



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PERFORMANCE AND ORGANISATIONAL DEVELOPMENT

TOPIC – ORGANISATIONAL DEVELOPMENT DIVISION BUSINESS PLAN 2010/11 ONWARDS

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

Contact Officer:

Alison Gavin, Head of Organisational Development, Tel 01962 848 233,

Email: <mailto:agavin@winchester.gov.uk>

Committee Administrator:

Nancy Graham, Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are to:

- Implement Flexible Resource Management,
- Support the organisational changes and associated culture change,
- Develop and implement the action plan for partnership working across a number of divisions,
- Support the implementation of the new Finance system,
- Continue the implementation of the Total Reward and Engagement Strategy,
- Support development and implementation of corporate approach to safeguarding children, young people and vulnerable adults.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

DECISION

That the Business Plan for the Organisational Development Division be approved as attached at Appendix A.

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Resources Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

That Flexible Resource Management be identified as a standalone risk and be separated from Workforce Planning.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION
NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR
OFFICER CONSULTED**

None.

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision: 28.04.10

**Councillor Stephen Godfrey - Portfolio Holder for Performance and
Organisational Development**

**Organisational Development
Division**

**Business Plan
2010 – 2015**

1 **Brief Description of the Service and its Purpose**

The Human Resources Directorate exists to encourage, support and monitor the effective and efficient management of the organisation's most valuable resource – the people that it employs. It serves the Council, as an employer, in promoting good employment practice and compliance with domestic and European employment law.

The Directorate provides support to the activities of front line services through ensuring the effective and safe management and utilisation of staff, which is fundamental to the provision of services within a labour intensive organisation such as the Council. The Directorate also plays a significant role in supporting the strategic priorities of the Council where those priorities impact on the Council as an important employer within the district through:-



- **Organisational Development** – to facilitate the management of change, and organisation structure reviews. Identify strategic human resource management issues for the Council and assist in the development of solutions. Establish and monitor performance management information systems in relation to human resources based on shared values and shared objectives, To provide input into appropriate corporate working groups and activities.
- **Recruitment and Selection** – To improve the accuracy of selection methods and provide co-ordination and administration for the recruitment and selection process. To design selection procedures, provide professional interviewing, personality profiling and aptitude testing, contracts of employment and corporate induction. To monitor and analyse trends in turnover of staff and assist in the development of solutions to address their issues.
- **Pay and Benefits Management** – To continue to improve the control and targeting of paybill expenditure and to ensure that pay and benefits improve hand in hand with performance and productivity. To provide advice on remuneration, rewards and benefits and interpreting terms and conditions of employment.
- **Employee Relations and Communication** – To fully establish an equal opportunities culture and to develop a partnership approach to industrial relations with equal commitment from all sides to the needs of the service and the needs of the employees. To interpret and apply employment law in all aspects of human resource management. To provide liaison, consultation and negotiation with the recognised trade union. To improve two way communication within the organisation. To provide managers with regular human resource management information.
- **Training and Staff Development** – To develop a learning culture within the organisation as a whole with specified minimum skills and minimum competencies at all levels. To provide a range of training opportunities through designing and delivering specific training courses, advising on corporate, Directorate and individual development needs. Maintaining Investors in People standards.
- **Occupational Health and Safety Management** – To act as the client agent for Health and Safety on behalf of the Chief Executive to ensure the provision of a safe working environment. To promote healthy lifestyle options for employees by assisting in the promotion and delivery of health at work initiatives



2 Links between Council strategic priorities and services



| <i>Strategic priority</i> | <i>Departmental responsibility</i> |
|----------------------------------|---|
| Health & Wellbeing | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe and healthy working environment |
| Inclusive Society | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe working environment. To increase access to employment at the Council and other organisations where appropriate. |
| Safe & Strong Communities | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe and healthy working environment |
| Economic Prosperity | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe working environment. To increase access to employment at the Council and other organisations where appropriate. |
| High Quality Environment | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices, workforce planning and the provision of a safe and healthy working environment |
| Efficient & Effective Council | To provide support to the activities of front line services by ensuring the effective management and utilisation of staff to ensure employment policies and procedures and action plans reinforce the Council's aims to minimise pollution and make efficient use of resources through the increased use of flexible working patterns, home working and technology. |


3 Summary of Progress in 2009/10




The changing demands of the economic climate have meant that the organisation is tightly resourced and has required considerable support from Human Resources during this year. Additionally this has been in a context of continued change within the organisation which has required HR input. Key achievements during this period have included the implementation of the flexible working programme resulting in continued reductions in the cost of office accommodation. The further development and implementation of the on-line appraisal system has allowed for improved efficiencies in allocating training budgets, which have achieved significant savings. The services in Revenues identified for delivery by shared service has been successfully implemented and achieved. Continued work has been carried out towards meeting the Equalities standards and we have continued to develop a corporate approach to Health and Safety management. Additionally extensive work has been undertaken with other Hampshire local authorities in the further development of joint initiatives which will continue in the coming year.


| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|--|---|---|--------------------|---------------------|---|------------------|-----------------|---|----------------------------|
| OD/OD/03 | People Strategy & Workforce Development Plan | A strategy which ensures that employment practices are put in place now to ensure they meet present and future customer requirements and are not restricted by past practices | Review Local Government Workforce Strategy | 25 Jun 2009 | Yes |  | 33 % | 30 Jun 2010 | The Workforce Development Plan will be reviewed in light of flexible resources management project identified for 2010/11 and recent proposals for organisational development. | Vicki Finlay; Alison Gavin |
| | | | Review current workforce development plan | 31 Aug 2009 | Yes | | | | | |
| | | | Development of principals of workforce strategy to support flexible workforce | 25 Mar 2010 | No | | | | | |
| | | | Consultation with managers of workforce strategy | 30 Apr 2010 | No | | | | | |
| | | | CMT agreement | 30 May 2010 | No | | | | | |
| | | | Member agreement | 30 Jun 2010 | No | | | | | |
| OD/OD/04 | Total Reward and Engagement Strategy | Improved levels of recruitment and retention | decision on extension of You at Work contract | 25 Dec 2009 | Yes |  | 60 % | 31 Mar 2010 | In draft form, ready to launch early in 2010/11 | Vicki Finlay |
| | | | Implementation of Total Reward | 31 Dec 2009 | No | | | | | |

| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|-----------------------------|---|---|--------------------|---------------------|---|------------------|-----------------|---|--------------|
| | | | statement | | | | | | | |
| | | | Decision on cafeteria benefits | 25 Mar 2010 | No | | | | | |
| | | | Implementation of salary sacrifice scheme | | Yes | | | | | |
| | | | Implementation of Total Reward System | | Yes | | | | | |
| OD/OD/05 | Budget Management | Reduce the cost to the Council of overtime and agency staff. Improve allocation of training budget to ensure consistent spend | Centralisation of training budget | 01 Apr 2009 | Yes |  | 66 % | 31 Mar 2010 | Training budget allocated in accordance with CPD requirements and development needs identified on appraisal system. Planned savings identified. | Marian Ives |
| | | | quarterly reporting of training spend | 30 Jun 2009 | Yes | | | | | |
| | | | improved monitoring of agency staff | 25 Mar 2010 | No | | | | | |
| OD/OD/06 | Support new Finance Systems | Improved workforce information | Preparation of user forum training | 19 Feb 2010 | No |  | 0 % | 02 Apr 2010 | Support continuing in line with revised timetable. | Vicki Finlay |
| | | | Delivery of training to user forums | 26 Feb 2010 | No | | | | | |
| | | | Preparation of | 31 Mar | No | | | | | |

| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|--------------------------------|---|--|--------------------|---------------------|---|------------------|-----------------|---|----------------------------|
| | | | end user training | 2010 | | | | | | |
| | | | Delivery of end user training | 02 Apr 2010 | No | | | | | |
| OD/OD/07 | HIOWLA Waste Project | Cost efficient provision of waste service | Consultation with affected staff | 25 Aug 2009 | Yes |  | 66 % | 31 Mar 2010 | Options developed in line with project timetable. | Alison Gavin |
| | | | Options report to Members | 25 Aug 2009 | Yes | | | | | |
| | | | Decision on options | 31 Dec 2009 | Yes | | | | | |
| | | | Consultation with affected staff | 25 Mar 2010 | Yes | | | | | |
| | | | Implementation of joint working/contract | 31 Mar 2010 | No | | | | | |
| | | | Feasibility study | | Yes | | | | | |
| OD/OD/08 | Revenues shared service option | Cost efficient provision of Revenues & Benefits service | Report to Members | 30 Jun 2009 | Yes |  | 100 % | 31 Mar 2010 | Staff transferred from TVBC. Consultation underway for restructuring within department. | Vicki Finlay; Alison Gavin |
| | | | Ongoing Consultation with staff | 28 Feb 2010 | Yes | | | | | |
| | | | Ongoing Consultation with unions | 28 Feb 2010 | Yes | | | | | |
| | | | Appointment of staff to new | 31 Mar 2010 | Yes | | | | | |

| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|--|---|---|--------------------|---------------------|---|------------------|-----------------|---|--------------|
| | | | roles | | | | | | | |
| | | | Transfer of staff | 31 Mar 2010 | Yes | | | | | |
| | | | initial consultation with staff | | Yes | | | | | |
| | | | New job descriptions produced | | Yes | | | | | |
| OD/OD/09 | Support changes to Supported Housing Service | Cost effective provision of Housing service | development of hubs for sheltered housing | 31 Jul 2009 | Yes |  | 83 % | 31 Mar 2010 | Further business case and project plan being developed. | Alison Gavin |
| | | | Proposals for changes to supported housing developed | 25 Aug 2009 | Yes | | | | | |
| | | | Consultation with staff | | Yes | | | | | |
| | | | Consultation with unions | | Yes | | | | | |
| | | | implementation of changes | | Yes | | | | | |
| | | | Tender of contract for provision of supported housing | | No | | | | | |

| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|-------------------------------------|---|--|--------------------|---------------------|---|------------------|-----------------|---|--------------|
| | | | services | | | | | | | |
| OD/OD/10 | Appraisal system | An appraisal process which supports the continued engagement and development of staff and the provision of meaningful information | Feedback to CMT | | Yes |  | 100 % | 30 Sep 2010 | On line appraisal system implemented. Management information being produced. Focus groups held with managers and staff to review appraisal scheme. System being developed to allow further reporting. | Marian Ives |
| | | | Focus groups to review revised appraisal scheme | | Yes | | | | | |
| | | | Monthly monitoring of completed appraisals | | Yes | | | | | |
| | | | Monthly reporting to managers | | Yes | | | | | |
| | | | Quarterly reporting to members | | Yes | | | | | |
| OD/OD/11 | Action Plan for Partnership working | Planned approach to the development of partnership working and delivering services with other authorities | Project plan developed to investigate and implement partnership working and shared service | 25 Dec 2010 | Yes |  | 100 % | 31 Dec 2010 | Discussions continuing with HCC and other local authorities into options for shared HR service. | Alison Gavin |
| | | | Discussions with neighbouring authorities | | Yes | | | | | |
| OD/PROJ/01 | Flexible | A more flexible | development of | 31 Dec | Yes |  | 100 % | 31 Mar | Talent | Vicki |

| Action Code | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Milestone Complete? | Status Icon | Overall Progress | Action Due Date | Latest Comment | Assigned To |
|-------------|----------------------------|--|---|--------------------|---------------------|---|------------------|-----------------|--|----------------------|
| | Resource Management | approach to matching resources to service needs across the Council | talent management and secondment process | 2009 | | | | 2010 | management process developed and agreed. Identification and use of internal talent being further developed as part of organisational development and change management | Finlay; Alison Gavin |
| | | | development of strategy to be agreed by CMT | 23 Mar 2010 | Yes | | | | | |
| | | | Further development of vacancy management process | | Yes | | | | | |
| OD/PROJ/02 | Flexible Working Programme | Continued reduction in the cost of office accommodation | Transfer of Environment to City Offices | 25 Aug 2009 | Yes |  | 100 % | 31 Mar 2010 | Car parks move to City Offices completed | Alison Gavin |
| | | | Consultation with car parks for transfer | | Yes | | | | | |
| | | | Transfer of car parks to city offices | | Yes | | | | | |

4. Service Priorities 2010/15 – Key Priorities

A) Significant Areas of Work and Projects for 2010/11 (*Top Ten Priorities*)

| Priority | Code | What will we do | Why are we doing this? | Planned Start Date | Milestones | Milestones Due Date | Action Due Date | Expected Outcome | Who's Accountable |
|----------|---------------|--|---|--------------------|---|---------------------|-----------------|---|-------------------|
| | OD/OD/013 | Organisational Development / Culture change - Implementation of organisational changes and culture change | Being more efficient Flexible Resource Management | 01 Apr 2010 | Implement new structure | 01 Apr 2010 | 31 Mar 2011 | | Alison Gavin |
| | | | | | IDEA review + change support | 31 May 2010 | | | |
| | | | | | Staff survey results feedback | 30 Apr 2010 | | | |
| | | | | | Stress survey results feedback | 31 May 2010 | | | |
| | | | | | Develop change plan | 01 Jun 2010 | | | |
| | | | | | Implementation of plan linked to key activities | 31 Mar 2011 | | | |
| | OD/PROJ/011 | Partnership working - Develop and implement action plan for partnership working – regulatory services, strategic housing, HR, IT | Corporate Outcome - Developing partnerships to deliver | 01 Apr 2010 | Business cases being developed and agreed | 31 Mar 2011 | 31 Mar 2011 | | Alison Gavin |
| | OD/OD/PROJ/01 | Flexible resource management - Develop and implement a | Corporate Outcome - Flexible Resource | 01 Apr 2011 | Establish project board and work streams | 30 Apr 2010 | 31 Mar 2011 | A more flexible approach to matching resources to | Alison Gavin |
| | | | | | Work stream project plans developed | 30 Jun 2010 | | | |

| Priority | Code | What will we do | Why are we doing this? | Planned Start Date | Milestones | Milestones Due Date | Action Due Date | Expected Outcome | Who's Accountable |
|----------|-----------|--|--|--------------------|---|---------------------|-----------------|---|-------------------|
| | | strategy to provide a more flexible approach to matching resources to service needs across the Council | Management | | Proof of concept | 30 Sept 2010 | | service needs across the Council | |
| | | | | | Roll out of flexible resource management | 31 Jan 2011 | | | |
| | | | | | Completion and project review | 31 Mar 2011 | | | |
| | OD/OD/07 | Joint waste management - Support the implementation of the HIOWLA waste management contract | Corporate Outcomes - Being more efficient Developing partnerships to deliver | 01 Apr 2010 | Client side structure agreed and implemented | 31 Jul 2010 | 01 Oct 2011 | Cost efficient provision of waste service | Alison Gavin |
| | | | | | Consultation + relevant staffing procedures implemented | 01 Oct 2011 | | | |
| | OD/OD/014 | Safeguarding children, young people and vulnerable adults | Efficient and Effective Council | 01 Apr 2010 | Process and document mapping | 30 Jun 2010 | 31 Nov 2011 | | Alison Gavin |
| | | | | | Action plan developed | 31 Jul 2010 | | | |
| | | | | | Associated training plan developed | 30 Sept 2010 | | | |
| | | | | | Delivery of supporting training | 31 Nov 2011 | | | |
| | OD/OD/06 | Financials Project - Support the implementation of the new Finance system <i>(all milestones)</i> | Efficient and Effective Council | 01 Apr 2010 | Preparation of user forum training | 15 May 2010 | 30 June 2010 | Improved workforce information | Alison Gavin |
| | | | | | Delivery of training to user forums | 31 May 2010 | | | |
| | | | | | Preparation of end user | 31 May | | | |

| Priority | Code | What will we do | Why are we doing this? | Planned Start Date | Milestones | Milestones Due Date | Action Due Date | Expected Outcome | Who's Accountable |
|----------|-----------|--|--|--------------------|---|---------------------|-----------------|--|-------------------|
| | | <i>subject to revised project plan and implementation)</i> | | | training | 2010 | | | |
| | | | | | Delivery of end user training | 30 Jun 2010 | | | |
| | OD/OD/015 | Customer Service Excellence achieved for HR | Corporate Outcome – Building in Customer Excellence | 01 Apr 2010 | Initial set up + review of standard with reference to HR | 31 Jul 2009 | 30 Jan 2011 | Improved customer service | Alison Gavin |
| | | | | | Complete Cabinet Office self assessment tool to identify gaps/improvements needed | 31 Aug 2010 | | | |
| | | | | | Measure customer service satisfaction | 30 Sept 2010 | | | |
| | | | | | Complete customer journey mapping | 30 Oct 2011 | | | |
| | | | | | Pull together benchmarking information | 30 Nov 2011 | | | |
| | | | | | Develop action plan to address any areas for improvements | 30 Nov 2011 | | | |
| | | | | | Collate evidence for formal assessment | 30 Jan 2011 | | | |
| | OD/OD/04 | Total Reward - Continued implementation of the Reward Strategy action plan | Efficient and Effective Council | 01 Apr 2010 | Implementation of the Total Reward statement | 31 May 2010 | 31 Jan 2011 | Improved levels of recruitment and retention | Alison Gavin |
| | | | | | Decision on cafeteria benefits | 30 Jun 2010 | | | |
| | | | | | Implementation of salary sacrifice | 31 Jan 2011 | | | |

5. **Resource Implications**

A) **FINANCIAL**

**Divisional
Summary**

| <i>Subjective Analysis</i> | | <i>Actual 08-09</i> | <i>Original 09-10</i> | <i>Revised 09-10</i> | <i>Budget 10-11</i> |
|------------------------------|-------------------------------------|-------------------------|---------------------------|--------------------------|-------------------------|
| Expenditure | Employees | 541,474 | 698,947 | 560,996 | 497,243 |
| | Premises | 0 | 20 | 20 | 0 |
| | Transport | 14,444 | 11,274 | 13,799 | 13,446 |
| | Supplies & Services | 22,689 | 16,950 | 83,950 | 15,684 |
| | Third party payments | 0 | 0 | 0 | 0 |
| | Depreciation & Impairment Losses | 0 | 0 | 0 | 0 |
| | Expenditure Total | 578,606 | 727,191 | 658,765 | 526,372 |
| Income | Income | (680) | (1,050) | (1,050) | (1,050) |
| | Income (Internal) | | | | |
| | Income Total | (680) | (1,050) | (1,050) | (1,050) |
| Support Services | | (577,926) | (726,141) | (655,723) | (655,723) |
| Human Resources Total | | 0 | 0 | 1,992 | (130,401) |

Budget Book Line Summary

| <i>Budget Book Line</i> | <i>Actual 08-09</i> | <i>Original 09-10</i> | <i>Revised 09-10</i> | <i>Budget 10-11</i> |
|-----------------------------|-------------------------|---------------------------|--------------------------|-------------------------|
| HR Business Unit | (0) | 0 | (9) | (47,902) |
| Employment Related Expenses | 0 | 0 | 1 | (83,149) |
| Job Evaluation | 0 | 0 | 2,000 | 650 |

| | | | | |
|------------------------------|------------|----------|--------------|------------------|
| Human Resources Total | (0) | 0 | 1,992 | (130,401) |
| | | | | |

Budget Book
Detailed

| <i>Service</i> | <i>Subjective Analysis</i> | <i>Actual 08-09</i> | <i>Original 09-10</i> | <i>Revised 09-10</i> | <i>Budget 10-11</i> |
|--|----------------------------|-------------------------|---------------------------|--------------------------|-------------------------|
| HR Business Unit | Employees | 307,625 | 336,071 | 334,825 | 287,222 |
| | Premises | 0 | 20 | 20 | 0 |
| | Transport | 14,444 | 11,274 | 13,799 | 13,446 |
| | Supplies & Services | 20,636 | 14,380 | 14,380 | 14,464 |
| | Support Services | (342,705) | (361,745) | (363,033) | (363,033) |
| HR Business Unit Total | | (0) | 0 | (9) | (47,902) |
| Employment | Employees | 233,849 | 362,876 | 226,171 | 210,021 |
| Related Expenses | Supplies & Services | 2,052 | 570 | 67,570 | 570 |
| | Support Services | (235,222) | (362,396) | (292,690) | (292,690) |
| | Income | (680) | (1,050) | (1,050) | (1,050) |
| Employment Related Expenses Total | | 0 | 0 | 1 | (83,149) |
| Job Evaluation | Supplies & Services | 0 | 2,000 | 2,000 | 650 |
| | Support Services | 0 | (2,000) | 0 | 0 |
| Job Evaluation Total | | 0 | 0 | 2,000 | 650 |
| Human Resources Total | | | | | |
| | | | | | |

B) WORKFORCE

A considerable part of the work of the Human Resources Directorate is reactive in providing support to front line services. The Directorate is small and the relatively stable amongst the professional staff although there has been a challenge on resources due to a significant proportion of the team taking maternity leave over the last year. The team have also had a significant role to play in ensuring the implementation of vacancy management requirements as well as a number of system developments undertaken within the team such as the Recruitment Portal, on line Appraisal through the integrated HR/Payroll system and on line induction. The work undertaken in previous years to provide a sound structure of policies and procedures has continued to support the Directorate's work and will assist in meeting the challenges of the coming year.

| KEY EXTERNAL DRIVERS | KEY INTERNAL DRIVERS |
|--|--|
| Financial climate Changes in legislation Change in Government | Staff changes Organisational changes Career development Change in focus Changes in roles Cost pressures |
| WORKFORCE IMPLICATIONS | |
| <p>To build on and make use of the development in skills of more junior staff gained through internal development in order to retain the skills and get return on investment.</p> <p>Continued involvement in corporate decision making process and corporate projects.</p> <p>Develop senior staff in workforce planning and organisation development projects and develop staff ability to balance a need for pro-active strategy development work at a corporate level with a reactive demand led support service.</p> <p>Skills development of operational staff.</p> <p>Knowledge management and succession planning.</p> <p>Continuous professional development.</p> | |

6. Key Performance Indicators

A new set of Local Performance Indicators were developed for 08/09 onwards to take account of Outcome Based Accountability and Covalent, the new Performance Monitoring systems. The local indicator set continues to be developed as set out in section 4b of this Business Plan. The indicators developed are primarily used for monitoring the workforce and used to provide information to support future resource development plans. As such targets for these indicators are not appropriate. Where appropriate, targets have been included.

| Code | Description | Managed By | How frequently is data gathered | 2007/08 | 2008/09 | 2009/10 | | 2010/11 | 2011/12 |
|-------|---|--------------|---------------------------------|---------|---------|----------|--------|---------|---------|
| | | | | Actual | Actual | Estimate | Target | Target | Target |
| BV11a | Top 5% of Earners: Women | Vicki Finlay | Annually | 33.30% | 35.50% | 35% | 30.00% | 30.00% | 30.00% |
| BV11b | Top 5% of Earners: Ethnic Minorities | Vicki Finlay | Annually | .00% | .00% | .00% | 0.04% | 0.04% | 0.04% |
| BV11c | Top 5% of Earners: with a disability | Vicki Finlay | Annually | .00% | .00% | .00% | 0.04% | 0.04% | 0.04% |
| BV12 | Working Days Lost Due to Sickness Absence | Vicki Finlay | Annually | 8.43 | 7.80 | 8.75 | 7.50 | 7.50 | 7.00 |
| BV14 | Percentage of Early Retirements | Vicki Finlay | Annually | 1.20% | .00% | .00% | 0.80% | 0.00% | 0.00% |
| BV15 | Percentage of Ill-health Retirements | Vicki Finlay | Annually | .26% | .00% | 0% | .00% | n/a | n/a |
| BV16a | Percentage of Employees with a Disability | Vicki Finlay | Annually | 3.95% | 4.70% | 4.50% | 4.00% | 4.00% | 4.00% |
| BV17a | Ethnic Minority representation in the | Vicki Finlay | Annually | 1.83% | 1.89% | 1.75% | 1.70% | 1.70% | 1.70% |

| | | | | | | | | | |
|---------|--------------------------|--------------|---------|-------|---------|--------|-----|-----|-----|
| | workforce - employees | | | | | | | | |
| LPI0663 | Total Training Spend/fte | Vicki Finlay | Monthly | n/a | £445.67 | £410 | n/a | n/a | n/a |
| LPI0710 | FTE in Post | Vicki Finlay | Monthly | 510.5 | 494.83 | 483.06 | n/a | n/a | n/a |

7. Key Elements of Risk Management

| Risk Number | Short Name | Risk Ownership | Cause | Consequence | Current Risk Matrix | Target Risk Matrix | Linked Strategic Risk |
|-------------|---|----------------|--|--|---------------------|--------------------|-----------------------|
| OP0049 | Training and development | Alison Gavin | Failure to update case law/new and existing legislation (HR now receives online updates from Consult Gee covering any employment law changes) Failure to apply own procedures | Incorrect advice given to staff The Council may be unable to attract staff Any tribunals will impact upon officer time, finance and reputation as employer of choice | | | SR0016 |
| OP0050 | TUPE (Transfer of Undertakings and Protection Employment) | Alison Gavin | Failure to apply current legislation and policies | Possible financial implications after any legal action. Reputation as employer would suffer and therefore an impact on service delivery/staff retention | | | SR0016 |
| OP0072 | Workforce Planning | Alison Gavin | Failure to review and implement the Workforce Plan, including Flexible Resource Management (FRM) as a key element | Workforce unable to meet the priorities of the organisation | | | SR0016 |
| OP0120 | Flexible Resource Management | Alison Gavin | Flexible Resource Management no implemented | Not meeting organisation resource requirements | | | SR0016 |

