

HR&OD BUSINESS PLAN 2018/19

Progress Update



I) Service Priorities for 2018/19

Service Priority <i>What it is and why you're focussing on it</i>	'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i>	Progress Update
Become an HR&OD 'Centre of Excellence'	<p>'Back to Basics' - Understanding of Strategic and Operational HR&OD Services by all and how to access them</p> <p>Strategic HR&OD business partnering to enable organisational change and service delivery</p> <p>Compliance and Assurance with employment and equalities legislation through the provision of employment policies, guidance and templates</p> <p>Policy Programme of work</p> <p>Advice and guidance to support 'Self Service Access' via digital channels- Staff Room, Website and School Room</p>	<p>HR Management Team working together to continuously reinforce the HR operating model so that tasks are efficiently commissioned and delivered.</p> <p>Review of model is part of the departmental restructure which is currently on hold, pending the recruitment of a Service Director for HR&OD. Clear communications and engagement plan to support the implementation and embedding of a new structure and operating model.</p> <p>Some stakeholder engagement has been part of review, with an evaluation of customer views and satisfaction of HR&OD and customer expectations.</p> <p>Delivered and ongoing. Business Partners are actively engaged with senior managers and each of the services, and are integral to informing the priorities for the HROD service and commissioning work from across the service including OD.</p> <p>Review of policies ongoing. Policy Specialist role is currently vacant. HR professionals have an allocation of policy review work, alongside other casework and work programmes.</p> <p>Continual review of processes and use of digital forms wherever possible, refresh and archiving of staff room pages and documents as necessary. Full review and refresh of recruitment and working for Plymouth City Council pages complete.</p> <p>Manager self service demonstration now a core BAU IT training offering</p>

	<p>Provision of a professional Employee Relations Service</p> <p>Facilitation of knowledge transfer to increase manager competence and capability in people management, as coach/critical friend</p> <p>Strategic advice through workforce insight for senior leaders to inform business decisions</p> <p>Provision of meaningful workforce intelligence for managers</p> <p>Shape of the workforce – including resource planning, statutory compliance for collective redundancies, EVRS, workforce monitoring</p> <p>Effective Trade Union relations</p> <p>Shared Services: Preparation for Opportunity for , Client and Retained Functions’</p> <p>Management of HR&OD contracts</p>	<p>Provision of professional ER advice on a wide range of complex casework, TUPE and change management processes.</p> <p>Provision of statutory HR advice to maintained schools</p> <p>Work on new intranet about to commence.</p> <p>Manager’s Driving Licence live and completion rates monitored monthly, including completion rates for newly appointed managers</p> <p>Skills workshops on for managers reviewed and refreshed</p> <p>Workforce dashboards updated during the year.</p> <p>Provision of monthly and quarterly reporting through workforce reports, and strategic workforce plans.</p> <p>Business as usual and ongoing, refreshed as needed when, eg changes in structure occur.</p> <p>Regular defined and agreed channels of engagement with both a wide range of regional and local trade union and professional association representatives. These range from strategic interface to local arrangements. Partnership working with regional officers to raise understanding and role of trade unions by introduction of workshops for managers.</p> <p>HR restructure to define accountability for retained functions</p> <p>Business as usual and ongoing</p>
<p>Deliver a Total Reward Framework</p>	<p>Role profile guidance will ensure the right people, with the right knowledge and skills are doing the right things</p> <p>Fair, equitable and appropriate pay within a national collective bargaining context</p>	<p>Refreshed guidance and process for role profiles, including e-learning package. Encouragement to managers to use generic role profiles.</p> <p>All role profiles graded through job evaluation. Review of Total Reward for Senior Leaders underway with Members.</p> <p>Assimilation to the new national pay spine taking place for</p>

	<p>Addressing Low Pay – through adoption of foundation living wage principles</p> <p>Programme of Employee Recognition linked to employee engagement</p> <p>Employee Benefits – as part of Total Reward offering</p> <p>Introduction of Total Reward Statements</p>	<p>implementation on 1 April 2019 for employees on NJC for Local Government Services.</p> <p>Principles of foundation living wage adopted for 2018/19 through a discretionary top up. No longer required from 1 April 2019, as minimum NJC salary is at the same rate as the foundation living wage.</p> <p>Annual programme in place, which includes annual Star Awards event, recognition of 25 and 40 years' service, introduction of digital solution for compliments, and availability of 'thank you' cards (physical and digital) for particular internal recognition.</p> <p>Use of Tracey's Team Talk for particular thanks</p> <p>Local initiatives also in place.</p> <p>Our employee benefit brand is iChoose.</p> <p>iChoose Employee Benefits portal in place, offering employees shopping and leisure discounts. Childcare vouchers in place, salary sacrifice for car parking.</p> <p>iChoose to purchase additional annual leave successful and achieves a saving of over £200k per annum.</p> <p>Opportunities for additional benefits ongoing – currently introducing a new method of pension AVCs for employees.</p> <p>As part of savings exercise, this is on hold for this financial year and will be reconsidered alongside other HR system developments in 2019-2020.</p>
<p>Healthy, Motivated, skilled and engaged workforce</p>	<p>Planned response to staff engagement and resilience surveys, supporting staff through organisational change to ensure performance maintained, performance management and development, Team Plymouth, on-boarding processes, functional skills</p>	<p>Departmental action plans for the 2017 staff survey in place and monitored through JCCs.</p> <p>Staff survey results for 2018 will be announced during January 2019. Overview report to be presented to scrutiny during February 2019. Service areas to plan response to specific responses in each area.</p>

		<p>Strategic Change Specialist appointed December 2018, to replace departure of Senior Business Change Advisor.</p> <p>Team Plymouth and staff Welcome Events continue to be regularly delivered, alongside regular review and revision to ensure maximum benefit to staff.</p> <p>Functional skills programme for English, Maths and ICT continues, number of successful qualifications to be updated at the end of March.</p> <p>Continued support with ongoing delivery of Tea with Tracey sessions.</p> <p>Provision of an EAP which provides free 24/7 advice and guidance on a wide range of subjects not just related to employee health and wellbeing.</p>
Making Plymouth City Council an employer of choice and strengthening employer brand	Maximising apprenticeship opportunities, targeted leadership and management development, development of career pathways for career progression	<p>New, refreshed recruitment webpages promoting 'Working for Plymouth City Council'.</p> <p>Strategic work force planning for senior leadership team to be commenced shortly as an element of Total Reward work.</p> <p>Strategic review of apprenticeship taken place. Apprentice First to be launched for 2019/2020 and on target to meet 2.3% of the workforce by the end of 2018/19.</p> <p>Strategic workforce plans and identification of critical roles have supported the development of career pathways for some professions.</p> <p>Co-ordination of the Multi Agency Coaching Network, including the updating and delivery of coaching training.</p>
Agile, flexible and responsive working culture, including 'the Way We Work' (TWWW) culture and change support	Technical and business change delivery for the Way We Work programme, technical support for digitalisation of key service areas, enhancing online learning offer	<p>HR & OD in first wave of WWW programme and acting as ambassadors across the organisation.</p> <p>Ongoing work to support the Way We Work project across the council through the delivery of Team Charter</p>

		<p>workshops and engagement activity, on track to finish at the end of 2019/20. Significant change in working practices and behaviours, as shown through the Way We Work tranche 1 review report and staff survey results.</p> <p>Technical support given through the review and updating of HR policies.</p> <p>Mandatory eLearning now measured corporately each month has led to more than 100% increase in online course completions. Online learning offer continues to be developed. To date this year, 9 new courses have been introduced or existing courses completely refreshed. The management and review of eLearning being evaluated and revamped.</p> <p>Website and digitisation of forms updated to be more user friendly for both internal and external customers.</p>
Right people, right role, right skills, right attitude	Targeted OD and change management support to ensure improved service delivery, drive desired culture outcomes as stated in the People Strategy, assessment of value add of OD interventions in terms of behaviour and performance	<p>More focus on use of workforce plans as change pieces undertaken. More consideration and promotion of pre change engagement by HROD BP's where this is beneficial.</p> <p>A move away from a "one size fits all approach".</p> <p>Strategic review of the People Strategy has been undertaken, and a People Plan is being developed</p>
Reduce organisational vulnerability to unplanned resignation in business critical areas	Strategic workforce planning, succession planning for business critical roles, talent pool for development of credible internal candidates for key roles	<p>Strategic workforce plans in place.</p> <p>Limited progress due to available resources.</p> <p>This will be part of OD programme during 2019/2020, when appropriate capacity is in place.</p>
Strengthen and maintain a contemporary HSW risk profile across all functions	Installation of HSW e-system	A digital health and safety management system (SHE Assure) has been purchased and work has been progressed to configure the system for implementation. The system will enable real time management information to be available to support risk management and health and safety improvement actions. The Go-Live date is 1 st April 2019,

		following user testing and training in the last quarter of 2018/19
	Support service areas to deliver actions arising from the self-assessment process	The self-assessment process provided a framework for Heads of Service to assess their compliance with the Management of Health and Safety at Work regulations 1999 and to put in place actions required where gaps were identified. The process has enabled PCC to strengthen the risk profile of the organisation and to focus corporate support activity to higher risk areas. The outputs from the self-assessment are monitored by the HSW Steering Group on a quarterly basis and next steps agreed. The next step for 2019/20 will be to instigate a formal auditing programme.
	Develop new guidance for role profiles in relation to HSW and health surveillance	Refreshed guidance and process for role profiles, including e-learning package. Encouragement to managers to use generic role profiles
	Yr 1: working towards achieving ISO45001 (Corporate and Street Services)	ISO 45001 is the International Organisation Standard for Occupational Health and Safety Management. This work has put on hold due to other priorities; the HSW Steering Group will be receiving revised proposal for implementation at the Q3 meeting in March. In the meantime a Lead Auditor training has been completed by a HSW Assurance Specialist to provide appropriate leadership going forward.
	Deliver scheduled HSW training programme, ensuring people attain mandatory compliance for taught aspects	Monthly reports are now published on staff room for Service Areas to monitor compliance with basic HSW Induction for all staff. HSW Induction for Managers taught sessions for Managers have been increased in the last quarter to provide 240 additional places.
	Commission additional capacity to meet demand for HSW training (risk assessment; IOSH Managing Safely; MH first aid and mindful employer)	A pilot for IOSH Managing Safely (Mandatory Training for Heads of Service, or equivalent and above) via e-learning has been completed with a positive evaluation. Places have now been commissioned to provide a rolling programme during quarter 4 and into 2019/20. IOSH Managing Safely

		for Senior Executives has also been purchased, to be completed by all Senior Leaders in quarter 4. Two Mental Health First Aid courses are being provided by Livewell South West
	Roll out consistent HSW induction and review programme for all non-PC users using train the trainer approach	HSW Induction in place for all non-PC users. Roll out of new approach deferred until 2019/20 due to other high risk priorities.
	Develop SLA for health surveillance and apply variation to IMASS contract	IMASS has been taken over by Medigold Health which has an independent Health Surveillance function led by a Health Surveillance Specialist. A new approach has been implemented including mobile clinics and the principle of only seeing people once (integrated appointments where an employee is subject to more than one type of surveillance). The Specialist Nurse has visited Street Services and advised on suitable HS programmes which are in place.
Compliance with HSW mandatory and essential training	Undertake gap analysis against all potential health hazards	A review of all our corporate guidance pertaining to occupational health and health surveillance is due for publication at the end of February. This will be accompanied by appropriate refresher training for Managers
	Initiate corporate approach to the wellbeing and resilience survey	The first Corporate Wellbeing and Resilience Survey was undertaken in 2018 and the results have been analysed alongside the staff survey and safety climate survey. Results are being shared with staff in January.
	Wellbeing Week	The Wellbeing Champions organised local activities for wellbeing week in 2018 and planning will take place for 2019 in quarter 4
Delivering sustainable health improvement	Flu vaccination programme	The flu vaccination programme for 2018 was led by a Consultant in Public Health. 400 staff requested vouchers to redeem at Boots and at the time of writing the redemption rate stands at 57%. This is in part due to a national shortage of vaccines which impacted on Boots ability to deliver against the contract. The deadline for redemption of the vouchers has been extended to January

		31 st Nationally.
	Publish new performance standard on health and wellbeing	This work has been put on hold in the light of other priorities
	Co-ordinate seasonal programme of lifestyle factors: smoking and drinking	Ongoing work with Public Health and Wellbeing Champions
	Complete top 100 case review for mental health related absences	Deferred until 2019/20 due to higher risk priorities
	Review of capability process to ensure parity between physical and mental health	On-going
Compliance with all corporate policies including HSW, Risk Management etc. (All service managers)		Managers' Driving Licence in place to ensure all managers understand corporate policies. Delivery of workshops on key policies including managing attendance, managing performance and investigations to transfer knowledge about policies HROD has a HSW Management System in place