skills dev't
- Increase apprenticeships
- SMARTer competencies
- Streamline competency & dev't frameworks
- Consider impact of Community Leadership
- Consider Corporate Leadership Programme
- Review management development criteria
- Bolder application of policies
- Supportive policies & procedures
- Consistent employee engagement & support
- Better use of employees as ambassadors
- Ensure right skills to meet future challenges
- Consistency of management approach
- Develop change management skills
- Ensure all understand vision and culture
- Member participation in workforce issues
- Proactive approach to 'employer of 1<sup>st</sup> choice'
- Develop total reward approaches
- Refresh Star Awards
- Continue Worksmart programme

Human Resources will continue to work with the council's management team, Elected Members and I&DeA throughout 2009 to formulate and implement an improvement plan to address these recommendations. We are currently negotiating the involvement of BT to support delivery of aspects of the improvement plan as part of their Sustainable Workforce Programme.



## Royal Society for Prevention of Accidents (RoSPA)

The RoSPA Achievement Awards scheme is based on assessment of a broad portfolio of evidence about the level of development and performance of the council's occupational health and safety management system, and also takes into account the council's reportable accident rate and enforcement experience. Awarding the council with a Gold Award for the 9<sup>th</sup> consecutive year, RoSPA stated:

"North Lincolnshire Council has shown a commitment to protecting the health and well-being of its employees and others. Entering the RoSPA Awards reinforces the message that good health and safety is good for business and clearly demonstrates an organisation's dedication to improving performance in this crucial area".



## Health & Safety Executive

The Health and Safety Executive carried out an inspection into stress management within the council and found the following:

### Strengths

- Good level of expertise and an excellent welfare service that deals comprehensively with stress once it becomes apparent
- On the whole, systems for dealing with stress are recognised by senior management and trade unions. Measures are already being developed/ implemented to combat any weaknesses
- All parties are working hard to control and reduce the risks from stress. The level of commitment is encouraging and provides a firm foundation on which to develop a stress strategy

### Recommendations

- Relevant, targeted training which is monitored & reviewed  
**Implemented:** Bespoke training programmes delivered by Welfare Team
- Better quality data to identify areas and departments where stress levels are rising  
**Implemented:** Enhanced sickness absence analysis & QPR data
- Establish hierarchy of control measures to act as managerial guide for proactive control of stress  
**Implemented:** Manager's Stress Packs

## Value for Money (VfM)

The following service functions have been profiled for value for money outcomes	Cost	Performance	Overall VfM position	Importance to strategic plan	Direction of travel
<b>Occupational Health</b> Bought in OH costs v Number of FTE days lost due to sickness absence	Low	Medium	Fair	Medium	↓
<b>Health and Safety</b> H&S staff cost per employee v Number of RIDDOR reportable accidents	High	High	Fair	Medium	↔
<b>Human Resources</b> Human Resources staff cost per employee v CIPFA good practice score	Low	High	Strong	Medium	↑

Source: 2008 CIPFA HR Benchmarking

### Comments and actions

**Occupational Health:** The bought in Occupational Health costs fell from £57.1k in 2006/7 to £52.1k in 2007/8. The bought in costs per employee fell from £7.20 to £6.20 in 2008. This places the cost further into the lower cost quartiles and firmly identifies this as low cost. Sickness absence increased from 9 days in 2006/7 to 10.2 days in 2007/8 – the average for unitary councils was 10.2 days. This resulted in performance moving from high to medium.

**Action: Monitor VfM implications of the new occupational health service provider from July 2009 onwards**

**Health & Safety:** Costs for H&S staff are above the unitary average although they have reduced from £29.50 to £23.90. The number of accidents reportable under RIDDOR legislation for the council remains very low against national averages – 150 per 100,000 accidents compared to a national average of 2600 for public administration employers (HSE). The high costs are offset by the quality service and framework for safe systems of working delivered across the council. This cost also includes delivery of the majority of health and safety training.

**Action: Review position when 2009 CIPFA data is available**

**Human Resources:** Staff costs are the average cost of core HR staff per employee. The CIPFA good practice score measures practice across a range of HR related activities including policy, IT and management information, communication, recruitment, sickness, employee benefits etc. In 2008, staff cost decreased from £191 to £153 and has taken this cost even further into the low cost quartile. An increase in the good practice score from 72% to 75% has improved performance and moved this further into the upper quartile.

**Action: Review position when 2009 CIPFA data is available**

## Key issues

The following developments are required in order to transform performance

### **Progress towards a workforce that is representative of the community it serves**

Continued action around diversity issues is required to address under-representation within the workforce. There have been some incremental improvements but the council needs to have a greater impact in this area. This will require targeted action with community groups and partner organisations particularly in the area of recruitment and selection.

### **Supporting the council to ensure good people management and compliance**

The Workforce Improvement Challenge peer review highlighted the need for managers to be bolder with attendance management, capability and non-compliance with council's policies and procedures. Transforming performance requires all services to adopt and take responsibility for development and improvement in people management. HR must continue to work with services to provide the tools for managers to manage confidently and competently. This includes user-friendly and accessible frameworks, training and advice. We anticipate that this would have an impact on reducing sickness absence levels.

### **Workforce Planning & strategic workforce approaches**

Workforce planning is incorporated into the service planning process. However, we recognise that the skills and tools to carry out workforce planning across the council are in need of development. The council needs to know what employees it will require in the future and with what skills. It needs to have robust plans in place to achieve this. We also need to work more closely with partners to address future workforce challenges.

### **Skills agenda**

The Chief Executive and Leader have signed the Skills Pledge on behalf of the council and now want to see progress made on the following commitments to actively encourage and support employees to:

- gain skills & qualifications that support their future employability
- acquire basic skills and support work towards their first level 2 qualification
- raise skills and competencies to improve organisational performance

Human Resources will have a key role in supporting employees and managers in achieving this. There is a need to strengthen resources in skills for life support provision within the Learning & Development Team.

### **Workforce performance indicators**

There needs to be a continual review of corporate and service workforce performance indicators to ensure their relevance and ability to drive performance on people management issues across the council. Services need to have fit for purpose and meaningful workforce indicators within QPR frameworks. Key to this is ensuring that the quality of data continues to improve and that we work with services and technology available to us to improve the flow of information required to populate the computerised HR system.

### **Investors in People**

The council has made significant progress towards achievement of the IIP standard during 2008/09. HR will have a critical role in supporting the council to prepare for a corporate assessment due to take place in September 2009.

## Section 4 Where do we need to go?

### Going Forward Together – the council’s strategic plan

#### Shared ambitions

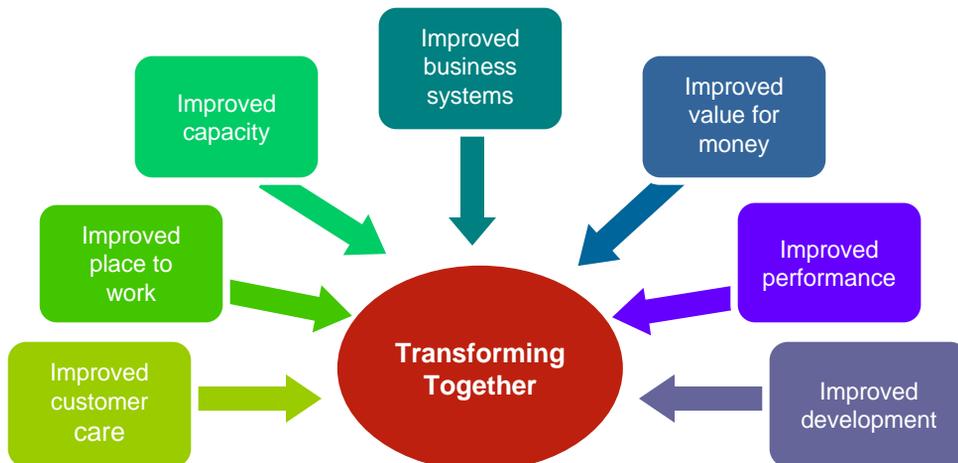
We support the council to attract, retain and develop a skilled, competent and motivated workforce equipped to deliver services that meet the council’s shared ambitions and help to transform North Lincolnshire towards a better future for all. This includes working with services to help them to plan what employees they will require in the future and with what skills. In doing so, Human Resources plays a significant role in ensuring that the council has the right people in the right place at the right time to meet its current and future challenges.

‘Valuing People Together’, the council’s people strategy, is the foundation upon which the council can effectively recruit, retain and develop its employees to achieve its vision and ambitions. Its main priorities are:

 <p><b>Developing leadership skills &amp; capacity</b></p>	 <p><b>Good employment practice and industrial relations</b></p>
 <p><b>Attracting and retaining a diverse, skilled &amp; motivated workforce</b></p>	 <p><b>Adequate &amp; equitable reward, recognition and remuneration</b></p>
 <p><b>Promoting a healthy and safe working environment</b></p>	 <p><b>Developing skills and capacity</b></p>

#### Transforming together

In order to enable to the council to achieve the shared ambitions, changes will have to be made within the organisation. The strategic plan identifies seven main themes for transformation:



We recognise that these transformation themes will have a significant impact on the HR service and People Strategy. We will continue to review our priorities and plans throughout 2009 as the council’s Transforming Together plan is developed.

## The council's values

Our priorities need to support and reinforce the council's three core values - **we care, we value, we achieve**. These values provide a simple message about how we act and behave in our dealings with each other and the communities we serve.

HR also plays a key role by:

- Contributing to the Culture & Communication group
- Leading the induction working group
- Leading the Points of View working group



## Comprehensive Area Assessment (CAA)

'Public sector organisations need a strategic approach to addressing current and future workforce issues, putting in place effective programmes of action to attract, retain, develop and motivate a 'fit for the future' workforce. This includes working in partnership to address shared workforce issues, where this brings benefits, as well as considering critical workforce issues in relation to commissioned services'



From 2010, the CAA will include an assessment of how well the council plans, organises and develops its workforce effectively to support the achievement of its strategic priorities. The key lines of enquiry (KLOEs) will focus on four themes and will assess the extent to which the council:

**Has a productive and skilled workforce**

**Engages and supports staff in organisational change**

**Knows in the medium to longer term what staff it needs, with what skills & has plans to achieve this**

**Has policies to support diversity and good people management**

During 2008/09, Human Resources started preparing for these changes and is represented on the council's Use of Resources Working Group. The Workforce Improvement Challenge peer review has highlighted areas for improvement in the council's strategic approach to its workforce. Work will continue throughout 2009/10 to develop and implement an improvement plan based on the recommendations of the peer review (see page 10).

## Our key priorities for the next three years

As a service we need to prioritise to ensure that we focus on things we need to do. Being clear about non-priorities is as important as being clear about our priorities. Identifying where our future focus will be helps us to direct resources towards our priorities.

### Developing leadership skills and capacity

We need to continue developing managers and leaders to provide clear direction and leadership to the workforce motivating everyone to achieve high standards of performance. We need to develop future skills required to deliver transformation and achieve the council's ambitions. This includes addressing areas of under-representation in leadership positions.

- Leadership strategy
- Management development
- Community leadership
- Competency frameworks
- Leadership skills
- Change management



### Attracting & retaining a diverse, skilled & motivated workforce

The council needs to attract and retain the right people with the right skills, in the right place at the right time both now and in the future by strengthening its position as 'employer of choice'. We will work with services and partners to identify and anticipate future workforce requirements. Our workforce needs to be more representative of the local community.

- Workforce planning
- Recruitment/talent pools
- Workforce information
- Workforce strategies for increasing representation
- Promoting careers in local government
- Succession planning



### Promoting a healthy and safe working environment

To achieve the council's ambitions, employees need a healthy and safe working environment in which to carry out their work. Employee well-being is paramount. We will continue to ensure that safe systems of work are in place and that we help employees to maintain a healthy worklife balance.

- Absence management
- Lone working
- Health & safety legislation
- Stress management
- Worklife balance
- Occupational Health



### Good employment practice and industrial relations

We need to ensure fair and consistent treatment of all employees. We will continue to work with employees, managers and trade union representatives to provide a framework of robust policies and procedures that embed good employment practice.

- Employment legislation
- Work with trade unions
- Safeguarding & vetting
- Annual employee survey
- Mediation and informal resolution
- Diversity impact assessment
- Policy frameworks, training & support
- Corporate IIP



## Adequate and equitable reward, recognition and remuneration

Employees have the right to receive fair and equitable pay and reward regardless of gender, ethnicity, age, disability or any other personal characteristic. Pay and rewards also need to be affordable for the council and able to attract, motivate and retain employees. We also need to develop our total reward approach.

- Employee benefits
- Equal Pay
- Pensions
- Job evaluation



## Developing skills and capacity

The council will continue to invest in developing employee skills so they are able to meet the changing demands of job roles and working in local government and can achieve high standards of performance expected. This includes ensuring equity of access to development opportunities.

- Skills agenda
- Supporting IIP
- Competency frameworks
- E-learning
- Induction
- Apprenticeships



## Developing the HR service

In order to support service areas in achieving the council's ambitions, we have a number of priorities for developing the HR service. These will continue to be reviewed and shaped as the council's Transforming Together plan is developed.

- Partnership working on shared workforce issues
- Use of technology
- Enhancing strategic workforce approaches
- e-form development
- Developing consultancy role
- HR competency framework
- Streamlining HR transactions
- Manager access to information
- Data quality & record management
- Strengthen skills for life provision



## Non-priorities

Much of the work carried out by Human Resources has statutory aspects so we need to be careful when we identify those things that we will not do. Failure to comply with the statutory aspects is a potential source of risk to the organisation. The following have been identified as non-priorities.

⊖ Attendance at routine recruitment & selection interviews

⊖ Unnecessary administrative tasks

⊖ Day to day management of routine short-term sickness absence

⊖ Delivery of training that does not support the council's ambitions

⊖ Non essential reviews of policies and procedures

⊖ Attendance at events that do not contribute directly to key priorities

⊖ Undertaking routine investigations

⊖ Undertaking routine home visits

## Section 5 How will we know we are succeeding?

### Key outcomes

#### Developing leadership skills and capacity



- Competent current & future leaders
- Equipped to deliver transformation
- Competent current & future managers
- Equipped to achieve shared ambitions
- Appropriate skills & behaviours
- Development reflects best practice

#### Attracting a diverse, skilled and motivated workforce



- Representative workforce
- Employer of first choice
- Good calibre of applicants
- Effective workforce planning
- Low turnover

#### Promoting a healthy and safe working environment



- Reduced sickness absence levels
- Employees achieve worklife balance
- Low level of accidents
- Statutory compliance
- Positive health & safety culture

#### Good employment practice and industrial relations



- Speedy resolution of issues
- Minimal disruption from industrial action
- Low level of litigation
- Safeguarding service users
- Statutory compliance
- Employees are engaged

#### Adequate and equitable reward, recognition & remuneration



- Equality in pay
- Low turnover
- Affordable & attractive reward
- Total reward approach
- Minimal risk of equal pay claims

#### Developing skills and capacity



- Competent employees
- Access to required development for all
- Appropriate skills & behaviours
- Equipped to achieve shared ambitions
- Council achieves corporate IIP
- Development reflects best practice

#### Developing the HR service



- Work with partners on shared issues
- Electronic business transactions
- Easy access to HR information
- Drives strategic workforce approaches
- Best use of technology available
- Professional, skilled practitioners

## Key indicators and targets

Indicator			Target 2009/10	Target 2010/11	Target 2011/12
<b>Corporate Health Performance Indicators</b>					
	Working days lost due to sickness absence	HR09	9.5 days	9.3 days	9.0 days
	IIP Achievement	CH24	100%	100%	100%
	Voluntary leavers as a percentage of the workforce	HR04	Not exceed national average	Not exceed national average	Not exceed national average
	Employees undertaking learning & development	HR33	90%	90%	90%
	EDRs completed in previous 12 months	HR35	90%	90%	90%
	New managers completing manager induction	HR37	100%	100%	100%
	Positive responses from POV survey	HR07	To be determined	To be determined	To be determined
	Use of Resources – Workforce (KLOE 3.3)	CH3	Level 2/3	Level 3	Level 3/4
	Investors in People Achievement	CH24	100%	100%	100%
<b>Key service indicators</b>					
	Advertised posts resulting in appointment	HR05	85%	87%	89%
	BME applicants compared to local population	HR06	Representative of local community	Representative of local community	Representative of local community
	Disabled applicants compared to local population	HR06	3%	4%	5%
	Completed investigations within 60 working days	HR24	90%	90%	90%
	Number of days lost due to industrial action	HR26	None	None	None
	Accurate and complete recruitment recording	HR42	99%	99%	99%
	RIDDOR accidents per 100,000 employees	HR12	Based on national average	Based on national average	Based on national average
<b>Human Resources workforce indicators</b>					
	HR – Voluntary Turnover	HR04	Not exceed national average	Not exceed national average	Not exceed national average
	HR – Positive responses to Points of View survey	HR07	85%	87%	89%
	HR – Working days lost due to sickness absence	HR09	6.5 days	6.3 days	6.0 days
	HR – Employees undertaking L&D activities	HR33	90%	90%	90%
	HR – EDRs completed in previous 12 months	HR35	90%	90%	90%
	HR – New managers completing manager induction	HR37	100%	100%	100%
	HR – Achievement of Investors in People	CH24	100%	100%	100%
	HR – New starters undertaking diversity training	ED51	100%	100%	100%

## Section 6 How do we get there?

### Finance



#### 3 year finance settlement

	2009/10	2010/11	2011/12
	£000	£000	£000
<b>Net Revenue Budget</b>	<b>1,850</b>	<b>1,884</b>	<b>1,917</b>
<b>Capital investment programme</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Efficiency target</b>	<b>-30</b>	<b>0</b>	<b>0</b>
<b>Net Revenue Budgets by division</b>			
Human Resources Management	221	224	229
Organisational Development	433	435	440
Health, Safety & Welfare	311	314	319
Adult Services & Corporate	313	316	321
Community Services	290	293	298
Children's Services	182	187	191
Transaction Team	110	115	119
Rechargeable A/cs	-10	0	0

This is an indicative breakdown subject to in-year changes

<b>External Funding</b>	Suitable funding streams to be identified in conjunction with External Funding team
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### People



#### Employee profile

<b>Number of FTE posts</b>	64.9 WTE
<b>Turnover</b>	4.29% (voluntary) 7.14% (all leavers)
<b>Employees aged 50 and over</b>	36%
<b>Employees aged 25 and under</b>	9%
<b>Gender</b>	81% Female / 19% Male
<b>Ethnicity</b>	97% White / 3% BME
<b>Sexual orientation</b>	84% Heterosexual / 12% prefer not to say / 7% Not stated
<b>Religion &amp; belief</b>	61% Christian / 26% None / 7% prefer not to say / 3% other / 3% not stated

See Appendix 3 for detailed analysis of workforce issues

## Asset Management

Human Resources is a predominantly office-based service working out of multi-team office bases. There are currently no plans to externalise any parts of the service and therefore no potential at this time to release assets as a result. The following asset management issues have been identified:



### Archiving and record storage

Lack of adequate space for archiving and storage of paper files and employee records. Need to explore document imaging and electronic storage options. There is a possibility that may results in the reduction of space required for paper document storage



### Lack of training facilities

There is a lack of adequate training facilities with the majority of training being delivered in generic meeting rooms. Need to explore the possibilities for sharing resources across the council such as Adult Education to maximise use of available facilities.

## Information technology and systems

### Current IT usage

- Bond HR Professional
- Pay Personnel
- Equal Pay Reviewer
- Computerised job evaluation
- e-forms
- Online application form



### Anticipated IT project list

- e-form development
- e-learning
- Integrated pay & personnel system
- Manager access to employee information
- Electronic document management & storage
- Client risk database
- Policy Matters
- SIMS/Bond HR Professional interface



## IT priorities



Technology is crucial in assisting change and realising efficiency savings. An effective IT solution and platform for electronic service delivery is a priority



Continued joint working with IT is required to achieve integration of systems to enable electronic workflows and streamlined business transactions



Systems need to be available to managers and employees to support the workflow of e-forms and increase manager capacity



Lack of integrated pay and personnel system continues to present limitations on information management and data quality



Make use of available technologies and platforms to improve customer accessibility to HR information including policies and procedures



Continued joint working with IT is required to ensure compliance with security controls necessary for use of Government Connect Secure Extranet (GCSx)

## IT constraints/risks



Failure to use technology to replace administrative tasks will affect the ability to make efficiency savings and develop service delivery



Separate pay and personnel systems give rise to data quality issues. Audits across the systems are time consuming and add additional pressure on service delivery



Limited service budget to invest in significant IT developments which have an impact across the council

## Legislative considerations



Legislation requires access to and use of information including Freedom of Information, Data Protection, Equal Pay and other employment legislation



Employment legislation requires retention and storage of employee records for specified periods of time

## What changes do we need to make?

### Service development

Continue to identify necessary changes to delivery, structure and ways of working to ensure that we are providing a quality, cost effective service that delivers transformation priorities and council ambitions

### Consultancy

Release capacity to continue providing greater professional support to managers by offering a consultancy-based service that aims to support the council's strategic workforce approaches.

### Business transactions

The preferred method for all HR transactions will be electronic although regard will be given to ensuring that we can meet differing customer requirements

### Integration

Join up electronic workflows and systems to reduce the administrative burdens on employees and managers. The current feasibility study on an integrated pay and personnel system supports this.

### Manager access

Improve access to workforce information required by managers to make key people management decisions. The current feasibility study on manager access to workforce information supports this.

### E-learning

Increase IT capacity for e-learning across the council. The planned implementation of the Learning Pool and Policy Matters supports this.

## Diversity

### Promoting best practice in employment

We have a responsibility to ensure that our framework of policies, procedures and practice meets diversity legislation and statutory duties, as well as ensuring that we enable employees and managers to adopt good practice in employment related areas including:

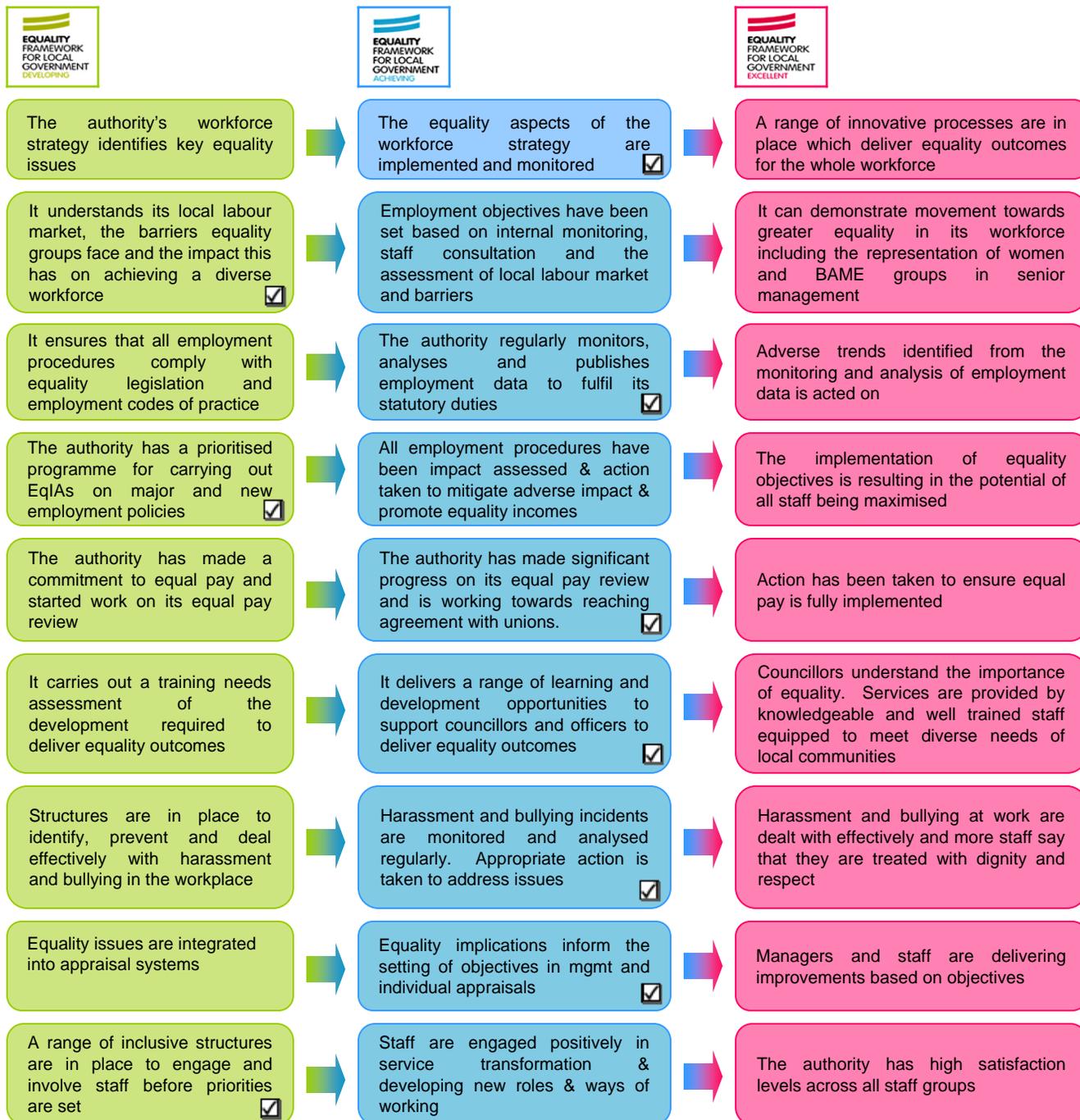
- |   |  |
|---|--|
|  <b>Equal Pay</b>                                       | <ul style="list-style-type: none"> <li>■ Pay system is transparent and consistent</li> <li>■ Any gender pay gaps narrowed and eventually eliminated</li> <li>■ Part time employees treated equitably compared to full time employees</li> <li>■ All employees have equal access to work related benefits</li> </ul>  |
|  <b>Recruitment</b>                                     | <ul style="list-style-type: none"> <li>■ Recruitment and selection decisions are fair</li> <li>■ All jobs are open to, and attract applications from, a full range of suitably qualified people</li> <li>■ Representative workforce compared to local community</li> <li>■ All individuals involved in recruitment are trained in equality &amp; diversity issues</li> </ul>   |
|  <b>Training</b>  | <ul style="list-style-type: none"> <li>■ Equal access to training and development opportunities</li> <li>■ Employees from all groups and all levels take up training opportunities</li> <li>■ Training is carried out on a variety of days and times</li> <li>■ Skills of employees are regularly audited</li> </ul>   |
|  <b>Promotion</b>                                       | <ul style="list-style-type: none"> <li>■ Equal access to promotion opportunities</li> <li>■ Diverse workforce represented at all levels and in all areas of work</li> <li>■ No barriers to progression</li> <li>■ Vacancies are reviewed and open to part-time, job share and flexible working</li> </ul>  |
|  <b>Flexible working</b>                              | <ul style="list-style-type: none"> <li>■ Clear and accessible guidance on flexible working</li> <li>■ Carers leave policy in place and promoted to employees</li> <li>■ Flexible working managed to meet the needs of the business and employees</li> </ul>  |
|  <b>Managing pregnancy</b>                            | <ul style="list-style-type: none"> <li>■ Maintain return rate after maternity leave</li> <li>■ Male employees take up paternity and parental leave</li> <li>■ Managers keep in touch with women on maternity leave</li> </ul>  |
|  <b>Grievance, disciplinary &amp; dignity at work</b> | <ul style="list-style-type: none"> <li>■ Grievances are not more likely to be brought by employees from particular groups</li> <li>■ Employees from particular groups are not disproportionately subject to disciplinary</li> <li>■ Dignity at work policy gives due regard to the need to eliminate harassment</li> <li>■ Support mechanisms are in place to protect transsexual people in the workplace</li> </ul> |
|  <b>Leavers</b>                                       | <ul style="list-style-type: none"> <li>■ There are no significant disparities in particular groups leaving the council</li> <li>■ Retention to ensure the workforce is representative of the local community</li> </ul>  |

### Monitoring and review

We carry out diversity monitoring on employment related areas through the quarterly performance review (QPR) and annual monitoring in line with statutory equality duties. We provide regular workforce information to managers, which enables service areas throughout the council to consider and monitor diversity issues within their workforce. A three-year prioritised plan for carrying out diversity impact assessments on all HR policies and procedures is in place.

## Equality Framework for Local Government

The Equality Framework for Local Government sets out three levels of achievement against which the council can assess progress towards ‘a modern and diverse workforce’. An initial self-assessment was carried out in April 2009 and  indicates where we are now.



This framework provides a benchmark for good practice and continuous improvement on equality and diversity issues. Human Resources will continue to work with the council's diversity team to develop and monitor the employment related aspects of the council's single equality scheme. This will include identifying actions required to move towards the 'excellent' level of achievement.

## Biodiversity



### Reducing paper use

The increase in the use of e-forms and further development of electronic service delivery reduces the use of paper, which will have a positive environmental impact



### Education, advice & awareness

Our learning and development team will work with other services in the council to make training on biodiversity matters available to employees as required

## Crime and disorder reduction



### Safer recruitment

Our HR service teams will ensure safer recruitment processes are embedded across the council



### HR policies

Our HR policy team will ensure crime and disorder issues are included in HR policies as required



### Health & safety

Our health, safety & welfare team will ensure that they include advice and guidance crime and disorder issues where appropriate



### Training

Our learning and development team will work with services to ensure that induction and training includes crime and disorder issues as required



### Drug awareness

Our learning and development team will assist service areas as required to increase the percentage of front-line employees completing drugs awareness training

## Sustainable Communities



### Employment

As one of the largest employers in North Lincolnshire, delivery of this service plan will have a positive impact on the employment available to residents and the development of a skilled local workforce

## Section 7 Barriers to success



Risk assessment is an integral part of strategic planning. All developments in the service have been assessed against likelihood and impact. This ensures that risk is considered as part of the forward planning process. The analysis produces a risk assessment score. Actions with high scores are considered the greatest risk and will be monitored as part of the quarterly performance review process. They are cross referenced with the service risk register.

Any new risks or changes that occur during the year will be updated on the service register and used to inform the planning process for following years. The following risks have been identified as barriers to success in delivering the priorities and actions in this service plan:

Risks		Controls	Actions
1	Inappropriate appointments to 'positions of trust' exacerbated by long delays in Criminal Records Bureau (CRB)	<ul style="list-style-type: none"> <li>■ Registered body of CRB</li> <li>■ CRB procedure</li> <li>■ CRB monitoring</li> <li>■ Safer recruitment training</li> </ul>	<ul style="list-style-type: none"> <li>■ Conclude CRB back checks</li> <li>■ Develop vetting procedures in line with national developments</li> </ul>
2	Litigation and/or tribunal claims	<ul style="list-style-type: none"> <li>■ Monitoring &amp; review of policies</li> <li>■ Monitoring of best practice &amp; case law</li> <li>■ Consultation with legal services</li> <li>■ Training for HR practitioners &amp; managers</li> <li>■ Review of formal investigations by HRMT</li> </ul>	<ul style="list-style-type: none"> <li>■ Programme of regular case review workshops</li> <li>■ Prioritised plan for diversity impact assessment on all HR policies</li> <li>■ Review refresher training on key employment legislation</li> </ul>
3	Equal pay claims arising from differing practices in different services	<ul style="list-style-type: none"> <li>■ Pay policy</li> <li>■ Equal Pay &amp; Fair Employment policy</li> <li>■ Equal Pay Review</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement computerised job evaluation system</li> </ul>
4	Breakdown in relationships with trade unions leading to complaints & disputes	<ul style="list-style-type: none"> <li>■ Consultation with TUs &amp; employees</li> <li>■ Formal consultation framework</li> <li>■ Formal negotiation framework</li> <li>■ Regular communication with workforce</li> </ul>	<ul style="list-style-type: none"> <li>■ Services maintain consultation with all recognised TUs</li> </ul>
5	Inability to provide HR advice, guidance and support due to lack of resources	<ul style="list-style-type: none"> <li>■ Budget planning &amp; monitoring</li> <li>■ Clear priorities set out in service planning</li> <li>■ Workforce plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Conclude value for money review</li> </ul>
6	Inadequately trained employees, particularly managers, leading to poor decision making	<ul style="list-style-type: none"> <li>■ Personal action plans linked to priorities</li> <li>■ Enhanced corporate training programme</li> <li>■ Competency frameworks</li> <li>■ Corporate induction / manager induction</li> <li>■ Monitor access to development</li> </ul>	<ul style="list-style-type: none"> <li>■ Extend mandatory corporate induction</li> <li>■ Extend mandatory manager induction</li> <li>■ Relaunch generic competencies</li> <li>■ Implement 'Policy Matters' package</li> </ul>
7	Failure to take full advantage of benefits of partnership working	<ul style="list-style-type: none"> <li>■ Partnership protocol</li> <li>■ Humber Improvement Partnership</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop local and sub-regional initiatives</li> </ul>
8	Failure of major contractor ie. advertising, occupational health, training providers	<ul style="list-style-type: none"> <li>■ Compliance with procurement guidelines</li> <li>■ Contract monitoring arrangements</li> <li>■ Review of financial status</li> </ul>	

Risks		Controls	Actions
9	Quality of data on computerised HR system	<ul style="list-style-type: none"> <li>■ In service systems &amp; audits</li> <li>■ Performance monitoring</li> <li>■ Data validation exercises</li> <li>■ Bond HR training for all users</li> <li>■ e-form development</li> </ul>	<ul style="list-style-type: none"> <li>■ Continued implementing electronic document workflow processes</li> <li>■ Contribute to feasibility study on integrated pay &amp; HR system</li> <li>■ Complete feasibility study on wider access to HR information</li> </ul>
10	Failure to embrace workforce planning as means of ensuring the required staffing in medium to long term	<ul style="list-style-type: none"> <li>■ Workforce planning toolkit</li> <li>■ Integration with service planning process</li> <li>■ HR support on workforce planning</li> <li>■ Review of formal investigations by HRMT</li> </ul>	<ul style="list-style-type: none"> <li>■ Review toolkit, training &amp; support available to managers</li> <li>■ Develop workforce improvement challenge action plan</li> </ul>
11	Corporate training programme not relevant to organisation's needs	<ul style="list-style-type: none"> <li>■ Annual review of programme content</li> <li>■ Alignment with competency frameworks</li> <li>■ Ongoing evaluation</li> </ul>	
12	Accident or injury due to unsafe working practices / Risks associated with lone working	<ul style="list-style-type: none"> <li>■ Programme of health &amp; safety inspections</li> <li>■ Risk Assessment Template system</li> <li>■ Health &amp; safety manual &amp; training</li> <li>■ External inspection &amp; assessment</li> </ul>	<ul style="list-style-type: none"> <li>■ Complete feasibility study on client risk database</li> </ul>
13	Inappropriate advice on pensions due to complicated changes to scheme and increased delegations	<ul style="list-style-type: none"> <li>■ Development of specialist knowledge</li> <li>■ Creation of Pensions Administrator post</li> <li>■ Training for HR practitioners</li> <li>■ Liaison with East Riding Pension Fund</li> </ul>	
14	Lack of customer satisfaction leading to complaints and loss of goodwill	<ul style="list-style-type: none"> <li>■ Annual customer survey</li> <li>■ Customer feedback incorporated in plan</li> <li>■ Customer consultation &amp; feedback</li> <li>■ Evaluation of training</li> </ul>	<ul style="list-style-type: none"> <li>■ Repeat annual customer survey</li> </ul>
15	Exceeding service budget	<ul style="list-style-type: none"> <li>■ Budget monitoring</li> <li>■ Compliance with budgetary processed</li> <li>■ Clear priorities set out in service planning</li> <li>■ Liaison with Finance team</li> <li>■ Finance &amp; VfM monitored through QPR</li> </ul>	<ul style="list-style-type: none"> <li>■ Explore opportunities for external funding / income generation</li> </ul>

Human Resources is responsible for the management of the following strategic risks:

⊖ Inability to recruit and retain employees

⊖ Failure to adjust workforce to be representative of local population

⊖ Effects of industrial action

⊖ Maintaining a healthy workforce/flu pandemic response

⊖ Skills/competency gaps in workforce

⊖ Costs & service disruption resulting from high levels of absence/flu pandemic

⊖ Breach of legislation, good practice & duty of care

A full risk assessment is included in the annual strategic risk position statements held by the council's Audit & Risk Manager.

## Appendix 1 Capital schemes

The table below is a 'position statement'. Future years will show ideas moving forward from, for example, option appraisal to feasibility or feasibility to committed capital project.

Where relevant, a brief scheme description is included with the investment figure – if known – in the relevant box for the year of expenditure. Where the scheme is aspirational or the budget is unclear a tick is placed in the year of expected expenditure.

Stage	Scheme name	2009/10 £,000	2010/11 £,000	2011/12 £,000
Inception (need identified)				
List of options				
Option appraisal				
Feasibility study				
Capital investment proposal				
Committed capital project				
Post project evaluation				

## Appendix 2 Human Resources Action Plan



### Developing leadership skills and capacity

We need to continue developing managers and leaders to provide clear direction and leadership to the workforce motivating everyone to achieve high standards of performance. We need to develop future skills required to deliver transformation and achieve the council's ambitions. This includes addressing areas of under-representation in leadership positions.

No	Action	Lead	Target date	Milestones	Outcome
1	Develop Institute of Leadership & Management (ILM) programme	Christine Wilkinson	Jun 2010		<input checked="" type="checkbox"/> Competent current & future leaders/managers <input checked="" type="checkbox"/> Equipped to deliver transformation
2	Launch & review enhanced manager induction programme	Christine Wilkinson	Sep 2009	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> CMT approval</li> <li>■ <b>Aug 2009</b> Communicate changes to managers</li> <li>■ <b>Dec 2009</b> Introduce 'bite size' sessions</li> <li>■ <b>Mar 2010</b> Full evaluation of programme</li> </ul>	<input checked="" type="checkbox"/> Competent managers <input checked="" type="checkbox"/> Appropriate skills & behaviours <input checked="" type="checkbox"/> Equipped to achieve ambitions
3	Develop provision of change management training	Christine Wilkinson	Mar 2010		<input checked="" type="checkbox"/> Competent current & future leaders/managers <input checked="" type="checkbox"/> Equipped to deliver transformation
4	Develop provision of community engagement training	Christine Wilkinson	Mar 2010		<input checked="" type="checkbox"/> Competent current & future leaders/managers <input checked="" type="checkbox"/> Equipped to deliver shared ambitions

## Appendix 2 Human Resources Action Plan



### Attracting & retaining diverse, skilled & motivated workforce

The council needs to attract and retain the right people with the right skills, in the right place at the right time both now and in the future by strengthening its position as 'employer of choice'. We will work with services and partners to identify and anticipate future workforce requirements. Our workforce needs to be more representative of the local community.

No	Action	Lead	Target date	Milestones	Outcome
1	Continue to develop e-recruitment strategy including use of talent pools	Julie Corlett		<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Good calibre of applicants</li> <li><input checked="" type="checkbox"/> Employer of choice</li> </ul>
2	Implement recommendations from diversity and recruitment audit	Workforce Strategies Group	Complete Aug 2010	<ul style="list-style-type: none"> <li>■ <b>Jul 2009</b> Prepare prioritised action plan</li> <li>■ <b>Aug 2009</b> HRMT approve prioritised plan</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Representative workforce</li> <li><input checked="" type="checkbox"/> Employer of choice</li> </ul>
3	Develop strategies for ensuring that the workforce profile at all levels is reflective of the community	Workforce Strategies Group	2009/10 Ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity linked to above action</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Representative workforce</li> <li><input checked="" type="checkbox"/> Employer of choice</li> </ul>
4	Review workforce planning toolkit and training provision	Christine Wilkinson & Debbie Searles	Dec 2009	<ul style="list-style-type: none"> <li>■ <b>Jul 2009</b> Review training provision available</li> <li>■ <b>Sep 2009</b> Draft toolkit completed</li> <li>■ <b>Nov 2009</b> Communicate &amp; launch toolkit</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Effective workforce planning</li> <li><input checked="" type="checkbox"/> Competent managers</li> <li><input checked="" type="checkbox"/> Equipped to achieve ambitions</li> </ul>
5	Advise and support managers on workforce planning	HR Service Teams	2009/12 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity linked to above action</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Effective workforce planning</li> <li><input checked="" type="checkbox"/> Competent managers</li> <li><input checked="" type="checkbox"/> Equipped to achieve ambitions</li> </ul>
6	Continue to develop provision of information to support workforce planning	Debbie Searles	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Effective workforce planning</li> <li><input checked="" type="checkbox"/> Equipped to achieve ambitions</li> </ul>
7	Advise and support managers on workforce aspects of reviews of service	HR Service Teams	2009/12 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Effective workforce planning</li> </ul>

## Appendix 2 Human Resources Action Plan



### Attracting & retaining diverse, skilled & motivated workforce

The council needs to attract and retain the right people with the right skills, in the right place at the right time both now and in the future by strengthening its position as 'employer of choice'. We will work with services and partners to identify and anticipate future workforce requirements. Our workforce needs to be more representative of the local community.

No	Action	Lead	Target date	Milestones	Outcome
8	Launch BME job clubs in conjunction with Job Centre Plus & Crosby Employment Bureau	Julie Corlett	May 2009		<input checked="" type="checkbox"/> Representative workforce <input checked="" type="checkbox"/> Employer of choice <input checked="" type="checkbox"/> Good calibre of applicants
9	Raise profile of careers in local government	Julie Corlett	2009/12 ongoing	■ Ongoing activity	<input checked="" type="checkbox"/> Employer of choice <input checked="" type="checkbox"/> Good calibre of applicants <input checked="" type="checkbox"/> Low turnover
10	Lead on HR aspects of the Children's Workforce Plan	Jane Waring	2009/10 ongoing	■ Ongoing activity	<input checked="" type="checkbox"/> Effective workforce planning
11	Contribute to the council's recession group on employability issues	Christine Wilkinson/ Julie Corlett	2009/10 ongoing	■ Ongoing activity as determined by group	<input checked="" type="checkbox"/> Contributes to shared ambition 'an area that is thriving'

## Appendix 2 Human Resources Action Plan



### Promoting a healthy and safe working environment

To achieve the council's ambitions, employees need a healthy and safe working environment in which to carry out their work. Employee well-being is paramount. We will continue to ensure that safe systems of work are in place and that we help employees to maintain a healthy worklife balance.

No	Action	Lead	Target date	Milestones	Outcome
1	Co-ordinate development of response to pandemic flu	Jeff Tattersall	Sep 2009	■ Ongoing activity	<input checked="" type="checkbox"/> Planned response in place
2	Identify and implement effective measures to reduce sickness absence	HR Service Teams	Mar 2010	■ Ongoing activity	<input checked="" type="checkbox"/> Reduced sickness levels
3	Assess impact, and prepare for, new and changing health and safety legislation	John Rennison	2009/10 ongoing	■ Ongoing activity	<input checked="" type="checkbox"/> Statutory compliance <input checked="" type="checkbox"/> Positive health & safety culture
4	Undertake feasibility study on client risk database	John Rennison	Mar 2010		<input checked="" type="checkbox"/> Low level of accidents <input checked="" type="checkbox"/> Positive health & safety culture
5	Prepare for and enter Healthy Workplace Awards	Julie Corlett	Dec 2009		<input checked="" type="checkbox"/> Positive health & safety culture
6	Review findings of stress analysis framework (from POV survey) taking action as required	John Rennison	Mar 2010	■ <b>Jul 2009</b> Initial review of findings ■ <b>Aug 2009</b> Identify required actions	<input checked="" type="checkbox"/> Reduced sickness levels <input checked="" type="checkbox"/> Employees achieve worklife balance <input checked="" type="checkbox"/> Positive health & safety culture
7	Carry out emergency planning exercise/review	John Rennison	Apr 2010		<input checked="" type="checkbox"/> Statutory compliance <input checked="" type="checkbox"/> Positive health & safety culture

## Appendix 2 Human Resources Action Plan



### Good employment practice and industrial relations

We need to ensure fair and consistent treatment of all employees. We will continue to work with employees, managers and trade union representatives to provide a framework of robust policies and procedures that embed good employment practice.

No	Action	Lead	Target date	Milestones	Outcome
1	Prepare for, and assess impact of, new and changing employment legislation	Tracy Marrison	2009/12 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Statutory compliance</li> <li><input checked="" type="checkbox"/> Low level of litigation</li> </ul>
2	Review vetting procedures in line with Independent Safeguarding Authority developments	Julie Corlett	Oct 2009	<ul style="list-style-type: none"> <li>■ Dependent on national developments &amp; timescales</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safeguarding service users</li> </ul>
3	Adopt code of practice for working with children	Jane Waring	Mar 2011	<ul style="list-style-type: none"> <li>■ <b>Mar 2010</b> Develop code of practice</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safeguarding service users</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> </ul>
4	Implement prioritised schedule for diversity impact assessment of all HR policies & procedures	Tracy Marrison	Mar 2011	<ul style="list-style-type: none"> <li>■ Ongoing activity in line with prioritised plan timescales</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Statutory compliance</li> <li><input checked="" type="checkbox"/> Representative workforce</li> </ul>
5	Develop use of PolicyMatters to communicate new and changed HR policies and procedures	Christine Wilkinson	Sep 2009	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> Start developing use of system with IT</li> <li>■ <b>Jul 2009</b> Identify admin requirements within HR</li> <li>■ <b>Aug 2009</b> Communicate launch</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Statutory compliance</li> <li><input checked="" type="checkbox"/> Competent managers</li> <li><input checked="" type="checkbox"/> Appropriate skills</li> <li><input checked="" type="checkbox"/> Best use of technology</li> </ul>
6	Undertake annual employment survey (in conjunction with POV Working Group)	Debbie Searles	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> Start to look at procurement requirements</li> <li>■ <b>Jul 2009</b> Agree approach &amp; timescales</li> <li>■ Ongoing activity required to deliver survey</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Employees are engaged</li> <li><input checked="" type="checkbox"/> Supports the council's values</li> <li><input checked="" type="checkbox"/> Supports culture &amp; communication priorities</li> </ul>
7	Lead the council's Points of View working group	Debbie Searles	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> Establish group</li> <li>■ <b>Jul 2009</b> Action plan</li> <li>■ Ongoing activity as determined by action plan</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Employees are engaged</li> <li><input checked="" type="checkbox"/> Supports the council's values</li> <li><input checked="" type="checkbox"/> Supports culture &amp; communication priorities</li> </ul>
8	Develop child protection/safeguarding policies and procedures in line with Laming recommendations	Jane Waring	Mar 2010		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safeguarding service users</li> <li><input checked="" type="checkbox"/> Statutory compliance</li> </ul>

## Appendix 2 Human Resources Action Plan



### Adequate & equitable reward, recognition and remuneration

Employees have the right to receive fair and equitable pay and reward regardless of gender, ethnicity, age, disability or any other personal characteristic. Pay and rewards also need to be affordable for the council and able to attract, motivate and retain employees. We also need to develop our total reward approach.

No	Action	Lead	Target date	Milestones	Outcome
1	Introduce computerised job evaluation system	Tracy Marrison	Sept 2009	<ul style="list-style-type: none"> <li>■ <b>Jun 2009</b> End consultation</li> <li>■ <b>Aug 2009</b> Communicate changes</li> <li>■ <b>Aug 2009</b> Issue guidance &amp; revised documents</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Equality in pay</li> <li><input checked="" type="checkbox"/> Minimal risk of claims</li> <li><input checked="" type="checkbox"/> Best use of technology</li> </ul>
2	Implement recommendations of equal pay review	Equal Pay Review Working Group	Mar 2010	<ul style="list-style-type: none"> <li>■ <b>Aug 2009</b> Publish final report &amp; recommendations</li> <li>■ <b>Sep 2009</b> Agree action plan</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Equality in pay</li> <li><input checked="" type="checkbox"/> Minimal risk of claims</li> </ul>
3	Continue to promote employee benefits	Julie Corlett	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing action &amp; publicity</li> <li>■ <b>Oct 2009</b> Review good action guide</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Affordable &amp; attractive reward</li> <li><input checked="" type="checkbox"/> Low turnover</li> <li><input checked="" type="checkbox"/> Total reward approach</li> </ul>
4	Review provision of childcare vouchers	Julie Corlett	Dec 2009		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Affordable &amp; attractive reward</li> </ul>
5	Develop policy for retirement of employees in teachers pension scheme	Jane Waring	Mar 2010	<ul style="list-style-type: none"> <li>■ <b>*** 2009</b> Draft policy</li> <li>■ <b>*** 2009</b> Consultation</li> <li>■ <b>*** 2010</b> Seek approval</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Statutory compliance</li> </ul>

## Appendix 2 Human Resources Action Plan



### Developing skills and capacity

The council will continue to invest in developing employee skills so they are able to meet the changing demands of job roles and working in local government and can achieve high standards of performance expected. This includes ensuring equity of access to development opportunities.

No	Action	Lead	Target date	Milestones	Outcome
1	Support the council through corporate IIP assessment	Christine Wilkinson	Sept 2009	<ul style="list-style-type: none"> <li>■ <b>Jun 2009</b> Begin preparation</li> <li>■ <b>Sep 2009</b> Assessment</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Council invests in employees</li> <li><input checked="" type="checkbox"/> Employer of choice</li> <li><input checked="" type="checkbox"/> Dev't reflects best practice</li> </ul>
2	Launch enhanced corporate induction programme	Christine Wilkinson	Sep 2009	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> CMT approval</li> <li>■ <b>Aug 2009</b> Communicate changes to managers</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Competent employees</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> <li><input checked="" type="checkbox"/> Improved retention</li> </ul>
3	Lead the council's Induction working group	Christine Wilkinson	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ <b>May 2009</b> Establish group</li> <li>■ <b>Jun 2009</b> Action plan</li> <li>■ Ongoing activity as determined by action plan</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Competent employees</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> <li><input checked="" type="checkbox"/> Improved retention</li> </ul>
4	Refresh learning & development processes and framework	Christine Wilkinson	Oct 2009	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Equipped to achieve ambitions</li> <li><input checked="" type="checkbox"/> Dev't reflects best practice</li> </ul>
5	Launch revised generic competency framework	Christine Wilkinson	Oct 2009	<ul style="list-style-type: none"> <li>■ <b>*** 2009</b> Draft framework</li> <li>■ <b>*** 2009</b> Seek approval</li> <li>■ <b>*** 2009</b> Communicate changes</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Competent employees</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> </ul>
6	Examine service specific learning & development support required	L&D Team	2009/10 Ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity with service areas as identified</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Dev't reflects best practice</li> <li><input checked="" type="checkbox"/> Access to required dev't for all</li> </ul>
7	Work with managers to identify apprenticeship opportunities	Skills for Life Support Officer	Mar 2010	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Council invests in employees</li> <li><input checked="" type="checkbox"/> Competent employees</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> </ul>
8	Support service areas to undertake skills audit	Skills for Life Support Officer	Jun 2010	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Competent employees</li> <li><input checked="" type="checkbox"/> Appropriate skills &amp; behaviours</li> </ul>
9	Review and benchmark development performance indicators	Debbie Searles	Mar 2010	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Dev't reflects best practice</li> </ul>

## Appendix 2 Human Resources Action Plan



### Developing skills and capacity

The council will continue to invest in developing employee skills so they are able to meet the changing demands of job roles and working in local government and can achieve high standards of performance expected. This includes ensuring equity of access to development opportunities.

No	Action	Lead	Target date	Milestones	Outcome
10	Gain accreditation for corporate training programme	Christine Wilkinson	Mar 2010		<input checked="" type="checkbox"/> Council invests in employees <input checked="" type="checkbox"/> Dev't reflects best practice
11	Enhance e-learning provision	L&D Team	2009/12 ongoing	<ul style="list-style-type: none"> <li>■ Jun 2009 Roll out learning pool</li> <li>■ Ongoing review of e-learning provision</li> </ul>	<input checked="" type="checkbox"/> Best use of technology <input checked="" type="checkbox"/> Access to required dev't for all
12	Support IT to roll out Government Connect training	Christine Wilkinson	Sep 2009	<ul style="list-style-type: none"> <li>■ Jun 2009 Start roll out of e-learning</li> <li>■ Ongoing support to IT</li> </ul>	<input checked="" type="checkbox"/> Statutory compliance <input checked="" type="checkbox"/> Competent employees <input checked="" type="checkbox"/> Appropriate skills & behaviours
13	Develop internal IIP review processes	Christine Wilkinson	Mar 2010		<input checked="" type="checkbox"/> Council invests in employees <input checked="" type="checkbox"/> Dev't reflects best practice
14	Promote learning and development through NLC website	Christine Wilkinson	2009/10 ongoing		<input checked="" type="checkbox"/> Best use of technology <input checked="" type="checkbox"/> Employer of choice

## Appendix 2 Human Resources Action Plan



### Developing the HR service

In order to support service areas in achieving the council's ambitions, we have a number of priorities for developing the HR service. These will continue to be reviewed and shaped as the council's Transforming Together plan is developed.

No	Action	Lead	Target date	Milestones	Outcome
1	Continue development of e-forms	Helen Manderson	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing roll out and development of e-forms across the council</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Best use of technology</li> <li><input checked="" type="checkbox"/> Electronic business transaction</li> </ul>
2	Centralise administration of CRB checks	Julie Corlett	Aug 2009	<ul style="list-style-type: none"> <li>■ Ongoing transfer of CRB checks from service teams to transaction team</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safeguarding service users</li> <li><input checked="" type="checkbox"/> Best use of technology</li> </ul>
3	Undertake feasibility project on access to HR information	Debbie Searles	Mar 2010		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Easy access to HR information</li> <li><input checked="" type="checkbox"/> Best use of technology</li> </ul>
4	Complete review of HR service	Jeff Tattersall	Dec 2009		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> HR drives strategic workforce approaches</li> </ul>
5	Review 'People Strategy'	Debbie Searles	Dec 2009	<ul style="list-style-type: none"> <li>■ Jul 2009 Initial review</li> <li>■ Sep 2009 Draft document</li> <li>■ Oct 2009 Consultation</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> HR drives strategic workforce approaches</li> </ul>
6	Develop and incorporate Workforce Challenge improvement plan	HR Management Team	Dec 2009	<ul style="list-style-type: none"> <li>■ Jul 2009 Improvement planning session with IDEa</li> <li>■ Sep 2009 Incorporate into review of 'People Strategy'</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> HR drives strategic workforce approaches</li> </ul>
7	Identify opportunities for partnership working on shared workforce issues	HR Management Team	2009/10 ongoing	<ul style="list-style-type: none"> <li>■ Ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Work with partners on shared workforce issues</li> </ul>
8	Implement HR competency framework	Helen Manderson	Oct 2009	<ul style="list-style-type: none"> <li>■ Jul 2009 Finalise draft</li> <li>■ Aug 2009 Consultation</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Professional, skilled practitioners</li> </ul>

## Appendix 3 Human Resources Workforce Plan

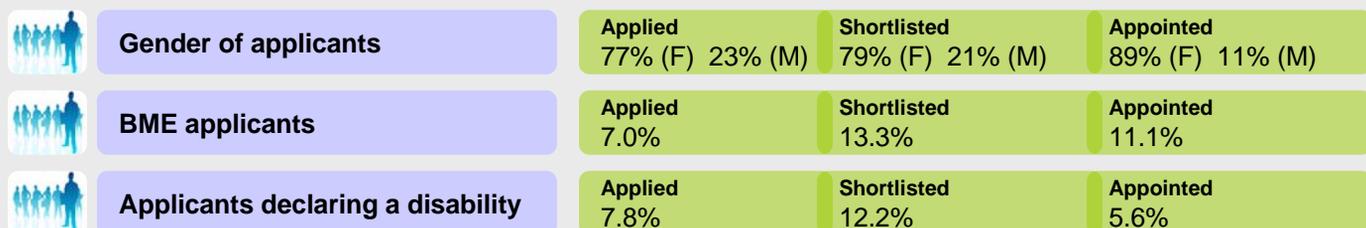
### Recruitment Summary



Advertised Post			Number applied	Appointed	Recruitment source
HRCH0008	Principal HR Officer	(Perm)	4	✓	NLC bulletin
HRCH0010	Principal HR Officer	(Temp)	7	✓	NLC bulletin
HRCH0016	HR Officer	(Perm)	14	✓	NLC website
HRCH0020	HR Officer	(Temp)	6	✓	NLC bulletin
HRCH0020	HR Officer	(Temp)	4	✓	NLC bulletin
HRCH0023	HR Officer	(Perm)	21	✓	NLC website
HRCH0028	HR Assistant	(Perm)	17	x	
HRCH0028	HR Assistant	(Perm)	24	✓	NLC website
HRCH0030	HR Assistant	(Temp)	26	✓	NLC website
HRCM0012	HR Officer	(Temp)	9	✓	NLC website
HRCM0014	HR Officer	(Temp)	9	✓	Not stated
HRCM0020	HR Assistant	(Temp)	31	✓	NLC website
HRCR0012	HR Officer	(Temp)	9	✓	NLC website
HRSW0010	Safety Assistant	(Temp)	4	✓	NLC bulletin
HRSW0018	Welfare Counsellor	(Perm)	9	✓	NLC website
HROD0007	Admin Officer - Pensions	(Perm)	25	✓	NLC bulletin
HROD0013	Admin Clerk	(Perm)	99	✓	NLC website
HROD0020	L&D Officer	(Perm)	12	✓	NLC bulletin
HROD0020	L&D Officer	(Perm)	23	✓	Word of mouth
HRTT0004	HR Assistant	(Perm)	18	✓	NLC bulletin

All advertised posts with closing date between 1 April 2008 and 31 March 2009

### Applicant profile



## Appendix 3 Human Resources Workforce Plan



### Do we have any posts that are difficult to recruit to?

The service has not experienced any particular difficulties in recruiting to vacant posts during 2008/2009. 19 out of 20 advertised posts resulted in appointment. As with previous years, maternity leave and subsequent internal movements have impacted on the volume and nature of vacancies. We have experienced greater success this year in attracting a good level of suitable candidates to temporary posts, which we believe is due to the economic climate and the knock-on effect on the labour market.



### Where will the largest change in employee numbers be required?

We do not currently anticipate a significant change in employee numbers within the HR service. The expansion of the Transaction Team will continue but any increases in this area will be achieved by drawing from existing posts within service teams. This centralisation of transactional business has the potential to reduce numbers at the administrative level. Future changes to service delivery such as outsourcing or shared services will have an impact on employee numbers but there are no plans at this stage to move to such models. Commitment made by the Chief Executive and Leader through the skills pledge creates an increased demand for skills for life support to managers and employees across the council. This will require increased resources to deliver the skills agenda.



### What is the impact of recruitment problems on the service?

As identified above, the service has not experienced any particular recruitment difficulties in the last year. However, there has been a significant amount of internal movement triggered by maternity leave and subsequent secondments. This can have a short-term impact on continuity of service for customers although handover arrangements are put in place to minimise disruption.



### Where posts cannot be filled, can the work be covered in a different way?

The service tends to encounter short-term difficulties in covering work while waiting for a new employee to take up post. Where such problems arise, the following arrangements are available:

- Honorary payments
- Rotation of employees between teams on an informal, short-term basis
- Rotation of tasks between employees to cover work demands
- Cross team/cross service working
- Use of agency staff on short term basis

## Appendix 3 Human Resources Workforce Plan

### Employees leaving the service



**Turnover (all HR employees)**

**8.57**



**Voluntary turnover**

**5.71**

Team	Turnover	Leavers	Post	Reason for leaving
Children's Services	11.76	2	Principal HR Officer HR Officer	Efficiency Resignation
Community Services	-	-	-	-
Corporate Services	7.7	1	HR Assistant	Resignation
Health, Safety & Welfare	-	-	-	-
Mgmt, Strategy & Performance	-	-	-	-
Organisational Development	14.3	2	Workforce Planning Officer L&D Officer	Dismissal – SOSR Resignation
Transaction Team	25.0	1	HR Assistant	Resignation

All HR employees leaving the council between 1 April 2008 and 31 March 2009



#### What specific skills are being lost?

Low turnover and a high level of internal movement means that skills are being retained and enhanced within the service. There has been little movement at Principal HR Officer levels and above in the last two to three years – professional skills have been retained. There has been more movement at HR Officer and HR Assistant levels – strong induction at entry level posts is crucial to ensure that skills at HR Assistant level are not lost.



#### What work is currently ongoing to address retention issues?

HR continues to maintain low turnover rate. We are below the average turnover rate for HR employees in unitary councils - 11.1% (CIPFA, 2008). We recognise the need to retain the skills, knowledge and experience of our current workforce and have a number of retention tools in place:

- Employee benefits
- Flexible working
- Internal communication
- Investors in People
- Annual employment survey
- Development opportunities

# Appendix 3 Human Resources Workforce Plan

## Are there any current pay issues within HR?

**64%** of HR employees feel they are rewarded fairly for the work they do (Points of View 2008)

Heads of HR and Principal HR Officer (service team) posts are currently undergoing job evaluation following changes to work that have emerged over the past couple of years. Due to the nature of the service, and the need for objectivity, these job descriptions will be evaluated by an external body. The recent equal pay review carried out across the council has not indicated any specific issues around pay within HR. The council's regrading procedure is available to all employees within HR.

## Is worklife balance embedded in HR to ensure retention?

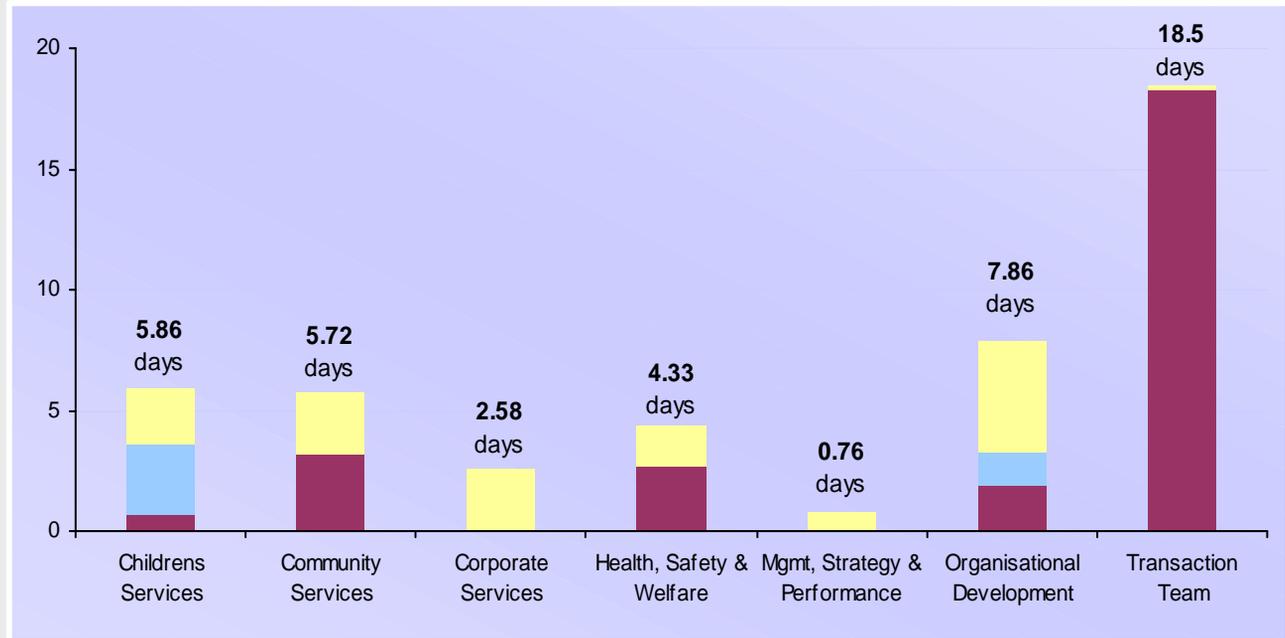
**87%** of HR employees feel they have enough flexibility to help balance home and work life  
**75%** feel able to say no to unreasonable demands on workload

Nearly 20% of employees within the service work on a part-time basis. There is a range of flexible working arrangements in place including compressed hours, term-time working and job share. These arrangements have been particularly effective in retaining employees returning from maternity leave. Informal and formal flexible working arrangements are available to all HR employees within the needs of the service

- all posts are eligible to be considered for job share
- all employees able to work flexi-time
- homeworking available as a formal & occasional arrangement
- career break scheme in place

## Sickness Absence

Number of days lost due to sickness absence between 1 April 2008 and 31 March 2009 6.18



## Appendix 3 Human Resources Workforce Plan



### What is the current rate of sickness absence?

HR continues to maintain good sickness absence rates. During 2008/09 an average of 6.18 days per employee was lost due to sickness absence. This is compared to 7.83 days in 2007/08 – a reduction of 1.65 days. The annual target for 2008/09 was 8.8 days.



### What are the reasons and problem areas?

The reason for sickness absence are detailed below:

1	Musculo skeletal	104 days
2	Stress & depression	93 days
3	Infections	89 days
4	Stomach & digestion	47 days
5	Neurological	32 days
6	Chest, respiratory	30 days
7	Pregnancy related	8 days
8	Ear, nose & throat	8 days
9	Genito-urinary	4 days
10	Surgical	1 day
11	Dermatology	0.4 day

The service has experienced some periods of long term absence this year. In the majority of cases, they have not been work-related. This has included job swaps and temporary secondments. Managers within HR have continued to manage absence effectively and achieved a sustainable return to work for all employees. At this time, no causes for concern have been identified.



**62%** of HR employees said they get support when they are absent from work  
(30% said that this did not apply to them)



**56%** of HR employees said they get support when they return to work  
(30% said that this did not apply to them)

## Appendix 3 Human Resources Workforce Plan

### Future workforce requirements



#### Will there be any new models of service delivery?

The key priority for the service is to continue developing its consultancy role to support the council in strategic approaches to planning, organising and developing the workforce, as well as determining cost-effective and efficient means of undertaking transactional business. We also need to improve working with partners on shared workforce issues. Worksmart and Transforming Together initiatives have the potential to impact on the delivery of the HR service. Options for future service delivery could include:

- looking at different ways of delivering services to customers including electronic service delivery
- identifying options for external funding/increasing income
- externalisation of parts of the service
- outsourcing



#### Will the structure of the service need to change?

The structure of Human Resources will have to change both in response to budgetary requirements, but also to ensure that it continues to add value to the organisation in driving and supporting the council on strategic workforce issues. The HR review completed in 2008/09 did not identify any immediate changes to the structure of the service. Any future changes necessitated by new models of service delivery will have an impact on employee numbers and where resources are directed. Any future reviews will take full consideration of the structural changes required.



#### Are all key stakeholders/partners being consulted on service changes?

Consultation forms part of all reviews of the HR service.



#### Are employees able to progress within the service?

The level of internal promotion during 2008/09 shows evidence of the ability to progress within the service. As in 2007/08, this movement has tended to occur at HR Assistant and HR Officer levels. Limited turnover at senior officer level and above has an impact on the ability to progress at more senior levels. However, there continues to be some sideways movements and development opportunities available to enable employees to broaden their experience and gain wider experience and skills.

## Appendix 3 Human Resources Workforce Plan

### New skills and knowledge required



#### What gaps have you identified in your managers' leadership & management skills?

Competency assessments of all managers within HR have been undertaken using the council's Leadership & Management framework. Work is ongoing to produce a skills gap analysis for the service.



#### Have you identified the minimum level of competence required for each post?

All employees within HR have undergone a generic skills analysis and this will be undertaken again this year when the revised generic competencies are available. Work is nearing completion on a service specific competency framework for all posts. This will set out the basic minimum requirements for all posts across the HR service. Once this is in place, a full skills analysis will take place. Any gaps identified will be fed into individual and service training plans.



#### Do you have any groups of employees who would benefit from skills for life development?

No specific groups have been identified. Any basic skills needs will continue to be identified on an individual basis through 1:1s, EDRs and other employee development processes.



#### What changes in legislation/practices require employees to have different skills & knowledge?

- Continued shift to consultancy service supporting strategic priorities of the council
- Increased emphasis on strategic approaches require more support to managers on workforce planning
- Implementation of new technology such as learning pool and Policy Matters
- e-forms and other developments in electronic service delivery
- Government Connect
- Changes to vetting as result of Independent Safeguarding Authority
- Increasing TUPE situations
- Interpretation and application of new and emerging legislation



#### What are the training and development priorities during 2009/10?

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Consultancy & negotiation           | <input checked="" type="checkbox"/> TUPE  |
| <input checked="" type="checkbox"/> Partnership working                 | <input checked="" type="checkbox"/> Employment law updates                            |
| <input checked="" type="checkbox"/> Workforce planning                  | <input checked="" type="checkbox"/> Case review workshops                             |
| <input checked="" type="checkbox"/> IT skills to support new technology | <input checked="" type="checkbox"/> Diversity impact assessment                       |
| <input checked="" type="checkbox"/> Government Connect                  | <input checked="" type="checkbox"/> Safer recruitment (changes to vetting procedures) |

## Appendix 3 Human Resources Workforce Plan



### Workforce profile

HR Teams	Number of employees	Gender		BME %	Disabled %	Age						
		F %	M %			<25 %	25-34 %	35-44 %	45-54 %	55-64 %	FT %	PT %
Children's Services	17	94	6	0	11.8	6	35	35	18	6	59	41
Community Services	9	78	22	0	11.1	11	33	12	33	11	100	0
Corporate Services	13	92	8	7.7	23.1	8	23	31	15	23	92	8
Health, Safety & Welfare	10	50	50	0	0	0	10	10	0	80	100	0
Strategy, Perf & Mgmt	3	67	33	0	0	0	0	67	0	33	67	33
Organisational Development	14	79	21	7.1	0	14	29	7	43	7	79	21
Transaction Team	4	100	0	0	25	0	0	25	50	25	100	0
<b>Human Resources</b>	<b>70</b>	<b>81</b>	<b>19</b>	<b>2.9</b>	<b>10</b>	<b>7</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>83</b>	<b>17</b>



Employees due to retire in next 5 years

2.9%



Employees due to retire in next 10 years

23%

### Action required

Action	By whom	By when
 Seek additional resources to support 'skills for life' agenda	Christine Wilkinson	Jul 2009
 Incorporate training priorities into service training plan	HR Management Team	Sep 2009
 Launch HR competency framework	Helen Manderson	Oct 2009
 Undertake skills gap analyses for all employees	All managers in HR	Dec 2009
 Complete review of HR service	Jeff Tattersall	Dec 2009
 Continue to manage attendance and absence effectively	All managers in HR	Ongoing
 Monitor profile of workforce through QPR process	Debbie Searles	Ongoing
 Long term succession planning for Health, Safety & Welfare Team	Jeff Tattersall	Ongoing

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# Going Forward Together →

## **Human Resources 2008/09 Annual Improvement Summary**

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## 1. Formal inspection reports

### Royal Society for Prevention of Accidents (RoSPA)

The RoSPA Achievement Awards scheme is based on assessment of a broad portfolio of evidence about the level of development and performance of the council's occupational health and safety management system, and also takes into account the council's reportable accident rate and enforcement experience. Awarding the council with a Gold Award for the 9<sup>th</sup> consecutive year, RoSPA stated:

"North Lincolnshire Council has shown a commitment to protecting the health and well-being of its employees and others. Entering the RoSPA Awards reinforces the message that good health and safety is good for business and clearly demonstrates an organisation's dedication to improving performance in this crucial area".

### Health & Safety Executive (HSE)

The HSE carried out an inspection into stress management within the council and reported:

#### Strengths

- Good level of expertise and an excellent welfare service that deals comprehensively with stress once it becomes apparent
- On the whole, systems for dealing with stress are recognised by senior management and trade unions. Measures are already being developed/ implemented to combat any weaknesses
- All parties are working hard to control and reduce the risks from stress. The level of commitment is encouraging and provides a firm foundation on which to develop a stress strategy

#### Recommendations

- ⦿ Relevant, targeted training which is monitored & reviewed  
**Implemented:** Bespoke training programmes delivered by Welfare Team
- ⦿ Better quality data to identify areas and departments where stress levels are rising  
**Implemented:** Enhanced sickness absence analysis & QPR data
- ⦿ Establish hierarchy of control measures to act as managerial guide for proactive control of stress  
**Implemented:** Manager's Stress Packs

## 2. Improvement Reviews



### Workforce Improvement Challenge

In early 2009 the council took part in the Workforce Improvement Challenge. This is peer review by the Improvement & Development Agency (I&DeA) looking at the council's strategic approach to workforce issues. The strengths and recommendations identified in the peer review are outlined below:

#### Strengths

- People Strategy & service plan
- Involvement of employees in plans
- Performance monitoring on workforce issues
- Employee focused organisation
- Employees are committed and feel valued
- Open to external challenge
- Evidence of joint workforce planning
- Evidence of shared services & joint working
- Skills Pledge
- Apprenticeship & trainee schemes
- Wide range of development opportunities
- Competency frameworks
- Member Charter & development
- Listen to employees and trade unions
- Good employee relations
- Culture Improvement Teams
- Culture & Communication Group
- Identified culture & values
- Annual employee survey
- Supportive policies & procedures
- Employee Development Review process
- Management support & development
- Achieving under Equality Framework
- Diversity training
- Good flexible working practices
- Employee with disabilities feel 'cared for'
- Collection of employee data
- Diversity impact assessment toolkit
- Single status agreement in place
- Equal Pay Review undertaken
- Contingency plans for future pay pressures
- Employees feel 'valued'

#### Recommendations

- Clarity of corporate vision
- Rationalise plans and strategies
- More consistent workforce planning
- Ensure leaders champion workforce issues
- Greater involvement in employee survey
- Consider future challenges and skills
- Complete corporate IIP
- Work with partners on workforce issues
- Explore new ways of recruitment
- More benchmarking visits
- Regional/sub-regional work on skills dev't
- Increase apprenticeships
- SMARTer competencies
- Streamline competency & dev't frameworks
- Consider impact of Community Leadership
- Consider Corporate Leadership Programme
- Review management development criteria
- Bolder application of policies
- Supportive policies & procedures
- Consistent employee engagement & support
- Better use of employees as ambassadors
- Ensure right skills to meet future challenges
- Consistency of management approach
- Develop change management skills
- Ensure all understand vision and culture
- Member participation in workforce issues
- Proactive approach to 'employer of 1<sup>st</sup> choice'
- Develop total reward approaches
- Refresh Star Awards
- Continue Worksmart programme

Human Resources will continue to work with the council's management team, Elected Members and I&DeA throughout 2009 to formulate and implement an improvement plan to address these recommendations. We are currently negotiating the involvement of BT to support delivery of aspects of the improvement plan as part of their Sustainable Workforce Programme.

### 3. Progress against key service priorities



#### Developing leadership capacity

- Full training programme in place for member development
- Improved attendance on manager induction programme
- Reapproved as Institute of Leadership & Management Centre
- Achieved Member Development Charter in January 2009



#### Diverse, skilled and motivated workforce

- Workforce Strategies group established to focus on improving representation in workforce
- Closer working with partners to develop job clubs for disabled and BME groups
- www.humberlgcareers.com sub-regional website launched in October 2008
- Increase in number of posts resulting in appointment while maintaining low advertising spend
- Maintained low employee turnover (5.3% voluntary, 7.9% all leavers)



#### Health and safe working environment

- Joint procurement exercise with NELC for Occupational Health provider completed
- Sickness absence levels reduced
- Maintained low level of RIDDOR reportable accidents
- ROSPA Gold Award for 9<sup>th</sup> consecutive year
- In house smoking cessation programme delivered by NHS North Lincolnshire



#### Good employment practice & employee relations

- Continued to provide advice & support to ensure consistency & statutory compliance
- Ongoing development of policy framework including new Fair Employment & Equal Pay policy, revised dignity at work, grievance and redeployment policies
- 91% of investigations reached decision to proceed within 60 days (above target)
- No days lost due to industrial action on local issues
- Implemented prioritised plan for diversity impact assessment on all HR policies
- Supported services to ensure transfers comply with TUPE regulations



#### Adequate and equitable reward & remuneration

- No successful equal pay claims during 2008/09
- Work concluded on Equal Pay Review with final report expected early 2009/10
- Work ongoing to implement computerised job evaluation system
- Pensions Administrator post established in response to increased pension workload
- Roll out of pension scheme to Elected Members
- Enhanced benefits including Cycle2Work scheme and corporate health & fitness membership



#### Developing skills and capacity

- Skills pledge signed by Chief Executive and Leader
- Achieved Skills for Life 'Go' Award
- Continued support to services preparing for Investors in People assessment
- Enhanced safer recruitment training provision
- Launched electronic EDR form



## Developing the HR service

- Launch and ongoing roll out of HR and payroll e-forms
- Workforce Improvement Challenge peer review pilot
- Improved data quality on computerised HR system
- Programme of Bond HR Professional refresher training for all users
- Ongoing review of HR structure and functions

## 4. Corporate outcomes achieved

### Investors in People

Human Resources have continued to support the council to prepare for and undertake IIP assessments. By the end of 2008/09, 9 services have achieved the IIP standard, with the remaining service area due to complete their assessment in July 2009.

### Low employee turnover

5.27% of the workforce voluntarily left employment (resigned) with the council between April 2008 and March 2009. This increases to 7.88% if we include all leavers in the last 12 months. This is low compared to the national average for unitary authorities - 13.9%, and also for Yorkshire & Humber authorities – 11.1%. Employee turnover has continued to fall for the second consecutive quarter.

### Reduced sickness absence

An average of 10.2 days per employee was lost due to sickness absence between April 2008 and March 2009. Sickness absence levels for the council as a whole are slightly reduced compared to last year (10.49 days). 7 services reduced sickness absence levels this year, while 4 saw an increase during 2008/09. A target of 9.5 days has been set for 2009/10.

### Skilled employees

62% of the workforce (excluding schools) participated in at least one learning and development activity in 2008/09. This figure is lower than the 90% target, which is partly due to recording. Diversity monitoring of employees undertaking learning and development activities indicates that part-time employees are under-represented, while other groups within the workforce are relatively well represented.

### Competent managers

86% of workshops have been attended by new managers due to complete manager induction between April 2008 and March 2009. Many of the 59 new managers have completed a significant proportion of the programme - in total, 337 out of 394 workshops. 39 new managers have completed all workshops. The remaining new managers are scheduled to attend future workshops.

### Representative workforce

Although the council continues to be under-represented compared to the local population, there has continued to be a small increase in the proportion of employees within under-represented groups. The percentage of employees declaring a disability has increased from 2.7% to 2.9% during 2008/09. Over the year, the number of BME employees have increased from 1.6% to 1.8%.

## 5. Key performance indicators

Indicator			Target 2008/09	Actual 2008/09	
	Working days lost due to sickness absence	HR09	8.8 days	10.2 days	
	Employees declaring a disability	BV16a	2.9%	3.7%	
	Employees from BME communities	BV17a	1.7%	2.5%	
	IIP Achievement	CH24	100%	80%	
	Voluntary leavers as a percentage of the workforce	HR04	7.6%	5.3%	
	Advertised posts resulting in appointment	HR05	83%	85%	
	BME applicants compared to local population	HR06	2.5%	2.7%	
	Disabled applicants compared to local population	HR06	5%	2.1%	
	Completed investigations within 60 working days	HR24	85%	91%	
	Number of days lost due to industrial action	HR26	None	1391 <small>National pay disputes</small>	
	RIDDOR accidents per 100,000 employees	HR12	1090 <small>National average</small>	240	
	Employees undertaking learning & development	HR33	90%	62%	
	EDRs completed in previous 12 months	HR35	90%	60%	
	New managers completing manager induction	HR37	100%	84%	
	HR – Voluntary Turnover	HR04	7.6%	5.7%	
	HR – Positive responses to Points of View survey	HR07	80%	83%	
	HR – Working days lost due to sickness absence	HR09	8.8 days	6.2 days	
	HR – Employees undertaking learning & development	HR33	90%	96%	
	HR – EDRs completed in previous 12 months	HR35	90%	91%	
	HR – New managers completing manager induction	HR37	100%	No new managers	
	HR – Achievement of Investors in People	CH24	100%	100%	
	HR – New starters undertaking diversity training	ED51	100%	60%	

## 6. Customer involvement and satisfaction

We measure satisfaction with the standard of service received by our customers through an annual survey. The levels of satisfaction in 2008/09 for the main areas of service delivery are shown here.

We also ask our customer 'what do we do well' and 'what could we do better'. These comments help us to continue developing services that meet the needs of our customers.

	General quality of service	97%
	Recruitment & selection	95%
	Employee relations	93%
	Sickness absence	97%
	Supporting your service/school	96%
	Health, safety & welfare	97%
	Policies & procedures	93%
	Learning & development	92%

### Our customers commended us on:

- Advice and support
- Speedy/timely responses
- Recruitment
- Availability & Accessibility
- Working closely with services
- Provision of information
- Support on absence management
- Knowledge
- Friendliness
- Individual officers efforts

### Our customers think we can improve on:

- Consistency
- Staffing levels in HR
- Recruitment
- Management of cases
- Provision of information
- Response times
- e-forms
- Communicating policy changes
- Consulting on policy changes
- Job evaluation

## What some of our customers said about us . . .

'The HR team are very supportive whenever I need help and advice. They are always able to provide assistance as required'

'Welfare service is superb'

'Excellent learning & development section'

'Transaction Team has been a big improvement. Accessible and always get back quickly in response to enquiries'

'Committed and knowledgeable staff who provide first class support in dealing with disciplinary matters'

'With such continued support we are able to manage sickness very effectively'

'The HR Officers have built up a positive relationship with the Head and have a good working knowledge of the school'

'Courteous, friendly staff'

'Effective, timely information when we need it'

'Very approachable and easy to speak to – give good advice but are also open to being challenged about a decision made'

## 7. Outturn against approved budget

During 2008/09, the HR budget was underspent by £27,522:

Divisions	Budget	Total Spend	Variance
Human Resources Management	284,130	259,899	-24,231
Organisational Development	432,160	412,433	-19,727
Health, Safety & Welfare	304,860	339,808	34,948
Adult Services & Corporate	306,690	314,206	7,516
Community Services	294,000	290,227	-3,773
Children's Services	206,970	169,474	-37,496
Transaction Team	94,660	99,663	5,003
Rechargeable A/cs	-10,020	219	10,239
<b>Human Resources</b>	<b>1,913,450</b>	<b>1,885,928</b>	<b>-27,522</b>

## 8. Value for money improvements and efficiency savings

Extension of Transaction Team	£9,000
Merger of policy functions	4,000
Reduced external training costs	4,000
Deletion of LDO post	33,000
Deleted funding for secretary	7,000
<b>Total efficiency savings</b>	<b>57,000</b>

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