

Service:	Head of Service:	Wendy Gane	
Strategic HR	Director:	Paul Wenham	
	Portfolio Holder(s):	Cllr Robert Knowles	

1. Service Plan Overview 2015/16

The delivery of value for money, high quality, customer-focused front line services is the Council's top priority.

The HR Strategy is driven by the Corporate Plan and other key Waverley strategies and is focused on supporting the Council's strategic planning and policy making, at a time of on-going financial pressures.

Key Priorities

The key priorities for Strategic HR in 2015/16 are to support the Council to maintain high standards in service outcomes, focus on continuous improvement and organisational resilience, as follows:

- To continue to develop a culture of high quality performance management and staff engagement throughout the Council, with clear and specific targeted outcomes designed to continue to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer focused front-line services.
- To develop a Skills Gap and Capacity Management Strategy to address skills gaps and shortages.
- To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention to support optimum turnover of staff resulting in organisational resilience and continuous improvement in each service area.
- To address sensitive and challenging employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/union representatives.
- To continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.
- To work with the Leadership and senior management team to continue to maintain high quality working relationships between Members and Officers.

2. Focus for the coming year – Action Plan

Desired outcome / Objective	Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer-focused front-line services.
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Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
SHR/01	To continue to develop a culture of high quality performance management and staff engagement throughout the Council, with clear and specific targeted outcomes designed to deliver value for money, high quality, customer focused front-line services.	Ongoing	Wendy Gane	Officer time	VALUE	<p>A Management Framework (<i>Delivering Excellence Together</i>) is developed in collaboration with the Policy and Performance service and Heads of Service.</p> <p>A Skills Audit is completed to audit skills and capacity in each service area.</p> <p>Develop a People Management Strategy including: leadership training investment in the senior managers in pay bands 1-4</p> <p>Waverley’s Values, developed collaboratively with staff, are embedded into the organisation.</p> <p>In collaboration with the Head of Policy and Governance, high quality performance data is submitted by each Head of Service and a measurable culture of performance management and staff engagement is embedded into the organisation.</p>

SHR/02	To develop a Staff Skill and Capacity management Strategy to address skills gaps and skills shortages which affect the Council's service delivery.					<p>To develop a clear understanding of Waverley's 'Offer' in each service where there are skills gaps/shortages: i.e. how we can attract high quality applicants in any groups of staff where there is a skills shortage.</p> <p>Identify from where these skills shortages can be sourced.</p> <p>Support the Council to be an Employer of Choice.</p> <p>Work with the senior management team to identify alternative ways to provide the service, if key skills can not be sourced.</p>
SHR/03	To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention to support organisational resilience and continuous improvement in each service area and support the Council's commitment to high quality customer-focused front line service delivery.	ongoing	Wendy Gane/ Jenny Deaves/ Andrew Watson	Officer time	VALUE	<p>High value, high impact benchmarking metrics such as salary competitiveness, staff turnover, reasons for leaving will be provided to relevant Heads of Service to :</p> <ul style="list-style-type: none"> • address recruitment and retention issues to support organisational and service resilience and continuous improvement. • provide a clear understanding of next steps in addressing any skills gaps/shortages.
SHR/04	Address sensitive employee issues, sustain and enhance effective employee relations	ongoing	Wendy Gane/ Jenny Deaves	Officer time	VALUE	Sound employment law advice will be provided.

	and maintain trusting relationships with Staffside/union representatives.					Effective employee relations and trusting relationships with Staffside/union representatives are maintained.
SHR/05	To support organisational resilience through the provision of a governance framework: Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	ongoing	Jenny Deaves/ Andrew Watson	Officer time	VALUE	A rolling programme of review of HR policies will be regularly reviewed and actions agreed to ensure that all HR policies comply with employment law and meet the Council's changing needs and priorities. Managers will receive a summary update of any significant employment law developments plus training, as required.
SHR/06	Work with the Leadership and senior management team to continue to maintain a high quality working relationship between Members and Officers.	ongoing	Wendy Gane	Officer time	VALUE	A high quality interface between members and Officers will be maintained. In collaboration with the Leadership and Head of Policy and Governance, any Member/Officer training is identified.