



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

TOPIC – HUMAN RESOURCES DIVISION BUSINESS PLAN 2008/09 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(s) (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 Officers:

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Committee Administrator:

Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, 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:

- Equality Impact Assessments in 3 year rolling plan
- Roll out phase 1 Flexible Working Project
- Management Development Programme
- Re-accreditation of Investors in People
- Development and Implementation of Pay and Reward Strategy
- Review of Race Equality Scheme
- Implementation of Change Management Strategy

- Stress Audit
- Support for implementation of Local Access Points
- Diversity Training
- Customer Care Training
- Review of Workforce Development Plan
- Fundamental Service Review
- Grading review of senior posts

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place 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 timescale shown.

DECISION

That the Business Plan for the Human Resources 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 its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

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

That the number of stress-related days absence be clarified, to show that it was included in the figure for the average number of days sick per member of staff.

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

Councillor Frederick Allgood – Portfolio Holder for Finance and Resources

Human Resources Directorate Business Plan 2008 - 2013

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 part 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>
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 and healthy working environment
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 working environment. To increase access to employment at the Council and other organisations where appropriate.
Efficient & Effective Council	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
High Quality Environment	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 2007/08

The achievements of the last year have been made in the context of continued change within the organisation requiring considerable input from the Human Resources Directorate. Despite the vacancy for a Learning and Development Advisor for most of the year, core

training has been delivered covering a wide range of skills including the development of management skills. Coaching has been put in place for senior managers and the participation in joint management development courses continues. In addition specific training initiatives have been put in place to meet corporate priority needs. Extensive work has been undertaken with HIOWLA in the development of joint initiatives and this work continues into the coming year. As a result of this joint working, a new Hampshire wide Recruitment Portal has been introduced and Winchester City Council vacancies are now managed through this. Where corporate priorities have changed, the Directorates limited resources have been diverted from other projects. The summary of progress is detailed below.

Service Priority	PI/Target/ Objective	Actual
Development & implementation of Transformation Strategy	Strategy agreed with action plan	Draft strategy presented to CMT March
Roll out of Flexible Working Project	Continuing implementation of flexible working practices across the Council following evaluation of proof of concept areas	Key milestones achieved. Flexible working policies agreed. Proof of concept areas evaluated and phase 1 programme roll-out underway
Development and implementation of an Inclusion, Cohesion and Equality (ICE) Strategy and Action Plan with Equality Policy	Legal compliance. Improvements in diversity profile of Council. Improved level of access to services for all community.	ICE Strategy in place, Revised Equality Policy and Action Plan completed and Disability Equality Scheme in place. Draft Age, Sexual Orientation & Religion or Belief combined Equality Scheme developed. Impact Assessment Race Equality Scheme reviewed and revised, draft being consulted on. Equality Impact Assessments being conducted in Housing and Communications. Reference groups to be set up linked to LSP and Social Inclusion Group.
Implementation of proposed restructure	Staff changes achieved by May 2007	Achieved - Hay Job evaluations to be conducted in April/May. Subsequent additional divisional restructures completed to ensure cost effective service delivery.
IIP reassessment	Re-accreditation	IIP re-assessment rescheduled for September 2008.
Development & implementation of a Recruitment strategy to ensure a planned approach to encourage wider participation in expressing interest in working for the City Council	Increased response rates and decrease in long term vacancies.	Recruitment portal implemented end of February 08. Timetable for recruitment strategy slipped due to need to support divisions during unanticipated operational requirements and the implementation of vacancy management during the year. Anticipated completion moved to end of March 08 and linked to the development

		of an Employee Total Reward Package.
Resource Review	Reduction in overtime costs and cost of agency staff. Vacancy monitoring systems implemented. Processes put in place for awarding honoraria.	Preferred agency agreement implemented offering reduced rates for agency staff. Work ongoing with Financial Services to assess both financial and human resources to implement robust workforce monitoring and information systems. Work to ensure accurate staff data completed and systems developed to maintain. Work in progress to assess cost of overtime, honoraria & agency staff.
Development of a learning portal and recruitment portal in partnership with HLOWLA	Efficiency savings from administration. Increase in response rates. Increase in competency levels.	Recruitment portal in place however not had sufficient time for any efficiency savings to be realised as yet. Learning portal in use and continuing to develop with a number of external participants attending WCC training courses. Competency levels to be measured and monitored when on-line appraisal system in place.
Development & implementation of a Retention Strategy to ensure that Council has a planned approach to retaining the key skills and experience required to deliver the service most effectively	Turnover levels maintained at national average. Effective skills and knowledge transfer.	Severance Policy in place. Change management policy drafted. Pay & Reward strategy to be developed targeted to attracting and retaining staff.
CMT/Heads of Service - Management Development linked to the Transformation Strategy	Increase in qualified managers. Increase in level of management competency on appraisal.	Coaching in place for all senior managers. CMS programme run with Royal Hampshire County Hospital
Support the Accommodation Review to include review of car parking and lease cars	Decrease in office space required. Parking made available to support flexible working	Flexible working programme in place. Moves from Avalon House completed and short term parking made available within Guildhall to support flexible working. Programme continuing in accordance with Flexible Working project plan to further reduce requirements for office space.
Review of employment policies in accordance with review timetable		Achieved
Development of Severance Strategy	Strategy developed to comply with changes in Pension Regulations and to offer fair and affordable severance payments	Achieved

Development of suite of standard management reports for workforce planning	Overall reduction in absence and vacancy rates. More effective monitoring of turnover levels and diversity	Achieved – regular absence and establishment reports produced for Heads of Service. Profiling reports developed.
Implementation of EDRMS pilot and full implementation	New processes in place. Reduction in storage requirements	Achieved – EDRMS implemented. Storage requirements reduced.
Continued implementation & development of Selima HR/Payroll system including data auditing	Efficiency gains through e-forms, on-line appraisal, mileage claims and training	Overtime eforms in place. On-line appraisal to be implemented early next year.
Review of Staff Attitude Survey	Identify the most efficient and effective method of measuring staff attitude	Achieved – revised staff attitude survey carried out to measure staff engagement.
Implementation of Covalent	PI information held available for outturn reporting.	Achieved
Manager development of core manager skills for new and existing managers		Ongoing
Partnership working with HLOWLA on coaching for senior managers	Increase in management competency levels	Achieved – coaching in place for senior managers. Effectiveness to be measured through competency assessment process
Development of E-learning resources & EDCL	Increase skill levels monitored through appraisal	Not progressed due to long term vacancy for Learning & Development Advisor
Implementation of Stress Management Action Plan	Reduced stress related absence	Not achieved – monitoring of stress related absence included as part of overall absence monitoring.
Absence Management	Reduced levels of absence	Achieved – absence levels decreased beyond BVPI target set. Action plan in place to further reduce absence levels to achieve second target set.
Development of HR intranet and on line services including VDU assessment, total reward package		On line VDU assessment in place across the Council. Total Reward Package being developed as part of the Pay & Reward Strategy.

Other Achievements in 2007/08 (not included in 2006/07 Business Plan)
Accountancy restructure
Cultural Services restructure
Restructure of Directors PA support
Production of management reports and information in support of vacancy management
Data cleansing on HR/Payroll system to ensure accurate workforce monitoring
Work to establish partnership with Royal Hampshire County Hospital
Support of the re-tender of CCTV contract
Development and implementation of policy for Employer Supported Volunteering
Support for Choice Based Lettings contract
HLOWLA Wellbeing project
Increased work on absence management due to additional absence targets set by Members
Implementation of new Pension Regulations in September 2007 and April 2008
Restructure of Extra Sheltered Housing Service

4. Service Priorities 2008/09 to 2012/13

A) Key Service Priorities 2008/09 – 2012/13

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
1	Supports the Council Strategy 'An Efficient and Effective Council'	Equality Impact Assessment	Timetable set out in corporate EIA roll out plan	Achievement of level 3 of Equality Standard	Resource requirements identified in project plan + divisional service plans	Head of Organisational Development & Heads of Divisions
2	Supports the Council Strategy 'An Efficient and Effective Council'	Flexible Working – roll out of next phase of flexible working	Timescale set out in CAB1540	Target for increased home working and mobile working set out in action plan	Resource requirements set out in each business case and overall project plan	Head of Organisational Development
3	Supports the Council Strategy 'An Efficient and Effective Council'	Management Development Programme	Completed by end August 08	Increase in overall level of management competency	<i>Still to be confirmed</i>	Learning and Development Advisor
4	Supports the Council Strategy 'An Efficient and Effective Council'	Re-accreditation under the new IIP standards	September 08	Re-accreditation	<i>Still to be confirmed</i>	Learning and Development Advisor
5	Supports the Council Strategy 'An Efficient and Effective Council'	Development and implementation of a Pay & Reward Strategy.	Strategy and action plan developed June 08. Implementation by end 08	Recruitment rates, turnover rates, competency and performance levels	Implementation of system to manage total reward costed at £10,000 as part of the business case. Further resource implications identified in action plan	Principal HR Advisor

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
6	Supports the Council Strategy 'An Efficient and Effective Council'	Review Race Equality Scheme	<i>To be confirmed from work programme</i>	Race Equality Scheme in place with action plan detailing SMART objectives	<i>Cost of external consultant to be confirmed</i>	Head of Organisational Development
7	Supports the Council Strategy 'An Efficient and Effective Council'	Implementation of a Change Management Strategy & procedure which supports managers in a consistent, planned approach to change, complies with legislation and good practice	September 08	Staff Attitude Survey Retention rates Absence rates Grievances	30 days officer time involving consultation with Heads of Division and section managers	Head of Organisational Development
8	Supports the Council Strategy 'An Efficient and Effective Council'	Stress Audit undertaken and action plan developed and implemented to address issues identified	March 09	Reduction in percentage of absence attributed to work related stress	15 days for audit and development of action plan. Subsequent resource issues to be identified in action plan	Principal HR Advisor
9	Supports the Council Strategy 'An Efficient and	Support for the implementation of Hubs & Clusters through staff training and the management of change	March 09	Increased empowerment and engagement of local	10 days officer time	Head of Partnerships and Communication

	Effective Council'			communities		
10	Supports the Council Strategy 'An Efficient and Effective Council'	Diversity Training	Commence summer 08	Achievement of level 3 Equality Standard. Completion of divisional impact assessments for all high priority 1 services	Estimated cost £7000	Learning and Development Advisor
11	Supports the Council Strategy 'An Efficient and Effective Council'	Customer Service Training	Commence July 08	Improved competency levels at appraisal Customer feedback	To be confirmed following pilot programme	Learning and Development Advisor
12	Supports the Council Strategy 'An Efficient and Effective Council'	Review of Workforce Development Plan incorporating new national guidance and good practice	March 08	New performance indicators to be set to enable monitoring	20 days officer time	Principal HR Advisor
13	Supports the Council Strategy 'An Efficient and Effective Council'	Service Review of HR division	To be confirmed	HR service tested for value for money and efficiency	20 days	Head of Organisational Development
14	Supports the Council Strategy 'An Efficient and Effective Council'	Re-grading of senior posts following consolidation of organisational development in 2007	May 08	Recruitment and retention rates Benchmarking against similar organisations and market	HAY costs to be confirmed. 10 days officer time	Head of Organisational Development

B) Other Service we aim to deliver 2008/09 – 20012/13

Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
Supports the Council Strategy 'An Efficient and Effective Council'	Implementation of the Selima training module	Implemented by end December	Training needs and training plans collected on line	Officer time estimated at 10 days	Learning & Development Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Implementation of on line appraisals	Implemented by end of December	Appraisals recorded on line Monitoring of competency levels	Officer time 15 days plus consultancy cost £2000	Learning & Development Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Continued implementation of absence management action plan	Ongoing	Reduced levels of absence	20 days	Principal HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Manager development of core management skills for new and existing managers	To commence mid year	Increased levels of competency		Learning & Development Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for IT contract re-tender	To commence end 08/09	Contract in place on time	10 days officer time	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for development of shared Revenues service with Test Valley	To commence July/Aug 08		5 days officer time	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for re-tender of cleaning contract	June 2009	Contract in place on time	5 days officer time	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for re-tender of catering contract	Work to commence March 2009. Contract ending March 2010	Contract in place on time	5 days officer time	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Working with communications for the development on an on line staff forum				Head of Organisational Development
Supports the Council	Development of staff representation	End 2008/09	Implementation of		Head of

Strategy 'An Efficient and Effective Council'			representative staff forum		Organisational Development
Supports the Council Strategy 'An Efficient and Effective Council'	Review of People Strategy linked to the Workforce Development Plan	Draft by November 2008		20 days officer time	Head of Organisational Development
Supports the Council Strategy 'An Efficient and Effective Council'	Implementation of new outcome focused performance indicators following revisions to national guidance	June 2008	PIs which enable measurement of HR service provision and overall corporate health	10 days officer time + consultation with portfolio holder and divisional managers	Principal HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Review of employment policies	In accordance with policy review timetable	Compliance with legislation and best practice	Average of 3 days officer time for each policy	HR Advisors
Supports the Council Strategy 'An Efficient and Effective Council'	Continued consultation with Unison for development of Smoke-free policy to included Council grounds	June 2008	Achievement of a smoke free zone	Estimate 7 days officer time	Principal HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for the review of the SERCo contract	To be confirmed	Contract in place on time	To be confirmed	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support for the review of the RPLC contract	To be confirmed	Contract in place on time	To be confirmed	HR Advisor
Supports the Council Strategy 'An Efficient and Effective Council'	Support the continued transfer of services to the Customer Contact Centre	Ongoing in accordance with Customer Service Centre Service Plan			HR Advisor

5. Resource Implications

A) Financial

The Human Resources Directorate is small with only 8.1 fte providing a support service to the Council. As such ftes cannot be allocated specifically to service activities.

2007/08 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
449	(449)	0	Business unit	461	(461)	0	5.5	
189	(189)	0	Employment Expenses	152	(152)	0	2.6	
2	(2)	0	Job Evaluation	2	(2)	0		
640	(640)	0	Total	615	(615)	0	8.1	

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 relatively stable amongst the professional staff. 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
<p>Changes in legislation Change in Government Shortage of skilled and experienced staff</p>	<p>Staff changes Organisational changes Career development Change in focus Changes in roles Cost pressures</p>
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 proactive 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 developed for 07/08 onwards to take account of Outcome Based Accountability and Covalent, the new Performance Monitoring systems. Previous set of local indicators may still be used for internal monitoring purposes.

Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
BVPI2a	Equality Standard for Local Government	<u>Business Mgr/Principal HR Advisor</u>	1	1	1	2	2	3
BVPI2b	Duty to promote race equality	Business Mgr/Principal HR Advisor	N/A	68.5%	90%	Performance indicators under review following publication of the national indicator set. Revised indicators to be discussed at Personnel Committee agreed with Resources Portfolio Holder		
BVPI11a	5% top earners who are women	Business Mgr/Principal HR Advisor	33%	37.97%	38%			
BVPI11b	5% top earners who are ethnic	Business Mgr/Principal HR Advisor	0	0	0%			
BVPI11c	5% top earners with a disability	Business Mgr/Principal HR Advisor	N/A	N/A	0%			
BVPI12	Number of days sick per member of staff	Business Mgr/Principal HR Advisor	10	9.2	8.5			
BVPI14	Number of early retirements as a percentage of staff	Business Mgr/Principal HR Advisor	0.6%	0.42%	0%			
BVPI15	Number of ill health retirements as a percentage of staff	Business Mgr/Principal HR Advisor	0.2%	0%	0.24%			
BVPI16a	Number of staff with disabilities within organisation	Business Mgr/Principal HR Advisor	2%	7.84%	3.5%			

Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Target 2007/08	Target 2008/09	Target 2011/12	Target 2012/13
BVPI17a	Number of staff from ethnic minorities within organisation	Business Mgr/Principal HR Advisor	1.5%	1.9%	1.5%	Performance indicators under review following publication of the national indicator set. Revised indicators to be agreed with Personnel Committee June 08		
LPI58	Number of stress related days absence (ave days per fte)	Business Mgr/Principal HR Advisor	N/A	N/A	1.8			
LPI59	% staff vacancies	Business Mgr/Principal HR Advisor	N/A	N/A	9.3%			
LPI60	% new employees leaving within 12 months	Business Mgr/Principal HR Advisor	N/A	N/A	2.6%			
LPI61	Number of voluntary leavers as a % of staff	Business Mgr/Principal HR Advisor	N/A	N/A	17%			
LPI64	Payment of undisputed invoices within 30 days of receipt in HR	Business Mgr/Principal HR Advisor	N/A	100%	100%			

7. Proposals for Consultation

What research or consultation do we intend to carry out?	How will we be doing it?	When will we be doing it?	How will we use the results?
Staff Engagement Survey to understand perception of staff to key organisational issues and track any changes in attitude over time	Questionnaire to all staff, available on intranet and hardcopy	March	Information will be used to inform corporate and Directorate objectives and the development of employment strategies
Staff consultation to involve service users in the development of strategy, policies and procedures	Interviews, meetings and focus groups with staff and managers. Questionnaires where appropriate	As and when required	To ensure the development of strategies, policies and procedures which have staff and management buy in
Union consultation to keep staff and unions informed of changes likely to affect the way in which they carry out their roles.	Interviews and meetings with staff managers and union representatives.	As and when required	Greater acceptance of change, increased flexibility and capacity to change
Customer Satisfaction Surveys to inform local performance indicators	Questionnaire to percentage of service users	Annual	To ensure service developments are in line with customer expectations and requirements.

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
Human Resources 4500 - 4549	4504	Likelihood - Possible Impact - Medium	Management	Provision of Training and Development to Officers	Alison Gavin	Failure to update case law/new and existing legislation Failure to apply own procedures. Appraisal process as a tool not implemented properly	Incorrect advice given to staff. Additionally, the Council may be unable to attract staff. Any tribunals will impact upon officer time, finance and reputation as employer of choice	Continuous Professional Development ongoing. (HR now receives online updates from Consult Gee covering any employment law changes). Personal Development Plans set for all Advisors Learning & Development Plan agreed to support development of managers and supervisors
Human Resources 4500 - 4549	4505	Likelihood – Possible Impact - Major	Personnel	TUPE (Transfer of undertaking (protection of employment) regulations 1981	Alison Gavin	Failure to apply current legislation and policies	Possible financial implications after any legal action. Reputation as an employer would suffer and therefore an impact on service delivery/staff retention.	CPD for advisors. Agreed process for TUPE