

Strategic Context

Human Resources Service Delivery Plan 2010-11

The Council is committed to the provision of quality services which represent value for money. To ensure that we have the right staff in the right place at the right time with the right skills, the Council is committed to developing and supporting our staff to improve the performance and services to the community.

The HR Strategy is based upon modern concepts which include mutual respect, clear communication, trust and empowerment. Managers are expected to lead by example and demonstrate the benefits of team working within a performance-orientated framework. Effective Human Resources Management is critical to having a committed, capable and skilled workforce which feels valued, is as diverse as the community and which is focussed on delivering our priorities and objectives.

Human Resources support all Service Units to ultimately achieve the Aims, Priorities and Objectives of the Council by making best use of the resources available.

The HR Strategy has identified the following strategic priorities:

1. Change Management
2. Developing the capacity of Elected Members, managers and staff
3. Reviewing pay and conditions, and improving the working environment
4. Workforce planning, monitoring and providing key information
5. Recruiting and retaining a capable and talented workforce
6. Effective communication and consultation

Table 1 – Link of Service Activities to Strategic Planning Framework

Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs (information may come from Place Survey, People Panel Surveys or specific user groups)	Key Performance Indicators (National or local indicators / Service standards that are critical measures of success in the strategic context)	Value for Money (Cost per head / Cost per transaction)	Service Unit
Change Management	<p>To support all Service Units to achieve the Councils commitment to delivering services in the most effective and efficient manner.</p> <p>To provide a framework to minimise the impact of organisational change upon employees and wherever practicable seek to maintain security of employment.</p> <p>To provide a framework for Service Units to consult with employees and/or their representatives at the earliest possible stage of organisational change and maintain effective communication channels.</p>	<p>Employee Survey</p> <p>Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover</p> <p>Sickness Absence</p>	£88 per employee/member per year	All Service Units
Develop the capacity of Elected Members.	To ensure effective use of resources.	Place Survey	Community Cohesion Strategy NI1 and NI4	£73 per member per year	Legal & Democratic Services

<p>Develop the capacity of Managers and Staff.</p>	<p>To ensure effective use of resources by having the right people in the right place at the right time with the right skills</p>	<p>Employee Survey</p> <p>HR Customer Survey</p> <p>Employee Related Issues</p> <p>Increases in Grievance, Discipline and staff turnover</p> <p>Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover</p> <p>Sickness Absence</p>	<p>£73 per employee per year</p>	<p>All Service Units</p>
<p>Reviewing pay and conditions and improving the working environment</p>	<p>To review the implementation of the National Pay Agreement 2004.</p> <p>To help reduce health inequalities and promote healthier lifestyles.</p> <p>To promote and introduce wellbeing initiatives and improve mental health in the workplace.</p>	<p>Employee Survey</p> <p>HR Customer Survey</p> <p>Employee Related Issues</p> <p>Increases in Employee Grievance, Discipline and staff turnover</p> <p>Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover</p> <p>Sickness Absence</p>	<p>£50 per employee/member per year</p>	<p>All Service Units</p>

<p>Workforce planning, monitoring and providing key information</p>	<p>To provide Service Units with workforce planning information to allow Managers to predict their future staffing requirements to ensure that the delivery of quality and timely services linked to the Council's aims and objectives.</p>	<p>Employee Survey HR Customer Survey Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover Sickness Absence</p>	<p>£75 per employee/member per year</p>	<p>All Service Units</p>
<p>Recruiting and retaining a capable and talented workforce</p>	<p>To develop effective recruitment, selection and retention policies and innovative packages to attract and retain good quality staff.</p>	<p>Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover</p>	<p>£88per employee/member per year</p>	<p>All Service Units</p>
<p>Effective communication and consultation</p>	<p>To foster a constructive employee relations climate by having open, honest, two-way communication and, most importantly, full involvement and empowerment of staff in decision making.</p>	<p>Employee Survey HR Customer Survey Individual Exit Interviews and Questionnaires</p>	<p>Staff Turnover Sickness Absence</p>	<p>£3 per employee/member per year</p>	<p>All Service Units</p>

Table 2 – Priority Actions for Coming Year

Priority Actions (including equal opportunities and diversity actions)	Link to Annual Corporate Delivery Plan	Customer focused outcomes / milestones	Lead Officer	Partners & Staff Resources	Budget Impact	Timescale
Continue to implement Shared Services with Warwickshire County Council.	4.1, 4.2 & 4.3	Achieve Value for Money. Accessibility of HR/Payroll Information to support Management.	Head of HR	Warwickshire County Council OD & Personnel Teams	Within existing resources	Personnel by September 2010 where appropriate
Continue to develop the capacity of Elected Members.	4.1 & 4.2	Continue to improve Services to the Community	Head of HR	OD & Personnel Teams	Within existing resources	On-going
Continue to develop the capacity of Managers and Staff.	4.1 & 4.2	The right people in the right place at the right time with the right skills	Head of HR	OD & Personnel Teams	Within existing resources	On-going
To review the implementation of the 2004 National Pay Agreement (Single Status / Job	4.1, 4.2 & 4.3	Reduced risk of Equal Pay Cases. Methodology to	Head of HR	OD & Personnel Teams	Additional Resources have been provided	Early 2010

Priority Actions (including equal opportunities and diversity actions)	Link to Annual Corporate Delivery Plan	Customer focused outcomes / milestones	Lead Officer	Partners & Staff Resources	Budget Impact	Timescale
Evaluation)		evaluate jobs consistently.				
To ensure that the Council undertakes its Health & Safety responsibilities	4.1 & 4.2	Reduced risks associated with the 8 priority areas of work.	Head of HR	Health & Safety Team / Service Managers	Additional Resources have been provided	March 2011
Management of Attendance and implementation of Wellbeing Strategies	4.1, 4.2 & 4.3	Improved attendance	Head of HR	All	Within existing resources	Ongoing
To continue to implement the Workforce Development Planning process across the Council.	4.1, 4.2 & 4.3	The right people in the right place at the right time with the right skills	Head of HR	OD & Personnel Teams / Service Managers	Within existing resources	Ongoing

NBBC Operational Risk Register.

Service Unit: Human Resources

Main Services (M) = Mandatory, (D) = Discretionary

Payroll (M)	1
Health & Safety (M)	2
Training & Development (D)	3
Personnel (M)	4

Risk Ref No	Risk Description (Cause & Consequence)	Gross Risk	Mitigation Control (Stating whether 'Existing' or 'Planned')	Mitigation Owner	Net Risk	Status (Red / Amber / Green)	"Action By" Date	Sources of Assurance (How Monitored?)	Risk Owner
1	<p>Payroll – Unable to pay employee's & members</p> <ul style="list-style-type: none"> IT failure Inadequate Payroll staff Financial Hardship for employee's Negative media internal and external 	Low / Mod	<ul style="list-style-type: none"> Payroll operated by WCC who have robust contingency plans in place Revert to manual payments using list held in Corporate Finance <p>'Existing'</p>	Head of HR	Low/Moderate	G		Managed & monitored on a day to day basis by the Head of HR and the respective Manager. Supported by WCC Payroll.	Asst Director CEO Jerry Doherty
2	<p>Health & Safety</p> <ul style="list-style-type: none"> Failure to provide a 'Safe Working Environment' Prosecution by the HSE Prosecution by the Police etc Reduced employee confidence Media disaster (bad publicity) Reduced Public confidence Political issues Insurance claims increase and premiums increase causing financial difficulties for the Council. 	V/High/Serious	<ul style="list-style-type: none"> ¼ Building Safety Inspections Health and Safety Manual being developed Training and Education being undertaken HASCOG Borough Safety Committee Health & Safety Manager. <p>'Existing'</p>	Head of HR	Low / Mod (High/Serious)	G (R)		Managed and monitored by Head of HR and the respective Manager Managed and Monitored by HASCOG & Borough Safety Committee H & S Training identified and delivered/being delivered to ALL managers Further H & Safety training being developed/provided as and when required H & S Agenda Item on CMT, EMT, and all manager and team meetings CEO has by monthly H & S meetings	Asst Director CEO Jerry Doherty

Risk Ref No	Risk Description (Cause & Consequence)	Gross Risk	Mitigation Control (Stating whether 'Existing' or 'Planned')	Mitigation Owner	Net Risk	Status (Red / Amber / Green)	"Action By" Date	Sources of Assurance (How Monitored?)	Risk Owner
3	<p>Training and Development Failure to develop employees & Councillors to satisfy capacity</p> <ul style="list-style-type: none"> Reduced or inadequate Service Provision National Performance Indicators deteriorate Employee, Union and Political implications Morale issues Financial implications and issues Media issues <p>Employee's leave for a 'better' job.</p>	Low / Mod	<p>Work in partnership with:</p> <ul style="list-style-type: none"> Coventry & Warwickshire Consortium Warwickshire Direct <p>'Existing'</p>	Head of HR	Low / Mod	G		Regular meetings with Head of Human Resources and the respective Manager	Asst Director CEO Jerry Doherty
4	<p>Personnel</p> <ul style="list-style-type: none"> Failure to provide contracts of employment may cause service interruption and delivery issues Reduced or inadequate Service Provision National & Local Performance Indicators deteriorate Employee, Union and Political implications Morale issues Financial implications and issues Potential media issues 	Low / Mod	<ul style="list-style-type: none"> New HR system Business Continuity Plan in place Ability to revert to manual contracts <p>'Existing'</p>	Head of HR	Low / Mod	G		Managed & monitored on a day to day basis by the Head of HR and the respective Manager.	Asst Director CEO Jerry Doherty