

## Human Resources and Organisational Development (2007-2008)

To provide effective professional leadership on organisational development and human resource matters and to ensure the provision to the Authority of strategic, corporate and operational advice on people matters and OD&HR issue.

To lead on the development of policy, setting of standards and the promotion of best practice in all areas of organisational development and human resource management, developing the organisation`s people management skills and capacity.

To facilitate delivery of the County Council`s strategic People Strategy and through this, the County Council`s aims and objectives.

To support the Council`s Improvement Agenda and other cross cutting change initiatives with internal consultancy, capacity building and the co-ordination of Change.

### Structure of the Service

The Advisory and Business Team (ABT) are the first point of call for general enquiries on recruitment, employee terms and conditions, payroll, contract changes, training and development, benefits etc.

The Consultancy Team provide HR Business Partner support to services, focus on supporting HR implications of change, providing professional advice on recruitment and retention, performance management, training and development, employee relations and policy development.

The Organisational Development Team look at longer-term work of the Council. A small group working closely with the Policy Support Team, on broad organisational-wide strategic change and development issues.

The Change Support Team are a small permanent team with several internal consultants seconded from other parts of the organisation to support the improvement agenda. The team also support capacity and skill building in the organisation to manage change better and to build in-house skills. Lastly the team also provide internal consultancy for projects rather than using expensive external consultancy to support and trouble-shoot as necessary.

### Outcome 1: Being the Best Employer

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Undertake a review of pay and of non-pay recognition	Review with recommendations to be complete by end October 2006	Target will be achieved	Review of Bucks Pay and Employment Conditions with recommendations by end December 2007. Implement recommendations for	Review and submit a proposal to introduce a stronger link between pay and contribution	Implement a link between pay and contribution	

			the review by April 2008.			
Introduce, promote and monitor a new flexible benefits package for employees	New package to be introduced including promotion by end March 2007	Target will be achieved	New benefits package to be promoted and monitored to achieve and increase in uptake	Review and propose a way to communicate benefits through total remuneration statements	Introduce total remuneration statements for all permanent employees	
Undertake Equal Pay Audit, implement actions and conduct an annual analysis of pay gaps	Equal Pay Audit to be completed and annual action plan on results to be developed by end March 2007	Target will be achieved	Develop an action plan from the findings of the Equal Pay audit, involve UNISON and implement priority actions	Work through and complete all actions of the Equal Pay Action Plan	Complete an equal pay audit and analysis of the pay gaps by end Dec 09. Involving UNISON develop a new action plan.	
Provide, market and monitor a range of flexible working and retirement options for employees	Introduced a new flexible retirement policy allowing partial retirement along with a range of flexible working options	Target will be achieved	Develop a flexible retirement policy for LGPS members and propose to SABPAC. Communicate and implement the flexible retirement policy by end July 2007	Develop skills amongst managers to apply flexible working for the benefit of the organisation including performance management of flexible and remote workers.	Same as previous year	
Promote employee well-being and develop a positive attendance culture via the Employee Health and Well-being Strategy	Refine & agree Work & Well-being Strategy and launch before end of March 2007	Target will be achieved	Refine & agree Well-being strategy and launch to SSG by end August 2007. Review Attendance Policy to introduce best practice into the policy, launch by end Sept 2007. Propose the introduction of an Employee Assistance program	Implement all aspects of the Well-being strategy. Develop policies to support those employees suffering domestic violence	Review the management practices on Attendance Management, support those with skills gaps	
Develop effective employee representative network	Enhance the current Employee Representative network	Previous target not relevant, new appropriate target has been set	Continue to develop the an effective Employee Representative network. Review the TU's Operating Framework and explore having a partnership agreement with UNISON. Ensure employee involvement in decision making particularly through the change processes	Propose a revised TU Operating Agreement and implement. Review Internal communication strategy	Same as 2008 - 2009	
Develop recommendations for a Council-wide approach to IiP accreditation	Review of current position to be completed by end October 2006 with	Target will be achieved	Prepare the organisation for IiP Accreditation for assessment in	Through OD interventions continue to influence the organisation to	same as 2008 - 2009	

	recommendations for future accreditation plans		November 2007	maintain the practices and process to be able to retain IiP Accreditation		
Number of working days lost to sickness (BVPI 12)	7.67	6.17	7.75	7.5	7.5	
The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce (BVPI 14)	1.2%	1.29%	1.1%	1%	0.9%	
The percentage of employees retiring on the grounds of ill-health as a percentage of the total workforce (BVPI 15)	0.15%	0.11%	0.08%	0.08%	0.08%	

### Outcome 2: Bringing in Additional Talent

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Corporate workforce planning to be developed and reviewed annually with specific actions implemented within Service Planning process	Corporate workforce planning mechanism to be developed and implemented for plan to be developed by end Jan 2007	Target will be achieved	Review progress of the 2007/08 Corporate Workforce Plan. Develop 2007/08 workforce plan. A Buckinghamshire workforce plan to be developed in partnership with all Bucks authorities.	Review progress of 2008/09 Corporate workforce plan. Develop a 2009/10 Corporate Workforce Plan.	Review the progress of the 2009/10 Corporate Workforce Plan. Develop a 2010/11 Corporate Workforce Plan	
Services to produce their own tailored workforce plan that feeds into corporate plan	Service workforce plans completed by end October 2006	Target will be achieved	Services to review progress of 2007/08 service workforce plan and develop a 2008/09 workforce plan by Dec 2007	services to review progress of 2008/09 service workforce plan and develop a 2009/10 workforce plan by Dec 2008	Services to review progress of 2008/09 service workforce plan and develop a 2010/11 plan by end Dec 2010	
Create and implement a recruitment portal	December 2007	Target will be achieved	Implement a new recruitment portal by April 2008	Target unknown until closure to implementation	Target unknown until closure to implementation	
Implementation of programme and culture of safe employment practices and training to ensure vulnerable clients are safeguarded	Ongoing	Target will be achieved	60% of eligible recruiting managers or Head Teachers will be trained in safer recruitment	70 % of eligible recruiting managers or Head Teachers will be trained in safer recruitment	80% of eligible recruiting managers or Head Teachers will be trained in safer recruitment.	
Investigate the reasons for high levels of turnover and take swift and innovative actions to reverse trends where turnover is too high or low (><) 10% to 12%	Ongoing	Target will be achieved	Gather & analyse the reasons for high turnover and take action to reduce the level which will be realised in 2008/09	Gather & analyse the reasons why turnover is so low and where an issue is identified look at possible solutions for increasing turnover.	Continue to monitor and analyse both high and low turnover and action appropriately	

### Outcome 3: Developing Our Existing Talent

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Introduce a talent management strategy	Develop talent management process and pilot in one service by end November 2006 for introduction across council in March 2007	Target will be achieved	Develop a talent management mechanism and process of succession planning, pilot this in three areas by October 2007	Implement succession planning and talent management mechanisms across the organisation	Review talent management and succession planning mechanisms and update as required	
Deliver a high impact leadership strategy	Commission Leadership Centre work by November 2006	Target will be achieved	Obtain agreement to and commence delivery of a leadership development strategy	Review programme by October 2008	Implement updated programme	
launch a change management toolkit - Transforming the Organisation Academy with toolkits	Pilot toolkit by 31.12.06. Trial training by 30.11.06. Launch reviewed toolkit and training January 2007.	Training trialled in November. Toolkit launched 22.01.07. Final version of training to be rolled out March/April 07.	Deliver a rolling programme of transforming the Organisation Academy training to embed the change management skills .	Investigate a placement in the CST secondee scheme with succession planning	Consider if secondee scheme is viable	
Increase the number of training days received per employee per annum	90% of employees will have a Development Plan	Target will be achieved	4 days per employee	5 days per employee	5 days per employee	

### Outcome 4: Championing Diversity

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Develop and implement a diversity development programme	Develop diversity development framework by end October 2006 for implementation by March 2007	Target will be achieved	All services to have delivered on first 1/3rd (phase 1) of the diversity development programme activities by March 2008	All services to have delivered on the second 3rd (phase 2) of the diversity development programme activities by March 2009	All services to have delivered on the final 3rd (phase 3) of the diversity development programme activities by March 2010	
Develop corporate targets and diversity action plan to improve workforce diversity	Targets and action plan to be developed by end December 2006	Target will be achieved	Champion the work of the Diversity Steering Group and monitor progress on action plans	ongoing	ongoing	
Implement actions from Equal Pay Audit	Implement key actions from Equal Pay Audit by March 2007	Funds being given to this to meet the target	As stated before in being a best employer section	as stated before	as stated before	
Implement cultural, policy and procedure changes as a result of age legislation	Implement actions from Age Discrimination action plan to achieve full	Target will be achieved	Educate managers on good practice to create an age diverse culture	ongoing	ongoing	

	cultural, policy and procedural adherence					
Take positive action to improve the number of disabled employees working for the County Council	Increase the number of colleagues declaring a disability from 1.9% (non schools employees) to 4% by end March 2007	Target will be achieved	Input data gathered from 2007 disability data gather. review initiatives to educate all employees to develop a disabled positive culture.	ongoing	ongoing	
Diversity media guide for recruitment	31.12.06	We have met with the advertising agency on a repeated basis and they are diversity proofing all of our recruitment literature before we embark on producing a diversity guide.	Launch media guide by 30.06.07 and ensure that diversity is reflected in the new recruitment process including job descriptions	Continue to review, change and improve recruitment process and literature to reflect diversity	same as 2008 - 2009	
The percentage of the top paid 5% of staff who have a disability (BVPI 11c)	1.73%	2.35%	5.5%	6%	6.5%	
The percentage of BCC employees from minority ethnic communities (BVPI 17)	5.4%	5.42%	5.5%	5.75%	6%	
The percentage of top 5% of earners that are women (BVPI 11a)	43.72%	44.5%	49.5%	50%	50%	
The percentage of BCC employees declaring that they meet the Disability Discrimination Act 1995 definition of `disabled` (BVPI 16A)	0.96%	0.94%	3.5%	4%	4.5%	
The percentage of top 5% of earners from black and minority ethnic communities (BVPI 11b)	3.69%	3.7%	4%	4.5%	5%	

### Outcome 5: Transforming the Organisation

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Undertake a `Pulse` Survey on actions since last OHS	Undertake a pulse OHS survey and analyse results by end October 2006	Target will be achieved	Conduct Pulse Survey by September 2008	-	-	
Prepare for OHS to be run in May 2007	Make plans for implementation of OHS in May 2007	Target will be achieved	OHS survey in May 2007 with development of actions plans in place by end July 2007	-	Conduct OHS in May 09	

Project change, tools and training to be embedded under the blanket of the Transforming the Organisation toolkit and Academy	Toolkit launch January 2007. Improvement Agenda governance launched and embedded by January 2007.	Target will be achieved	6 courses on project and 6 courses in change to be delivered to support transforming the organisation.	Identify and refresh Toolkit and Training	Review and continue to embed and refresh toolkit and academy and training	
Ensure that annual values matrix assessments are carried out in each service and that results are analysed corporately	Ensure all services run an annual values matrix review and collate results with full leadership review also by end November 2006	Target will be achieved	Ensure all services run an annual values matrix review and collate results with full leadership review also by end of November 2007	Same as 2007 - 2008 with completion date end Nov 2008	same as 2007 - 2008, with completion date of end of Nov 2009	
Ensure that values are embedded into all processes through roll out of competency programme and other activities	Promote new competency framework illustrating with clarity the links with the values by end December 2006 Embed new competency framework into current HR processes and promote to organisation by end March 2007	Target will be achieved	review new competency framework to align with leadership strategy, recruitment , job design and appraisal processes	Update and implement values matrix by October 2008	Ongoing	
Re-launch MSS/ESS by March 2007	Scope project by end March 2007	Target will be achieved	100% of managers are using MSS	100% of managers are using MSS	100 % of managers are using MSS	
`More` Project	-		Deliver phase 2 of the project by end of April 2007	next phase not known at this stage	not known at this stage	

### Outcome 6: HR Advisory and Transactional Services

Target Description	Last Year		Targets			Improvement Plans
	Target	Actual	2007-2008	2008-2009	2009-2010	
Up to 15 recruitment adverts will be placed each week (excluding schools)	Ongoing	Target will be achieved	-	-		
Capacity to arrange up to 250 individual interviews per month	Ongoing	Target will be achieved	-	-		
Capacity to respond to an average of 550 enquiries per month	Ongoing	Target will be achieved	-	-		
Capacity to produce an average of 150 contracts of employment (schools), 90 contracts of employment (services)	Ongoing	Target will be achieved	-	-		
100% of pay related items will be actioned in time for the next pay run if they are received by the published deadlines and 100% of	Ongoing	Target will be achieved	99.5%	-	-	

employees will be paid correctly and on time						
CRB disclosure applications will normally be processed within 48 hours	Ongoing	Target will be achieved	-	-		
All CRB positive disclosures will be actioned on day of receipt	Ongoing	Target will be achieved	-	-		
All invoices will be process on SAP within 28 working days	Target of 98% of all invoices paid within 28 days	Target will be achieved	-	-		
Provision of revised Emp Relations service to schools & managers. To include a review of HR services to schools (a) actions to improve quality & capacity (b) Documentation of HR practice in schools	Service for Schools document improving quality and capacity will be with schools to consider by January 07, schools to sign up to the service by 31.03.07	Target will be achieved	Review and update the key schools people policies - Disciplinary, Grievances, Capability	Continue to review key schools people policies (actual policies to be decided)	continue to review key schools people policies ( actual policies to eb decided)	
Implementation implications of key employment law changes for organisation/managers - outsourced	Age legislation awareness has been implemented. Work & Families legislation awareness available on Intranet by 31.12.06	Target will be achieved	Introduce changes in employment law to BCC people policies to ensure compliance in advance of the legislation implementation date.	Same as 2007 - 2008	same as 2007 -2008	
Standard letters and tool kits developed and communicated (and available on Intranet)	Standard toolkit for Discipline, Grievance, Redundancy, Early Retirement available on Intranet by 31.03.07	-	Review 5 key people policies and introduce toolkits and standard letters. Make revised versions available on the Intranet by end march 2008	Continue the review and introduce 5 more people policies with toolkits and standard letters by end March 2009	Continue as previous years	
Delivery of improved customer focus for OD & HR Services	Customer evaluation processes in place by Business Partner activity by February 2007	-	Reconfigure consultancy and ABT teams, communicate the changes to the business and the points of access for all customers. Introduce new customer service standards.	Introduce customer service monitoring systems	Review and enhance customer service standards	
Develop and implement revised HR performance measures and monitoring systems (including benchmarking)	Agree appropriate and meaningful measures by February 2007	Target will be achieved	Establish targets which are in line with the People Strategy and directly link to the Performance Dashboard and COMTSTAT by end September 2007	Ongoing	Review and if appropriate introduce new HR measures aligned to the People Strategy	
Services to Schools - Revise pricing and service levels	Services to Schools document improving quality and capacity	Am taking a new approach during 2007 working with	Review the HR schools pricing structure with a view to implementing	Improve the SLA to schools and case management	Review and improve	

	will be with schools to consider by xxx. Schools to sign up to service by 31.03.07	schools forum to agree a workable charging mechanism	an activity based mechanism and recovering all HR costs	recording to be able to record all activity and charge `pay-as-you go` schools accurately.		
90% of all queries (email/phone) will be acknowledged within 48 hours with resolution normally within 5 working days unless notified otherwise	Ongoing	Target will be achieved	Ongoing	Ongoing	Ongoing	

**Further Service Plan Information:**

**Associated Plans:**

**Accountable Officer**  
Gillian Hibberd

**Strategic Director**  
Ian Trenholm

**Cabinet Member**  
Frank Downes

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**Associated Resource Plan:**