

**APPENDIX B**

**2016/17 HR Service Work Plan**

**Organisational Development**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Review of Visa and work permit checking process	Responsive & Efficient	Current checking process is reviewed, including number of staff affected	Employee visa's and work permits are reviewed in a timely manner	Team have a thorough understanding of new process and what is required.	Agree any changes to process and update the HR team	01/04/16	31/07/16
Regular Performance Review	Responsive & Efficient	Further develop the RPR process following its successful introduction in 2016.	Regular Performance Review being used consistently and beyond the minimum twice yearly requirement.  Introduce a system to manage and store RPRs on line.	Conduct further briefing and training sessions for staff and managers who are new to the process. Encourage the use of RPR as a basis for all 1 to 1s. Reintegrate the flexible use of new competencies into the process.	Main RPR round completed by 31st July. New competencies to be introduced for 2017 interim RPRs. On line system operational by April 1 <sup>st</sup> 2018.	April 1st 2017	April 1st 2018
Support OA decant and DCO refurb and return with comms and engagement initiatives	Responsive & Efficient	Ensure effective engagement, training and coaching activities to facilitate a smooth transition between buildings.	Staff movement between sites achieved with minimum disruption and maintaining staff morale and motivation.	Review after move to Town Lodge and again after move back to DCO. Ensure any lessons learnt are captured.	Decant from DCO.  Successfully completed  Return to DCO.	Throughout 2016	Decant completed November 2017  Return Ongoing

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Support Organisation wide changes to create planned changes to meet council budgets	Responsive & Efficient	Provide HR support for senior manager and other organisational restructure during spring / summer 2016	Staff are well supported through change	Communications, Consultation including informal, group, TU/SCF and individual. Paperwork, administration advice and support for any redundancy including appeals Outplacement activities and any recruitment	CEX announces restructure plans and communicates rational with Staff. Reports to Cabinet and Council and holds staff briefings. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented.	Awaiting CEX announcement	Ongoing
Support services going through Shared services or outsourcing/ TUPE changes	Responsive & Efficient	Provide HR support for managers during restructures and TUPE negotiations	Staff well supported through change	HR Business Partners to support and advise managers through periods of change management	Consultation process successfully concluded	Ongoing	Ongoing
Policy Reviews	Responsive & Efficient	Follow a planned and regular review schedule for existing policies, introduce new policies as required and respond to changes in legislation and good practice.	Clear, fair and consistent policies which cover all required aspects of the employment relationship.	Regular policy reviews and monitoring of developments	All policies regularly reviewed as required and new policies introduced to meet any deadlines imposed.	Ongoing	Ongoing
Absence Management	Responsive & Efficient	Support managers to effectively manage staff absence. Aim to reduce organisational cost of absences and ensure NHDC provides an efficient service for our customers and stakeholders	Reduction in sickness absence, effective service delivery to customers and stakeholders	HR Business Partners to review absences and advise and support managers to deal with absence effectively and consistently across the organisation	Continue to reduce short term absence figures	Ongoing	Ongoing

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LMS	Responsive & Efficient	Review existing LMS and elearning arrangements to improve functionality and ease of use and to make recommendation for the best system for 2017/18 and beyond.	A Learning Management System that meets the needs of the organisation for the next 5 years.	Conduct research and benchmarking to understand fully the options and possibilities available.	Current subscription arrangements finish in July and payment is made in May. Decision needed in April with a report to Corporate Board	Ongoing	30 <sup>th</sup> April 2017
Management and Leadership Development Programmes	Responsive & Efficient	To design and implement/deliver management and team leader training to equip managers to perform effectively and meet future challenges.	Skilled and effective managers with qualifications as appropriate.	Build on existing provision to develop a menu of options based on core skills, qualifications and a range of modules to support the needs of managers in a changing organisation.	Completion of 1st line manager/supervisor training programme by end of 2017. Design, commissioning and initiation of Leadership Development programme for senior managers by end of financial year.	Ongoing	March 31 <sup>st</sup> 2018
Embed competency framework and expand its use.	Responsive & Efficient	Revised competency framework has been approved by Corporate Board together with guidance regarding use. Communication and development is now needed to embed there use .	New framework in place and being used for RPR and talent/succession planning.	Present competencies to April JSCC and May SMG.	Competencies fully in place for 2017 interim RPR round.	Underway	September 30th 2017

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Develop use of Coaching	Responsive & Efficient	Continue to develop the Councils use of coaching as a development tool and to support the pool of coaches in their professional development	Demonstrate increasing uptake of coaching as a development option by all staff	Arrange regular coaching supervision sessions and regularly promote coaching benefits	In house coaching group report increased coaching activity both formal and informal coaching.	Underway	Ongoing
Support Organisational Change/Well Being	Responsive & Efficient	Provide Learning and Employee Engagement activities that proactively support the challenges of change faced by the organisation in the coming years.	Managers and staff feel equipped with the skills, knowledge and attitudes needed to achieve positive change outcomes.	Resource and run development activities that support organisational change in line with revised organisational values. Develop the use of 'Meeting the Challenge' branding.	Programmes and workshops run throughout the year both strategically and in response to specific requests.	Underway	Ongoing
Resource cost effective learning to meet needs	Responsive & Efficient	Support both corporate and departmental learning by sourcing cost effective learning solutions and looking for opportunities to generate income	Best value obtained from budgets available.	Explore opportunities to operate in a more commercial way and to work in partnership where this provides opportunities to achieve the desired outcome.	Regular reviews of all training budgets undertaken with group accountant on a monthly basis.	Underway	Ongoing
IIP Accreditation	Responsive & Efficient	Manage IIP Accreditation	Achieve IIP accreditation under the new 6 <sup>th</sup> Generation standards. Target Silver standard	Arrange communication and engagement relating to IIP and facilitate IIP group and staff assessment survey.	IIP discovery meeting on 4 <sup>th</sup> April to set up and discuss assessment process and to provide corporate feedback to assessor.	Underway	01/06/17

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**Recruitment & Retention**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Completion of manager access to Online Recruitment	Responsive & Efficient	Deliver the next stage of the online recruitment project - manager access	Managers can access application forms and carry out short-listing online. Less HRSO involvement, saving time and resource	Test and trial manager access and provide guidance notes for managers. Spot-checking to be carried out to ensure accuracy.	Trial of new short-listing to be completed by 30/04/2016	01/04/16	31/07/16
Review ID checking process at recruitment with a view to transfer to CSC	Responsive & Efficient	Applicants attending interviews have their ID checked and copied by CSC staff rather	Applicants attending interviews have their ID checked and copied at CSC in advance of interview	Staff to be given training Guidance notes to be provided	Process and timescales to be agreed with CS Manager.	01/04/16	30/09/16
Agency Temporary worker provision	Responsive & Efficient	Revise the Policy and Procedures in respect of the procurement of temporary workers by the Council.	A clear cost effective means of providing the Council with the temporary worker resource it requires having regard to best value and the Go Local initiative.	Review of Temps Register. New arrangements for procuring agency workers.	Way forward agreed by CB. Revitalised Temps Register up and running. Working relationships with agencies established.	Ongoing	30.9.2017
Apprentices Scheme changes to align with new regulations	Responsive & Efficient	plan and implement changes to the NHDC scheme to fit with Government targets , the Apprentice training levy and new higher apprentice opportunities	A continued well regarded apprentice scheme that meets the needs of individuals and the organisation including improved demographic profile and talent management	Report to corporate board, plan and phase out current scheme changes and plan in new scheme changes to ensure they meet targets and regulations.	Way forward agreed by CB, Interns phased out, Higher apprentices phased in,	01/03/16	31/03/17
Talent/succession planning	Responsive & Efficient	Develop a strategy for identifying and developing individual and planning succession to meet future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	HR managers to collaborate on the development and approval of a strategy building on the use of the revised competency	Initial HR managers meeting to assign responsibilities and way forward in developing the	April 1st 2017	December 31st 2017

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**Providing a HR service**

<b>Action Title</b>	<b>Objective</b>	<b>Description of the Action</b>	<b>Desired Outcome</b>	<b>Sub-Action</b>	<b>Milestones</b>	<b>Planned Start Date</b>	<b>Due Date</b>
Update of all ESS/MSS user guides	Responsive & Efficient	Ensure all ESS/MSS guides are up to date and published.	Updated, clear and easy to use guides available on the intranet.	Review of each guide	Publishing of revised guides on the intranet	01/05/16	30/06/2017
Equalities data review (on SAP)	Responsive & Efficient	Ensure equalities data is captured in a consistent manner and is as complete as possible.	Comprehensive equalities data is available on the SAP system.	Encourage staff to complete data via self service.	Equalities data produced for the next report is as complete as possible.	01/04/16	31/12/16 Completed

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**Pay and Rewards**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Annual Pay Policy Statement	Responsive & Efficient	Prepare the annual pay policy statement incorporating all recent changes in regulations and guidance	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014 and proposed changes arising from the Enterprise Bill	Use of Guidance, drafting report to Council, Council approval, final amendments and publication	Approval at full Council and Publication	01/01/17	01/04/17
Pay Scales and market rates review	Responsive & Efficient	Pay scales to be reviewed in comparison to other public sector employers	NHDC pay scales are representative of local employment market and staff are paid appropriately.	Review pay scales in line with local, regional and national pay information available from e-paycheck and market sources	Engage an external consultant to support review once data from E-paycheck	01/04/16	30/09/16 Completed
Review of childcare voucher scheme pending introduction of government tax free childcare scheme	Responsive & Efficient	Consider existing childcare voucher scheme in relation to new provision.	Staff continue to have access to tax efficient childcare provision.	Review existing scheme. Research new government scheme when published.	Prepare report on options going forward.	01/09/16	31/06/17
Review of Shared Parental Leave provision	Responsive & Efficient	Consider existing SPL scheme after two years of operation and NHDC experience.	Provision of shared parental leave in line with other comparable authorities.	Review of scheme within NHDC. Benchmarking with other local authorities	Report to Corporate Board to agree an approach to provision.	01/05/16	30/09/2017
Salary sacrifice mobile phone scheme	Responsive & Efficient	Consider the value of introducing a salary sacrifice mobile phone scheme Proposal not put forward due to changes in salary sacrifice scheme benefits introduced by the Chancellor's Autumn 2016 Budget Statement.	Increase in valued benefit package for staff	Review availability of suppliers. Benchmarking with other local authorities	Report to Corporate Board to decide whether to offer benefit.	Underway	31/12/16 Completed