

# HR&OD BUSINESS PLAN 2018/19

March 2018



## 1) Vision

Creating a healthy, motivated, engaged and skilled workforce able to deliver the Council's vision and cultural values.

## 2) Purpose

HR&OD delivers services and functions as follows:

<i>Service Area</i>	<i>Functions / Activities</i>
<i>Strategic HR&amp;OD Business Partnering</i>	<ul style="list-style-type: none"><li>• Partnering with directorate senior management teams to commission all HR&amp;OD services and receive customer feedback</li><li>• Workforce insight to inform business decisions</li><li>• Early engagement and support to leadership teams in the design and delivery of change</li></ul>
<i>Cross-cutting HR&amp;OD</i>	<ul style="list-style-type: none"><li>• Enable and support organisational change and transformation</li><li>• Development of Centres of Excellence</li><li>• Equality and Diversity</li><li>• Trade Union engagement and consultation</li><li>• Contract Management<ul style="list-style-type: none"><li>○ Pertemps (unallocated)</li><li>○ IMASS</li><li>○ PAM Assist</li><li>○ Training contracts eg: external provision of Managing Fundamentals</li></ul></li><li>• Resourcing and Recruitment relationship and Employer Value Proposition, including Employer Brand (yet to be allocated within service)</li><li>• Retained Services</li></ul>
<i>OD &amp; Talent</i>	<ul style="list-style-type: none"><li>• Managing and embedding planned business change to support greater organisational effectiveness</li><li>• Commissioning/developing programmes and interventions to support identified business needs</li><li>• Developing talent throughout the organisation through succession planning and apprenticeship work streams</li></ul>

	<ul style="list-style-type: none"> <li>• <i>Whole workforce development to improve organisational performance</i></li> <li>• <i>Strengthening leadership to equip, enable and empower managers to lead their teams and enhance performance</i></li> <li>• <i>Support and embed culture change to achieve the organisation's 'one team' vision and drive up employee engagement</i></li> <li>• <i>Support effective performance management and career development through effective use of the APR and RPD meetings framework</i></li> <li>• <i>Respond to the needs of the business as they arise and prioritise interventions in line with corporate priorities</i></li> <li>• <i>Staff survey and lead on employee engagement</i></li> <li>• <i>Ensure skill and knowledge transfer into the workplace through evaluation of key programmes</i></li> </ul>
<p><i>Health, Safety &amp; Wellbeing</i></p>	<ul style="list-style-type: none"> <li>• <i>Leadership and co-ordination of HSW improvement agenda and any related projects required to deliver the HSW vision</i></li> <li>• <i>Leadership and co-ordination of wellbeing charter and time to change actions</i></li> <li>• <i>Corporate HSW assurance; management of HSW governance arrangements; corporate advice and guidance re. legislative compliant and management of risk at strategic, tactical and operational level; direct line to CEX as per HSWA</i></li> <li>• <i>HSW Audit, training, strategic management of incident reporting, learning and related MI, oversight of HSW risk management and escalation; competent advice</i></li> <li>• <i>Income generation; selling services to partner organisations</i></li> <li>• <i>Management of relationship with HSE and reporting of RIDDOR</i></li> </ul>
<p><i>Specialist Services</i></p>	<ul style="list-style-type: none"> <li>• <i>Compliance and assurance and best practice</i></li> <li>• <i>advice and guidance on employment matters,</i></li> <li>• <i>Review and development of HR policies, guidance, toolkits and changes to terms and conditions,</i></li> <li>• <i>Trade Union relations – management of TU engagement, corporate consultation and corporate negotiations</i></li> <li>• <i>Total Reward – Pay and Grading, Employee recognition, Employee Benefits (financial and non-financial)</i></li> <li>• <i>Facilitation of knowledge transfer to increase competence and capability in people management, as coach/critical friend</i></li> <li>• <i>Provision of workforce insight and workforce controls</i></li> <li>• <i>Client Relationship with DELT – fulfilling payroll, pensions and HR System requirements on behalf of PCC?</i></li> </ul>

## Statutory Duties

Provision of competent advice and corporate assurance in accordance with employment and health and safety legislation in respect of:

- All contractual requirements (through employment cycle) stemming from employment legislation, regulations and caselaw
- Health and safety at work etc Act 1974 and all related legislation made under the Act
- HSW Management system
- Reporting of RIDDOR
- Delivery of statutory responsibilities for controlled schools
- Trade Union and Labour Relations (Consolidation) Act 1992 - Advance notification of redundancies (HRI)
- Transparency and Localism Acts – Pay Policy Statement and Publication requirements
- Trade Union Act
- DBS and Right to Work – with administration provided by Service Centre (Recruitment)
- Equality Legislation, including Gender Pay Gap Reporting, Equal Pay
- Apprenticeships

## Outcomes

HR&OD services will work towards delivering the following outcomes in 2018/19:

- Become an HR Centre of Excellence with clear marketing and communications about the Service
- Maximisation of self service by managers and employees
- Strategic workforce planning process to support business plans.
- Competent and confident managers able to deliver on the core people, performance and compliance aspects of their role
- Excellent employee relations, including trade union relations
- Employer of Choice – including Total Reward Package – appropriate pay (within a national collective bargaining context) and benefits (financial and non-financial)
- Non HSW qualified workforce able to make competent judgements about the management of HSW
- A functioning HSW management system at corporate, tactical and operational level that effectively directs the management, escalation and resolution of risk as far as reasonably practicable and delivers a contemporary HSW risk profile of the organisation
- Delivery of a co-ordinated health and wellbeing programme
- Positive feedback re customer service
- An effective HSW Steering Group demonstrating clear direction and leadership for the organisation resulting in pro-active leadership of a positive HSW culture across all functions of the Council
- Workforce who are able to demonstrate appropriate behaviours and core values.
- Workforce insight and forecasting, through workforce reports and dashboards
- Apprenticeship targets are met
- Workforce has access to timely support from EAP as needed to support their mental health and wider information and advice re range of health conditions / debt and money management advice
- Managers have access and receive meaningful advice from IMASS

## Labour Manifesto Pledges

Pledge	Outcome	How it will be delivered
<p><b>Pledge 62:</b> We will encourage membership of trade unions in the City Council and in the private sector, as we have always believed in the need for strong trade unions since its foundation. There is increasing evidence that a low-wage economy like Plymouth is under further threat because of austerity. Unions can play an important role in protecting the city's spending power from erosion by pay freezes and pay cuts.</p>	<p>Increase in TU membership within the council</p> <p>A two year pay deal is in place for 2018/2019 for the majority of employees.</p> <p>The council continues to lead by example and supports the principles of the foundation living wage and will continue to 'top up' pay for low paid employees up to the foundation living wage rate.</p>	<p>Quarterly confidential TU data for the workforce shared by the trade unions</p> <p>Currently an annual request is made to the trade unions for them to provide confidential information about their trade union numbers. A meeting is planned with the regional trade union officers to discuss the pledge and request that numbers are received on a quarterly basis.</p> <p>Continued support of the principles of the foundation living wage.</p>

### 3) 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>	Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
<p>Become an HR&amp;OD 'Centre of Excellence'</p> <p>(Alison Mills)</p>	<p>'Back to Basics' - Understanding of Strategic and Operational HR&amp;OD Services by all and how to access them</p> <p>Strategic HR&amp;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>Advice and guidance to support 'Self Service Access' via digital channels- Staff Room, Website and School Room</p> <p>Policy Programme of work</p> <p>Provision of a professional Employee Relations Service</p> <p>Facilitation of knowledge transfer to increase manager competence and</p>	<p>Digital team for digitisation of forms</p> <p>OD &amp; Manager's Driving Licence</p>

	<p>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&amp;OD contracts</p>	<p>Delt – provision of reports and dashboards from iTrent and other systems</p> <p>Recruitment – Pertemps and other workforce information</p> <p>Reports from iTrent, pensions advice</p> <p>Recognised trade unions and associations</p> <p>Procurement</p>
<p>Deliver a Total Reward Framework (Alison Mills)</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>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>Payroll and system support</p> <p>Digital team</p> <p>System team</p> <p>DELT</p>
<p>Healthy, Motivated, skilled and engaged workforce (Alison Mills)</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>Health safety and wellbeing team, change resources within HROD</p>
<p>Making Plymouth City Council an employer of choice and strengthening employer brand (Alison Mills)</p>	<p>Maximising apprenticeship opportunities, targeted leadership and management development, development of career pathways for career progression</p>	
<p>Agile, flexible and responsive working culture (Annie Broadbent)</p>	<p>Technical and business change delivery for the Way We Work programme, technical support for digitalisation of key service areas, enhancing online learning offer</p>	

Right people, right role, right skills, right attitude (Annie Broadbent)	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	
TWWW culture and change support (Lisa Woodman)		
Reduce organisational vulnerability to unplanned resignation in business critical areas (Annie Broadbent)	Strategic workforce planning, succession planning for business critical roles, talent pool for development of credible internal candidates for key roles	
Strengthen and maintain a contemporary HSW risk profile across all functions (Clare Cotter)	Installation of HSW e-system	DELT, Business change, Project Management, Co-operation of service areas
	Implementation of risk assessment module	
	Implementation of incident and accident reporting module	
	Implementation of the audit module	
	Migration of management information to digital system	
	Support service areas to deliver actions arising from the self-assessment process	
	Develop new guidance for role profiles in relation to HSW and health surveillance	HR Specialists
	Yr 1: working towards achieving ISO45001 (Corporate and Street Services)	
Compliance with HSW mandatory and essential training (Clare Cotter)	Deliver scheduled HSW training programme, ensuring people attain mandatory compliance for taught aspects	
	Commission additional capacity to meet demand for HSW training (risk assessment; IOSH Managing Safely; MH first aid and mindful employer)	Workforce development monies
	Roll out consistent HSW induction and review programme for all non-PC users using train the trainer approach	
Delivering sustainable health improvement (Clare Cotter)	Develop SLA for health surveillance and apply variation to IMASS contract	
	Undertake gap analysis against all potential health hazards	
	Initiate corporate approach to the wellbeing and resilience survey	Service area actions

	Wellbeing Week	Wellbeing Champions; ODPH
	Flu vaccination programme commencing August 2019	Public health England; ODPH
	Publish new performance standard on health and wellbeing	ODPH; TU Lead reps
	Co-ordinate seasonal programme of lifestyle factors: smoking and drinking	ODPH; Wellbeing Champions
	Complete top 100 case review for mental health related absences	
	Review of capability process to ensure parity between physical and mental health	TU lead reps; HR Specialists
Compliance with all corporate policies including HSW, Risk Management etc. (All service managers)		

### Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)