I am very proud to be the council's Chief Executive and to lead a workforce with such a diverse range of skills and experience who deliver such important services to Hertfordshire citizens every day. Developing our people and our organisation is an integral part of our strategic approach, particularly at a time of increasing demand for our services and a backdrop of high employment levels in the county.

We need to be regarded as an employer that offers interesting and worthwhile work, that respects and develops its workforce and offers a fair, transparent and competitive pay and reward package. That is what being an employer of choice means to me and attracting, retaining and developing talented people is essential to achieving it.

This People Strategy sets out our strategic priorities for achieving this aim, both organisationally and by department. Given how fast our environment is changing, we have to be agile and ambitious as we look to transform the way we work. Part of this includes attracting a more diverse workforce to help us do this.

Hertfordshire County Council is a great place to work, where our staff really do make a difference every day. Whether you are an existing member of staff or thinking of joining us, thank you for taking the time to consider our People Strategy.

Owen Mapley
Chief Executive Officer
Hertfordshire County Council employs over 8,000 staff providing Children’s Services, Adult Care Services, Community Protection, Environment & Infrastructure, Public Health, Resources and Libraries. In order to deliver on all of these services the Council’s Corporate Plan, entitled ‘Hertfordshire - County of Opportunity’ sets out our key priorities for the County and how we intend to deliver our vision for Hertfordshire, where residents have the opportunity to:

**Thrive**
We want every Hertfordshire resident to have the opportunity to maximise their potential and live full lives as confident citizens.

**Prosper**
We want Hertfordshire’s economy to be strong, with resilient and successful businesses that offer employment opportunities to residents, helping them to maintain a high standard of living.

**Be Healthy and Safe**
We want Hertfordshire residents to have the opportunity to live as healthy lives as possible and to live safely in their communities.

**Take Part**
We want to enable all Hertfordshire residents to make a more active contribution to their local areas, working with elected representatives and other community activists to tackle local issues and ensure that Council services are more responsive to their priorities and ambitions.

In establishing and developing its priorities, the Council always takes into account the requirements of central government and the views of its citizens, its partners and Staff. The Council is a large and complex business. With a net revenue budget of around £800m a year (excluding direct school funding), it represents just under 1.2 million residents and delivers a range of vital services through its 8,000 staff. At the forefront of the organisation are the 78 County Councillors who represent and serve the communities of Hertfordshire. Political control is currently with the Conservative Party.

**Working in Partnership**
To deliver our services every day we recognise the importance of working closely with Partners such as the NHS, Strategic Development Partnership, Local Enterprise Partnership (LEP), voluntary bodies and the ten Districts.

To support the core workforce, Hertfordshire County Council is proud to be responsible for the following traded services:

**Herts Catering Ltd (HCL)** – The vision for the organisation is to become the First Choice in Education Catering, renowned for achieving excellence in service delivery and keeping the customers at the heart of everything they do. Their Mission is to be committed to consistently delivering an exemplary service, by focusing on improving their customers’ experience.
Herts at Home – Providing the best quality care to help our customers stay independent, doing the things they want to do. Working with Hertfordshire County Council and other care providers, we aim to give residents the support they need to stay in their own home.

Herts Living Limited is a private limited company, owned by Hertfordshire County Council, established for the purposes of buying, developing and selling real estate.
To deliver the Corporate Plan we need a committed, competent and valued workforce which embeds the Council’s Values and Behaviours and Equality, Diversity and Inclusion in everything we do. The People Strategy is there to enable the Council to achieve this.

The Council is proud to support a diverse range of staff and remains ambitious for future opportunities for our staff. It is important that our People Strategy is aligned to the Corporate Plan with the same ambition for our staff as we have for our residents, namely the opportunity to Thrive, Prosper, Be Healthy and Safe and Take Part.
Operating in an ever-changing environment, the People Strategy articulates the ambition of how we want to reward, engage and develop our staff, summarising the key priorities and drivers for our workforce from 2019 – 2021 and beyond.

The People Strategy therefore focuses on the five key areas of people management which form the employee lifecycle; Joining/Working/Reward/Learning/Leaving.
PEOPLE STRATEGY DELIVERY – LINKING IN WITH:

Peer Review Challenge October 2018
The relevant actions from the Peer Review challenge in respect of our people management are:

- Adopt a collective, corporate approach to change and transformation
- Focus ‘Smart Working’ on culture and continue to deliver this at an increased pace
- Develop excellent employee brand as a means to attract and develop talent

How we will do this – Work with all managers to look out beyond their department and think more widely, about the organisational wide context of changes they are seeking to make. Arriving at an organisational first approach rather than a departmental first approach.

The organisation will continue to undertake Equalities Impact Assessment’s to inform key decisions and avoid adverse impacts. This will continue to promote staff inclusion and support them in our new way of working.

Lead the organisation by 2021 to a working environment and culture where Smart Working is simply the way we work, and staff inclusion is promoted. A place where staff feel trusted, enabled and empowered to make the right calls over the way they work.

Grow the Hertfordshire brand by focusing on increased external exposure and press coverage highlighting key success stories. Develop case studies of the ‘way I work’ on a diverse range of staff members to include – why they joined HCC, what they value most about working here and why they would recommend their job to others. Use this information both internally on the intranet and, where appropriate, on social media.
Staff Survey 2018
The staff survey was conducted in November 2018 and received a 53% response rate. The survey very encouragingly evidenced that 90% of the respondents understand that their job makes a difference to Hertfordshire. Engagement levels were also up from 67% to 69% from the previous survey which was conducted in 2016.

Top three themes to focus on:

- Information and Technology
- Staff Wellbeing
- Work Environment and Facilities

Organisational and departmental wide action plans have been produced and are available on the intranet.
PEOPLE STRATEGY DELIVERY – STRONGER BY THE SUM OF OUR PARTS:

Managers and staff
The People Strategy can only be fully realised with full buy in and ownership of managers and all staff. The key part managers and staff can play is helping with the overall HCC ambition to modernise and simplify the processes and work that we do to aid productivity and the best use of resources. The organisation values diversity in its decision making, ensuring all staff are engaged from the outset.

How we will do this - The People Strategy will inform employee engagement and the decisions we make about our future workforce planning.

Resources Directorate
To be fully realised, the People Strategy has a number of key internal dependencies summarised as: managed service contracts, finance, information technology and systems alongside the Smart Working Programme, Intelligence Team, Equalities Team and Project and Programme management. These internal dependencies will be integral to the People Strategy from concept of ideas and projects through to delivery and implementation.

How we will do this - The People Strategy will be integrated into other key organisational ambitions and the overall transformation plan. The visions of these major organisational change projects are set out below (page 8).

Service Delivery
The People Strategy sits alongside the strategic objectives of the services to help them meet increased demand, key challenges and priorities.

How we will do this - To ensure this joint working is achieved, service boards have been involved in forming and shaping the aims and objectives of the People Strategy. This engagement will continue as the People Strategy is implemented.

External Partners
The Council prides itself on strong external partnership working, demonstrated through close liaison with the Local Enterprise Partnership, the Hertfordshire Apprenticeship Alliance and Partnerships, Districts, Community Groups and recognised Unions. These relationships are key to ensuring we have the skills and knowledge to deliver the People Strategy.

The external context, ranging from Brexit, advances in automation to employment law changes through to economic factors will be considered as the People Strategy evolves.

How we will do this - The People Strategy will be shared with District Councils, the Local Enterprise Partnerships, Police and Crime Commissioner and the Regional Government Association and the recognised Unions to ensure these key partners are aware of our aims and ambitions in respect of the management of our people.
Programme of Transformation at HCC
Following on from the Peer Review in late 2018 which deemed HCC to be a ‘Rock Solid’ council, there is continued pressure to re-visit, review and reshape how the council ‘does business’ and how it provides and delivers services to the residents of Hertfordshire. To ensure that this ever-changing requirement evolves, the council has embarked on a council-wide Transformation Programme, that will look to deliver more efficient services, increased flexibility of working for staff and a longer-term cost reduction across the authority.

What is the Transformation Programme? Spanning across all services within the council, the programme ties together all major ‘change’ initiatives that are looking to transform how the council works and delivers services. Whether this is reviewing a service, how systems support delivery or how staff are able to conduct their jobs in a more effective and flexible manner, the council will rely on all of these elements and subsequent programmes being delivered to ensure that it remains ‘rock solid’ now and into the future.

In the context of this strategy there is a clear ambition to have a more efficient workforce by providing staff with better tools, more flexible working environments and to develop the skills that are required in an ever-changing world.

Whilst the programme includes a number of projects and initiatives, each with their own delivery deadlines, transformation is ongoing and the programme will look to set up future stages of review, including our workforce.

There are many projects and programmes already in flight with compelling business cases contributing to these aims, and many others we still need to initiate at the right time.
The scope of Transformation is wide ranging but as an example is expected to include:

- Initiatives to improve staff productivity through tools, automation, skills, culture, role design and evaluation.

- Modernisation of Council workplaces to allow a reduction in fixed office accommodation costs, considering the needs of our staff and service users.

- Big service led programmes such as ACS Connect, Special Educational Needs (SEN) transformation, Total Transport to name a few. These programmes will force us to fundamentally challenge and improve how services are delivered.

All initiatives in scope will come together as a portfolio of change allowing progress to be tracked and monetary benefits to be factored into the IP process.
The summary of the People Strategy priorities are set out below based on the five areas of the employee life cycle:

**Joining**
In a highly competitive job market place, against the backdrop of increased demand on services and less resource, it is vital that the Council is an employer of choice and builds a sustainable and inspired workforce by:

- Recruiting a diverse and competent workforce whose values and behaviours align with those of the Council
- Valuing and listening to staff, offering a flexible work life balance
- Committing to recruit directly employed staff and at the same time recognise and value our contingent temporary workforce
- Upholding high standards relating to safe and compliant recruitment working with the Disclosure and Barring Service and relevant government agencies
- Committing to use innovative and cost-effective methods to attract staff
- Identifying future skill shortages and developing our own candidate pipelines and through increased use of the Apprenticeship Levy
- Increasing the use of digital technology/social media to continue to simplify and improve the candidate experience

**Working**
To create a committed, resilient, diverse and flexible workforce it is essential that colleagues are engaged, and listened to, and know at every level how they are contributing and why it matters, with a flexible approach that helps meet organisational priorities. We will look to shape the future workforce using SMART as a key enabler to the way we work. The Council aims to achieve this by providing a working environment where staff can:
• They can be healthy and safe
• They have fair access to opportunities and know how to seek advice or support when needed
• We can retain the right talent and mindset, with a focus on workforce planning, managing people to best effect and developing future leaders.
• Work is driven by demand, informed by data and prioritised by need
• Work is outcome and delivery focused, linked to where resources are assigned to organisational priorities
• Good employee relations and engagement are encouraged through openness and integrity.
• The workforce is flexible, with staff having core transferable skills which enables movement and career development across the organisation (linked to Job Families)
• We support wellbeing initiatives for staff

Learning
Knowledge, skills and behaviour are key to developing a competent and productive workforce, and the Council is committed to working closely with the Local Enterprise Partnership, learning providers and core services, to develop the workforce to continuously seek new learning and development and create a “hive of knowledge” environment. In particular this will be achieved through;

• Undertaking learning and development on the basis of the model 70/20/10 (where the majority of learning takes place on the job, supported by informal and formal learning opportunities) in a manner and at a time of their choice that utilises a blended approach to learning
• Learning is relevant to organisational need and with flexibility to assign resources to meet need
• Fair and equitable access to opportunities where all colleagues at every level can take part
• Continuous improvement and assessment of impact
• Creating and contributing to a shared knowledge environment
• Education and apprenticeships
• A continued focus on diverse Leadership Development

Further reference is made below to the organisational Learning and Development Strategy

Reward
The Council are committed to ensuring that staff are rewarded fairly and feel their work is valued and they are motivated to maintain or improve their commitment to the organisation and prosper. This will be informed by working with our diverse range of staff groups, and achieved through:

• A full review of the existing pay and reward structures (as part of the transformation) to ensure the approach to reward is:
  o Fair and transparent
  o Sustainable
  o Market relevant
Understood by the workforce, in an environment where they can prosper

- Simplified by the concept of generic job roles / job grouping (job families) to enable a more flexible and agile workforce

- Continued development of a competitive reward package – by celebrating successes in the organisation

**Leaving**

The Council aims to retain its staff and ensure that they are engaged and productive. However, it also acknowledges that in the constantly changing job market, movement of the workforce is inevitable and so welcomes any new opportunities that this creates. The Council will ensure that those leaving the organisation will be treated fairly and that staff turnover is monitored. This will be achieved through:

- Retention through reward and development opportunities
- Succession planning
- Retirement opportunities and advice and support
- Fair and transparent processes
- Continued efforts to assess and analyse why people leave the organisation

**Context of terms and conditions of employment that apply to the Workforce**

- Green Book (National Joint Council (NJC) for Local Government Workers) – Those operating within Local Government, unless employed on specialist terms for their role as outlined below
- Senior Managers – Locally Agreed Terms and Conditions
- Grey Book – Operational Firefighters
- Pink Book (Joint National Council (JNC) /Youth and Community Workers) – Youth Work professionals within Children’s Services
- Soulbury – Educational Improvement Professionals and Educational Psychologists
- Hertfordshire Music Service – Music Teachers
- NHS Consultants – Consultants in the Public Health Department
- NHS Agenda for Change – Includes Nurses and other medical professionals

**Working in partnership with all recognised Unions and relevant boards and committees**

The People Strategy will be delivered in close liaison with Unions and the Equality & Diversity Board. This partnership approach will ensure users help to form the outputs and deliverables.

**Equality and Diversity**

We know that a diverse workforce representative of the people of Hertfordshire helps to promote the council as an employer of choice and deliver services that meet the needs of citizens across the county. Our Putting People First policy supports the People Strategy and sets out the council’s commitment to equality and diversity in employment. Our annual workforce report provides an overview of our key workforce issues and what is being done to address them.
**Implementation of the People Strategy**

To support accountability and delivery of the People Strategy, all key deliverables will be based on these five key principles:

1) Designed with the user in mind. To address this individual departmental people strategies and priorities are included within the overall strategy (see pages 18 – 46)
2) Robust research, evidence and user engagement is conducted before moving to a solution
3) Aligned to the aims of the People Strategy
4) Aligned to the Transformation Programme
5) Appropriate governance, project management and engagement will be in place

**Monitor and Review**

The People Strategy will undergo an annual review led by the HR Senior Management team, in liaison and consultation with services, to include customer feedback and consider external factors, organisational priorities and continuous improvement.
Hertfordshire County Council’s Learning and Development Strategy

HCC is committed to providing excellent services to our customers and the people of Hertfordshire. Our people’s knowledge, skills and behaviour is key to meeting this commitment.

The staff survey 2018 evidenced that 70% of respondents either agreed or strongly agreed that I have the tools I need to be productive ….. Right training and skills leaving 30% either neutral or disagreeing. To ensure we attract and maintain a skilled workforce learning and development becomes increasingly important.
Creating a continuous learning environment

Work, roles and the skills required to do them are evolving at pace and the Local Enterprise Partnership (LEP) defines the ‘Fourth Industrial Revolution’. We need to rapidly deploy learning to meet the demands and challenges we face.

Equally, we have a vision that all HCC staff feel that they are working in, and contributing to, a continuous learning environment. By this we mean staff are equipped to do their job and developing new skills to help take HCC and themselves forward in an environment of continuous improvement. In this environment the priority will be for staff to “own” much more of the learning. To support this, we will change our delivery methods as technology and practices evolve to ensure that access is fair and equitable and wherever possible, barriers to learning are removed.

Our ambition will only be fully realised if all staff and their managers view learning as important. Transformation plans will put skills and learning as a priority enabler to ensure organisational aims and ambitions are realistic and met. To achieve this, skills reviews and conversations will form a key part of the annual performance and development interaction between managers and staff. As part of Transformation the skills and learning and development offer will be strengthened, more engaging and easier to participate in.

How we will deliver our ambition of a continuous learning environment

We will deliver our learning in partnership with relevant teams internally, as well as our partners in Hertfordshire and beyond. To meet the needs described above, our learning and development will:

- Engage with an exciting, innovative, new learning and development provider during 2019 to refresh the offer and engage our staff with it
- Review all job roles as part of Transformation, bringing about a new approach to performance and development to include learning conversations where continuous development happens naturally
- Expect our leaders to contribute to wider organisational projects as a development opportunity

Key Areas of Focus for 2019-2020

We will identify skills gaps and/or future requirements drawn from Strategic Workforce Planning with a particular focus on:

- **Apprenticeships** – we will partner with the business to match their workforce needs with relevant apprenticeship standards, influencing the market where possible and appropriate
- **Partnerships** – proactively look to work with partners to design and join up learning offers

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• **Building a continuous development culture** – support a culture of self-led learning utilising coaching, digital platforms and sharing of best practice and innovation to create learning that is available (where possible) on demand, and is as accessible as possible.

• **Leadership development** – continue to update the Learning Core Offer on iLearn+ to make more leadership development resources available to more people via our Leadership Development pathway. In addition, continue to evolve our New Horizons Leadership programme to meet changing needs.

• **Value for money** – to ensure we are clearer about the return on investment/expectation that learning and development is bringing to HCC, with a focus on non-mandatory training.

**Hertfordshire Skills Strategy**

Working to complement the [Hertfordshire Skills Strategy](#), which is a strategy to ‘Release our potential’ co-hosted by the Hertfordshire Local Enterprise Partnership (LEP) there is a commitment to work with the LEP to identify skills shortages and work together to address them in a proactive way.

The People Strategy makes clear the importance of developing and sustaining a skilled workforce and to foster a culture of learning. To ensure the right skills and pipelines are being developed HCC works closely with key partners such as the Local Enterprise Partnership (LEP), NHS and providers.

Leader of the Council, David Williams’ quote in the LEP Skills Strategy makes clear the role learning has in Hertfordshire’s competitive advantage:

> The strategy makes clear our approach, and commitment, of how we will grow and develop our workforce to support a strong economy within which businesses can thrive, whilst enabling all residents of Hertfordshire to maximise their own individual potential and share in Hertfordshire’s prosperity.
# People Strategy/Workforce Plans by Directorate 2019/2020

<table>
<thead>
<tr>
<th>1) Adult Care Services</th>
<th>19</th>
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<tr>
<td>2) Children’s Services</td>
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<tr>
<td>3) Community Protection</td>
<td>29</td>
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<tr>
<td>4) Environment and Infrastructure</td>
<td>35</td>
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<td>5) Public Health</td>
<td>39</td>
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<td>6) Resources</td>
<td>44</td>
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Adult Care Services

Adult Care Services Department – April 2019 – March 2020

Department Overview:

The future direction for Adult Care Services (ACS) is within the overall context of a county council which is committed to fostering healthy and vibrant communities. Their starting point is to delay, minimise or prevent the need for adult social care altogether.

Alongside their partners, they work to create a county where people lead healthy, purposeful, self-supporting lives, and so help to prevent and reduce care and support needs.

Their vision for people who need care and support is that they will have the same opportunities for a good quality of life as people who do not. They offer services to maximise independence and support freedom to choose, helping people at risk be safe. All care and support is personalised to the individual and directed by them over their life. It is based on their own strengths and their connections with family, communities and professionals.

Service Priorities for the next 3 years:

1. **Information and Advice**
   To ensure that residents have the information they need, when they need it and in a way that works best for them, in order for them to stay well and independent for longer.

2. **Connected Communities**
   To connect people to sources of support in their own personal networks and local communities, helping them overcome loneliness and isolation.

3. **Valuing Independence**
   To work on services that prevent future need and help people get back on their feet as quickly as possible after illness.
4. **Caring Well**
   To deliver services that are: personalised, of good quality, that address people’s wellbeing and keeps them safe and resilient and aim to join-up around an individual’s needs and those of their carers.

**Areas of compliance:**
- Care Act (2014)
- Mental Health Act (2007)
- Mental Capacity Act (2005)
- Care Quality Commission (CQC)
- Department of Health and Social Care
- Health and Care Professions Council (HCPC)

**People Challenges and Shape of the Workforce over the next 3 years:**

1. **Attraction and Recruitment**

   One of the key drivers for ACS recruitment strategy going forward is the **projected increase in the older people population**. The population of people aged 65 years and over is projected to increase by 36% from 2016 to 2030. This will mean an increase in demand for services both in terms of volume and complexity. The department recognises that its **workforce will need to grow or work differently** in response to this and they anticipate a year on year increase of approximately 4% for key roles. Attracting experienced Social Workers, Occupational Therapists and Nurses is a challenge due to a competitive employment market, a shortage of skills, cost of housing in Hertfordshire and proximity to London. We are therefore looking to build on our attraction and recruitment strategy so that we offer a flexible and competitive employment and reward package, we reach out to potential candidates via optimising social and digital media channels and we develop our own pipeline of future qualified workers via the new apprenticeship schemes.

2. **Retention and Engagement**

   As well as aiming to attract and recruit the best talent, ACS want to pay equal attention to positively engaging with our workforce so that they feel valued, perform their best to deliver better outcomes for our service users, and want to stay working for us. Our turnover data suggests that **we struggle to retain staff in certain locations** and **we lose a high number of staff during their first two years of working for us.** We want to address this by analysing the workforce data further and talking to our staff so that we understand what the experience of our staff is and how we can improve this. By reviewing our reward package to ensure it is competitive and addresses local market forces, we can help to improve retention in these areas. By providing **good career development opportunities** we can demonstrate our desire to invest in the development of our staff which ultimately will result in a better quality of practice delivered to our service users. In addition, we want to provide opportunities and channels for **staff to provide feedback and input into changes that affect them** as well as contribute ideas for service
improvements.

3. Personal and Practice Development

ACS has recently introduced Connected Lives - a new model for delivery of the Care Act – and this will be reflected in all aspects of their learning and development programmes. We will provide a range of quality assured learning delivered in a variety of ways to ensure we have a workforce that is capable, confident and able to deliver better outcomes for people. Our blended approach to learning will include eLearning modules and self-directed learning resources through to training and degree apprenticeships all with a clear focus on the development of social care practice skills. The establishment of the Hertfordshire Teaching Partnership will provide opportunities to work alongside colleagues from across health and social care, as well as higher education establishments to design and deliver innovative and challenging programmes of continuous professional development.

4. Leadership Development

Delivering Social Care has never been more challenging. Increasing demand, reduced budgets and ever greater public expectation exert enormous pressure upon the workforce who, are in turn expected to balance these competing forces whilst ensuring the best possible outcomes for people. Essential to achieving this balance is effective, inspirational and accountable leadership at all levels. This means each of us taking personal responsibility for leading ourselves, our colleagues and our profession. We also need to recognise the very particular challenges of leading within the context of social care and the consequences of not getting this right. ACS’ aim is to design a programme of leadership development which supports self-leadership, leading in social care, talent development and succession planning for key roles.

5. Culture and Communication

Our organisational culture is the essence of who we are; it reflects our values, beliefs, behaviours and attitudes. It is therefore critical that we get it right and communicate it clearly. A positive culture supports attraction and retention, impacts on workforce satisfaction, improves performance and, in doing so, underpins all elements of our organisation. ACS’ aim is to continue to develop as a learning organisation, to facilitate engagement and communication and support initiatives aimed at affecting change and service development.
<table>
<thead>
<tr>
<th>Joining</th>
<th>We will:</th>
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<tr>
<td></td>
<td>• Offer a modern, flexible and attractive employment offer</td>
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<td></td>
<td>• Reach out to a diverse range of candidates by optimising social and digital media channels</td>
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<td></td>
<td>• Select candidates with the right values as well as the right skills and experience</td>
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<td></td>
<td>• Create a diverse workforce that reflects the community it serves</td>
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<td></td>
<td>• Develop an integrated approach with Health partners to recruitment and promotion of careers in health and social care</td>
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<td></td>
<td>• Grow our own pipeline of future Social Workers, Occupational Therapists, Nurses</td>
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<tr>
<th>Working</th>
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<tr>
<td></td>
<td>• Ensure staff feel supported by a range of staff wellbeing initiatives</td>
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<td></td>
<td>• Review our career progression pathways so they are clear and easy to navigate</td>
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<td></td>
<td>• Make improvements to staff experiences by proactively seeking their views and responding to them</td>
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<td></td>
<td>• Ensure staff feel able to contribute to changes that affect them</td>
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<tr>
<td></td>
<td>• Continue to improve work life balance and Smart Working opportunities</td>
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<td></td>
<td>• Actively support the development of a resilient workforce</td>
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<td></td>
<td>• Encourage a culture of co-production, partnership and integrated working</td>
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<th>Learning</th>
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<tr>
<td></td>
<td>• Ensure staff have the right knowledge, skills, capability and behaviours to deliver the requirements of the Care Act through our Connected Lives model</td>
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<td></td>
<td>• Establish positive integrated partnerships internally and externally to deliver excellence in social care education and specialist learning</td>
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<td></td>
<td>• Implement an ‘Apprenticeships First’ approach to all relevant job roles</td>
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<tr>
<td></td>
<td>• Make best use of the HCC Social Care Teaching Partnership</td>
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<td></td>
<td>• Ensure quality standards via robust evaluation</td>
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<th>Reward</th>
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<tr>
<td></td>
<td>• Continue to benchmark salaries for key roles to ensure our reward package is competitive and attractive</td>
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<td></td>
<td>• Build on existing initiatives to ensure that staff feel recognised and achievements are celebrated, encouraging teams to find their own ways to celebrate success</td>
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<tr>
<td></td>
<td>• Simplify career progression schemes to make processes easier to navigate whilst ensuring equality of opportunity for all</td>
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We will:

- Carry out exit interviews for hard to fill roles to understand why people leave and to inform the recruitment and retention strategy
- Put in place action plans to address areas of high turnover
- Understand and act on what our staff value about working here and what is important to them
- Proactively recognise and help resolve workplace issues so they don’t become the reason why staff leave
Brief overview/introduction of the purpose of the department:

Children’s Services vision is for Hertfordshire to give every child the opportunity to thrive in their families, in their schools and in their communities. All children and young people should enjoy a happy, healthy and safe childhood that gives them the foundations for adulthood and the opportunity to get the best out of life.

Hertfordshire’s focus is on early intervention and prevention to reduce the need for protection. Children’s Services is part of the wider Hertfordshire system working with communities, enabling them to take responsibility for their own safety and the safety of those around them.

Partnership working key to delivering the Department’s objectives—building on the strong partnership with schools to support high quality education and close the gap between disadvantaged young people and their peers; delivering multi-agency safeguarding services; supporting children’s emotional health and well-being; working with young people who may come into contact with the youth justice system.

They work in partnership with other organisations to deliver the right services at the right time to prevent problems escalating. Agencies throughout Hertfordshire are supporting self-help by sign-posting to information and services so families can access the right support as their needs arise.

Top Priorities

- High quality education & sufficient school places to meet needs
- Close the gap in educational achievement between most vulnerable children and their peers
- Transform SEND provision by providing more integrated support
- Protect children & young people from abuse & neglect
- Intervene early to address family challenges and build resilience
• Improve early access to mental health and emotional wellbeing services

Co-production in planning and service design now underpins the approach in Children’s Services. The ‘Voice of the Child’ is key in improving and developing services and the ambition is that Children and Young People (CYP) play an active role to influence the service and have the opportunity to be involved in discussions around future provision, priorities and changes to services. Children’s Services want CYP to be consulted, to be able to express their views about how well we meet their needs and be engaged in the commissioning and improvement of our services.

**Key areas of compliance:**

• Children Act 1989
• Children and Families Act 2004
• Children and Social Work Act 2017
• Education Legislation
• Crime & Disorder Act
• Department for Education (DfE)
• Ministry of Justice
• Home Office
• Health and Care Professions Council (HCPC) (including Educational Psychologists)
• Health and Social Care Exec (HSE)

**Summary of key people challenges the department faces for the year ahead:**

Children’s Services are supported by other departments within HCC and partners such as the local district and borough councils, the health service, schools, police and the voluntary and community sector. Partnership working is essential in delivering effective services to all communities across Hertfordshire. As such, the key to the strategy is in the ability to harness the efficiencies and outcomes of a multi-disciplinary skills approach to service delivery.

There are a number of shortage skills in hard to fill roles at a national level, and therefore focus remains on recruitment and retention of vital hard to fill roles such as Social Workers and Educational Psychologists.

The need for workforce planning to identify where their future workforce is coming from, including succession planning for critical and/or senior roles and diversity representing communities in Hertfordshire is a focus. It is also important for them to utilise apprenticeships and entry level roles to encourage potential staff to join Children’s Services as well as developing career pathways the current workforce.

In addition, there is a focus across the department on encouraging a culture of ‘leadership at every level’ and building staff and family resilience.
Financial pressures - an increase in demography; the improvement of health care leading to the survival rate of children with complex medical conditions; an increase in the number of children with recognized complex behavioural difficulties; and an increase in the number of children and young people affected by intergenerational and societal pressures are placing extraordinary demands on Children’s Services. As a result, they are continually searching for new and innovative ways to deliver their services.

With prevention and early help being critical in managing demand in this environment, the department are also looking more broadly at how they can make best use of technology and Smart Working.

**The shape of the workforce in the next three years:**

The national shortage of key skilled Children’s Services roles, our proximity to London, the geography of Hertfordshire and the increased demand for targeted and specialist services, means that we need an agile, flexible, efficient and productive workforce. Ability to recruit is likely to remain difficult as we move forward in 2019 and beyond. We must find new and innovative ways of resourcing and need to recruit not only for skills and experience, but shared values and behaviours which will be crucial to achieving our outcomes with our partners and communities.

The candidate experience is vital to ensuring that HCC remains competitive, ensuring that applications are reviewed and responded to quickly and fairly. The key message is that candidates have choice and if HCC wants to be included it needs to attract diverse candidates through a variety of sources, particularly social media and optimising digital opportunities, and build a relationship with active and passive candidates to stimulate interest in working for Hertfordshire. In addition the department is keen to support ways in which Hertfordshire can review our pay and reward system to stay competitive in order to attract and retain our workforce in a challenging market.

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<th>We will:</th>
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<tbody>
<tr>
<td>• Uphold high standards relating to safe and compliant recruitment practices</td>
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<td>• Increase the use of digital and other innovative ways to recruit eg Social Worker/Hard to Fill open days</td>
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<td>• Improve our ability to track success of recruitment campaigns and develop tools for pro-actively approaching potential applicants</td>
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<td>• Provide an attractive total reward offer that enables work-life balance</td>
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<tr>
<td>• Recruit a diverse workforce that reflects our communities and whose values align to those of the service</td>
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<td>• Implement an ‘Apprenticeship first’ approach for relevant roles</td>
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<td>We will:</td>
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<tr>
<td>• Identifying future skill shortages and developing our own candidate pipelines</td>
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<tr>
<td>• Continue to improve work life balance and Smart Working opportunities</td>
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<td>• Promote initiatives to encourage staff wellbeing</td>
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<td>• Seek feedback on what staff value about working for HCC</td>
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<td>• Establish a succession plan to ensure business continuity when staff in key roles leave</td>
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<tr>
<td>• Encourage a culture that promotes co-production, innovation, partnerships and integrated working</td>
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<th>We will:</th>
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<td>• Create an environment of continuous improvement and learning across partnerships</td>
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<td>• Deliver Knowledge and Skills accreditation across the service</td>
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<tr>
<td>• Continue to roll out current and new models of service delivery including Motivational Interviewing, ARC and Trauma based approaches</td>
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<tr>
<td>• Deliver and host the Step-Up regional programme</td>
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<td>• Continue to seek professional training partnerships e.g. Educational Psychologists and Front Line social work training programme</td>
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<tr>
<td>• Support development of Apprenticeship standards</td>
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<tr>
<td>• Deliver the Hertfordshire Social Care Teaching Partnership</td>
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<td>• Create opportunities for peer to peer development</td>
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<th>We will:</th>
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<td>• Undertake a review of career schemes across the department, including Social Workers and Children’s Information and Advice Officers (CIAO’s).</td>
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<tr>
<td>• Continue to provide benchmarking review and support in relation to Market Pay supplements for hard to fill key shortage roles</td>
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<tr>
<td>• Build on internal recognition initiatives so that staff are rewarded and feel valued for their contribution to the service</td>
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We will:

- Put in place action plans to address areas of high turnover
- Continue to undertake face to face exit interviews with leavers and deliver action plans to address any identified retention needs
- Understand and act on what our staff value about working for Children's Services and what is important to them
Community Protection Department - April 2019 to March 2020

Brief overview/introduction of the purpose of the department:

Our directorate (CP) comprises three key areas; Resilience, the Fire and Rescue Service, Trading Standards, the County Community Safety Unit.

By sharing data across the organisation and combining teams we are able to deliver high quality services to the residents and businesses of Hertfordshire. Senior managers and staff within CPD also lead on many issues at a national level in relation to Fire and Rescue, Trading Standards and Emergency Planning.

Key functions are: swift and effective 24/7 Emergency Response; provision of a safe and just trading environment for consumers and business; make communities safer; play a full role in preparation for and contribution to multi-agency, major incident response.

Key areas of compliance:

- The Police and Crime Act 2017
- Crime and Disorder Act 1998
- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- The Regulatory Reform (Fire safety) Order 2005
- Proceeds of Crime Act 2002
- Consumer Protection Act 1987
- Consumer Credit Act 1974

In addition Trading Standards have a statutory responsibility to enforce over 250 different pieces of legislation across a wide range of subject areas. These include:

- Age restricted products
National Picture

The National Fire Chiefs Council (NFCC) published a Fire and Rescue People Strategy 2017-22, which considers the need for workforce reform. The Strategy is a response to the national reviews, including Sir Ken Knight’s “Facing the Future” (2013) the Adrian Thomas “Independent review of conditions of Service for Fire and Rescue Staff in England (2015). The Hackett review is likely to place additional pressure on already stretched protection officers with a possible shift towards greater inspection than the current enforcement regime required

The Fire and Rescue National Framework for England and the HMICFRS both suggest the need for the Fire and Rescue Service to have a clear and transparent People Strategy, to help reform and transition Fire & Rescue Services into a 21st Century Employer. SLG (Strategic Leadership Group) are committed to undertaking this. A Project Team has been set up with a number of work streams and HR Manager as a Programme Manager. This programme of work is likely to take 3-5 years.

Within Trading Standards the prospect of Brexit creates a potentially significant impact on legislative change. This may require additional staff or different knowledge in order to support business to trade competitively and justify both within the UK and abroad.

Local Picture

Community Protection has a corporate strategy that links to the HCC Corporate Plan. Each area of the Directorate then has its own strategy which supports the overall Directorate strategy. For Fire and Rescue the key document is the Integrated Risk Management Plan (IRMP) the most recent of which was published in 2019. The initial stages of the IRMP will revolve around a period of trials and pilots where proposals and principals within the IRMP will be introduced in a ‘test phase’ from which data will be collected to either support their full implementation or suggest alternative options.
Within Trading Standards, The Chartered Trading Standards institute are currently developing a new qualification framework for the profession, this will have a big impact on trading standards with an additional significant cost on training.

Remaining with training it is no longer possible to rely, to the larger extent on firefighters gaining experience in “live situation; there are simply fewer incidents and so it will be increasingly essential to replace naturally gained experience with high quality interventions.

Specific Areas the People Strategy will focus on:

**Delivering our Services**
- Reviewing opportunities to implement innovative crewing and staffing across the directorate
- Reviewing operational roles to maximize their effectiveness
- Enhancing the capacity offered by “On Call” Firefighters
- Collaboration with partners to enhance the services provided

**Shaping the workforce**
- Looking at front-line delivery to match resources to demand and explore different crewing models
- Consider conversion to day duty roles and review officer cover
- Identifying future skill shortages and developing our own candidate pipelines, this is particularly important in specialist areas such as Protection and Trading Standards
- Consider different recruitment methods
- Consider different retention, progression and career development models

**Outstanding leadership**
- Develop current and future leaders across all aspects of the directorate - developing talent and make best use of internal and external programmes.
- Encourage effective decision making and engagement
- Implement effective coaching and mentoring schemes, including collaboration with other services
- Provide clear transparent examples of the traits and behaviours of an effective leader
- Encourage professional development via apprenticeships, including management and professional qualifications

**Workforce Development**
- Focus on Operational Competency framework in maintenance and re-validation of core operational skills
- Development digital learning resources to enable development to be self-directed and accessible to all staff.
- Emphasise the need for life-long learning and open up opportunities to support self-development

**Workforce Engagement**
• Develop different channels for communication with and informing the workforce
• Seek active engagement and encourage feedback through a number of channels
• Undertake staff surveys to assess workforce morale and identify issues that are important to our staff including measurement of wellbeing
• Develop positive relationships with staff representative bodies and staff focus groups
• Analyse data from exit interviews to inform any retention activity

Positive workforce, culture and inclusion
• Work with staff to establish cultural principles, in line with HCC values and behaviours
• Provide effective health and wellbeing support
• Embed and maintain a robust health, safety and risk management culture
• Work to eliminate bullying and harassment from the workplace, through education challenge and intervention
• Create a workplace based on respect for individuals, acceptance of difference where no one feels excluded.
• Use capacity to support early intervention work in the areas of Health and Social Care in a targeted way
• Extend the use of support roles to deliver our Fire Protection and Community Safety activities

The shape of the workforce in the next three years:
Outcomes for the People Strategy - It is hoped that this review of practices and processes will help improve the shape of the workforce, to include more females and BAME’s in post, both at entry level, management and Senior Management level.

We will:
• Consider different recruitment models
• Recruit a diverse workforce that reflects our communities and whose values align to those of the service
• Consider different progression and career development models
• Develop positive action measures
• Continue to develop and promote Apprenticeship opportunities for a range of roles
• Improve our ability to track the success of recruitment campaigns
• Reach out to candidates by optimising social and digital media channels
**We will:**

- Create a workplace based on respect for individuals
- Identifying future skill shortages and developing our own candidate pipelines
- Continue to improve work life balance and Smart Working opportunities
- Understand the diverse communities we serve including a workforce that reflects these communities
- Elimination of discrimination and inequality in all our practices, behaviours and conduct
- Continue to monitor the staff relations and employment law climate
- Take a leading role in advancing staff wellbeing with a aim to reduce sickness absence levels
- Provide support to the commercialisation agenda
- Ensure staff feel able to contribute to changes that affect them
- Encourage a culture that promotes co-production, innovation partnership and integrated working
- Seek to enable all staff to have access to online technology

**Leadership Development – we will:**

- Introduce the Inspiring Leadership Programme.
- Encourage effective decision making and engagement.
- Implement effective coaching and mentoring schemes.
- Provide clear transparent examples of the traits and behaviours of an effective leader.
- Use the Apprenticeship levy effectively.
- Create a Succession Plan to ensure business continuity when staff leave key roles.

**Workforce Development – we will:**

- Continue to maintain Operational Competency framework and re-validation of core operational skills.
- Develop digital learning resources to enable development to be self-directed and accessible to all staff.
- Emphasise the need for life-long learning and open up opportunities to support self-development.
- Commit to the development of skills through promotion of apprenticeship opportunities.
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<td>• Ensure that continued support is provided through periods of change and in major budgetary</td>
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<td>processes, such as implementation of National Pay</td>
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<td>• Continue to work with Pension providers to improve customer journey</td>
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<td>• Build on existing initiatives to ensure that staff feel recognised and achievements are</td>
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<td>celebrated</td>
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<td>• Create a clear and transparent career progression model</td>
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<td>• Continue to benchmark salaries for key roles to ensure our reward package is</td>
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<tr>
<td>• Understand and act on what our staff value about working here and what is important to</td>
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<td>them</td>
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<td>• Proactively recognise and help resolve workplace issues so they don’t become the reason</td>
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<td>why staff leave</td>
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Brief overview/introduction of the purpose of the department:

The work of the Environment and Infrastructure Department touches the lives of everyone who lives in, works in and visits Hertfordshire. The department works closely with partners (including WSP, Arup, Ringway and Amey) to deliver services such as Waste Management, Highways, Transport and Development Management to ensure the wellbeing of our residents and businesses.

Some of the key statutory roles and responsibilities include:

- Management, maintenance and development of over 5000km of the highway network
- Promoting and supporting sustainable transport provision and road safety across the County
- Managing waste disposal for the County
- Provide household waste recycling centres across the County
- Supporting the Hertfordshire Waste Partnership’s WasteAware campaign to raise awareness and encourage reductions in the amount of waste produced
- Protecting the physical and natural environment of Hertfordshire
- Growth and Infrastructure – plan making and decision-making processes for Local Plans and planning applications

Through the running of essential services, the department plays a vital role in helping to secure the future prosperity and quality of life of people living in the County.

Key areas of compliance:
- Cities and Local Government Devolution Act 2016
Summary of key people challenges the department faces for the year ahead:

The Growth agenda at Hertfordshire County Council is advancing at pace, and with this comes the need to resource a newly formed Growth and Infrastructure Unit.

There are a number of shortage skills roles within this team, and therefore focus will be on a suitable attraction strategy for these roles to ensure that the proposed agenda can be delivered.

There are also a large number of changes to the Environment and Infrastructure Board. It will therefore be important to ensure that support is provided to the department to embed the new Board and newly formed Growth and Infrastructure Unit.

Contracts with key partners are coming up for re-procurement, and some key contracts are likely to be impacted by Brexit, so resilience planning is a high priority for many contract managers. It will be important to ensure that staff have the skills and are given support to manage these processes.

The department more broadly are looking to embrace the work of the SMART Programme, considering how they can work more efficiently and effectively to achieve their strategic aims.

The shape of the workforce in the next three years:

The Environment and Infrastructure Department is currently expanding in response to the new Growth agenda, and funding that has been awarded to the County Council to promote growth in Hertfordshire.

Advances in the technology available, and the increase of agility in how we work may impact the department moving forward. Strategic relationships with key partners such as the Local Enterprise Partnership will be key in delivering the Departments strategic objectives.

To do this we must ensure that we invest in staff with the correct skills. There are a number of shortage skills positions in the department, predominantly in planning and engineering roles and we need to consider how we may diversify our approach in recruiting to these roles to ensure that we create a sustainable business structure.
We will continue to work proactively with the department to address ongoing resourcing issues.

We will:
- Support ongoing recruitment processes to fill key roles within the Department
- Diversify our approach to sourcing shortage skills roles in the department
- Continue to develop and promote Apprenticeship opportunities as a key resourcing tool for the organisation
- Create a diverse workforce that reflects the community it serves
- Continue to benchmark salaries for key roles to ensure our reward package is competitive and attractive

We will:
- Ensure that succession planning is underway for the department to ensure business continuity when staff in key roles exit the organisation
- Support managers to upskill staff on changes in the way that they may work, with an increased focus on emerging areas, such as; political skills relationship management, contract negotiation and measurement of outcomes
- Seek to enable all staff to have access to online technology
- Continue to improve work life balance and SMART working opportunities

We will:
- Upskill departmental managers in emerging areas, such as diversity in recruitment, managing performance, managing mental health, Smart Working and commercial awareness
- Deliver our refreshed induction for new staff, so that everyone gets the opportunity to attend an introduction to the work of the department and have a chance to meet senior managers
- Hold yearly staff roadshows to update staff on key issues and developments, and give them the opportunity to ‘Question Mark’ on hot topics
We will:

- Provide ongoing support, monitoring and advice in relation to the remuneration of key shortage skills roles within the department
- Review the department’s career grade scheme to encourage retention and career progression
- Simplify the career grade scheme and associated processes to ensure equality of opportunity for all
- Encourage professional development via apprenticeships, including management and professional qualifications

We will:

- Continue to undertake face to face interviews with leavers from known shortage skill areas
- Continue to monitor information gathered from the Exit Process for trends and provide intervention where necessary
- Understand and act on what our staff value about working here and what is important to them.

**Looking ahead:**

Environment and Infrastructure are developing a new Service Plan for 2020/2021, and a new departmental Workforce Strategy which will flow from this. Our workforce priorities will focus on equipping and supporting our teams to provide key services to the people of Hertfordshire – *Every day to Everyone.*
Public Health Department - April 2019 - March 2020

Brief overview/introduction of the purpose of the department:

The Public Health team works closely with other HCC departments and external partners. These include district and borough councils, and NHS organisations such as Public Health England and the Clinical Commissioning Groups. Together we commission a variety of services to protect and improve the health of Hertfordshire residents.

Key areas of compliance

The team commissions the NHS, third sector or other agencies to provide the following services directly to the people of Hertfordshire:

- Weighing and measuring children
- Health Check assessments for adults
- Sexual Health services including GUM services and Chlamydia Screening
- Stop Smoking Services
- Alcohol and drug misuse services
- Public Health Services for children and young people aged 0-19 (including school nurses and health visitors)
- Obesity and weight management services and increasing physical activity

Summary of key people challenges the department faces for the years ahead:

Future skills

In addition to leadership, technical and scientific skills defined by the workforce analysis and strategy referred to earlier, a range of skills will be needed for us to
deliver the expectations of the Council and other partners, especially giving advice to NHS agencies.

We will need to ensure that staff are equipped to work in a culture of austerity, to understand economic impact of public health services, to be able to deliver leadership on prevention and to understand the role of behavioural sciences in public health.

Similarly, skills in influencing across the Council and other agencies, and skills to enable continuing efforts in providing high levels of analytical work to support value for money work across the Council and wider public sector will be needed.

We will continue to ensure that those specialist registrars and trainees who work with us will develop skills and confidence in working effectively in local government.

The shape of the workforce in the next three years:

The department has identified the following four workforce priorities that need to be addressed:

1. **Workforce design**
   There is pressure due to a continued reduction in the ring-fenced Public Health grant to make a 2.5% (£64.3k) saving in 2017/18 and a further 2.6% (£66.9k) saving in 2018/19. In addition, the ring-fence will be removed at the end of March 2019. Vacancy management will be used, where possible, to control staffing budgets and any staff recruiting will be on fixed term contracts of 12-18 months where practicable to do so. The service strongly believes in retaining existing staff because of the investment in them, and the fact that the service can do more with less if there are the right people in post. There may be a need to change existing roles and portfolios of work, but no significant restructures are planned for Public Health in the short or medium term. However, there may be a need to restructure in 2019 when the ring-fence funding is removed and there are some other service model options to consider. As a result of budget cuts, there may also be a need to increase partnership working further and/or deliver services jointly with other organisations.

2. **Recruitment & Retention**
   The most significant workforce priority is the recruitment and retention of high-quality Consultants in Public Health (CPH). We need to protect NHS terms and conditions for our CPHs in order to be an employer of choice for this group. The process for recruiting CPHs requires Faculty of Public Health approval and is more complicated than our own internal process. There are a relatively small number of CPHs nationally as people have to join a formal Faculty of Public Health training programme and train for five years. It is
difficult to ‘grow your own’ CPHs but we can look at ways of retaining this group and ensuring that we do not lose them elsewhere.

3. Succession planning
The service strongly believes in investing in learning and development and encouraging people to progress and move roles. There is a good track record of this in the past, with people stepping up, being promoted and sponsored to undertake additional qualifications. However, because of the high engagement levels, low voluntary turnover rates and vacancy management, there is also a concern that those who want to progress to certain roles in the future will not always have the opportunity to do so and therefore there is a risk of losing talented people. For Public Health skilled staff, the upward progression is restricted as they can’t apply for the CPH roles without undertaking the five-year training programme. As there is a shortage of Public Health skills generally (due to the specialist nature of these roles) we need to look at ways of growing and developing our own Public Health workforce and creating a career path from entry level roles up to middle manager level. There may also an opportunity to use the apprenticeship levy for certain roles within Public Health.

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<td>• Support the organisation in affecting change through the Smart Working Programme</td>
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<td>• Offer a modern, flexible and attractive employment offer</td>
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<tr>
<td>• Continue to develop and promote Apprenticeship opportunities - including ‘growing our own’ talent with further upskilling and development</td>
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<tr>
<td>• Reach out to candidates by optimising social and digital media channels</td>
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<td>• Take a lead role in advancing wellbeing for the staff within the organisation</td>
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<td>• Continue to monitor the staff relations and employment law climate</td>
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<td>• Continue to support organisational change this is required through Smart Working, including upskilling the department to work more flexibly</td>
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<td>• Provide support to the commercialisation agenda</td>
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<td>• Ensure staff feel able to contribute to changes that affect them</td>
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<td>• Encourage a culture that promotes co-production, innovation partnerships and integrated working</td>
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<td><strong>Learning</strong></td>
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<tr>
<td><strong>We will</strong></td>
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<tr>
<td>- Create a succession plan for Business critical roles</td>
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<td>- Support leadership development</td>
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<tr>
<td>- Implement effective coaching and mentoring</td>
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<tr>
<td>- Continue to support and promote the continuous professional development of the organisation</td>
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<tr>
<td>- Commit to the development of skills through promotion of apprenticeship opportunities</td>
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<tr>
<td>- Upskill and reskill the Public Health workforce in preparation for the skills gaps of the future</td>
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<th><strong>Reward</strong></th>
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<td><strong>We will</strong></td>
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<tr>
<td>- Continue to monitor and review staff costs to ensure it meets with service needs and budget pressures</td>
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<td>- Build on existing initiatives to ensure that staff feel recognised and achievements are celebrated</td>
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<td>- Continue to benchmark salaries for key roles to ensure our reward packaged is competitive and attractive</td>
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<th><strong>Leaving</strong></th>
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<td><strong>We will</strong></td>
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<td>- Continue to undertake face to face interview with leavers from known shortage skills areas</td>
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<td>- Understand and act on what our staff value about working here and what is important to them</td>
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Resources

Resources Department (including Libraries and Hertfordshire Business Services (HBS) – April 2019 – March 2020

Brief overview/introduction of the purpose of the department:

The Resources Department provides support to the whole organisation through the delivery of vital corporate and front-line services.

These services enable departments to manage and deliver a range of services to staff and the citizens of Hertfordshire as well as supporting vital transformational change projects and initiatives. The department can be categorised into the following three areas:

• Corporate & Enabling services
• Citizen Engagement and Customer Service
• Oversight/sponsorship of Commercial and Traded Services

To deliver on these areas the department consists of numerous services which include:

• Property
• Legal, Democratic and Statutory Services
• Human Resources
• Finance (and Hertfordshire Business Services)
• Improvement and Technology
• Assurance
• Customer Engagement and Libraries

To aid in the delivery of the themes outlined in the corporate plan the department has four strategic priorities:
• Providing corporate services to enable the delivery of departmental services and projects
• Delivering citizen services to support engagement, wellbeing and self-service within the community
• Leading on the future sustainability of the organisation through collaborate and innovation and the delivery and support of major change initiatives
• Leading on and promoting the existence of good governance in all aspects of the organisation

**Key areas of compliance:**
- Health and Safety at Work Act (1992)
- Employment Law and Equality and Human Rights Commission
- Chartered Institute of Public Finance and Accountancy (CIPFA)

**Summary of key people challenges the department faces for the year ahead:**

The key people issues and challenges for the Resources Department are likely to continue to evolve with changes in emerging corporate priorities.

There are a number of key organisational priorities that will require the support and expertise of the Resources Department ongoing, providing additional challenge to the ‘BAU’ priorities. These include:

• Implementation and delivery of the SMART Programme
• The development of the organisation’s Commercial Strategy and Delivery Plan
• Continue moves to strengthen HCC’s technological capabilities through Next Generation 2021 programme
• Promotion and utilisation of the Apprenticeship Levy in the development of the workforce
• Sign off and initiation of a full pay and grading review for the organisation

**The shape of the workforce in the next three years:**

Further automation and business process improvements, coupled with increased budget pressures will require a more flexible workforce. We are keen to invest in the right technology to allow for the most efficient customer experience.

To do this we must invest in recruiting staff with the right skills, particularly in the Digital arena, and are taking steps to ‘grow our own’ digital expertise within the organisation to take this agenda forward.

There are other skills shortages that are also present in the organisation, and these are not likely to be resolved in the short to medium term. These include roles within the Legal Team and roles within Planning. We continue to work with these teams to proactively address these issues.
At present we cannot be certain of the direction of the workforce plan for the Resources as a whole. There are a number of competing priorities for the department, and it remains to be seen how the shape and size of the teams may need to adapt to meet these challenges, whilst continuing with business as usual.

We are also aware of the external context that drives the activities of the organisation. The Hertfordshire population is increasing, and therefore there is a strong focus on ensuring a steady pipeline of resources and skills, in the context of high employment in the County of Hertfordshire.

The impact of Brexit on workforce issues remains unclear. However, it is noted that that competition for well-qualified talent and unskilled labour is set to increase, but remains difficult to predict.

The plans of the Local Enterprise Partnership will also impact our approach to the workforce, as we will need to continue to ensure that our workforce planning is aligned to and compliments the Local Industrial Strategy.

<table>
<thead>
<tr>
<th>Joining</th>
<th>Working</th>
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<tbody>
<tr>
<td><strong>We will:</strong></td>
<td><strong>We will:</strong></td>
</tr>
<tr>
<td>• Lead the organisation in affecting change through the SMART Programme</td>
<td>• Continue to focus on improving the customer journey through implementation of programmes such as SMART and Next Generation 2021</td>
</tr>
<tr>
<td>• Focus on ‘growing our own’ talent in the Digital arena but creating links with local education providers</td>
<td>• Take a leading role in advancing the organisational wellbeing agenda, in cooperation with stakeholders and colleagues in other Departments</td>
</tr>
<tr>
<td>• Continue to develop and promote Apprenticeship opportunities as a key resourcing tool for the organisation</td>
<td>• Drive the organisational change that is required through SMART, including upskilling the department to work more flexibly</td>
</tr>
<tr>
<td></td>
<td>• Review all people processed and seek to simplify and automate these in order to improve the customer journey</td>
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<tr>
<td></td>
<td>• Provide support to the commercialisation agenda and the development of new traded companies</td>
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<td></td>
<td>• Continue to monitor the staff relations and employment law climate</td>
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<tr>
<td>Learning</td>
<td>We will:</td>
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<tr>
<td>------------------</td>
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<tr>
<td></td>
<td>• Continue to support and promote the continuous professional development of the organisation</td>
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<td></td>
<td>• Engage with the procurement process for the organisations Learning Contract to ensure that this is aligned to organisational need and enables the organisation to deliver its objectives. This will allow us to match the learning opportunities to the workforce</td>
</tr>
<tr>
<td></td>
<td>• Work with the Local Enterprise Partnership to ensure alignment with their skills strategy</td>
</tr>
<tr>
<td></td>
<td>• Commit to the development of skills through promotion of apprenticeship opportunities</td>
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<tr>
<td></td>
<td>• Upskill and reskill the Resources workforce in preparation for the skills gaps of the future</td>
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<tr>
<td></td>
<td>• Ensure a variety of development opportunities through the implementation of a Job Families structure</td>
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<thead>
<tr>
<th>Reward</th>
<th>We will:</th>
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<tbody>
<tr>
<td></td>
<td>• Undertake audit of the current HCC Reward structure, and pilot a revised Reward Strategy in the department as a future model for the organisation. To be achieved through the Job Families project</td>
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<tr>
<td></td>
<td>• Undertake a review of the Career Schemes in the Department to ensure that they are fit for purpose.</td>
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<td></td>
<td>• Ensure that continued support is provided through periods of change and in major budgetary processes, such as the implementation of National Pay</td>
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<thead>
<tr>
<th>Leaving</th>
<th>We will:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Continue to undertake face to face interviews with leavers from known shortage skill areas</td>
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<td></td>
<td>• Continue to monitor information gathered from the Exit Process for trends and provide intervention where necessary</td>
</tr>
</tbody>
</table>

**Looking Ahead:**

For the Resources Department there are a number of priorities that are likely to emerge over the coming year:

• Continued work with the Local Enterprise Partnership specifically linked to the Industrial Strategy four ‘**Grand Challenges**’ of
- **Artificial Intelligence and Data Economy**: putting the UK at the forefront of the AI data revolution
- **Clean Growth**: maximising the advantages for UK industry from the global shift to clean growth
- **Future of Mobility**: becoming a world leader in the way people, goods and services move
- **Ageing Society**: harnessing the power of innovation to help meet the needs of an ageing society

- **Employee Survey** – leading on the coordination and response to the 2018 Staff Survey and using it to inform wider **transformation**.
- **Transformation** – supporting the organisation through change as we explore and develop transformation ambition, specifically around the three main workstreams for transformation, as outlined on page 9 of this strategy.