

## STRATEGY FRONT COVER



**Name of Strategy / Policy:** Human Resources Strategy

**Date last updated:** September 2018

### Links to Council Priorities:

Priority	Linked Yes / No?
Public Health & Wellbeing	No
Environment	No
Transforming our Community	No
Efficient & Effective Customer Focused Services	Yes

### Links to Other Strategies and Policies

*Community Strategy, Corporate Plan, Policy framework and budget setting (incorporating medium term financial forecast, Financial Planning and Capital Strategy), Asset Management Plan and the Housing Investment Plan.*

### SMART Action Plan in this document?

Yes – Workforce Plan.

### Actions linked to corporate plan objectives?

Yes

The Council continues to work towards ensuring it meets the statutory duties placed on it by the Equality Act 2010.

### Name of lead officer responsible for producing the action plan:

Barbara Cree – Human Resources Manager

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### Name of lead Member and Member body responsible for monitoring implementation of the action plan:

Delegated to Executive Management Team

**Equality impact assessment undertaken? :** Yes

**Sustainability appraisal undertaken? :** No



## **Castle Point Borough Council**

### **Human Resources Strategy**

Produced by: Human Resources Manager

Date of next review: September 2020

**Approved by:**

- Executive Management Team

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## **1.0 Introduction**

- 1.1 Copies of the Council's Strategies and Policies can be obtained at the Council Offices or on our website at [www.castlepoint.gov.uk](http://www.castlepoint.gov.uk).
- 1.2 The Human Resource Strategy and Workforce Plan set out how we plan to recruit, retain, train and develop staff to ensure that we have a workforce that has the capacity and necessary skills, knowledge and abilities to deliver quality services to our residents and customers. Accountable officers are identified for each key task and key date in the Workforce Plan.
- 1.3 The resource implications and financial implications of this strategy are set out in the various Service Action Plans and reflected in approved budgets and reported to Members and Executive Management Team (EMT) as and when detailed proposals are produced.
- 1.4 This strategy therefore also has links with the detailed strategies set out in the Policy Framework and Budget Setting report (incorporating the Council's medium term financial forecast, financial planning and capital strategy), Asset Management Plan, the Housing Investment Plan, and individual Departmental Service Action Plans. It sets all these plans in the context of an overall Human Resources Strategy for the Council.
- 1.5 This Strategy relates primarily to the Council's workforce, however, it is recognised that the achievement of high performance requires close and co-operative working between Members and officers. The need to develop leadership skills is a particular area where both officers and members should learn together.

## **2.0 Our Key Priorities**

- 2.1 The Human Resources Strategy is also in response to and has links with the current Sustainable Community Strategy and our Key Priorities. These in turn influence our Corporate Plan which sets out our overarching priorities.
- 2.2 The Corporate Plan is updated annually and this Strategy will be revised should any fundamental changes occur.
- 2.3 Our present Key Priorities established from the Sustainable Community Strategy together with our internal priority are: -
  - Public Health & Wellbeing
  - Environment
  - Transforming Our Community
  - Efficient and Effective Customer Focused Services

### **3.0 The Human Resources Strategy**

3.1 The bulk of the Human Resources activity will contribute towards delivering the key internal priority of Efficient and Effective Customer Focused Services. Since staff are a key resource in the delivery of services, it follows that those who perform well and receive learning and development opportunities, will contribute more towards the achievement of all the Council's policy priorities.

3.2 Procedures will be designed and implemented to ensure the Council: -

- Undertakes workforce planning to ensure adequate staff resources and to consider the future by means of succession planning.
- Attracts high calibre candidates for employment with the Council and develops pay and employment conditions to retain quality staff.
- Recruits and selects well qualified and competent staff.
- Manages, trains and develops staff to maximise their potential.
- Offers equality of opportunity to all staff in accordance with the requirements of the Equality Act 2010.

### **4.0 Workforce Planning**

4.1 Every local authority is required to have in place a Workforce Plan. This plan provides the detailed activities that will support the implementation of the Human Resources Strategy and is revised annually and reviewed quarterly.

4.2 The Council will develop policies and processes to support the Workforce Plan to ensure adequate staff resources are allocated to deliver the services identified by its' corporate aims, objectives and priorities. This includes succession planning.

4.3 The attached Workforce Plan sets out the action the Council will take under eight key headings. These headings and corresponding actions are all interrelated: -

- Strategic Human Resource Awareness
- Developing Communication & Support for Managers
- Workforce/Succession Planning
- Training and Development
- Health and Wellbeing
- Equality and Diversity

4.4 The Plan contains the detailed activities the Council intends to undertake over a five year period. Planning in this way for Human Resource issues is, however a constantly developing area of activity for the Council so activities shown address the priority issues and milestones for the year.

4.5 The following paragraphs set out highlights from the workforce plan.

## **5.0 Strategic Human Resource Awareness**

- 5.1 The Council recognises the need to be proactive in maintaining an awareness of external influences, including changes to employment law, which may have a long or short term impact on its workforce management.
- 5.2 The Council will continue its membership of VineHR in order to be in a position to benefit from shared HR initiatives, procurement of services and contracts across Essex and East of England.
- 5.3 The Council will also continue to network with neighbouring authorities in order to strengthen capacity and establish robust working partnerships.

## **6.0 Developing Communications**

- 6.1 The Council believes that effective communication with employees, partners and stakeholders is fundamental to the delivery of continuously improving services. Effective communication fosters good working relations between officers and partners and facilitates a shared vision for the Borough and a focus on priorities. Whilst communication within the Council is good, the Council is not complacent and will consider ways to further enhance its existing communication methods during the course of the year.
- 6.2 The Councils work programme includes actions which will:-
- Expand the use of the Council's Intranet as a communication tool and "one-stop shop" source of information for Managers and Staff.
  - Ensure that staff and managers are aware of the Council's agenda and objectives and have access to consistent and reliable information including relevant HR policies.
  - Maintain communication with the recognised Trade Unions to ensure a co-operative approach to all Human Resource issues.
  - Maintain an ongoing programme of survey questions to monitor staff engagement

## **7.0 Developing Support for Managers**

- 7.1 The Council considers consistent management practices as crucial in order to maintain its improvement journey and wishes to ensure its Managers develop the skills necessary in order that they may effectively manage and develop the workforce.
- 7.2 The Councils work programme includes actions which will:-
- Ensure all HR policies and procedures are routinely updated and written in a language which is clear and concise.
  - Provide training to Managers in key people management themes – to equip them with essential management skills.

## **8. Workforce/Succession Planning**

- 8.1 Castle Point is a relatively small organisation situated in an area where recruitment is affected adversely by the competition from London and the nearby larger authorities of Basildon, Thurrock and Southend. Internal staff development and succession planning are, therefore, key concerns.
- 8.2 The Councils work programme includes actions intended to:-
- Monitor the profile of the Workforce in terms of age, gender, skills etc to aid future workforce planning.
  - Comply with the requirement to contribute to the Apprenticeship Levy and promote the introduction of apprenticeships across the Council
  - Support work experience placements and work trials across the Council
  - Maintain personal development plans for individual members of staff to support individual development and succession planning.

## **9. Training and Development**

- 9.1 This Strategy fully supports the Council's aim to continuously improve its' performance in delivering services. Fundamental to this is ensuring that there is strong and effective leadership.
- 9.2 The programme for developing leadership will ensure the joint development of officers and elected members by creating a challenging but supportive environment in which issues can be discussed openly and possible solutions considered in a constructive manner.
- 9.3 Staff can only perform to the maximum of their potential if they have clarity about their roles within the organisation, enjoy the support and guidance of their line managers, particularly in the early phases of their careers, and have access to an appropriate range of training and development opportunities.
- 9.4 The Council will set a work programme that: -
- Ensures Members and officers at all management levels fully develop their knowledge to deliver the Council's business.
  - Develops future staff leaders through participation in Leadership and Management development programmes.
  - Ensures Member and officer development is embedded in the culture of the authority to build capacity.

- Recognises that the greatest asset available to the Council is the people who make up the workforce.
- Operates a staff competencies framework that will be at the heart of its attraction, recruitment, performance appraisal, training and development policies and procedures.
- Identifies individual performance targets for staff as part of their personal performance and development plans and gives employees the opportunity to reach their full potential.
- Maintains a high standard of staff appraisals which incorporates the competency framework and identifies the link to training needs.
- Develops a corporate training programme that fits in with training needs linked to the staff Personal Performance and Development Plans and the competencies required and considers the needs of professional staff.
- Maintains a commitment to E-learning as an efficient and effective tool to support staff development by developing new courses.

## **10. Health and Wellbeing**

- 10.1 The Council recognises the important role it can play in supporting the health and wellbeing of its workforce.
- 10.2 The Council will set a work programme that: -
- Promotes awareness of health and wellbeing issues with the workforce.
  - Enables access to health and wellbeing support, services and information.

## **11.0 Equality and Diversity**

- 11.1 The Council aims to deliver services that are equally accessible to all its' customers and will implement robust policies that will ensure equality in the recruitment, training and development of its employees.
- 11.2 The Council will set a work programme that: -
- Strives to maintain its achievement against the Equality Standard under the levels set by the Equality Framework for Local Government
  - Ensures the Council as an organisation maintains an awareness of diversity issues both in regard to its' employment policies and the needs of service delivery. Member/officer training to promote understanding will be continued.
  - Seeks to promote the benefits of inclusion and diversity in employment across the Authority to ensure the Council's obligations as an employer are met.

- Meets the requirements of the Public Sector Equality Duty of the Equality Act 2010 and as laid out in the Council's action plan within its Single Equality Scheme.
- Publishes employee information broken down by protected groups on an annual basis to demonstrate compliance with the general duty including:- information on the effect that policies/practices have had, Information on the effect for employees, evidence to support the effects, details of engagement undertaken to support the published information.
- Complies with the requirement to publish gender pay gap information from April 2017
- Ensures that Equality Impact Assessments are carried out on all the Council's policies as they are reviewed.

## **12.0 Internal Development**

12.1 In addition to the foregoing, improvements will continue to the way in which Human Resources delivers services to its' internal customers. These link to the Council's priority of Efficient and Effective Customer Focused Services because they contribute towards the overall effectiveness and efficiency of the way the Council organises itself to deliver services.

## Equalities Impact Assessment

Policy Name	HR Strategy
Aim of Policy <i>(ask yourself why is the policy needed, what does the authority hope to achieve by it and how will the authority ensure that it works as intended)</i>	The Human Resource Strategy and Workforce Plan set out how we plan to recruit, retain, train and develop staff to ensure that we have a workforce that has the capacity and necessary skills, knowledge and abilities to deliver quality services to our residents and customers.
Time Frame <i>(you should record the start date which should be prior to policy development or at design stages and end date should take into account informing the decision making process)</i>	Existing policy reviewable periodically
Date of EqIA	07.09 2018
Decision making & quality control <i>(you should identify sign off by responsible officer/senior management team/members)</i>	Chris Mills, Strategic Director Resources
Policy/Report Author	Barbara Cree, HR Manager

Identify potential impact on which groups (Protected characteristics) <i>(you should outline what the relevance of the policy, service, function etc is to one or more of these groups. Who does it benefit, who doesn't benefit and why not and who should be expected to benefit and why don't they. If you conclude it is not relevant this should be recorded here with the reasons and evidence)</i>	Age Disability Gender reassignment Marriage and civil partnership Pregnancy and maternity Race Religion or belief Sex Sexual orientation	There is no negative impact for these groups given the aim and nature of the policy outlined above and the actions within the Workforce Development Plan.
Relevant existing data/information including relevant legislation <i>(you should identify what evidence is available and set it out here. This includes evidence from involvement and consultation)</i>	n/a	
Data/information to be obtained <i>(here you should identify where there are gaps in the evidence and set out how these will be filled)</i>	n/a	
Potential actions to minimise negative impact and maximise positive impact	n/a	
What consultation has been used or undertaken? <i>(you should identify who needs to be involved eg decision makers, frontline staff implementing the policy, partner/parent organisations etc)</i>	Workforce plan was circulated to OMT for comment and no changes were suggested.	
Include Date of consultation and methods used		
What were the findings of the consultation?	TBA	
Agreed actions to maximise positive impact and minimise negative impact of this policy.	n/a	

<p><i>(you should identify the range of options to address the impact, one of four possible options will apply: no major change, adjust the policy, continue the policy or stop and remove the policy. Give reasons for your decision.</i></p> <p><b>These actions must now be transferred to the relevant service plan.</b></p>	
Timescale for actions above to be completed	n/a
Lead Officer (s)	n/a
Review date and monitoring mechanism	n/a

Agreed at DMT - Date:	
Agreed – Head of Service	
Agreed – Equality Lead Officer	
Policy Register updated:	