



**Causeway
Coast & Glens
Borough Council**

CORPORATE SERVICES DIRECTORATE

ORGANISATIONAL DEVELOPMENT & HUMAN RESOURCES

BUSINESS PLAN 2018/19

PURPOSE OF THIS PLAN:

- *Give a clear sense of what the service is for and the challenges it faces.*
- *Show how it is supporting Council's priorities.*
- *Show how it is contributing to the efficiency drive and transformation of service delivery.*
- *Show how it is aligning its resources to meet the challenges ahead.*
- *Help us to hold ourselves to account and ensure we deliver for Council and its residents.*
- *Bring key information together in one place about the service, which Members, staff and stakeholders can understand.*

STRATEGIC THEMES / FUNCTIONS

1. Human Resources, service delivery, systems and information

- a. Provision of customer-focused HR service delivery excellence.
- b. Development of policies, procedures, processes and systems to enable effective and cost-efficient HR service delivery.
- c. Provision of meaningful and timely data and statistics to enable business improvement.

2. Organisation Development

- a. Identification of organisational and individual capability requirements
- b. Alignment of strategy, people and processes to optimize effectiveness and achievement organisation goals.

3. Resourcing and Talent Management

- a. Ensuring the organisation has the right resource, capability and talent to achieve immediate and strategic ambitions now and in the future.

4. Employee Relations and Partnership Working

- a. Ensuring that the individual and collective relationships between the organisation and its employees are managed appropriately, within a clear framework underpinned by organisation culture, practices, policies and ultimately by relevant law.

5. Learning and Development

- a. Building individual and organisational capability and knowledge to meet current and strategic requirements, and creating a learning culture to embed capability development.

6. People and Performance management

- a. Creating and maintaining a high-achieving organisation culture by delivering programmes that reward and recognize key employee capabilities, skills, behaviours, experience and performance, and ensure that reward systems are consistent, fair and equitable.

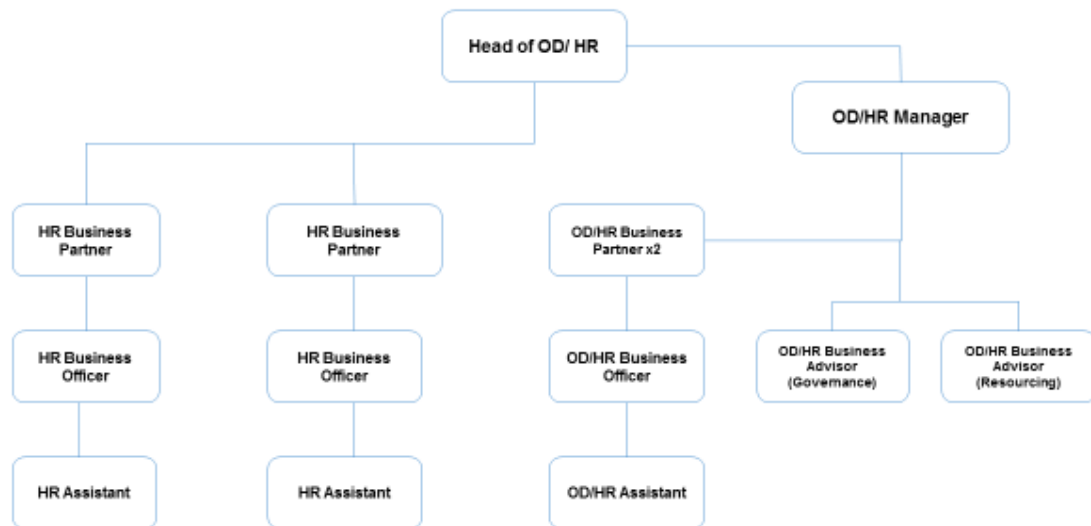
7. Employee Engagement

- a. Improving the performance of the organisation by strengthening the connection that employees have with their work, colleagues and the Council.

8. Attendance Improvement and Wellbeing

- a. Ensuring that effective attendance improvement and wellbeing strategies and policies are in place.
- b. Identification of targets
- c. Monitor and measure progress.

ORGANISATION DEVELOPMENT & HUMAN RESOURCES ORGANISATIONAL STRUCTURE



STRATEGIC AIMS AND OBJECTIVES

Aligned with the following Council Strategic Aims and Objectives:

- Leader and Champion.
- Innovation and Transformation.

STRATEGIC OBJECTIVES OF THE SERVICE FOR 2018 - 2019

1. Resource and workforce planning. Continue to populate the new structures for Causeway Coast & Glens Borough Council.

2. Learning and talent development. Support ongoing learning and development of managers and employees by focusing on key leadership behaviours, qualities and competencies.
3. People, systems, policies, procedures and processes. Implement innovative, efficient HR systems and processes which are consistent across all areas.
4. Transformation. Implement standardised terms and conditions for all employees.
5. Managing the employment relationship. Maintain effective employee relations and ensure that issues are dealt with in a timely manner.
6. Meeting Statutory and Legislative requirements.

Strategic Objective

1. Resource and Workforce Planning

'To become an employer of choice where people are valued, recognised and cared for and who in turn are committed, motivated and actively engaged.'

'To become an exemplar of best practice in resource and workforce planning.'

Link to Corporate Aims and Objectives

- Leader and Champion, Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	Progress to Date	Traffic Lights
Continue to populate the new structures for Council. Provide advice and support to Managers in the development of job descriptions, personnel specifications and post dimensions for each new post within the structure	0	March 19	<ul style="list-style-type: none"> • Job documentation produced for each new post • Plan to fill priority posts achieved 		
Follow Vacancy control Procedure to fill new posts Carry out matching / assimilation process to place employees into the new posts.	0	March 19	<ul style="list-style-type: none"> • Employees appointed into post 		
Produce management reports which record the progress on filling the structures	0	Monthly	<ul style="list-style-type: none"> • Monthly reports for Senior Management Team • Quarterly absence reports 		
Monitor the use of Agency workers and provide monthly reports to Directors.	0	Monthly	<ul style="list-style-type: none"> • Monthly Agency Workers reports to Directors 		

<p>Agree the Councils position regarding the continued use of agency workers whilst ensuring that there are sufficient resources in place to meet the demands of the service.</p>			<ul style="list-style-type: none"> • Quarterly review meetings 		
<p>Develop and roll out a Service Delivery Review Framework and Toolkit to support Managers carry out Service Delivery Reviews in their area</p>	0	June 2018	<ul style="list-style-type: none"> • Service Delivery Framework and Toolkit implemented 		

Strategic Objective

2. Learning and Talent Development

'To have a committed, confident and competent workforce with the capabilities to effectively contribute to organisational success both now and in the future.'

'To develop a culture which encourages and support continuous learning and promotes the ongoing development of capabilities at every level through a wide range of innovative, flexible, blended and cost effective approaches to Learning and Talent development'

Link to Corporate Aims and Objectives

- Leader and Champion, Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £210,000 (total budget)	Timescale	Performance Indicators	Progress to Date	Traffic Lights
To develop and implement a Leadership and Management Development Framework. Develop and roll out an assessment and development programme to support the framework Pilot a Performance Management process for Directors and Heads of Service		June 18 Sept 18 (rollout)	<ul style="list-style-type: none"> • Leadership and Management Development Framework is completed • Leadership and development assessment and development programme is implemented • Pilot Performance Management process • Evaluate effectiveness of programme 		

To develop and implement a 'Core Skills' programme for employees based on organisational corporate themes and objectives		Sept 18	<ul style="list-style-type: none"> • Core Skills programme is delivered • Evaluate effectiveness or programme 		
Deliver Statutory and Mandatory Training within Council as identified by Directorates and Heads of Service		July 18 (GDPR)	<ul style="list-style-type: none"> • Statutory and mandatory training sourced and delivered • Deliver GDPR Training within Council 		
To facilitate Role Related training across the Council as identified by Directorates		Ongoing	<ul style="list-style-type: none"> • Implement Role Related training as required 		
Facilitate and co-ordinate the implementation of the Further Education and Study policy across Council		June 18 (issue)	<ul style="list-style-type: none"> • Further education policy implemented 		
Pilot an ELearning platform for Council, identify statutory and mandatory training which can be delivered through E Learning		Ongoing	<ul style="list-style-type: none"> • Pilot the E learning platform • Implement as agreed 		

Strategic Objective

3. People, systems, policies, procedures and processes.

'Implement innovative, efficient policies and procedures, systems and processes which are consistent across the council and promote efficient and effective working and use of resources.'

Link to Corporate Aims and Objectives:

- Leader and Champion, Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	Progress to Date	Traffic Lights
<p>Systems Improve efficiency by the implementation of web based or online processes Integration of legacy systems into one central application Ensure that systems and processes are accessible for all employees Develop and deliver training on new processes / procedures Development of self-service processes Review of Annual leave process and systems transfer to Payroll Department PAMS upgrade</p>	0	Sept 18	<ul style="list-style-type: none"> • All employees on one central system for TimeWare • Review of current processes completed • New processes implemented across the Council • On line forms Review of Employee self-service facility • PAMS upgrade completed 		
<p>Policies and procedures Prioritise top 5 policies and develop in line with current legislation and best practice.</p>	0	March 19	<ul style="list-style-type: none"> • Policies developed and implemented • Performance Improvement Policy 		

			<ul style="list-style-type: none"> • Disciplinary Policy • Dignity and Respect at work • Wellness at Work Policy including attendance improvement programme • FlexiTime Policy 		
Guidance documents developed for line managers Working Time Regulations Investigation Toolkit	0	June 18	<ul style="list-style-type: none"> • Working Time Guidance complete and issued • Workplace investigation complete and issued 		
Management Information Improve management information to assist management and OD/HR in effective workforce planning, including the following areas:- <ul style="list-style-type: none"> • Progress on filling the structures • Agency workers – numbers and costs • Training and development – courses run, numbers attended • Sickness absence • Employee relations issues – grievances, disciplinary, bullying & harassment 	0	Issued monthly and quarterly	<ul style="list-style-type: none"> • Quarterly and monthly reports issued to Directors 		

Strategic Objective

4. Implement standardised terms and conditions for all employees

'To develop an approach to reward which is transparent, fair, effective and in line with best practice principles and which supports the Council in achieving its vision and strategic priorities.'

Link to Corporate Aims and Objectives:

- Leader and Champion, Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	Progress to Date	Traffic Lights
Lead on consultation and negotiation with Trade Unions and implement new policies for all employees so that a consistent approach is applied.	0	Monthly and bi-monthly	<ul style="list-style-type: none"> • Regular meetings with Trade Unions and policies agreed 		
Complete audit of legacy terms and conditions and produce a report detailing the differences	£200,000	June 2018	<ul style="list-style-type: none"> • Report completed 		
Develop range of proposals / options for CC&G going forward	As above	July 2018	<ul style="list-style-type: none"> • Options report completed 		
Carry out a cost / benefit analysis on the proposals	As above	Sept 2018	<ul style="list-style-type: none"> • Costings report completed 		
Consult and negotiate with Trade Unions	0	Monthly	<ul style="list-style-type: none"> • Regular meetings with Trade Unions 		

Strategic Objective

5. Managing the Employment Relationship

'Maintain effective employee relations and ensure that issues are dealt with in a timely manner.'

Link to Corporate Aims and Objectives:

- Leader and Champion
- Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	Progress to Date	Traffic Lights
Provide support and guidance to Managers when dealing with employee relations issues	0	Monthly	<ul style="list-style-type: none"> • Regular meetings with Managers. Guidance issued. 		
Continue to provide the necessary training to ensure Managers have the right skills to deal with employee issues in a timely manner	0	Ongoing	<ul style="list-style-type: none"> • Relevant training delivered 		
Provide and communicate external support available for employees who are dealing with difficult issues	0	Ongoing Annually	<ul style="list-style-type: none"> • Employees reminded of Counselling and Occupational Health support • Report on uptake of support available 		
Implement a system of Health Checks for employees in Environmental Services Department relating to Driver checks and Hearing checks	0	Sept 18	<ul style="list-style-type: none"> • Procurement exercise completed for provider • Schedule of testing agreed and implemented 		

Strategic Objective

6. Meeting Statutory and Legislative requirements

Link to Corporate Aims and Objectives:

- Leader and Champion
- Innovation and Transformation

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	Progress to Date	Traffic Lights
Equality Complete and Return: Article 55 Review – 2015 – 2018 Annual Monitoring Return	0	Monitoring Return – April 18 Article 55 – May 18	<ul style="list-style-type: none"> • Returns Completed • Summary forwarded to SMT for review 		
Data Protection GDPR	0	May 18	<ul style="list-style-type: none"> • Compliance with Data Protection legislation • Compliance with GDPR legislation 		
Risk Assessment	0	Annually	<ul style="list-style-type: none"> • Complete, on time, communicated to team 		
Governance Arrangements	0		<ul style="list-style-type: none"> • Compliance with governance arrangements 		