

# Human Resources

## Service Statement 2018 - 2021

Executive Director: Kelly Angus

Strategic HR Lead: Leanne Furnell

Lead Member: Councillor Nick Oliver

March 2018

# Human Resources/Organisational Development Services

## Purpose:

To provide high quality, professional and effective support services to a range of employees, managers, services (including schools and education providers) to ensure the continued development and delivery of the Council's strategic objectives.

The Human Resources/Organisational Development Services are committed to working in partnership with a range of partners to facilitate improved quality and service delivery on a range of council services through the development and use of shared resources and facilitated shared learning which may be of benefit to Northumberland as a County. Some of these recent developments are within the areas such as Occupational Health - shared service with Northumbria Healthcare NHS Foundation Trust.

## Primary functions:

- Human Resources (including Workforce Planning)
- Organisational Development
- Learning and Development

# Service Parameters

## Key Service Facts and Figures

- Provide a range of professional corporate services across the Council
- Servicing an authority with 67 elected members, 4,300 staff, 170 schools, a gross annual revenue budget of £700m.
- Support managers and staff in dealing with over 200 disciplinaries, appeals, and grievances
- Forecast to deliver in excess of 60,000 training interventions during 2016/17 and these are expected to increase year on year (including schools).
- Deliver a comprehensive OD Programme to ensure the Council is fit for purpose in 2020.
- Working with Trade Union colleagues to facilitate the development of over 40 new HR policies and procedures for Northumberland County Council.

# External Validation

## **Inspections**

External inspections take place and have received full satisfaction in relation to the provision of quality assurance for accredited learning and development programmes within Northumberland County Council e.g. Institute of Learning and Management (ILM) and City and Guilds etc.

On occasion there are Health and Safety Executive unannounced inspections which are reported accordingly as required.

## **Customer perception**

A customer perception survey was carried out during 2017-18 regarding Human Resources for School with positive feedback and suggestions for improvement.

Learning and Development have a high degree of customer satisfaction with the learning and development provision scoring highly across all courses and e-learning provision within the council.

## **Benchmarking**

Number of employees per HR Advisor: 397

# Priorities for 2018 – 21

| Priority Area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Key Milestones                                                   |
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| <b>LIVING “WE WANT YOU TO FEEL SAFE, HEALTHY, AND CARED FOR”</b> <ol style="list-style-type: none"> <li>1. Continue to support the development of our shared Occupational Health Service with Northumbria Healthcare NHS Foundation Trust with a focus on improving musculoskeletal sickness absence and mental health resilience.</li> <li>2. Develop a series of preventative and targeted interventions to understand and address sickness absence rates across the Council resulting in improved expedience of policy and reduction in absence performance figures &lt;3.4</li> <li>3. Develop, deliver and resource a programme of employee health and wellbeing initiatives in collaboration with NHCT that looks to improve physical and mental wellbeing across the workforce.</li> <li>4. Ensure that the HR policies and procedures are fit for purpose, up to date, accessible and available to staff (with the appropriate training) to aid the delivery of the council's strategic objectives.</li> </ol> | <p>Ongoing</p> <p>Sep 2019</p> <p>Jan 2019</p> <p>Ongoing</p>    |
| <b>ENJOYING “WE WANT YOU TO LOVE WHERE YOU LIVE &amp; WORK”</b> <ul style="list-style-type: none"> <li>• Develop a communication and engagement strategy that helps align all staff to the values, priorities and principles outlined within the Northumberland Corporate Plan 2018-2021</li> <li>• Continue to develop and deliver employee engagement and inclusion activities, increasing participation and satisfaction rates.</li> <li>• Deliver for the annual Staff Excellence Awards to recognise the contribution that staff make to Northumberland as a County.</li> <li>• Continue to develop an appropriate programme of recognition and rewards including staff benefits schemes, salary sacrifice, etc</li> </ul>                                                                                                                                                                                                                                                                                        | <p>Dec 2018</p> <p>March 2019</p> <p>Sep 2018</p> <p>Ongoing</p> |

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| <ul style="list-style-type: none"> <li>Review and improve the recruitment and on-boarding process to ensure all staff experience a positive, supportive and timely appointment, whilst ensuring all relevant employment safeguarding checks and assurances are undertaken.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Mar 2019                                                       |
| <p><b>CONNECTING “WE WANT YOU TO HAVE ACCESS TO THE THINGS YOU NEED”</b></p> <ul style="list-style-type: none"> <li>Adopt ‘Place Based’ approaches to organisational development and service improvement maximising capability and potential across Northumberland and our strategic partners i.e. Active Northumberland, Northumberland Schools, Northumbria NHS Foundation Trust, North of Tyne Combined Authority ARCH, Northumberland National Parks, Town and Parish Council’s</li> <li>Ensure appropriate programme of employee communication, engagement and support is in place to help prepare staff for changes to the physical working environment and new ways of working as part of the County Hall refurbishment and estates rationalisation plans.</li> <li>To continue to facilitate the delivery of New Ways of Working to ensure improved service quality and delivery for the council going forward.</li> </ul> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>                   |
| <p><b>LEARNING “WE WANT TO ACHIEVE AND REALISE YOUR POTENTIAL”</b></p> <ul style="list-style-type: none"> <li>To ensure that staff are trained and appraised to an appropriate level which is monitored accordingly via the Council’s Workforce Committee.</li> <li>Develop and launch Northumberland Talent Management Strategy providing access to higher level technical and continued professional development</li> <li>Continue to maximise the apprenticeship Levy to support workforce planning and development requirements across the Council maintaining a &gt;80% commitment of apprenticeship funds within the the digital account</li> <li>Support services to use the Council’s succession planning and talent management tools to identify and prioritise workforce development.</li> </ul>                                                                                                                         | <p>Mar 2019</p> <p>Jan 2019</p> <p>Ongoing</p> <p>Mar 2019</p> |

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| <ul style="list-style-type: none"> <li>Continue to develop and invest in appropriate learning and development provision that supports staff (including strategic partners and Northumberland families of services) to enhance their capability and performance and maximise their potential</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Ongoing                                                                       |
| <p><b>THRIVING “WE WANT TO ATTRACT MORE AND BETTER JOBS”</b></p> <ul style="list-style-type: none"> <li>Finalise service level agreements with Northumberland Schools, North of Tyne Combined Authority, ARCH and Active Northumberland from HR/OD support.</li> <li>Continue to provide appropriate HR/OD support and delivery to the Newcastle Shared Service, North of Tyne Combined Authority, Northumbria International Project, ARCH, and Active Northumberland</li> <li>Explore HR/OD shared service arrangements and collaborative working opportunities with NHCT</li> <li>Continue to deliver the Council’s apprenticeship strategy ensuring attainment of the public sector duty to employ an average of at least 2.3% of staff as new <b>apprentices</b> from 2017-2021</li> <li>Continue to support graduate development opportunities</li> </ul> | <p>July 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Aug 2018</p> |

# Performance Framework

| Measure                                                                                     | Outturn | Target  | Outturn | Target     |
|---------------------------------------------------------------------------------------------|---------|---------|---------|------------|
|                                                                                             | 2016/17 | 2016/17 | 2017/18 | 2018/19    |
| 1. Sickness Absence<br><br>Average days lost over FTE period over a rolling 12 month period | 10.56   | 6.1     | 10.88   | 6.1        |
| 2. Occupational Health referral to appointment offered (no of calendar days)                | 13      | 10      |         |            |
| 3. Percentage of mandatory induction training modules completed                             | 75.83%  | 85%     | 89.35%  | 85%        |
| 4. Percentage of appraisals completed within a 12 month period.                             | 70.89%  | 85%     | 80.21%  | 85%        |
| 5. Response rate of Staff Survey                                                            | 61.16%  | 85%     | 64%     | 85%        |
| 6. Percentage of apprentices within the workforce                                           | N/A     | N/A     | 3.55%   | 2.3% (PSD) |
| 7. Percentage of committed levy expenditure from NCC digital account for apprenticeships    | N/A     | N/A     | 76.62%  | 75%        |