Report of Chief Officer HR

Report to   Scrutiny Board (Resources and Council Services)

Date: 5th March 2012

Subject: People Plan 2011-2015

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	**X** No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	**X** No
Is the decision eligible for Call-In?	☐ Yes	**X** No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	☐ Yes	**X** No

Summary of main issues

1. The HR Service has prepared a People Plan for 2011-15 which aims to help all our employees make the maximum contribution to achieve our ambition to be the "Best Council in the UK". This report requests Scrutiny Board (Resources and Council Services) to consider the frequency, and format, of future progress reports from the Chief Officer (HR).   The report also covers a number of specific points that are of interest to the Board.

Recommendations

1.1   Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and provide guidance on future People Plan reporting arrangements.

2   Purpose of this report

2.1   To allow the Scrutiny Board (Resources and Council Services) to consider the frequency, and format, of People Plan progress reports.

3   Background information

3.1   The People Plan 2011-2015 was approved by CLT in September 2011 following extensive consultation with key stakeholders. The Plan, a copy of which is attached as appendix 1, sets a number of strategic outcomes for the next four years. In simple terms the Plan has been designed to ensure that the organisation obtains the maximum contribution from its employees to achieve its overall ambition. The

achievement of the outcomes are now being measured against yearly targets. A copy of the "scorecard" currently in use for this purpose is attached as appendix 2.

3.2 The Plan is fully linked to the Council values and progress against the targets at Council-wide and Directorate level is fully integrated into existing performance management arrangements. Work is in hand for scorecards to be produced at a Service level (and below in some cases) and integrated into existing performance management arrangements.

4 Main issues

4.1 The HR Service is the lead service for two cross-Council priorities (appraisals and engagement) and this Board will be informed of progress on these two areas through existing reporting arrangements. However the People Plan covers a significantly wider agenda. Consequently the Board are requested to consider the format, and frequency, of future updates on the People Plan they would wish to receive.

4.2 The Board has also requested a brief update on leadership and management development. There are a number of related work streams which have either been completed or are currently due to be completed by the target date. These include setting and communicating clear expectations for leaders and managers, provision of a mentoring scheme, provision of tools and resources that empower managers, the introduction of work based coaching and a development and progression pathway for leaders and managers.

4.3 We are also part way through the implementation of a performance and learning management system (Cornerstone) across the organisation. This is designed to provide a performance management tool for employees and managers so that all appraisal and personal development plans are recorded on-line thus providing a single integrated system for the administration of learning. This project is on track and it is anticipated it will be available to 50% of employees (those with existing access to LCC computers) by the end of April 2012.

4.4 If an employee is not in scope for the initial launch then they would continue to conduct their training administration via the existing manual processes. However all employees (whether in scope or not) will have their training activity recorded in Cornerstone on the "go-live" date. In terms of appraisals, teams with out of scope employees will be expected to use the new simplified forms referred to in para 4.6 below or build key corporate requirements into existing appraisal forms for 2012/13.

4.5 This system will make a significant contribution to streamlining, and improving, the current systems. Once it is fully functional it will allow Managers to input appraisal outcomes on line, track progress of overall completion rates, objectives and related development needs.

4.6 A further current project is to standardise, and simplify, the variety of documents used for the appraisal and development of employees in readiness for the 2012/13 appraisal cycle. The main objective of this project is to ensure that employees receive a quality appraisal in 2012/13. This project is also on track to complete in April 2012.

4.7 It is understood that Members of this Board have requested that consideration is given to the inclusion of minimum ICT competencies within appraisals. There have been a number of discussions with ICT colleagues about the best way to improve ICT skill levels within the organisation. The current agreed approach is for HR and ICT Officers based in Services to assist in this type of skills development as major new technologies (eg Cornerstone, new Internet site, employee/manager self service) are introduced.

5   Corporate Considerations

5.1   Consultation and Engagement

5.1.1 No implications

5.2   Equality and Diversity / Cohesion and Integration

5.2.1 The Equality and Diversity Unit were key consultees during the preparation of the People Plan and have also been consulted on the key OD projects outlined above.

5.3   Council Policies and City Priorities

5.3.1 The HR service is key to supporting the business areas in the delivery of the Council outcomes and priorities.

5.4   Resources and Value for Money

5.4.1 A number of the current targets set in the People Plan are designed to assist the Council deliver it's services within the overall approved budget.

5.5   Legal Implications, Access to Information and Call In

5.5.1 No implications.

5.6   Risk Management

5.6.1 No implications.

6   Recommendations

6.1 Scrutiny Board (Resources and Council Services) are asked to consider the contents of this report and provide guidance on future People Plan reporting arrangements.

7   Background documents

7.1 None

Blank template People Plan Scorecard   2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Status direction of travel	Feb	Q4
Flexible	# (FTE)							
	£000s Staffing budget variation							
	Agency hours							
	# voluntary leavers under ELI							
	# average length of time in redeployment							
	% BME employees at PO5+							
	% disabled employees at PO5+							
	% female employees at PO5+							
Healthy	# projected absence per FTE							
	# accidents / incidents involving employees							
	# accidents / incidents not involving employees							
	# incidents reportable under RIDDOR to HSE							
	# number of accident (insurance) claims lodged							
Enabled	% of Directorate development budget spent/committed							
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	Available from engagement survey for Q4						
	% of staff in talent pool with basic skills assessment							
Engaged	% staff who feel engaged							
	% of services assessed against IiP standard							
	Average directorate score against IiP standard							
	# Employee relations framework measures	Under development with trade unions						
	# number CRB checks completed (including reviews)	Being established for Q4						
Performing	% employees who received an appraisal							
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances							
	# New disciplinaries							
	# New improving performance (formal stage 3)							

Key

▼ deteriorating
▲ improving
◄► unchanged / static

G Green: on track, progressing well
A Amber: Some delay or obstacle, but it will still be possible to complete by the deadline
R Red: Not progressing as planned and at significant risk of not being achieved at all; may require significant development or redesign.

— Not measured, or no target set