

## **APPENDIX 2**

### **1 PEOPLE RESOURCE PLAN – 2014-2019**

The strategic objectives and key activities that will support the development of the Council's employees are detailed in the People Resource Action Plan 2014 – 2019,, the supporting detail for which is detailed below.

#### **1.1 Organisational Development – Key Objectives**

- Embed people resource planning in service planning cycle.
- Improve the health, safety and wellbeing of all employees.
- Streamline the Council's business processes by modernising IT infrastructure and where applicable software applications.
- Assess the appropriateness of IIP – Investors in People Standard.

##### **1.1.1 Embed people resource planning in service planning cycle**

In response to the localism agenda the Council has been willing to look towards developing services and transforming assets.

Moving forward the Corporate Plan 2014/15 – 2016/17 recognises that the Council will need a mixed approach to service delivery. The model the Council will choose will be dependent on a sound business case and the most suitable delivery method, retaining in-house or private sector delivery where appropriate to do so, but also seeking where possible a move towards social enterprise type approach and devolvement of appropriate services to be delivered closer to the community.

There is a need to continue to develop a culture of flexibility and change that evolves the Council's services rather than waiting for and having to engage in disruptive transformations. Undertaking people resource planning at service level will ensure that the Council aligns its people processes with each of the delivery models chosen for that particular service.

##### **1.1.2 Improve the health, safety and wellbeing of all employees**

Continuing to improve the overall health, safety and wellbeing of employees is recognised as paramount so the Council will support work life balance activities by continuing to provide family friendly policies. This will be underpinned by a promotion of the Council's health and safety culture.

##### **1.1.3 Streamline the Council's business processes by modernising IT infrastructure and where applicable software applications**

To ensure the Council is in the best position to move forward and enhance the results achieved it is imperative that the Council strategically reviews the current ICT infrastructure alongside the business needs. This will ensure that there is a move towards a strategic ICT service that will underpin the delivery of the service plans.

##### **1.1.4 Assess the appropriateness of IIP – Investors in People Standard**

Investors in People specialises in transforming business performance through employees. It is recognised that the Council previously commenced the process for accreditation and recommended that a review is undertaken to see if implementation will assist the promotion of business objectives, and support the development of strategies and actions for continuous improvement. It may be that as a result of this

review this standard is not seen as a paramount objective for the Council.

## **1.2 Leadership Development – Key Objectives**

- Continue to deliver ILM Management Programme. Review where necessary and support continual evolution.
- Establish a development (training and induction) programme for Councillors.
- Ensure succession planning is in place.
- Enhance PPP process.

### **1.2.1 Continue to deliver ILM Management Programme. Review where necessary and support continual evolution**

Harlow Council has a Management Development framework, underpinned by its ILM training programme – the key outcome of which is to have trained managers with the competence and confidence to take decisions to manage their services and employees and to implement change where required by utilising the new skills to the benefit of the Council and its partners.

### **1.2.2 Establish a Development Programme for Councillors**

On-going investment is to be made in the maintenance and development of a corporate learning and development programme for employees across the Council. The Council is also committed to providing a learning and development programme for Councillors. The majority of learning events will be arranged in-house and, where possible, Councillors and employees attend joint training events e.g.: IT. The advantages of this is not only sharing the training costs and reducing expenditure, but it also helps to promote better understanding and enhanced working relationships.

### **1.2.3 Ensure succession planning is in place**

Planning to allow the Council to grow its own talent is as important as attracting new talent to the Council. Effective succession planning will allow the Council to continue to develop aspiring managers of the future, aligning their development to the competency standards identified. Effective succession planning will enable the Council to mitigate the risk associated with turnover and cultivate existing talent matching promising employees' aspiration to the future needs of the Council.

### **1.2.4 Enhance PPP process**

It is necessary to review the PPP process and forms used to ensure that they encourage a true review of the employee's performance plan during the review period. Development acknowledges that for all employees, at all levels, there will be gaps between current performance and target performance which cannot be addressed by additional resources or new technology but by enhancing the skills, knowledge and confidence of the individual. Getting the best from employees by recognising the good work they undertake, a key issue highlighted by the staff survey (see **Error! Reference source not found.** above) and aligning behaviours to core values is paramount. It is anticipated that with the introduction of this new form it will assist in the identification of training that will support skill development (see 1.3 below) another key issue identified in the staff survey (see **Error! Reference source not found.** above).

## **1.3 Skills Development – Key Objectives**

- Re-establish a corporate induction programme

- Establish a new manager's induction programme to be undertaken by new or newly promoted management.
- Continue to produce an annual corporate training plan.
- Introduce a scheme that supports the development of employees in their jobs.

### **1.3.1 Re-Establish a corporate induction programme**

Induction is the opportunity to ensure the Council's obligations are met to promote a safe, healthy and enjoyable work place alongside contributing to the setting performance expectations. By developing this further with the support of Wisenet – the online e-learning platform – the Council will ensure it is able to ensure new employees are welcomed to the Council building engagement with them from the commencement of their employment.

### **1.3.2 Establish a new manager's mentoring programme to be undertaken by new or newly promoted management**

Recognising the need to strengthen leadership capability so that managers have the skills to develop and motivate high performing teams and individuals, the Council will design and develop and introduce a new manager's mentoring programme. This will be supported by the NVQ training the Council already has in place see 1.3.4, below.

### **1.3.3 Produce an annual corporate training plan**

The development of a Corporate Training Programme will take into account the work of Operational Managers to support the implementation of Service Plans, training needs identified within the Personal Performance Plan (PPP) process and to support talent management, thoughts of employees via the Staff Survey and key themes as well as the direction of travel for the Council as a whole, such as excellent customer service or members ideas about promoting Harlow as a great place to live, work and visit. Corporate training will be geared towards meeting Council values, behaviours and competencies. It is anticipated that the successful implementation of a Corporate Training Programme will assist in enhancing the alignment of the key corporate themes and responsibilities as well aligning itself to the PPP process.

### **1.3.4 Introduce a scheme that supports the development of employees in their jobs**

In order to support a variety of learning styles and time to engage with training, a suite of e-learning interactions have been and continue to be developed using the Council's online platform Wisenet. These allow for short training courses to be available via the internet at a time and location which suits learners and is more cost effective for the Council to provide.

The Council has been undertaking NVQ 2 and NVQ3 level training since 2012 in key areas such as Customer Service Level 2 and Team Leading Level 2 and 3. The Council aims to continue this training with supported funding.

## **1.4 Recruitment and Retention – Key Objectives**

- Ensure recruitment and selection processes attract and retain talent.
- Maintain and grow Apprenticeship Scheme.

### **1.4.1 Ensure recruitment and selection processes attract and retain talent**

It is paramount that the Council continues to retain and attract employees with the skills and attributes required of the Council's future workforce.

The Council needs to recruit and retain talented people. The needs of the services and individuals differ; however, a good work/life strategy balances needs and encourages synergy. The Council recognises that there are tangible benefits from supporting flexible working practices, implementing family friendly initiatives and assisting employees to achieve a balance between their work commitments and their life outside of work. The Council has a range of policies that assist employees to achieve a work/life balance for example, Flexible Working Scheme, Career Break and Flexible Retirement.

Local government has not been as attractive an employer as had previously due to the unprecedented changes it experienced including the 3 year pay freeze and reduction in hours and pay in 2010/11 of 1.333%. However with pay increasing in 2013 this signalled a more positive change.

#### **1.4.2 Maintain and grow Apprenticeship Scheme**

Harlow Council has historically introduced apprentices into its workforce, more recently it supported the Future Jobs Fund (2010-2011) and since 2012 has reverted to supporting Apprenticeships. Apprenticeships offer an opportunity to satisfy a number of relevant and current priorities:

- They address significant capacity threats posed by an aging workforce.
- They support the development of a continuous professional development culture within the workforce.
- They support local activity to increase employment in the area.

#### **1.5 Pay and Reward – Key Objectives**

- Ensure the pay and grading scheme remains competitive in the market and fit for purpose.
- Explore the best ways to further develop the “total reward” package for employees.

##### **1.5.1 Ensure the pay and grading scheme remains competitive in the market and fit for purpose**

In 2000 with the implementation of Single Status, a new salary structure was agreed and implemented with the trade unions. As job roles have evolved over the last 14 years and in line with the need for many different skill sets a full review of the scheme including an equality audit would be beneficial to ensure that it remains ‘competitive in the market and fit for purpose’.

Partnership and shared working is likely to increase on the basis that integrated working has been demonstrated to improve both services and outcomes for service users. These different ways of working need to be reflected in some form of remuneration package for those employees involved which isn’t recognised in the current job evaluation scheme.

##### **1.5.2 Explore the best ways to develop further the “total reward” package for employees**

To enhance employee motivation and assist with employee retention it is necessary to consider the total rewards package available to the Council’s employees. The Council currently offer many benefits including the Local Government Pension Scheme, flexi scheme (for 98% of the Council’s employees), childcare vouchers and

a dedicated Harlow Council employee benefits discount scheme which includes access to the cycle to work scheme. It is intended to promote non-cash benefits employees receive.