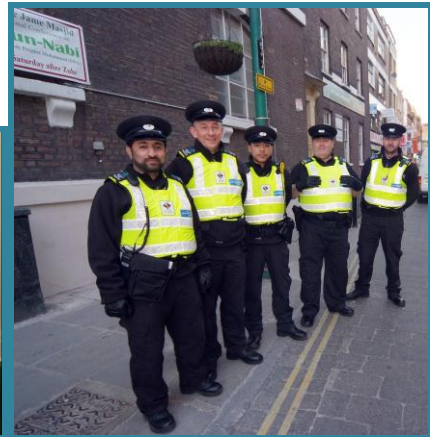


# People Strategy 2012 – 2015

2014 Update



**Tower Hamlets**  
'a place where you can  
thrive and develop'

# Foreword

People Strategy and Frameworks

**'Tower Hamlets... a place where you can thrive and develop'**

People are our greatest asset, it is through the hard work and effort of our staff that excellent services are developed and delivered.

In Tower Hamlets we have high expectations of our staff and we are equally committed to helping them develop and succeed.

The aim of the People Strategy is to have a clear framework for successful people management and development. We are all leaders, we can improve both personally and organisationally by taking personal responsibility for the things we do and by working collectively our ability to achieve great things is enhanced.

In recent years local government has seen unprecedented change and we have had to become increasingly more agile in the way that we respond as individuals and as an organisation to the ever changing public sector landscape. Over the coming years we need to become a leaner and more efficient council, working in partnership across directorates and with external agencies. This will mean devolved responsibility and decision making at lower levels. Managers will be more accountable and staff will need to take on more responsibility. These changes will require a new set of skills, knowledge and behaviours.

The People Strategy is an important internal document as it sets out how we will achieve our vision and values through our staff and remain adaptable and resilient in order to cope with the ever more dynamic and complex environment within which we operate. We have made great progress to date and now we need to move forward with the new actions in this strategy to ensure the council is prepared for the challenges ahead.

The strategy builds on our key priorities –serving our community, being committed to improving the borough, providing excellent local services and empowering people to improve their lives.

The strategy refers to issues such as resourcing, equalities (including our commitment to Workforce to Reflect the Community), leadership, management, development, performance and organisational culture.

Please take time to read the strategy, consider its content and if you have any questions raise them with your line manager.

Best wishes

**Stephen Halsey**  
**Head of Paid Services**

# Context

Building on a track record of success, the council continues to develop as an employer, service provider and role model to the local community. As an employer it is essential that we recognise the commitment and contribution our employees make to the success of the council.

The council has a clear vision of the quality and nature of service delivery which we need to provide to meet the needs of our local community. To do this, ongoing investment needs to be made in our people. We strive to achieve this through a number of frameworks which are outlined in this strategy.

To encourage the right ethos across the council, this strategy is aligned with our overall vision, core values and transformation agenda, and sets out how we aim to achieve our vision and values through our people. There are key differences between working in the public sector compared to other sectors, and as part of the council's refresh of its core values, it is important to focus on the key priority – that we serve our community, are committed to improving the borough and providing excellent local services and empowering people to improve their lives.

The strategy sets out our expectations of staff– that individuals must take personal responsibility for performance, career, making a difference, and seeking out opportunities for personal and professional development.

The People Strategy focuses in the main on the council's employees, but it is important to recognise that we work in partnership with many other bodies, and that there are other published strategies which relate to staff e.g. Children's and Adults' Workforce Strategies. This strategy seeks to support and complement their aims. Additionally, the council has agreed an Employment Strategy focused on creating employment opportunities for local residents and to help to reduce worklessness. The People Strategy is distinct from that, focusing on the council as an employer, but recognising the overarching aim of having a workforce that reflects the community.

It is important that the council has a People Strategy in order to set out a clear framework for successful people management, and clear direction for employee development and the development and application of people management policies, practices and activities – and to ensure the engagement of staff in our vision and values.



# Equalities

The council's commitment to equalities is an important cross-cutting theme which runs through the strategy, and in everything that we do.

Under the Single Equality Framework, the council publicises an annual corporate Equalities Action Plan, and has equality schemes across the six main equality strands. We have an ambitious Workforce to Reflect the Community action plan, which is a key public statement in relation to the balance and development of the council's workforce, and it sets targets that are a high priority for the council.

## Frameworks

The following sections set out the existing strategic frameworks which the People Strategy will support, and key actions taken through the supporting plans will help to deliver these strategic agendas.

## The council's vision

The Community Plan 2020 vision is to "improve the quality of life for everyone who lives and works in the borough". To enable us to turn this vision into a reality, the plan is split into four themes – each designed to meet the challenges and opportunities to deliver lasting improvements for local residents and businesses.

The four themes are:

- A great place to live
- A prosperous community
- A safe and cohesive community
- A healthy community



# One Tower Hamlets

Underpinning all these themes is a desire to build One Tower Hamlets – a borough where everyone has an equal stake and status; where people have the same opportunities as their neighbours; where people have a responsibility to contribute; and where families are the cornerstone of success.

One Tower Hamlets also means bringing different parts of the community together, encouraging positive relationships and tackling divisions between communities – as well as providing strong leadership, involving people and giving them the tools and support to improve their lives. People’s participation in the partnership is critical. We will only be successful if we keep listening to, and acting on, feedback so that together we can drive forward the improvements we all want to see.

One Tower Hamlets is about:

- Tackling inequality – delivering the best services possible to ensure that local people get the best possible deal.
- Strengthening cohesion – ensuring that we build better partnerships, both internally and externally. Generic working and flexibility will become increasingly important, as will the focus on creating and sustaining effective partnerships.
- Building community cohesion and personal responsibility – in this context, leadership at all levels of the organisation is important, so that staff are comfortable in taking responsibility, that they accept accountability, and also engender a sense of ownership of the challenges.

It’s also about working together efficiently and effectively to achieve One Tower Hamlets. To support us in ‘turning the vision into a reality’, we also need to focus inwardly on our own people to make this happen. The People Strategy sets out how we aim to ensure that our employees have the right skills, knowledge and behaviours required to meet the challenges presented in the Community Plan, and deliver high quality services that meet the needs of our diverse communities.

## Our values

In 2006, the council and its workforce agreed a set of core values that underpin everything that we do. Over the years, these have become embedded in our policies and in everyday life at Tower Hamlets. Essentially, this gives us a foundation to enable the council to deliver its priorities efficiently and effectively. The values provide a measurement to evaluate our performance and reflect on our practice through each level of the council’s ‘Golden Thread’ from a strategic level through to the performance of individuals.



# Key Tower Hamlets facts

Tower Hamlets is one of 33 London boroughs and, whilst it has much in common with other boroughs in relation to services delivered, there are a number of unique factors and challenges.

Tower Hamlets is experiencing rapid change as it emerges from a history of deprivation to become an extension of the economic powerhouse of Central London. The borough's economy is worth over £6bn a year and provides five per cent of all the jobs in the capital. With nearly three jobs for every two residents, and with its economy expected to grow by up to 50 per cent in the next 20 years, Tower Hamlets is a place of opportunity.

Great challenges remain, however. The borough's history of deprivation casts a shadow, and the borough remains the third most deprived authority in the country and the second in London. Unemployment at 13 per cent is twice the London average and many claimants have been unemployed for two years or more. Despite the many opportunities available, less than 20 per cent of jobs in the borough go to residents.

The borough is hugely diverse – a product of its history over the last 200 years, and the immigration to the area. The borough is home to the largest Bangladeshi population in the UK – some 34 per cent of a total population of around 206,000. The council serves its communities through a structure of six directorates, employing a total of just over 5000 staff. There are also 97 schools in the borough. The delivery of a wide range of complex services means that the workforce has to be well trained, equipped to do their job effectively, and committed to Tower Hamlets. Many of our services work in partnership and it is important to acknowledge the wider workforce i.e. we have a role as an employer, but also as an enabler. We have developed and agreed an Employment Strategy to help address worklessness in the local community.

The council's success is evidenced in its track record of achievement, something which we have to continue to build on as we change and transform. We have a culture of succeeding and developing, and our reputation is good. Over the next few years, the council will continue to change and transform to meet budget challenges and customer expectations. However, this is a time when, through our people and service delivery we accept these challenges, and acknowledge that the next few years is going to require innovation, creativity and endurance.

What doesn't change is that the council will remain as a major local employer in the area. Our external focus is our commitment to reducing worklessness and unemployment in the borough which we aim to do through the implementation of the employment strategy. Our internal focus is to invest in time and resources to look after staff while they are with us, train them, ensure they are focused on our strategic priorities, and ensure that our desired behaviours are exhibited throughout the council. However, we will begin to put more responsibility on individual members of staff to self-manage (e.g. the implementation of our Smarter Working programme will mean that many people will work in different ways), and to take personal responsibility for learning together with seeking out opportunities for development.

As a borough, we remain committed to developing our people – a great example is our Workforce to Reflect the Community Strategy and targets, where we adopt innovative approaches to developing people.

# Feedback to build on

It is essential that we move forward and continue to listen to what our employees have to say, and make a visible effort to bring about change in a positive way. Feedback from senior management and other key stakeholders has also been vital in shaping the strategy, which it needs to be realistic and achievable. The action we take should involve stakeholders and we need to emphasise our uniqueness as a provider of public services to our local communities.

In 2012 we carried out a full staff survey, having successfully moved forward in a number of key areas (set out below) since the last survey in 2009:

- Communications: consistency, explanations and methods of communication.
- Leadership: perception and confidence in leadership across the council from senior managers.
- The consistency of the employee experience and perceptions between directorates and service areas.
- Team processes and involvement of all staff in developing team plans.

We also introduced the employee engagement index as part of the last staff survey to provide an insight into levels of engagement within the organisation. Employee engagement goes beyond satisfaction and can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation. In our surveys, engagement is defined in terms of 'say, stay and strive' principles.

- 'Say' is about whether employees are inclined to speak positively about the organisation to colleagues and potential employees and other people externally.
- 'Stay' reflects an employee's commitment to the organisation in terms of whether they wish to stay with the organisation, develop their career here and really be part of the organisations future.
- 'Strive' reflects the efforts employees put into their work and the role the organisation plays in motivating them to do their best.

The People Strategy is built upon a need to re-energise our employees through investment in innovation, creativity and trust.



# What will success look like?

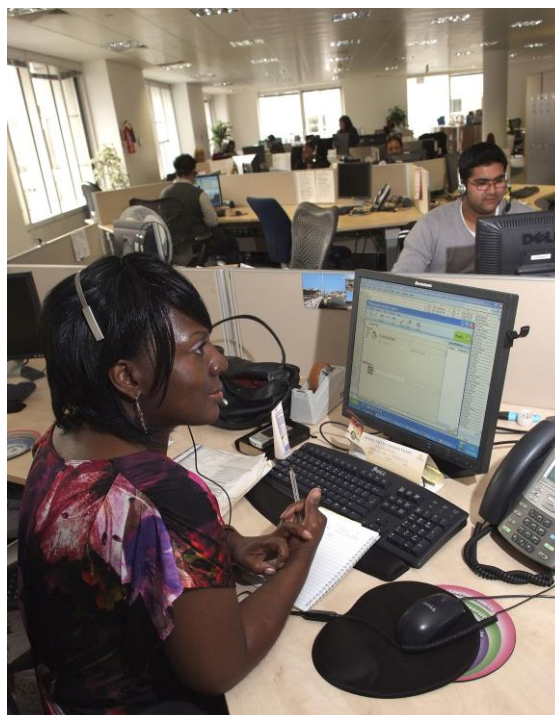
It is important that there is a shared view amongst our employees of what success will look like when we achieve the outcomes set out in this Strategy, and that as a result of action take, they feel empowered, engaged, committed and skilled. This strategy also contains a number of performance indicators to help us gauge organisational and HR effectiveness.

## Our commitment – enabling our workforce

Our People Strategy is designed to support employees to deliver our ambitious plans for high quality services to the community and focuses on developing our values and behaviours to affect cultural change enabling the organisation to continuing moving forward. The strategy underpins the delivery of the organisation’s community and strategic plans and is split into six key themes.

These themes are:

- Values and behaviours
- New ways of working
- The employment ‘deal’
- Frameworks for success
- Workforce to Reflect the Community
- Leadership





# Values and behaviours

## **DESCRIPTION:**

- The Core Values were initially implemented in 2006 and have since become embedded in our policies and practices. They are:
  - Achieving Results
  - Engaging with Others
  - Learning Effectively
  - Valuing Diversity
- Expected behaviours will need to be reviewed to ensure that they meet current and future expectations, and they will then be re-launched alongside the council's Core Values.

## **OUTCOMES:**

- A revised set of behaviours aligned to the council's Core Values that are embedded within and across the organisation.
- Our values are owned by all, and are 'activated' on a new set of challenges.
- Leadership is clear and effective.
- Everyone understands the council's direction and its key objectives.

## **ACTION PLAN:**

- Re-launch the Leadership and Management Framework (management competencies) to reflect the council's Core Values.
- Link the work on values and behaviours to our communication and engagement strategies.
- Consult and communicate with employees on proposed changes.

## **SUCCESS MEASURES:**

- Increased levels of employee engagement (monitor through regular pulse surveys).
- Improvement in staff attitude survey results in key priority areas- benchmarked against previous survey results.

## **PROGRESS TO DATE:**

- Carry out a full staff survey (COMPLETE)
- Review and refine the PDR framework (COMPLETE)
- Implement the people elements of the internal communication strategy – (On-going).
- HR Business Partners to ensure revised frameworks are embedded in Directorate activity – (On-going).

## **SPECIFIC ACTIONS FOR 2014/15:**

- Re-launch the Leadership and Management Framework to reflect our vision and values – May/June 2014.
- Carry out a full staff survey – April/May 2015
- Carry out liP Assessment – March 2014
- Design and deliver equalities training for managers and staff – April 2014 – March 2015
- Review the operation of the Staff Recognition Scheme – October 2014
- Implement the revised Workforce to Reflect the Community Action Plan – January 2014 – March 2015.
- Implement the people elements of the internal communication strategy – ongoing.
- HR Business Partners to ensure revised frameworks are embedded in Directorate activity – ongoing.

# New ways of working

## **DESCRIPTION:**

- The Smarter Working programme forms part of our transformation agenda. People will work in more flexible ways, supported by technology, and the organisation will become more outcomes focused, instead of a reliance on presenteeism.
- Where relevant, and where there is mutual benefit, the Council will work in partnership with other agencies, and will consider alternative delivery models.
- As part of transforming services, roles will continue to be remodelled to ensure optimum flexibility, with supporting competencies.

## **OUTCOMES:**

- Optimum nature and shape of the workforce to meet our priorities (e.g. delivery models, layers, size, spans of control).
- We will have created an environment where things happen – and it's not just words.
- Staff will work more efficiently, effectively and flexibly, supported by an appropriate infrastructure – including fit for purpose business partnering from support services.

## **ACTION PLAN:**

- Continue with the council's Smarter Working programme, addressing change management and cultural issues through delivery of a change management programme by HR Business Partners and directorate champions.
- HR Business Partners will continue to support directorate management teams and managers in re-shaping services and practices to reflect the Smarter Working environment.
- Policies and procedures reviewed to ensure that they are modern, clear and fit for purpose
- There are effective approaches to retaining employees in times of change (where it is right for the organisation and individuals).
- Where appropriate, test the market in relation to delivery models.
- Continue to develop multi-agency workforce strategies for the adults and children's workforces.

## **SUCCESS MEASURES:**

- Attraction and retention rates and turnover levels benchmarked and showing improvement
- Qualitative feedback regarding success of Smarter Working.
- Financial savings and operational efficiencies in relation to partnership working and different models of delivery.
- High levels of customer satisfaction – pulse surveys.

## **PROGRESS TO DATE:**

- Strategic partnership project – implement Q1 2012/13. (COMPLETE)
- Implementation of the Smarter Working policy (COMPLETE)
- Delivery of learning and development interventions to support Smarter Working cultural change programme (COMPLETE)

## **SPECIFIC ACTIONS FOR 2014/15:**

- Revise Team Meeting framework – February 2014
- Review the Smarter Working Programme to identify further operational improvements – TBA.
- Promotion of flexible working – On-going.

# The employment 'deal'

## **DESCRIPTION:**

- It is important from time to time to consider and determine the expectations between the employer and employees. To do this we need to engage our staff in a consultative way. The council will provide clear leadership and direction outlining what it expects of its employees and gauge from employees what they can and should expect from the council.
- As part of the council's corporate and social responsibility, employees will be encouraged to take on community roles e.g. volunteering.

## **OUTCOMES:**

- Staff clearly understand the 'deal', and what they can expect in return.
- The council's reputation as an 'employer of choice' is enhanced both internally and externally.
- People are proud to work here and feel included and consulted.
- There is a commitment to the organisation and our people are driven to succeed.
- Productivity levels are high, and services are delivered efficiently.
- There is evidence that we have used more creative and effective ways of attracting and retaining people.
- Increased sense of community engagement e.g. through volunteering.

## **ACTION PLAN:**

- Clear links made between People Strategy and Internal Communication strategy.
- Review of performance management scheme – HR Business partners to work with directorate management teams and managers to facilitate a performance management culture.
- Evidence of employees being consulted to develop team plans.
- Development of organisational 'behaviours'.
- Development of a volunteering policy.

## **SUCCESS MEASURES:**

- Increase in employee engagement index score.
- Retention rates increased.

## **PROGRESS TO DATE:**

- Staff Survey – measurable action plan agreed by CMT (COMPLETE)
- liP Health Check – ensure action being taken as result from feedback in preparation for liP. Inspection and beyond (On-going).

## **SPECIFIC ACTIONS FOR 2014:**

- Review and implementation of core HR policies – December 2014
- New staff survey measurable action plan agreed by CMT – April/May 2015
- liP Feedback to be considered and measurable action plan agreed by CMT – April 2014
- Launch Domestic Violence Policy – March 2014
- Launch Mental Health Policy – March 2014
- Revise Pay Policy – March 2014
- Review of the in-house counselling service – September 2014
- Promotion of Pension activities i.e. auto enrolment and flexible retirement – Ongoing
- Launch of Take a Chance Scheme – February 2014

# Frameworks for success

## **DESCRIPTION:**

- The council is committed to investing in its staff. In previous years there has been a significant monetary investment in learning and development. In addition to investment in priority areas, we are looking to support our people using creative experimental learning, utilising our internal expertise and resources where possible. We are also keen to ensure that people take personal responsibility for learning.
- In addition, the council has in place a performance management and development scheme that provides a structured framework to enable employees to measure their performance and discuss development options. Through learning and development we will equip people with the right tools and skills to do their job, and we will manage our talent effectively with a strong focus on progression, succession planning and retention.
- The council will continue with its robust approach to absence management, and will consider a proactive wellbeing strategy.
- A key element will be the development of a competency framework, initially for all levels of managers, to ensure that managers are clear about the expectations on them, the behaviours and attributes required in order to perform effectively.
- The HR service will deliver an efficient and knowledgeable consultancy service in all aspects of HR&WD, and transactional support services will be relentlessly reliable.

## **OUTCOMES:**

- Our people are equipped with the skills, knowledge and tools required to do the job.
- Poor performance and sickness absence will be robustly tackled, and wellbeing initiatives will be prioritised.
- There is evidence of us identifying and nurturing talent.
- Succession planning routes are in place for all staff groups.
- Career pathways are evident, and progression can be tracked.
- All employees have a development plan in place to address their identified needs.
- Managers will be supported by an effective HR service.

## **ACTION PLAN:**

- Develop a talent management framework, incorporating talent pools.
- Carry out a skills audit to identify talent, using information to form internal talent pools.
- HR Business Partners will work with directorate management teams and managers to ensure new frameworks are embedded into workforce planning activity.
- Development of core and behavioural competencies for managers.
- Revision of the leadership and management framework.

## **SUCCESS MEASURES:**

- Evidence of return on investment from learning and development activity.
- Poor performance robustly tackled.
- Learning and development interventions in place which address priority requirements.
- Talent pools populated and evidence of appropriate development interventions in place.

## **PROGRESS TO DATE:**

- Talent Management framework implemented - (COMPLETE)
- Workforce Planning framework in place - (COMPLETE)
- People Strategy Updated – (COMPLETE)

## **SPECIFIC ACTIONS FOR 2014/15:**

- Re-launch the leadership and management framework (management competencies) – TBA
- Consideration of further competency development at all levels of the organisation – TBA
- Update wellbeing strategy – 2014
- Develop new People Strategy (currently runs to 2015) – February 2015
- Revise Team Meeting framework – February 2014

# Workforce to Reflect the Community

## **DESCRIPTION:**

- To deliver the highest quality of services, the council is committed to delivering a workforce that reflects the community. This is a key council strategy which recognises that the highest quality of service can only be provided by a workforce that reflects our local community, and is a strong publicly stated commitment to our local community.
- Internally, it provides a strong statement of our commitment to development.

## **OUTCOMES:**

- A workforce that is reflective of the community it serves.
- As an employer, the council provides job opportunities for local people. But is also an enabler (e.g. through procurement strategies) of good practice with partners.
- There is evidence of progression against the standards set out in the Local Government Equalities Framework.

## **ACTION PLAN:**

- Workforce to Reflect the Community programme of action – agreed annually by members.
- Investment (learning and development programmes and career entry schemes) made to ensure improvement in priority areas.
- Quarterly progress reports to senior management and members, with monthly reporting of PI performance.
- Development of talent management framework and implementation through HR Business Partners working with Directorate Management Teams, ensuring that workforce information is used to inform strategic decision making around workforce planning and development.

## **SUCCESS MEASURES:**

- Improvement against key targets, in particular representation of women, BME employees and people with disabilities in senior management grades, and also numbers of BME staff, those with disabilities, and numbers of Bangladeshi staff.
- Evidence of development and progression for key groups where investment has been made.

## **PROGRESS TO DATE:**

- Quarterly monitoring of WFTRC strategy reporting to CMT/MAB – (On-going).
- Talent pools and supporting development opportunities in place for BME/Disabled groups of staff - (COMPLETE).
- Succession planning routes in place aiming for more women, BME staff and disabled staff in senior management positions – (On-going).
- Re-launch of staff forums with CMT sponsorship – (COMPLETE).
- Introduction of Senior Managers working group – (COMPLETE).

## **SPECIFIC ACTIONS FOR 2014/15:**

- Quarterly monitoring of WFTRC strategy reporting to CMT/MAB – ongoing.
- Succession planning routes in place aiming for more women, BME staff and disabled staff in senior management positions – ongoing.
- Directorate set targets to increase the number of senior managers at LPO7 and above who are Disabled, Women and BME – ongoing.
- Launch of Take a Chance Scheme – February 2014
- Reaccreditation for Stonewall – 2015
- Accreditation for EFLG – February 2014
- Expansion of in-house temporary resourcing service (iTRES)

# Leadership

## **DESCRIPTION:**

- To continue to develop the type of leadership model which will deliver the agenda and priorities described in this strategy.
- To ensure that the council has a leadership style which engages with all stakeholders, and that is decisive and inclusive.
- Develop a culture where all managers recognise that they have a leadership role to play.

## **OUTCOMES:**

- Clearly set out plans which are owned and communicated in a way that results in engagement.
- Concept of leadership clearly understood and owned at all levels of management.

## **ACTION PLAN:**

- Re-launch the Leadership & Management Framework, and refresh the Core Values.
- Develop a leadership and management development programme which is fit for purpose.
- Link leadership development to the development of the staff engagement model.

## **SUCCESS MEASURES:**

- High levels of staff engagement – evidenced through the employee engagement index score.
- Direction of organisation clearly understood and bought into by all employees.
- Improved scoring in the staff attitude survey in the services and Leadership sections.

## **PROGRESS TO DATE:**

- HR Business Partners to work with Directorate Management Teams to support behavioural change and embed and review cultural change – (On-going).
- Second intake of Navigate members in Management and Leadership Pool (COMPLETE).

## **SPECIFIC ACTIONS FOR 2014/15:**

- Launch of Take a Chance Scheme – February 2014
- Leadership and Management framework reviewed - TBA
- Build upon the core values and expected behaviours of managers – TBA
- Development of a tailored leadership and management development core learning solutions – TBA
- HR Business Partners to work with Directorate Management Teams to support behavioural change and embed and review cultural change – ongoing
- Increase the engagement of senior managers through more communication channels, additional SMDC's and Corporate Management Network
- Continue to develop the Senior Managers working group – ongoing
- Third intake of Navigate members in Management and Leadership Pool – September 2014

# Monitoring of progress

It will be important to track and monitor the progress that the council makes in terms of achieving the high level outcomes set out above. In order to do this, and to ensure that HR is fully engaged with directorates, a number of actions will be taken:

- Regular reporting to the People Board Operations who will have overall responsibility for monitoring impact of strategic HR interventions.
- HR Business Partners will regularly engage with Directorate Management Teams in order to understand priorities and direction, and to receive feedback on service quality and relevance.
- Undertake a full staff survey (April /May 2015), which will include an update to our employee engagement index, and then produce a detailed action plan to address the findings.

It is important that the council is able to monitor whether success has been achieved and together with staff surveys and staff engagement tools, there are a number of performance indicators that are regularly reported on to senior managers – a sample of which are set out below:

## **Organisational effectiveness**

Sickness absence rates and costs.

Agency staff costs and numbers.

Diversity performance – disability, BME, female – whole organisation, and senior management.

Establishment numbers and control, and ratio of managers to employees.

Turnover and stability index.

## **HR effectiveness**

HR numbers and ratio of HR staff to employees

Numbers of formal cases and ET's

Payroll accuracy

Number of redundancies and redeployments

Numbers and impact – L&D courses

Recruitment indicators



# Human resources and workforce development

The role of the function is varied and is fundamental to supporting the council in driving forward a challenging change agenda, monitoring governance in all aspects of people management and leading the strategic direction of its workforce in partnership with directorates. The function has to be both relentlessly reliable and flexible as the situation requires, and also to find the right balance between support and facilitation.

## **The Human Resource service**

The service is delivered from three functions - consultancy, operations and strategy. The service continues to move from a traditional model of delivery to one that links closely to the strategic business objectives, and one that is leaner and increasingly flexible. This objective is underpinned by wider organisational objectives including the delivery of better services for less through improved performance of all our people.

We are continuing to take more of our services away from being paper-based to being online, such as pay slips, post creation and recruitment. We are working hard to respond to a raft of government policy initiatives that are impacting on the public sector including automatic pension sign-up, new equality monitoring duties and CRB and pre-employment checks.

We are making changes to workforce monitoring and reporting to enable the accurate measure of progress towards the council's targets on workforce representation and also evaluating the impact of budget cuts and reorganisations on the workforce. This information is reported in a number of formats and requires HR&WD to maintain up to date information on a wide range of workforce trends. Our accuracy in managing workforce information has improved greatly in the past 12 months and recent audits credit more accurate information from services and improved reporting.





## What can the council expect of the service and what will the benefits be?

- We provide core transactional services efficiently and effectively, optimising technology and streamlining processes, making things as easy as possible for managers and staff and optimising service provision. While much of this work was begun with the HR Improvement Programme we are continuing to improve the functionality of some of our systems to give managers more ability to manage absence, pay, PDRs and training locally and gain greater access to their HR data. We are taking this work forward with our stakeholder partner, Agilisys, who are working with us on improving our HR E-Systems and creating a single access point for all HR services.
- We engage with and understand the business and its direction and objectives – helping senior managers to look and plan ahead and to change the shape of the organisation, and anticipating changes rather than reacting to them.
- We add value in everything we do, by focusing on real priorities, and helping to define shape and direction – demonstrating value for money by focusing on important areas.
- We support and empower managers – ensuring that they become expert people managers and can, therefore, work more autonomously, but that we also keep the organisation ‘safe’ in terms of good employment practice.
- We measure and monitor our performance, and ensure that we continuously improve.
- We are responsive, knowledgeable and professional, always striving to deliver a proactive highly performing service, with the customers’ needs coming first.
- We will seek solutions, help to manage risks, and look to support new ways of working – managers will see the service as proactive rather than reactive.

## Where does the Human Resources service fit into the wider picture?

The service must ensure that it contributes to the development of the organisation, its planning processes, and its delivery objectives. As such, there is a ‘golden thread’ i.e. direction provided by the Community and Strategic Plans, with objectives flowing into the directorate, service and team plans, and ultimately into individual objectives.



## Top HR objectives for 2014/15

To support the organisation in a period of significant change and to assist the council in finding new ways of working in service delivery whilst achieving budget reduction.

Improve access to and quality of HR & WD advice through the development and implementation of shared services including improvements to self-service.

Enable the organisation to deliver sustainable and effective change management through the provision of support and challenge to senior managers in respect of workforce planning and human resource management.

Establish and maintain a performance management culture through developing a robust framework for managers, providing training and development and using regular reporting to deliver cultural change.

Deliver a Leadership and Management Development programme to ensure that leaders in the organisation are equipped to deal effectively and efficiently with delivering the council's objectives within a transformation environment.

Develop and implement actions in response to the liP findings and ensure key learning points are addressed.

Enable the development of working practices to support the organisation in meeting its objectives around Workforce to reflect the Community e.g. through talent management

Respond to the raft of legislation impacting on terms and conditions including changes to pensions, pay and other contractual issues.

Support a healthy employee relations culture and promote collaborative working with staff and trade unions.

Support managers to recruit and retain the right people in the right job, ensuring relevant training and support is provided.

