

## Service Plan 2018/19 HR and OD

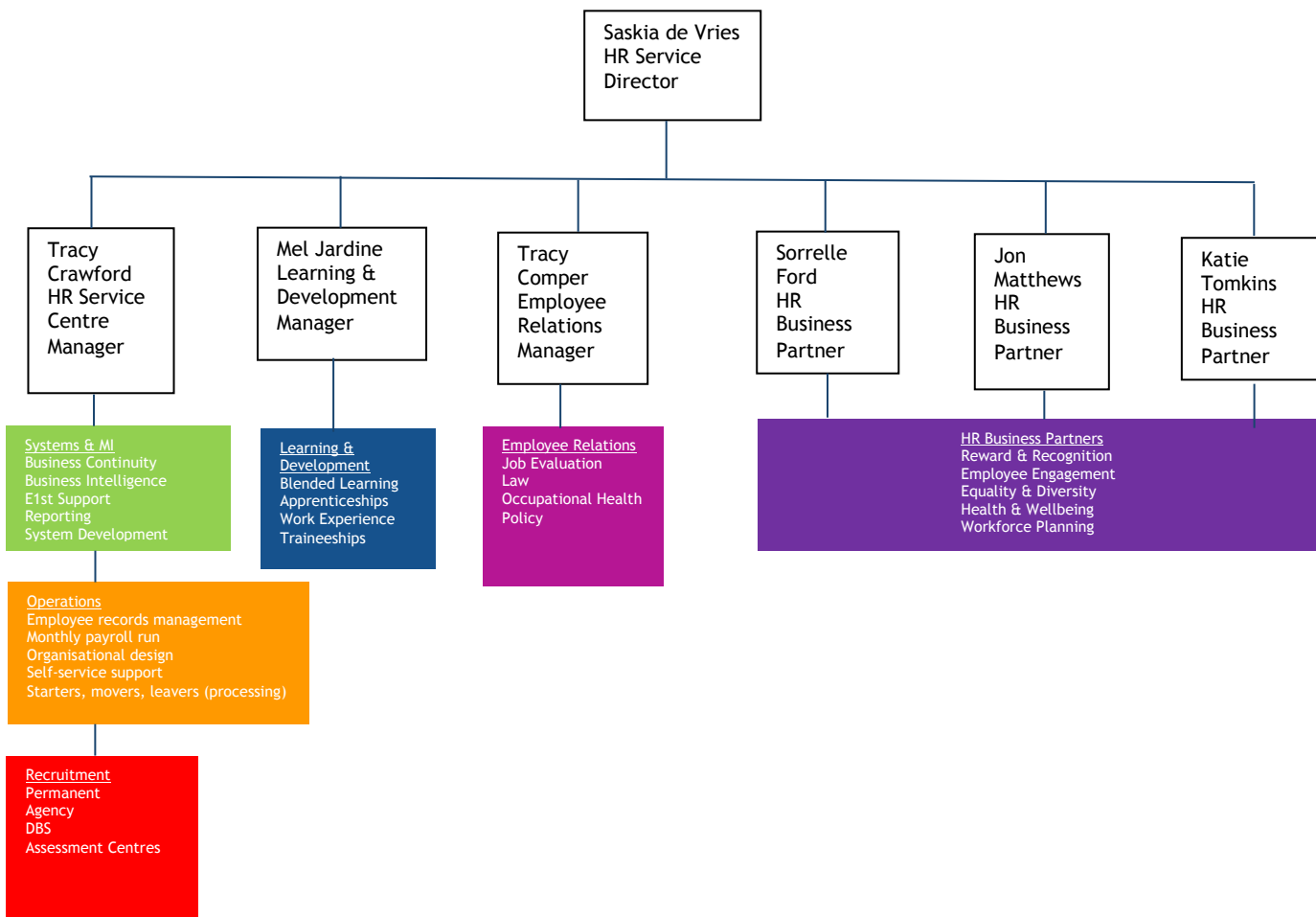
### 1. Service Scope

#### What does the Service Unit do?

HR Business Partners	<p>The HR Business Partners work at a strategic level as an integral part of each Directorate/Theme to deliver:</p> <ul style="list-style-type: none"> <li>• Relationship management with other Corporate Services/Business Improvement colleagues enabling strategic business change and transformation</li> <li>• Creation of Directorate/Theme HR and OD plans</li> <li>• Leadership development, succession planning and talent management</li> <li>• Creating a high-performance culture</li> <li>• Employee engagement</li> </ul>
Learning and Development	<p>The team deliver:</p> <ul style="list-style-type: none"> <li>• Training needs analysis</li> <li>• Training delivery including the Leadership and Management Development programme</li> <li>• Evaluation of all learning interventions</li> <li>• Mentoring programme</li> <li>• E-learning (i-learn)</li> <li>• Apprenticeships</li> </ul>
Senior HR Advisers	<p>Senior HR Advisers enable HR Business Partners in the delivery of strategic and operational interventions including:</p> <ul style="list-style-type: none"> <li>• Restructure and change</li> <li>• TUPE transfers</li> </ul>
HR Advisers	<p>HR Advisers provide specialist advice</p> <ul style="list-style-type: none"> <li>• Advice on all matters relating to capability, performance, absence and conduct</li> <li>• Guidance on HR policies and procedures</li> </ul>

<p>HR Service Centre</p>	<p>The services provided include:</p> <ul style="list-style-type: none"> <li>• Payroll support for all employees and managers</li> <li>• Transactional matters including starters, changes, leavers, terms and conditions, pension, benefits and more</li> <li>• Recruitment including DBS and Agency workers</li> <li>• Systems and helpdesk</li> <li>• Management information, HR reporting and KPIs</li> </ul>
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## How are we organised?



## **What are our key risks and assumptions?**

### **Risks**

- Embedding Business Partnering model successfully across two organisations with shared management teams
- Capacity to deliver day to day business as well as supporting implementation and delivery of TUPE workstream for BCP Unitary Authority
- Risk of future loss of income from Education customers
- Achieving successful outcomes to the delivery of TUPE transfer, i.e. no delays and effective payroll for the new organisation.

### **Assumptions**

- Disaggregation data from the BCP Programme will be delivered on time and provide clarity in terms of workforce scope for TUPE.

## **What were our key achievements last year?**

- The HR and OD Service has been reorganised to deliver a shared service with Borough of Poole, reducing the salaries budget by 24%
- Mandatory Mental Health Training has been delivered to Managers across all services
- The Council won an award for Payroll Charitable Giving
- The Job Evaluation Process has been improved and refined for the benefit of our customers
- Implementation of working procedures to support new legislation regarding engaging consultants (IR35)
- Employment data dashboards are widely used by services to inform and manage staff
- Various Wellbeing activities have been arranged such as personal coaching for employees on a group basis and a number of resilience interventions.
- NHS Free health checks have been facilitated for staff
- More robust controls have been put in place to monitor agency worker usage
- Service Improvement Plans are in place for each of the HR Teams.
- Numerous programmes of change handled safely with expertise along with budget reductions.

## **Public Health**

Local authorities have a legal duty to improve health and wellbeing of residents and to reduce inequalities in health between them under the Health and Social Care Act 2012. Ambition 2020, the Council's Corporate Plan, sets out a clear priority reflecting this legal duty (AC3 – improving health and wellbeing and reducing inequalities for residents). Although there is a public health service plan that sets out the main activities of the public health team in Bournemouth, and how this will benefit residents, many of the public health issues are complex and require action on many fronts if we are going to be effective at improving health and wellbeing.

## **Staff Performance - Appraisal Conversations**

The Appraisal Conversation Policy sets out that Annual Appraisal Conversations will take place within a two-month window defined by Service Directors. Interim reviews take place six months later.

Our appraisal two-month window is August/September

## 2. What are our key activities in 2018/19?

The activities that follow help us to deliver the priorities set out in Bournemouth Council's Ambition 2020 Corporate Plan. The activities also support our Equality and Diversity objectives and our Climate Change strategies.

List here the key activities for the Service Unit in the coming year. Service Units should have their own detailed team plans/action plans that sit below service plans, for their own operational use.

### **Corporate Priorities**

This section is not intended to be a list of everything the Service Unit does.

For reference, Bournemouth Council's priority outcomes – Ambition 2020 are listed in the Corporate Plan:  
<http://www.bournemouth.gov.uk/CouncilDemocratic/AboutYourCouncil/PlansandPerformance/CorporatePlan.aspx>.

### **Equality and Diversity**

The Equality Objectives for Bournemouth are set out in the 'Better for All Strategy 2017-2019'

### **Adapting to Manage Risk**

[Our Climate Change Strategy](#) prioritise the extreme weather events that pose a risk to business continuity. Services should include in Plans how they are adapting to minimise impact on service delivery. This could include: reducing flooding of roads or buildings; heatwave/cold weather plans; more resilient road surfaces; protecting the coastline; remote working if offices are inaccessible.

**What are the business as usual activities we deliver?**

**Table A**

<b>Key activity/action</b>	<b>Council priority outcome / objective / driver</b>	<b>Associated performance measure and 2018/19 Performance Target</b>	<b>Senior Responsible Officer</b>	<b>Other key service dependencies</b>
Enable LGR Programme	EC2	Employees transfer into the new BCP organisation by April 2019	Service Director/Leadership Team	
Workforce Planning to facilitate LGR	EC2	Key staffing issues identified within services to ensure seamless service delivery for BCP customers on 1 <sup>st</sup> April 2019	Service Director/Business Partners	
Mental Health Agenda	EC2	Increased awareness of mental health within the workplace	Business Partners	

**What service development will we undertake in 2018/19?**

**Table B**

This table should include any activities that you will undertake to improve current service delivery. E.g. streamlining, new IT Software, internal reorganisation.

<b>Key activity/action</b>	<b>Council priority outcome / objective / driver</b>	<b>Associated performance measure and 2018/19 Performance Target</b>	<b>Senior Responsible Officer</b>	<b>Other key service dependencies</b>
Develop Epay slips for all employees with Employees First system access	EC2	Epay slips implemented	HR Service Centre Manager	
Develop quarterly workforce Equality and Diversity dashboards	EC2	Reports being used to inform service areas	HR Service Centre Manager	
Introduce a commissioning model for HR projects and change programmes	EC2	Workflow through the HR operational teams better managed	Business Partners	

Key activity/action	Council priority outcome / objective / driver	Associated performance measure and 2018/19 Performance Target	Senior Responsible Officer	Other key service dependencies
Implement an online self-booking process to enable all employees to book themselves onto Learning & Development programmes	EC2	Successful implementation of CPD online resulting in a more efficient administrative process	Learning and Development Manager	
Undertake a Review of the Management Development Programme across Bournemouth & Poole and implement a consistent programme across both organisations	EC2	Revised common programme delivered to staff	Learning and Development Manager	
Review of Apprentice pay rates	EC2	New pay rates set and applied to the Council's Apprentices	Learning and Development Manager	

### What service transformation and integration will we undertake in 2018/19?

#### Table C

This table should include any radical change to your service delivery. E.g. integration/reorganisation with neighbouring authorities, outsourcing or fundamental organisational change.

Key activity/action	Council priority outcome / objective / driver	Associated performance measure and 2017/18 Performance Target	Senior Responsible Officer	Other key service dependencies
Enable LGR Programme	EC2	Employees transfer into the new BCP organisation by April 2019	Service Director/Leadership Team	

### New activities in 2019/20 and 2021/22 – Consider shared services and Future Dorset in this section

Looking ahead, provide a brief narrative of any new activities, projects or service improvements you are likely to undertake in 2019/20 and 2020/21, whether due to new statutory requirement or local choice.

### What services/activities will we be stopping?

#### Table D

Activity that will be stopped during 2017/18	Reason for stopping activity
Paper payslips	Activity needs to be electronic with those employees with E1st System access.
Support to non-essential change programmes that do not contribute to the Council's Medium Term Financial Plan	Period of status quo required pending LGR programme

**Activities likely to stop in 2019/20 and 2021/22 – Consider shared services and Future Dorset in this section**

Looking ahead, briefly consider any activities that are likely to cease, or have to be undertaken in a different way, in 2019/20 and 2021/22.

<b>3. Financial Resources – HR and OD</b>			
<b>Expenditure description</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Direct salary costs	1,982	1,982	1,982
Other employee costs	6	6	6
Premises costs	0	0	0
Transportation costs	1	1	1
Supplies and services	43	43	43
Internal recharges – expenditure	298	298	298
Other direct costs	0	0	0
<b><i>Service expenditure</i></b>	<b>1,149</b>	<b>1,149</b>	<b>1,149</b>
Fees, charges and rents	(1,041)	(1,041)	(1,041)
Grants and contributions	(29)	(29)	(29)
Internal recharges – income	(1,412)	(1,412)	(1,412)
Other income	(1)	(1)	(1)
<b><i>Service income</i></b>	<b>(2,482)</b>	<b>(2,482)</b>	<b>(2,482)</b>
<b><i>Total net budget</i></b>	<b>(152)</b>	<b>(152)</b>	<b>(152)</b>

#### **Explanation of year on year variances**

The most significant change from 2017/18 is a reduction in salary costs of £256,300 resulting from revised structure and joint working with Poole.



Grade description	2017/18		2018/19	
	FTEs	No. of employees	FTEs	No. of employees
Service Directors	1.00	1	1.00	1
Heads of Service / Service Managers	1.39	2	1.00	1
Managers (grades 11 – 13)	15.68	16	5.62	6
Operational (grades 8 – 10)	16.77	18	12.08	15
Admin/Service (grades 5 – 7)	20.97	24	26.07	31
Admin/Service (below grade 5)	5.00	6	4.60	5
<b>Total</b>	<b>60.81</b>	<b>67</b>	<b>50.37</b>	<b>59</b>
Recorded sickness rate (latest rolling 12 months)				
% of available staffing resource				

**Explanation of year on year variances**

2017/18 figures were for BBC staff only.

2018/19 figures take into account the HR restructure and include staff previously employed by Borough of Poole

**Savings and Efficiencies – HR and OD**

	<b>Already achieved £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
HR Business Partner	59			
Service Review		25	25	
Shared Head of HR		45		
Joint Working Savings		256		
<b><i>In Year Total</i></b>	<b>59</b>	<b>326</b>	<b>25</b>	<b>0</b>
<b><i>Cumulative Total</i></b>	<b>59</b>	<b>385</b>	<b>410</b>	<b>410</b>

**Budget Pressures – HR and OD**

	<b>2017/18 Base £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>FTE Impact</b>
Additional Responsibilities		9			
Pay rise		22			
<b><i>In Year Total</i></b>	<b><i>0</i></b>	<b><i>31</i></b>		<b><i>0</i></b>	
<b><i>Cumulative Total</i></b>	<b><i>0</i></b>	<b><i>31</i></b>		<b><i>31</i></b>	

## Capital bids – for new projects to be considered for inclusion in Capital Programme

Please note – These capital bids will be prioritised at CMT. Schemes which CMT support will require a Business case to be approved by the Executive Gateway Board (EGB) before funds are released. Help is available with completion of this form - please contact your relevant accountant.

Proposed project	Why is the project required?
<b>Scheme 1 – description</b>	
(brief overview of project, key deliverables, timeline and feasibility requirement if needed)	Include key reasons and/or benefits for doing project, e.g. statutory requirements, efficiency savings.
<b>Scheme 2 - description</b>	
(brief overview of project, key deliverables, timeline and feasibility requirement if needed)	Include key reasons and/or benefits for doing project, e.g. statutory requirements, efficiency savings.
<b>Scheme 3 - description</b>	
(brief overview of project, key deliverables, timeline and feasibility requirement if needed)	Include key reasons and/or benefits for doing project, e.g. statutory requirements, efficiency savings.

Project Finance	Council Priorities <sup>1</sup>	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	Total (£'000)
<b>Proposed Cost</b>					
Scheme 1 description					
Scheme 2 description					
Scheme 3 add more lines if needed					

<b>Project Costs Total</b>					
<b>Identified Funding</b>					
Insert funding source					
Insert funding source					
Insert funding source					
<b>Funding Total</b>					
<b>Funding to be identified <sup>2</sup></b>					

Note 1 - Which Council corporate priority actions does the proposed project meet? (eg. EC2 Developing our workforce, please see Bournemouth's Corporate Plan 2017/18 for reference

<http://www.bournemouth.gov.uk/CouncilDemocratic/AboutYourCouncil/PlansandPerformance/CorporatePlan.aspx>

Note 2 – Have you contacted Sean Hawkins, Corporate Policy and Strategy Officer, Bournemouth Council or Marie Pandolfo, External Funding Manager, Borough of Poole to see if there are any external grants which can be applied for to finance the project?

<b>Revenue Impact of Capital Proposals (e.g. Borrowing repayments, change in running costs such as maintenance)</b>	<b>2018/19 (£'000)</b>	<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>Total (£'000)</b>
Savings on running costs should be shown as a negative figure, increases in running costs positive				
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## **Service plan sign off**

This service plan has been agreed for operation from 1 April 2018 by:

Portfolio Holder: Councillor Anne Filer

Date: 23<sup>rd</sup> May 2018

Executive Director:

Date:

HR & OD Service Director: Saskia de Vries

Date: 22<sup>nd</sup> May 2018