

Council, 25 March 2015

Human Resources Department Work Plan 2015-2016

Executive summary and recommendations

**Introduction**

The Human Resources Department Work Plan for the period 1 April 2015 to 31 March 2016 is attached.

**Decision**

The Council is invited to discuss and agree the attached document.

**Background information**

None

**Resource implications**

The resourcing of the Department is set out in the attached workplan.

**Financial implications**

The financial implications of the planned work are accounted for in the Human Resources budget for 2015-2016.

**Appendices**

See paper.

**Date of paper**

13 March 2015

# Human Resources Department 2015 - 2016 Workplan

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## Introduction

This document sets out the work priorities of the HR Department for the financial year April 2015 – March 2016. It addresses how the department's work will progress over the next year to support the HCPC's strategic intent, encourage high employee and partner performance, and support the HCPC's positive working culture and commitment to continuous improvement. This workplan links to the objectives of the HCPC Human Resources Strategy 2015 - 2020, a copy of which is **attached at appendix 2**.

## Staffing Resources

The Human Resources Department consists of the following posts:

### HR Team

Director of Human Resources

Human Resources Business Partner (Operations) (part-time)

Human Resources Business Partner (Learning and Development)

Human Resources Adviser (part-time)

Human Resources Adviser

Human Resources Officer

Human Resources Officer (project backfill)

### Partners Team

Partner & HR Manager

Partner Co-ordinator

Partner Administrator

Partner Administrator (part time)

In 2015/16 two members of the HR and Partners team will be undertaking further study in order to enhance their existing CIPD professional qualifications.

The **Director of Human Resources** is responsible for the overall management and strategic direction of the HR, training and development and partner functions, and the development and implementation of HR and partners strategies, work-plans, policies and projects. The HR Director provides advice and support to the Chief Executive and Executive Management Team on HR matters which impact on the whole organisation.

The **Human Resources Business Partner** (Operations) is responsible for the whole range of operational human resources services including recruitment, management of sick leave, management of conduct and capability cases, higher level HR database management, and providing an advisory service to managers and employees.

The **Human Resources Business Partner** (Learning and Development) is a new role responsible for expanding and diversifying learning and development opportunities for employees, working with the HR Director to ensure that learning and development provision supports organisational objectives and values and enhances organisational performance and capability.

The **Human Resources Advisers** provide support for employee management and employee relations functions including advice to managers and employees, co-ordination of sick leave, conduct and capability cases, conducting inductions and exit interviews and dealing with queries.

The **Human Resources Officers** provide support for employee management functions including co-ordination of recruitment and training, conducting inductions and exit interviews, dealing with first line queries and maintaining database and filing systems.

**The Partner and HR Manager** is responsible for the day to day management of the partner team and for ensuring that the partner budget and partner objectives in the HR workplan are delivered to schedule. Duties include reviewing and implementing partner policies and procedures, resolving partner complaints/ performance issues and working closely with departmental managers who make use of partners.

The **Partner Coordinator** is responsible for coordinating the recruitment, selection, training and performance management of partners and ensuring that partner processes are run effectively and in accordance with policies and good practice.

The **Partner Team Administrators** are responsible for administration and customer service to partners for recruitment, selection, training, appraisal and assessment. They also maintain partner databases and data sources.

## **Budget Management**

The department manages both the human resources budget and the partner budget. The proposed budget for human resources for 2015/2016 is around £ 730k. Headline areas other than payroll costs consist of £80k for organisation wide training, £38k allocated to legal expenses for employment related matters and £150k for organisational recruitment.

The proposed partner budget of around £490k largely consists of provisions for partner recruitment and training. Two significant sums forming part of this figure are £55k allocated for partner recruitment, and £279,000k for partner training.

## **Human Resources activities in 2015 – 2016**

The following paragraphs summarise the main employee and partner activities for the coming year.

### **Employees**

A significant area of work for HR (Employees) in 2015/16 will be the **major project to build a new HR and partners information technology system**. One of the key aims of this project is to create and maintain an HR information technology system which is modern, efficient and fit for purpose, in order to support HCPC in employing and managing its people and in complying with both current and future legislation and best practice.

The new IT system, Core, is due to go live in December 2015

A further significant area of work will be the expansion and diversification of centrally run **learning and development** activities for employees and managers and the development of a coherent organisation-wide learning and development strategy. Much of this work will be taken forward by the new HR Business Partner (L&D) who starts work in May.

Employee **Recruitment and selection** will continue to form a significant part of the department's workload in 2015/16. In addition to 6 entirely new posts in the budget, employee turnover (forecast at around 18% in 2015/16) plus internal movements and promotions are likely to generate around 80 recruitment campaigns during the year.

The new posts in the proposed budget for 2015/16 will take budgeted employee numbers to 248 in 2015/16. Employee numbers have grown by around 65% in the past 3 years, from 150 in March 2012.

**New posts** requested in the draft budget for 2015/16 are as follows:

- 1 x Senior Project Manager (Projects)
- 1 x Head of Systems and Quality (Education)
- 2 x Case Managers (FTP)
- 1 x Case Support Officer (FTP)
- 1 x Scheduling Team Manager (FTP)

There will always be challenging and time consuming **employee relations** issues to deal with in any HR department and this work has expanded in volume and complexity due to increasing employee numbers. The department must retain the flexibility and ability to respond to these issues in order to ensure fairness and consistency in the application of human resources processes across the organisation.

There are various **ongoing activities** that are part of the employee section of the human resources plan every year including:

- annual job description updates
- continuous review of employment policies and practices to ensure best HR practice and legal compliance
- conducting exit interviews and analysing findings
- managing the annual performance review process in the final quarter of each year.
- managing an on-going programme of training and management development
- managing the annual pay review process
- Informing and consulting with employees about employment related issues
- administering the HCPC's current pensions and life assurance schemes

## Partners

The largest piece of work for the partners team in the coming year will be the continued work on the **major project to implement new IT systems to support and enhance partner processes**. One of the key overall aims of this project is to develop processes and build IT systems for partner management which are efficient and which support the HCPC in keeping pace with future regulatory developments.

The core functions of **recruitment, selection, training, partner appraisal and agreement renewal** will continue to occupy a significant amount of the partner team's resources in 2015-16.

In 2015-16, 31% of panel members will reach the end of their current partner service agreement. 15% will be eligible to undergo the self-assessment process to renew their agreement for a further period and 15% will leave their posts due to 'the 8 year rule', i.e. that under practice Committee Rules no individual may be engaged as a partner for longer than 8 years in any 20 year period. As a result, 35 partner posts will need to be replaced through external recruitment.

22% of all visitors and 23% of all registration assessors are due to renew their agreements in 2015-16. This may prompt a number of resignations that will require immediate backfill. In addition there are around 30 additional vacancies for the roles of visitor and registration assessor which will need to be filled during 2015/16.

Finally biannual refresher training will take place for all roles which fall due in 2015-16 and peer appraisals will continue for the roles of registration assessor, visitor, panel member and panel chair.

## **Human Resources Objectives in 2015 - 2016**

We have identified the following objectives for the financial year 2015 – 2016. Unless stated otherwise the timescale is on-going throughout the year.

### **Employees Objective 1: Recruit and retain high quality people**

This workplan objective relates directly to the first objective in HCPC Human Resources Strategy 2015 – 2020 (attached at appendix 2)

- To continue to provide efficient, cost effective and high quality support to the organisation in recruitment to new posts and backfill of vacancies created as a result of employee turnover and internal transfers and promotions
- To continue to review the effectiveness of recruitment through a range of channels and methods including increased use of values-based recruitment and psychometric testing alongside more traditional competency based recruitment methods

### **Employees Objective 2: Support training and development.**

This workplan objective is linked to the Human Resources strategic objectives to 'Train and Develop people' and to 'Encourage high performance'

- Expand and diversify central co-ordination and provision of training and development including on-going development of the HCPC organisational training plan, which is linked to business objectives and which includes shared learning needs and effective evaluation
- Collaborate on the introduction of a new e-learning system to deliver training

- Continue to co-ordinate annual training on diversity, appraisals and IT skills, and introduce in-house HR process training, in particular to cover recruitment
- Review and develop the HCPC's training and development policy and strategy to ensure that it still fits with organisational objectives and supports a coherent approach to learning and development across the organisation

### **Employee Objective 3: Encourage and maintain a high performance culture**

This workplan objective relates directly to the third objective in HCPC Human Resources Strategy 2015 – 2020, 'Encourage high performance' (attached at appendix 2)

- To review the effectiveness of and continue to run the HCPC programme of management development
- Following up from feedback from the all employee awayday on organisational culture, to review and update the induction process along with members of the CDT (Cross Departmental Team) and to consider introducing shadowing opportunities across departments
- Encourage the use of a range of coaching management styles across the organisation

### **Employees Objective 4: Facilitate employee engagement**

This work-plan objective is linked to the following Human Resources strategic objectives: to 'Provide a supportive work environment and to 'Encourage innovation and involvement'

- To work in collaboration with the Communications department to run the biannual employee engagement survey and take any necessary follow up action
- To continue to support and engage with employees through the Employee Consultation Group and through a range of other communication channels
- Continue to carry out exit interviews with leaving employees, monitor trends and take appropriate action in response to key trends where possible
- To continue long term work with the communications team on themes which came out of the last all employee survey including collaboration, recognition and visibility of leadership

### **Employees Objective 5: Ensure best practice and legal compliance**

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy,

- Continuously review employment policies and practices to ensure that they comply with current legislation and best HR practice. A particular focus this year will be

disciplinary, capability and grievance processes, plus consideration of increased use of mediation

- Continue to provide day to day and more in-depth, specialised HR advice to managers to enable them to get the best out of their people
- Develop and deliver a programme of briefings and training on key HR processes and policies

### **Employees & Partners Objective 6: Build and implement the new HR and partners information technology system**

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Complete the build and implementation stages of the project to deliver information technology systems for HR and partners which are modern, efficient, fit for purpose and which support organisational objectives

### **Employees & Partners Objective 7: Demonstrate Commitment to Equality and Diversity**

This workplan objective will support the achievement of all of the objectives in the HCPC Human Resources Strategy.

- Continue to promote an inclusive working environment by providing diversity training to all new employees and partners plus refresher training for employees
- Monitor and report on employee and partner diversity statistics

### **Partners Objective 8: Manage partner recruitment and retention to ensure that organisational requirements are met**

This workplan objective is linked to the Human Resources strategic objective to 'Recruit and retain high quality people'

- Work with departments to accurately forecast required numbers of partners against workload and monitor attrition rates as necessary
- Recruit the required numbers of suitable and high calibre partners, ensuring that the skills and experience mix is appropriate for the future needs of user departments
- Continue to plan and deliver a strategy to raise awareness of partner roles amongst registrants, particularly in hard to recruit professions.
- Complete an annual report detailing partner exit rates in 2014-2015 and an analysis of the reasons for exit.

## **Partners Objective 9: Manage partner training**

This workplan objective is linked to the Human Resources strategic objective to 'Train and Develop people'

- Schedule and co-ordinate induction training for all new partners
- Plan and schedule all partner refresher training required for 2015/16 and ensure that partners attend this as required
- Ensure that all partners complete online information security training on an annual basis

## **Partner Objective 10: To administer partner appraisals and performance management as follows:**

This workplan objective is linked to the Human Resources strategic objective to 'Encourage high performance'

- Conduct the self-assessment re-appointment process for 31 panel members and 5 panel chairs.
- Conduct appraisals in line with the following targets;
  - a minimum of 8 Panel Member appraisals per month
  - a minimum of 5 Registration Assessor (pairs) appraisals per month
  - conduct Visitor appraisals in line with visit and annual monitoring day schedules
- Ensure that adequate support is available to new partners to aid good performance and manage individual partner performance issues as and when required

## **Partner Objective 11: To promote partner learning and development.**

This workplan objective is linked to the Human Resources strategic objectives to 'Train and Develop people' and 'Encourage high performance'

- Collate feedback from 2014/2015 training events, identify themes across Partner roles and make recommendations for improvements where necessary.

## **2016 - 2017**

### **Employees**

The major project to build and implement new HR and partners information technology systems is scheduled to be completed by the end of 2015/16. The significant efficiency gains and process improvements that will be delivered through this project will free up HR team members to expand business partnership support to HCPC departments and to expand organisational development activities.

By April 2016 the employee headcount is likely to have increased to just under 250, generating higher on-going volumes of both operational and more complex, specialised HR work. At some point in 2016/17 groups of employees may have to move to alternative office locations while 186 Kennington Park Road is refurbished and HR will have a role in helping to ensure that these employees remain engaged and involved with the rest of the organisation.

The HR team will need to continue to review and develop processes, policies and understanding of the organisation in order to support further growth and change in response to future regulatory developments.

## **Partners**

The Partners team will continue to evaluate its key processes through interaction with user departments and partners to ensure that processes continue to meet both best practice and the evolving needs of the organisation. In 2016/2017, an area of focus is likely to be partner engagement as a result of the benefits of rolling out online recruitment and a self-service portal for partners.

## **Human Resources Activities in the Past Year: 2014 - 15**

For both the HR and partners teams, much of 2014/15 was dominated by the project to review HR and partners systems and processes and procure a new IT system. Other work areas included the organisation and support of training initiatives, involvement in a number of particularly complex employee relations issues and the development of a new values-based competency framework and revised appraisal process. In addition the HR team delivered a full range of operational services and delivered policy improvements in key areas.

A review of the major objectives for 2014/15 is set out below.

### **Employees Objective 1: Recruit and retain appropriate numbers of high quality people to meet business needs**

This objective was met as follows:

- By the end of financial year 2014/15 around **70** recruitment campaigns will have been run to fill entirely new posts and to backfill vacancies created as a result of employee turnover, internal transfers, promotions and maternity cover.

### **Employees Objective 2: Support training and development.**

This objective was met as follows:

- A wide range of training and development opportunities were provided to employees through delivery of the HCPC organisational training plan. Courses delivered covered a range of areas including IT, project management, finance, presentation skills, assertiveness and business writing.

### **Employee Objective 3: Encourage and maintain a high performance culture**

This objective was met as follows:

- The programme for aspiring managers continued to run in addition to the HCPC management development programme which focuses on delegation, encouraging employee input and developing people
- We developed a new values-based competency framework in consultation with the organisation which will underpin a number of HR processes
- We revised the HCPC annual performance development review (APDR) process to incorporate the new competency framework and to encourage increased employee input and two way conversations

### **Employees Objective 4: Facilitate employee engagement**

This objective was met as follows:

- The HR team continued to carry out exit interviews with leaving employees, report on trends and take appropriate action in response to trends where possible
- Following feedback from the last all employee survey, a programme of follow up actions was completed including broadening our flexible working policy and working in collaboration with the Communications department on a range of internal communications initiatives, e.g. the Line Manager Communications Toolkit

### **Employees Objective 5: Ensure best practice and legal compliance**

This objective was met as follows:

- We reviewed and updated a number of employment policies and practices in line with current legislation and best HR practice, *for example the maternity policy and Capability process*
- We continued to provide both routine and in-depth HR advice to managers across the organisation to enable them to get the best out of their people
- We implemented pension scheme auto-enrolment processes with effect from April 2014 onwards

### **Employees & Partners Objective 6: procurement and implementation of new information technology systems**

This objective was met as follows:

- We completed the procurement of a new information technology system via the OJEU process and commenced the system build phase of the project

## **Employees & Partners Objective 7: Demonstrate Commitment to Equality and Diversity**

This objective was met as follows:

- We continued to promote an inclusive working environment by providing diversity training to all new employees and partners
- We monitored and reported on employee and partner diversity statistics

## **Partners Objective 8: Manage partner recruitment and retention to ensure that organisational requirements are met**

This objective was met as follows:

- We worked with departments to accurately forecast required numbers of partners against workload for 2014/15.
- We recruited the required numbers of suitable and high calibre partners, ensuring that the skills and experience mix was appropriate for the future needs of user departments
- We improved the methods by which we advertise partner roles in order to raise awareness of amongst registrants, particularly in hard to recruit professions. This supported the large amount of recruitment which took place due to the eight year rule and an increased number of resignations in other registrant roles.

## **Partners Objective 9: Manage partner training**

This objective was met as follows:

- We scheduled and co-ordinated induction training for all new partners
- We planned and scheduled all partner refresher training required for 2014-15 and ensure that partners attended as required.
- We ensured that all partners completed their annual online information security training as required.

## **Partner Objective 10: To administer partner appraisals and performance management as follows:**

This objective was met as follows:

- We conducted the self-assessment re-appointment process for 37 panel members.
- We identified those partners eligible for appraisal and conducted appraisals wherever possible. However, it was difficult to achieve the target of 8 per month for panel members due to high numbers of leavers due to the 8 year rule.

- We ensured that adequate support was available to new partners to aid good performance and managed individual partner performance issues when they arose.

### **Partner Objective 11: Review of partner fees**

This objective was met as follows:

- We commissioned a review of partner fees and communicated the outcome to all partners.

### **Partner Objective 12: To promote partner learning and development.**

This objective was met as follows:

- We collated feedback from all 2014-15 training events and communicated the results to user departments.

## **Risk Management**

The Human Resources Department manages risks within the department and throughout the HCPC in relation to overall employee and partner management.

Key areas are recruitment, training and performance management. Employee risk management includes mitigations against loss of key individuals and skills, effective skills development, effective management of employee performance matters and ensuring compliance with employment legislation.

*Please see the Appendix 1 for the HCPC Employees and Partners risk assessments*

## Appendix 1

### HR (Employees) Risk Assessment

Assurance Status Flag; Good, Medium, Poor.	R	Category	Ref	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jan 2015	Likelihood before mitigations Jan 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jan 2015	RISK score after Mitigation Jul 2014
G	11	HR	11.1	Loss of key HCPC employees	Chair, Chief Executive and EMT	3	2	6	Organisation succession plan held by HR Director. Succession planning generally.	Departmental training (partial or full) and process documentation	-	Low	Low
G		HR	11.2	High turnover of employees	HR Director	3	2	6	Remuneration and HR strategy	Regular performance reviews	Exit interview analysis	Low	Low
				Links to 11.3									
G		HR	11.3	Inability to recruit suitable employees	HR Director	2	2	4	HR Strategy and adequate resourcing of the HR dept	Careful specification of recruitment adverts and interview panel selection	Hire skilled temporary staff in the interim	Low	Low
				Links to 4.10, 6.1, 11.2, 11.8									
G		HR	11.4	Lack of technical and managerial skills to delivery the strategy	Chief Executive	4	3	12	HR strategy and goals and objectives (buy in the skills v staff upskilling on the job v training)	Training needs analysis & training delivery.	Some projects or work initiatives delayed or outsourced	Low	Low
				Links to 1.1									
G		HR	11.6	High sick leave levels	EMT	2	3	6	Adequate staff (volume and type) including hiring temporary staff	Return to work interviews and sick leave monitoring	Regular progress reviews	Low	Low
G		HR	11.7	Employee and ex-employee litigation	HR Director	4	3	12	Regular one on one sessions between manager and employee and regular performance reviews.	HR legislation and HR disciplinary policies	Employee surveys, Exit Interviews	Low	Low
G		HR	11.8	Employer/employee inappropriate behaviour	HR Director	2	2	4	Whistle blowing policy, Code of Conduct & Behaviour	Other HR policy and procedures	Employee Assistance programme	Low	Low
				Links to 11.3									
G		HR	11.9	Non-compliance with Employment legislation	HR Director	5	2	10	HR Strategy	Obtain legislation updates and legal advice	HR policies and Manager training	Low	Low
				Includes Auto enrolment pensions									

## HR (Partners) Risk Assessment

R	Category	Ref	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jan 2015	Likelihood before mitigations Jan 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jan 2015	RISK score after Mitigation Jul 2014
6	Partners	6.1	Inability to recruit and retain suitable Partners  Links to 4.10, 11.3, 7.3, 18.1	Partner Manager	3	3	9	Targetted recruitment strategy.	Appropriate fees for partner services and reimbursement of expenses.	Efficient and effective support and communication from the Partner team.	Low	Low
	Partners	6.2	Incorrect interpretation of law and/or STs resulting in PSAHSE review	Director of FTP, Director of Education, Head of Registration, Partner Manager	2	4	8	Training	Legal Advice	Regular appraisal system	Low	Low
	Partners	6.3	Health & Safety of Partners  Links to 4.9, 11.5	Partner Manager	3	2	6	H&S briefing at start of any HCPC sponsored event.	Liability Insurance	-	Low	Low
	Partners	6.4	Partners poor performance	Director of FTP, Director of Education, Head of Registration, Partner Manager	4	3	12	Regular training	Regular appraisal system	Partner Complaints Process & Partner Code of Conduct	Low	Low
	Partners	6.5	Incorrect interpretation of HSWPO in use of Partners	Director of FTP, Director of Education, Head of Registration, Partner Manager	3	2	6	Correct selection process and use of qualified partners	Daily Email notificaton of partner registrant lapse	-	Low	Low
	Partners	6.6	Adequate number and type of partner roles	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	2	6	Regular review of availability of existing pool of partners to ensure requirements are met.	Annual forecasting of future partner requirements to ensure that they are budgetted for.	Staggered partner agreements across professions for Panel Member and Panel Chair to ensure adequate supply in line with the eight year rule.	Low	Low
	Partners	6.7	User departments using non-active partners	Partner Manager, Director of FTP, Director of Education, Head of Registration	3	3	9	Notification of partner resignations to user departments.	Current partner lists available to user departments on shared drive.	-	Low	Low
	Partners	6.8	Expense claim abuse by Partne	Partner Manager, Director of FTP, Director of Education, Head of Registration	2	2	4	Budget holder review and authorisation process	Comprehensive Partner agreement	Challenge of non standard items by, Finance department and Partner Department	Low	Low

## **HCPC Human Resources Strategy 2015 - 2020**

### **Purpose of the Human Resources Strategy**

The purpose of the HR strategy is to ensure that the Health and Care Professions Council's (HCPC) strategic intent can be achieved through employees and partners by means of best practice policies and processes which fit organisational needs.

### **Responsibilities**

The Chief Executive, and HR Director and the Executive Management Team (EMT) are responsible for ensuring that the HR strategy is operationalised into annual business plans and that the organisational culture continues to reflect HCPC values.

### **HR Strategic Objectives**

There are seven strategic objectives which support overall organisational goals and values. Objectives 1 – 4 relate to both employees and partners, objectives 5 – 7 focus on employees.

#### **1. Recruit and retain high quality people**

- Balance growing our own talent and providing internal career opportunities with attracting diverse experience and specialist skills from outside the HCPC
- Recruit the right numbers of high quality employees and partners to support the HCPC without over expanding

#### **2. Train and develop people**

- Expand employee training and development activities and support partner training to provide the skills, knowledge and expertise needed by the HCPC to drive organisational performance
- Support employees in their longer term career development through further study, secondments, projects, etc.

#### **3. Encourage high performance**

- Continue to develop management and leadership capabilities amongst the EMT and managers
- Work with departments to ensure that employee management practises and partner assessment processes facilitate high performance

#### **4. Ensure legal compliance and best practice**

- Ensure that all employee and partners policies and processes are legally compliant
- Ensure that all employee and partner policies and processes reflect best practise, promote diversity and fit with organisational requirements and values

## **5. Encourage a positive organisational culture**

- Work with the EMT and the Communications department to ensure that the organisation listens to employees through channels such as away-days, surveys, focus groups etc., and takes action as a result
- Continue with commitment to support flexible working, a healthy work/ life balance and health related initiatives

## **6. Encourage innovation and collaboration**

- Work with the EMT and with the Communications department to encourage collaboration across departments and opportunities to share new ideas
- Provide forums (Employee Consultation Group, Cross Departmental Group, etc.) for employees to express opinions and suggest business improvements

## **7. Reward people according to their contribution**

- Maintain a fair, transparent and cost effective pay and reward system which is clearly communicated to employees
- Provide rewards to employees in the form of personal development and career opportunities

### **Strategic staffing plan**

Following a period of expansion, we aim to keep employee numbers relatively stable at around 250 – 270 in the period 2015 – 2020 to ensure that business efficiencies are achieved and a lean organisation is maintained. Partner numbers are also likely to remain stable at around 850 roles.

### **HR annual business plans**

Strategic objectives are converted into more detailed practical action plans, policies and departmental projects in the HR annual business plan. Costs are set in HR annual budgets. HR management information such as sickness absence and employee turnover rates are reported on a monthly and annual basis to the Council.

Teresa Haskins, Director of Human Resources  
November 2014