

REPORT TO: Policy and Resources Committee - 1 July 2009

REPORT ON: Corporate Human Resource Strategy

REPORT BY: Head of Personnel

REPORT NO: 337-2009

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of an updated action plan to progress the implementation of the Council's Corporate Human Resource Strategy.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee approves the Human Resource Strategy Action Plan attached as Appendix 1.

3 FINANCIAL IMPLICATIONS

- 3.1 Any costs incurred in implementing the various strands of the Human Resource Strategy will be contained within departmental revenue budgets.

4 MAIN TEXT

- 4.1 Report No 721-2006 'Human Resource Strategy' was approved by the Personnel Committee, at its meeting of 18 December 2006. The objective, principles and core values established remain appropriate and sound. These have been incorporated in the Council Plan 2007-2011 and reflected in the Service Plans of individual departments. In particular, the Service Plan of the Personnel Department focuses on aspects of the Human Resource Strategy to be promoted corporately. These are contained in Appendix 2, an extract from the Personnel Department's Service Plan.

- 4.2 The Council Plan 2007-2011 notes that half of the Council's budget is spent on employing over 8,000 employees and acknowledges that achieving the Plan's outcomes depends on the skills and motivation of these people. It is imperative, therefore, that the Human Resource Strategy is regularly monitored and reviewed, to ensure that the necessary human resources are always in place to fulfil Council Plans as they change and develop in response to new demands and pressures.

- 4.3 The Council Plan lists priority outcome measures for the next 4 years as:-

- high employee motivation and job satisfaction;
- lower employee absence rates;

and priority projects for the next 4 years as:-

- implement the Single Status Agreement;
- review and develop the Human Resource Plan;

- carry out an employee survey and follow up action plan;
- review and implement an absence reduction strategy;
- encourage departments to achieve and retain the Investor in People standard;
- encourage all departments to obtain Health Working Lives Awards.

4.4 A report by Audit Scotland in October 2008 to members of Dundee City Council and the Controller of Audit on the 2007/2008 audit, acknowledged amongst other things the Human Resource Strategy as setting the strategic context for achieving Council objectives and stressed the need for clear prioritisation of aims and objectives. It also recognised that this under-development was largely due to resource intensive work on the Single Status Agreement taking priority. The issue of succession planning was reiterated as were delays in introducing the new Resourcelink integrated payroll and personnel system, which will help underpin improvements in workforce planning and management.

4.5 The Strategic Audit Risk Analysis (SARA) 2008/2009 by Audit Scotland detailed findings from a review of the strategic risks facing the Council.

Immediate priorities and risks were identified as:-

- dealing with any residual; equal pay issues;
- development of a robust Human Resources Strategy;
- ensuring staff development reviews are consistently applied and support corporate objectives.

It was also noted that, in the longer term, consideration should be given to:-

- implementing an HR strategy that supports delivery of corporate objectives and improved outcomes.

4.6 The Accounts Commission guidance "Proposed characteristics of a Best Value Council we would look for during a BV2 corporate assessment" highlights the need for a well developed approach to workforce planning and understanding of the Council's future workforce needs.

4.7 The need now is for a revised Action Plan with specific tasks and targets to support the achievement of the Council's plans up to 2011 and beyond.

4.8 As emphasised in Report 721-2006, the Human Resource Strategy is a corporate commitment and, whilst originating in the Personnel function, the implementation of and success of the Human Resource Strategy in respect of employees, is the responsibility of line management in every department of the Council.

4.9 The revised Human Resource Strategy Action Plan is attached as Appendix 1.

5 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6 CONSULTATION

- 6.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and Chief Officers have been consulted in the preparation of this report.

Iain Martin
Head of Personnel

12 June 2009

HUMAN RESOURCE STRATEGY ACTION PLAN

Based on:-

- 1 Workforce Planning (identify employees needed)
- 2 Recruitment and Retention (hire employees and keep them)
- 3 Investment in People (train and develop employees)
- 4 Employee Relations (keep employees informed and committed)
- 5 Health and Safety (keep employees safe, healthy and at work)
- 6 Management and Performance Improvement (manage employees efficiently and improve their performance and productivity)

1	WORKFORCE PLANNING	<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
1.1	Workforce planning to be incorporated in departmental action plans.	Workforce planning is incorporated in the Education Service Plan 2008-11. Social Work Project Board meet regularly to match needs and services to services/workforce of the future.	Arrange session for Council management team in conjunction with IS.	IMMM	July 2009
1.2	Development and production of robust management information to facilitate workforce planning.	Completion of 'purple' data sets for Improvement Service.	Develop and produce management information including age profiles and turnover rates.	IMMM	Ongoing

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
1.3	Pilot workforce planning approaches including succession planning for:- Chief Officers, Senior Social Care Officers.	Education Department is actively looking at succession planning for HT posts by specific CPD and competencies for DHT posts.	Production of management information. Analysis of data and plans produced.	IMMM	July 2009 Sept 2009
1.4	Programmes of exit interviews and identification of problems.	Social Work/Education Personnel section researching exit interview framework.	SW/Education pilot exit interview framework. Evaluate pilot. Roll out pilot (amended as appropriate) on corporate basis.	GM/JR GM/JR VR	June 2009 Nov 2009 Jan 2010
2	RECRUITMENT AND RETENTION				
2.1	Availability of officers trained and authorised to participate in selection panels.	Review of corporate R&S guidance complete and implemented. All interview panel members attend corporate R&S training.	Development of corporate guidance in relation to Safer Recruitment to be incorporated in corporate guidance. Programme of R&S training for 2009.	GM VR	Oct 2009 Ongoing
2.2	Analysis of responses to and cost effectiveness of recruitment advertising.	Analysis complete.	Report to Council management team making specific proposals on more effective recruitment advertising	GEM	June 2009

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
2.3	Participation in national recruitment portal.	Training for departments has commenced.	All vacancies to be advertised on Portal from September 2009	GEM	Sep 2009
2.4	List hard to fill posts, potential market scarcities and proposed actions.	Departments identifying hard to fill posts.	Development of proposed actions	VR	Oct 2009
2.5	Promote Council as a good employer and establish connections/partnerships with City schools to inform and interest young people in Council jobs and careers.	Attendance of Personnel Department and Employment Unit at various Careers Fairs. Social Work pursuing proposal to Head Teachers on school visits/presentations.	Programme of careers events for 2009. Report to Council management team encouraging departments to actively promote and engage in awareness raising of job opportunities in their own departments.	JBa GEM	June 2009 June 2009

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
3	INVESTMENT IN PEOPLE				
3.1	Induction/orientation programmes for new employees adapted for departments and sections.	Corporate induction guidance in place.	Review corporate induction pack.	JD	June 2009
			Analyse the information received from departments, consider departmental and corporate needs.	JD	July 2009
			Report on findings and review of future needs.	JD	Sept 2009
			Prepare and issue updated corporate induction materials.	JD	February 2010
			Explore online options for induction.	JD	Ongoing
3.2	Develop mandatory training programme for newly appointed managers	Training on personnel policies eg discipline, absence run for departments by Personnel teams as required.	Identify mandatory training modules for newly appointed managers.	VR	June 2009
		Corporate R&S course.	Report to management team seeking approval to identified mandatory training modules for their appointed managers.	VR	Oct 2009
		Education Department linking mandatory training courses to posts.			

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
3.3	Annual staff development reviews and assessment of training needs for every employee.	Corporate guidance for departments in place regarding staff development reviews.	Review current practice. Compare practice with Guidance and consider action required to close any gaps. Deliver plan to close gaps.	JD JD JD	June 2009 October 2009 October 2009 & onwards
3.4	Production of annual department training plans.	Organisational Development advice and assistance to departments on TNA and TPs.		JD	
3.5	Training and development activities and formal courses.	Organisational Development provide a range of training and development.	Further guidance in relation to training and development activities to be included in SDR guidance.	JD	Ongoing
3.6	Meet required liP standards where appropriate.	5 departments and 3 schools have achieved liP Accreditation.	Ongoing support - for this organisational improvement initiative.	JD	Ongoing
3.7	Liaise with local and other educational bodies to encourage the continuing availability and development of courses and qualifications required.	Social Care Academy DCS Apprenticeships Skillseekers Social Work working with Dundee University - Social Work qualification.	Identify and implement projects in line with Public Sector Recruitment Approach & Local Employment Partnership Agreement.	VR	Ongoing

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
3.8	Develop E learning strategy.	Joined e learning alliance.	Identify stakeholders and set up a Project Team.	JD	June 2009
			Identify resources and requirements to introduce eLearning programmes into the Council.		Sept 2009
			Research and develop eLearning strategy for the Council.		Dec 2009
			Investigate partnership opportunities with other agencies to allow access to their courses eg BBC, Open University.		Ongoing
3.9	Develop Equality and Diversity Training Strategy.	On-line awareness training.	Report to management team.	VR	June 2009
		Ongoing job specific training within departments.			
		Training for Equality Champions.			
4	EMPLOYEE RELATIONS				
4.1	Partnership working with the trade unions on matters of common interest.	Education Department have active collegiate working arrangements with the teaching trade unions.		IMMM	Ongoing

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
4.2	Review and maintain mechanisms for joint consultation:-	<p>Chief Executive, Depute Chief Executive (Finance), Assistant Chief Executive and Head of Personnel meet full time officials and senior branch officials of trade unions monthly.</p> <p>Heads of Departments meet senior departmental stewards and full time officials, where appropriate, monthly.</p> <p>Members, senior managers and trade union officials meet quarterly (JCC) or as required.</p>	Ongoing monitoring of existing arrangements to identify any improvements.	IMMM	Ongoing
4.3	Implement action plans addressing issues from the most recent employee survey and evaluate success.	<p>Follow up meeting held with departments to agree departmental action plans - October 2008.</p> <p>Evaluation of success is incorporated in next survey.</p>	Department heads to complete action plans.	JD	2009-10
4.4	Conduct the next employee survey (2010).	Series of employee surveys since re-organisation enables comparisons and evaluation of progress/improvement.	Organise Survey.	JD	Dec 2010

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
4.6	Rolling review of conditions of service and personnel policies, including work life balance, family friendly and equality and diversity policies and develop new personnel policies, as required.	Review and amendment of existing policies and introduction of new policies on an ad hoc basis.	Updated programme of services/target dates.	VR	June 2009
4.7	Review, update and issue (probably electronically) employee handbook.	Contents for updated handbook collated.	Finalise contents. Report to Management Team. Implement/issue amended handbook.	AD AD AD	June 2009 June 2009 July 2009
5	HEALTH AND SAFETY				
5.1	All Departments to produce and implement their own risk assessment strategy.	All Departments have their own H & S Policy which contains their own risk assessment strategy.	Completed - Departments are to keep under review.	ND	
5.2	All incidents, accidents and work related illnesses reported, investigated and recorded.	Not all accidents are adequately investigated. Trained investigators are to be in place in all workplaces with + 10 employees by April 2011.	All accident reports are monitored and training continues to be provided for investigators.	ND	April 2011
5.3	Reduce the number of work related incidents, illnesses and accidents.	The Overall Incidence rate is rising but RIDDOR rate is falling.	Effective Implementation of risk controls - continue to monitor progress.	ND	Ongoing

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
5.4	Review Health and Safety policies and procedures and produce new ones and keep the Health & Safety Toolkit updated on an annual basis.	The toolkit has been updated for 2009.	Distribution of the Toolkit to all sites.	ND	July 2009
5.5	Produce and publish appropriate corporate health and safety statistics on a quarterly basis.	This is on track, with the analyses of accident reports produced every quarter.	Continue to analyse.	ND	Ongoing
5.6	Produce an Annual Council Health & Safety Report.	Annual H & S Reports have been produced for the last 4 years.	Produce annual H & S Report for 2008/09 to Chief Officers Mgt Team and P&R.	ND	Sept 2009
5.7	Review and maintain mechanisms for communicating and consulting on health and safety issues - Council Health and Safety Committee meets quarterly.	Council H & S Committee meets Quarterly with Minutes & Agendas produced.	This is on track.	ND	Ongoing
	Departmental Committees meet regularly, as agreed with department health and safety representatives.	Department's H & S Committees to meet every 6 months.	Latest Minutes to be requested from Departments.		Ongoing
5.8	Programme of occupational health surveillance and maintenance of corporate occupational database.	Departmental needs for Occ Health Surveillance for 2009/10 have been identified. Reports are sent back to Personnel for actioning.	This is on track.	ND	Ongoing
5.9	Liaise with occupational health provider and manage contract.	Quarterly meetings take place to monitor provision of Service.	Annual Review Meeting required.	ND	July 2009

		<u>PROGRESS TO DATE</u>	<u>ACTION REQUIRED</u>	<u>LEAD OFFICER</u>	<u>TARGET DATE</u>
5.10	Develop and deliver Health and Safety training to meet the corporate training needs of the Council.	Training Calendar in place for 2009.	Deliver planned training. This is on schedule.	ND	Ongoing
5.11	To produce, implement and monitor the Corporate Health & Safety Plan, which is linked to the Health & Safety Commissions Revitalising Health & Safety Strategy.	Plan for 2008 - 11 is in place. Implementation of the Plan is monitored, with analyses being recorded in the Annual H & S Report.	Include review in the Annual H & S Report.	ND	Sept 2009
6	PERFORMANCE IMPROVEMENT MANAGEMENT				
6.1	Efficiency projects/lean service reviews.	Improvement and Efficiency Board of selected heads of department chaired by Chief Executive meeting monthly to review and progress efficiency projects and lean service reviews.	Ongoing programme of lean service reviews/projects	JD	Ongoing
6.2	Review absence management policy and procedure, triggers and targets.	Project team established, methodology and timetable for review.	Report to Council management team.	VR/GM/ JR	July 2009
6.3	Reduce absence levels.		Heads of Departments.		Ongoing
6.4	Improve performance of employees and where necessary address sub standard performance.		Guidance for managers.	AA	June 2009

ADDRESSING THE COUNCIL'S KEY PRIORITIES

The Council Plan sets out a number of key priorities for the Council as a whole. Council priorities where the Personnel Department can make a contribution are:-

- creating an attractive modern city to attract jobs across a range of sectors and retain people;
- helping all embrace lifelong learning;
- identify and reduce disadvantage, inequality and discrimination;
- improving and protecting the health and fitness of the population;
- being a leader in improving services in a sustainable way;
- Embracing modern broadband technology; and
- delivering efficient services and keeping any Council Tax increases low.

To meet these priorities, the department will:-

- implement good employment policies and practices and promote the City Council as an employer of choice to attract and retain high calibre employees (and their families) in Dundee, and be an exemplar to other local employers;
- review and develop the human resource plan;
- carry out an employee survey and follow up action plan;
- encourage departments to achieve and retain the Investor in People standard and to support lifelong learning;
- encourage departments of the Council to comply with legislation and the Council's policies on equality and diversity and ensure that required employment monitoring is carried out;
- encourage all departments to obtain Healthy Working Lives awards to at least the bronze standard;
- review and implement an absence reduction strategy including full use of the occupational health service to conduct appropriate health surveillance to prevent work related illness/accident and identify appropriate treatments to facilitate earlier returns to fitness for work;
- provide a dedicated Corporate Health and Safety Section to lead the Council forward by providing health and safety support and guidance to achieve the best practice, recognising legal compliance as a minimum standard;
- reduce the number of reportable employee health and safety accidents by 25% from the current level of 87 per annum to 65 by 2011;
- implement all elements of the Council's Health and Safety Improvement Plan;
- produce and publish the Council's Annual Health and Safety Report;
- advise and assist departments to carry out structural reviews and lean service reviews in order to optimise efficiency and improve services;
- develop personnel intranet pages/electronic handbook;

- review XPT recruitment management system and participate in the development of the Scottish Local Government portal website to ensure the best outcomes for the Council;
- assist departments in all aspects of people management to enable them to deliver efficient services.