



Confident Capable Council Scrutiny Panel

23 January 2014

Report title	HR Improvement Plan and Policy Framework phases 4 and 5	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Keith Ireland, Delivery	
Originating service	Human Resources	
Accountable employee(s)	Sue Davies Tel Email	Chief Human Resources Officer 01902 55(4056) sue.davies@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendations for noting:

The Panel is asked to note:

1. Progress on delivering the workstreams within the HR improvement plan.

1.0 Purpose

- 1.1 This report provides an update to Scrutiny Panel on the general progress made on the workstreams within the Human Resources (HR) improvement plan and specifically proposes a revised schedule for the next phase of work on the HR policy framework in order to accommodate policy revisions required for the successful implementation of the HR service as part of the Futureworks programme.

2.0 Background

- 2.1 The HR improvement programme has a number of key workstreams to create a modern and effective human resources service, which were endorsed by the former Performance Governance and Support Services Scrutiny Panel. All the workstreams within the improvement plan are on target and good progress is being maintained. The HR improvement plan highlight report is attached at appendix 1. Although the leadership and development workstream is showing as an amber status in the highlight report it will be re-classified as green in the January highlight report.

3.0 Human Resources Policy Framework

- 3.1 The development of the HR policy framework is designed to align policies closer to corporate objectives and business needs and to modernise them to make them simpler, relevant and in accordance with changes in employment law
- 3.2 There has been on-going consultation on the policy framework to capture the views of key stakeholders within the Council. The stakeholders identified for consultation include: Strategic Executive Board, Corporate Delivery Board, a managers' reference group, HR operational staff and the trade unions as required by the contract of employment.
- 3.3 Feedback from the consultation process has been used to further define policy (where appropriate) and to shape supporting guidance. Any comments of principle affecting the policies and procedures are subject to review at a consultation moderation panel, comprising the Chief HR Officer, HR Policy and Strategy Manager and the operations HR managers.
- 3.4 Three reference groups have played a significant on-going role since September 2012 in the policy consultation process:

Managers' reference group

Assistant Directors nominated key senior managers to form a reference group. Feedback from the managers' reference group has demonstrated support for change; the need to simplify and streamline policies has been well received; there has been a high level of engagement with the process. The outcome of the consultation sessions has significantly shaped the policies, procedures, guidance notes and supporting materials.

Human Resources reference group

The HR reference group have focussed on the operational practicalities of applying the policies and procedures and issues are picked up in the supporting guidance.

Trade Unions

Consultation with trade unions has been constructive and comments have been taken into account to shape the guidance. The trade unions have generally agreed in principle with the policies.

- 3.5 The policies have been prioritised into phases with each phase reported to Scrutiny Panel as an essential part of the pre-decision scrutiny process. Phases delivered to date and future phases are:

Phase 1	-	October 2012
Phase 2	-	March 2013
Phase 3	-	June 2013
Phase 4	-	February 2014
Phase 5	-	April/June 2014

Councillor Endorsement

- 3.6 Performance Governance and Support Services (PGSS) Scrutiny Panel reviewed and endorsed the Phase 1 policies at its 30 October 2012 meeting. These policies (Discipline, Grievance, Bullying and Harassment, Appraisal, Management of Attendance) were subsequently approved at Cabinet (Resources) Panel on 27 November 2012. The Discipline, Grievance, Bullying and Harassment policies were implemented from 1 February 2013 and the Appraisal and Management of Attendance policies were implemented from 1 April 2013.
- 3.7 PGSS Scrutiny Panel reviewed and endorsed the Phase 2 policies at its 7 March 2013 meeting and these were implemented from 1 April 2013; the policies covered: Recruitment and Selection, Agency Workers, Job Carving; Induction, Capability; Redeployment, Redundancy, Retirement; Equality and Diversity.
- 3.8 Confident, Capable Council Scrutiny Panel reviewed and endorsed the phase 3 policies at its 20 June meeting. The following policies were approved and implemented in July 2013: Working hours; Leave; Support for Carers (maternity/ paternity/ adoption/ fostering); Secondments and acting up; External secondments; Market forces supplements; Casual workers; Personal use of Council ICT and social media; Employees' Codes on Travel; subsistence and hospitality (including gifts and hospitality guidelines); Liability of employees; Service on outside bodies. Policies on Flexible working and the Employees' Code of Conduct were approved and implemented in September following more detailed consultation on proposed revisions.

3.9 Implementation of policies includes the development and roll out of management and employee guidance, workshops for managers, learning support programmes on the learning hub where appropriate and positioning and promoting the policies through the HR intranet pages.

4.0 Phases 4 and 5 Policy Framework

4.1 The original work programme proposed that Phase 4 policies covered the following areas: Restructures, TUPE, Collective Disputes, Performance Development, Coaching and Mentoring, Reward and Benefits, Employee Engagement, Trade Union Facilities.

4.2 The current priorities of the organisation, specifically the need to achieve significant budget cuts through a programme of voluntary redundancies and the detailed work that has been done by HR on the design of the Futureworks system, have prompted a proposed revision to the next phase of reviews and policy developments.

4.3 A key priority for HR is to ensure that the Council's policy suite integrates effectively with the Agresso Business World HR modules in order to achieve an efficient and streamlined Wolverhampton transactional HR service. The detailed design work has enabled us to identify some policy areas which would benefit from an early review so that the HR system design can be signed off effectively; these include: Capability, Grievance, and Disciplinary. It has also identified that we require a Probation policy to underpin the probation process. Therefore these form part of a revised fourth phase, alongside 'new' policies which are essential to the Council's current position i.e. Redundancy, Restructures, Collective Disputes and Employee Engagement. Phase 4 will be delivered in the fourth quarter of this financial year.

4.4 Phase 5 will then comprise 'new' policies/strategies for TUPE, Workforce Planning, Performance Development, Coaching and Mentoring, Leadership, Reward and Benefits, Trade Union Facilities which will be for implementation between April and June 2014.

5.0 Transformation change

5.1 The vision for the Future Works and Future People programmes is to transform the ways of working within the Council to support the vision of a confident, capable Council, ready and able to deliver the change the city needs.

5.2 The changes will be achieved in part, through the implementation of new technology and working practices in Finance, HR Procurement and Payroll but the wider transformation/culture change must be underpinned through the management of change and up to date, fit for purpose workforce strategies including:

- leadership and management development
- workforce planning and development
- succession planning and talent management
- employee engagement

5.3 These workstreams will become HR priorities in the 2014/15 HR business plan.

6.0 Financial implications

6.1 The cost of progressing the HR improvement plan will be met from within existing revenue budgets. The changes to policies will have on-going financial implications. It is not possible to quantify them however, until such time as the policies are implemented. Financial implications will be assessed on a case by case basis.
[DD/10012014/D]

7.0 Legal implications

7.1 The policy reviews take into account up to date employment law and case law.
[JH/09012014/M]

8.0 Equalities implications

8.1 The HR improvement plan and policy framework will help to support and improve the equality agenda across the workforce. The policy reviews take into account current case law and best practice including developments in equality employment law. An equality analysis has been or is being prepared for all major policy areas; where possible these link with the annual equality in employment report and action planning framework.

9.0 Environmental implications

9.1 There are no direct environmental implications arising from this report..

10.0 Human resources implications

10.1 There are direct HR implications arising from this report as the HR policies are at the heart of the employment contract. The consultation framework ensures that key stakeholders are engaged. The policy review seeks to incorporate modernised employment practice into Council terms. The recognised trade unions are consulted.

10.2 The transactional element of the HR structure has been transferred into the 'Hub'. Corporate HR will be restructured as part of the Delivery Directorate restructure to create the capacity to deliver and support the transformational change required.

11.0 Schedule of background papers

- 11.1 Report to Confident Capable Council Scrutiny Panel: 10 October 2013
- Report to Confident Capable Council Scrutiny Panel: 20 June 2013
- Report to Performance Governance & Support Services: 07 March 2013
- Report to Performance Governance & Support Services: 30 October 2012
- Report to Performance Governance & Support Services: 6 September 2012
- Report to Performance Governance & Support Services: 26 July 2012
- Report to Performance Governance & Support Services: 2 February 2012
- Report to Performance Governance & Support Services: 17 November 2011

HR Improvement Programme – December 2013

Appendix 1

Report Author:	Gurdeep Sagri		Project/Programme Manager:	Sue Davies
Accountable Assistant Director:	-		Accountable Strategic Director:	Keith Ireland
Overall Project / Programme Budget	Revenue:	No information provided	Capital:	Nil budget as, as expenditure is funded by overall HR budget
Project Timescales	Start Date	September 2012	End Date:	April 2014
Corporate Plan objective:	Confident, Capable Council			
Programme/Project Objective	A programme of strategic and tactical projects designed to improve the effectiveness of the business and realise substantial savings			
Overall Project or Programme RAG status last reporting period	Overall Project or Programme RAG status this reporting period	Comments		
GREEN	GREEN	HR Improvement Programme is currently progressing to agreed timescales		
Overall risk RAG status relating to savings and finance last reporting period	Overall risk status relating to savings and finance this reporting period	Comments		
GREEN	GREEN	No risks reported around savings or finance		
Actions required by SEB/CDB:	None to report			
Information to be noted by SEB / CDB:	None to report			

Key to RAG status reporting for workstreams

RED	Reflects significant delays to progression due to missed milestones within the project / programme or reflects that the project / programme will exceed its end date and or has high reputational damage implications for the council if not delivered
AMBER	Reflects some potential delays to progression due to baseline dates being likely to be exceeded within the project / programme or reflects that the project / programme is likely to exceed its end date and or has some reputational damage implications for the council if delayed
GREEN	Reflects the project / programme is on target and is due to be completed by its target end date

Title of Project/s or workstreams. List all applicable	Project Manager / Workstream Lead	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project or workstream
1. HR Strategy	Sue Davies	N/A	N/A	Further milestones to be identified
2. HR Policy Framework	Sarah Bidwell	GREEN	GREEN	Policy framework timetable & deliverables have been re-configured to reflect revised corporate priorities., specifically Future Works Design & build timetables
3. HR Business Processes – COMPLETED				
4. Learning Hub (Learning & Development Framework)	Susan Serventi	GREEN	GREEN	Project workstream on track
5. Leadership and Management Development	Susan Serventi	GREEN	AMBER	Report produced, procurement process undertaken, awaiting report sign-off to complete procurement process.
6. Coaching	Susan Serventi	GREEN	GREEN	Re-launch of WM Scheme successful, project workstream on track
7. Workforce Planning	Susan Serventi	GREEN	GREEN	Project Plan to be developed
7.1 Workforce Planning Model	Susan Serventi	GREEN	GREEN	Project Plan to be developed
7.2 Apprenticeship Strategy	Susan Serventi	GREEN	GREEN	Review of current scheme with recommendations for future development.
7.3 Succession Planning	Susan Serventi	FUCHSIA	FUCHSIA	On hold. Stage 2 of Workforce Planning Project
7.4 National Graduate Leadership Programme (Talent Management)	Susan Serventi	FUCHSIA	FUCHSIA	On hold
8. Sickness Management – COMPLETED				
8.1. Sickness Management Board – COMPLETED				
8.2. ICT Systems – COMPLETED				
10. Performance Appraisal System – COMPLETED				
11. HR Service Standards	Sue Davies	GREEN	BLUE	First draft produced for Internal HR discussion, version two set to be completed by 31/10/2013, for discussion at the Managers Briefing group
11.1 Support Desk – COMPLETED				
12. T & C Harmonisation Phase	Sue Davies	GREEN	GREEN	Project is on target, TU consultation on-going SEB Approval received, dialogue with key stakeholders
13. HR Delegations	Sue Davies	GREEN	GREEN	Still awaiting feedback from Constitution Review in order to map out milestones

Key Milestones	Baseline Finish Date	Forecast Finish Date	BRAG	Comments / Reason for Slippage
1. HR Strategy				
HR Strategy is a high level document, the implementation of the Strategy is dependent on the HR Workstreams all with individual milestones				
2. HR Policy Framework				
Phase 4 (revised)	31/01/2013	31/01/2013	GREEN	
Phase 5	31/03/2014	31/03/2014	GREEN	
3. HR Business Process – Completed				
4. Learning Hub - (Learning & Development Framework)				
Implementation of Blended Learning Model	31/12/2013	31/12/2013	BLUE	Completed 29/11/13
Design of Role based Learning Plans (using job families)	30/04/2014	30/04/2014	GREEN	
Successful interface of data between Agresso and Learning Hub	30/04/2014	30/04/2014	GREEN	Joint project with Future-Works
Implement training delivery mechanism for Agresso systems	30/04/2014	30/04/2014	GREEN	Joint project with Future-Works
5. Leadership and Management Development				
Senior Leadership Programme (Phase 1)	31/01/2013	31/01/2014	GREEN	Still awaiting approval,. Revised milestone date agreed at Review Meeting on 28/11/2013
Implement Middle Manager Development Pathway	30/04/2014	30/04/2014	GREEN	
6. Coaching				
Comprehensive evaluation of the impact of the WM coaching programme	01/02/2014	01/02/2014	GREEN	
Develop and implement the in-house Coaching Scheme for the wider Council workforce	30/04/2014	30/04/2014	BLUE	Completed 29/11/13
7. Workforce Planning				
Design, develop and implement Workforce Planning Model	30/04/2014	30/04/2014	GREEN	
Design, develop and implement the WCC Apprenticeship Strategy	30/04/2014	30/04/2014	GREEN	
Design, develop and implement succession planning model	30/04/2014	30/04/2014	FUCHSIA	

Key Milestones	Baseline Finish Date	Forecast Finish Date	BRAG	Comments / Reason for Slippage
Design, Develop and implement a 'grow your own' NGLP scheme (Talent Management)	30/04/2014	30/04/2014	FUCHSIA	
8. Sickness Management – Completed				
10. Performance Appraisal System – Completed				
11. HR Service Standards				
Agreement and Implementation of Quality Standards	30/11/2013	30/11/2013	BLUE	Completed
Monitoring of Quality Standards commences	30/11/2013	30/11/2013	BLUE	Completed
11.1 Support Desk				
Quarterly Reports to PGSS/CDB/SEB	30/12/2013	30/12/2013	GREEN	
12. T&C Harmonisation Phase				
Consultations with groups completed	30/11/2013	30/11/2013	BLUE	Completed
Reach an Agreement on Harmonisation Point	31/12/2013	31/12/2013	GREEN	Revised milestone date agreed at Review Meeting on 01/10/2013
Implementation of changes to T&C's	31/03/2014	31/03/2014	GREEN	Revised milestone date agreed at Review Meeting on 01/10/2013
13. HR Delegations – All milestones Completed				
14. HR Intranet – All milestones Completed				
15. Future Works				
Support creation of Transactional Hub	30/11/2013	30/11/2013	BLUE	Completed
Smooth transition of employees to Transactional Hub	30/11/2013	30/11/2013	BLUE	Completed
16. Transition				
Advice & Support – provide on-going advice on schools SS issues	30/04/2014	30/04/2014	GREEN	
17. Single Status Transition / HR Standard Operating Procedures				
Phase 2 VR Programme	11/11/2013	11/11/2013	BLUE	Completed
List Project/ Programme key dependencies				
Key Dependencies	Required by		Action Required	Owner
No dependencies to report				

Key Achievements since the last reporting period	Tasks planned for the next period
<ul style="list-style-type: none"> Phase 4 policies Realignment to Policy Phases 1, 2 & 3 Agresso workflow 	<ul style="list-style-type: none"> Phase 2 VR Programme Harmonisation of Terms & Conditions Finalise T.O.M. Data Cleansing on the Learning Hub system

Programme / Project issues with an impact rating of 3 or above			
Issue Description	Impact	Mitigating Actions	Score
No issues to report			

Programme / Project Risks with a score of 15 or above or those considered most important to your project / programme								
Risk Description	Impact	Mitigating Actions	Update since last reporting period	Risk Owner	Date required	Probability score	Impact score	Overall risk Score
There is a risk that there will be a lack of join up between Corporate HR and Schools HR Services	This could result in inconsistent advice being given could lead to the Corporate body being at risk and the schools will become frustrated	Ensure clear communication between HR services Apply appropriate controls to ensure a joined up approach	Engagement with Schools HR/ Head Teachers has commenced. Planned approach on-going communications. Development for Standard Operating Procedures for Schools HR. Briefing/Training sessions on Single Status/Collective Agreement commenced	Sue Davies	31/12/2013	3	4	12
There is a risk that there will be a lack of consistent application by Managers of new policies and procedures	This could result in reputational damage to the Council and potential claims of inconsistency	Provide training sessions for managers and make policies readily available on new HR Intranet site and respond to requests though HR Service Desk	Active/significant engagement with council Managers on the new policy suite	Sue Davies	31/12/2013	4	3	12
There is a risk that a strategic and transactional split in HR leads to an initial lack of clarity	This could result in reputational damage to the Council and a delay in issuing letters etc	Ensure clear communications on T. O. M. & Standards in transactional hub	Regular HR briefings have taken place, development of the Standard Operating Procedures and development of HR Standards are all in progress	Sue Davies	31/12/2013	3	3	9