

# HR SERVICE PLAN

Mary Mayes

Last Updated 9.4.09

**Aim: To become an Employer of Choice**

**Objectives:**

- Our workforce profile will be representative of the City of Nottingham
- We will have a workforce that is motivated to succeed and is “fit for purpose”
- We will have a pay and grading system that motivates and rewards **contribution to company success**
- We will have excellent employee relations
- We will have excellent terms and conditions of employment

**Legend**

George Pashley = George P  
 Mary Mayes = MM  
 Gina Peacock = GP  
 Louise Beardsley =LB  
 Alison Queen = AQ  
 Raj Patel = RP

	Complete
	On Target
	Area of Concern



Ref	Objectives and Actions	Start Date	Target Date	Revised Target Date	Lead Officer	Expected Outcome	Cross Cutting Issues				Resource Required	Progress Comments	Status % Comp
							C	D	T	E			
<b>1.0</b>	<b>Promoting Equality and Diversity (To become an employer of choice)</b>												
1.1	To achieve Stonewall accreditation	1.4.09	2012		MM	To become a diverse organisation. To be an employer of choice		D1				Contact Stonewall for bench marking	
1.2	Retain the two tick accreditation	Sep 07	Achieved	Ongoing	MM	Two tick accreditation		D1					100%
	Introduction of equality groups		Tbc	Tbc	George P/MM	All employees are represented		D3 D4			Clear strategic direction	BME forum established	15%

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	Disability Awareness training for all managers	Sep 09	Sep 09		MM/RP/ Occ Health								
1.3	<b>Implement positive action to promote workforce diversity.</b>	1.12.07	31.3.08		George P/MM	Top 5% earners that are women target = 25% Top 5% earners that are from BME popn target = 8% Top 5% earners that are disabled = 7% Staff meeting DDA definition of disability target = 7% Staff from BME popn target – 19%		D1 D4			Management Development Programmes. Performance Reviews. Mentoring Programmes Outreach work, Career Fairs. Links to 2.1, 2.2 2.3 2.4 of Raj's SIP	Local partnership working with Job Centre Plus and Remploy	30%
	Development of a positive action plan to include 6 diversity strands.	January 09	30 April 09		George P/MM	Access to jobs		D1 D3			Established representative forums Links Raj SIP 2.4		
	Ensure that relevant policies and procedures do not adversely disadvantage any particular groups	December 08	Ongoing		MM/GP	Removal of any barriers where staff may be disadvantaged		D1 D2					

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	Equality impact assess all processes	March 09	2010		MM	Those policies are applied fairly		D1 D3				Recruitment, Disciplinary and Grievance Procedures completed	20%
	Conduct exit interviews for all leavers and evaluate bi annually	April 09	Nov 09		GP	Knowledge of reasons for leaving and action where necessary	C2			E3			
<b>2.0</b>	<b>Service Improvements (To become an employer of Choice)</b>												
2.1	Review the HR the HR Structure	April 09	Jun 09		George P/MM	Provision of an efficient and effective HR Service	C1			E3 E4	Pathway to work Raj SIP 2.2		20%
2.2	<b>Payroll</b> Review and improve payroll admin	Mar 08	April 09	Jun 09	MM/MP	Compliance with Audit Report				E3		Action 6 in the Internal Audit Recommendations report	70%
	Develop an audit action programme with timetable	March 09	30 April 09		MM/MP	Compliance with Audit Report							70%



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	Review the following key policies:-  Disciplinary Grievance Capability Concessionary Holidays Code of Conduct Sickness Absence Stress Retirement and Early Retirement Special Leave Mobile Phone 1 <sup>st</sup> Stage of On Merit Disturbance Allowances	Nov 08	Sep 09		MM/DB MM/DB AQ MM/GP  GOVN AQ GP	Fit for purpose and legally compliant policies	C2				Links to Raj's SIP 2.7, 3.1, 4.1, 4.2.4.3 (On Merit./Recruitment)	Review action in the Internal Audit Recommendations under item 70 with regards to the disciplinary/code of conduct procedures  Disciplinary and Grievance fit for purpose but need improvements  Disciplinary Procedure to include Panels	30%
2.4	Recruitment  HR Advisors to attend a minimum of 15 recruitment panels	April 09	March 10		GP/AQ/MH/DB/LB	Recruitment in compliance with On Merit	C2	D2 D3					
	Review the 1 <sup>st</sup> stage of On Merit	July 09	July 09		MM/GP/LB	Fit for purpose recruitment process	C2	D2 D3		E3			

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	Train all managers in the new e recruitment process	Mar 09	Jun 09		MM/LB/MP	Effective Recruitment and positive experience applicants	C1 C2 C4						
	Evaluate benefits of 2 <sup>nd</sup> stage of e recruitment – work flow	Mar 09	Jun 09		MM/LB	Encourage applicants from the community and our tenants		D1		E1			
	Feasibility exercise into setting up a bank of temporary staff in particular casual workers	May 09	Dec 09		George P/MM	Reduced reliance and cost of agencies				E1			
2.5	<b>Review Incentive Schemes</b>	Jan 09	Jun 09		MM/GP	Improved Morale and Employee Relations	C4						
	Align all disjointed schemes	April	Aug 09		MM/LB	Integrated Policy and Procedure	C2 C4						
<b>3.0</b>	<b>Improving Value for Money</b>												
3.1	E Recruitment – Phase 2	March 09	July 09		MM/LB	Cost effective and efficient recruitment process	C1 C2	D1 D2		E1 E2			
3.2	Negotiate the best rates with agencies	March 08	Ongoing		LB	Cost effective Temporary Appointments				E2			80%
<b>4.0</b>	<b>Customer/Customer involvement</b>												
4.1	Carry out a customer satisfaction survey	Nov 09	Dec 09		George P		C1 C4				Possibly a collective one for Support Services		
<b>5.0</b>	<b>Performance</b>												



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	Develop a wellbeing strategy and a Sickness Policy	Feb 09	March 09	April 09	MM/AQ	A fully integrated wellbeing approach to managing sickness absence	C1			E4		Currently only have a Sickness Guide	20%
	Review and Update all associated sickness policies	Feb 09	March 09	April 09	AQ	Reduction of potential litigation		D1					40%
	Review and develop stress policy – identify if a guide is appropriate	Feb 09	March 09	April 09	AQ	Reduction of the number of days absent due to stress					Links with H&S SIP 4.2		40%
	Train all managers in the management of stress	April 09	Jun 09		MM/Occ Health	Effective management of absence due to stress		D1		E2	Links with H&S SIP 3.1		
5.4	<b>General</b>  Source and develop an archiving system	April 09	Sep 09		MM	Efficient and accessible document management							
<b>6.0</b>	<b>Partnership working</b>												
6.1	Develop key partnerships with local organisations					Shared best practice. Reduces re-inventing the wheel					Speak to Stuart Smith – who do we need to reach – what type of jobs Links with H&S SIP 3.4		60%
	ALMO Benchmarking sickness, E&D, best practice etc	Mar 08	<b>Ongoing</b>		MM		C2			E3			100%
6.2	DLA Piper –	Nov 08	<b>Ongoing</b>		MM	Sharing				E2			100%

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	Housing Associations benchmarking of HR service and the costs of HR		g			information, best practice. Benchmark HR costs							
6.3	Local Employment Partnerships via the NFA	Oct 08	Ongoing		MM	By working with Job Centre Plus the maximisation LEPs with social housing landlords and their tenants.	C1	D1	T1				60%
<b>7</b>	<b>PROJECTS</b>												
7.1	Single Status/Job Evaluation – review of all jds at this point in time	Mar 09	Mar 11		George P/MM					Id scheme and resource			
7.2	Integrated HR/Payroll Management system	TBC			George P/MM								
7.3	Review of Craft workers T&Cs. CR101, UPS and SORs	Dec 08	Jun 09		MM					Links to Rajs SIP 3.1			20%