

NORTH LINCOLNSHIRE COUNCIL

CORPORATE SERVICES CABINET MEMBER

HUMAN RESOURCES SERVICE PLAN 2008/2011

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek approval for the Human Resources (HR) service plan 2008/2011.
- 1.2 To provide an update on achievements and successes of the HR service during 2007/2008.

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.
- 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 2007/2008.

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, HR service priorities and council ambitions.
- 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 2008/2011 Human Resources Service Plan be approved and adopted.
- 8.2 That the achievements and successes of HR during 2007/2008, as set out in the attached Annual Improvement Summary, be noted.

SERVICE DIRECTOR HUMAN RESOURCES

Pittwood House
Ashby Road
SCUNTHORPE
North Lincolnshire
DN16 1AB
Author: DS
Date: 29 August 2008

Background Papers used in the preparation of this report: None



Going Forward Together

Human Resources

SERVICE PLAN 2008-2011



Contents

Section 1	How we plan	
Introduction		3
The council's vision		3
The planning framework		3
Section 2	Where are we now?	
Service functions		5
Our customers		6
Our partners		6
Involvement of customers and partners		6
Service standards		6
Section 3	How are we doing?	
Current performance		7
Improvements		8
Satisfaction results		9
Inspections and reviews		11
Value for money reviews		11
Key issues		13
Section 4	Where do we need to go?	
Strategic actions we are leading on		14
Strategic actions we contribute to		14
Service improvements		15
Our key priorities for the next three years		16
Our non-priorities		18
Section 5	How will we know we are succeeding?	
Key outcomes		19
Key indicators and targets		20
Section 6	How do we get there?	
Resources		21
Changes we need to make		23
Impact		24
Section 7	Barriers to success	
Risks		27
Controls		27
Actions		27
Section 8	Appendices	
Capital Schemes		29
Service action plan 2008-2011		30-38
HR workforce plan		39-47

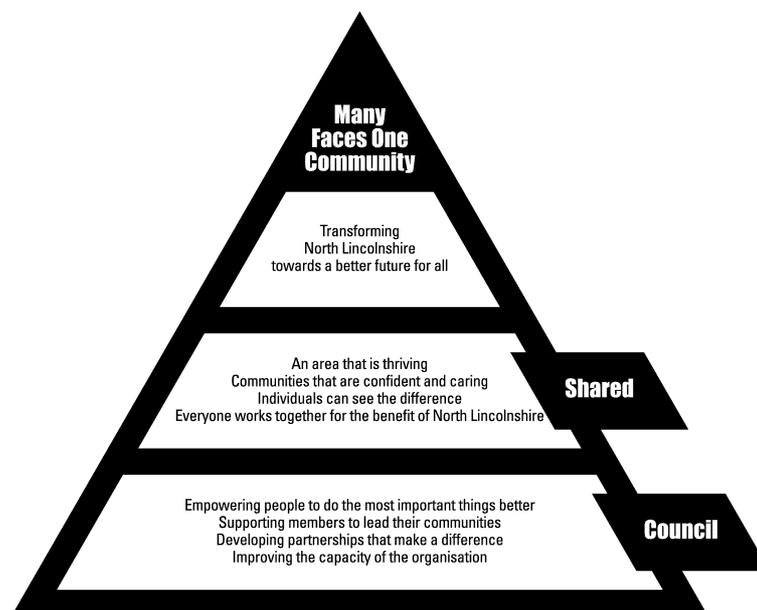
Section 1 How we plan

Introduction

This is the 2008 – 2011 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 overall vision that the council has for the North Lincolnshire area. It sets out how the service will deliver 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 council's vision is made up of two parts. The diagram below summarises the overall vision. The first part shows the ambitions that the council and its partners intend to achieve for the area. These are known as the shared ambitions. These aim to transform the area, our communities and the lives of individuals who live and work here. The second part is the internal ambitions that the council has and shows the priorities for development.



The planning framework

The service plan forms a key part of the overall planning framework, which is shown below. It explains what the service is responsible for, how it supports the council's ambitions 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 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.



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 in our service 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 towards a better future for all.**

Section 2 **Where are we now?**

Service functions

Organisational Development

Providing a wide range of learning and development support across the council.

Providing a framework for HR practices, policies and procedures.

- | | |
|----------------------------------|-----------------------------------|
| ■ Competency Frameworks | ■ Corporate Training Programme |
| ■ Corporate Induction | ■ Manager induction & development |
| ■ Member development | ■ Investors in People |
| ■ Employee Dev't Reviews | ■ Recording and reporting of L&D |
| ■ Training delivery & evaluation | ■ HR Policies and Procedures |
| ■ Computerised HR system | |

Employee Resourcing

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

- | | |
|---------------------------|-------------------------|
| ■ Recruitment & Selection | ■ E-recruitment |
| ■ Recruitment advertising | ■ Safer Recruitment |
| ■ Reviews of Service | ■ Redeployment |
| ■ Diversity Monitoring | ■ Workforce Information |
| ■ Workforce Planning | ■ Terms and conditions |

Employee Relations

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

- | | |
|----------------|----------------------------|
| ■ Consultation | ■ Employee Engagement |
| ■ Negotiation | ■ Disciplinary & Grievance |
| ■ Appeals | ■ Employment Legislation |

Employee Reward

Delivering and developing adequate, equitable and affordable systems that reward, retain and attract employees

- | | |
|----------------------------|---------------------|
| ■ Pay structures & systems | ■ Job evaluation |
| ■ Equal pay | ■ Employee Benefits |
| ■ Pensions | |

Health, Safety & Welfare

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

- | | |
|---------------------------------|-------------------------------|
| ■ H&S policies & guidance | ■ H&S inspections |
| ■ Risk Assessments | ■ Accident investigation |
| ■ Counselling & welfare service | ■ Occupational Health |
| ■ Absence Management | ■ Health & Safety Legislation |

Our customers

- Current, prospective and past employees
- Managers
- Service Directors
- Elected Members
- Schools & Governing bodies
- Community/voluntary organisations (CRB applications under umbrella body status)
- External attendees on corporate training programme activities

Our Partnerships

- Trade unions
- Humber Improvement Partnership
- North East Lincolnshire Council/East Riding Council/Hull City Council
- Local Safeguarding Board
- Job Centre Plus / Connexions

Involvement of Customers and Partners

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

Service Standards

Customers can expect to receive a service in accordance with the council's customer care standards:

Welcoming	we'll treat customers in a friendly & professional manner with courtesy and respect
Effective	we aim to resolve enquiries efficiently and effectively
Considerate	we'll listen to individual needs & where possible tailor our services
Accessible	we'll aim to ensure that our services are easy to use & provide choice
Reliable	we'll keep our promise and meet our standards and deliver what we say
Excellent	we'll aim to consistently deliver to the highest standards

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 Service (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 key drivers for improvement within the service.

Indicator	Ref	Target 2007/2008	Actual 2007/2008	Direction
Top 5% of earners that are women	BV11a	44.25%	44.88%	 Green
Top 5% of earners that are from BME communities	BV11b	1.5%	1.95%	 Amber
Top 5% of staff who have a disability	BV11c	3.5%	2.94%	 Amber
Working days lost due to sickness absence	BV12	8.8 days	10.25 days	 Amber
Employees declaring a disability	BV16a	2.4%	2.7%	 Amber
Employees from minority ethnic communities	BV17a	1.7%	1.5%	 Amber
IIP Achievement	GFT38	100% All services achieved IIP	70% 7 services achieved IIP	 Red
Employees over age of 50	GFT58	34% Local population	31.8% Workforce	 Amber
Employees under age of 25	GFT59	15.6% Local population	4.88% Workforce	 Red
Advertised posts resulting in appointment	HR05	85%	77%	 Amber
BME applicants compared to local population	HR06	2.5%	4.3% (All) 3.9% (SL) 3.2% (SC)	 Green
Disabled applicants compared to local population	HR06	5%	4.7% (All) 4.1% (SL) 2.2% (SC)	 Red
Completed investigations within 60 working days	HR24	85%	83%	 Amber
Number of days lost due to industrial action	HR26	0	0	 Green
RIDDOR accidents per 100,000 employees	HR12	Based on national average	150	 Green
Employees undertaking learning & development	HR33	90%	62%	 Red
EDRs completed within previous 12 months	HR35	90%	55%	 Red
New managers completing manager induction	HR36	100% Mandatory	35%	 Red

Indicator	Ref	Target 2007/2008	Actual 2007/2008	Direction
HR – Voluntary turnover	HR04	7.9%	7.14%	 Green
HR - Positive responses from Points of View	HR07	80%	81.3%	 Green
HR - Working days lost due to sickness absence	HR09	8.8 days	7.83 days	 Green
HR - Employees undertaking learning & development	HR33	90%	74%	 Amber
HR - EDRs completed in previous 12 months	HR35	90%	90%	 Green
HR - New managers completing induction	HR37	100%	No new managers	n/a
HR - Achievement of Investors in People	GFT38	100%	100%	 Green
HR - New starters undertaking diversity training	ED51	100%	100%	 Green

Improvements

- Revised Leadership and Management competency framework launched
- Regional management development programmes established (HIP)
- Programme of safer recruitment training rolled out
- Programme of Criminal Records Bureau back checks commenced
- Local Employment Partnership agreement with Job Centre Plus
- Manager induction process reviewed and improved
- Joint approach to council & schools policy implementation and development
- Strengthened and re-launched mediation service available to all employees
- Remodelled corporate induction – streamlined with Employee Handbook
- Implemented 'Valuing People' strategy
- Extended Corporate Training Programme to local regional partnership organisations
- Review of pensions policies and guidance in light of new look pension scheme
- Development of e-forms
- Development of policy framework in line with legislation and good practice:
 - Revised Adoption Scheme implemented 9 May 2007
 - Revised Flexible Working Policy implemented 9 May 2007
 - Revised Capability Procedure implemented 15 June 2007
 - Revised Smoking Policy implemented 15 June 2007
 - Revised CRB Procedure implemented 13 August 2007
 - Revised Recruitment & Selection Policy implemented 18 September 2007
 - Revised Long Service Awards policy implemented 11 December 2007
 - New Domestic Violence policy implemented 11 December 2007
 - New Approaching Retirement procedure implemented 13 February 2008
 - Completed review of Health & Safety Manual

Satisfaction results

Our customers

We measure satisfaction with the standard of service received by our customers through an annual survey. The second annual HR Customer Survey was carried out in September 2007. The level of satisfaction* in areas of service delivery is detailed below.

Human Resources Customer Survey Results		2006	2007
	General Quality of Service	96%	96%
	Recruitment & Selection	92%	93%
	Employee Relations	81%	88%
	Sickness Absence	89%	96%
	Supporting your school/service	80%	92%
	Health, Safety & Welfare	93%	96%
	Policies and Procedures	83%	92%
	Learning & Development	94%	91%

* Satisfaction levels based on 'excellent', 'good' and 'satisfactory'. The range of responses is excellent, good, satisfactory, poor and not applicable. 2007 results based on 109 responses.



What some of our customers said about us . . .



Dedicated and knowledgeable staff who provide an excellent service

I very much enjoy working with HR colleagues. They are clearly dedicated and feel passionate about their areas of work

The support, care and advice offered over the past year has been excellent. Thank you.

Keep up the good work

I think you have an incredibly tough workload and do the best you can with the time and resources you have got



What our customers want

- Good customer service
- Good knowledge base
- Visibility – ‘face to face’ contact
- Prompt, available & consistent help and advice
- Quick and easy business transactions
- User friendly, well-communicated and accessible policies
- Flexibility & understanding of individual service needs

The findings of our customer survey will form part of future reviews of service. We have also started to take action on areas for improvement and are aiming to maintain levels of customer satisfaction during 2008/2009. The next annual survey will be carried out in September 2008.

Our employees

We measure our employees’ satisfaction with working for the council on an annual basis through the Points of View survey.

Levels of employee satisfaction have increased from a baseline of 69% in 2004/2005 to 81% in 2007/2008. Positive responses* for 2007/2008 are detailed below.

Human Resources - Points of View survey		2006	2007
	Effective leadership - creating the conditions for an organisation to succeed	86%	87%
	Listening & learning - make sure we listen and learn from changes across the whole council	77%	79%
	Mutual respect - at the heart of all our working relationships - with each other, customers & partners	75%	83%
	Fair reward & recognition - we will recognise and value a job well done	78%	80%
	Healthy worklife balance - achieving the correct balance between work and home life	77%	76%
	Overall satisfaction	79%	81%

* Positive responses based on ‘strongly agree’ and ‘agree’ responses. The range of responses is strongly agree, agree, unsure, disagree, strongly agree and not applicable to me. 2007 results based on responses from 59 out of 67 HR employees.

Our culture improvement team – ‘Action HR’ – will continue to work with employees in the service to identify areas for improvement. We are aiming to improve levels of employee satisfaction during 2008/2009.

Inspections & reviews

Corporate Assessment (Audit Commission), February 2008

Strengths identified

- Strategic approach to workforce planning – it effectively supports staff and councillors to fulfil their roles
- Proportion of people with disabilities in the workforce is improving and above average compared with other councils. Women are well represented in the top 5% of earners
- People strategy identifies risks to capacity and has clear actions to address underperformance

Key challenges identified

- Work with voluntary sector in workforce planning is at an early stage. Approach to workforce planning with partners is limited.
- Workforce is not sufficiently representative of the community it serves.

Value for Money (VFM)

A VFM Review Team was established in December 2007. This team has been tasked with delivering the following VFM project: **Review Service Levels and Structure Delivery**. This will assist Human Resources in achieving efficiency targets and in meeting its financial needs and addressing budget pressures. This project is part of the council's VFM programme and is due for completion in November 2009. The following parts of service functions have been profiled for value for money outcomes based on HR CIPFA benchmarking results:

Service Function	VFM Profiling Outcome		Overall Vfm Position	Importance to Strategic Plan	Direction of Travel	Source
	Cost	Performance				
Occupational Health (OH) Bought in OH costs v Number of FTE days lost due to sickness absence	Low	High	Strong	Low	↔	CIPFA HR Benchmarking 2007
Human Resources (HR) HR staff cost per employee v CIPFA good practice score	Medium	Medium	Fair	Low	↔	CIPFA HR Benchmarking 2007
Health & Safety (H&S) H&S staff cost per employee v Number of RIDDOR reportable accidents per 100,000 employees	High	High	Fair	Low	↔	CIPFA HR Benchmarking 2007
Recruitment advertising Advertising spend v Adverts resulting in appointment	Low	Medium	Fair	Low	↔	Humber Improvement Partnership
Training delivery (TD) TD staff cost per employee v customer satisfaction	Low	High	Strong	Low	↔	CIPFA HR Benchmarking 2007 & training evaluation reports

Service Function	Key comments & actions
Occupational Health (OH) Bought in OH costs by employee v Number of FTE days lost due to sickness absence	<p>Cost of bought in OH services and days lost due to sickness absence are both lower than unitary average. Identified that short-term sickness absence is below unitary average and long-term sickness absence is slightly higher than unitary average. The council's sickness absence procedure was benchmarked against the 6 top performing unitary authorities and found to be in line with good practice adopted therein.</p> <ul style="list-style-type: none"> • OH bought in cost per employee: £7.20 per employee. Average cost for unitary councils is £10.60. Ranks 9 out of 27 councils. Places the cost in a lower cost quartile (0.33) = Low cost • Number of days lost due to sickness absence: 9 FTE days lost. Average for unitary councils is 10.3 days. Ranks 10 out of 38 councils. Places performance in high quartile (0.76) = High performance <p>Action: The service will be re-tendering contract for Occupational Health services during 2008/2009 and will consider joint procurement arrangements with neighbouring councils (Head of Health, Safety & Welfare).</p>
Human Resources (HR) HR staff cost per employee v CIPFA good practice score	<p>Staff costs for core HR staff is lower than unitary average. 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. This is also reinforced by the increase in customer satisfaction measured through our internal customer survey, which indicates quality in service received by customers. Satisfaction rates have increased by 3 percentage points to 94% in 2007.</p> <ul style="list-style-type: none"> • HR staff cost per employee £191 per employees. Average cost for unitary councils is £192. Ranks 18 out of 37 unitary councils. This places the cost in a medium quartile (0.48) = Medium cost • CIPFA good practice score 72% score. Average score for unitary councils is 70%. Ranks 17 out of 34 councils. This places performance in a medium quartile (0.5) = Medium performance <p>Action: Undertake more detailed benchmarking analysis by service functions and transactional, advisory and strategic roles as part of VFM project (HR Value for Money Team).</p> <p>Action: Develop more detailed reporting on the following HR Value for Money indicators:</p> <ul style="list-style-type: none"> • Cost of HR function as a % of organisational running costs • Cost of HR function per employee • Ratio of employees to HR staff (Strategy & Performance Officer)
Health & Safety (H&S) H&S staff cost per employee v Number of RIDDOR reportable accidents per 100,000 employees	<p>Staff costs for H&S staff are slightly above the unitary average. The number of accidents reportable under RIDDOR legislation for the council remains very low against national averages. The slightly higher costs are offset by the quality service and framework for safe systems of working delivered across the council. This cost also includes delivery of all health and safety training with no bought in costs incurred.</p> <ul style="list-style-type: none"> • Health and safety cost per employee £29.50 per employee. Average cost for unitary councils is £24.40. Ranks 26 out of 36 councils. This places the cost in a high cost quartile (0.72) = High cost • RIDDOR reportable accidents per 100,000 150 RIDDOR reportable accidents per 100,000 employees. National average for public administration employers is 2600 (Health & Safety Executive). This place performance in a high performance quartile = High performance
Recruitment advertising Advertising spend v Adverts resulting in appointment*	<p>Advertising costs reduced from £154,555 in 2005/2006 to £80,494 in 2006/2007. They further reduced during 2007/2008 to £69,381. The percentage of adverts resulting is lower than the sub regional average (77% compared to 85%) but the advertising spend per appointment for the council is £112 compared to an average of £332. Improved reporting of advertising costs and outcomes has enabled HR to advise managers more effectively on the most suitable low or no cost options available. No cost options such as the council's website and recruitment bulletin continue to yield the highest proportion of applicants and suitable candidates.</p> <p>* excludes schools recruitment</p> <p>Action: Consider impact on low spend on percentage of appointments made</p>
Training Delivery TD staff cost per employee v customer satisfaction	<p>Costs for training delivery staff is low compared to the unitary average. Indicative satisfaction rates with training are 94% for 2007/2008. This demonstrates a quality service being delivered at a relatively low cost compared to other unitary authorities. It also reduces the cost of bought in services.</p> <ul style="list-style-type: none"> • Training & Development staff cost per employee £19.90 per employee. Average cost for unitary councils is £74.90 per employee. Ranks 3 out of 34 councils. This places cost in low cost quartile (0.1) = Low cost <p>Action: Seek benchmarking performance data to enable external comparison</p> <p>Action: Clarify costs used in benchmarking data to ensure measuring 'like for like' figures</p>

Key issues

The following developments are required in order to transform performance:

- **Diversity**
More focused action around diversity issues to address under-representation within the workforce highlighted by workforce profiles and diversity related performance indicators. This includes strengthening approaches to diversity impact assessment within the service. These issues are reflected in the HR diversity plan.
- **Performance Improvement Panels**
Continue Performance Improvement Panel process for manager induction, completion of EDRs and sickness absence to drive improvement in these areas.
- **Data quality**
Continue to work with service areas to improve the flow of information required to populate computerised HR system. There are still areas of under-recording that impact on performance indicators, such as learning and development and EDRs. This includes further development of e-forms and electronic workflows.
- **Benchmarking**
Better use of regional and national benchmarking to drive performance and identify opportunities for improvement.
- **Support service areas to deliver good people management**
Many of the performance measures allocated to HR depend on a shared contribution towards improvement with all service areas across the council. HR is responsible for monitoring and reviewing these areas, but it cannot have total control over performance and improvement within individual service areas. 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 frameworks, training and advice.
- **Review of HR indicators**
There needs to be a continual review of corporate HR indicators to ensure their relevance and ability to drive performance on people management issues across the council. In order to transform performance, services need to have fit for purpose and meaningful HR performance indicators within QPR frameworks. Wider consideration will be given to the incorporation of Audit Commission value for money indicators – this is an area that needs to strengthen in the HR performance framework.
- **Workforce Planning**
The service needs to continue to work with services and partners to assist in workforce planning and ensure that it is embedded throughout the council and in a partnership context.
- **Review of service**
Ongoing VFM review will work towards ensuring that the service is structured in the most efficient and effective way to deliver on council ambitions and service priorities. This includes the shift of focus from direct HR involvement to enhancing support for and development of manager skills and competencies. An enhanced consultancy role and a reduction in administrative tasks will provide better professional support to services and add value to the organisation.

Section 4 Where do we need to go?

Strategic actions we are leading on

- **Supporting members to lead their communities:** *Develop leadership capacity of Elected Members (IS4)*

Strategic actions we contribute to

- **An area that is thriving:** As a large employer in North Lincolnshire, HR will have a contributory role along with other employers in the following action: *Develop and skills and workforce strategy for the area (SA3/1).*
- **Individuals can see the difference:** As a service provider, HR will have a contributory role along with other service areas in the council in the following action: *Develop strategy for more integrated and accessible services to support priorities (S14/1).*
- **Empowering people to do the most important things better:** As a support service, HR will have a contributory role along with other support services in the council in the following action: *Produce and embed organisational strategy (IE2/01&02)*

Shared Ambitions

We support the council to attain, retain and develop a skilled, competent and motivated workforce equipped to deliver services that meet the council's ambitions and help to transform North Lincolnshire towards a better future for all. In doing so, HR assist services in ensuring that they have the right people in the right place at the right time to progress and implement key actions set out in the council's strategic plan.

Internal Ambitions

Human Resources will contribute directly to the achievement of the council's internal ambitions by providing advice and support to the organisation on people issues arising from internal priorities. HR will have a direct contribution in many areas including:

- Advice and support on service reviews & issues arising from partnership working
- Generic and management competency frameworks
- Corporate training programme designed and delivered to support ambitions
- Investors in People
- Leadership and Member Development
- Workforce Planning
- Employee development
- Electronic service delivery

National context

Human Resources has a key role to play to ensure that the council develops its workforce in line with the priorities outlined in the national workforce strategy 'Local Government: the place to be, the place to work. Delivering through people' (2007).

- **Organisational development** – effectively building workforce support for new ways of working to deliver citizen focused and efficient services in partnership
- **Leadership development** – building visionary and ambitious leadership which makes the best use of both the political and managerial roles, operating in a partnership context
- **Skill development** – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi agency context
- **Recruitment & retention** – with partners, taking action to address key future occupational shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues
- **Pay and rewards** – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

The national workforce strategy sets out key actions for local authorities. It recognises that every council is in a different position in relation to workforce challenges and therefore the council needs to identify its particular priorities for action, within the national context.

Service improvements

Initial work carried out by the VFM team has identified a number of areas where service improvements could be made:

- Business process re-engineering (BPR) and e-form development
- Looking at different ways of delivering services to our customers
- Self service options
- Release capacity to enhance strategic/consultancy role
- Identify opportunities for partnership working and shared services
- Consider centralisation of Human Resources
- Review roles and responsibilities – conceptual structure
- Identify duplication of tasks/tasks that do not add value to the council
- Improve data quality and records management
- Review delivery of routine administrative tasks
- Improve accessibility of HR policies and procedures
- More sophisticated use of benchmarking information

Our key priorities for the next three years

As a service we need to prioritise to ensure we focus on the 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 redirect resources towards our priorities.



Developing the organisation

The council aspires to be a high performing council that is equipped to deliver the services people in North Lincolnshire require. To do this we need to look at how we can best use our people to achieve this. This includes our culture and values, communication working arrangements and ways of working including working with our partner organisations. It also involves helping the organisation to anticipate and tackle key current and future workforce challenges.

- Partnership working
- People management frameworks support high performing culture
- Streamlining of HR business transactions
- Benchmarking performance
- Develop HR consultancy role
- Supporting workforce planning throughout the organisation



Developing Leadership Capacity

We need to continue developing strong managers and leaders to provide clear management and leadership to the workforce, provide strong community leadership and motivate everyone to achieve high standards of performance. We will assist the organisation in fostering the development of leadership skills and behaviour at all levels. This includes addressing areas of under-representation in leadership positions.

- Leadership strategy
- Management and leadership development
- Member development
- Community leadership



Attracting and retaining a diverse, skilled & motivated workforce

We need to have the right people with the right skills, in the right place at the right time by making sure that we are a good employer that our current employees want to continue working for, as well as attracting new employees. To do this we need to assist services and work with partner organisations to identify and anticipate future workforce requirements. Our workforce will be representative of the community it serves. Workforce planning is key to achieving this.

- e-recruitment/talent pools
- Succession planning
- Supporting workforce planning throughout the organisation
- Workforce information & diversity monitoring
- Promoting careers in local government



Promoting a healthy and safe working environment

To be able to contribute to the achievement of the council's vision, 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.

- Sickness absence management
- Stress management
- Lone working
- New and changing health & safety legislation
- Worklife balance
- Review of occupational health provision



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.

- New and changing employment legislation
- Work with trade unions
- Safeguarding and vetting
- Mediation & informal resolution
- Diversity impact assessment



Adequate and equitable reward, recognition & remuneration

Employees have the right to receive fair and equitable pay and reward for their work 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 people to come and work for us.

- Equal Pay Review
- Computerisation of job evaluation
- Review of flexible benefits
- Pensions – development and administration



Developing skills and capacity

The council will continue to invest in developing employee and member skills so they are able to meet the changing demands of their role and working within modern local government. The council is committed to working with partnership organisations to develop current and potential skills and abilities so that individuals achieve the high standards of performance expected. This also includes ensuring equity of access to development opportunities.

- Manager induction & development
- Competency based standards for all posts
- Supporting Investors in People throughout the organisation
- Basic skills provision ('skills for life')

Non-priorities

The following have been identified as non-priorities for HR:

- Attendance at routine recruitment and selection interviews
- Day to day management of routine short-term sickness absence
- Development of non-essential flexible benefit provision
- Non-essential/non-statutory reviews of policies and procedures
- Servicing of Joint Consultative Committees
- Unnecessary administrative tasks
- Delivery of training that does not support the council's ambitions
- Attendance at events that do not contribute directly to key priorities

The majority of work carried out by Human Resources has statutory aspects. Failure to comply with the statutory aspects of the work carried out by Human Resources is a potential source of risk to the organisation.

Section 5 How will we know we are succeeding?

Key outcomes



Developing the organisation

- People issues are considered in all major organisational change
- Effective workforce planning embedded across the council and with partners
- Excellence in people and performance management
- Employees understand their role and contribution



Developing leadership capacity

- Competent and skilled leaders
- Leadership and management development reflects best practice
- Elected Members are able to undertake community leadership role
- Officers and Elected Members equipped with appropriate skills and behaviours



Attracting a diverse, skilled and motivated workforce

- Workforce representative of local population
- The right person appointed in the right place at the right time
- Low staff turnover / Improved retention
- Good calibre of applicants attracted to the council



Promoting a healthy and safe working environment

- Reduced sickness absence
- Reduced long term absence through effective intervention
- Low level of accidents in the workplace
- Positive safety culture
- Employees achieve worklife balance
- Statutory compliance



Good employment practice and employee relations

- Speedy resolution of employee relations issues
- Low level of litigation against the council
- Minimum disruption through industrial action
- Statutory compliance
- Safeguarding service users



Adequate and equitable reward, recognition & remuneration

- Equality in pay
- Affordable and attractive pay and reward
- Minimal risk of equal pay claims
- Low staff turnover / Improved retention



Developing skills and capacity

- Competent and skilled employees
- Competent and skilled Elected Members
- Access to required learning and development for all
- The council invests in its people and is able to demonstrate this

Key indicators and targets

	2008-09	2009-10	2010-11
Top 5% of earners that are women	tbc	tbc	tbc
Top 5% of earners that are from BME communities	tbc	tbc	tbc
Top 5% of staff who have a disability	tbc	tbc	tbc
Working days lost due to sickness absence	8.8 days	tbc	tbc
Employees declaring a disability	tbc	tbc	tbc
Employees from minority ethnic communities	tbc	tbc	tbc
IIP Achievement	100%	100%	100%
Employees over age of 50	Representative of local population	Representative of local population	Representative of local population
Employees under age of 25	Representative of local population	Representative of local population	Representative of local population
Advertised posts resulting in appointment	83%	85%	87%
BME applicants compared to local population	Representative of local population	Representative of local population	Representative of local population
Disabled applicants compared to local population	5%	7%	9%
Completed investigations within 60 working days	85%	85%	85%
Number of days lost due to industrial action	0	0	0
RIDDOR accidents per 100,000 employees	Maintain below national average	Maintain below national average	Maintain below national average
Employees undertaking learning & development	90%	90%	90%
EDRs completed within previous 12 months	90%	90%	90%
New managers completing manager induction	100%	100%	100%
HR – Voluntary turnover	Maintain national average	Maintain national average	Maintain national average
HR - Positive responses from Points of View	85%	87%	90%
HR - Working days lost due to sickness absence	8.8 days	tbc	tbc
HR - Employees undertaking learning & development	90%	90%	90%
HR - EDRs completed in previous 12 months	90%	90%	90%
HR - New managers completing induction	100%	100%	100%
HR - Achievement of Investors in People	100%	100%	100%
HR - New starters undertaking diversity training	100%	100%	100%

Success against outcomes and targets will be measured through the quarterly performance review process.

Section 6

How do we get there?



Finance

3 year finance settlement

	2008/09	2009/10	2010/11
Net Revenue Budget	1914230	1779460	1770460
Capital investment programme	0	0	0
Efficiency target	-65000	-20000	0
Net Revenue Budgets by Division			
Human Resources Management	231090	218300	222090
Organisational Development	468660	409090	405500
Health, Safety & Welfare	298030	293190	292590
Adult Service & Corporate	286650	286980	284080
Community Services	285680	287320	283950
Children's Services	256760	194010	191130
Transaction Team	93010	90570	91120
Rechargeable A/cs	-5650	0	0

This is an indicative breakdown subject to in-year changes

External Funding

Suitable funding streams to be identified in conjunction with External Funding Team



People

Number of FTE posts	65.91	
Turnover	7.14%	
Employees aged 50 and over	25%	
Employees aged 25 and under	6%	
Gender	80% Female 20% Male	
Disability	90% No disability declared 10% Disability declared	
Ethnicity	1.4% Mixed - White Black African 1.4% Mixed - White Black Caribbean 1.4% White Irish 95.8% White British	
Sexual Orientation	7% Not stated 12% Prefer not to say 81% Heterosexual	
Religion and Belief	3% Not stated 3% Other 9% Prefer not to say 26% None 59% Christian	

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 & 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 in the longer term this may result in the reduction of paper document storage.
- **Accommodation to support development of service** Any changes to service delivery and/or structure as a result of the Value for Money Review will potentially result in accommodation requirements. For example, expansion of a team dealing with transactional business will require availability of suitable accommodation. Similarly, if the service moves to a centralised model this will significantly alter current office accommodation requirements.
- **Occupational Health** Inadequate facilities including lack of suitable waiting area and limited storage facilities for confidential medical records.
- **Disabled access at The Angel** Accessibility issues have been identified. This has been included as a required capital scheme in Appendix 1.



Information technology & systems

Current IT Usage

- Bond HR Professional
- Pay Personnel
- Equal Pay Reviewer
- GLPC computerised job evaluation
- e-forms
- Online job applications
- Candidate Achievement Tracking System (CATS)

Anticipated IT project list

- e-form development
- e-learning
- Online applications
- Integrated pay and personnel system
- Self service for employees and managers
- Electronic document management and storage

IT priorities

- Technology is crucial in assisting change. An effective IT solution and platform for electronic service delivery is a priority.
- Joint working with IT will be required to achieve integration of systems to enable electronic workflows and streamline business transactions.

- Electronic workflows are necessary if improvements in efficiency and economies are to be realised.
- Systems need to be made available to managers to support the workflow of e-forms and increase management capacity.
- Lack of integrated pay and personnel system continues to create problems and limitations in information management and data quality
- Need to explore how the service can make better use of existing technologies and platforms to improve customer accessibility to HR information including policies and procedures
- Limited capacity for e-learning identified

IT Constraints/Risks

- Failure to use technology to replace administrative tasks will affect the ability to make efficiency savings and develop service delivery
- Separate payroll and personnel systems can cause data quality difficulties. Audits across the two systems are time consuming and add additional pressures to service delivery
- Limited service budget to invest in significant IT developments

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?

- Required changes to delivery, structure and ways of working to ensure that we are providing a quality, cost effective service that delivers priorities and council ambitions.
- Increase transactions based on electronic workflows to provide more streamlined and efficient processes for customers. The preferred method for all HR transactions will be electronic although regard will be given to ensuring that we can meet differing customer requirements where necessary.
- Join up electronic workflows and systems to reduce the administrative burden on managers and HR. This will necessitate considering the feasibility of integrating of payroll and HR systems.
- Improve access to HR information required by managers to make key people management decisions
- Increase customer access to job vacancies and the application process through continuous developments in e-recruitment
- Provide greater professional support for managers by delivering a more consultancy-based service that aims to enable and empower managers to undertake effective people management
- Improve records management through better use of technology including document imaging and electronic storage
- Increase IT capacity for e-learning across the council

Impact



Biodiversity

■ Reducing paper use

Proposals to increase the use of e-forms and electronic service delivery will reduce the use of paper, which will have a positive environmental impact. No direct impact on conservation of biodiversity has been identified. (Natural Environment & Rural Communities Act 2006: Section 40)

■ Education, advice and awareness

We will work with other services in the council to make training on biodiversity matters available to all employees.



Crime and disorder reduction

The Human Resources service will:

- Co-operate with the Safer Neighbourhoods Action Programme (SNAP)
- Contribute and support Neighbourhood Action Teams as required
- Contribute and support Safer Neighbourhood Area Teams as required
- Encourage reporting of crime and Anti Social Behaviour and provide appropriate support to victims and witnesses
- Contribute to the Joint Strategic Intelligence Assessment and other strategic level analysis as required
- Ensure that young people in the care of the local authority are supported to enable them to stay safe from harm

Specific contribution to crime and disorder reduction

- Ensure safer recruitment processes are embedded across the council
- Ensure crime and disorder issues are included in the HR policy framework as required
- Ensure crime and disorder issues are included in health and safety advisory function
- Work with service areas as required to ensure that induction and training includes crime and disorder issues as required
- Assist service areas as required to increase the percentage of customer facing employees completing Level 1 Drugs Awareness training



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 managers and employees to adopt good practice in employment related areas.

Recruitment	<p>Recruitment procedure and selection decisions are fair</p> <p>All jobs open to suitably qualified people irrespective of gender, ethnicity, disability etc</p> <p>Vacancies attract applications from a full range of suitable candidates</p> <p>Representative workforce compared to local population</p> <p>All employees involved in recruitment trained in equality and diversity issues</p>
Training	<p>Equal access to training and development opportunities</p> <p>Employees from all groups and all levels take up training opportunities</p> <p>Training is carried out on a variety of days and times</p> <p>Skills of employees are regularly audited</p>
Promotion	<p>Equal access to opportunities for promotion</p> <p>Diverse workforce represented at all levels and in all areas of work</p> <p>No barriers to progression</p> <p>Vacancies reviewed and open to part-time, job share and flexible working</p>
Flexible working	<p>Clear and accessible guidance on flexible working</p> <p>Carers leave policy in place and promoted to employees</p> <p>Flexible working managed to meet the needs of the business and employees</p>
Managing pregnancy	<p>Maintain return rate after maternity leave</p> <p>Male employees take up paternity and parental leave</p> <p>Managers keep in touch with women on maternity leave</p>
Equal Pay	<p>Pay system is transparent and consistent</p> <p>Any gender pay gaps narrowed and eventually eliminated</p> <p>Part time employees treated equitably compared to full time employees</p> <p>All employees have equal access to work related benefits</p>
Grievance, disciplinary & dignity at work	<p>Grievances are not more likely to be brought by employees from particular groups</p> <p>Employees from particular groups not disproportionately subject to disciplinary</p> <p>Dignity at work policy gives due regard to the need to eliminate harassment</p> <p>Support mechanisms in place to protect transsexual people in the workplace</p>
Leaving employment	<p>There are no significant disparities in particular groups leaving the council</p> <p>Retention to ensure the workforce is representative of the local population</p>

■ Monitoring, review and improvement

We carry out diversity monitoring on employment related areas through Quarterly Performance Reviews (QPR) and annual monitoring in line with statutory equality duties. We provide regular workforce information, which enables service areas throughout the council to consider and monitor diversity within their workforce.

We use monitoring information to:

- see if there is any difference between particular groups of employees
- investigate the underlying reasons for differences
- deal with any unfairness, disadvantage or possible discrimination

■ Impact assessment

We will carry out diversity impact assessments as an integral part of all reviews and development of policy, practice and service delivery.

■ Investors in Diversity

Human Resources are committed to working towards the Investors in Diversity standard.

**Sustainable Communities**

- As one of the largest employers in the area, delivery of this service plan for the council will have a positive impact on the employment available to local residents and the development of a skilled local workforce. (Sustainable Communities Act 2007)

**Local Government Modernisation**

- Delivery of this service plan will have an impact on the council's duty to involve local people in local services and policies through a leading role in member development, leadership development and community leadership. The service will continue to seek opportunities for partnership working, which will impact on the council's ability to demonstrate greater partnership working. (Local Government and Public Involvement in Health Act, 2007)

Section 7 Barriers to success

Key risks



Risk assessment is an integral part of strategic planning. All developments in the service plan 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 monitoring 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 the 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'	<ul style="list-style-type: none"> • CRB procedure & audits • 'Safer Recruitment' training • Programme of CRB back checks 	<ul style="list-style-type: none"> • Develop vetting procedures in line with national dev'ts
2. Litigation and/or employment tribunal claims	<ul style="list-style-type: none"> • Monitor & review of policies • Monitor best practice & case law • Increased consultation with Legal Services • Training for HR practitioners & managers 	<ul style="list-style-type: none"> • Programme of regular case review workshops
3. Equal pay claims arising from differing practices in different services	<ul style="list-style-type: none"> • Pay Policy • Equal Pay & Fair Employment policy • Ongoing work on equal pay review 	<ul style="list-style-type: none"> • Conclude Equal Pay Review • Implement computerised job evaluation
4. Breakdown in relationships with trade unions	<ul style="list-style-type: none"> • Formal consultation & negotiation framework 	<ul style="list-style-type: none"> • Services maintain consultation with recognised trade unions
5. Inability to provide HR advice, guidance & support due to lack of resources	<ul style="list-style-type: none"> • Workforce planning to anticipate future requirements 	<ul style="list-style-type: none"> • Conclude Value for Money Review
6. Inadequately trained employees & managers across the council	<ul style="list-style-type: none"> • Personal Action Plans linked to ambitions • Enhanced Corporate Training Programme • Leadership & Management Framework • Monitor access to learning & development 	<ul style="list-style-type: none"> • Monitor completion of EDRs • Monitor completion of manager inductions
7. Failure of major contractor ie. advertising, occupational health, training	<ul style="list-style-type: none"> • Robust contract selection & monitoring • Regular review of levels of service • Compliance with procurement guidelines • Increased internal delivery & design 	<ul style="list-style-type: none"> • Re-tender contract for Occupational Health
8. Corporate Training Programme not relevant to organisation's needs	<ul style="list-style-type: none"> • Programme aligned to competency frameworks • Ongoing evaluation of content & delivery 	<ul style="list-style-type: none"> • None identified

Risks	Controls	Actions
9. Poor data quality on computerised HR system & other records	<ul style="list-style-type: none"> • In service systems audits & reviews • Data quality performance indicators • Data validation exercises • Regular upgrades to computerised system 	<ul style="list-style-type: none"> • Training for all users of computerised system • Development of e-forms • Investigate document management solutions
10. Lack of customer satisfaction	<ul style="list-style-type: none"> • Annual customer survey • Customer consultation & feedback • Evaluation of training 	<ul style="list-style-type: none"> • Repeat annual customer survey
11. Accident or injury due to unsafe working practices	<ul style="list-style-type: none"> • Programme of health & safety inspections • Training for employees & managers • Use of Risk Assessment Templates (RATS) • Health & Safety Manual • External inspection & assessment ie HSE 	<ul style="list-style-type: none"> • Conclude review of Lone Working Policy
12. Inappropriate advice on pensions	<ul style="list-style-type: none"> • Development of specialist knowledge • Training for HR practitioners • Liaison with East Riding Pension Fund 	<ul style="list-style-type: none"> • Identify additional resource to support increased workload
13. Inability to recruit and retain HR employees	<ul style="list-style-type: none"> • Career structure & progression • Flexible working arrangements • Workforce planning • Investors in People standard 	<ul style="list-style-type: none"> • See workforce plan for actions identified to address recruitment & retention issues
14. HR employees do not understand their role and contribution in delivering the service plan	<ul style="list-style-type: none"> • Regular 1:1s and feedback • Personal action plans linked to priorities • Quarterly Performance Reviews • Summary formats for key documents • Communication via team meetings • Use of performance gateway 	<ul style="list-style-type: none"> • None identified
15. Inadequate performance management frameworks to drive service improvement	<ul style="list-style-type: none"> • Compliance with QPR framework • Corporate QPR & GFT indicators • CIPFA benchmarking • Use of Performance Management System • Ongoing review of performance indicators 	<ul style="list-style-type: none"> • Continue to develop benchmarking
16. Reduced uptake on development activities due to service budgetary constraints	<ul style="list-style-type: none"> • Corporate Training Programme aligned to competency frameworks • Regular monitoring of uptake and access through QPR 	<ul style="list-style-type: none"> • None identified

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

- Inability to recruit & retain employees
- Effects of industrial action
- Skills/competency gaps in the workforce
- Costs and service disruption resulting from high levels of sickness absence
- Breach of health and safety legislation, good practice and duty of care
- Failure to adjust workforce to be representative of local population
- Maintaining a healthy workforce/flu pandemic

A full risk assessment is included in annual strategic risk position statements held by the council's Audit and 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 projects.

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	2008/09 £,000	2009/10 £,000	2010/11 £,000
Inception (need identified)	Disability access at The Angel	√		
	Changes to 7 Market Place		√	
List of options				
Option Appraisal				
Feasibility Study				
Capital Investment Proposal				
Committed capital project				
Post Project Evaluation				

Key Priority



Developing the organisation

We aspire to be a high performing council that is equipped to deliver the services people in North Lincolnshire require. To do this we need to look at how we can best use our people to achieve this. This includes our culture and values, communication working arrangements and ways of working including working with our partner organisations. It also involves helping the organisation to anticipate and tackle key current and future workforce challenges.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
1	Human Resources to contribute to organisational change through supporting and advising on all major change projects	Heads of HR	2008/2009 ongoing	Ongoing activity	People issues are considered in all major organisational change projects	★★☆
2	Ensure that workforce planning is integrated into the service planning process across the whole organisation	Service Directors	31/03/2009	Sep 2008 – Workforce planning included in all service plans	Effective workforce planning embedded across the council	★☆☆
3	Develop and promote internal communication within the council	Culture & Communication Group	2008/2009 ongoing	Ongoing activity	Employees understand their role and contribution	★★☆
4	Develop streamlined approach to HR transactional business through use of e-solutions	Helen Manderson	01/04/2009	Apr 2008 – Begin to plan implementation stage Oct 2008 – Begin roll out of e-forms across the council	Electronic delivery of transactional business through effective HR information systems	★★☆
5	Develop benchmarking on key HR and workforce activities including incorporation of value for money indicators	Debbie Searles	31/03/2009	Sept 2008 – CIPFA benchmarking exercise Nov 2008 – Feedback to HRMT Jan 2009 – Feed into QPR framework	Excellence in people and performance management	★★☆

☆☆ Work not yet started

☆☆☆ Limited progress

★★☆ Some progress

★★★ Good progress

★★★★ Target completed

Key Priority



Developing leadership capacity

We need to continue developing strong managers and leaders to provide clear management and leadership to the workforce, provide strong community leadership and motivate everyone to achieve high standards of performance. We will assist the organisation in fostering the development of leadership skills and behaviour at all levels. This includes addressing areas of under-representation in leadership positions.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
6	Identify appropriate leadership strategy for Elected Members	Christine Wilkinson	31-Dec-2008	Dec 2008 – Leadership Strategy approved and implemented	Elected Members able to undertake community leadership role	★★☆
7	Maintain links with appropriate national and regional bodies	Teresa McCrea	2008/2009 ongoing	Ongoing activity	Leadership development reflects best practice	★★☆
8	Use Investors in People leadership model as benchmark	Christine Wilkinson	31-Mar-2009	Dec 2008 – Remaining services achieve IIP standard	Leadership development reflects best practice	☆☆
9	Undertake a gap analysis for all officers against the leadership and management competency framework	Service Directors	31-Dec-2008	Oct 2008 – All individual analyses undertaken	Managers at all levels equipped with appropriate skills & behaviours	★★☆☆
10	Establish learning sets for Senior Managers on key corporate issues	Christine Wilkinson	31-Mar-2009	Dec 2009 – Schedule of events established	Leadership and management development reflects best practice	☆☆
11	Hold leadership and management conference for key leaders and managers	Caroline Barkley	31-Mar-2009	Jun 2008 – SUMO conference to be held Ongoing – regular briefings held	Managers at all levels equipped with appropriate skills & behaviours	★★☆

☆☆ Work not yet started

☆☆☆ Limited progress

★★☆ Some progress

★★★ Good progress

★★★★ Target completed

Key Priority



Diverse, skilled & motivated workforce

We need to have the right people with the right skills, in the right place at the right time by making sure that we are a good employer that our current employees want to continue working for, as well as attracting new employees. To do this we need to assist services and work with partner organisations to identify and anticipate future workforce requirements. Our workforce will be representative of the community it serves. Workforce planning is key to achieving this.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
12	Develop e-recruitment strategy including use of talent pools	Julie Corlett	31-Dec-2008		Good calibre of applicants attracted to the council	★★☆
13	Develop competency based assessment methods in conjunction with development of competency standards for all posts	Christine Wilkinson / Helen Manderson	31-Mar-2010	Jun 2008 – Start developing pilot framework Jan 2009 – Launch pilot in Human Resources	Right person appointed in right place at right time with right skills and competencies	☆☆☆
14	Explore options for developing positive Action Schemes	Debbie Searles	31-Mar-2009	Aug 2008 – service working group established	Workforce representative of local population	☆☆
15	Develop strategies for ensuring that the workforce profile at all levels is reflective of North Lincolnshire	Debbie Searles	2008/2009 ongoing	Aug 2008 – service working group established	Workforce representative of local population	☆☆☆
16	Provide support for workforce planning across the council including working with service areas to develop approaches to recruiting to 'hard to fill' posts	Heads of HR	2008/2009 ongoing	Ongoing activity	Workforce representative of local population	★★☆

Key Priority



Diverse, skilled & motivated workforce

We need to have the right people with the right skills, in the right place at the right time by making sure that we are a good employer that our current employees want to continue working for, as well as attracting new employees. To do this we need to assist services in identifying and anticipating their future workforce requirements. Our workforce will be representative of the community it serves. Workforce planning is key to achieving this.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
17	Raise profile of careers in local government - making North Lincolnshire Council an employer of choice	Julie Corlett	2008/2009 ongoing	Ongoing activity	Good calibre of applicants attracted to the council	★★☆
18	Identify suitable approaches to succession planning	Jeff Tattersall	31-Mar-2009		Right person appointed in right place at right time with right skills and competencies	☆☆
19	Work with partner agencies to enhance recruitment/retention of BME and disabled employees, continuing current job search training with BME groups and others	Julie Corlett	2008/2009 ongoing	Ongoing activity	Workforce representative of local population	★★☆

Key Priority



Healthy & safe working environment

To be able to contribute to the achievement of the council's vision, 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	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
20	Identify and implement effective measures to reduce sickness absence	Human Resources	31-Mar-2009	Ongoing activity	Reduced long term absence through effective intervention / Reduced sickness absence	★★☆
21	Review Occupational Health provision including consideration of joint procurement arrangements with North East Lincolnshire Council	John Rennison	30-Jun-2009	Sept 2008 – Begin tender process	Reduced long term absence through effective intervention / Reduced sickness absence	★☆☆
22	Review of flexible working provisions within current policies and procedures	Tracy Marrison	31-Mar-2009	Oct 2008 – Development workshops carried out Dec 2008 – Consultation process	Employees achieve worklife balance	☆☆☆
23	Assess impact, and prepare for, new and changing health and safety legislation	John Rennison	2008/2009 ongoing	Ongoing activity	Statutory compliance / Positive safety culture	★★★
24	Implement recommendations from HSE Stress Audit	John Rennison	31-Mar-2009	Aug 2008 – Receive initial feedback from HSE Feb 2009 – Improvement plan developed	Reduced sickness absence	★☆☆

☆☆ Work not yet started

☆☆☆ Limited progress

★★☆ Some progress

★★★ Good progress

★★★★ Target completed

Key Priority



Good employment practice & 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	Key actions	Lead	Target date	Milestones	Outcome	Progress Review
25	Prepare for, and assess impact of new and changing employment legislation	Tracy Marrison	2008/2009 ongoing	Ongoing activity	Statutory compliance	★★★
26	Review processes for dealing with grievances and complaints raised by employees	Christine Wilkinson	31-Aug-2008	Jun 2008 – Final version of procedure drafted Sep 2008 – Seek cabinet approval	Speedy resolution of employee relations issues	★★☆
27	Review vetting procedures in line with safeguarding legislation	Jane Waring	Tbc		Safeguarding service users	☆☆
28	Implement plan of CRB back checks for existing employees	Jane Waring	31-Aug-2008		Safeguarding service users	★★☆
29	Develop and implement procedure for pension abatement appeals	Tracy Marrison	31-Dec-2008	Sep 2008 – Final version of revised procedure Nov 2008 – Seek cabinet approval	Statutory compliance	★★☆☆
30	Develop and implement procedure for tiered of ill health retirement under pension regulations	Tracy Marrison	30-Sep-2008	Aug 2008 – Final version of procedure drafted Oct 2008 – Seek cabinet approval	Statutory compliance	☆☆
31	Establish and implement 2008/2011 schedule for diversity impact assessments of existing policies & procedures	Tracy Marrison	31-Mar-2011	Oct 2008 – Schedule drawn up Dec 2008 – Work	Statutory compliance People able to succeed in employment	☆☆

☆☆ Work not yet started

☆☆☆ Limited progress

★★☆ Some progress

★★★ Good progress

★★★★ Target completed

Key Priority



Adequate & equitable reward & remuneration

Employees have the right to receive fair and equitable pay and reward for their work regardless of your gender, ethnicity, age, disability or any other personal characteristic. Pay and rewards also need to be affordable for the council and able to attract people to come and work for us.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
32	Complete Equal Pay Review (Gender)	Equal Pay Review Working Group	31-Dec-2008	Oct 2008 – Final report & recommendations Nov 2008 – Feedback	Equality in pay / Minimal risk of equal pay claims	★★☆
33	Undertake Equal Pay Review (Age, Disability, Ethnicity)	Equal Pay Review Working Group	31-Dec-2009	Jan 2009 – Start review Jun 2009 – Interim reports & feedback Nov 2009 – Final report	Equality in pay / Minimal risk of equal pay claims	☆☆
34	Introduce computerised job evaluation system	Tracy Marrison	31-Oct-2008	Jul 2008 – Consultation with trade unions Sep 2008 – New process rolled out	Equality in pay / Minimal risk of equal pay claims	★★☆
35	Review flexible benefit provision	Julie Corlett	31-Mar-2008	Ongoing review activity	Safeguarding service users	★★☆☆
36	Examine options for rewarding additional contribution/performance	Jeff Tattersall / EMT	31-Dec-2008	Aug 2008 – Evaluation of revised job descriptions	Affordable and attractive pay and award	★★☆

Key Priority



Developing the workforce & members

The council will continue to invest in developing employee and member skills so they are able to meet the changing demands of their role and working within modern local government. The council is committed to working with partnership organisations to develop current and potential skills and abilities so that individuals achieve the high standards of performance expected. This also includes ensuring equity of access to development opportunities.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
37	Seek Investor in People (IIP) status	EMT / Service Directors	31-Dec-2008		The council invests in its people and is able to demonstrate this	★★☆
38	Examine strategy for senior management development	Christine Wilkiinson	30-Sep-2009	Ongoing activity with CPRC consultants	Competent and skilled leaders	★★☆
39	Continued enhancement of member development strategy	Teresa McCrea	31-Dec-2008		Competent and skilled councillors	★★☆
40	Identify current partnership working and invite participation in corporate training programme	Teresa McCrea	31-Mar-2009		Competent and skilled employees	★★☆
41	Carry out audit of site inductions through internal audit team	Christine Wilkinson	31-Dec-2009		Access to required learning and development for all	☆☆
42	Develop strategy for basic skills provision across the council	Christine Wilkiinson	31-Mar-2009		Access to required learning and development for all	★★☆

☆☆ Work not yet started

☆☆☆ Limited progress

★★☆ Some progress

★★★ Good progress

★★★★ Target completed

Key Priority



Developing the workforce & councillors

The council will continue to invest in developing employee and councillor skills so they are able to meet the changing demands of their role and working within modern local government. The council is committed to developing current and potential skills and abilities so that employees achieve the high standards of performance expected. This also includes ensuring equity of access to development opportunities.

No	Key actions	Lead	Target date	Milestones	Outcome	Progress Review May 2008
43	Achieve 'Go' Award	Christine Wilkinson	31-Mar-2009		The council invests in its people and is able to demonstrate this	★☆☆
44	Introduce safeguarding training for all employees working with children	Christine Wilkinson / Jane Waring	31-Mar-2009		Competent and skilled employees / Safeguarding service users	★★☆
45	Work with service areas to address issues relating to equal access and training needs	L&D Team	2008/2009 ongoing	Ongoing activity	Access to required learning and development for all	★☆☆
46	Develop member development framework	Christine Wilkinson / Jane Waring	31-Jan-2009	Oct 2008 – Draft framework completed	Competent and skilled employees / Safeguarding service users	★☆☆

Human Resources Workforce Plan 2008/2009

Recruitment Summary: all advertised posts with closing date between 1 April 2007 and 31 March 2008

Vacant post			Number of applicants	Where advertised						Cost	Appointed	Via
				Website	Bulletin	Job Centre	Direct	CIPD	Journal			
HRCH0024	HR Officer	(Perm)	28	✓	✓	✓	✓			-	✓	Bulletin
HRCM0002	Principal HR Officer	(Temp)	5	✓	✓	✓		✓		£470	x	-
HRCM0006	HR Officer	(Perm)	35	✓	✓	✓		✓		£300	✓	Website
HRCM0010	HR Officer	(Temp)	3	✓	✓	✓				-	x	-
HROD0008	Senior HR Officer	(Perm)	5	✓	✓	✓				-	✓	Bulletin
HROD0013	Administrative Clerk	(Perm)	45	✓	✓	✓				-	✓	Redeployee
HRSW0018	Welfare Officer	(Perm)	9	✓	✓	✓	✓		✓	£286	x	-
HRCR0023	Administrative Clerk	(Perm)	1							-	✓	Redeployee

Total number of advertised posts 8

Total number of applicants 131

Percentage of posts resulting in appointment 63%

Total Advertising Spend £1,056



Diversity profile of applicants



Gender of applicants

Applied

87% F
13% M

Shortlisted

89% F
11% M

Appointed

80% F
20% M



BME applicants

Applied

3.8%

Shortlisted

3.7%

Appointed

0%



Disabled applicants

Applied

7.6%

Shortlisted

11.1%

Appointed

40%



What are your current recruitment and retention issues?

1 Do you have any posts that are difficult to recruit to?

The service has experienced some difficulties in recruiting to the post of Welfare Officer. This post has been advertised twice using the council's website, bulletin and British Association for Counselling & Psychotherapy. Consideration was given to adding a salary supplement but market testing showed the salary to be competitive. The title of the post has also been changed to 'Welfare Counsellor' to attract suitable candidates. Further options considered included buying in a service to cover this post or reviewing the structure to consider the feasibility of a junior position that can be developed in house. A successful appointment was made to this post in May 2008. Maternity leave, sickness absence and subsequent internal movements have impacted on vacancies in critical posts. It has not always been possible to attract suitable applicants for temporary posts at levels of HR Officer and Principal HR Officer. Where possible, shortages due to vacancies have been covered by internal secondments or changes to workloads.

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

Employee numbers are unlikely to change significantly although depending on the outcome of the VFM review structure and roles may change. The expansion of the Transaction Team will be considered during 2008/2009 as part of a review of service delivery. The size of this team may increase by drawing existing posts from service teams. The streamlining of transactional business has the potential to reduce numbers at a clerical level.

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

A relatively high level of maternity leave during 2007/2008 has had a significant impact on movement within the service. This has resulted in a high level of internal promotion and movement. The gap between the post of HR Officer (Grade 5/6) and Principal HR Officer (Grade 8/9) may be too wide and hinder the ability to appoint to more senior posts from within. Currently Grade 7 posts are based within Organisational Development and Strategy & Performance teams. Typically these posts attract HR Officers looking to progress but do not tend to act as a lever into operational roles at a Principal Officer level. With no equivalent posts within service based teams this may be acting as a barrier to developing our own employees to take on higher-level professional posts. There is a need to consider the requirement for a development post within operational HR teams.

4 What specific skills are being lost?

Low level of turnover and high level of internal movement means that skills are being retained and enhanced within the service. There has been very little movement at Principal Officer and Head of HR levels - professional skills have been retained. Loss of experience and knowledge of pensions prior to an unprecedented period of change has been addressed during 2007/2008 through the development of knowledge and skills within this area. During 2008/2009, there are plans to strengthen resources in the expanding area through the creation of a Pensions Administrator post.

What are your current recruitment and retention issues?

5 What work is currently ongoing to address recruitment and retention issues?

HR has a relatively low turnover rate – it is below the national average of 7.92%¹. We recognise need to retain skills and knowledge of the current workforce. We employ a number of retention tools:

- Employee benefits
- Flexible working
- Action on Points of View feedback
- Internal communication
- Work Life Balance
- Investor in People accreditation

¹Based on voluntary turnover rates for 30 unitary councils reported in 2007 CIPFA HR Benchmarking report

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

Where problems with filling posts arise, the following arrangements are available:

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

Action Required

	Explore availability of LGYH secondment bank	Christine Wilkinson
	Undertake more targeted external advertising through regional CIPD and other professional networks	Heads of HR
	Value for Money review of HR service delivery will consider impact on employee numbers	VFM Review Team
	Consider development of professional development post (service teams)	HR Management Team
	Determine more sustainable approach to covering short-term absence	HR Management Team
	Arrangements for sharing specialisms to ensure that knowledge and skills are not lost and/or at risk	Heads of HR



Employees leaving the service

2007/2008 Leaver Overview

Team	Turnover (%)	Number of leavers	Details and reasons for leaving	
Children's Services HR Team	11.76	2	HR Officer x 2	Resignation - new job (1)/childcare(1)
Community Services HR Team	10.00	1	HR Assistant	Resignation - emigration
Corporate Services HR Team	8.33	1	Principal HR Officer	Resignation - new job
Health, Safety & Welfare	11.11	1	Welfare Officer	Resignation - personal
Mgmt, Strategy & Performance	0.00	-	-	-
Organisational Development	0.00	-	-	-
Transaction Team	0.00	-	-	-
Human Resources	7.14	5	-	-

7 Are there any current pay issues in your service?

There is a perceived disparity of grading within HR compared to posts across the council.

8 Is work life balance embedded in your service to ensure staff retention?

86% of employees within HR agreed that have enough flexibility in their job to balance home and work life¹. Two-thirds of employees feel that the amount of work they have to do is generally manageable¹. Just over 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. 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
- homeworking available as a formal arrangement and occasional basis as and when required
- all employees able to work flexi-time
- career break scheme in place

¹ Points of View survey 2007

Action Required



Work life balance issues will be considered by Action HR and incorporated into POV Improvement Plan

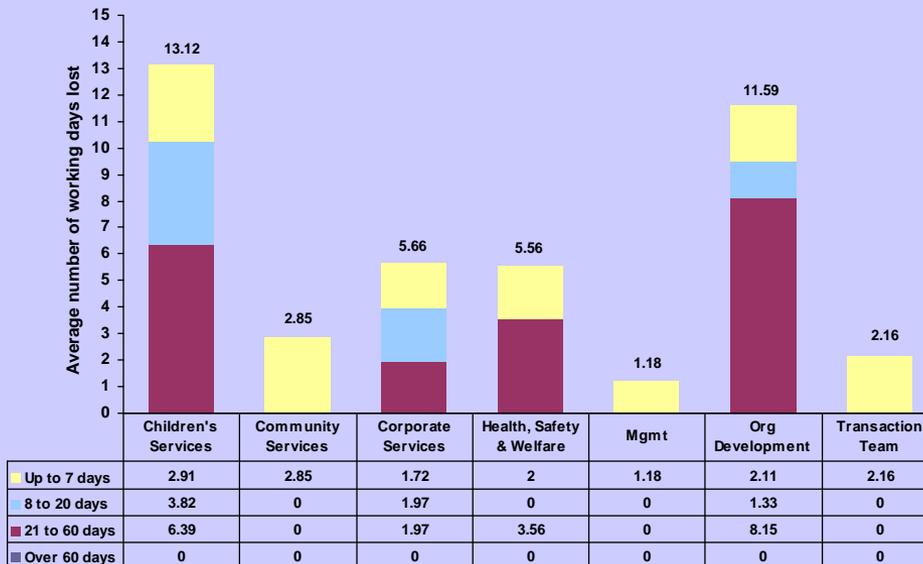
Action HR



Sickness Absence

9 What is the current rate of sickness absence?

2007/2008 Sickness Absence summary



9 What is the current rate of sickness absence?

HR continues to maintain good sickness absence rates. An average of 7.83 days per employee were lost due to sickness absence during 2007/2008.. This is compared to a target of 8.8 days. This shows an increase in sickness absence levels from 5.06 days in 2006/2007.

10 What are the reasons and problem areas?

The reasons for absence are detailed below in order by number of days lost:

1. Stress & depression (23%)
2. Musculo-skeletal (21%)
3. Pregnancy related (18%)
4. Infections (11%)
5. Stomach & digestion (10%)
6. Disability related (7%)
7. Ears, nose & throat (3%)
8. Genito-urinary (3%)
9. Back problems (2%)
10. Neurological (2%)

The service has experienced some periods of long term sickness absence during the year. In the majority of these cases, they have not been work related, although measures have been put in place to ensure a sustainable return to work. This includes job swaps, phased return to work and temporary secondments. This has been managed effectively with all employees now returned to work.

Action Required



Continue to manage attendance and absence effectively

All managers in HR



Future workforce requirements

11 Will there be any new models of service delivery?

Human Resources is faced with making significant savings over the next three years. This will necessitate the consideration of a number of options for future service delivery. These options include:

- Looking at different ways of delivering services to our customers including electronic service delivery
- Organising differently (centralisation/decentralisation)
- External funding / increased income generation
- Externalisation of parts of the service

The key priority for the service over the next three years is to develop its consultancy role and determine a cost effective and efficient means of undertaking transactions. We are currently exploring opportunities for partnership working with other organisations.

12 Will the structure of your service need to change? What will be the impact of any planned service changes on employee numbers?

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 people issues. The VFM review of HR will determine a structure that best suits the delivery of the service. Partnership working will also be a key consideration for the future delivery and structure of the service. It is likely that there will be an impact on staff numbers and where resources are directed. The HR review will take full consideration of the structural changes required and the implication of this on staffing levels.

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

Consultation forms part of all reviews of HR service

14 Are employees able to progress within the service? Are there any blockage areas?

The level of internal promotion during 2007/2008 shows evidence of ability to progress within the service. However, this has tended to occur at HR Assistant and HR Officer levels. Low levels of turnover amongst Principal Officers and Head of HR impact on the ability to progress at more senior levels. There has been some sideways movement within the service at Principal Officer level. This enables employees to broaden their experience and gain wider knowledge and skills. Progression criteria exist for HR Officers and Principal Officers. Secondment opportunities offer breadth of experience.

Action Required



Review of HR service delivery will take into account impact on employees

VFM Review Team



New skills & knowledge required

15 What gaps have you identified in your managers' leadership and management skills ?

Human Resources is currently undergoing competency assessment of all managers within the service following the launch of the council's Leadership & Management Competency Framework in February 2008. This will result in a full skills gap analysis with development needs being met through the corporate training programme as required.

16 Have you identified the minimum level of competence required for each post? Have you identified whether your employees have this?

All posts within HR have undergone a generic skills analysis. Through this process, all posts have been analysed to determine the minimum level of competence required for a spectrum of generic skills. An initial exercise during 2005/2006 involved the assessment of all postholders against minimum generic competency levels. Throughout 2007/2008 generic skills gap analyses have been carried out as part of the Employee Development Review (EDR) process. Any gaps identified are fed into individual and service training plans. Work will continue throughout 2008/2009 to develop a service specific competency framework for all posts within HR. Work will begin in June 2008 to develop a job specific competency framework for all post in HR.

17 Do you have any groups of employees who would benefit from skills for life (basic skills) development?

No specific groups have been identified. Any basic skills needs are identified on an individual basis throughout 1:1s, Employee Development Reviews and other employee development processes.

18 What changes in legislation/working practices require any employees to have different skills and knowledge?

Changes to the delivery of transactional business will potentially require different skills. The shift towards an enhanced consultancy role within the service will require the development of consultancy, influencing and negotiation skills. It is not anticipated that changes in employment law will impact on the way in which the service is delivered and in turn on the skills and knowledge required. Employees are experienced in applying skills and knowledge to changes as a result of new and emerging legislation. Changes to pension regulations have required the development of specialist skills and knowledge on an ongoing basis.

Action Required

	Complete competency assessments for all managers	HR Management Team
	Develop service specific skills framework for all posts within HR	Head of OD/Head of HR
	Seek additional resources to deal with increase in pension administration workload	Service Director, HR



Training and Development implications

19 What are the training and development priorities during 2008/2009?

All employees will be affected by changes in service delivery as we strengthen consultancy roles and streamline transactional business. To add value to the organisation, employees need to develop skills that enable them to provide a consultancy role that supports the strategic priorities of the council, as well as an efficient service for transactional business. In addition to this, the service needs to continue to develop professional skills to offer a specialist HR service. The following training priorities have been identified for 2008/2009:

- **Case review workshops**
- **Employment law**
- **Job analysis and evaluation**
- **Safer recruitment**
- **Consultancy & negotiation skills**
- **Bond HR Professional**
- **Stress management**
- **e-forms**

Action Required



Training priorities to be incorporated into 2008/2009 service training plan

HR Management Team



Workforce Profile

17 How closely does our workforce profile represent the community profile?



HR Management		HR Workforce		North Lincolnshire	
Male	50%	Male	20%	Male	49%
Female	50%	Female	80%	Female	51%



HR Management		HR Workforce		North Lincolnshire	
Disabled	0%	Disabled	10%	Disabled	15%



HR Management		HR Workforce		North Lincolnshire	
BME	0%	BME	2.8%	BME	2.5%



HR Management		HR Workforce		North Lincolnshire	
<25	-	<25	6%	<25	15.6%
25-34	-	25-34	29%	25-34	18.2%
35-44	17%	35-44	26%	35-44	21.6%
45-54	33%	45-54	19%	45-54	20.8%
55-64	50%	55-64	20%	55-64	16.8%
65+	-	65+	-	65+	7%

Due to retire in next 5 years 1.4% of workforce (1 employee)

Due to retire in next 10 years 20% of workforce (14 employees)

Overall, the age profile and future retirement are within manageable levels and do not present a cause for concern at this point. However, 6 out of the 14 employees due to retire in the next 10 years are within the Health, Safety and Welfare Team. This includes the three most senior posts within the team.

Action Required



Continue to monitor profile of workforce through quarterly performance review processes

HR Management Team



Benchmark workforce profile against national trends in Human Resources

Strategy & Performance Officer



Long term succession planning required for Health, Safety & Welfare Team

Service Director