

## Appendix 1: People Strategy Actions and Targets

 <p><b>HYNDBURN</b> The place to be an excellent council</p>	<h3>Making Hyndburn “The Place To Work” Our People Strategy 2014 - 2018</h3>			
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<b>Our Performance Measures</b>	
<ol style="list-style-type: none"> <li>1. Achieve employee satisfaction rate of 80%</li> <li>2. Retain the North West Skills Award</li> <li>3. Retain NWE0 Member Development Charter</li> <li>4. 95% of staff receiving annual PDRs</li> </ol>	<ol style="list-style-type: none"> <li>5. Sickness absence below 8 days per employee</li> <li>6. Retain the Workplace Wellbeing Award</li> <li>7. Retain the Navajo Chartermark</li> <li>8. Retain the Two Ticks symbol, “Positive about disability”</li> </ol>

<b>Creativity: People are engaged and motivated to give their best efforts</b>	
<p>a. Hold Big Thank You Awards and celebrate those achieving qualifications</p>	<p>These continue to be held each year and are currently being planned for 22 November 2016. There has not been an event for qualifications this year as we wait until there are sufficient numbers, so this will be held again during this financial year.</p>
<p>b. Promote the benefits of working for HBC and look for new ways to make HBC a more attractive workplace, especially if no cost</p>	<p>We continue to promote the benefits, which are brought together in our Benefits Booklet, at least once a year. Before Christmas 2015 we ran the home technology scheme for the second time and we have rerun our cycle to work scheme once again recently. We have launched CSSC Sports and Leisure membership this year, which offers access to a range of activities, including walking, angling and cultural events, subsidies on event entries such as running, cycling and triathlon events, and English Heritage Corporate Membership.</p> <p>We made the decision to cease IIP accreditation and communicated the reasons for this to all staff. This has not changed any of our HR / OD practices.</p>
<p>c. Conduct the staff survey every 2 years to track staff satisfaction and feedback and act on the results</p>	<p>We have conducted a survey during June 2016. 68% of staff completed the survey and this showed an overall job satisfaction rate of 84%, up from 76% in 2014. We have taken a different approach with a much shorter survey and we will actively engage with staff on discussing the results and action planning as well as asking managers to discuss the areas raised within their teams.</p>
<p>d. Maintain good working relationships with staff and trade unions</p>	<p>There are several ways by which we ensure open communication with staff. We continue to use the JNCC as a regular communication forum and there is also a Safety Improvement Group and Health and Safety Committee. There is regular dialogue with trade union colleagues on issues as they arise. On the whole, negotiation on new policies etc works well.</p>
<p>e. Nurture communications and team spirit amongst senior and middle managers and between teams</p>	<p>The Live and Learn activities are partly designed to get people together from different parts of the council, doing enjoyable learning activities.</p> <p>The customer awareness training in 2015 brought people from different teams talking together about their services and feedback has been positive around this aspect.</p> <p>We bring staff together for training and for working groups. For example, this year a group looked at</p>

	<p>developing our approach to emotional wellbeing and then a team of “friendly faces” was established and trained.</p> <p>Following suggestions made via the employee survey, we are considering how we can involve staff at all levels to help develop a new corporate strategy and work on key priorities.</p>
f. Communication of corporate progress and objectives to support employees through the current period of change and help build resilience	<p>Leader / CEO on tour sessions planned for Autumn 2015 were cancelled. Newsround items inform people of issues such as the annual budget and we continue to communicate via Hyndsight and Dave’s bulletin. Meaningful communication at team level relies on service managers, so it is important that they are held to account for this aspect of their role. This is an area we still need to focus on and the 2016 staff survey and subsequent discussions will help us determine further actions.</p>
<b>Innovation: People are productive and open to doing things differently to ensure their work contributes to the Council’s priorities</b>	
g. Support the management of overtime costs through the provision of relevant information and advice of alternatives	<p>A separate report has recently been brought to Management Team regarding overtime, in connection with emerging case law which may impact on future costs.</p>
h. Continue to encourage and support employees to gain and update their functional skills, in maths, English and ICT	<p>This will be promoted again during the year and forms part of the PDR.</p>
i. Support organisational redesign in line with changes to service delivery and resources available	<p>We continue to support restructures, redundancy and redeployment processes.</p>
j. Deliver training in skills required to identify and implement new ways of working to streamline processes, save costs and improve customer service, including use of new technology	<p>We ran a programme of customer experience training and training for new and aspiring managers. HR will support service managers to roll out changes as they are identified.</p>
k. Have procedures in place to support increased collaborative working with partners and neighbouring councils	<p>The excess mileage policy was implemented in May 2014 and other policies and practices requiring HR input will be reviewed as necessary and from learning from others. We continue to take part in secondment arrangements and other shared service models. Increasingly we are sharing training with other councils which will also aid more collaborative working.</p>
l. Support staff to look for ways to generate increased income	<p>A number of staff attended training in Commercial Awareness in 2014/15. Heads of service and accountancy staff explore this as part of their budget planning.</p>
m. Consider skills, including leadership skills, needed for a move to more collaborative working and put measures in place to address	<p>This is now factored into the management development programmes and formed part of our 360 appraisal for managers. We are sharing many of our training courses, including management training, with other councils, to save costs and provide a richer learning environment.</p>

n. PDRs completed within required timescale and L & D needs collated to inform an annual Learning and OD plan	The deadline was the end of June. We will then analyse the identified learning needs to plan for the year.
o. Promote the Council's coaching scheme	We have done this via Newsround and News in the Loos and also by matching coaches with participants on management development programmes. We have partnered with Chorley to offer cross-borough coaching.
p. Look at underlying reasons for sickness absence and put measures in place to address these	We have focussed on emotional wellbeing this year and days lost to stress/anxiety/depression have reduced. We agreed to finance the EAP on a more permanent basis. Overall sickness absence came down from last year and we compare favourably to other Lancashire districts. We piloted physiotherapy sessions within Waste Services and this is being extended for a further 6 months. We will focus on Waste services and especially back / muscular skeletal problems. The H&S Committee and WHAT team will look in detail at this year's figures to identify any other future actions. We continue to promote healthy lifestyles and will be working with Leisure colleagues over the coming months to support weight management and exercise.
q. Review HR policies and procedures as required to remain legally compliant and fit for purpose, with training delivered to support their use	Last year we implemented a new Drug and Alcohol policy and brought in testing. These were both supported by training / briefing for staff. We reviewed the Pay Policy and our PDR process, to incorporate our corporate values.  This year we will review, update and simplify our Recruitment and Selection procedures.
r. Support the development of apprenticeships within the Borough	We have one apprentice currently completing his qualifications in pest control. We will amend our vacancy clearance process to ensure that we consider whether vacant posts could be converted into apprenticeships, so that we pay due regard for the new (details to be confirmed) public sector apprenticeship duty. We will also be required to pay a national apprenticeship levy of around £23,000. We will aim to make best use of the funding available through this new way of working.
<b>Resilience: People are healthy, treated with integrity and supported to deal with change</b>	
s. Ensure JE retains its integrity and supports equal pay	There have been several instances over the last year of new or revised jobs being evaluated.
t. Conduct an equal pay audit	Work has begun on this. A template was agreed with other Lancs districts so that we can support each other on this work. The exercise has been delayed because of staffing issues within HR, with 2 members of staff on family leave for the majority of last year.
u. Administer pay and pensions according to HMRC and statutory and scheme requirements	Payroll continue to pay accurately and on time, including to our external customers. Following a redundancy within the team to deliver cost savings, we have restructured and an HR officer has moved to become Deputy Payroll Manager.
v. Promote and support healthy lifestyles including nutrition and exercise	The "Live and Learn" programme includes a number of activities and these are promoted via Hyndsight etc.

w. Continue to ensure that customer first analyses are used where appropriate to assess the equality impact of decisions and policies	On the whole these are being done as a matter of course and the pre-approval process for reports to Council / Cabinet includes checking this.
x. Produce workforce analyses in line with legal requirements and use to identify ways of ensuring fairness and moving to a workforce which better represents the community of Hyndburn	The up to date workforce report is now complete.