

Working for you

**HUMAN RESOURCES
Service Improvement Plan
2011-2014**

Human Resources SERVICE IMPROVEMENT PLAN

Period : 2011 to 2014

SECTION 1 – CORPORATE CONTEXT

Head of Service: Dianne Kilburn	Directorate: Resources	Portfolio: Resources
Our Vision, Aims and Values:	<p>Our Vision The best place to live, work and visit – by miles</p> <p>Our Aim We will be the best by:</p> <ul style="list-style-type: none">• Providing high quality, value for money services• Looking after our heritage and place, taking pride in what makes the Harrogate District special• Listening to, learning from and responding to our customers• Being innovative and creative, working with and learning from others to achieve more <p>Our Values</p> <ul style="list-style-type: none">• Putting our customers at the heart of everything we do• Actively working together as one Council – together we are greater than the sum of our parts• Taking pride in delivering quality and value for money in everything we do• Respecting and valuing each other so that everyone can reach their potential	

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Our Priorities:

- **A Strong Local Economy**

Harrogate District – a place with:

- A sustainable and diverse economy
- A vibrant tourism offer
- Good travel, transport and electronic infrastructure
- A world class conference centre

- **Supporting our Communities**

Harrogate District – a place where:

- Everyone feels and is safe
- People are as healthy as possible
- People's housing needs are addressed
- People's essential needs are met through effective public services
- Our impact on the environment is minimised through effective waste management and by looking after our natural and built environment
- People have the opportunity to be involved in decisions that affect them and to see real change occur

- **An Excellent Council**

Harrogate Borough Council – a Council that:

- Provides excellent public services
- Meets our customers' needs and expectations
- Continuously improves
- Provides good value for money

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The context in which we work:

Local Government is facing a period of change. The Coalition Government which came into power in May 2010 has signalled its intent to move towards decentralisation, freeing local government from constraint and burdensome central management. Localism and Big Society have become the watchwords moving into 2011. Policy changes are being made quickly and we must be ready to respond with thought and care.

Local Government finance is another key area of change. Tackling the public sector deficit has become a key pledge of the Coalition and the recently announced two year settlement will mean for Harrogate Borough Council a cut of approximately £1.7 million in government grant in 2011/12, with a further cut in government grant of approximately £1 million in 2012/13.

There are other issues and challenges that remain:

- The economic downturn
- Provision of affordable housing
- Transport connectivity
- The size of the district and population distribution
- Carbon and waste reduction
- Access to services

Our ability to continue to improve as a Council, meet the issues and challenges, respond to changes in policy and finance and maintain our core services will be tested over the coming months. Our transformation agenda will provide the focus for improvement and will concentrate on the areas of:

- Better use of our Resources
 - Value for Money
 - Procurement
 - Information & Document Management
 - Accommodation
 - Energy
- New Ways of Working
 - Mobile & remote working
 - Flexible working
 - Business simplification
- Collaboration
 - Craven, Harrogate & Selby collaboration programme
 - Partnership working
- Improving the Customer Experience
 - Website redesign and transactionality
 - One Front Office
 - Telephony Project
- Organisational Development and Cultural Change
 - Change management
 - Internal Communications
 - Better Business

Leadership & skills

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SECTION 2 – SERVICE CONTEXT – where are we now

Core Purpose and Aims of the service:

The Human Resources Section's purpose is to assist the Council achieve its corporate and service objectives by contributing the highest possible level of expertise and commitment to the effective management of the Council's human resources and to ensure the Council's reputation as a good employer.

Given the challenges to the council and the impact of the transformation agenda on the council the role of HR needs to be redefined. The VFM review of HR has raised the question and at the time of drafting the SIP the outcome has not been decided.

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<p>Introduction:</p> <ol style="list-style-type: none">1. Scope of service2. What it does3. Core business4. Is the service is statutory or discretionary?	<p>The service covers general HR including advice on employee relations matters, job evaluation and developing policy, Learning and Development, Health and Safety / Occupational Health.</p> <p>The Core business: Provide a quality information, advisory, policy development and consultancy service to the Corporate Management Team, Departmental Management and elected members.</p> <p>Initiate, develop and monitor human resources policies, strategy and procedures to meet the needs of the Council and ensure compliance with employment legislation and good practice.</p> <p>Initiate, develop and monitor occupational health and safety policies, strategy and procedures to meet the needs of the Council and ensure compliance with health and safety legislation and good practice.</p> <p>Ensure equality and diversity matters (in relation to employment) becomes an integral part of management practice.</p> <p>Develop and promote corporate training initiatives and manage the Council's learning and development programme, in line with the Council's People Management Strategy.</p> <p>To represent and promote the Council on relevant outside bodies.</p> <p>To support the devolved HR function.</p> <p>To work in partnership with external agencies.</p> <p>The Service is a discretionary service. For Health & Safety there is a need to have a fully competent person providing advice on such matters</p>
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How is it done?	<p>The service is provided centrally with some delegated responsibilities to Business Support sections within departments.</p> <p>Health and Safety is also managed on a corporate basis by the Director Of Development Services who has corporate responsibility for Health and Safety.</p> <p>Learning and development is a central service with a small corporate budget.</p>
Customer profile	<p>Employees /Members/CMT/Innovate Board/Managers</p>
Employee profile	<p>Professional staff- 8 F/T 1P/T Includes a temporary post to assist with workload as a result of work generated by the Innovate@harrogate programme.</p> <p>Support staff – 1 F/T 1p/t</p>
Financial profile	<p>Budget £658k (including training and occupational health)</p> <p>Departments have their own training budgets.</p> <p>Departments are responsible for funding their own Health and Safety requirements</p>
Key partners in delivering the service	<p>Members / CMT / EMT/ Managers / employees / trade unions</p> <p>External and internal training providers</p>

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➤ DRIVERS (corporate and service)

CORPORATE DRIVERS:	
Corporate Plan	HR influences the corporate priority “An excellent Council”.
Business Transformation Programme	The transformation agenda impacts considerably on the work of Human Resources. The overall impact is emerging and will continue to emerge as the transformation programme develops. HR, OD including communication and workforce planning and Learning and Development are the key to the success of the transformation agenda.
Other council wide strategies	ICT strategy, Financial strategy and the accommodation strategy, all impact on the work of the HR section.
SERVICE DRIVERS:	
National Priorities	The coalition government has instigated a number of policies to cut public spending including pay freezes, a public sector pay policy, and a review of the pension scheme in the public sector. The cuts in public spending means that local government has to examine it’s spending priorities and the impact that has on service provision, how services are to be provided and ultimately on jobs.
Statutory / Contractual/ Legal Responsibilities	Employment Law Health and Safety Codes of Practice / Regulations Consistent approach to implementation

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Customer Priorities	Efficiency, value for money Managers: Effective, timely advice and support Members: Professional advice, protect the position of the Council Employees: Meaningful, supportive conditions of service that support a good work/life balance and a working culture and environment that is conducive to good health and safety Trade Unions: Effective working relationships.
Service Strategies	People Management Development Strategy

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➤ PERFORMANCE ANALYSIS

Performance Information – PI's	Support Corp. Strat? Y/N	Actual 09/10	Target 10/11	Target 11/12	Target 12/13	Priority for Improvement Reason/ Reason for decline/what we have learned
National Indicator's						
Local PI's						
Service Standards						
To complete see SIP action						
Corporate Health PI's						
<u>Working days lost due to sickness absence</u>	Y	7.45	8	7.5	7.5	
Customer Satisfaction Profile						
Survey name	08/09	09/10	10/11	11/12	12/13	Current Customer Priorities for Improvement/what we have learnt
Place Survey						
Statutory survey e.g. tenants survey						

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Service user surveys Customer survey as part of the VFM review			✓			<p>Overall, the Management Group felt that</p> <ul style="list-style-type: none"> • there had been improvements in the last two years, such as the development of home-working policies, • HR should prepare more for changes to the workforce and working practices by taking a lead on more flexible working arrangements • HR could take a more consistent approach across the council. <p>The Operational group identified the following improvements:</p> <ul style="list-style-type: none"> • Processes should be less laborious • Processes should be electronic (Trent / Intranet) • All forms should be available in one place and more clearly signposted • Introduce electronic authorisations • Systems need to be resilient and support should take into account staff who do not work 9 to 5
Other survey						
Complaints						

Inspection/review outcomes (to include Comprehensive Area Assessment, service reviews, peer reviews, inspections etc)

VFM review resulted in agreement to centralise HR function to create a more pro-active strategic HR section.

SECTION 2 – SERVICE CONTEXT – where are we now?

➤ PERFORMANCE ANALYSIS

Competition Profile

	10/11	Bench- marks	Comments
Cost Comparison		Cipfa	Benchmarking highlighted that we are low cost compared to both Shire District Group average and Comparator Group average.
Quality Comparison			
Alternative providers			

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Key Achievements & Outcomes in the last 12 months

- Service kept on top of the legislative requirements eg Fit notes, Equalities Act requirements.
- Employee relations cases – well managed
- Significant contribution to the Innovate agenda. HR contributing to or taking the lead on a number of key projects eg: performance management(Appraisal)/ Big conversation/ Communication strategy/Skills and competencies, NWW – remote working
- Further development of Trent in H&S and L&D
- Significant work on hand arm vibration and noise vibration.
- Participation on a number of Innovate Boards and project groups.

Value for money is about economy, efficiency and effectiveness. What plans do you have in place to:

- **Improve your use of inputs? (economy e.g. buying goods and services at lower prices)**
- **Improve your achievement of outputs or outcomes? (effectiveness e.g. buying sustainable goods to reduce our carbon footprint)**
- **Improve how you use inputs to achieve outputs? (efficiency e.g. implementing leaner, less bureaucratic processes such as electronic procurement)**
- **Benchmark your value for money with others, and with yourself over time?**

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SECTION 3 – STRATEGIC DIRECTION – where do we need to be?

From an analysis of section 2 and the pre-work already completed and discussed this section should set out the improvement priorities (max 5) that, over the next 3 years, have been identified that will:

- Achieve council objectives
- Improve services
- Meet customer needs etc

Improvement Priority	Rationale
1. A People Management Development Strategy	The Council has been without a People Development Strategy for approximately 18 months. During this period the Council has refreshed its vision via the development of the transformation agenda. This is almost complete and will enable a People Management Development Strategy to be developed which encompasses corporate aspirations and support new ways of working and delivers efficiencies.
2. Centralise the HR function in line with the outcome of the VFM review, restructure the service and develop a plan for creating a more strategic and proactive service.	The VFM review showed that there was a need to develop a more strategic, proactive HR service which could be achieved by an increase in capacity following centralisation of the HR function
3. Undertake business case for the provision of HR services in line with the Collaboration Project	HR is in year one of the collaboration programme for potential joint working with Craven and/or Selby
4. Performance management	Need to review, and pilot new PI's which measure service performance

SECTION 4 – ACTION PLANNING – how do we get there?

Action Plan (one for each service improvement priority)

Improvement Priority 1: People Management Development Strategy

Outcome to be achieved: PMDS to be approved and implemented aligned with major organisation changes in the next three years.

Thematic Links (Sustainable Community Strategy/NYorks SCS/Corporate Plan/Other key strategies & plans/business transformation):

Corporate Plan / Business Transformation: organisational development and cultural change

Context/Impact (why this is an improvement priority/what will be the impact/what will be better as a result?):

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Following implementation, working practices will be updated and policies modernised to take into account government / public expectations and support new ways of working and efficiencies.									
Measures of success (how we will monitor progress. Identify here key PIs and their forward targets):									
Normal performance management arrangements. Eg work planning and appraisals Changes to trends within the council – statistical analysis Meeting organisational needs Satisfaction ratings eg employee survey/management satisfaction									
Resource Implications	2010/11	2011/12	2012/13						
Revenue	-	N/K	N/K						
Capital	-	-	-						
Assets	-	-	-						
ICT	TBA	TBA	TBA						
Procurement Activity	TBA	TBA	TBA						
Human Resources	-	Employee time	Employee time						
Equality Impact Assessment	-	No adverse effect of a result of the strategy. Individual impact assessments would be required for each action.	-						
Risk Assessment. Please consider the risks to the delivery of this improvement priority and assess them using the corporate pro-forma and evaluation matrix. Show the risk score here.			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Impact</td> <td style="padding: 5px;">Likelihood</td> <td style="padding: 5px;">Total Score</td> </tr> <tr> <td style="padding: 5px;">TBA</td> <td style="padding: 5px;">TBA</td> <td style="padding: 5px;">TBA</td> </tr> </table>	Impact	Likelihood	Total Score	TBA	TBA	TBA
Impact	Likelihood	Total Score							
TBA	TBA	TBA							
Key Actions to implement the Improvement Priority	By when – enter milestone.		Who is responsible? Title of post, not name						
Draft Strategy	February 2011		Head of HR						

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Consultation and approval	April 2011	Head of HR
Commence implementation	June 2011	Head of HR

Action Plan (one for each service improvement priority)

Improvement Priority 2:
Centralise the HR function in line with the outcome of the VFM review, restructure the service to deliver a more strategic, proactive function.

Outcome to be achieved:
A strategic, proactive centralised HR service.

Thematic Links (Sustainable Community Strategy/NYorks SCS/Corporate Plan/Other key strategies & plans/business transformation):

Context/Impact (why this is an improvement priority/what will be the impact/what will be better as a result?):

Measures of success (how we will monitor progress. Identify here key PIs and their forward targets):

To be developed

Resource Implications	2010/11	2011/12	2012/13
Revenue		TBA	TBA
Capital		TBA	TBA
Assets		TBA	TBA
ICT		TBA	TBA

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Procurement Activity		TBA	TBA		
Human Resources		There will be disruption to the service during this period of change and review	TBA		
Equality Impact Assessment		TBA	TBA		
Risk Assessment. Please consider the risks to the delivery of this improvement priority and assess them using the corporate pro-forma and evaluation matrix. Show the risk score here.			Impact	Likelihood	Total Score
To be undertaken					
Key Actions to implement the Improvement Priority	By when – enter milestone.		Who is responsible? Title of post, not name		
Consultation with HR staff and stakeholders on HR service and needs resulting in a revised structure and roles and responsibilities for the HR service	June 2011		Head of Human Resources		
Consultation on revised structure	July onwards		Head of Human Resources		
Implementation of revised structure including communication of roles and responsibilities of the HR service/stakeholders and the maximisation of HR systems	Late summer - TBA		Head of Human Resources		
Capacity and skills development of HR staff	TBA		Head of Human Resources		

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Action Plan (one for each service improvement priority)			
Improvement Priority 3: Undertake business case for the provision of HR services in line with the Collaboration Project			
Outcome to be achieved: Production of a business case to determine what, if any, services can be provided in collaboration with either Selby, Craven or both and how those services may be provided			
Thematic Links (Sustainable Community Strategy/NYorks SCS/Corporate Plan/Other key strategies & plans/business transformation): Business Transformation			
Context/Impact (why this is an improvement priority/what will be the impact/what will be better as a result?): To be determined from the business case			
Measures of success (how we will monitor progress. Identify here key PIs and their forward targets): To be determined from the business case			
Resource Implications	2010/11	2011/12	2012/13
Revenue		TBA	TBA
Capital		TBA	TBA
Assets		TBA	TBA
ICT		TBA	TBA
Procurement Activity		TBA	TBA
Human Resources		HR time on the development of the business case.	TBA
Equality Impact Assessment		TBA	

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Risk Assessment. Please consider the risks to the delivery of this improvement priority and assess them using the corporate pro-forma and evaluation matrix. Show the risk score here.			Impact	Likelihood	Total Score
Risk assessment to be undertaken as part of the business case					
Key Actions to implement the Improvement Priority	By when – enter milestone.	Who is responsible? Title of post, not name			
Business Case to be completed	July 2011	Director of Community Services			
Consideration of Business Case in all three authorities	TBA	Director of Community Services			
Implementation of the outcome of the business case	TBA - dependent upon conclusion of the business case	TBA			

Action Plan (one for each service improvement priority)
Improvement Priority 4: Performance management
Outcome to be achieved: Development of tangible performance measures for the performance of the HR section
Thematic Links (Sustainable Community Strategy/NYorks SCS/Corporate Plan/Other key strategies & plans/business transformation): First class authority
Context/Impact (why this is an improvement priority/what will be the impact/what will be better as a result?): Will be able to measure the performance of the HR section to assess whether it meets the needs of the organisation
Measures of success (how we will monitor progress. Identify here key PIs and their forward targets): Year on year improvement based on customer needs / customer survey.

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Appraisals and delivery of work plans Discussion at Performance clinics / review meetings Identification of trends			
Resource Implications	2010/11	2011/12	2012/13
Revenue	-	-	-
Capital	-	-	-
Assets	-	-	-
ICT	-	-	-
Procurement Activity	-	-	-
Human Resources	-	TBA	TBA
Equality Impact Assessment			
Risk Assessment. Please consider the risks to the delivery of this improvement priority and assess them using the corporate pro-forma and evaluation matrix. Show the risk score here.			Impact
To be undertaken when clarity of process			Likelihood
			Total Score
Key Actions to implement the Improvement Priority	By when – enter milestone.		Who is responsible? Title of post, not name
Identify performance measure	January 2011		Head of Human Resources
Set up process for measuring performance	January 2011		Head of Human Resources
Undertake risk assessment	As above		Head of Human Resources
Measure	To commence 2012		Head of Human Resources

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Review appropriateness of performance measure	To commence 2012	Head of Human Resources
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SECTION 6 – CROSS CUTTING THEMES – how do we get there?

- **Consultation and community engagement**
- **Equalities and Diversity**
- **Sustainability and Climate Change**
- **Community Safety**
- **Health and Safety**
- **Business Transformation etc**

Cross cutting theme	Review appraisal scheme following implementation	April 2011 – Nov 2012	-
These have been addressed in earlier sections of the SIP			

SECTION 7– PERFORMANCE MONITORING ARRANGEMENTS – how will we know when we are there?

What	When	How	Responsibility
Strategic Monitoring: Service Tasks & PI's to address: <ul style="list-style-type: none"> • Corporate Strategy • Strategic Scorecard • Other key PI's 	Monthly	Monthly Monitoring Meetings <ol style="list-style-type: none"> 1. Head of Service/SMT monitor SIP and update Covalent, discuss results and where appropriate any corrective action necessary. 2. Director/DMT review SIPs, discuss results and any corrective action proposed. 3. Director/Head of Service briefs Portfolio holder on results/corrective action agreed. 	<ol style="list-style-type: none"> 1. Heads of Service 2. Directors 3. Portfolio holder
Operational Monitoring: Other service Tasks and PI's	Quarterly	Quarterly Monitoring Meetings & Actions <ol style="list-style-type: none"> 1. Quarterly service improvement clinic with each HOS, led by Chief Exec 2. Actions or amendments agreed at service improvement clinic updated on Covalent 3. DCPI produce quarterly performance report for CMT, O & S, Cabinet 	<ol style="list-style-type: none"> 1. Chief Exec 2. HOS 3. DCPI
	Six monthly	<ol style="list-style-type: none"> 1. DCPI prepare report for O & S detailing SIP progress 	<ol style="list-style-type: none"> 1. PI&RT
	Annually	<ol style="list-style-type: none"> 1. DCPI prepare Annual Performance Report in June each year to be published 	<ol style="list-style-type: none"> 1. DCPI

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