

BASSETLAW DISTRICT COUNCIL

A HR Strategy & Workforce Plan for Bassetlaw

‘Valuing our People’

2006 - 2008



BASSETLAW
DISTRICT COUNCIL
NORTH NOTTINGHAMSHIRE

Table of Contents

Foreword	1
1. Introduction	2
2. What is the Strategy intended to do?	3
3. Where are we now?	4
Overview	4
National Pay and Workforce Strategy	4
Strategic Plan	5
Challenges	5
4. Our Workforce	6
Overview	6
Local Government Workforce Data	6
Data for the District of Bassetlaw	7
Our Workforce Profile (Updated 2007)	7
Workforce Challenges	8
5. Where Do We Want to Be?	10
6. How Do We Get There?	12
APPENDIX A - Actions Plans	13
i. Developing Leadership Capacity.....	13
ii. Developing Workforce Skills and Capability	16
iii. Developing the Organisation	18
iv. Developing Resourcing, by Effective Recruitment and Retention	20
v. Developing Pay and Reward.....	23
vi. Developing Employee Relations and Communication.....	26

Foreword

The Bassetlaw approach is to make progress through a definite style of public service, one which relies on people who are well motivated and trained with working conditions which help them provide services with care, quality and fairness. The Council operates in an environment where the only certainty is that nothing stands still and the only constant is the constant need for change and improvement. People and performance management are at the centre of this drive for improvement.

At Bassetlaw District Council we believe that employees are the most valuable resource in our organisation. We really appreciate their flexibility and loyalty, and without them we will not deliver the improvements needed to deliver quality services in the future. If we are to make the most of our employees and deliver excellent services, we must plan how we will continue to develop a well skilled, well-motivated and high performing workforce.

This Strategy outlines our commitment to developing our employees and to ensuring we have the right people, with the right skills, to deliver continually improving services.

Together “we want to secure the best possible quality of life for everyone in Bassetlaw”. The effective recruitment, retention and development of our current and future employees is critical to achieving this success.

A handwritten signature in black ink, appearing to read 'D Hunter', enclosed within a large, loopy oval shape.

Mr David Hunter
Chief Executive

1. Introduction

The aim of this strategy is to set out the Council's approach and plans for people management. It is the framework which will provide the future direction of all Human Resource activity in the Council. This will be done by detailing the kind of employer the Council now needs to be and outlining its plans on how it intends to get there. As such it represents a significant step forward in the way human resource management is to be focused, prioritised and delivered in the Council.

It has been shaped by the views of employees, trade unions and members, in answer to the following questions:

- What is the Strategy intended to do?
- How is it linked to the Council's objectives?
- Where are we now in terms of:
 - the profile of the workforce; and
 - the external and internal challenges which face the Council as an employer
- What kind of employer does the Council need to be in the future?
- What are our key priorities to achieve the change?
- How will we achieve these improvements and how will they be measured? – “the Action Plan”

2. What is the Strategy intended to do?

Make a direct contribution to the Council's Strategic Plan and objectives by focusing on how people management activity can achieve these goals.

Identify and set out what is actually important to the Council in respect of the management and development of its employees

Translate what is important into specific human resource actions, performance measures and accountabilities which will then be tracked over time

3. Where are we now?

Overview

Effective people management and development is fundamental to achieving sustainable service improvement. The council will need to attract, recruit, retain, develop, manage and motivate skilled people, in order to keep pace with the increasing demands for high performance, improvement, modernisation and efficiency.

The current climate of competition, greater customer expectations and speed of delivery means that organisations must plan ahead and be responsive to change in order to survive. Predictions for the future suggest moves towards more 'knowledge worker' jobs, increased competition for talented workers, greater employee diversification, changes in employee values and expectations and an increase in the number of employees retiring.

The changing nature of the employment market has resulted in a wide range of recruitment and retention challenges for local government and the public sector as a whole. Increased pressure to improve performance and efficiency, including the Gershon agenda, greater expectations from the public in terms of service delivery, the increased pace of change and a gradually ageing population means that the need to take a strategic view of the workforce is critically important.

Changing demography, in particular the ageing of the workforce, and the transient nature of some workers, means that the council must take action to avert loss of skills or 'brain drain'. Changing social trends have led to an increase in the number of people of working age caring for other family members. Greater public awareness of environmental issues will also continue to influence the local authority agenda.

All of these aspects affect the workforce and the employment and development of skilled and motivated staff. Building capacity across the workforce is therefore essential to achieving our priorities and strategic aims and improving services for the communities we serve.

National Pay and Workforce Strategy

This Workforce Development Plan has been compiled in line with the National Pay and Workforce Strategy for Local Government, jointly developed by the ODPM and the Local Government Employers Organisation.

The Strategy has 5 themes for improvement which are considered "critical to developing the local government workforce to secure the delivery of better and more efficient customer focussed public services".

The themes are:

i. Developing the Organisation

To transform organisations by achieving excellence in people and performance management, partnership working, equality and diversity in service delivery and job and process redesign.

ii. Developing Leadership Capacity

Among both officers and members, including attracting leaders into local government from outside the sector.

iii. Developing workforce skills and capacity

Across the corporate centre of authorities, specific services, management and the frontline workforce.

iv. Resourcing local government

Ensuring that authorities recruit, train and retain the staff they need.

v. Pay and Rewards

Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery and fairness.

Strategic Plan

The Council's mission statement states:

"We aim to secure the best possible quality of life for everyone in Bassetlaw. This can be achieved through working with others – from as many organisations as will help – to provide the widest range of services our means will allow."

In 2005, the Council's Strategic Plan was revisited and revised to reflect the changing challenges and opportunities facing the District. As a result, three new strategic priorities were established:

- Community Safety (our number one priority)
- Community Prosperity
- Community Engagement

The key challenges and opportunities for the District are as follows:

Challenges

- Reduce crime and fear of crime in the area
- Increase the skills of our current and future workforce
- Improve the quality of local jobs
- Encourage new enterprise to the area
- Improve access to services through improved transport links
- Support existing businesses to grow
- Understand our communities and find ways to work more closely with them

4. Our Workforce

Overview

As a committed Investor in People the council recognises that the workforce is an important investment, and is committed to providing appropriate resources, within available resources, to recruit, retain and develop employees to be capable, willing and confident to meet the needs of the individual and our services.

In accordance with the principles of equalities and diversity, the commitment to our workforce extends to everyone regardless of their gender, race, colour, ethnic or national origin, religion, disability, marital status, caring responsibility, trade union membership, age, sexual orientation, working pattern or grade.

The council is aware of the importance of workforce development in an environment that requires adaptability rather than stability. Our training and development policy states the objectives for workforce development as:

- To enable the Council to achieve objectives and targets via investment in employees
- To pursue sustainable improvement in service delivery and working practices
- To create a high performing and motivated workforce
- To create an empowered and effective workforce
- To develop skills and knowledge to the maximum of individual and team potential
- To encourage innovation and continuous improvement
- To promote a 'learning organisation' climate

Local Government Workforce Data

The following information is taken from 'Transforming the Organisation; improving performance – the Local Government Pay and Workforce Strategy 2005'. Local government in England employs over 2 million people. Of these:

- Almost 75% are women, the majority of whom work part-time.
- 77% of male employees in local government work full-time compared to 40% of women
- The local government workforce is older than the wider economy with nearly two thirds aged 40 and over
- 31% of the local government workforce is over 50 and hence due to retire within the next 15 years
- 6.6% of workers are from ethnic minority groups compared to 7.9% of employees in the whole economy
- 14.7% of the local government workforce has a long term disability compared with 13.1% across the whole economy.
- In January 2004, 94% of local authorities said they had difficulties recruiting to certain posts. Almost all of these are in areas where local government is the primary employer.

Data for the District of Bassetlaw

The census data for 2001 states a total resident population in Bassetlaw of 107,713 people. This is split as follows:

Gender	Percentage
Women	50.6
Men	49.4

Age	Percentage
Under 14	18.6
15-19	5.9
20-24	4.7
25-44	28.3
45-64	26.2
65 +	16.3

Ethnicity	Percentage
White British	97.3
White Irish	0.4
White Other	0.9
Mixed - White and Black Caribbean	0.19
Mixed - White and Black African	0.03
Mixed – White and Asian	0.14
Mixed - Other	0.09
Black Caribbean	0.19
Black African	0.07
Black British - Other	0.04
Indian	0.2
Pakistani	0.16
Bangladeshi	0.03
Asian British - Other	0.08
Chinese	0.11
Other ethnic group	0.07

Our Workforce Profile (Updated 2007)

The Council employs 739 employees (headcount).

A breakdown of the workforce data is detailed below.

Gender	Number of Employees	Percentage
Women	408	55%
Men	331	45%

Disability (declared)	Number of Employees	Percentage	Percentage of Workforce
Women	16	51.5%	2.16%
Men	15	48.5%	2.02%

Racial Origin	Number of Employees	Percentage	Percentage of Workforce
Bangladeshi			
Black African			
Black Caribbean	1	16.66%	0.13%
British			
Chinese	1	16.66%	0.13%
Indian			
Irish	1	16.66%	0.13%
Other Asian			
Other Black			
Other Mixed	2	33.33%	0.27%
Other White	1	16.66%	0.13%
Pakistani			
White & Asian			
White & Black African			
White & Black Caribbean			

Total: 0.81%

Contract	Number of Employees		Percentage		Percentage of Workforce	
	Male	Female	Male	Female	Male	Female
Full time	212	160	35.63	26.89	28.88	21.79
Part time	55	168	9.24	28.23	7.49	22.88

Workforce Challenges

The current workforce at Bassetlaw District Council has a number of characteristics which present some challenges if the Council is to achieve the aim of fitting its future workforce profile to changing service delivery needs. Among these challenges are:

- ***Employment of Young People***

There is a local, regional and national need to attract young people to work within local government and address the poor image of taking up a public sector career. Specifically we need to increase the number of young people coming into local government in order that their skills can be developed for future succession planning and career opportunities. The recruitment of young people needs to be given a special focus. This includes graduates, school leavers, trainees and apprentices.

- ***Hard to fill posts***

There is a need to address the shortages in certain hard to recruit to posts and to increase the retention of talented employees in key occupational areas. In the Council these roles are typically in building control and environmental health services.

- ***Profile of local government as an employer***

The council is aware that in order to attract and retain employees of a variety of ages and backgrounds, we need to promote Bassetlaw District Council as an employer of choice and to raise the profile of local government as a career. Key actions in this plan include liaison with schools, exploring different recruitment and advertising methods and promotion of flexible working policies.

- ***Diversity of our workforce***

To ensure our services reflect the needs of our customers, we must ensure we have a workforce that reflects the community. Specifically, we need to provide an organisation that is free from all forms of discrimination and which promotes the benefits of equality and diversity.

- ***Succession planning***

It is often difficult to recruit new and experienced local talent. Whilst this suggests a need to attract individuals from outside the District, we also need to develop and retain talented employees in key areas. Succession planning has been highlighted as a need, especially for our management population.

- ***Changing nature of work***

The nature of work and service delivery is shifting. For example, some technical work could be sourced elsewhere rather than by directly employed staff. The Council's role as a commissioner of services, rather than a direct provider will continue to grow. The Council therefore needs to be equipped to deliver efficient and effective services through business process redesign as well as employing staff with advanced skills in partnership, procurement and client side management.

Outsourcing, collaborative arrangements and strategic partnerships may lead to a steady decrease in the number of directly employed staff. This is likely to affect services provided directly to the public as well as support services.

5. Where Do We Want to Be?

The foregoing analysis of corporate and service objectives and external/internal drivers for change have identified a number of recurring themes, which need addressing from a people management perspective. These issues have been classified into the five themes of the Pay and Workforce Strategy and additional one in relation to Employee Relations and Communication, which will form the focus of people management within the Council.

These are:

- Developing leadership capacity
- Developing workforce skills and capability
- Developing the Organisation
- Developing resourcing by effective recruitment and retention
- Developing pay reward
- Developing employee relations and communication

Developing Leadership Capacity

Objectives

- To ensure consistency and proficiency in management behaviour by developing a competency framework which identifies core management competencies at different levels within Bassetlaw District Council.
- To raise performance and skills levels and key management functions by delivering an integrated and accelerated development programme.
- Ensure all managers have the skills to manage people issues.
- To design and implement a robust performance appraisal system integrated with performance management with Bassetlaw managers.
- To develop a Councillor development programme.

Developing Workforce Skills and Capacity

Objectives

- Ensure that the process of identifying/devising a Corporate Training Plan is undertaken in the most cost effective and efficient manner.
- Ensure that the skills and capacity of employees is analysed regularly and raised to meet the future needs of the Council.
- Achieve a significant increase in the skills of front line and other operational staff.

Developing the Organisation

Objectives

- To ensure that the Organisation is structured to provide a flexible framework in which service can be best delivered by the most appropriate delivery option.
- To provide an organisation and workforce which is free of all forms of discrimination and promote the benefits of equality and diversity.
- To provide a cost effective and efficient HR service which provides value for money.

Developing Resource by Effective Recruitment and Retention

Objectives

- To recruit and retain the right staff with the right skills to deliver the Council's objectives.
- To develop an approach to recruitment which maximises efficiencies and achieves savings
- To improve the flexible movement and retention of staff during organisational change initiatives.

Developing Pay and Reward

Objective

- Ensure that pay and grading arrangements are equitable and contribute to the attraction, retention and motivation of the workforce.

Developing Employee Relations and Communication

Objective

- Provide modern employment practices and procedures, which empower managers, add value to service delivery and provide consistency and fairness in the conduct of employee relations.
- Maintain and improve a successful partnership approach to employee relations and communications.
- Maintain and improve information flow to staff on HR issues, through a variety of HR delivery methods.
- Maintain and improve regular and ongoing consultation with employee representatives.
- To recognise and celebrate the good work those employees do and the achievements they make through formal and informal mechanisms.

6. How Do We Get There?

Attached are the six specific action plans, which are designed to achieve the HR objectives stated earlier, of:

- i. Developing leadership capacity**
- ii. Developing workforce skills and capability**
- iii. Developing the Organisation**
- iv. Developing resourcing by effective recruitment and retention**
- v. Developing pay reward**
- vi. Developing employee relations and communication**

Each action plan includes the following:

- Timescale in which the action will be achieved.
- The successful criteria.
- Progress

The full plan is attached at Appendix A.

APPENDIX A - Actions Plans

i. Developing Leadership Capacity – Action Plan

Objective	Key Actions	Timescale	Progress
To ensure consistency and proficiency in management behaviour by developing a competency framework which identifies core management competencies at different levels within Bassetlaw District Council	<ul style="list-style-type: none"> Establish generic competency framework for all managers and establish the level of competency required across three levels of Senior Management Team, Middle Management; Team Leader/Supervisor 	By 28 February 2006	Competency framework established for senior managers.
	<ul style="list-style-type: none"> Procure external partner to design programme 	By 28 February 2006	External partner procured, programme designed and implemented.
	<ul style="list-style-type: none"> Consult with Unions and Managers to achieve manager 'buy in' by involvement in process 	Ongoing	Trade unions consulted and support obtained.
	<ul style="list-style-type: none"> Review job descriptions Person Specifications of Managers (In line with competency framework) 	1 January 2006 – 31 March 2006	Completed.

Objective	Key Actions	Timescale	Progress
	<ul style="list-style-type: none"> Re-issue job descriptions with the levels of competencies required 	By March 2006	Completed.
To raise performance and skill levels in key management functions by delivering an integrated and accelerated development programme	<ul style="list-style-type: none"> Deliver compulsory programme to Chief Executive and Senior Managers 	Completed by 31 March 2007	Currently being delivered by Greengage Consultancy.
	<ul style="list-style-type: none"> Deliver compulsory programme to 36 Principal Officers linked to existing Management Development Programme 	Completed by 31 December 2006	2 of the 3 tranches have been completed. The third is in progress.
	<ul style="list-style-type: none"> Deliver compulsory programme to approximately 30 Team Leaders/ Supervisors 	Completed by 30 September 2007	To be delivered following Service Reviews.
Ensure that all managers have the skills to manage the people issues	<ul style="list-style-type: none"> Design and deliver Key People Skills module on: recruitment and selection; redeployment; appraisal; dealing with discipline and poor performance; and managing sickness absence 	Completed by 31 December 2007	In progress.
To design and implement a robust	<ul style="list-style-type: none"> Benchmark best practice 	Completed by 31 March 2005	Completed.

Objective	Key Actions	Timescale	Progress
performance appraisal system integrated with performance management for "Bassetlaw Managers"	<ul style="list-style-type: none"> • Write draft and consult with key stakeholders 	Completed by 1 April – 31 May 2006	Completed.
	<ul style="list-style-type: none"> • Pilot system with senior managers 	May 2006 – May 2007	Completed.
	<ul style="list-style-type: none"> • Roll-out to rest of organisation 	May/April 2007 onwards	Completed.
To develop a Councillor Development programme	Work with Leader and Cabinet to establish key training needs and method of delivery	31 December 2006	Revised programme to be implemented by 31 March 2008.

ii. **Developing Workforce Skills and Capability – Action Plan**

Objective	Key Actions	Timescale	Progress
Ensure that the process of identifying/devising a Corporate Training Plan is undertaken in the most cost effective and efficient manner.	<ul style="list-style-type: none"> • Ensure all appraisal interviews are undertaken 	By 31 December 2005	Completed.
	<ul style="list-style-type: none"> • Agree corporate training plan and budget 	By 28 February 2006	Completed.
	<ul style="list-style-type: none"> • Concurrently review and recommend improvements to appraisal and allocation of training process 	By 28 February 2006	Completed.
	<ul style="list-style-type: none"> • Establish and implement revised evaluation of training system 	By June 2006	Completed.
	<ul style="list-style-type: none"> • Ensure the retention of the Investors In People Standard 	By June 2006	Completed with improved rated.
	<ul style="list-style-type: none"> • To work with organisations to maximise the use of external funding streams 	On-going	On-going.
	<ul style="list-style-type: none"> • Develop the use of e-learning interactive learning packages 	On-going	E-learning on equality and diversity awareness introduced. E-induction planned for 31 March 2008.
Ensure that the skills and capacity of employees is analysed regularly and raised to meet the future needs of the Council.	<ul style="list-style-type: none"> • Review initial base line data on current skills levels of workforce. • Identify skills gap • Update Workforce Development Plan 	By 28 February 2006	Workforce Skills Audits undertaken as part of Service Planning Process. Outcomes included in 2007/08 training plan.
	<ul style="list-style-type: none"> • Develop a succession planning programme 	31 December 2006	Not completed and planned for 2008.

Objective	Key Actions	Timescale	Progress
Achieve a significant increase in the skills of front line and other operational staff	<ul style="list-style-type: none"> Develop proposals for a skills pathway approach for frontline operational staff to raise levels of performance, multi skilling and provide career opportunities 	31 July 2006	Skills Pathway introduced for Planning staff.
	<ul style="list-style-type: none"> Enhance the role of Trade Union Learning A1 Representatives/Champions through training, publicity and recruitment drives 	By 31 December 2007	Not yet completed. Discussions still taking place with Trade Unions.
	<ul style="list-style-type: none"> Commit to and achieve Local Government Skills for Life Standard to increase basic numeracy and literacy and ICT skills in the organisation 	31 December 2007	Commitment in place.
	<ul style="list-style-type: none"> Implement Customer Care training programme for all staff 	31 December 2006	Completed.
	<ul style="list-style-type: none"> Implement Equality Awareness training programme for all staff 	31 December 2006	Completed.

iii. Developing the Organisation – Action Plan

Objective	Key Actions	Timescale	Progress
To ensure that the organisation is structured to provide a flexible framework in which services can be best delivered by the most appropriate delivery option	<ul style="list-style-type: none"> Assist the implementation of the Management review 	By 31 December 2006	Senior management review completed and implemented. Middle manager posts currently being reviewed as part of Service Review and job evaluation process.
	<ul style="list-style-type: none"> Review and re-design middle Managers posts to develop operational role and enable strategic focus for senior posts to which they report 	By 31 May 2006	
	<ul style="list-style-type: none"> Review job descriptions of all other posts to ensure they meet the needs of the Council in conjunction with the job evaluation exercise 	Completed by 31 March 2007	All job descriptions reviewed. Currently subject to further ongoing review as of Moderation of all posts job evaluated.
	<ul style="list-style-type: none"> Revise and develop Work Life Balance Strategy and Action Plan 	31 July 2007	Revised flexi-time scheme implemented. Strategy and Action Plan to be incorporated into draft People Strategy 2008.
	<ul style="list-style-type: none"> Pilot and implement at least one flexible working model in each service e.g. homeworking and HR annualised hours 	31 December 2007	Flexible working policy implemented. Pilot study of Mobile Working to commence 1 April 2008.
Provide an organisation and workforce which is free from all forms of discrimination and promote the benefits of equality and diversity	<ul style="list-style-type: none"> Implement HR actions in Race Equality Scheme Action Plan and Equality Policy Action Plan 	Continuous up to 31 December 2007	Implemented and on-going.

Objective	Key Actions	Timescale	Progress
Provide a cost-effective and efficient HR service which provides value for money	<ul style="list-style-type: none"> • Agree Service Level Agreement with A1 Housing 	By 1 April 2006	Service Level Agreement in place.
	<ul style="list-style-type: none"> • Introduce a scorecard of local performance indicators which measure the performance of HR activities 	By 31 December 2006	Local performance indicators introduced.
	<ul style="list-style-type: none"> • Continue to benchmark the HR service in relation to cost and performance 	On-going	Benchmarking undertaken via CIPFA Benchmarking Family group.
	<ul style="list-style-type: none"> • Explore partnership arrangements with public and private sector savings & efficiencies 	Each year	HR Partnership Group established with Newark and Sherwood District Council and East Lindsey District Council.
	<ul style="list-style-type: none"> • Deliver at least 2½% Gershon saving efficiencies 	Each year	Saving achieved via contribution in reduction in sickness figures.

iv. **Developing Resourcing, by Effective Recruitment and Retention – Action Plan**

Objective	Key Actions	Timescale	Progress
To recruit and retain the right staff with the right skills to deliver the Council's objectives	<ul style="list-style-type: none"> Design and implement a new visual look to all recruitment advertisements with an identifiable 'employer brand', raising the profile of Bassetlaw District Council 	By July 2006	Implemented 'Blossom in Bassetlaw' employer brand.
	<ul style="list-style-type: none"> Re-design application form and standardised application pack 	By Sept 2006	Completed.
	<ul style="list-style-type: none"> Re-design Contracts of Employment 	By December 2007	Completed.
	<ul style="list-style-type: none"> Review Code of Practice for recruitment and selection 	By December 2006	Completed.

Objective	Key Actions	Timescale	Progress
Develop an approach to recruitment which maximises efficiencies and achieves savings	<ul style="list-style-type: none"> Market test advertising arrangements with Notts County Council advertising agency to ensure best value and efficiency savings and appropriate discounts 	By March 2007	Arrangements reviewed and contracts with Notts County Council retained. Further testing currently being undertaken with Pearsons Advertising and Jobsgopublicto develop a recruitment portal.
	<ul style="list-style-type: none"> Attend Careers Fairs at local schools to encourage applications from younger people 	On-going	On-going.
	<ul style="list-style-type: none"> Develop solutions for dealing with hard to fill posts and skills shortages by introducing skills pathways for planners, environmental health officers and accountants 	By July 2006	Skills Pathway for Planning Service implemented.

Objective	Key Actions	Timescale	Progress
	<ul style="list-style-type: none"> • Develop and implement online recruitment service in conjunction with external partners to:- <ul style="list-style-type: none"> - put adverts and recruitment packs on Bassetlaw website and linked to other sites such as Jobsgopublic, Sector 1, Monster and specialist equalities websites - allow for electronic enquiries and – applications - the creation of a “talent pool” for employees wishing to register interest in working for the Council - signposting adverts directing candidates to websites - introduce improvements to response handling to candidates media selection - achieve ‘Gershon’ savings in advertising costs 	By December 2006	All implemented, with the exception of a ‘talent pool’ which is now being explored as a wider Regional initiative.
To improve the flexible movement and retention of staff during organisational change initiatives	<ul style="list-style-type: none"> • Ensure exit interviews are undertaken for all staff leaving the organisation 	By December 2006	On-going.

v. **Developing Pay and Reward – Action Plan**

Objective	Key Actions	Timescale	Progress
Ensure that pay and grading arrangements are equitable and contribute to the attraction retention and motivated performance of the workforce	<ul style="list-style-type: none"> Undertake equal pay review by job evaluation process, involving the following:- 		
	Stage One		
	<ul style="list-style-type: none"> Scope out draft outline project plan 	Sept 2005	Completed.
	<ul style="list-style-type: none"> Clarify resources for delivering the project 	Sept 2005	Completed.
	<ul style="list-style-type: none"> Finalise detailed project plan 	Sept 2005	Completed.
	<ul style="list-style-type: none"> Collect structure charts, details of career grades and identify job families 	Sept 2005	Completed.
	<ul style="list-style-type: none"> Identify all posts for evaluation (estimated to be approximately 300-350) and select posts for benchmarking 	Sept 2005	Completed.
	<ul style="list-style-type: none"> 15 briefings for employees, senior managers, Steering Group and Councillors 	Sept 2005	Completed.
	<ul style="list-style-type: none"> Training for Job Analysts, Evaluation Panelists and Steering Group Members 	September 2005	Completed.
<ul style="list-style-type: none"> Analysis interviews and completion and job descriptions questionnaire by consultants for benchmark posts developing draft local conventions as they work 	Sept/Oct 2005	Completed.	

Objective	Key Actions	Timescale	Progress	
	<ul style="list-style-type: none"> Evaluation benchmark posts of evaluation Panel with consultant 	Sept/Oct 2005	Completed.	
	<ul style="list-style-type: none"> Analyse results of benchmarking 	November 2005	Completed.	
	<ul style="list-style-type: none"> Steering Group to receive review and approve results of benchmark evaluations, including agreeing protocols for remainder of evaluations 	November 2005	Completed.	
	<ul style="list-style-type: none"> Report to JEC and Cabinet on benchmarking exercise 	By February 2006	Completed.	
	<ul style="list-style-type: none"> Moratorium on regradings until project complete 	By October 2005	Completed.	
	Stage Two			
	<ul style="list-style-type: none"> Analysis interviews for remaining jobs and completion of JDQs 	By Sept 2006	Completed.	
	<ul style="list-style-type: none"> Evaluate posts 	By Sept 2006	Completed.	
	<ul style="list-style-type: none"> Analyse results 	By Sept 2006	Completed.	
	<ul style="list-style-type: none"> Quality check evaluations for quality check 	By Sept 2006	Moderation process revealed remedial action which needed to be addressed before project could be advanced further. Action plan revised as follows:	
	<ul style="list-style-type: none"> Complete moderation process (carry out equal pay audit), agree appeals process and communicate outcomes to employees 	March 2008		
	Stage Three			

Objective	Key Actions	Timescale	Progress
	<ul style="list-style-type: none"> • Develop new pay policy options 	May 2008	
	<ul style="list-style-type: none"> • Negotiate and develop new pay policy 	August 2008	
	<ul style="list-style-type: none"> • Implement new pay and grading structure 	December 2008	

vi. **Developing Employee Relations and Communication – Action Plan**

Objective	Key Actions	Timescale	Progress
Provide modern employment practices and procedures which empower managers; add value to service delivery; and provide consistency and fairness in the conduct of employee relations	<ul style="list-style-type: none"> • Review, revise, negotiate and implement amendments to the following key HR policies: <ul style="list-style-type: none"> - Redeployment - Early Retirement - Organisational Review - Stress Management - Code of conduct - Managing Attendance 	1 Jan – 31 Dec 2006	Review of policies undertaken resulting in revised policies in respect of: <ul style="list-style-type: none"> • Recruitment and Selection • Organisational Change • Harassment and Bullying • Flexible working and flexi-time
	<ul style="list-style-type: none"> • Implement Corporate Health and Fitness Scheme 	By 31 Dec 2006	Completed.
Maintain and improve a successful partnership approach to employee relations and communication	<ul style="list-style-type: none"> • Analyse responses from Employee Attitude Survey and implement improvement initiatives 	1 Jan – 30 June 2006	Completed.
	<ul style="list-style-type: none"> • Conduct 2nd Employee survey 	31 July – 31 Dec 2006	Completed.
Maintain and improve information flow to staff on HR issues through a variety of HR issues	<ul style="list-style-type: none"> • Revamp HR website and provide regular updates, with interactive feedback 	Completed by Dec 2006	To be re-launched December 2007.
	<ul style="list-style-type: none"> • Provide 6 monthly HR bulletins to staff 	Commenced by December 2006	To be re-launched December 2007.

Objective	Key Actions	Timescale	Progress
Maintain and improve regular and on-going consultation with employee representatives	<ul style="list-style-type: none"> • Minimum of 6 meetings of JEC each year 	1 Jan 2006 – 31 Dec 2007	Undertaken.
To recognise and celebrate the good work that employees do and the achievements they make through formal and informal mechanisms	Introduce Employee Recognition Scheme	By Dec 2007	To be introduced in 2008.