COVID REVISED SERVICE PLAN

1. Service Definition:	The HR and OD Service provides professional advice to ensure compliance with relevant legislation, best practice and industry standards to support the council in delivering it corporate priorities. The six main functions are: HR professional advisory service, corporate employment administration function, payroll, corporate communications, corporate health and safety and organisational development.
2. Service Resources:	Service Resources: 41.25 FTE Budget: Capital £000: Revenue £2,584,495

3. What have we identified for improvement in {Financial Year}?	**Recovery & Renewal (tick if app)**	**What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.**
1. Health and Wellbeing	☑	Anecdotal and evidential impact on health and wellbeing of workforce (absence, feedback)
2. Workforce Transformation and Change	✓	1. Best Value Audit Review 2. Corporate Plan: Working towards a sustainable council that provides valued services to our communities 3. Corporate Workforce Strategy and Plan 4. Improvement and Modernisation Programme 5. Management of workforce implications of revenue budget savings 6. Feedback from Trades Union representatives, workforce and managers 7. Employee Survey results 8. Feedback from Engagement and Culture work
3. Employee Engagement and Culture		
4. Leadership Development and Capacity	✓	

4. Strategic Outcome or Priority	**Action**	**Planned Outcome**	**Recovery & Renewal**	**Outcome measures**	**Completion target**	**Lead**	**Priority Rating** (1 high 3 low and 4 for ongoing, 5 for on hold?)
CP) A Sustainable Council: that provides valued services to our communities	4.1 Developing workforce – review and develop the council's workforce strategy and plan	Workforce planning set in context to take account of council priorities and requirements		Reviewed workforce strategy approved	April 2021	H/HR, ICT& OD	2
CP) A Sustainable Council: that provides valued services to our communities	4.2 Developing workforce: transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time		Satisfaction with change management from employees and trade unions for each change	Per planned changes	H/HR, ICT& OD	1
(CP) A Sustainable Council: that provides valued services to our communities	4.3 Consider enhanced investment in leadership development (BV) Implement training for officers on outcome based planning (BV) Implement re-designed leadership development to ensure it develops the skills	The Council makes sustained progress in its improvement and transformation work Change the focus of service reporting to concentrate on indicators which contribute to the strategic and service priorities. More focused corporate performance management reporting Managers developed and confident to lead challenging agenda and council		% of 1/2/3 tier managers have attended training and show improvements in awareness of key learning points after 3 months. Leadership development courses in place and feedback positive Attendance rates increase to 75% by Sept 21 Evaluation programme of impact on practice is developed and implemented	Sept 2021 Sept 2021 Mar 2021	ODM	2

	and behaviours necessary for the corporate and strategic direction and leadership the council requires	prepared for the future Implement revised programme to meet organisational requirements			Sept 21 Mar 2022		
(CP) A Sustainable Council: that provides valued services to our communities	4.4 Work with elected members to implement the elected member development strategy through programmed activities and personal development plans to support strategic and corporate roles of members (BV) Implement training for councillors on effective scrutiny of performance (BV)	Change the focus of service reporting to concentrate on indicators which contribute to the strategic and service priorities. More focused corporate performance management reporting Continuing development in place for elected members Elected members are developed to ensure effective leadership skills and behaviours required for political leadership		Training and development activities organised and routinely attended by 75% of (relevant) members Elected member development evidenced through positive feedback from elected members, CMT-SMT % of councillors have attended training and show improvement in awareness of key learning points after 3 months	Oct 2021 Dec 2022 Sept 2021	ODM	2
5. Service Level Outcomes or Priorities	**Action**	**Planned Outcome**	**Recovery & Renewal**	**Outcome Measures**	**Completion Target**	**Lead**	**Priority rating**
(CP) A Sustainable Council: that provides valued services to our communities	5.1 Support the implementation of the Council's Health and Work Policy in order to deliver ongoing improvements in absence levels	To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs To improve the awareness and management of mental health and wellbeing as a main cause of absence within the workforce		0.5 day per fte reduction in sickness absence levels per annum Positive anecdotal feedback from trade unions, managers and workforce 0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum Improved 2021 survey results on relevant questions	March 2022	H/HR, ICT&OD / ODM	2
(CP) A Sustainable Council: that provides valued services to our communities	5.2 Manage risks well by implementing our health and safety system effectively	Improved quality and practical usability of risk assessments in higher risk services Rolling programme of audits of the health and safety arrangements in the higher risk services or services with specific safety problems (as		Positive anecdotal feedback received on quality and usability of risk assessments 90% completion of rolling programme of review of risk assessments, toolbox talks and internal safety inspection arrangements from each of the higher risk	March 2022	H/HR,ICT&OD / ODM/SH&SA	1

		determined by the H&S team)		areas with audit findings showing improved completion and quality of risk assessments, toolbox talks and safety inspections.			
(CP) A Sustainable Council: that provides valued services to our communities	5.3 Developing the Health and Safety Culture of the council	Managers and employees take responsibility for and give priority to health and safety, sharing success and learning from experience where possible resulting in fewer accidents and health and safety related incidents		- improved Employee Survey responses to H&S questions - positive feedback from the workforce and workforce representatives - increased workforce participation in safety forums - improved incident reporting - improved flow of safety related information up and down the channels. - clear messages established around health and safety that are acknowledged by the workforce - 2019 annual health and safety report finds learning from experience established and fewer avoidable incidents occurred - actions from surveys complete e.g. Violence and Aggression in schools	March 2022	H/HR,ICT&OD/ODM/SH&SA	2
(CP) A Sustainable Council: that provides valued services to our communities	5.4 Support the implementation of the Council's Health and Work Policy in order to deliver ongoing improvements in absence levels	To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs To improve the awareness and management of mental health and wellbeing as a main cause of absence within the workforce		0.5 day per fte reduction in sickness absence levels per annum Positive anecdotal feedback from trade unions, managers and workforce 0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum Improved 2021 survey results on relevant questions	March 2022	H/HR, ICT&OD / ODM	2
(CP) A Sustainable Council: that provides valued services to our communities	5.5 Prepare workforce for future requirements	Digital skills developed in appropriate areas of workforce Digital champions programme developed to create informal network of		Digital champions network in place Positive feedback received	Mar 2022	ODM	2

		support.					
Reward and Recognition: have in place fair and competitive pay and conditions that are recognised as such and are free of bias	5.6 Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	Council pay structure compliant with living wage requirements		Consolidation achieved with pay structure adjusted Workforce implications monitored and managed successfully	Ongoing	H/HR&ICT	1
Other Actions	5.7 OD support to services as required	OD support provided that supports services to achieve their outcomes: (i) reduction in violence and aggression as whole school approach is piloted		Pilots/actions finalised and implemented Further survey undertaken Analysis and evaluation of qualitative and quantitative measures completed Reduction in violence and aggression statistics over time Improved staff morale within schools as measured by survey results and feedback from trade union representatives	Mar 2022	ODM	4
	5.8 Information/Performance	Systems are developed to achieve maximum synergies and efficiencies and service information is accurate, relevant and current, providing a useful source of reference, guidance and supporting managers and staff to self-serve.		Statistics evidence increased use of interchange Anecdotal feedback is positive	Mar 2022	H/HR&ICT	3

6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				