

## APPENDIX B

### UPDATED WORKFORCE DEVELOPMENT ACTION PLAN 2018/19

#### 1 Developing the organisation

Reference	Outcome	Action	Timescale and Progress
HR1	Fit for purpose Workforce Strategy 2019-2021 developed with consultation and buy in from stakeholders including staff and management.	<p>Consultation with staff and other stake holders.</p> <p>Discussion in relevant forums* of LGA/NLGN research and proposals for workforce strategy development at the national level.</p> <p>Preparation of proposals for a new local workforce strategy for 2019-2021</p> <p>Consultation on detailed proposals</p> <p>Agreement of the new workforce strategy.</p> <p>Implementation of the new workforce strategy</p>	<p>Commencing in April /May 2018 and continuing until a new Workforce Strategy 2019-2021 is agreed and adopted by the Council.</p> <p>May – June 2018</p> <p>July – November 2018</p> <p>December 2018</p> <p>Commencing January 2019</p>
HR2	Policies are fit for purpose and have user friendly forms and guidance notes	Review specific people management policies	<p>Three key policies due to be reviewed are:</p> <p>Sickness Absence Policy and Procedure</p> <p>Recruitment Policy and Procedure</p>

	<p>Health and Safety Strategy and Action Plan developed to support the H&amp;S Policy</p>	<p><i>Suggestions have been made by an EELGA consultant for changes to some of our key HR policies and there will be a programme of work to further explore and consult upon these suggestions in 2018</i></p> <p><b>NEW</b> <b>GDPR policy on employee data</b></p>	<p><b>Management of Change Policy</b> (to take accounts of learning from recent change management e.g. the provisions for internal advertising of posts during change management needs rewording to enable Chief Officers to exercise discretion regarding senior posts that do not have to be ring fenced for any displaced employee)</p> <p><b>A new policy on the management of employee personal data developed to comply with GDPR</b></p> <p><b>Achieved in 2017/18 to be refreshed in 2018/19</b></p>
<p><b>HR3</b></p>	<p>Smooth and timely transition to shared service arrangements with maximum buy in from staff</p>	<p>Support and facilitate the introduction of shared service arrangements initiated by Chief Officer Board</p> <p><b>NEW</b> <b>The Customer Services Manager has negotiated an agreement with HCC to share their Website Manager in 2018/19. Yiota Chrysanthou appointed and started on 30 April 2018</b></p>	<p><b>Customer Services</b> – Following the successful handling of calls for Broxbourne BC Street Scene Project, Hertsmere handled a wider range of calls for Broxbourne through our call centre including taking payments for the Broxbourne Green Waste service. Calls have subsequently reduced as the projects have been implemented. BBC is currently reviewing its CS structure and provisions, which may impact on the shared service</p>

	<p>Partnership working with other local authorities including being the lead authority managing services for others.</p>	<p><b>NEW</b>  <b>Support the implementation of the shared Parking Service with 3 Rivers</b></p> <p><b>Review the H&amp;S agreement in Q2 2018</b>  <b>NEW</b></p> <p><b>NEW</b>  <b>Consider scope for a shared Data Protection Officer to support the implementation of GDPR</b></p>	<p><b>Parking Services –The shared parking services management with Broxbourne implemented in 2015 is due to terminate on 16 February 2018. The reason for this is to facilitate the wider initiative agreed with 3 Rivers whereby Hertsmere will manage their whole Parking service.</b></p> <p><b>The agreement with HCC for the provision of a Health and Safety Service, which commenced in 2015 appears to be working well but will be reviewed by the Head of HR and Customer Services, the HCC Health and Safety Manager and key stakeholders in Q2 of 2018/9</b></p>
<p><b>HR4</b></p>	<p>Improve employee engagement</p>	<p><b>NEW</b>  <b>Chief Officers and Head of HR to visit Kesteven Council to see how their ‘Glass Box’ employee engagement process works</b></p>	<p><b>Visit planned for 31 July 2018</b></p>

<b>HR 4B</b>	Support the development of the organisation as an enterprising council	<ul style="list-style-type: none"> <li>• Support the set-up of Hertsmere Development Ltd including the recruitment of the Commercial Property Development Manager</li> <li>• Recruitment to new posts established for debt recovery and business transformation</li> <li>• Assisting the Chief Executive with Stage 2 proposals for the organisational review including consultation with staff</li> </ul> <p><b>NEW</b>  <i>Assist the Head of Partnerships and Community Engagement and the Chief Executive with proposals for organisational change in the Housing Service in line with the recommendations of the Housing Peer Review conducted in 2017.</i></p>	<p><b>Achieved</b></p> <p>The Debt Recovery posts were filled in 2017 and the Website Manager post has been filled through a partnership agreement with HCC (see above)</p> <p>The largest restructure, in Planning and Economic Development, is now complete. Three other restructures have been implemented in Asset Management and Engineering and Parks, and <b>Housing</b> which is now almost complete.</p>
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## 2 Leadership development

Reference	Outcome	Action	Timescale and Progress
HR5	Management Development Programme	<p>Run additional courses and develop new modules. Promote use of the relevant modules available in Learning Pool.</p> <p><b>NEW</b> <b>GDPR training to equip managers with the guidance to implement the necessary policies and procedures in their service areas.</b></p>	<p><b>Achieved - further courses to be run at reasonable intervals</b></p> <p>Specialist training for managers has been provided by APSE and is being followed up with consultancy support.</p>
HR6	Leadership Development	<p><b>NEW</b> <b>Proposals to be developed for the IOD training to be provided for other senior managers and members</b></p>	<p><b>Achieved - Institute of Directors training, focused particularly on the role of directors of commercial companies has been attended by SIX senior officers at Hertsmere including the Statutory officers (Head of Paid Service, Section 151 Officer and Monitoring Officer)</b></p> <p>Dates have been identified for this in the period September to November 2018</p>
HR7	Expand opportunities for secondments / work placements and link with succession	<p><b>Review and explore new opportunities for secondments / work placements</b></p>	<p><b>Partially Achieved</b></p>

	planning where possible		
<b>HR8</b>	Voluntary Work Policy implemented and staff contribution to Hertsmere community recognised	Implement a Voluntary Work Policy	<b>Achieved with take up in 2017</b>
<b>HR9</b>	Develop managers as coaches and mentors	Develop and implement coaching and mentoring policies <b>NEW</b> <b><i>Train managers in coaching skills</i></b>	<b>Achieved</b>

### 3 Skills and capacity development

Reference	Outcome	Action	Timescale and Progress
HR10	Reduce short term sickness absence levels to 3.5 days or less per employee in 2017/18	<p>Continue to develop a positive attendance culture and maintain compliance with the short term sickness absence target</p> <p><b>NEW</b> <b>Review the Sickness Absence Management Policy</b></p> <p><b>Provide regular monitoring information on sickness absence management for SMT to promote a proactive approach.</b></p>	<p><b>Achieved</b> Actions implemented including Health and Well Being Initiatives</p> <p><b>The completion of return to work interviews by managers is being monitoring for regular discussion at SMT</b></p>
HR11	Promote wellbeing initiatives to support employees	<p>Promote additional health initiatives including the development of a green roof garden facility for staff and tenants to use in their rest periods and as an alternative meeting place.</p> <p>Organise a corporate Well Being Day in conjunction with partners including the EAP, Occupational Health, Staff Social Club</p>	<p><b>Achieved</b></p> <p>The staff garden has seen regular use and now has an outdoor tap installed to make garden maintenance easier.</p> <p>Take up of well-being opportunities such as on site chair massage and reflexology good in 2017.</p> <p>Take up of the Civil Service Sports Council opportunities was high as well</p>

		<p><b>NEW</b></p> <p><b>Additional well-being events planned for 2018 in July as well as Autumn</b></p>	<p><b>See details in sickness absence report</b></p>
HR12	Promote the Employee Assistance Programme	<p>Review the Care First contract and shared costs with HLT to ensure Council receives value for money.</p> <p>Run a campaign to promote the use and value of the Employee Assistance Programme</p>	<p><b>Achieved</b></p> <p><b>NEW</b></p> <p><b>Promotional event at the Middle Managers Meeting in September 2018</b></p> <p><b>Occupational Health Service was tendered out and the new provider selected and implemented.</b></p>
HR13	Ensure appraisals are fit for purpose and carried out on an annual basis.	<p>Implement the on line appraisal scheme</p> <p><b>NEW</b></p> <p><b>100% target with monitoring at COB in 2018</b></p>	<p><b>Partially Achieved – still not getting all appraisals completed on time</b></p> <p>The online appraisal process was launched in January 2017 with a view to all appraisals being completed by December 2017. Communication with staff and managers took place regularly throughout the year to ensure that deadlines could be met. User guides and one to one training sessions were provided to assist in the completion of appraisals. Of the 199 appraisals which were due to be completed on-line, 72% were completed but 28% were not fully completed by December 2017 (i.e. either partially completed or not completed).</p> <p>The appraisal process was launched again in February 2018.</p>

<p><b>HR14</b></p>	<p>Range of e-learning opportunities increased by 100%</p> <p>100% take up of mandatory courses</p>	<p>Promote Learning Pool and use for mandatory training. Where appropriate to include health and safety training i.e. introduction to H&amp;S, manual handling, risk assessment.</p> <p>Increase the number of e-learning modules available in Learning Pool.</p> <p><b><i>NEW module on GDPR available and will be promoted once GDPR policy development is complete</i></b></p> <p>Access HCC e-learning modules on Health and Safety</p>	<p><b>Achieved</b></p> <p><b>Achieved</b></p>
<p><b>HR15</b></p>	<p>Training priorities identified by a modular skills audit and appraisal reviews and take up of quarterly training programme monitored and evaluated as effective</p>	<p>Key priorities in training programme:  <b>Commercial Skills</b> including - Negotiation Skills; Contract Management, Procurement Skills and Competitive Dialogue Skills.</p> <p><b>People Skills</b> including – Emotional Intelligence  Team Building  Responding to challenging behaviour  Mediation skills</p>	<p><b>Partially Achieved – needs 100% appraisal returns</b></p> <p>Priority Areas Delivered</p> <p><b>Partially Achieved</b></p> <p>More team building to be delivered</p> <p><b>Achieved</b></p>

		<p><b>HR Policy Awareness/Refresh</b>  Recruitment and Selection  Grievance and Discipline Handling  Sickness Absence Management  Inducting new staff and Probationary Service  Capability/ Performance Management  Health and Safety including-  fire marshal, e-vac chair, first aid,  legionella, asbestos awareness,  Corporate Manslaughter Act training.</p> <p><b>NEW</b>  <b>GDPR awareness and compliance training</b></p> <p><b>NEW</b>  <b>Training to develop staff skills for digitalisation of services</b></p>	<p>During 2017 we made use of ACAS as a training provider, to provide one to one training to deal with specific issues where performance or conduct had fallen short of the required level. The benefits of short one to one training sessions have been that the training has been tailored to the individual concerned and has been particularly useful to allow greater flexibility for our front line services. This has also allowed training needs to be met more quickly without having to wait for a group training session. One to one training has also been helpful to those with special learning needs who may not find a traditional classroom situation or online learning beneficial.</p> <p><b>Partially Achieved</b>  Training provided for 60+ managers (full day)  Training provided for 120+ staff (short)</p> <p><b>Training for Web Coordinators provided by Yiota Chrysanthou. Further training being planned.</b></p>
<b>HR16</b>	Retain Silver Standard Investors in People	<b>Re-assessed March 2017</b>	<p><b>Successful outcome achieved</b></p> <p><b>Mid-term review to take place in September/October 2018</b></p>
<b>HR17</b>	Talented people identified and developed	Provide development opportunities where appropriate for succession planning	<b>Achieved – a number of people have achieved progression through opportunities arising from organisational change. However, this is still a moveable feast with turn over impacting on succession plans.</b>

<p><b>HR 18</b></p>	<p>Make fullest use of the Apprenticeships Levy</p>	<p>Review all vacancies to consider scope for apprenticeships at different levels i.e. senior apprenticeships as well as lower level apprenticeships.</p> <p><i><b>IDS and HR both considering introduction of apprentice roles</b></i></p> <p><b>NEW</b></p> <p><b>A level 5 apprentice has been recruited in Parking Services and will begin an Operational/Departmental Management apprenticeship in 2018.</b></p> <p><b>Authorisation to recruit two new apprentices given – 1 in Legal and Democratic Services and 1 in IDS</b></p>	<p><b>Partially achieved</b></p> <p>Another Planning Apprentice appointed in 2017 (currently have 2) and the Head of Planning and Economic Development is part of a trail blazer initiative for higher level Planning apprenticeships which it is hoped will become available in conjunction with the RTPi in 2018 and form a significant element of the succession plan for the department.</p> <p>Electoral Services Assistant on apprenticeship 2017.</p> <p>An IDS apprentice appointed in 2017</p>
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**4 Resourcing - recruitment and retention**

Reference	Outcome	Action	Timescale and Progress
HR19	Achieve better results in the advertising of senior and specialist posts. Improve fill rate	Develop a recruitment pack and microsite on the website. Revamp application form to incorporate legislation. Introduce Linked in and Facebook for recruitment	<b>Achieved</b> Successful recruitment to Planning Strategy Manager post  <b>Not yet achieved</b>
HR20	Achieve greater results from recruitment campaigns	<b>NEW</b> <b>COMBINE THIS ACTION WITH HR20 IN 2018</b>  <i>Enhance the council's use of the JobsGoPublic website by subscription to their new front-end software, enabling more targeted recruitment</i>	<i>Proposed for implementation by September 2018</i>
HR21	Improved supply of temporary staff at better rates and quality	Continue to provide monthly analysis for scrutiny by COB.  <b>NEW</b> <b>Extend the current agency contracts until July 2019 and review options for re-procurement in Q3/4</b>  <b>Pursue alternatives to the use of agency temps including fixed term</b>	<b>Spend on agency employees is still high and this is being kept under review</b>  The option to join the procurement framework of a neighbouring authority has been explored and currently not considered financially advantageous. The exercise has revealed a shift to significant increases in agency mark ups, possibly to mitigate the impact of the

		<b><i>contracts and secondments wherever possible.</i></b>	<b>Apprenticeships Levy and IR35 legislation on agency profit margins.</b>
<b>HR22</b>	Improved career progression opportunities.	Review career grade schemes in departments. Explore higher apprenticeships as part of our response to the Apprenticeships Levy	<b>Partially Achieved</b>  <b>See HR19 above</b>
<b>HR23</b>	Improved links with local schools and college for work experience placements. Get more young people in.	Expand the implementation of the work experience policy and Apprenticeship Policy Liaise with local schools and colleges	<b>Achieved</b>
<b>HR24</b>	Ensure all DBS checks are in place	Review current system of DBS checks to ensure a robust system for renewals and accuracy of database. Staff are trained in recognising forgeries	<b>Achieved</b>
<b>HR25</b>	safeguarding children and vulnerable adults policy reviewed and implemented	Review recruitment practices to ensure all appointments are in accordance with policy.  Ensure all staff (and Members) are trained in Safeguarding children and vulnerable adults - mandatory training.	<b>Training Achieved but policy review is late</b>  <b>Safeguarding Lead Officer arrangements have been reviewed. Linda Martin, Senior HR Adviser deputising for the CEX on this area.</b>

<b>HR26</b>	Promote the authority as an employer of choice for those with a disability	Promote √√ symbol on all recruitment material Work with Work Solutions and occupational health to make reasonable adjustments and / or assist with redeployment where an existing employee becomes disabled Promote 'access to work' scheme	<b>Achieved</b>
<b>HR27</b>	Be a 'mindful' employer	Supporting people with mental health problems gain and remain in employment Brief managers. To be included in the training plan.	<b>Achieved</b>
<b>HR28</b>	Increase number of 16 to 24 year olds in the workforce by 10%  Increase number of 25 to 34 year olds in the workforce by 10%	Support proposals for apprenticeships in depth with trainee schemes and an annual apprenticeship day  Explore opportunities for sandwich students from universities where Planning courses are run.	<b>Achieved 62.5% increase</b>  <b>Not achieved – a reduction of 19%</b> <b>See analysis of Workforce Profile results</b>

## 5 Pay and Rewards

Reference	Outcome	Action	Timescale
HR29	<p>Increased options in total reward package. Take up of salary sacrifice schemes monitored and shown to be a benefit valued by staff</p> <p>Explore staff discounts</p>	<p>Develop and promote total reward package. Including Salary Sacrifice Schemes such as Cars, Electrical goods, Annual Leave.</p> <p>Civil Service Sports Council package to be promoted – offers retail, leisure and entertainments discounts, National Heritage membership and support for in-house sports and social clubs.</p>	<p><b>Partially Achieved</b></p> <p><b>Good take up</b></p>
HR30	Consult on and implement pay award for 2018/19	<b><i>Pay award of 2% implemented 1 April 2018</i></b>	<b>Achieved</b>
HR31	<p>Planning Pay Progression improved</p> <p>Recruitment and retention of Planning professionals improved</p>	<p>Propose amendment of Planning Pay Progression in line with Environmental Health PP in order to assist with recruitment and retention.</p> <p>Explore other approaches to improve recruitment and retention of key professionals in Planning</p>	<p><b>Achieved</b></p> <p><b>Partly Achieved</b> Agency temp to perm and new career graders in Planning and also in Environmental Health</p>

		<p><b><i>NEW</i></b>  <b><i>Review pay grades and progression for all professional Planning posts</i></b></p>	
HR32	<p>Improve Home Working options to assist with recruitment to hard to fill posts. Evidence from recruitment campaigns and also exit interviews reveals the need to improve and market home working options as part of the employment offering. This is also an essential part of upgrading the branding and marketing of the council as a modern and desirable employer.</p>	<p><b><i>NEW</i></b>  <b><i>Review the Home Working Policy and related software.</i></b>  <b><i>Train managers in new ways of managing the performance of remote workers.</i></b></p>	