Pay and Workforce Development Strategy

2007-10

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Introduction

This Pay and Workforce Development Strategy ("Strategy") for 2007-10 has been developed through the work of the Pay and Workforce Development Strategy Board ("Board"). It aims to address the issues facing the Council's workforce in light of the Community Plan, the Council's Plan and associated Strategies to achieve service delivery aims and ambitions, for better outcomes for service users. It has been developed in the context of the national Pay and Workforce Strategy for local government.

The Board was established as part of the Council's framework for managing transformation across the Council, reporting to the main Transformation Board. The work of the Pay and Workforce Development Strategy Board recognises other key organisational strategies that need to be taken account of (e.g. Accommodation, ICT, Financial, Children and Young People's, Herefordshire Connects). The transformation board structure was set in place to enable an effective flow of communication between these key strategies (inter-dependencies), so that each could inform and support the other.

Development and delivery of the Pay and Workforce Development Strategy is being managed in accordance with project management methodology, under the Transformation Governance arrangements.

1. Vision and Executive summary

The Pay and Workforce Development Strategy aims to ensure a well motivated, well developed, and flexible workforce to deliver effective services to the community – in short to recruit, train, and retain a competent, confident, and flexible workforce.

In setting out the Strategy, it is recognised that operating conditions change, therefore the Strategy will need to be reviewed regularly to ensure it remains flexible and responsive to changing local needs and national demands.

A Pay and Workforce Development Strategy is essential for the successful delivery of the Community, and Council Plan. The Pay and Workforce Board has been instrumental in overseeing the development of the Strategy. The Board will oversee and monitor Strategy deployment and progress. Strategy development consisted of:

- o A series of supplier group sessions held in between December 2006 and January 2007, to review the existing Strategy themes, assess the current context together with future envisaged issues, develop performance indicators, targets, consider risks, and propose actions;

- o Baseline performance information was gathered;

- o A review of performance against the Human Resources Service Plan 2006-7, and development of a new Service Plan for 2007-10;

- o A review of Risks;

- o An action plan was developed.

- o Monthly Board meetings to review progress, agree the themes – a new theme of 'Employee Well Being' was identified – actions, performance indicators, and targets.

The Strategy will be approved by the Corporate Management Board, Cabinet, and the Strategic Monitoring Committee. The Board will meet monthly to oversee progress, with twice-yearly updates to Cabinet and Strategic Monitoring Committee.

2. Background

2.1 Key national contextual factors

Through the National Pay and Workforce Development Strategy for local government, the National Employers Organisation is committed to ensuring a flexible, well-motivated, and well trained, workforce, able to meet the demands of modern service delivery. The government's vision for a world class children's workforce has been set out in the Children's Workforce Strategy (DfES, 2006). The key strategic challenges set out in both are:

- o recruitment and retention - recognising that there are common national occupational recruitment and retention difficulties;
- o strengthening integrated working – recognising the increasing role of partnerships to deliver economies of scale and improved outcomes;
- o new ways of working - workforce remodelling, enhancing the use of technology
- o improved leadership, management and supervision – recognising that leadership and management are key to ensuring effective organisational transformation.

2.2 Key local contextual factors and current position

a) Herefordshire has a population of approximately 176,900. The County has one of the lowest population densities in England. Approximately one third live in the Hereford City area, with a fifth in market towns, half in rural areas. Herefordshire is a high performing, but low funded County. The population has a slightly lower proportion of 0-19 year olds (24%) compared with 25% nationally. This local figure is set to fall by 10%, compared with 4% nationally. Population projections indicate a growth in older aged residents. This will present a challenge to the delivery of services, in particular those to older adults. In addition, research has identified that demand for children's support services is still increasing.

b) At the end of 2006-7, the Council employed around 5,500 employees, 3,300 FTE in some 7,000 jobs (including those based in schools). The gender split reflects that for local government generally, around 75% female, 25% male. This same proportion is not reflected in the % of the top paid 5% of the workforce, where 38.5% are female, and the Council is underperforming in relation to the top quartile for Unitary Councils (48.09%).

c) The age profile of the Council shows a workforce skewed toward the upper age ranges, where 5.23% are in the 16-24 age range, compared with around 10% in the local population. There are good opportunities for higher education, employment and training

in Herefordshire (14-19 Inspection 2005). Connexions have a target for achieving a 10% reduction in the percentage of 16-18 year olds not in education, employment, or training (NEET).

d) The black minority ethnic population of Herefordshire was at 0.8% in 2001, with the overall total ethnic minorities in the County at 3.4%, mainly as result of the expanded European Union. The Council is currently underperforming in the overall employment of those from black/minority ethnic backgrounds compared to the local population and top quartile Unitary performance (0.64% against 5.6%) and in the employment of disabled people (0.69% against 2.75%).

e) The Council is underperforming in the % of top 5% of wage earners compared to Unitary top quartile performance for employment of those from black/minority ethnic backgrounds (0.71%, against 3.14%), and employment of disabled people (2.14% against 3.68%). See Human Resources Service Plan 2007-10 for more detail.

f) The Council is rated as being at Level Two of the Equality Standard, and continues its programme of diversity impact assessments, with a Comprehensive Equality Policy, a reviewed Race Equality Scheme, a Disability Scheme, and a recently introduced Gender Equality Scheme. The Council aims to achieve Level Five of the Equality Standard by 2010.

g) Unemployment in the County is lower than that for the West Midlands and the country as a whole (1.7%, against 3.5% and 2.6% respectively). Employee turnover within the Council has been consistently lower than the local government average (16.5% - median average for local government), and under local target (9%), at 6.97% for 2006-7.

h) Absence rates within the Council were at 8.23 dys per FTE (full time equivalent) for 2006-7, with the Council exceeding its 9 dys per FTE target. This places the Council in the top quartile nationally. Absences are a mixture of long term and short term frequent, with top reason for absence overall consistent with that identified nationally - 'flu/cold/viral type infections. Use of early referral to Occupational Health, plus return to work interviews continue to be the most effective means of managing attendance. A revised Health and Safety Management Scheme is being developed.

i) Council absence rates and employee turnover rates overall masks levels within some Directorates that need to be addressed. Recruitment and retention difficulties, and skills shortage areas reflect those for local government nationally e.g. social work, accountancy, ICT, building control. The Council has seen use made of market forces supplements for some roles, however national shortages in some skill areas mean that the use of market forces alone is not likely to succeed.

j) The Council has agreed to work to the Investor in People Standard to help support continued performance improvement. The Council's appraisal scheme – Staff Review and Development – is firmly linked to the Council's Performance Management cycle, and completion rate for 2006 was 94% against 76% for 2005. There are issues of quality of completion that now need to be addressed. Three sixty degree appraisal of the Council's key managers was rolled out in early 2007, with coaching sessions, again to help drive performance improvement. A revised manager development programme was developed in 2006-7.

k) The Council's Corporate Plan has identified the need to respond and transform in a number of areas, and has developed strategies to enable and support change, including

- o Accommodation - seeking to improve space utilisation and service delivery through property rationalisation and increased use of flexible working approaches;
- o Information, Communication, and Technology – seeking to harness technology to drive and support service delivery improvement;
- o Herefordshire Connects – seeking to transform service delivery across the Council, through new technology to drive Integrated Customer Services, Integrated Support Services, and Performance Management;
- o Children and Young People's Plan – seeking to ensure the five outcomes for children – Be Healthy, Stay safe, Enjoy and Achieve, Make a Positive Contribution, Achieving Economic Well-Being – are at the centre of the development agenda;
- o Medium Term Financial Strategy – seeking to ensure budgetary planning and management over a longer term planning horizon, including the control and management of costs (including the Council's workforce establishment).

More detail on the current position in terms of the Council's performance against key workforce development areas, is outlined in the Human Resources Services Plan 2007-10.

4. Scope and Priority areas

The Pay and Workforce Development Strategy will support areas of activity in respect of the Council's workforce, to drive improvement in the following six identified areas:

- o **Resourcing** – recruitment and retention

- o **Leadership and management development** – to equip and enable managers to lead change, and manage people effectively
- o **Pay, Recognition and Reward** structures – to enable a well motivated workforce
- o **Skills, Learning, and Development** – to have in place a skilled workforce, one that meets national qualification and training standards, and is able to deliver effective services
- o **Employee Well Being** – to have a healthy workforce, with the safest possible working environment
- o **Developing the Organisation** - to meet the workforce diversity and resourcing challenges of Herefordshire Connects, Accommodation, creation of a Public Services Trust and a Children's Trust.

It is recognised that the Council has a relationship with the employed workforce based in schools, through local management of schools.

The Herefordshire Council and Primary Care Trust (PCT) are currently working on developing a shared proposal to create a Public Services Trust (PST) for Herefordshire which will integrate local government services and public health, planning and commissioning functions. The move is designed to improve the planning and commissioning, and delivery of services to local people, making better use of money and resources. The implications addressed as part of the delivery of this Strategy.

6. Risks

Risks identified are:

a) Non-delivery of the Children's and Young People's Workforce Strategy 2007-9.

b) Non-achievement of the Investor in People Standard.

Both the above will be mitigated by project management of delivery, and Board oversight of progress. See Pay and Workforce Development Strategy Board Risk Log, and Human Resources Strategic Risk Register.

7. Review and monitoring arrangements

Progress against the Strategy will be via monthly Board meetings, as part of the Transformation Governance arrangements, and via Corporate Management Board/Cabinet/Strategic Monitoring Committee reports half yearly by the Head of Human Resources.

Appendix A   Pay and Workforce Development Strategy 2007-10

Cabinet Lead: Cabinet Member Corporate and Customer Services and Human Resources CMB Lead: Head of Human Resources

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	**Resources needed**	**In year milestones** **(targets)**	**Performance Progress**
1. Resourcing *To ensure the organisation recruits and retains the employees it needs to deliver effective services* ☑ **Cross cutting – Diversity, Thriving Communities, Better Outcomes for Children, Enabling Older People, Sustainability**	The percentage of the top-paid* 5% of Local Authority employees who are women (BVPI 11a) * % top paid = % on c£38,000 and above	42% * 42.6% * 43.34% *	1.1. Develop a focused and prioritised action plan, with the Councils preferred senior manager recruitment consultancies, to include improved recruitment and retention strategies (to reflect actions in gender equality scheme, and include internal employee activities and development).	Within existing HR resources Corporate Diversity Team	Action plan in place by end June 2007, delivery from July 2007 End Sept 41% End Dec 41.5% End Mar 08 42%	2006-7 current 38.57% * Targets to be reviewed in light of 2006-7 out-turn

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	The percentage of the top-paid 5% of Local Authority employees from an ethnic minority (BVPI 11b)	1.95% * 2.00% * 2.02% *	1.2 As above, and action plan to reflect actions in Race Equality Scheme.	Within existing HR resources Corporate Diversity team	As above End June 1.89% End Sept 1.92% End Dec 1.95% End Mar 08 1.95%	2006-7 current 2.14% * Targets to be reviewed in light of 2006-7 out-turn
	N/A	N/A	1.3 Verify all personal diversity data in respect of top 5% of wage earners.	Within existing HR resources	Ongoing	
	The percentage of the top-paid 5% of staff who have a disability (excluding those in maintained schools) (BVPI 11c)	0.5% * 0.75% * 1.06% *	1.4 As above and action plan to reflect actions in Disability Equality Scheme.	As above	As above End June 0.15% End Sept 0.25% End Dec 0.35% End Mar 08 0.5%	2006-7 current 0.71% * Targets to be reviewed in light of 2006-7 out-turn

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	N/A	N/A	1.5 Verify all data in respect of top 5% of wage earners.	Within existing HR resources	Ongoing	
	Length of time to recruit (from authority to recruit received to conditional offer)	42 days 40 days 38 days	1.6 Improve the recruitment process for managers (new and existing).	Within existing HR resources	Review current approach by July 2007 Develop revised approach by September 2007 Implement revised approach by March 2008	2006-7 = 45 days
	No specific indicator	Milestones are met	1.7 Integrate the Council's values, non-negotiables and competencies into job descriptions and person specifications.	As above	Ongoing – review of job descriptions and person specifications as they are recruited to	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	**Resources needed**	**In year milestones** **(targets)**	**Performance Progress**
Resourcing *continued…..*	Voluntary Leavers as a percentage of employees in post (leavers = those on a permanent contract with the Council who leave voluntarily, or those who leave temporary contract early, voluntarily*)* (BVPI 13)	Not exceeding 9% Not exceeding 9% Not exceeding 9%	1.8 Leaver Survey – revise survey to improve Directorate and strategic management information to identify issues and drive improvement – including leaver interviews to identify particular issues in identified areas – e.g. Youth Work, Social Work, ICT.	Within existing HR resources	Agree improvements to Leavers Survey by end June 2007. Communicate changes by end Sept 2007. Implement leaver interviews by September 2007.	2006-7 6.97%
	As above	As above	1.9 Benchmark turnover with relevant high performing Unitary Councils, for comparison.	Within existing HR resources NUB group	Send query to NUB group by July	
	As above	As above	1.10 Review turnover by occupational groups – in particular hard to fill vacancy areas.	Within existing HR resources	Assess turnover in hard to fill occupational groups by July	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	As above	As above	1.11 Continue targeted action to address shortages in identified areas e.g. Youth, Social Work, ICT.	Within existing HR resources	Resourcing strategies developed by June 2007 Implemented by September 07	
	N/A	Milestones are met	1.12 Review requirement for Normal Retirement Age (NRA), and agree policy on NRA.	Within existing HR resources Employers Organisation Guidance	Review NRA by December 2007 Agree approach to NRA by Jan 08	
	N/A	Milestones are met	1.13 Engage with partners to develop focussed actions to attract younger and mature entrants e.g. sessional work, back to work tasters, how to differentiate the Council's job opportunities for differing groups e.g. school leavers/mature entrants/career or sector shifters and link with workforce development plans.	Within existing HR resources Corporate Diversity team	Identify partners by June 2007 Agree approach by September 2007 Implement January 2008	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	The percentage of Local Authority employees with a disability (BVPI 16a and see below 17a)	0.55% * 1.25% * 1.93% *	1.14 Develop a focused and prioritised action plan to address under-representation by disabled employees.	Within existing HR resources Corporate Diversity team	Action plan developed by June 2007 Implement from July 2007 End June 0.39% End Sept 0.45% End Dec 0.50% End Mar 08 0.55%	2006-7 outturn 0.69% * Targets to be reviewed in light of 2006-7 out-turn
	The percentage of Local Authority employees from ethnic minority communities (BVPI 17a)	0.55% 0.65% 0.80%	1.15 Develop a focused and prioritised action plan to address under-representation by black/minority ethnic employees. Also consider setting target for percentage of minority ethnic employees and those for whom English is a second language.	Within existing HR resources Corporate Diversity team	As above	2006-7 outturn 0.64%

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	Cost of Agency Workers per annum Cost of recruitment per recruit	Milestones are met	1.16 Embed Master Vendor (MV) approach.	Pertemps	Cost of recruitment target to be set by end June 2007 MV in place from April 2007. Implementation plan by June 2007 Agree targets and PIs by June 2007	Cost of recruitment per recruit £3,170
	% of employees aged 16-24	Milestones are met	1.17 Improve links with schools, colleges (HE/FE careers offices, community groups), linking with Apprenticeships and relevant national schemes and other Council plans/strategies, including Looked After Children.	Within existing HR resources	See 12. above Set target for improvement by June 2007	2006-7 current 5.23%

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	**Performance Progress**
Resourcing *continued…..*	% Vacancy rate	Milestones are met	1.18 Embed Guidance arrangements for the Council's establishment.	Within existing HR resources	Set vacancy rate targets by September 2007

Guidance arrangements published June 2007

Establish workforce planning group by July 2007

Action plan re workforce planning in place Sept 07 | |
| | N/A | Milestones are met | 1.19 Develop workforce planning capability to predict and plan for the Council's future workforce requirements. | Within existing HR resources

Herefordshire Connects | Dependent on Herefordshire Connects roll out | |

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Resourcing *continued…..*	N/A	Milestones are met	1.20 Consider and regularly review resourcing elements to support the development of the Public Services Trust (PST).	Change and HR project group Recruitment consultants Within existing HR resources	Interim joint arrangements in place by June 2007 Further joint arrangements re structure and alternative work in place by September 2007	
	N/A	Milestones are met	1.21 Work to support e-recruitment improvements.	Herefordshire Connect Board	Dependent on Connects timelines	
	Portal in place	Portal in place by end March 2008	1.22 Support development of a regional recruitment portal.	Regional Group ICT nominated support	Project plan in place by July 2007, with reviews September/ November 2007	Regional Capacity Building funding secured Project manager appointed

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
2. Leadership *Develop the skills, knowledge and ability of leaders to achieve Council objectives through their leadership.* ☑ **Cross cutting – contributes to all themes re Council's leadership**	All modules in place. Investors in People (IiP) accreditation		2.1 Complete provision for core Herefordshire Manager modules to meet the 'non-negotiables':	Managers to deliver appropriate modules	Link with the relevant CMB/SMT workstreams and Policy and Performance team from end April 2007 .	All modules in place by end March 2008
	Refreshed 'non-negotiables' in place		2.2 Review the 'non-negotiables'.	Within existing HR resources	As above Clarify requirements from the non-negotiables	Refreshed 'non-negotiables' agreed, allowing sufficient lead-in time for modules to be in place by end March 2008

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	Employee Opinion Survey responses to questions relating to change (Other PIs as arising from relevant Boards' work)	2007-8 - 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	2.3 Assess requirements for learning provision for managers in managing change. (ref. OD theme 6.10 – Council-wide projects).	Within existing resources	As above Establish managing change as a 'non-negotiable' Actions to be agreed with relevant Boards Learning needs identified and plan to meet needs developed, in line with relevant Board requirements	Milestones met

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	Completion of modules by % of managers identified		2.4 Establish numbers of managers requiring each core module.	Within existing HR resources	Numbers obtained from each Directorate (based on 'non-negotiables' as at June 2007) by August 2007	Milestone met
	As above		2.5 Develop delivery plan to address no. of managers requiring specific modules.	Information from directorates	By December 2007	As above
	IiP Accreditation Responses to relevant Employee Opinion Survey questions		2.6 Work with Directorates to establish plan to address identified need other than that for core, 'Herefordshire Manager' modules.		Analysis of need arising from SRD training planners presented to Directorates Directorate training plans developed by November 2007	Milestones met

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	Increased level of agreement year on year, for Employee Opinion Survey questions relating to leadership and management, and organisational development and culture. Investors in People (IiP) accreditation	2007-8 - 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	2.7 Complete rollout of competency assessment across all Directorates. Ensure link with Investors in People and performance management system.	Directorate co-ordinators CMB/SMT Performance Management workstream	Establish baseline for 360 competency level of managers by November 2007	As above
	As above	As above	2.8 Establish timeline for competency re-assessment, frequency of re-assessment and appropriate level of manager for assessment rollout.	Within existing HR resources	Agree on-going approach to competency assessment, by January 2008	As above

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	Increased level of agreement year on year, for Employee Opinion Survey questions relating to leadership and management, and organisational development and culture. Investors in People (IiP) accreditation	2007-8 - 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	2.9 Develop plan to address development need arising from baseline established for manager competency and in line with the 'non-negotiables'.	Within existing HR resources	Agree target levels for improvement of manager competency by end March 2008 Action plan in place by end March 2008	As above
	95-100% of inductions completed by new managers/supervisors Investors in People (IiP) accreditation	2007-8 – 80% 2008-9 – 90% 2009-10 – 100%	2.10 Develop and consolidate approach to induction for newly appointed managers/supervisors.	As above	Consult with Directorates June 2007	Milestones met

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	As above	As above	2.11 Rollout approach. (ref. Resourcing theme, 1.6).	Within existing HR resources	Develop action plan by end August 2007	Milestones met
	Increased level of agreement year on year, for relevant Employee Opinion Survey question Investors in People (IiP) accreditation	2007-8 – 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	2.12 Identify those aspiring to first line manager posts and develop programme specifically to encourage under-represented groups, e.g. employees with a disability, Black/ Minority Ethnic (BME) employees, and female employees.	As above	Individuals identified by September 2007	Milestones met
	As above	As above	2.13 Set up development centre for this group.	As above	Development centre in place by end October 2007.	As above

Theme and Definition	Performance Indicator(s)	Targets 2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Leadership *cont…..*	Increased level of agreement year on year, for relevant Employee Opinion Survey questions	2007-8 - 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	2.14 Integrate the values into management / leadership competencies.	Within existing HR resources	By end July 2007.	Milestones met

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
3. Pay, Reward and Recognition *Establish a total rewards package in order to attract , retain and motivate employees and support organisational goals* ☑ **Cross cutting - Sustainability**	Voluntary Leavers as a percentage of employees in post (BVPI 13) Employee Opinion Survey	2007-8 Not exceeding 9% 2008-9 Not exceeding 9% 2009-10 Not exceeding 9% 2007-8 – establish baseline 2008-9 – 2% improvement on previous year in relation to relevant EOS question areas 2009-10 as above	3.1 Develop a pay reward and recognition framework that rewards a performance culture ensuring value for money in service delivery and compliance with equality impact.	Consultancy support Exchequer Services Existing HR resources	Initial draft by December 2007 Consult January 2008 Implement April 2008	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	**In year milestones (targets)**	**Performance Progress**
Pay, Reward and Recognition *continued ….*	Employee Opinion Survey	2007-08 – establish baseline 2008-09 - 2% improvement on previous year in relation to relevant EOS question areas 2009-10 – as above	3.2 Undertake an equal pay audit and take appropriate action.	Link HR consultancy support	Audit completed July 2007 Review Audit outcomes and roll out action plan September 2007 Draft approach identified February 2008	Specialist software installed and training completed April 2007

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Pay, Reward and Recognition *continued ….*	Voluntary Leavers as a percentage of employees in post (BVPI 13) Employee Opinion Survey	2007-08 – Not exceeding 9% 2008-09 – Not exceeding 9% 2009-10 – Not exceeding 9% 2007-08 – establish baseline 2008-09 - 2% improvement on previous year in relation to relevant EOS question areas 2009-10 – as above	3.3 Identify critical posts and develop career frameworks, e.g. Planning, Building Control, ICT, Social Care, Youth Service.	Within existing HR resources	Identify critical posts by July 2007 Plan in place by September 2007	

Theme and Definition	Performance Indicator(s)	Targets 2007-10	Current Year 2007-8			
		2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Pay, Reward and Recognition *continued ….*	Employee Opinion Survey	2007-8 – establish baseline 2008-9 – 2% improvement on previous year in relation to relevant questions 2009/10 – as above	3.4 Collate and publicise the existing benefits package.	Within existing HR resources Com-munications Dept	By end of August 2007	
	Voluntary Leavers as a percentage of employees in post (BVPI 13)	2007/08 - Not exceeding 9% 2008/09 - Not exceeding 9% 2009/10 - Not exceeding 9%				

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Pay, Reward and Recognition *continued ….*	As above	As above	3.5 Identify value of existing benefit package.	Exchequer Services	September 2007	
	As above	As above	3.6 Introduce a range of flexible benefits, which allows personal choice, to include the identification of options and analysis of costs.	Consultancy support	April 2008	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
4 Employee Well Being *Maintain optimum health and well being of our employees within a safe working environment.*	BVPI 12 Sickness Absence showing schools attendance separately Voluntary Leavers as a percentage of employees in post (BVPI 13)	2007-8 Not greater than 9 days FTE 2008/09 2009/10 2007/08 - Not exceeding 9% 2008/09 - Not exceeding 9% 2009/10 - Not exceeding 9%	4.1 Implement a rolling programme of health promotion and health improvement initiatives based on regional and national priorities and identified employee needs.	External providers including PCT	Conduct employee survey January 2008	
	Average duration of absence per employee	To be identified in conjunction with service providers	4.2 Review the cost/benefit of service providers including counselling, physiotherapy and occupational health support. Implement agreed improvements.	Service providers Consultancy support	By December 2007, to include the setting of performance targets	
	As above	As above	4.3 Implement agreed improvements.		December 2007	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Employee Well Being *continued….*	No specific Performance Indicator	2007-8 Complete and monitor	4.4 Review and revise the No Smoking Policy to protect employee's health and comply with forthcoming legislation.	Smoking cessation support	Smoking Cessation presentation arranged for June 2007	Policy agreed by CMB – May 2007
	BVPI 12 Sickness Absence	2007/08 - Not greater than 9 days FTE 2008/09 – 2009/10 – not greater than 7 days FTE	4.5 Review council approach to vocational rehabilitation to facilitate appropriate return to work opportunities through early interventions and effective work programmes.		Revised policy September 2007 Consult October 2007	
	Number of accidents and incidents by category, by directorate.	Improvement targets to be set by end July 07	4.6 Implement year one Safety Management System actions.	SMS Core Team Consultancy support	Improvement targets to be set by end July 07 H&S Committee to monitor quarterly	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	**In year milestones (targets)**	**Performance Progress**
Employee Well Being *continued….*	No specific Performance Indicator	In year milestones completed	4.7 Establishment of corporate health and safety policy.		Chief Executive to sign off June 2007	
	As above	As above	4.8 Roll out risk assessment training to managers.		Pilot training conducted June 2007	
	As above	As above	4.9 Identify and deliver health and safety training for directors.		Training completed September 2007	
	Employee Opinion Survey	2007-8 – establish baseline 2008-9 – 2% improvement on previous year in relation to relevant questions 2009-10 – as above	4.10 Implementation of Dignity and Respect Policy to combat bullying and harassment.			Draft to policy working group by April 2007

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Employee Well Being *continued…*	As above	As above	4.11 Develop action plan to include actions to raise employee awareness and increase managers' skills.		Implement August 2007	
	Employee Opinion Survey	2007-8 - 2% improvement on previous year 2008-9 – 2% improvement on previous year 2009-10 – 2% improvement on previous year	4.12 Provide support to corporate project in the review of flexible working arrangements.	Herefordshire Connects timescales		

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
5. Skills, Learning and Development *To ensure that employees have the right skills, competences and qualifications to fulfil the organisation requirements.* ☑ **Cross cutting – Better Outcomes for Children, Enabling Older People, Thriving Communities**	% of staff holding recommended professional qualifications	2007-08 –Social Care & Social Work Learning and Development Plan implemented. To be determined from 2007-8 achievements and requirements	5.1 Identify skills gaps from national skills and qualification requirement for the workforce and make recommendations for addressing the gaps.	From existing HR resources	Social Care & Social Work targets identified in Learning and Development Plan at end of April 2007	Plan completed
	As above	To be determined	5.2 Identify the roles within Herefordshire Council that require an accredited qualification.	From existing HR resources	October 2007	

Theme and Definition	Performance Indicator(s)	Targets 2007-10	Current Year 2007-8			
		2007-8 2008-9 2009-10	**Action**	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	As above	To be determined	5.3 Identify the appropriate qualifications for role (to include ECDL).	From existing HR resources, IT training support	December 2007	
	As above	To be determined	5.4. Analysis of gaps and workforce plans.	From existing HR resources	Conduct Training Needs Analysis January 2008 Implement action plan to achieve outcomes from March 2008 Formal reviews and progress reports July/Oct/Jan/April	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	% of new starters attending induction within 3 months of start date	2007-10 100% attendance at Corporate Induction of those able to attend	5.5. To ensure people entering new roles are effectively inducted.	From existing HR resources	To be monitored in the Learning and Development Team meetings	2004-5 Attendance at Corporate Induction 72%
	% of new starters completing CIS on time	2007-10 98% - 100% Completion of Common Induction Standards for relevant groups of those able to attend	5.6 Implementation of Common Core Standards Induction training.	From existing HR resources	To be monitored in the Learning and Development Team meetings	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	% of Directorate Inductions completed % of employees successfully completing their probationary period	2007-10 98% – 100% of those able to attend	5.7 Develop and implement a consistent and sustained intranet based approach to Directorate Inductions.	From existing HR resources, IT Support required	August 07	
	98%- Completion of SRD Planners of those eligible	Not applicable	5.8 Collate and identify service requirements to ensure that Herefordshire Council priorities are included in the learning and development annual programme.	As above	Review and revise training plans August 2007	
	£ investment per employee/FTE	To be determined	5.9 Establish baseline for minimum training and development investment - days per employee/£ per FTE.	As above	Oct 2007	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	To be determined	To be determined	5.10 Identify trainee placements in key role shortage areas (Env. Health and Trading Standards, Social Care, Youth Service). To develop a holistic approach to traineeships throughout the Council.	Existing HR resources and inter-agency resources through Children's Workforce strategy	Plan to be agreed by September 2007	
	Level 5	2007-8 – Level 3 2008-9 – Level 4 2009-10 – Level 5	5.11 Continue targeted approach to diversity and equality training for members, managers and employees.	Corporate Diversity Team	Action plan in place to achieve milestones by June 2007 Quarterly reports to HRMT	

Theme and Definition	Performance Indicator(s)	Targets 2007-10	Current Year 2007-8			
		2007-8 2008-9 2009-10	Action	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	% of social workers achieved Full PQ % of Care Workers achieved NVQ No of Practice Learning Days	Adults - 5% increase p.a. Children – 5% increase p.a. 50% (07-08) 60% (08-09) 75% (09-10) Maintained to 2010 15.9 – Children (PAF Indicator) 15.35 – Adults (PAF Indicator)	5.12 Develop and Implement annual social care/work training and development plan (Adult's and Children and Young Peoples Directorates).	Within existing HR resources	April 2007	
	As above	To be determined from outcome of workstream activity	5.13 Complete and implement Children's Workforce Strategy.	Existing HC resources, other multi-agency resources, Health, Police, Voluntary and private sector	May 2007	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Skills, Learning and Development *Continued…*	Jan 2008	Jan 2008	5.14 Complete and implement plan to achieve Adult's Integrated Workforce Strategy.	As above	January 2008	
	No. of coaches trained for the Regional Pool No. of hours of coaching provided for Regional Pool No of managers accessing Coaching Pool	2007-8 – 6 2008-9 – 6 2009-10 – NA 2007-8- 22 2008-9-22	5.15 To sustain Herefordshire Council commitment to Regional Coaching pool. Implement action plan.	Existing HR resources	Action plan in place by April 2007 Recruit and train 6 managers as coaches Regularly review impact from coaching interventions	

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
6. Organisation development *Support and enable organisational change and development through and with employees, partners and other agencies to deliver effective services* ☑ **Cross cutting – Diversity and Equality**	Staff Review and Development impacting positively on performance Investors in People (IiP) Accreditation % Staff Review and Development carried out	Achieved 2007 retained 2010 100% of those eligible to have annual SRD within corporate timeframe	6.1. Develop approach with Heads of Service to identify how SRDs have impacted positively on performance (links to performance assessment) in order to support achievement of Investors in People accreditation 9 see 6.15).	Heads of Service Policy and Performance Team	Discuss with Directors and Heads of Service – by September 2007. Develop approach by October 2007 Implement approach by Jan 2008	Milestones met
	As above % SRDs showing direct links to Service Plane	As above	6.2 Develop and implement a system to quality assure SRDs and to demonstrate the links to Service Plans.	Audit	Develop approach by October 2007 Implement approach by Jan 2008	2006 - 07 SRD completion rate 94%

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Organisation development *continued….*	Investors in People accreditation		6.3 Ensure SRD training and development provision is clearly linked to organisational improvement (at organisation and service level) and that the value of the investments is continually reviewed in order to support IiP accreditation.	Policy and Performance Team	See Learning and Development for milestones	Milestones met
	Equality Standard Level IiP Accreditation	2007-8 Level 3 2008-9 Level 4 2009-10 Level 5 Achieved 2007 Retained 2010	6.4. Review employment and training requirements of Level 3 of the Equality Standard by July.	Corporate Diversity Team (CDT)	Ensure evidence for Level 3 is gathered and filed ready for inspection.	2006 Level 2
	As above		6.5 Implement actions to achieve required level.	Within existing HR resources	Action plan to address any gaps in place by September.	Milestones met

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Organisation development *continued….*	% increase in no. of employees on language register		6.6 Consider and make recommendations for recognition and incentives for those on language register, and to encourage employees to register.	Corporate Diversity team	Recognition incentives considered by end August 2007 recommendations made by September 2007

Consulted with TUs by end December 2007

Implement recommendations February 2008 | Milestones met |

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Organisation development *continued….*	Employee Opinion Survey (EOS) results (Diversity questions)	Improve 2% year on year	6.7. Provide training and development interventions to support the Council's Diversity agenda and improve performance against relevant Corporate Health Best Value Performance Indicators (BVPIs) and Employee Opinion Survey e.g. Equality Impact Assessment and targeted training.	Corporate Diversity Team	Review current approach and make recommendations for improvement by end September 2007	Employee Opinion Survey questions 2006 Religion – 78% Race – 76% Gender – 75% Sexual Orientation – 71% Disability – 73% Age – 73% Position – 55% Council takes into account diverse views and needs of service users – 53%

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Organisation development *continued….*	To be determined	To be determined	6.8 Lead and shape the people elements of the following key Council-wide projects: ❑ Flexible working, ❑ Herefordshire Connects, (includes change issues) ❑ Public Services Trust (including issues around shared culture and values).	Accom-modation Board Herefordshire Connects Board HR and Change project team	Actions and milestones to be agreed with relevant Boards	Milestones met
	As above	As above	6.9 Embed into recruitment, induction, management and employee development, the behaviours set out in the Customer Services Strategy.	Customer Services Strategy Board	As above	As above
	Employee Opinion Survey	2% improvement year on year	6.10 Develop action plan to help embed the Council's organisational values.	PR and Employee Communi-cations	Develop actions by July 2007, then implement	As above

Theme and Definition	Performance Indicator(s)	Targets 2007-10 2007-8 2008-9 2009-10	Current Year 2007-8			
			Action	Resources needed	In year milestones (targets)	Performance Progress
Organisation development *continued….*		50% 55% 60%	6.11 Work to improve the EOS response rate, and ensure % completion rate is supplied on a regular basis for management action).	Within existing HR resources	Annual Survey July 2007 Management Reports October 07 onwards	2006 48.4%
	Investors in People (IiP) accreditation	Achieved 2007 Retained 2010	6.12 Establish further actions with DMTs to help achieve accreditation, and address any identified issues.	Consultant West Mids Quality Centre Assessor	CMB/SMT Review May Further review August 2007	As above
	As above		6.13 Make provision for incorporating actions relating to the IiP standard, in the performance improvement framework.	Head of Policy and Performance	Consult with Head of Service Performance Management Group by July 2007 Incorporate in revised Performance Improvement Framework by January 2008	As above

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