

Service Plan Summary

Human Resources

Service Plan 2014-15 (April 2014 to March 2015)

Service units covered by plan	Personnel Training Equalities
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Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Recruitment and retention - getting and keeping good people as an employer of choice	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Training and Development - developing skills and productivity to encourage improvement in all areas	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Developing the organisation and its leadership in the transformation process- to ensure the organisation is dynamic, fit for purpose and cohesive	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Equality of Opportunity - compliance with the Equality Act 2010	Leader for CDC. Leader or Resources for SBDC	<input checked="" type="checkbox"/>
Fair and transparent Pay Policy - harmonisation of total reward package for both authorities and compliance with Localism Act	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Health and Well-being	Leader for CDC. Leader or Resources for SBDC	<input checked="" type="checkbox"/>
Ensure effective employee relations	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>

Key Service Aims & Objectives
Leading a joint approach to people management.
Supporting Service Managers to develop their services through effective and consistent people management.
Promoting positive employer-employee-union relationships with high quality employee relations advice and support.
Developing a learning organisation through supporting Service Managers to provide learning and development opportunities for all staff.
Promoting a healthy and safe working environment.
Ensuring compliance with employment legislation and internal policies.
Enabling the Councils to become employers of choice.

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Section 2 - Key achievements/outcomes for previous year

Key achievements and outcomes in the previous year

Worked closely with Members, Management and UNISON to develop proposals on Harmonisation of Terms and Conditions of Employment across CDC and SBDC including new joint Pay Spine. These are currently subject to staff consultation. This has been a challenging project which has taken the opportunity to design out equalities issues and establish new simple, equitable and flexible terms and conditions. This project has been achieved to timescale.

Obtained agreement on HAY Job Evaluation Scheme, this followed considerable work evaluating different Job Evaluation Schemes with input from LGA, Equalities Expert, Members, Management and UNISON.

Supported Service reviews with input into the define and design stages of several different reviews. One member of staff has been part of the project team and assisted in the facilitation of the Parking review.

Supported Heads of Service with implementation of Service Reviews, this is continuing to be achieved in accordance with the ambitious timeframe. Continually learning from and improving the implementation process. This has included introducing workshops ahead of consultation to let staff to know what to expect and a workshop to help staff complete their expression of interest and prepare for interview.

UNISON recognition and agreement drawn up.

Retained Bronze IIP accreditation.

Worked with Pensions and AVDC Payroll on changes to LGPS and introduction of auto-enrolment.

Joint recruitment across Bucks of new Occupational Health and Employee Assistance Provider.

Constructive employee relations framework in place through UNISON recognition.

Successful management of a number of complex employee relations cases.

Section 3 - Shared Services programme

Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

HR Shared Service Review - 2014/15

Harmonisation of Terms and Conditions, implementation for 1st 4 service reviews

Development of joint HR policies and procedures - ongoing to be completed through 2014/15

Implement Joint Staff Survey - survey written, with communications for sending out to staff at time agreed by Management Team

Development of joint workforce plan - 2015/16

Joint HR function and HR database - 2015/16

Development of a single Pay Policy Statement for both authorities - 2014/15

Publication of joint Equality Duty Information (including joint pay audit) - 2014/15

Joint negotiating framework with UNISON for agreement of annual pay award - 2014/15

Joint recruitment and advertising of roles - on-going all roles currently advertise at both authorities

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Develop joint competency framework - 2014/15
Develop joint performance review process - 2014/15

Section 4 - Know your customer

Who are the main customers for the service?
<p>All internal Staff at SBDC and CDC whether permanent or temporary, Members and residents and wider public applying for posts at either authority.</p> <p>Wider stakeholders include other partners in Bucks, Workforce Development Group, Learning Pool, Occupational Health providers, Employee Assistance Programme providers, HealthCare Providers, Computershare Voucher Services, Tensor, Bond international, British Computer Society, Jobsgopublic.com.</p>

Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Harmonisation of terms and conditions	<ul style="list-style-type: none"> • Consultation of Harmonised Terms and Conditions • Final proposals agreed with Members and UNISON • Collective agreement drawn up and signed • Progressive implementation of harmonised terms and conditions • Joint negotiating framework drawn up for agreeing annual pay award • Update and develop single Pay Policy Statement 	Simple, equitable and flexible reward package that meets the needs of all staff at different life stages which will support recruitment and retention of skilled staff to provide quality council services.
Shared Policies and Procedures	<ul style="list-style-type: none"> • Shared Contract of Employment drawn up • Shared Policies and Procedures drawn up in order of priority • EIA on new policies and procedures 	Fair and reasonable policies and practices in place which are consistently applied. Effective change management and development of new joint services
Shared Competency and Performance Review Process	<ul style="list-style-type: none"> • Develop shared competency framework • Develop shared performance review process • Consult with UNISON and staff • Training and implementation 	Staff and managers proactively accessing performance and learning opportunities leading to higher employee motivation and engagement and hence better customer care and improvements to services.
Develop an approach to Organisational Development in	<ul style="list-style-type: none"> • To be agreed. 	This will contribute to the delivery of good quality services, ensure resilience of

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conjunctions with Management Team/Heads of Service		those services and deliver the required savings.
Joining up HR function across both authorities	<ul style="list-style-type: none"> • VFM assessment of service • Design of shared service • Design shared working practices 	Improved VFM, and improved HR service and practices
Support implementation of shared services	<ul style="list-style-type: none"> • Phased implementation of shared services as per project plan • Continue to engage staff in best way possible and to review process to look for improvements • Continue to ensure fair and robust selection process for new shared services and to look for all opportunities to minimise redundancies. 	Successful implementation of shared services will lead to improved service delivery. Fair, equitable and consistent implementation process reduces risk of unfair dismissal claims. By minimising redundancies and looking for all opportunities to redeploy staff costs are reduced.
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> • Staff survey • Continue to consult with UNISON and staff on new changes and where applicable • Look to continually improve implementation process for shared services 	HR services better meeting needs of staff and improved levels of satisfaction with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	<ul style="list-style-type: none"> • Auto-enrolment • New LGPS • Collective redundancies • Protected Conversations • Flexible working • Shared parental leave • TUPE reform • Tribunal fees • Safeguarding 	The Council will be compliant with legislation therefore reducing the risk of related legal action.

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Section 6 - Key Performance indicators

PI Code	Short Name	2012/13 Value	2012/13 Target	Last update	Current value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
BV12 (C)	Working days lost due to sickness absence	8.69	8.5	Feb-14	12.41	8.5	10	9	8
BV16a (D)	Percentage of Employees with a Disability	6.28%	5.50%	Jun-13	6.38%	6.00%	6.50%	6.5%	6.5%
BV17a (D)	Ethnic Minority representation in the workforce - employees (Census District 15.7%)	9.80%	11.00%	Jun-13	9.90%	10%	10.00 %	11.00 %	12.00 %

Section 7 - Critical Risks

Ref	Strategic Risk	Relevance / Mitigation
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> Senior members and managers show commitment to change. Case for changes clearly made and communicated. Build on success, in order to establish confidence to change. Prioritise programme of change, and ensure it is adequately resourced.
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> Workforce planning Good staff communications processes Training and development strategies in place, resourced and monitored.

Ref	Key Service Risks	Relevance / Mitigation
CSB HR01	Failure to provide trusted, robust, accurate HR advice	<ol style="list-style-type: none"> Procured advice from Croners and South East Employers. Second opinion is available from SEE. Keep up to date with current legislation via Croners, CIPD, ACAS; Ensure the right policies and procedures are in place and are communicated to staff and managers; Ensure people managers are properly trained / coached to handle staff matters; Simple guidelines for the handling of confidential

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Ref	Key Service Risks	Relevance / Mitigation
		<p>sensitive issues/documents within the unit to be documented and used to remind staff;</p> <p>5. Robust people management policies and procedures in place with training for managers; Robust monitoring and checking process put into place to identify staff requiring vetting and barring checks and in keeping these up to date.</p>
CSB HR02	Failure to recruit and retain right people in right posts	<ol style="list-style-type: none"> 1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover; 2. Monitor pay and benefit rates and keep pay policy under review; 3. Ensure robust selection processes and techniques are in place; 4. Report to Management Team/Personnel Committee on recruitment and retention of staff; 5. Efficient recruitment procedure with appropriate benefits to attract the right staff; 6. Ensure all systems are accessible and promote sharing of information and skills required to carry out tasks to provide back-up for key personnel; Develop people planning needs with Management team to analyse 'key' staff.
CSB HR03	Failure to develop staff to maximise their effectiveness (including management and leadership skills).	<ol style="list-style-type: none"> 1. Comprehensive competency based Performance Review Framework in place; 2. Encourage two-way communication with staff e.g. meetings, appraisals, JSCG, Grievance Procedure; 3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process; 4. Manage underperformers when needed, through the disciplinary procedure; 5. Introduce more focused and objective competency based assessment; 6. Ensure both Councils continue to retain IIP recognition; Establish talent management programme.
CSB HR04	Inappropriate breach of policies and practices	<ol style="list-style-type: none"> 1. Fair and reasonable policies and benefits in place which are consistently applied; 2. Monitor senior managers' performance in maintaining sickness records and managing absence/flexi time abuse; 3. Implement robust Management Control techniques and monitoring procedures to identify any abuse of benefits; Take action on any abuse of benefits through the disciplinary procedure;
CSB HR05	Failure to implement harmonised joint Terms and Conditions for shared services (including job evaluation and pay strategy)	<ol style="list-style-type: none"> 1. Close consultation with workforce representatives; 2. Ensure an adequate time line for sufficient consultation; 3. Robust and frequent communications in place to explain the 'why', 'what' and 'how' to staff; 4. Monitor process and identify impacts of any delays,

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Ref	Key Service Risks	Relevance / Mitigation
		including costs, resources and income; 5. Should risk become more likely to occur, plan contingency actions to minimise the impact of any delays of industrial action; 6. Ensure all staff are fully informed about the changes; 7. Listen to staff during consultations, negotiate changes and manage expectations via openness and honesty around what needs to be achieved Where possible, promote balance across both workforces in relation to gains and losses so that they appear fair.

Section 8 - Costs and cost comparison information

Cost information

SBDC's costs have increased year on year since 2011/12 due to the introduction of a part time HR Manager and the sharing of a Principal Personnel Officer with Chiltern District Council. This was needed to support the shared services programme of work which has and will continue to generate overall costs savings across both Councils.

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2009/10	129,100	50,040	0	179,140
2010/11	133,760	43,120	0	176,880
2011/12	99,490	43,350	0	142,840
2012/13	133,600	42,950	0	176,550
2013/14	149,310	41,140	0	190,450

Cost Centre 1252

