

Strategy for managing and developing people

.....to deliver the best possible services

2004 – 2008

ACTION PLAN

Key priority 1: Finding and keeping the right people with the right skills

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a flexible benefits package	<ul style="list-style-type: none"> ▪ People will be able to choose benefits to suit their current needs ▪ People will be able to change their benefits package as their needs change 	2004 –05 Negotiate flexible benefits scheme	GM (HR)	Discussions on flexible benefits were included within Single Status but at that time they were rejected by the TU. This is now being considered as part of the 'National' agenda following which local discussions will recommence
		2005-06		
Promote a range of flexible working opportunities	A workforce which maximises the potential pool of people able to work for us	2004-05 Develop flexible working and 'home working policy' Review applicant info' pack 2005-06 Implement and launch new policies and applicant info pack	GM (HR)	Current flexible working policies have been reviewed and a streamlined single policy is being developed. A 'home working' policy has being developed and a pilot scheme introduced. The 'standard' applicant information pack is being updated to better reflect and promote the Council's flexible working arrangements.
Develop a streamlined, professional recruitment service	The council will attract talented applicants and impress them with the fairness and efficiency of the process	2004-05 Review Recruitment & Selection Policy and Procedures Review and improve applicant management systems	GM (HR) GM (LC) / Snr. Prof & SM's -LC	Applicant management has been transferred to our partner company, which will ensure an improved and more consistently effective service. The 'standard' applicant information pack is being updated and improved. The Council's recruitment & selection Policy has been reviewed and we are currently in consultation on developing a new Policy and 'toolkit' for managers
		2005-06 Apply business process re-		

		engineering to administrative aspects of recruitment.		into the works of the Lifecycle Management Unit in April 2005. Officers are currently drafting new processes that will improve the turn-a-round timescale thereby ensuring that the authority gains access to staff at the earliest opportunity and significantly enhancing the client's experience of recruitment at Harrow.
Develop an effective reward package	The way in which we reward our people is seen to be fair across the council, and rewards contribution	<p>2004-05 Negotiate local Single Status agreement</p> <p>2005-06 Complete implementation of local single status agreement Develop contribution based pay scheme</p>	GM (HR)	<p>The Council has introduced a local Single Status agreement, which has eliminated much of the perceived unfairness in rewards.</p> <p>Work on job evaluation of former manual worker and national graded jobs is continuing. Discussions on contribution based pay will follow the implementation of the Individual Performance and Development scheme</p>
Promote career opportunities in the Council with the local community, in local colleges and universities	The council will be recognised as the employer of choice by people in all Harrow's communities	<p>2004-05 Achieve Matrix accreditation for service quality of advice Run Working in Harrow job fair and promote through community partners Offer all external candidates who are unsuccessful free job search advice</p> <p>2005-06 Run road shows in schools and colleges</p>	GM (OD)	<p>Matrix accreditation achieved May 2004 Working in Harrow road show run Jan 2005 Over 200 advice interviews conducted</p> <p>Sessions planned for 2 schools and Harrow college</p>

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a learning and development strategy	Maximum access to, and equality of opportunity across the Council for, learning and development opportunities for informal and formal learning	<p>2004-05 Develop workforce development framework</p> <p>2005-06 Implement workforce development framework across the Council</p>	GM (OD)	Agreed to pilot ALG framework for completion March/April 2005
Develop managers as coaches	Continuing improvement in the number of effective, learning opportunities in the workplace	<p>2004-05 Develop coaching pool of trained coaches</p> <p>2005-06 Implement coaching programme for Directors and middle managers</p> <p>2006-07 Develop coaching training for Directors and middle managers</p>	GM (OD) Princi pal HCU	Coaching pool of 20 trained and established Programme proposed for Directors
Develop a structured approach to career and individual development	A stable and suitably skilled workforce which increases capacity	<p>2004-05 Develop workforce development framework</p> <p>2005-06 Implement workforce development framework across the Council</p>	GM (OD)	Pilot framework in progress

What we'll do	To achieve what	CORPORATE ACTIONS	who	PROGRESS end year one
Achieve Investors in People status across the whole Council by January 2005	A workforce developed to meet the business and service needs of the Council	<p>2004-05 Achieve Business Connections and OD IIP status June 2004, Achieve UL IIP status Nov 2004 Achieve as Council Jan 2005</p> <p>2005-06 No action</p> <p>2006-07 Re-assessment for benchmarking purposes.</p>		BC and OD achieved May 2004. UL assessed and not successful Nov 2004, this required re-scheduling of full assessment to Nov 2005
Promote the value of the Occupational Pension scheme.	<ul style="list-style-type: none"> A greater understanding and awareness amongst the workforce of the value to their benefit package through access to a Final Salary Defined Benefit pension scheme. An appreciation of the contribution the employer makes to maintain the Pension fund and the value of such contribution in relation to the individual's benefit package. 	<p>2005-06 Develop communications across a range of mediums detailing the benefits of a Final Salary Defined Benefit pension scheme.</p> <p>2006-07 Review of communication strategy in light of access to new technology (i.e. single database).</p>	GM (LC) SM (Pens).	<p>Include appropriate paragraph for inclusion in the new Recruitment pack. [April 2005]</p> <p>Host seminars throughout the Borough explaining scheme benefits. [April/May/June 2005]</p> <p>Highlight value of scheme in the annual newsletter to fund members. [July 2005]</p>

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a flexible retirement solution.	<ul style="list-style-type: none"> • To provide individuals with the flexibility that will allow them to both draw down on pension benefits and gradually reduce working hours in the years leading up to retirement. • To ensure that the employer benefits from the retention of valued and experienced employees in a competitive market place. 	2004-05 Respond to the ODPM consultation document on the future of the LGPS, indicating Harrow's support for the introduction of flexible retirement.	GM (ALL)	Forward Harrow's response to the ODPM consultation Paper. [March 2005]

Key priority 2: Recognising the value of diversity

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a Corporate Equality Plan incorporating the council's Race Equality Scheme	Embed diversity and equality of opportunity in all aspects of people management and service delivery across the council	<p>2004-05 Develop a Corporate Equality Plan</p> <p>2005-06 Develop a generic 'Equality Scheme'</p>	GM (HR) GM (OD)	Corporate Plan Developed and published Level 2 of the Equality Standard achieved E-learning package implemented Impact assessment training implemented
Introduce a fair treatment in employment policy	People's complaints will be resolved effectively	<p>2004-05 Review current policy and develop a fair treatment policy</p> <p>2005-06 Review current policy and develop a fair treatment policy</p>	GM (HR)	Current policies were amended in line with changes in legislation but further review was delayed pending findings of independent review.
Undertake an Equal Pay review	A fair and equal reward system	<p>2006-07 Undertake review</p>	GM (HR)	
Conduct a learning and development equalities audit	Equality and diversity issues are mainstreamed in all learning and development activity	<p>2004-05 Review corporate and Social care programmes</p> <p>2005-06 provide framework to review all programmes</p>	GM (OD)	

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a positive action programme in consultation with representative groups	A workforce which reflects the community it serves	2004-05 Implement positive action for DMS programme Implement action learning PA sets	GM (OD)	DMS and CM programmes implemented Action learning sets not implemented
Develop a disability and cultural awareness programme for all staff	People in the council will treat each other with respect and understand and work to meet the needs of a diverse community	2004-05 Implement IDEA disability programme Develop e-learning diversity package for all staff Implement impact assessment training for all managers 2005-06 Develop team based diversity awareness training for all staff Develop and implement impact assessment	GM (ALL)	200 staff completed disability programme Diversity awareness programme implemented – take up poor 4 impact assessment courses run – take up poor
Develop a programme to share best practice with partner organisations	The council will encourage its partners to embrace best practice in equalities issues	2005-06 Share e-learning with partners 2006-07 Develop network to share best practice	GM (OD)	
Refine the provision and reporting of management information	Continuing improvement in our management information and performance on equality	2004-05 Review and develop staff monitoring systems Develop learning	GM (ALL)	Monitoring systems now cover int' and ext appointments and information collected includes age. Monitoring information for Agency staff

management system to report more accurately on training

2005-06

Develop applicant data systems with partner organisations

As part of a broader BPR exercise an assessment will be made of current management reports/clients immediate needs and where practicable “added-value” enhancements will be engineered.

Working with the new strategic partner assess the future MIS needs of the client and ensure that they are reflected and catered for in the identified three major business projects.

GM
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now available
Learning Management System implemented

Much of the authorities future MIS reporting requirements have been detailed in the Invitation to Negotiate. [April 2005].

Lifecycle Management will review reporting mechanisms provided through the ORACLE/DELPHI and AXISE databases and streamlining outturn reporting. [May – August 2005]

Key priority 3: Motivating for results

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a dynamic health and safety strategy which meets the changing requirements of the Council	Healthy and safe places to work with safe ways of working	2004-05 Review H&S management 2005-06 Develop H&S strategy	Exec Dir (BC)	The management of H&S was reviewed and revised organisational arrangements implemented
Provide structured encouragement, support and initiatives for people to adopt healthy lifestyles	A healthier workforce	2004-05 Review OH Service and develop initiatives for healthy lifestyles 2005-06 Introduce programme of campaigns for healthy lifestyles 2006-07 Review effectiveness of OH contract	GM (HR)	OH service tendered and new contract awarded, healthy lifestyle programme being developed for launch in 2005-06
Provide structured pro-active support to people who become sick or are injured at work	A healthier workforce	2004-05 Review OH Service and option for EAP 2005-06 Review EAP Pilot	GM (HR)	OH service tendered and new contract awarded. Pilot EAP launched.

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Define and communicate what behaviours and competencies the Council expects from staff	People are clear about what and how they are expected to contribute towards achieving the council's vision	<p>2004-05 Develop competency dictionary</p> <p>2005-06 Introduce competency dictionary to staff teams across the Council</p>	GM (OD)	Competency dictionary developed and used for middle management review
Provide a systematic approach to celebrating organisational, team and individual success	Individual and team contributions are recognised and the workforce is motivated	<p>2004-05 Run achievement awards event</p> <p>2005-06 Implement achievement awards as part of employee recognition 2006 07</p>	GM (OD)	Achievement award ceremony run in April 2004 Plans for 2005/6 in place
Promote our support, benefits and working options	A more motivated workforce whilst improving the service to our customers	<p>2004-05 Launch EAP Raise awareness of Pension Benefits</p> <p>2005-06</p>	GM (ALL)	Pilot EAP launched Annual Pensions Statement issued to all staff Pension surgeries held for all staff

Key priority 4: Keeping people up to date

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a standard framework for face to face briefings across the council	A two way process of communication on new developments and changes to the Council	2005-06 Implement core briefing across the council	GM (OD) GM Com ms	
Develop an interactive HR intranet site	People able to access services more easily and at a time to suit them Improved communication with staff	2004-05 Develop Change management, development and Diversity sites 2005-06 Develop managers toolkits on People Management processes 2006-07 Develop self serve for all staff through Business Transformation p Project	GM (ALL)	Sites developed and launched. R&S toolkit being developed through review of R&S policy
Develop a staff communications strategy, which uses new technologies to the full.	People can give customers up-to-date information about what the Council is doing and can use the information to provide and improve services	2004-05 Develop e-newsletter 2005-06	GM	

What we'll do	To achieve what	CORPORATE ACTIONS	who	PROGRESS end year one
Develop a workforce Internet Self-service site.	<ul style="list-style-type: none"> To provide a pension service that is comparable with best in both private and public sector. To provide members of the LGPS with 24/7 access to their pension details and facility to undertake benefit calculations. 	<p>2005-06 Draw up project plan and commission hardware/software.</p> <p>2006 07 System goes live.</p>	GM (LC) / SM – Pens.	Harrow's Pensions Service will engage with HITS and Hardware /Software provider. [June 2005].
Develop an integrated personnel /payroll system and Pension interface.	<ul style="list-style-type: none"> Efficient processing of transactions and information transfer Remove duplication/triplication of processing thereby improving service delivery. Provide the workforce with access to a one-stop service for all HR, Payroll and pension administrative issues. Provide meaningful and accurate management information, direct to 	<p>2005-06 Working with the new strategic partner, develop, as part of the ERP project, a single database.</p>	GM (LC)/ Snr. Prof & SM's –LC	

the officer's desktop, in a format that will assist management in supporting their workforce and facilitate further interrogation of data.

- Drive through service efficiencies allowing the authority to refocus resource in areas that will best support the client.

Make sure staff have the skills to make best use of new technologies	People make excellent use of new technologies to improve service to the customer	2004-05 Develop e-skills strategy 2005-06 Implement strategy	GM (OD)	Strategy not developed HCU will have significant impact in this area
Develop an e-learning programme	Mandatory procedural training is undertaken by all in a timely way and people have Increased access to opportunities for personal and career development	2004-05 Develop e-induction programme and diversity solution 2005-06 Develop H&S, data protection and FOI solution 2006-07 Develop financial and HR solutions	GM (OD) Principal HCU	e-induction diversity and DP programmes implemented

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop an integrated learning management system	People are able to manage their own learning with the support of their manager and the HR service	2004-05 Implement web accessed self serve system 2005-06 Develop on core performance self service	GM (OD)	On core training administrator implemented, however on core performance (self serve will be developed in 2005-06) BTP will impact on the long term
Develop more effective reporting of management information on people issues	See Diversity			
Develop on-line recruitment	An efficient and professional recruitment and selection process	2004-05 Introduce a full on-line application process	GM (HR)	Development delayed pending outcome of wider review of recruitment. On line applications introduced in Apr 05

Key priority 5: Building capacity

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop leadership and management programmes based on competency frameworks	Highly effective, ethical leaders and managers who are customer focussed, performance driven and empower their staff	<p>2004-05 Implement High performing leaders programme for Directors. Develop Middle management and first line programme</p> <p>2005-06 Implement middle manager Implement first line managers Implement coaching programme</p>	GM (OD)	Leadership programme implemented Middle managers programme developed
Develop a performance management and development framework across the council	A consistent approach to managing performance and development across the council with people who are clear about their role and their contribution to delivering services	<p>2004-05 Develop staff to implement High Performing Harrow Develop individual framework</p> <p>2005-06 Implement individual framework</p> <p>2006-07 Evaluate implementation</p>	GM (OD)	Individual framework developed due to be implemented by mid April 2005

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Introduce Team based improvement reviews in work and project teams	Change is implemented effectively through people working collaboratively	2004-05 Develop models and frameworks	GM (OD)	High Performing Teams model and Team Challenge framework developed
		2005-06 Agree and Implement joint service reviews and team challenge programme		
		2006-07 Implement further reviews		
		2007-08 Implement further reviews		
Develop a capability procedure	Poor performance in the council is identified and remedied	2004-05 Negotiate and implement	GM (HR)	Negotiations stalled owing to TU resistance. Is now a priority for negotiation
		2005-06 Negotiate and implement		
Develop more flexible HR policies and procedures	Effective use of people and improved service delivery	2004-05 Review R&S Policy & Procedures Develop Joint Service Reviews	GM (HR)	Revised R&S Policy & toolkit will facilitate more effective and efficient recruitment Joint Service Reviews framework developed and 1 st Review launched
		2004-05 Ongoing reviews of key policies		

What we'll do	To achieve what	CORPORATE ACTIONS	Who	PROGRESS end year one
Develop a process which makes sure people are consulted and engaged in changes from the start	A more effective change process for both minor and major changes	2004-05 Introduce wider consultative processes	GM (HR)	Joint service reviews process includes staff representatives
		2005-06 Review consultative process in line with I&C Regulations		
Develop effective partnerships with the trade unions	Effective employee relations which contribute to achieving the Council's objectives	2004-05 Develop a joint partnership approach to service review	GM (HR) GM (OD)	Framework developed and 1 st Review launched
		2005-06 Implement programme for further joint service reviews		