

Service Plan 2018/19



Service	Strategic HR	Portfolio Holder	CLlr Julia Potts
Head of Service	Wendy Gane		
Strategic Director	Tom Horwood		

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Maximise the ability of a cost effective, high performing staff team to deliver the Corporate Strategy. The measurements of success will be: - Increased Service resilience and performance - Increased ability to recruit and retain staff - Reduced turnover in service areas with high turnover. - Reduced agency spend. - High levels of customer, Member and staff satisfaction.	SHR 1.1	Review and develop the People Strategy (previously known as the HR Strategy) to clarify how we will recruit, retain and develop sufficient high quality staff to deliver our Corporate Strategy and meet future challenges. Develop a Performance Management Strategy, underpinned by the principles of Investors in People (IIP), to support high quality service delivery. Review the Skills Gap and Capacity Management Strategy and the Staff Engagement Strategy.	April 2018 April – Sept 2018	Wendy Gane Wendy Gane	Staff time Staff time and training budget Staff time
	SHR 1.2	Create an effective leadership team and an effective staff team: Support the Senior Management team to carry out a skills audit to identify strengths and gaps to be filled: a) Within the Senior Management Team b) Within the Staff Team as a whole And, develop corporate and personal learning and development solutions to address these.	April – Sept 2018	Wendy Gane	Staff time and training budget

- IIP accreditation	SHR 1.3	Review the culture and behaviours required to achieve the delivery of the Corporate Strategy through a high performing, highly engaged staff team.	April – Sept 2018	Wendy Gane	Staff time and training budget
	SHR 1.4	Review and develop a Pay and Reward scheme that enables us to attract, retain and develop the very best people to deliver the Corporate Strategy. Review and enhance the Council's visibility and attractiveness in the job market as a high quality employer.	April 2018 – Dec 2020 April – June 2018	Wendy Gane Wendy Gane	Staff time and any proposal will be brought to Members. Staff time and procure specialist resource to carry out the review, with budget available during maternity leave of Payroll and Recruitment Manager

Strategic Theme	People, Place, Prosperity				
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'Business as usual' item to support organisational and service resilience and continuous improvement.	SHR 2.1	Continue to obtain and analyse high value, high impact benchmarking data linked to recruitment, retention and staff performance for each service area and the organisation as a whole.	On-going	Wendy Gane, + vacant post	Staff time
	SHR 2.2	Continue to address sensitive and challenging employee issues. Sustain and enhance effective employee relations and maintain trusting relationships with Staffside/Union representatives.	On-going	Wendy Gane, Jenny Deaves	Staff time

	SHR 2.3	Continue to review and develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	On-going	Wendy Gane, Jenny Deaves, + vacant post	Staff time
	SHR 2.4	Continue to support the Council's commitment to Equality, Diversity and Inclusion.	On-going	Wendy Gane, Jenny Deaves	Staff time