1. ACHIEVING MANAGEMENT EXCELLENCE

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	Actual 2002/3	Actual 2003/4	Progress/Comments	By who
1. Achieve quality and consistency of management within the Council	Develop set of management competencies (including performance management)	A published set of management competencies, with a means of measuring improvement	N/A	Management competencies developed	end 2002	Agreed in December 2002.		Pilot events to test software and process took place May, June, July. Pilot group now using live application.	Human Resources
	Establish programme of training in performance management for all key managers	% key managers trained	N/A	100% key managers trained	end 2003			Programme established. Key managers identified, four training events held. 92% trained.	Human Resources
	Apply management competence assessment to identify needs and develop individual management plans for improvement	% of key managers who have completed individual assessment.	N/A	100%	end 2004			See above.	Human Resources
2. All services use EFQM to drive excellence in performance	Awareness/assessor training in those directorates not yet using model	% employees covered by assessment against model per year	N/A	100%	annually	100%..	Now using EFQM every three years, 'driver' every year	Assessments carried out in all areas during 2002/3.	Directors (Supported by Human Resources)
3. HR strategy impacts positively on employees	See above and other sections.	% employees saying they feel their work is valued in the organisation;	51%	Opinion Survey 50% (Q3a),	end 2003	59%	43%		Human Resources, Managers
		% saying they know	51%	55% (Q13a)		60%	62%		

		how their work contributes to organisational priorities							

2. PROMOTING EQUAL OPPORTUNITIES

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3 Actual	2003/4	Progress/Comments	By Who
4. Implement Equality of Opportunity policy	Agree and implement action plan to achieve targets.	% senior management posts filled by women NB new definition of 'senior management' from 2002 – % of top 5% of wage earners that are women.	22.7%	28% 40% for 2003–4 50% for 2006–7	mid July 2002	38.02%		Diversity awareness planned for 2004.	Chief Executive's Management Team
	Manager competency in equality developed	See Achieving Management Excellence section							
	Targeted awareness and training plan; regular ongoing provision of equalities training	% meeting DDA definitions compared with economically active local population	1.25%	Work towards 4.3% community figure	end 2005	1.47%		Diversity Group in place, awareness events planned.	Managers (supported by Human Resources)
		% of employees from black and ethnic minorities; % employees from ethnic minorities as a % of local population	0.73%	1% (0.5 in the community)	end 2005	0.96%		See above.	As above
	Publish regular information on implementation of equal ops policy	% report equally and fairly whatever their religion	84%	90%	end 2005	80%	75%	See above.	As above
		% report treated equally and fairly whatever their race	81%	90%	end 2005	78%	73%	See above	As above
		% report treated equally and fairly whatever their gender	76%	85%	end 2005	75%	73%	See above	As above
		% report treated equally and fairly whatever their sexual orientation	73%	75%	by end 2005	71%	67%	See above	As above
		% report treated equally					68%	New question for 2003	

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	Comments/Progress	By Who
		and fairly whatever their age							
	Attain disability symbol accreditation; retain symbol	% report that they are treated equally and fairly whatever their disability	N/A	Gain symbol. 80% (was 71%)	end 2002 end 2003	Symbol gained.	68%	Baseline set.	Human Resources
	Manage impact of Job Evaluation and Single Status exercises	% employees satisfied with terms and conditions	63%	63% (level with 2001)	end 2002	73%	61% Earnings – 39%	Question on council commitment to support in JE – 21% agree	Human Resources, Single Status Board.

Continues over……..

2. PROMOTING EQUAL OPPORTUNITIES continued………

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	Comments/Progress	By Who
	Publish Herefordshire Council Personal Employment Pack		N/A	Pack produced	end 2003	Achieved e-PEP now available for new employees		Text for 'pack' being put together for existing employees, dependent on Single Status completion.	Human Resources
		% applicants/ successful candidates from black and ethnic minorities/ declaring disability	N/A	Baseline to be set	end 2003			Baseline to be set after figs available – end 2003	Hr Strategy Group

3. IMPROVING COMMUNICATIONS

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3	2003/4	Comments/Progress	By Who
5. Achieve effective communication between employees and	Develop manager competency in communications	see Achieving Management Excellence section							

directorat es/depart ments									
		% employees agreeing communications in the organisation work well	27%	60%	end 2005	39%	32%	Team briefing introduced 2002-3	Managers
		% employees agreeing managers communicate well	48%	60%	end 2005	55%	48%	Service area = 62%!!!	Managers
6. Improve communic ation skills for all employee s	See Communications Strategy							Currently in draft format for agreement by CXMT	PRUnit

4. IMPROVING RECRUITMENT, RETENTION, MAKING BEST USE OF SKILLS AND POTENTIAL

Aim	Action	Performance Indicator	2001-2 Actual	Target	By When	2002/3 Actual	2003/4	Comments/ progress	By Who
7. Examine causes of labour turnover	Establish regular reporting on turnover, reasons for turnover	Reporting mechanism in place	N/A	–	end 2002	See Exit Surveys below		First report due Nov 2003	Human Resources
Reduce overall turnover	Develop a Council Workforce Recruitment and Retention Policy	% voluntary leavers	13%	10%	end 2005	9.6%		Fallen from 16% on 2000–2001	Human Resources
		% new employees attending corporate induction in 3 months of joining	21%	100% of all new permanent employees	each year	45%		Revised process for data capture now in place. First report due Nov2003	Managers
	Establish process to analyse numbers leaving in first year of employment	% new employees leaving in first year of employment.	N/A	Baseline to be established	end 2002	5.75%		Exit Survey process in place.	Human Resources
8. Herefordshire Council seen as an 'employer of choice'	Establish and publicise careers information point in the Council; set up graduate placement scheme	Number of work placements per annum including graduate placements	N/A	Baseline number of placements to be established	mid 2003	Graduate Placement Scheme set up.		No progress yet on Careers information point. 4 placements started July 2003.	Human Resources
		% managers assessed as competent in	N/A	see Management Excellence					

		recruitment and selection		section					
	Design and implement electronic form for data collection on exit interviews; publish exit interview data	% measured exit interviews carried out of all leavers	N/A	100% of all leavers	end 2005	Process agreed and in place for quarterly reporting.		Not e-enabled but process in place.	Human Resources, Managers

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3 Actual	2003/4	Comments /progress	By Who
	Survey Citizen's Panel	% panel agreeing the Council has a reputation as a good employer	N/A	To be set after baseline established	end 2003			Planned for November 2003 but need review go ahead.	Human Resources, in conjunction with Herefs P'ship
9. Employees are effectively trained and developed to meet service delivery challenges	Ensure effective monitoring in place	% Staff Review and Development discussions carried out in previous 12 months	52%	100% completed each year.	Ongoing	80%		68% at end Sept 2003	Directors and Heads of Service Continued.
	Review effectiveness of Staff Review and Development Scheme; agree and implement changes	See below	N/A	–	mid 2003.	Achieved,		Launched May 2003.	Human Resources – Project for Certificate in Management group member
	Agree and implement Training and development policy	Training and development policy in place	N/A	–	~~end March 2003~~ end December	80% SRDs completed in 2002–3		Policy in draft	Human Resources
		% Individual Development plans in place	92%	~~70%~~ **100%**	each year	96%		**Revised target to be agreed**	Managers
		% Individual	N/A	70%	each	Figures not		Sample surveys	Managers

Development plans implemented successfully			year	available.		indicate – 60% implemented.	**Appendix A**

		% employees agree they can develop their skills and potential in their current job	48%	75%	end 2005	61%	59%		Managers
		% employees agree opportunities for developing and keeping job interesting are good	48%	75%	end 2005	60%	54%		Managers
10. Enable employees to gain nationally recognised qualifications, and achieve government targets	Carry out targeted survey of ~~Basic Skills~~ Essential Skills	To be set after survey	N/A	To be set after survey	Survey during 2002–3	Student in Human Resources research project for 2003 underway.		Project on track survey to take place Autumn 2003, in Social Care. Unison ULR involved.	Human Resources and other Directorates as appropriate
	Carry out audit of NVQ/National Occupational Standard Qualifications	Indicator to be set after audit	N/A	To be set post audit	Audit to be carried out 2003			Assessment of number of Modern Apprentices being carried out.	Human Resources
11. Enable opportunities for job mobility and career devpt	Map common occupational skills/competencies	Indicator to be set after mapping exercise.	N/A	Target to be set after mapping exercise.	Mapping exercise to be carried out by end ~~2005.~~ 2004			No report at this stage. SMC recommendation that target date be brought forward but issue of capacity to	Human Resources

								deliver complex mapping exercise.	**Appendix A**

5. PROMOTING FLEXIBLE WORKING

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3 Actual	2003/4	Comments/ Progress	By Who
12. Employees working in a range of flexible work options	Apply for Work Life Balance funding for manager training & awareness; develop manager awareness of benefits of flexible working	Gained funding, awareness roll-out planned; % managers attended awareness sessions	N/A	– 100% key man agers	mid 2002 mid 2003	Funding gained and used in pilot project.		Pilot to be carried out in Revs and Bens. Council-wide ICT infrastructure issues	Human Resources Information policy group R&B Project team
	Work-life Balance Standard pre-assessment to identify areas for action	Standard gained.	N/A	–	2005			Being planned.	Human Resources
	Complete Flexible Working Policy and Guidance; issue for use	See below	N/A	–	2003	Policy and guidance promoted via intranet, core news, team brief		Homeworking project in Revs and Bens.	HR Strategy Group
	Identify central Council accommodation requirements	% posts identified as suited to flexible working (other than job share)	N/A	33%	end 2005			Survey devised by Head of Property Services	HR Strategy Group
		% posts identified as suited to flexible working with post holders working flexibly	N/A	95% (of the 33%)	end 2005			As above	Managers
		% employees agreeing there is flexibility to help meet home/work commitments	65%	80%	end 2005	68%	73%		Managers

| 13. Employees are supported in achieving a healthy home/work balance | See above | % employees agree are supported in achieving a healthy home/work balance % agreement that I am able to work flexibly' | 54% | 75% | end 2005 | 63% 82% | 82% | | Managers |

6. ENSURING A SAFE AND SUPPORTIVE WORKING ENVIRONMENT

Aim	Action	Performance Indicator	2001/2 Actual	Target	By When	2002/3 Actual	2003/4	Comments/Progress	By Who
14. Create an environment in which ideas are listened and taken seriously	Develop manager competency – see section on Management Excellence.	% employees agreeing that their contribution is recognised	43%	60%	end 2005	51%	43%	See Managing Excellence section.	Human Resources
15. Review and learn from what others say	Review lessons learned from current complaints and comments; publish lessons learned and what has been done to improve	Lessons learned published	N/A	N/A	mid 2002, then annually			Flagged for further work	PR/ Comms Unit/County Secretary and Solicitor
		% employees agree they know when they have done a good job	58%	70%	end 2005	59%	Q dropped in 2003 survey		Managers
16. Provide a safe and supportive working environment	Investigate all reportable accidents. Determine cause and take preventative action	Number of reportable accidents at work	22	Reduce by 2 year on year	annually	13		Figures available for year end (31.3.04)	Human Resources
	Risk assessment completed for current tasks	% of employees agree their manager takes steps to reduce H&S risks	70%	90%	end 2005	80%	72%		Managers
	Education programme for employees to report incidents.	Process in place to monitor number of violent incidents to employees	342	Programme established by 2002.	Baseline target to be set.	148 * see comment below		Programme in place via Induction	Human Resources, managers
	Implement health monitoring programme	Number of working days/shifts lost to sickness absence per full time equivalent (FTE)	9.32 days	Average 6 days per employee per year	2010	8.6 days			Human Resources, Managers

	Well–person programme feasibility study	% ill health retirements as a % of the total workforce	0.35%	0.35%	annually	0.12%			Human Resources, Managers.
	Options for alternative work and reasonable adjustments considered for each ill health retirement case								
17. Reduce long term sickness absence levels	Review and improve processes for managing long term absence								
18. Make it easier for employees to raise and resolve issues at work	Review Grievance, Bullying and Harassment policies, provide training & awareness to support implementation.	% employees reporting they are bullied/harassed	Mgrs 19% Colls 13% Membs 11% Custs/Clients & Service users 38%	Review Policies 2002 Training and Awareness 2003	0% by 2005 and beyond	Mgrs 17% Colls 12% Membs 12% Custs/Clients & service users 37%	Mgrs 17% Colls 11% Membs 13% Custs/Clients & Service users 41%	Revised policy revisions being made.	Human Resources, Managers.

* Education account for many incidents assaults in PRUs, Social Services, Social Care establishments challenging behaviour.