

Human Resource Service

Business Plan 2011/14

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1 Statement of Purpose

To play a pivotal part in the growth, health and success of PCC by enabling the delivery of the Council's strategic objectives through cohesive, well managed and best value Human Resource solutions.

Vision

Our vision is that the service is the provider of choice for PCC because we:-

- provide and add value to the business in a strategic & planned way
- make a real contribution to achieving PCC's objectives
- deliver what we say when we say we will deliver it and get it right first time
- exceed other service providers for value for money

- underpin the council transformation programme.
- listen to our customers and change the way we deliver as a result of their feedback.

2 Summary review.

A review of the People Agenda across the City Council was undertaken in December 2010 by an independent external consultant.

This review was based on the Human Resource service and strategy to determine its ability to respond to the changing needs of the Council over the next 4/5 years.

Following consultation with Members, Strategic Directors board and Heads of Service the main recommendations of the review concluded that in respect of the People Agenda there should be:

- A strategic approach to managing people
- HR involvement in the Business Planning process from the outset (with SDB and DMT's)
- People should be firmly on the Governance agenda
- Line managers to be people managers
- More focus on employee engagement and communication

The Management priorities should be:

- Skills – key skills, multi skilling and flexibility
- Management competence and capability
- Support to employees through change
- Staff morale and commitment
- Conclusion of service reviews
- Continuity and retention of key staff

The Human Resources priorities should be:

- Support managers in people management
- Help meet Services' objectives through people
- "Expert" role across the people agenda
- Recruitment and Corporate Learning
- Corporate role ensuring consistency
- Provide tools to plan and execute people management strategy
- Support for workforce planning inc recruitment & retention
- Provision of management information

Workforce Matters, the new people management strategy, was approved by the Employment Committee in July 2010 and sets out how we will deliver Portsmouth City Council's priorities, and the objectives which come from them, through our employees. HR, along with every other service, is responsible for developing this business plan to support the delivery of the key actions of the Workforce Matters action plan.

The predictions for local government finances as a result of the recession indicate an emphasis on supporting significant organisational change for all HR teams over the next two to three years.

The Human Resource Service continues to face challenges and opportunities as defined below;

<i>Social</i>	<ul style="list-style-type: none"> • Reflecting the national demographic, we are an ageing workforce and need to establish effective workforce planning • The expectation of the younger generation, as well as for older workers and those with caring responsibilities, is for more flexible working • We have a role to play in increasing the skill levels of residents and staff to improve their employability • We have an absolute responsibility to safeguard children and vulnerable adults • The public perception of local government pay and pensions has become increasingly negative • The 'Big Society' agenda, localism Bill and Right to Challenge may result in some very different ways of service provision to the community
<i>Technological</i>	<ul style="list-style-type: none"> • Increasing dependence on e-based services • The People Agenda review and the Transformation Work Streams have increased the potential drive toward technology enabling managers to manage more efficiently and effectively • More flexible working patterns, facilitated by technological advances, will require new ways of managing staff • A review of staff records storage is required
<i>Economic</i>	<ul style="list-style-type: none"> • Public spending cuts • The end of LPR pay protection and 0% pay awards for 2010 and 2011 may have an effect on staff turnover, morale and performance
<i>Environment</i>	<ul style="list-style-type: none"> • Green agenda must be considered in working practices, mobile working practices and in procurements/contracts. • Condition of the Civic Offices is not attractive to potential recruits • Severe winter weather on two occasions in 2010 replaced the fears of pandemic on service provision
<i>Political</i>	<ul style="list-style-type: none"> • Important stakeholders often do not understand the impact that cuts to the Human Resource Service have on the front line service. • The Hampshire Senate are progressing a project regarding shared services including HR, which Portsmouth City Council is not currently engaged with • Clear role for HR within the Transformation Boards

Strengths	<ul style="list-style-type: none"> • Excellent skills and knowledge • Staff commitment and flexibility • Appetite for positive culture • Collective ambition for the success of PCC • Commitment to continuous improvement • Strong Management Team • Good Local Employee Relations • Personal Support valued by Managers
Weakness	<ul style="list-style-type: none"> • Resource – quality and quantity. • Still some inconsistency and lack of personal discipline, resulting in mixed customer experiences. • Historically taken on too much responsibility for people issues from line managers • Shortfall on Management Development • Too reactive, prescriptive and risk averse • Not seen as internally Corporate and united • Need to raise profile and business knowledge
Opportunities	<ul style="list-style-type: none"> • People Agenda embraced by SDB • Development of Business Partner Model, IT Strategy, Employee Engagement and Organisational Development • Shared HR services with other LA's, Public Sector and SME's provided there is a benefit to PCC • Repositioning as an 'enabler' should strengthen HR professional standing • HR reviews and structural change enabling HR to better meet the needs of managers and instigate a cultural change across the council
Threats	<ul style="list-style-type: none"> • Continuously reducing budgets put pressure on HR staff at the same time as increasing HR workload from other service reviews • The political view of HR as support service not organisational development • 'Fire fighting' others problems, which could have been avoided had HR advice been sought earlier • Lack of follow through on People Agenda by SDB • Demand on Service increasing

3 Customer needs analysis

As stated in 2 above, the review of the People Agenda in December 2010 recommended what the Human Resources priorities should be (at this time and SDB have accepted ownership). In response, the HR structure has been adjusted to a Business Partner and Centres of Excellence model.

A review by District Audit into workforce management across the council also found some improvement and some critical work yet to be done (see Workforce Management Review, March 2010 and agreed action plan). The actions for HR have been integrated into this business plan.

The intervention approach used by HR in its reviews considers the service required by customers which is then used as the basis for re-design and on-going maintenance of the systems and processes. HR is committed to this approach and the new ways of working established.

The Diversity Staff Groups are becoming more established and HR will increasingly use their members in consultation regarding HR policies and processes. The on-going feedback from the BME Group has been most helpful with regard to the recruitment process.

The work of the Schools HR team is determined by Service Level Agreements with individual schools and a survey is undertaken annually to determine the team's performance and any required adjustments.

From 1 April 2011 a Service Level Agreement is now in place with individual schools for the Health & Safety support and a survey will be undertaken annually to determine performance and any required adjustments to schools

HR representation in the seven Transformation work streams will ensure people management will remain a positive focus during the resultant organisational change.

4 Equality Review

HR continue to pursue ways in which equality of opportunity is progressed for those employed by, or wishing to be employed by, PCC including:

- The removal of qualifications and no further use of application forms make the job application process simpler:
- Contact has been made with Portsmouth Disability Forum to work with them on their members' perceived barriers to employment. A number of posts have been created and adapted in terms of hours worked and duties undertaken to make them suitable for those with Learning Disabilities

- The support for the Future Jobs Fund initiative encouraged young people to think of the city council as a potential employer and the ongoing use of apprenticeships will enhance this position.
- The operation of the temp agency by PCC has attracted a number of workers from the diversity groups covered by the survey and indeed 108 temp agency staff has obtained permanent work with PCC in the last four years.
- HR has a number of methods of obtaining feedback from those who are its customers. The initiatives mentioned here will open up regular involvement and feedback routes to those within the city not currently our customers but who aspire to work within PCC.
- Core targets are already in place elsewhere in this plan to ensure equal pay issues are addressed and eradicated from within PCC if any are discovered.

5 **Performance Assessment Audit**

The review of the People Agenda in December 2010 and the Audit Commission's review of Workforce Management in December 2009 (see report March 2010) remained critical of workforce planning and performance management across Portsmouth City Council but recognised the policies set by HR to support workforce management are robust and improving in most areas. Where the recommendations relate to the HR service they are included in the objectives in this Business Plan.

Progress on the key objectives from 20010/11 Business Plan includes:

- Establishing new ways of working in HR in response to customer feedback
- Good progress against the Learning Works action plan in the development of Portsmouth City Council as a learning organisation. MLE "live" in February 2010 with 70% of training now booked on-line. The Member Development induction programme to operate from May 2010 and allocation of a budget will help deliver Members' requirements in terms of development.
- Good progress continues in reducing sickness absence from 11.3 days in March 2008 to 9.4 days by January 2011 due to the Occupational Health team's intervention in long-term sickness absence. The target of 9.2 by 2010 has not been reached but the trend continues to be downwards. The induction plan for new members in 2011 is already scheduled. Three leading members met with Heads of Service in 2010 to determine their involvement in managing sickness absence within their services and to

identify 'best practice' which could be shared. The Employment Committee continues its close interest in sickness management

- The impact of the new Managing Absence process on short-term sickness absence will be reviewed in 2011/12.
- Little progress on re-invigorating the Well-Being agenda was made in 2010/11 but SDB endorsement was gained in 2010 as part of the People Agenda review and will remain an objective for 2011/14.
- Increasing diversity in PCC staffing will remain an objective for 2011/14.

Good support was given to organisational reviews by HR and this was recognised by the Audit and People Agenda reviews

- A new post of HR Contracts and Programme Manager will progress the measurement of people management performance in 2011/12
- Within recruitment the primary measure used is total "end to end" time of every recruitment with feedback mechanisms from managers and applicants providing information on emerging trends.
- Parts of the HR service (Schools Team and Health and Safety) have a service level agreement with the schools in Portsmouth; currently this agreement covers 94% (Schools Team) and XX% (Health and Safety) of schools in the city and the School Centred Initial Teacher Training provision. As part of the agreement evaluations on the HR Service are undertaken and published annually to schools. The feedback forms the basis for improvements to the service each year.
- The other areas of HR evaluate the service provision by discussion with Service Managers.
- Organisational Development Support to services following their employee opinion survey and service review outcomes will continue.

6 Projects

- All of the Transformation work streams will all require HR Support on the 'people' issues.
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ICT

The findings of the Transformation groups Better Performing Workforce work stream has highlighted the need for improved IT to facilitate easier management and reduce the administrative burdens through staff self service.

A new post of HR IT Strategist/Developer will work closely with managers, HR teams and other support services to develop these systems including:

- a micro site for recruitment
- maintenance of MLE
- the introduction of electronic filing, particularly personal files
- dash board style management tool for managers with access to comprehensive HR advice and guidance and tools to enable efficient staff management.
- iExpenses

7 Objectives, measures and strategies

Description of objective	
1. Establishing new ways of working in HR Lead Officer(s): ALL?	
Nature of objective	Summary of reason for objective
Business as usual/developmental	HR needs to support services in their people management agenda in the short, medium and long-term.
Tasks/Strategies	Measures/Actions
To develop the understanding of all HR staff regarding the current and future service required from HR by Members, Managers and staff.	The clear understanding of all HR staff as to how they need to deliver the HR service is critical to HR being 'fit for purpose' in the short, medium and long-term. HR Business Partners to understand the service objective and use the skills and resources within the Centres of Excellence to deliver ensuring all parties involved communicate with each other.
	Skills Audit to be undertaken and appropriate development undertaken

<p>'Away Days' for all HR staff to be resumed (6 monthly) to ensure understanding of the new ways of working and how the HR teams work together.</p> <p>Monthly HR Group Meetings</p> <p>HR line managers to consolidate understanding in PDRs and supervision meetings.</p>	
<p>To establish clear measures that will provide evidence of the HR service delivery and of related people management performance across individual services</p>	<p>The HR service needs measures which reflect the work of the HR staff as distinct from the overall people management performance of the Council, but the monitoring of people management performance across services should also be maintained</p>
<p>People Management Balanced Scorecard to be developed in consultation with SDB and CTB</p> <p>Similar measures to those introduced in recruitment need to be established in the other HR teams. These measures will be reviewed on an ongoing basis to ensure HR service delivery is meeting the requirements of Members and staff and that managers are meeting their people management duties.</p>	<p>Measures to be agreed in all HR teams by Autumn 2011</p> <p>Approved by SDB/EC</p> <p>Monitored by HRMT.</p> <p>Service performance to be included in corporate performance management process.</p>

<p>To develop the understanding of managers regarding the respective roles of themselves and the HR service in people management issues</p>	<p>This will be an ongoing requirement as managers interact with the HR service on their people management issues. It was included in the action plan following the review of workforce management by the Audit Commission in December 2009 and should be the main thrust of the Business Partner/Centres of Excellence model.</p> <p>As managers contact HR regarding their people management issues, HR staff will explain how we can support them.</p> <p>The new leadership and management development programme will underpin the role of the manager and the support available from HR.</p> <p>The demand placed on the HR teams to be measured and evaluated as to whether a 'value' demand and used as a baseline from which to work.</p> <p>The development of Self Service HR will empower managers to undertake their own staff management process, calling on HR support if required</p>
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Description of objective	
2. Development of the Business Partnering Role Lead Officer(s): Jacqueline	
Nature of objective	Summary of reason for objective
Business as usual/developmental	HR needs to support services in their people management agenda in the short, medium and long-term.
Tasks/Strategies/Lead Officer	Measures/Actions
To develop the understanding of managers regarding the respective roles of themselves and the HR service in people management issues	<p>This will be an ongoing requirement as managers interact with the HR service on their people management issues. It was included in the action plan following the review of workforce management by the Audit Commission in December 2009 and should be the main thrust of the Business Partner/Centres of Excellence model.</p> <p>As managers contact HR regarding their people management issues, HR staff will explain how we can support them.</p> <p>The new leadership and management development programme will underpin the role of the manager and the support available from HR.</p> <p>The development of Self Service HR will empower managers to undertake their own staff management process, calling on HR support if required. (Are schools in or out of HR SS?)</p>

Description of objective

3. Introduce Organisational Development Lead Officer(s): Jan/Jacqueline	
Nature of objective	Summary of reason for objective
Business as usual/developmental	The council needs to understand its current and future workforce needs to be able to deliver effective and efficient services in the short, medium and long-term. This underpins the 'Workforce Matters' strategy and contributes to corporate priorities "improve efficiency & encourage involvement" and "raise standards in English & Maths".
Tasks/strategies	Measures/Actions
To deliver relevant, accurate, consistent and timely data from Oracle and other systems about the existing workforce to	Current quarterly baseline data to be developed from May - August

services.	
Services will be consulted to determine whether the baseline data covers their requirements and/or whether more/different data is required and at what intervals	Baseline data to be sent in March, June, Sept and December each year
Support services in undertaking a skills audit and staff development plan for their new business style and ways of working.	Communication with managers and staff in the use of MLE. To establish a measurement process to identify the use of MLE in the development of staff's skills and abilities
A framework 'workforce plan' to be developed to provide managers and HR staff with guidance on what needs to be included in 'People Plans'.	A workforce plan section to be included in each People Plan in connection with organisational change/service reviews in 2011/12 onwards. ? Are People Plans the

	way forward?
To develop a corporate workforce plan which will be updated on an annual basis, or as necessary?	Managers will be supported by their HR Business Partner and relevant HR experts in the development of the workforce planning element of their 2011/12 onwards Business Plans which will form the basis of the corporate workforce plan 2011/12 onwards.
The 2011/12 onwards service business plans will be reviewed against the Workforce Matters strategy and amended where necessary to ensure the aims, objectives and actions are consistent with SMART objectives and containing a sufficient range of workforce data.	<p>2011/12 Corporate Workforce Plan to be developed by???????</p> <p>HR Business Partners will initiate the process in the Services and then call on Organisational Development as necessary.</p> <p>HR Business Partners will form virtual teams to discuss what is</p>

<p>The service business plans will then be incorporated into a corporate workforce plan which will be updated on an annual basis or as necessary when other relevant strategies are agreed e.g. Customer Access Strategy, Equalities Strategy.</p>	<p>needed and when etc. And how workforce planning will move forward.</p>
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Description of objective	
4. To develop and implement the necessary policies/processes to support the development of the workforce Lead Officer(s): Jan/Jacqueline	
Nature of objective	Summary of reason for objective
Developmental / improvement	Developing the workforce to meet the future service delivery needs of the council is a key theme of Workforce Matters. With the challenges which face us over the short, medium and long-term the skills and attributes of the workforce are critical.
Tasks/strategies	Measures/Actions
To review the Personal Development Review (PDR) process with managers and introduce a revised process which delivers their requirements to effectively manage performance and identify and meet training needs.	<p>Whilst there is some evidence of good work in some services there is a need to meet the demands of all services. Strategic Directors have identified PDRs as an underpinning requirement of Workforce Matters.</p> <p>Managers will be consulted to determine the reasons for resistance to the current process and amendments made where necessary. Compliance with the PDR process will become part of the corporate performance management measures. Strategy Directors and Heads of Service will need to ensure PDRs are implemented throughout services.</p> <p>Revised process in place by June 2011 and ensure a full year's performance measure in place for 2011/12.</p>

<p>To introduce a succession planning process which may include defined career paths where appropriate.</p>	<p>Succession Planning has previously been on an ad hoc basis in the council and managers require advice and a framework within which to work to introduce succession planning. Using examples from both public and private sector a framework process will be possible. The implementation of MLE will give managers access to the information they require for the development of their staff.</p> <p>Research into public and private sector use of succession planning. Establishment of the needs of managers regarding the use of defined career paths for succession planning purposes in some/all areas. Communication to staff and managers how to use MLE to provide a clear pathway for people to progress and help with succession planning.</p> <p>An agreed succession planning process by December 2011</p>
<p>To deliver the leadership and management development programme for existing and new managers to enable managers to effectively manage staff.</p>	<p>Employee Engagement is now managed through the Better Performing Workforce work stream although delivered as business as usual</p> <p>The Management and Development programme was approved by SDB in April 2011 and delivery of the full programme will commence June 2011.</p> <p>Presentation to BPW and CTB will decide what elements are mandatory and how needs will be assessed.</p> <p>Budget was moved from 2010/11 to ensure max funding available for this major area of investment.</p>

Description of objective	
5. Rewarding the workforce Lead Officer(s) Stephen/Jan	
Nature of objective	Summary of reason for objective
Business as usual/developmental	Following the implementation of the Local Pay Review a Reward Strategy is now required to ensure we can attract and retain a motivated and skilled workforce.
Tasks/strategies	Measures/Actions
PCC has historically been a low paying authority and the financial predictions indicate that this is unlikely to change, so innovative and non-monetary rewards must be relied upon to attract and retain staff.	<p>Gain an understanding of the impact of various non-monetary rewards to be included in PCC's "remuneration package".</p> <p>Annual review of market sensitive increments. Promotion of PCC's "Total Reward Package".</p> <p>Implementation of agreed Reward Strategy by September 2011.</p> <p>Annual review of MSIs to be completed by 31st December each year.</p> <p>Reward to be linked with OD work on Employee Engagement.</p>
To ensure there is no discrimination between male and female staff in terms of pay.	<p>One of the main reasons for undertaking the Local Pay Review 2006 - 2009 was to ensure that the city council's pay and allowances are equitable in terms of gender and robust enough to defend any equal value claims. To ensure this protection remains in place a regular audit of gender pay comparisons is required.</p> <p>Equal Pay audit to be undertaken annually following end of LPR Pay protection on 31 March 2011</p> <p>Development of Gender Equal Pay Audit process to be undertaken and Audit completed by 30 June 2011.</p> <p>Future years other protected groups to be included in audit</p>

Description of objective	
6. A healthy workforce Lead Officer(s) Julie/Jan	
Nature of objective	Summary of reason for objective
Business as usual/developmental	Whilst there is evidence of a reduction in sickness absence through the management of long-term absence in particular, a pro-active health programme would be beneficial to maintain the health of staff.
Tasks/strategies	Measures/Actions
<p>The factors which affect health at work are wide-ranging and care must be taken to ensure a realistic strategy is developed which can be delivered.</p> <p>Development of employee engagement strategy to include staff wellbeing.</p>	<p>An agreed Healthy Workforce Strategy by.....</p> <p>Know your numbers event in September 2011.</p> <p>Increase in management fast-track referrals for musculo-skeletal and stress disorders.</p> <p>Healthy Workforce to be linked with OD work on Employee Engagement.</p>
<p>A review of the Health & Safety activity to support the Healthy Workforce Strategy</p> <p>The health & safety unit is highly regarded. In 2010 the recruitment of a new health & safety manager was a good opportunity to assess the need for and to deliver improvements in service delivery.</p> <p>An SLA with schools has been put in place for 2011/13</p> <p>This work needs to continue and a review of health & safety will continue in 2011/12, and any new ways of working in place by January 2012.</p>	<p>New measures to be put in place to measure health & safety delivery.</p>

Description of objective	
6. A diverse workforce Lead Officer(s): ALL?	
Nature of objective	Summary of reason for objective
Business as usual/developmental	To increase our ability to recruit and retain staff from disadvantaged groups within our community. To enhance the life chances of those residents in the lowest economic groups and those with disabilities or with other diversity related issues that could affect their employability. To contribute to the corporate priority "Improve efficiency and encourage involvement".
Tasks/strategies	Measures/Actions
<p>To increase participation by PCC using consultation and feedback from BME groups, Portsmouth Disability Forum and other disability support groups.</p> <p>To continue to consult staff groups on new policies and processes to ensure they have a positive impact (or at least no negative impact) on staff from diverse groups.</p>	<p>To ensure all new people management policies are reviewed before implementation by BME, Disabled LGTB, religion/faith and other minority staff groups on an ongoing basis.</p> <p>.</p>
<p>To offer Looked After Children opportunities for long term work experience, school based experience and access to apprenticeships.</p> <p>LAC remain a difficult group to engage with a higher proportion of NEETS and lower education levels. This initiative may help these young people view PCC more positively.</p> <p>Close partnership work with Social Care to identify relevant placements and potential apprentices.</p>	<p>5 school based work experience and 5 longer term placements filled by looked after children by March 2012</p> <p>1 Apprentice place filled by a looked after child by March 2012</p> <p>5 Apprentice places created by March 2012</p> <p>Assess need for future Apprenticeship Strategy if demand revealed through workforce plan(s)</p>

Description of objective	
6. To support managers and staff in Organisational Change Lead Officer(s):Jacqueline	
Nature of objective	Summary of reason for objective
Business as usual/developmental	The annual budget process has meant that HR is experienced in supporting managers and staff in service reviews but the economic position and potential change in government may require greater support and experience of the 2010/11 budget process has highlighted some necessary improvements in the process.
Tasks/strategies	Measures
<p>Staff to be appropriately informed and supported during the change process</p> <p>The current budget process does not allow HR staff to appropriately advise managers on the impact of their budget proposals, nor to undertake the required consultation with Trade Unions. A change in the communication of the budget process is required.</p>	<p>Discussions to be undertaken with HFS and service managers on the possible changes to be implemented in readiness for the 2012/13 budget process.</p> <p>New consultation arrangements in place by September 2011.</p>

Description of objective	
7. To develop and implement an HR IT Strategy including e-HR Lead Officer(s):Stephen/Jan	
Nature of objective	Summary of reason for objective
Business as usual/developmental	The Better Performing Workforce work stream has determined that efficiency could be achieved through greater use of IT systems in staff management.
Tasks/strategies	Measures/Actions
IT Systems to be developed to allow managers to manage more efficiently. E.g. Manager and employee self service.	<p>Better Performing Workforce work stream to achieve Council buy-in for the development of appropriate IT systems.</p> <p>HR to consult with service users as part of the development process and work with/support other services involved to ensure implementation is a success.</p> <p>Employee Self Service to be implemented by.....</p> <p>Manager Self Service to be implemented by.....</p> <p>Continuous review of systems and content.</p> <p>Staff and Managers to be trained on use of new systems prior to launch.</p>

Resources and Capacity

Finance & Efficiency

96% of the HR budget is staffing costs and therefore strict vacancy management has to be followed. Staff duties and objectives will be continuously monitored to ensure delivery of the required service and efficiencies will be sought continuously. The requirement for further budget cuts is critical as all HR teams will be required to support service reductions across Portsmouth City Council.

The efficiency savings (or budget cuts) included in the 2011/12 and beyond budget will be achieved by further reductions in staffing through natural wastage, redundancy through further service review and a new SLA with Schools for health and safety resources.

The internal Temporary Staff Agency continues to bring in income from contracts with Fareham, Gosport Havant and the University of Portsmouth.

Value for Money

HR is committed to using the HR Intervention approach to demonstrate that HR is providing value for money services as required by Portsmouth City Council. The measures which HR has introduced will ensure that we continuously review our service in the light of feedback from managers and clear evidence.

Human Resources (Workforce Planning)

Headcount	
Headcount	FTE
110	94.3

Gender			
Female	%	Male	%
94	85.5%	16	14.5%

Age

<18	%	19-24	%	25-50	%	51+	%
0	0.0%	4	3.6%	87	79.1%	15	13.6%

Ethnicity

Non BME	%	BME	%	Undisclosed	%
97	88.2%	4	3.6%	9	8.2%

Turnover

Leavers Apr 10 - Apr 11	%
5	4.5 %

Current learning & development needs

Following the review of the HR structure in response to the People Agenda report in December 2010 a skills audit will be undertaken in May/June 2011 and the appropriate development undertaken.

Service and/or Corporate projects/initiatives planned within the next financial year (or duration of the business plan)

No service projects are planned within HR, but we will play a key part in the transformation agenda work streams and other service plans. An HR Business Partner will be assigned to support each of the seven strands of the Transformation agenda.

The HR Service is monitoring the government review and the passage of the Bill through Parliament in respect of vetting and barring and will implement a new policy in line with government requirements.

The full impact of the Equality Act will be assessed and projects such as the collection of staff equality data as it relates to the strands and consequent publication requirements will be implemented with every attempt to minimise staff concern regarding any breach in their privacy.

Adoption of Employee Engagement as a core focus across PCC indicates a need for regular and well designed Employee Opinion opportunities. This will include Employee Opinion Surveys in a programmed cycle with carefully considered questions to ensure engagement is measured and to ensure analysis can be more accurately undertaken. .

Efficiency and Budget Savings

HR processes will continue to be reviewed to ensure efficiency and realisation of any savings.

HR will support where necessary the 7 work streams of CTB and implement any outcomes within our service.

Succession Planning

We will use the appraisal process to look at possible options around succession plans for HR. In this way we hope to be able to ensure that we have the knowledge, skills & ability within the team to be confident around key/unique posts within the service.

A professional development programme is assessed annually to allow appropriate staff to undertake professional HR/learning & development qualifications.

Workforce Diversity

The HR workforce is representative of the demographics of PCC: the community it serves. Where the roles are customer facing

recruitment will continue to deliver the right person in the right job at the right time.

Recruitment is working with the staff diversity groups to widen our recruitment from the various communities council-wide.

Absence Management

Absence in HR is in the lower quartile and each absence is followed up.

However, the level of absence is a concern and we will continue to try and reduce through management at an individual level.

Working Practices

An area that would make significant impact for HR would be around electronic filing & mobile working. Both of these form part of the Better Performing Workforce work stream and will form part of our HR IT Strategy.

Learning and Development

Employment law updates are being scheduled to ensure knowledge is kept up-to-date. Whole service 'away days' will also be scheduled on a six monthly basis from summer 2011.

Training for senior staff needing to undertake Employment Investigations will be completed by September 2011.

Business Partners and their other fourth tier HR colleagues will attend a specifically adapted course to explore the operation of Business Partners and Centres of Excellence by August 2011

A series of workshops will be set up across HR hosted by Centres of Excellence to ensure all HR staff can attend and fully understand the new way of working.

Values and Behaviours

HR will continue to play a key partner role with Customer Services to look at the values & behaviours work.

Additionally through the workforce strategy HR will continue to be there to deliver the change for services as required and embrace the Portsmouth Principles.

Assets

The relocation of all HR to Floor 1 will result in more effective working.

8 Other Key Corporate Issues

Section 17 requirements to consider Community Safety

The service contributes to Section 17 of the 1998 Crime and Disorder Act in the following ways:

- supports staff who are victims of crime
- ensures that our staff vetting procedures are sufficient to protect clients/public from victimisation/abuse
- monitors racial/sexual harassment in the workplace and ensures access to support services
- has policies on violence in the workplace and the use of drugs and alcohol
- provides personal safety guidance/training for all staff including those working out-of hours and/or in dangerous situations
- integrates crime reduction issues into recruitment procedures

Sustainability, Climate Change & Carbon Management

The service contributes to the authority's sustainability, climate change and carbon management policies and targets in the following ways:

- ensuring that the relevant HR policies are in place and fit for purpose to enable all services to meet the authority's requirements

As a service we will:

- Review how our staff travel to work and where appropriate utilise flexible working policies
- Review how our staff travel for work and investigate alternative, equally efficient alternatives, ensuring that car travel is only undertaken where other options are inappropriate.
- Ensure staff are switching off electrical equipment when not in use.
- Only printing where necessary and using MDF printers unless there are confidentiality issues. When using other printers we will print double sided.

- Ensure all staff have flat screen monitors.

Equality and Diversity

Equality Impact Assessments will be undertaken in line with the new EIA guidance.

Jan Paterson will continue to be the lead on Equalities for the HR Service.

Duty to Involve

The BME Staff Group are contacting their own communities to consider taking up Recruitment's offer to run workshops on applying for PCC posts and recruitment and selection generally as the offer to all named communities has not elicited any involvement. The other Staff Groups will be approached for similar advice.

The resident survey will be used when viable.

The results of the employee opinion survey in June 2010 will be evaluated and appropriate action taken.

SDB, CMB and Third Tier will be used to gauge demand as our customers.

Safeguarding

Human Resources is the lead agency for safeguarding issues surrounding the employment of staff, with responsibility for checking information and data associated with recruitment and selection and appraisal, leading on the vetting and barring requirement under The Safeguarding of Vulnerable Groups Act 2006, and undertaking relevant checks.

Working with Children, Education and Young People's Services to ensure the safeguarding element is incorporated into staff induction, training.

The Senior Manager HR Business Team also has the role of Local Authority Designated Officer which is a strategic role within the framework of "Working Together" which requires all Unitary and County Authorities to have a role to advise, oversee and report on allegations management for the whole of the Children's workforce in the City of Portsmouth in liaison with the Police and Children's Social Care.

HR has the lead role in the dissemination of information regarding 'safer recruitment' activity and information around CRB and ISA for PCC workforce taking account of the 10 strands for effective safeguarding within the Portsmouth Safeguarding Compact.

Risk Management, Counter Fraud and Business Continuity

Risk Management

The Risk Register for the HR service is in Appendix 1.

Counter Fraud

This questionnaire has been completed and forwarded to Internal Audit.

Business Continuity

The adverse weather conditions in January 2010 tested the HR Business Continuity Plan and the general HR advice given to all staff was updated. The HR Business Continuity Plan will be reviewed again in June 2010.

Governance



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