

HR VISION & STRATEGY

To deliver an HR Shared Service which ensures EHDC/HBC has the right people, with the right skills in the right place delivering the highest quality affordable service, responsively, flexibly and efficiently.

OUR VISION

To develop a strong employer brand

To drive a culture of continuous improvement

To develop innovative ways to deliver service

To develop a recognised centre of excellence for HR practices

STRATEGIC OBJECTIVES

To maximise employee engagement in delivering EHDC/HBC corporate objectives

To maximise employee contribution to the corporate objectives through constructive challenge and one team approach

To challenge the delivery of service to maximise efficiencies and effectiveness across all service areas

To maximise shared service offerings across Hampshire councils & beyond to generate opportunity & income

BY:

- Developing solutions to address, where possible, the issues and concerns raised by our staff
- Ensuring we consult with staff, where possible, on issues which affect them
- Defining values and behaviours which reinforce a culture of mutual trust and respect

- Ensuring staff are clear about their accountabilities and how they contribute to the corporate objectives
- Developing and embedding robust performance management processes which recognise the contribution staff make
- Developing reward & recognition mechanisms which are commensurate with a performance management culture

- Developing fit for purpose HR offerings which support EHDC/HBC in delivering efficiencies
- Developing and delivering best practice approaches to recruiting employees to the service

- Ensuring policies and procedures across EHDC/HBC are fit for purpose; promote best practice and can be benchmarked across public & private sector
- Promoting the HR service across Hampshire to enable opportunities for income generation to be maximised and the potential for a limited company to be formed in 2 years plus

KEY:
 HRBP = HR Business Partner
 HRA = HR Adviser
 HR Admin = HR Administration Team

Action	Lead Officer(s)	Supporting Officer(s)	Target Date	RAG Status	KPI	Comments
1. Create a positive climate to maximise employee engagement in delivering corporate objectives						
1.1 By using feedback from the staff survey continue to develop a positive climate						
Development of employee engagement initiatives in conjunction with the Staff Focus Group to improve employee engagement	HRBP	HRA	Ongoing 14/15		Increase of employee engagement initiatives; improved employee engagement	
Use of staff survey results and Peer Review information to develop a SFG improvement plan for 2014/15	Staff Focus Group	Service Manager [HR]	Q1 14/15		Development of a SFG improvement plan	
Use of SFG workshop information to inform actions/staff engagement activities within the People Plan	Service Manager [HR]	HRBP [MW]	Ongoing		Further actions identified to improve employee engagement	
Six monthly comparison of data from exit interview & turnover data to measure progress of employee engagement initiatives	HRBP	HRA	Q2 14/15 & Q4 14/15			
1.2 By developing and embedding values & behaviours across the Council to support a positive climate						
Set up a project workstream for the development of core values and behaviours for each council	Service Manager (HR)	HRBP	Q1 14/15		Project workstream set up	
To develop core values and behaviours for each council in conjunction with employees	Service Manager (HR)	HRBP	Q3 14/15		Core values & behaviours developed for each council which enable staff to respond positively to change	
To implement core values and behaviours for each council through the development of an effective communications strategy	HRBP	HRA	Q4 14/15		Understanding in each council of core values & behaviours	
Incorporate shared values and behaviours across all HR Policies	HRBP	VBWG	Ongoing		Embedded within HR policies & procedures	
2. To create leaders of the future to maximise the successful delivery of the corporate strategy						
2.1 By clearly describing the expectations for leaders in EHDC/HBC						
To identify the required skills, capabilities and behaviours of leaders and incorporate within a revised leadership competency framework	Service Manager	HRBP (MW)	Q3 14/15		Profile of a leader is developed to enhance manager understanding of what is expected	
To develop and implement a leadership charter to describe what we expect from our leaders	Service Manager	HRBP (MW)	Q4 14/15		Profile of a leader is articulated in a simple way and managers buy into the charter	
2.2 By providing leaders with the development and support required to enable them to become effective leaders						
To identify & source a further leadership development programme for senior managers to enhance their ability to manage in high stake situations	Service Manager (HR)	n/a	Q1 14/15		Further leadership development programme produced	

To implement & deliver the leadership development programme for senior managers	Service Manager (HR)	n/a	Q2/Q3 14/15		Senior managers ability to manage in high stakes develops
To identify & source a leadership development programme for middle managers/team leaders	Service Manager (HR)	HRBP	Q1 14/15		Leadership development programme identified
To implement & deliver the leadership development programme for middle managers/team leaders	Service Manager (HR)	HRBP	Q2/Q3 14/15		Middle managers/team leaders developed
To source speakers for the annual Leadership Development Conference	Debbie Fox	Service Manager [HR]	Q2 14/15		
To develop a mentoring programme for senior managers to support them with technical development & leadership skills	Service Manager [HR]	HRBP	Q2 14/15		Mentoring programme developed ready for implementation
To implement the mentoring programme for senior managers to support with technical development & leadership skills	Service Manager [HR]	HRBP	Q3 14/15		Mentoring programme implemented - mentors identified for senior managers
To further develop the coaching programme to increase the number of coaches available to meet organisational needs and to support with individual development	HRBP	HRA	Q1 14/15		Pool of trained coaches within and across Hampshire
2.3 By providing an environment where ineffective leadership can be challenged					
Identify & source a 360 degree feedback system to measure the effectiveness of leadership in the council	Service Manager (HR)	n/a	Q1 14/15		360 degree feedback system sourced
To roll out the 360 degree feedback process to senior/managers to enable leadership effectiveness to be measured	Service Manager (HR)	n/a	Q3 14/15		360 degree feedback system implemented; feedback on leadership skills/behaviours identified
Development of key HR management targets for managers to be incorporated within the appraisal process	HRBP	HRA	Q4 14/15		Targets for performance management of people
3. To maximise the talent available and grow our own talent where possible					
3.1 By providing staff with the skills and knowledge to perform well in their roles					
To design an in-house 'back to basics' skills training programme in conjunction with service managers to ensure managers have the basic skills to manage effectively	HRBP/HRA	Service Manager [HR]	Q2 14/15		Back to basics training programme developed
To deliver an in-house 'back to basics' skills training programme to ensure managers have the basic skills to manage effectively	HRBP/HRA	Service Manager [HR]	Q3 14/15		Managers/staff equipped with understanding of organisational policies.
To deliver in-house systems training for staff on local systems to provide staff with the basic knowledge of how to use the Council systems	HRBP		Q1 14/15		Staff equipped with the knowledge to use in-house systems
To design an induction programme for staff which ensures staff have a baseline knowledge of organisational policies	HRBP/HRA	Service Manager [HR]	Q2 14/15		Induction programme designed
To implement the induction programme for staff to ensure staff have a baseline knowledge of organisational policies	HRBP/HRA	Service Manager [HR]	Q3 14/15		Staff equipped with understanding of organisational policies.

3.2 By ensuring staff have adequate learning and development opportunities						
To conduct a training needs analysis exercise for 2014/15 and develop a corporate training plan for roll out	Service Manager [HR]		Q1 14/15		£FTE investment	
To source training providers to implement the corporate training plan for 2014/15	HRBP [SD]		Q1 14/15		Value for money; Cost of training per FTE	
To publish the corporate training plan and make all staff aware of the commitment the Councils have to organisational learning	Service Manager [HR]	n/a	Q1 14/15		Training plan published	
To implement the DCN staff development programme for aspiring officers 15/16	HRBP		Q4 14/15			
3.3 By developing an integrated approach to establishment planning, succession planning and career development						
Develop a strategy workforce plan for each council determining the size, shape, skills requirements etc over the next 3 to 5 years.	Service Manager [HR]	HRBP	Q2 14/15		Accurate prediction of workforce planning	
Hold six monthly workforce planning workshops with key stakeholders	Service Manager [HR]		Q2 14/15		Key trends/issues etc identified	
To build on the existing apprenticeships programme to enable more opportunities to be available for local people	HRBP				Increased number of apprenticeships available	
To review the current recruitment portal and source a future recruitment portal	HRBP [MW]		Q1 14/15		Recruitment portal sourced; VFM	
To highlight opportunities to use social media more effectively within the Councils recruitment practices	James Shardlow		Q2 14/15		Use of social media maximised for recruitment purposes	
4. To develop a high performance culture through effective performance management and review						
4.1 By ensuring staff are clear about their accountabilities and how individual contribution supports the achievement of corporate objectives						
Appraisal and objectives set for 2014/15 for all staff with clear linkages to how staff objectives link to the overall performance of the Councils.	HRBP	HRA	Q1 14/15		All staff have an appraisal & SMART objectives set	
Develop a revised electronic appraisal process for roll out 2015/16 which supports a high performing culture	HRBP	HRA	Q3 14/15		Streamlined process for appraisals	
Roll out the new appraisal process to all staff and managers	HRBP	HRA	Q4 14/15		New appraisal process being used & embedded	
Employee workshops on new appraisal system rolled out	HRBP	HRA	Q4 14/15		All staff understand the new appraisal process and their responsibilities	
4.2 By addressing poor performance and rewarding excellent performance						
To implement a formal mediation service with trained mediators to support with informal dispute resolution	Service Manager [HR]	HRBP [MW]	Q4 13/14		% reduction in formal grievances	
Integrate the coaching programme with the appraisal process to ensure that coaching is seen as an integral part of the development process	HRBP [MW]	Service Manager [HR]	Q1 14/15		Improvements in performance	

5. To develop a high performance culture which rewards staff through excellent levels of reward and motivates staff to maximise their performance to optimise organisational performance.

5.1 By ensuring our pay and benefits package is as competitive as it can be within our financial constraints

To source a pay & rewards consultant to conduct a benchmarking exercise across sectors to get an accurate picture on how remuneration levels compare	Service Manager [HR]		Q1 14/15		Pay & rewards consultant sourced	
To conduct a pay benchmarking exercise in each council and provide recommendations to JEB on pay	Service Manager [HR]		Q2 14/15		Understanding of council position in the market place	
To source epaycheck to provide benchmarking information in house for public sector pay	Service Manager [HR]		Q2 14/15		Ongoing tool available to check market data	
To train the HR team on the use of epaycheck	Service Manager [HR]		Q2 14/15		HR team trained and able to use the system	

5.2 By rewarding staff fairly through effective and appropriate reward and recognition schemes

To develop non financial staff recognition schemes to enhance performance & motivation	Service Manager [HR]		Q1 14/15			Recognition schemes developed. Pipelined to JEB for 27.5.14
To effectively implement non financial staff recognition schemes across the council	Service Manager [HR]	HRBP/HRA	Q1 14/15		Staff rewarded for excellent performance	
To develop a modern employment package to support recruitment & retention of staff	Executive Director [GK]	Service Manager [HR]	Q2 14/15		Employment package supports recruitment & retention	Paper on a revised set of terms and conditions is going to JEB on 27.5.14.
To implement a modern employment package to support recruitment & retention of staff	Executive Director [GK]	Service Manager [HR]	Q3 14/15		Employment package implemented across the council	
To develop a performance related pay scheme which rewards high performance and drives continuous improvement	Service Manager [HR]	HRBP	Q2 13/14		Increase in performance levels	
To implement a performance related pay scheme in line with the roll out of the new appraisal process	HRBP	HRA	Q4 14/15		Increase in performance levels	
To implement a supermarket discount scheme for staff	HRA		Q1 14/15		Discounts available for staff	

6. To positively influence the health and wellbeing of employees and reduce absence levels across the council

6.1 Support staff to make healthier and more informed choices about their own health

Review the Employee Assistance Programme and identify alternatives for delivery	Service Manager [HR]	n/a	Q4 14/15		Value for money; staff usage; cost per FTE	
Explore the provision of a health care cash back plan for employees and submit a business case for JEB consideration	Service Manager [HR]	HRA [AH]	Q3 13/14		Business case established for health care cash back plan	

6.2 Reduce absence levels across both councils

To develop a suite of monthly trigger reports to managers to ensure absences are managed robustly	HR Admin	HRA	Q1 14/15		managers informed of performance data in their service area	
Develop revised absence management procedures which are more commercially focused	HRBP	HRA	Q2 14/15		Robust sickness policy developed	
Consult and implement revised absence management procedures	HRBP	HRA	Q3 14/15		% Reduction in overall absence figures	
Deliver absence management workshops to targeted manager groups to increase their skills set and address absence issues in their respective service areas	HRA	HRA	Q1 13/14		5% reduction in overall absence figures for 13/14	

Training for managers to raise awareness of mental health issues	HRA [MA]		Q2 14/15		Managers provided with the knowledge to manage mental health issues effectively	
Training for staff on mental health issues to raise awareness and support the protection of their own mental health	HRA [MA]		Q1 14/15		Staff awareness of mental health issues increased	
7. To enhance the development of the organisation by ensuring that the design,						
a) Having a clear organisational development strategy in place						
b) Improving the capability of managers and staff to deal with change						
7.1 Organisational Development Strategy						
Review the current organisational structure and determine if it is appropriate or whether there is a need for change	Service Manager [HR]	n/a	Q3 14/15		Organisational structure reviewed; recommendations highlighted to JEB	
Work with the Senior team to identify the people impacts of Service Futures work	Service Manager [HR]	n/a	Ongoing		HR impacts understood	
8. To effectively manage change across EHDC/HBC by:						
a) Ensuring that all managers/staff are aware of the organisations commitment to manage change;						
b) Change programmes are managed effectively through the development of robust project plans and the provision of HR advice & support;						
8.1 Ensure all managers/staff are aware of the organisations commitment to managing change						
Change management training delivered in line with corporate training plan to better equip managers/staff to deal with change	HRBP	HRA	Q2 14/15		Managers/staff equipped to deal with change	
Increase the amount of communication to staff about change programmes	HRBP	Comms	Ongoing		Staff informed about change	
Review of managing change protocols with UNISON	Service Manager [HR]	HRBP	Q1 14/15		Managing change protocols reviewed	
Utilise in house coaches to support with innovative thinking through workshops	HRBP [MW]		Q2 14/15		Increase in innovative thinking	
8.2 Change programmes are managed effectively through project planning & HR provision and support						
Work with organisational teams to develop robust project plans in line with managing change protocols and good practice	HRBP's	Business Improvement			Detailed project plans in place	
Support and facilitate change projects within service areas in line with change management protocols and agreed project plans	HRBP's	HRA's			Effective implementation of change	
9. To develop a recognised centre of excellence for HR practices						
9.1 By ensuring HR policies and procedures are fit for purpose						
BPSS checks for staff to protect PSN network	HRBP	HRA	Q4 14/15		Compliance with PSN network by August 2015	
Review and update pension discretionary policies in line with changes to pension regulations (2014)	HRBP [SD]	HRA	Q1 14/15		Review completed, changes identified	
Gain approval to the revised pension discretionary policies and effectively implement	HRBP [SD]	HRA	Q2 14/15		Revised procedures in place	

Review and revise the grievance policy & procedures streamlining where possible	HRBP [SD]	HRA	Q2 14/15		Review completed, changes identified	
Implement the revised grievance policy following consultation with unions	HRBP [SD]	HRA	Q3 14/15		Revised procedures in place	
Review and revise the disciplinary policy & procedures streamlining where possible	HRBP [MW]	HRA	Q1 14/15		Review completed, changes identified	
Implement the revised disciplinary policy following consultation with unions	HRBP [MW]	HRA	Q2 14/15		Revised procedures in place	
Review and revise the absence management policy & procedures with a focus on the commercial sector	HRBP [MW]	HRA	Q1 14/15		Review completed, changes identified	
Implement the revised absence management policy following consultation with unions	HRBP [MW]	HRA	Q3 14/15		Revised procedures in place	
Review and revise the capability policy & procedures	HRBP	HRA	Q3 14/15		Review completed, changes identified	
Implement the revised capability policy following consultation with unions	HRBP	HRA	Q4 14/15		Revised procedures in place	
Review the appeals procedure & member involvement	Service Manager [HR]		Q2 14/15		Revised procedures in place	
10. Exit Strategies						
10.1 To ensure all employee exits are managed in a legally compliant way, recording reasons for exit and using information to inform future HR strategy						
Review and revise the exit interview process to ensure that leaver reasons are captured and identified trends can inform improvements to recruitment/retention strategies	HRBP [MW]	HR Admin	Q2 14/15		Exit information analysed; future HR interventions identified	
Develop MI report for exit interview data	HRA [AH]	Business Improvement	Q1 14/15		MI report developed and reported to JEB	
11. Effectiveness & Efficiency; Administration; Reporting & Measurement						
11.1 To improve HR reporting; data capture and efficiency						
Roll out the self service elements of the recruitment portal to managers	HR Admin [LG]		Q3 14/15		Recruitment portal self service elements implemented	
Conduct annual personal details check to ensure all personal records are up to date	HR Admin [AS]]		Q3 14/15		Accurate data held on file	
To upskill the HR Admin team to enable lower level frontline advice/guidance to queries to be provided	HRBP		Ongoing		HR Admin team upskilled	
To data cleanse P files on an annual basis in line with data protection requirements and HR retention schedule	HR Admin		Q2 14/15		Data protection requirements met	
To data cleanse electronic files on an annual basis in line with data protection requirements and HR retention schedule	HR Admin		Q4 14/15		Data protection requirements met	

To check each employee record on SAP for accuracy of data to ensure MI reporting is accurate	HR Admin [LG]		Q1 14/15		Accurate data for reporting purposes	
11.2 To review current HR administration processes to identify ways to streamline in absence of ESS/MSS system						
To review the content of the inductions processes across EHDC/HBC and update	HR Admin [AS]	Business Improvement	Q1 14/15			
To develop MI reporting on establishment lists to support workforce planning processes	HR Admin [SJ]	Business Improvement	Q1 14/15		Streamlined processes; increased efficiencies.	
To implement a monthly reporting schedule for HR MI	HR Admin [LG]		Q1 14/15		Streamlined processes; increased efficiencies.	
Review of electronic workflow processes e.g. domino and develop an electronic system for EHDC & HBC [in-house ESS & MSS]	HRBP	HR Admin	Q4 14/15		Streamlined processes; increased efficiencies.	