



**Causeway
Coast & Glens
Borough Council**

CORPORATE SERVICES DIRECTORATE

***ORGANISATIONAL DEVELOPMENT &
HUMAN RESOURCES***

***BUSINESS PLAN
2022/2023***

PURPOSE OF THIS PLAN:

To act as:

- A) A communication tool sharing the strategic intentions of the service area with relevant stakeholders: and
- b) A control tool against which progress can be monitored.

CORE FUNCTIONAL RESPONSIBILITIES

1. Human Resources, service delivery, systems and information

- a. Provision of customer-focused HR service delivery excellence.
- b. Development of policies, procedures, processes and systems to enable effective and cost-efficient HR service delivery.
- c. Provision of meaningful and timely data and statistics to enable business improvement.

2. Organisation Development

- a. Identification of organisational and individual capability requirements
- b. Alignment of strategy, people and processes to optimize effectiveness and achievement organisation goals.

3. Resourcing and Talent Management

- a. Ensuring the organisation has the right resource, capability and talent to achieve immediate and strategic ambitions now and in the future.

4. Employee Relations and Partnership Working

- a. Ensuring that the individual and collective relationships between the organisation and its employees are managed appropriately, within a clear framework underpinned by organisation culture, practices, policies and ultimately by relevant law.

5. Learning and Development

- a. Building individual and organisational capability and knowledge to meet current and strategic requirements and creating a learning culture to embed capability development.

6. People and Performance management

- a. Creating and maintaining a high-achieving organisation culture by delivering programmes that reward and recognize key employee capabilities, skills, behaviours, experience and performance, and ensure that reward systems are consistent, fair and equitable.

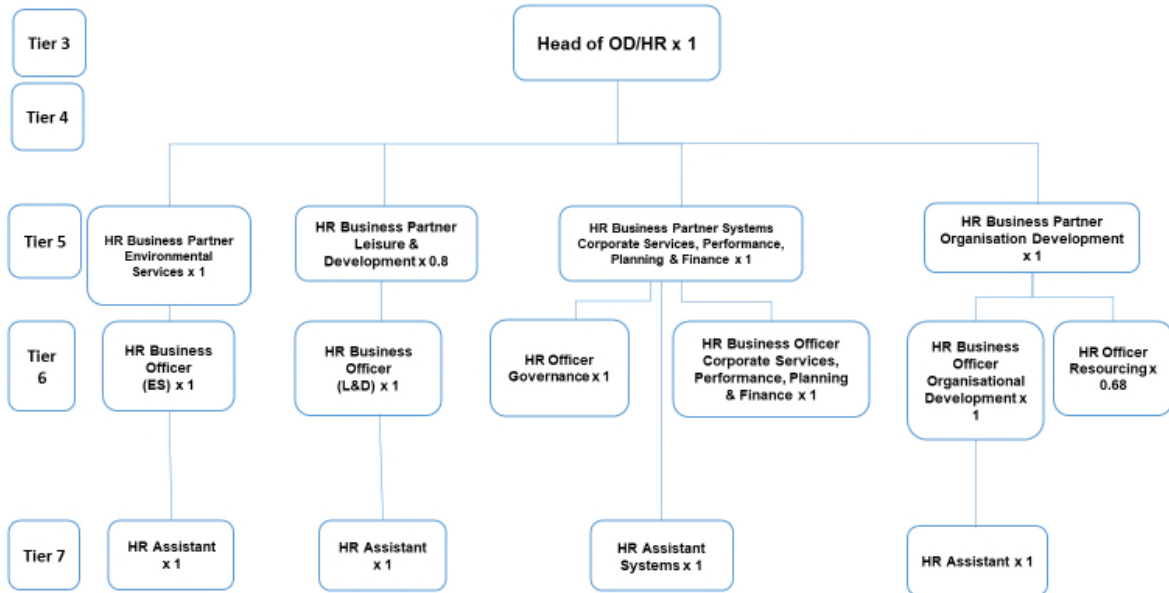
7. Employee Engagement

- a. Improving the performance of the organisation by strengthening the connection that employees have with their work, colleagues and the Council.

8. Attendance Improvement and Wellbeing

- a. Ensuring that effective attendance improvement and wellbeing strategies and policies are in place.
- b. Identification of targets
- c. Monitor and measure progress.

ORGANISATION DEVELOPMENT & HUMAN RESOURCES ORGANISATIONAL STRUCTURE



STRATEGIC CONTEXT

Current situation including operational issues and capacity:

- Demanding and complex Employee Relations issues: continual demand of effort and time on HR
- Complexity of Legacy terms and conditions / policies currently in place – however as agreement has been reached with the Trade Unions, implementation of the terms and conditions is progressing for Operations, Estates and Sport and Well Being.
- New norm as a result of Covid 19
- Centralise annual leave administration function in ODHR

STRATEGIC IMPLICATIONS

- Continue to improve relationships with trade unions to support a co-ordinated approach to address the complex employee relations issues.
- Maintain the existing resources within the ODHR Department to enable implementation of the harmonised terms and conditions

ASSUMPTIONS

The delivery of this business plan has been based on the following assumptions:

- A full complement of fully trained HR resources remains in place
- That the implementation of the terms and conditions for tiers 6 and 7 progress in a timely manner.

PRE-REQUISITES AND EXTERNAL DEPENDENCIES

Outlined below are the key dependencies directly affecting the delivery of this business plan. Should any of these be delayed, this will result in possible delays or non-delivery of specific actions.

- Partnership with the Payroll Department to implement the Operations, Estates and Sport and Well Being terms and conditions.

BUSINESS PLAN RISKS

- A full complement of fully trained HR resources may not be available.
- Implementation of the terms and conditions is delayed.

CONSULTATION PROCESS

The following were consulted in development of this business plan:

- Director of Corporate Services
- Head of ODHR
- ODHR Business Partners
- ODHR Team

FINANCIALS

This includes both the internal and external costs to deliver the business plan.

For the purposes of this business plan, it has been assumed all internal costs will be funded from normal service delivery budget. Only additional funding requirements have been identified.

STRATEGIC AIMS AND OBJECTIVES

Based upon the consultation process, the following strategic objectives and work streams were identified:

STRATEGIC OBJECTIVES OF THE SERVICE FOR 2022/23

| Strategic Objective | | | | |
|---|-----------|--|---|---|
| 1. Resource and Workforce Planning: <i>'To have an agreed framework for a fully resourced workforce to deliver organisational objectives.'</i> | | | | |
| Link to Corporate Aims and Objectives | | | | |
| <ul style="list-style-type: none"> Improvement and Innovation | | | | |
| Work Streams / Operational Actions / Outcomes | Budget* £ | Person(s) responsible | Timescale | Performance Indicators and Targets where appropriate |
| Work stream: Corporate Terms & Conditions <ul style="list-style-type: none"> Work with Senior Leadership Team to develop and present range of options for corporate terms and conditions including investment appraisal for each option | 0 | Head of OD HR | December 2022 March 2023 | <ul style="list-style-type: none"> Present 'as is' position to SLT Present options paper to SLT Progress negotiations with Trade Unions in relation to the Corporate Terms and Conditions. Agree Terms and Conditions Implement Terms and Conditions changes |
| Work stream: Sport & Well Being Project <ul style="list-style-type: none"> Implementation of the Sport and Well Being Terms and Conditions following the approval of organisation structure Manage delivery of the HR elements of the IHT (In-house Team) S&W Structure including the HR elements of the Leisure Service Specification (LSS) and the related HR Service Level Agreement (SLA); | 0 | Head of OD HR HR Business Partner | September 2022 November 2022 March 2023 | Subject to the structure being approved by Leisure and Development Committee and Full Council; <ul style="list-style-type: none"> Complete assimilations/matching Populate remainder of SWB Structure/vacant posts Review SLA arrangements |
| Work stream: Population of Structures <ul style="list-style-type: none"> Populate Organisation Structures in Operations, Estates and Sport and Well Being | 0 | Head of OD HR HR Business Partners | August 2022 September 2022 October 2022 – March 2023 | <ul style="list-style-type: none"> Job descriptions and personnel specifications agreed and evaluated Complete Matching / Assimilation process Recruitment for 60% of vacant posts |

| Strategic Objective | | | | |
|---|--------------------|---|--|---|
| 2. Learning and Talent Development <i>“To build capabilities and capacity of employees to improve performance and organisational success both now and in the future.”</i> | | | | |
| Link to Corporate Aims and Objectives | | | | |
| <ul style="list-style-type: none"> Improvement and Innovation | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £130,000 | Person(s) responsible | Timescale | Performance Indicators |
| Work stream: Performance Management <ul style="list-style-type: none"> Personal Contribution and Review process to be completed for all tiers within the organisation | 0 | Head of ODHR HR Business Partner Organisation Development | March 2023 March 2023 | <ul style="list-style-type: none"> All Managers (tier 1 - 5) to complete the PCDR Process for all direct reports Review of process for Tier 6 and 7 |
| Work stream: Front Line Development Programme <ul style="list-style-type: none"> Pilot a front-line development programme Pilot a Driver Development Programme | 0 | Head of ODHR HR Business Partner Org Development | October 2022 September 2022 October 2022 | <ul style="list-style-type: none"> Pilot programme of up to 12 participants - 80% completion rate 4 LGV Drivers – 100% completion rate 2 C1 + E - 100% completion rate |
| Work stream: Mental Health and Well Being <ul style="list-style-type: none"> Facilitate actions from the Local Government Mental Well Being Strategy and implement recommended HR Actions. | 0 | HR Business Partner Org Development | March 2023 | <ul style="list-style-type: none"> Work with relevant regional groups to deliver joint actions cross Local Government |
| Work stream: E-Learning <ul style="list-style-type: none"> Continue to develop and embed the E-Learning platform for Council. | 0 | HR Business Partner Org Development | 50% by October 2022 100% by March 2023 | <ul style="list-style-type: none"> Deliver 6 online courses 70% compliance |
| Work stream: Corporate Induction <ul style="list-style-type: none"> Review, update and implement an amended Corporate Induction programme which enables effective delivery in a hybrid working environment | 0 | HR Business Partner Org Development | July 2022 | <ul style="list-style-type: none"> All new start employees to have completed Corporate Induction sessions within the first 12 weeks of employment 100% compliance |
| Work stream: L&D Strategy <ul style="list-style-type: none"> Review of L&D Strategy to include proposals on L&D performance tracking and KPI's, department/role specific training plans and an L&D training directory | 0 | HR Business Partner Org Development | October 2022 December 2022 | <ul style="list-style-type: none"> Review completed Draft proposals complete for consideration |

| Strategic Objective | | | | |
|--|----------|---|--|---|
| 3. HR Governance. <i>'Implement and develop policies and procedures to ensure a consistent approach across the organisation.'</i> | | | | |
| Link to Corporate Aims and Objectives: <ul style="list-style-type: none"> Improvement and Innovation | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) responsible | Timescale | Performance Indicators and targets |
| Work stream: Policies and procedures <ul style="list-style-type: none"> Develop policies, in consultation with relevant parties for: <ul style="list-style-type: none"> Redundancy Policy Redeployment Policy Grievance Policy Alcohol and Drugs Policy Social Media Policy Toil Policy | 0 | Head of OD HR HR Business Partners | 100% in draft by October 2022 50% agreed by TU's by March 2023 | <ul style="list-style-type: none"> 100% in draft format 50% agreed with Unions and Council |
| Work stream: HR Equality Monitoring <ul style="list-style-type: none"> Complete annual monitoring return Complete Local Government Auditors Absenteeism Report | 0 | HR Business Partner Systems & HR Officer Governance | May 2022 June 2022 | <ul style="list-style-type: none"> Complete and submit annual return Complete and submit Local Government Auditors Absenteeism Report |
| Work stream: Procurement <ol style="list-style-type: none"> Health Plan Occupational Health Service <ul style="list-style-type: none"> Prepare tender documentation in consultation with Procurement support Complete procurement and assessment Award Contract | 0 | Head of OD HR | March 2023 April 2024 | <ul style="list-style-type: none"> Procurement completed by March 2023 Contract start date 1 April 2024 |

| Strategic Objective | | | | |
|---|----------|---|---|---|
| 4. Operational Efficiency <i>'To implement and upgrade HR systems to improve operational efficiency.'</i> | | | | |
| Link to Corporate Aims and Objectives: <ul style="list-style-type: none"> Improvement and Innovation | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) Responsible | Timescale | Performance Indicators |
| Work stream: HR Systems Upgrade <ul style="list-style-type: none"> Complete installation and implementation of time recording system in leisure and outlying facilities including delivery of training. | 0 | HR Business Partner Systems & HR Assistant Systems | September 2022 | <ul style="list-style-type: none"> 100% of employees on electronic time recording system. |
| Work stream: Next of Kin <ul style="list-style-type: none"> Set up next of kin details on electronic time recording system. | 0 | HR Business Partner Systems & HR Assistant Systems | October 2022 | <ul style="list-style-type: none"> 100% of employees next of kin details on time recording system |
| Work stream: Annual Leave Recording <ul style="list-style-type: none"> Complete implementation of electronic annual leave recording for leisure facilities and outlying facilities. | 0 | HR Business Partner Systems & HR Assistant Systems | July 2022 | <ul style="list-style-type: none"> 100% of employees utilising electronic system to record and request leave. |
| Work stream: PAMS Upgrade <ul style="list-style-type: none"> Upgrade PAMS to new version.9.6 | 0 | HR Business Partner Systems & HR Officer Governance | November 2022 | <ul style="list-style-type: none"> Upgrade completed and on latest version of software |
| Work stream: Management of Annual Leave / TOIL <ul style="list-style-type: none"> Centralise annual leave/TOIL administration function and streamline processes. | | HR Business Partner Systems, HR Officer Governance & HR | June 2022 July 2022 December 2022 | <ul style="list-style-type: none"> Agree where to centralise Action Plan drafted indicating responsibilities Implementation of agree action plan |

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| | | Assistant Systems | | |
| Work stream: Agency Contract Management <ul style="list-style-type: none"> Implementation of new contract for provision of temporary labour Management of contract for provision of temporary labour | | Head of ODHR | September 2022 August 2022 May 2022 | <ul style="list-style-type: none"> Implementation of new system in conjunction with Staffline Training rolled out across the organisation Monthly contract management meetings with CCG Management and Staffline |



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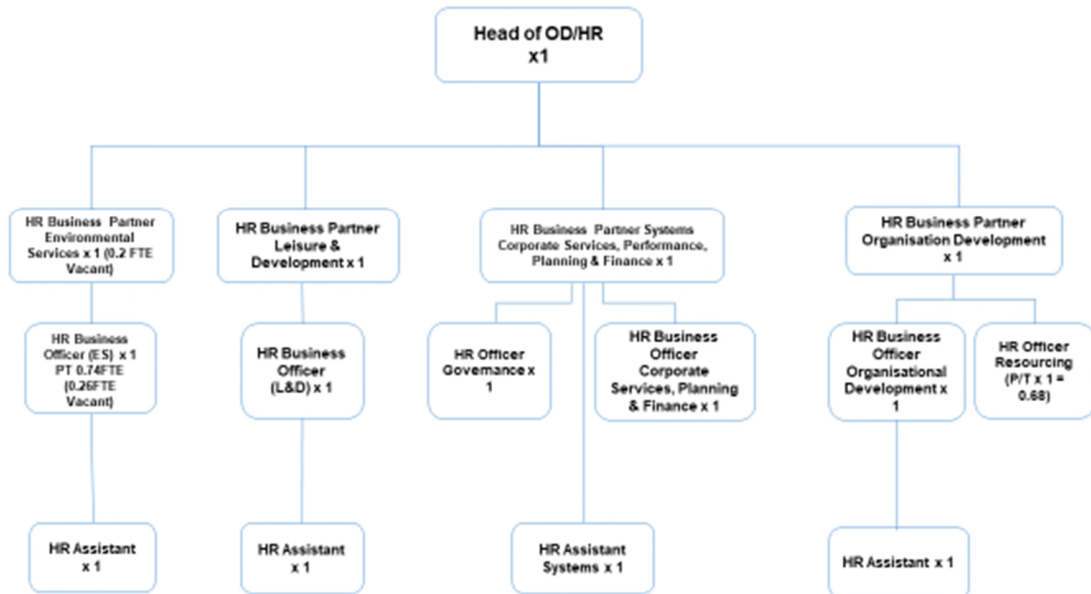
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- a. Improving the performance of the organisation by strengthening the connection that employees have with their work, colleagues and the Council.

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ORGANISATION DEVELOPMENT & HUMAN RESOURCES ORGANISATIONAL STRUCTURE



STRATEGIC CONTEXT

Current situation including operational issues and capacity:

- Demanding and increasingly complex Employee Relations culture: continual demand of effort and time on HR
- Complexity of Legacy terms and conditions / policies currently in place – work is progressing in Leisure and Development, work has started in Environmental Services
- COVID 19 – Impact on OD HR workload (New policies / procedures, new way of working, advice and guidance, furlough, fluidity in terms of restrictions and services opening and closing)

STRATEGIC IMPLICATIONS

- Need for a co-ordinated approach and strategy to address complex employee relations culture.
- Volume and complexity of employee relations issues and the demand on time will limit the capacity to implement new deliverables going forward
- Impact of demanding employee relations culture on HR team resilience.
- OD HR Structural Review completed, subsequent recruitment and selection completed July 2020. Remaining 0.46 FTE filled by Agency at this time.

ASSUMPTIONS

The delivery of this business plan has been based on the following assumptions:

- A full complement of fully trained HR resources remains in place
- That the terms and conditions for tiers 6 and 7 are agreed with Trade Unions.
- That the Organisation Review Tier 1 – 3 does not impact upon the Tier 6 & 7 reviews

PRE-REQUISITES AND EXTERNAL DEPENDENCIES

Outlined below are the key dependencies directly affecting the delivery of this business plan. Should any of these be delayed, this will result in possible delays or non-delivery of specific actions.

- Partnership with the Payroll Department to deliver pay audits, pay modelling to support the Leisure and Development and Environmental Services Directorates in progressing the terms and conditions that will progress the population of structures.
- The terms and conditions for tiers 6 and 7 for Leisure & Development and Environmental Services are agreed
- That the Organisation Review Tier 1 – 3 do not impact upon the Tier 6 & 7 reviews

BUSINESS PLAN RISKS

- The terms and conditions for tiers 6 and 7 for Leisure & Development and Environmental Services will be delayed due to other competing priorities, or being unable to reach agreement with trade unions.
- The impact of the post-covid service delivery for Sport and Well Being, revised shifts and staffing implications for Leisure and Development could impact on and potentially delay S&W T&C Review/progress
- A full complement of fully trained HR resources may not be available.
- COVID 19 impacts upon HR Service delivery due to increased volume of work

CONSULTATION PROCESS

The following were consulted in development of this business plan:

- Director of Corporate Services
- HR Leads (in absence of Head of ODHR)
- OD HR Business Partners
- ODHR Team

FINANCIALS

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For the purposes of this business plan, it has been assumed all internal costs will be funded from normal service delivery budget. Only additional funding requirements have been identified.

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| 1. Resource and Workforce Planning: <i>'To have an agreed framework for a fully resourced workforce to deliver organisational objectives.'</i> | | | | | |
| Link to Corporate Aims and Objectives <ul style="list-style-type: none"> Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget* £ | Person(s) responsible | Timescale | Performance Indicators and Targets where appropriate | November 2021 Update |
| Work stream: Corporate Terms & Conditions <ul style="list-style-type: none"> Work with Senior Leadership Team to develop and present range of options for corporate terms and conditions including investment appraisal for each option | 0 | Head of OD HR | March 2022 | <ul style="list-style-type: none"> Progress negotiations with Trade Unions in relation to the Corporate Terms and Conditions. Agree Terms and Conditions | Progressing, with the current focus on Environmental Services and Leisure and Development, to reduce the agency usage in line with RTTCWG. |
| Work stream: Sport & Well Being Project <ul style="list-style-type: none"> Work with Director of Leisure and Development to develop and present range of options for Sport and Well Being terms and conditions including investment appraisal for each option Manage delivery of the HR elements of the IHT (In-house Team) S&W Structure including the HR elements of the Leisure Service Specification (LSS) and the related HR Service Level Agreement (SLA); | 0 | Head of OD HR HR Business Partner / Project Manager | May 2021 Sept 2021 | <ul style="list-style-type: none"> Progress negotiations with Trade Unions in relation to the Sport & Well Being Department completed by May 21. Agree Terms and Conditions associated to this project by May 21 Complete assimilations/matching and Populate remainder of S&W Structure/vacant posts etc by Sept 21 | Agreement reached with TU's. Implementation date subject to agreed structure. |
| Work stream: Organisation Review <ul style="list-style-type: none"> Work with Senior Leadership Team to implement any agreed reviews | | Head of OD HR | March 2022 | <ul style="list-style-type: none"> Consult with affected staff Consult with Trade Unions Approval to be sought from Council Implement agreed changes | Awaiting direction – on hold until Tier 6/7 complete |
| Work stream: Environmental Services Review <ul style="list-style-type: none"> Work with Director of Environmental Services to develop and present range of options for corporate | | Head of ODHR | March 2022 | <ul style="list-style-type: none"> Progress negotiations with Trade Unions in relation to | Agreement reached with TU's |

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| terms and conditions including investment appraisal for each option | | | | the Environmental Services Department. | |
| Work stream: Population of Structures <ul style="list-style-type: none"> Populate Organisation Structures in Environmental Services and Sport and Well Being | 0 | Head of OD HR HR Business Partners | March 2022 | <ul style="list-style-type: none"> Agree Terms and Conditions associated to this project Number of agreed job descriptions and personnel specifications Complete Matching / Assimilation process Recruitment for 50% of vacant posts | <div style="background-color: #008000; height: 20px; width: 100%;"></div> <div style="background-color: #FF8C00; height: 20px; width: 100%;"></div> Environmental Services Operations - 7 Job Descriptions agreed Estates – 16 Job Descriptions agreed Assimilation ongoing Leisure and Development Sport and Well Being – 8 JDs agreed Assimilation to commence as per agreed structure |

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|---|----------------------------|--|------------------|--|---|
| Strategic Objective | | | | | |
| 2. Learning and Talent Development | | | | | |
| <i>“To build capabilities and capacity of employees to improve performance and organisational success both now and in the future.”</i> | | | | | |
| Link to Corporate Aims and Objectives | | | | | |
| <ul style="list-style-type: none"> Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £150,000 | Person(s) responsible | Timescale | Performance Indicators | November 2021 Update |
| Work stream: Performance Management <ul style="list-style-type: none"> Personal Contribution and Review process to be completed for all tiers within the organisation | 0 | Head of OD HR HR Business Partner Organisation Development | March 2022 | <ul style="list-style-type: none"> All Managers to have completed the PCDR Process for all direct reports | Progressing All line managers trained in process |

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| | | | | | Needs further thought for Tier 6/7 posts |
| Work stream: Leadership Management Development <ul style="list-style-type: none"> Develop a supervisory programme for Sport & Well Being | 0 | Head of HR HR Business Partner Organisation Development | March 2022 | <ul style="list-style-type: none"> Agreed supervisory programme by March 2022 to coincide with the appointment of key staff | Will progress in line with the population of structures |
| Work stream: Mental Health and Well Being <ul style="list-style-type: none"> Facilitate actions from the Local Government Mental Well Being Strategy and implement recommended HR Actions. | 0 | HR Business Partner Organisation Development | April 2021 – March 2022 | <ul style="list-style-type: none"> Work with relevant regional groups to deliver joint actions cross Local Government | ODHR are part of a Regional Well Being Group delivering actions from the ASK Strategy, i.e. One Billion Steps, Well Hub. |
| Work stream: E-Learning <ul style="list-style-type: none"> Continue to develop and embed the E-Learning platform for Council. | 0 | HR Business Partner Organisation Development | March 2022 | <ul style="list-style-type: none"> Deliver 6 online courses | Complete: 10 modules delivered: GDPR, DSE, Fraud Awareness, Fire Awareness, Effective Remote Working, Mental Health Awareness, Time Management, Conflict Resolution, Managing Anxiety, Building Resilience and Lone Working. |

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|---|-----------------|------------------------------|------------------|--|-----------------------------|
| Strategic Objective | | | | | |
| 3. HR Governance. <i>'Implement and develop policies and procedures to ensure a consistent approach across the organisation.'</i> | | | | | |
| Link to Corporate Aims and Objectives: <ul style="list-style-type: none"> Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) responsible | Timescale | | November 2021 Update |

| | | | | Performance Indicators and targets | |
|---|---|--|------------|--|---|
| <p>Work stream: Policies and procedures</p> <ul style="list-style-type: none"> • Develop policies, in consultation with relevant parties for: <ul style="list-style-type: none"> ○ Family friendly ○ Agile Working ○ Social Media ○ Managing the Use of Agency Workers • Review policies, in consultation with relevant parties for: <ul style="list-style-type: none"> ○ Dignity and Respect at Work | 0 | <p>Head of OD HR</p> <p>HR Business Partners</p> | March 2022 | <ul style="list-style-type: none"> • 100% in draft format • 50% agreed with Unions and Council | <p>100% in draft</p> <p>Managing the Use of Agency Workers - agreed and implemented. Training completed.</p> <p>Agile Working – approved at Full Council. Training completed.</p> <p>Family Friendly – with TU for consultation</p> <p>Social Media - in draft</p> <p>Dignity and Respect at Work – revised in draft</p> <p>Additional Policies, drafted, approved and implemented: -Revised Code of Conduct for Employees, -Eye Test Policy, -Breastfeeding Policy, - Domestic Violence Policy</p> |

*For the purposes of this Business Plan, Internal Effort costs have been attributed to operational service delivery budget consequently, only externally charged costs have been included.

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| Work stream: HR Equality Monitoring <ul style="list-style-type: none"> Complete annual monitoring return Complete Local Government Auditors Absenteeism Report Complete Article 55 (3 Year Report) | 0 | HR Business Partner Systems & HR Officer Governance | May 2021 Sept 2021 January 2022 | <ul style="list-style-type: none"> Complete and submit annual return Complete and submit Local Government Auditors Absenteeism Report Complete and submit Article 55 | Annual monitoring return complete and submitted by 01.05.2021 Local Government Auditors Absenteeism Report for 2020/2021 – completed Work in progress on Article 55 |
| Work stream: Procurement of Recruitment Agency Contract <ul style="list-style-type: none"> Prepare tender documentation in consultation with Procurement support Complete procurement and assessment Award Contract | 0 | Head of OD HR | Dec 2021 March 2022 | <ul style="list-style-type: none"> Procurement completed by December 2021 Contract start date 1 April 2022 | Complete, contract awarded. Implementation 1 April 2022 |
| Work stream: Employee Relations Case Reviews <ul style="list-style-type: none"> Case Management reviews | 0 | Head of ODHR HR Business Partners / Officers | June 2022 | <ul style="list-style-type: none"> Set up monthly reviews | Complete |

| | | | | | | |
|--|-----------------|-------------------------------|-------------------------------|---|--|--|
| Strategic Objective | | | | | | |
| 4. Operational Efficiency <i>'To implement and upgrade HR systems to improve operational efficiency.'</i> | | | | | | |
| Link to Corporate Aims and Objectives: | | | | | | |
| <ul style="list-style-type: none"> Improvement and Innovation | | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) Responsible | Timescale | Performance Indicators | November 2021 Update | |
| Work stream: HR Systems Upgrade <ul style="list-style-type: none"> Complete implementation including training delivery for electronic time recording system in leisure facilities and outlying facilities. | 0 | HR Business Partner Systems & | Nov 2021 (Leisure Facilities) | <ul style="list-style-type: none"> 100% implementation of systems for: | The implementation of the HR Systems Upgrade has been hindered due to the Harmonisation of | |

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| <ul style="list-style-type: none"> Complete implementation of electronic TOIL recording for civic buildings Complete implementation of electronic annual leave recording for leisure facilities and outlying facilities. Set up next of kin details on electronic time recording system. Upgrade PAMS to new version.9.6 Agree and transfer annual leave administration to Payroll Department | 0 | HR Assistant Projects | Feb 2022 (Outlying Facilities) | <ul style="list-style-type: none"> Time recording, Annual Leave, Toil, and Next of Kin 100% implementation of PAMS system | Terms and Conditions in Sport and Wellbeing. Shift patterns now agreed, and meeting set up with Leisure Management to commence process at Leisure Facilities – see below |
| | 0 | HR Assistant systems | June 2021 | | Work in progress |
| | 0 | HR Business Partners, Officers HR Assistant Projects | Nov 2021 (Leisure Facilities) | | Roe Valley Leisure Centre & Coleraine Leisure Centre-completed Joey Dunlop Leisure Centre - Work in progress |
| | 0 | HR Assistant Projects | Feb 2022 (Outlying Facilities) | | Outlying Facilities to be considered in 2022/23. |
| | 0 | HR Assistant Projects | Dec 2021 | | Work in progress |
| 0 | HR Business Partner for Systems Development & HR Officer Governance | Aug 2021 | More complex than originally anticipated. Waiting for Hallmark to provide specification to plan v9.6 – work in progress | | |
| 0 | HR Business Partner Systems | June 2021 | It has been agreed that additional resources are obtained and the function undertaken by OD/HR Department. | | |

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| <ul style="list-style-type: none"> • Research, review and analyse options for a Corporate Health Plan for Senior Leadership Team consideration • Open access of the Time and Recording System (ESS and TWC) to enable use of system from home • Set up parameters of Council's Absence Trigger Points on PAMS system to record automatically and alert OD/HR Team | <p>0</p> <p>0</p> <p>0</p> | <p>HR Assistant Projects</p> <p>HR Business Partner Systems</p> <p>HR Officer Governance</p> | <p>July 2021</p> <p>April 2021</p> <p>Aug 2021</p> | | <p>Agreed within the budget for 2022/2023. Need to obtain resource to progress.</p> <p>Health Plan approved by SLT. Agreed within the budget for 2022/2023. Report to go to CP&R Committee for approval – work in progress</p> <p>Open access granted in June 2021 and communication sent to all employees.</p> <p>Technical problems with system – Hallmark to resolve. Triggers being manually monitored.</p> |
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