

HARLOW COUNCIL

People Resource Plan (“PRP”)

2014/15 – 2018/19

August 2014

CONTENTS

1	PURPOSE OF THIS PLAN.....	3
2	THE FUTURE WORKFORCE	3
3	CONTEXT	3
3.1	Why the Council need a People Resource Plan	4
3.2	Process for the development of the new PRP	4
3.3	People Resource Planning Process.....	5
4	THE CHALLENGES FACING THE COUNCIL	6
4.1	National/ Local Population Trends and Economic Climate.....	6
4.2	The Corporate Plan	7
4.3	The Council's Financial Position.....	8
5	ORGANISATIONAL STRUCTURE	8
6	CURRENT EMPLOYEE PROFILE	9
6.1	Gender Profile	9
6.2	Age Profile.....	10
6.3	Salary Profile.....	10
6.4	Ethnic Origin Profile.....	10
6.5	Disability	10
6.6	Length of Service Profile	11
7	COMMUNICATIONS AND EMPLOYEE ENGAGEMENT	11
7.1	Corporate Information.....	11
7.2	Working with the Unions	11
7.3	Learning and Skills Survey (2011/12).....	11
7.4	Staff Survey.....	12
8	PEOPLE RESOURCE DEVELOPMENT ACTION PLAN 2014 – 2019	13
9	REVIEW AND EVALUATION	16

1 PURPOSE OF THIS PLAN

The People Resource Plan - PRP sets out the strategy the Council will adopt to ensure its workforce, the people employed by the Council, are ready to drive forward to achieve its vision and deliver the Council's priorities as set by the Corporate Plan, in line with its supporting principles and values over the next five years.

It identifies the key issues that are impacting or will continue to impact on the performance of the Council's workforce and how key actions will be addressed developing and utilising employee knowledge, skills and commitment to continue to deliver results to the communities it serves.

2 THE FUTURE WORKFORCE

Change has been, and in the future, will continue to be, a consistent feature of the background against which Harlow Council as commissioner and provider of the services it is responsible for ensuring are delivered to both its residents and its many businesses and visitors each year. The Council is responding to the changes needed for the improvements sought by both the Town's residents, and the Council itself, by balancing them against the reductions in the amount of funding made available by Government.

The public sector as a whole has experienced huge change in the last three years, with more to come. During this time the Council has reviewed what public sector services are essential to its customers, and what delivery structures are most appropriate as well as the skills, behaviours, attitudes and performance the Council need from its employees and how it should develop and recognise these.

Service improvements will be on-going as the Council continues to increase its efficiency and progression reducing bureaucracy and allowing employees to operate more flexibly. This will ensure the Council can continue to work cooperatively with the community and deliver the best quality service it can within the resources available that people value and need. Underpinning this employee engagement is paramount if the Council is to transform its service with skilled, flexible, motivated and productive employees.

Engaged and productive employees enable the delivery of excellent services whilst disengaged employees incur a loss of productivity, higher absence and lower performance. The Council's employees will know that they are important in responding to the challenges ahead. Innovation often flourishes during challenging times and the Council will ensure that it provides the opportunities for this to happen and for its employees to be able to work in partnership both internally and externally.

3 CONTEXT

The performance of the Council's employees is fundamental to the achievement of its priorities in line with its values. In recognition of this, the Local Government Association developed the Local Government Workforce Strategy (LGWS) in 2009/10 to help Councils focus on those issues that are seen as key to a successful Council workforce.

It is important to note at this point that whilst this plan reflects the LGWS, Harlow Council prefers to recognise and refer to its workforce as employees and people hence the title People Resource Plan, PRP, when shortened.

The LGWS identifies five strategic priorities to address, these are:-

I. Organisational Development

Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and efficient services, in partnership.

II. Leadership Development

Building visionary and ambitious leadership which makes the best use of both the political and managerial roles in a partnership context.

III. Skills Development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

IV. Recruitment and Retention

With partners, taking action to:-

- Recruit and retain the right workforce.
- Address future occupational skills shortages.
- Promote jobs and careers in the organisation.
- Identify, develop and motivate talent.
- Address diversity issues.

V. Pay and Rewards

Modernising pay systems, ways of working and working patterns to reflect new priorities and new ways of working.

Source: Delivering through people – The Local Government Workforce Strategy - 2010

3.1 Why the Council needs a People Resource Plan

People Resource Planning is about:

- The link between the Council's strategies and its people plans.
- Identifying the future skills and competencies needed to deliver new and improved services within a changing resource and partnership context.
- Understanding the current workforce, leading to a comparison between present and future skills and competencies and identifying any gap between the two.
- Developing strategies and plans to eliminate those gaps.

Managing people resources more effectively can result in efficiency gains and service improvements aiming to lead to a more engaged and effective workforce through:

- Reducing sickness absence
- Improving employee turnover and retention.
- Aligning the usage of temporary, agency, and casual employees to business requirements, thereby reducing costs.
- Introducing innovative approaches to working arrangements.
- Harnessing information and communications technology effectively.

3.2 Process for the development of the new PRP

A comprehensive consultation process with key stakeholders (Corporate Management Team, Councillors, Heads of Service, Unions, managers and other employees) was undertaken to support the development of the new plan.

The consultation process comprised of a menu of one to one meetings and group meetings where participants were asked to comment on the issues they felt are crucial to the performance of the Council's employees, in the context of the five

strategic priorities of the LGWS.

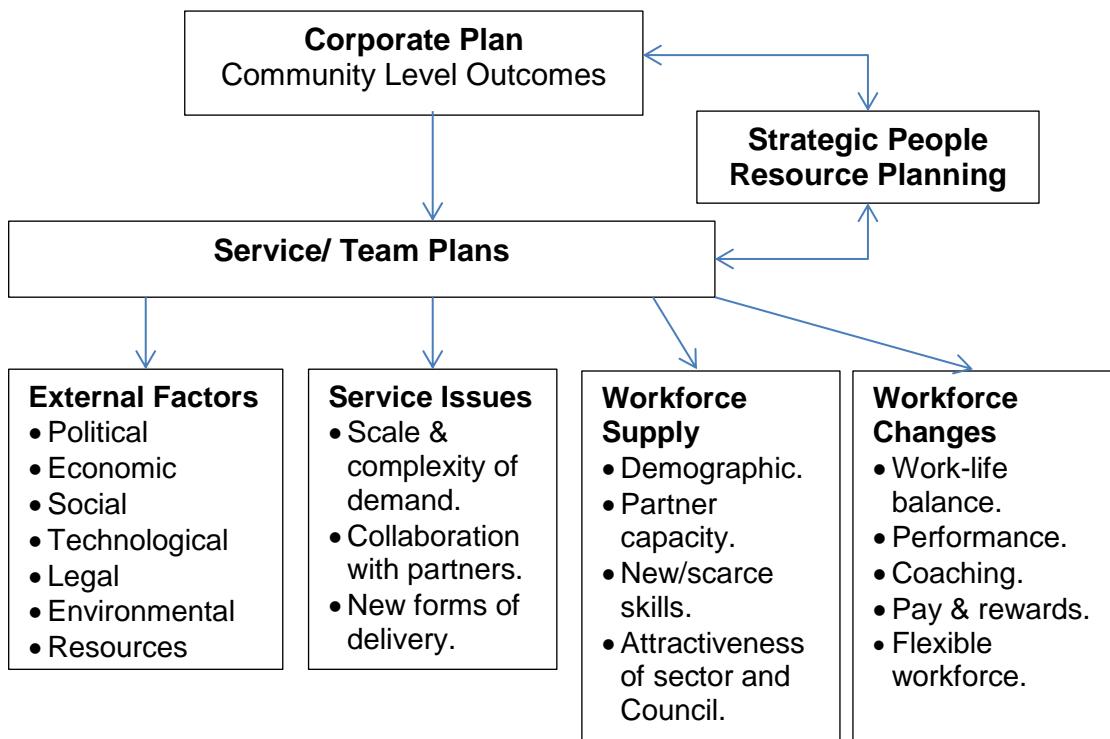
In addition to the above, a context analysis of both internal and external factors, relating to issues likely to affect the Council's employees over the next five years, was also undertaken (See Section 4 – The Challenges Facing the Council).

The purpose of this process was to establish a clear, consistent and comprehensive understanding of the extraordinary challenges faced and to fully utilise the knowledge and innovation available in the Council to identify an optimum strategic response.

The result is a strategic People Resource Plan that considers the overall capacity of the Council in order to achieve effective service delivery and the objectives of the Corporate Plan.

3.3 People Resource Planning Process

The following diagram demonstrates how workforce planning is embedded in the service planning process and how the Council's Corporate Plan (see 4.2 for more detail) is delivered through Service Plans, underpinned by Team Plans.



Any assessment of the future configuration of the Council's people resources must take into account the following:

- Adaptability - Harlow Council must be responsive to changes in demand and service delivery.
- Affordability - Harlow Council recognises that people resource planning and service delivery (and redesign) must continue to be aligned to the Council's financial plans and as such will be refined each year as emerging issues or new service initiatives take place in the context of reducing resources.
- Availability - It is important that the Council is aware of changes in the local/regional and national labour market and that it strives to be an employer of choice attracting the right people, with the right skills and aptitudes to the right posts with the Council.

The Role of the Manager - Involvement of managers is essential for the on-going development of the People Resource Plan. Managers need to support the process to ensure the plan remains viable and will do so by the following actions:

- Ensure all employees have an annual Personal Performance Plan (PPP) meeting and that relevant targets and objectives are set as part of the “golden thread”. Consequently linking the corporate objectives back to the individual employee.
- Consider planned changes to services and service delivery.
- Identify current and future recruitment and retention difficulties.
- Highlight the skills required to run their services and identify the gaps.
- Under the direction of their Head of Service and in line with budget requirements work in partnership with Human Resources on a training skills matrix for their team members as a result of their team members’ PPP process to innovatively meet community needs within the Council’s Corporate Plan priorities.

4 THE CHALLENGES FACING THE COUNCIL

4.1 National/ Local Population Trends and Economic Climate

The Corporate Plan sets out the context in which the Council operates, together with the Council’s strategy and priorities. At the National level, Government has set out to reduce the budget deficit. In the public sector this has resulted in decreasing expenditure whilst seeking new approaches to stimulate economic growth, housing delivery, welfare reform and the improvement of public health and wellbeing.

Through the localism agenda, Local Government is enhancing and proving its role and capability to deliver change, growth and to enable local communities and organisations to address local priorities. Service delivery solutions are being developed and addressed at the local level, drawing on the financial and people resources of the Council, its partners and local communities. The Council is ambitious in its plans to be leading, advocating commissioning and delivering services and initiatives which will ensure the town continues to thrive, be attractive and be a safe place to live, work and visit.

Whilst a track record of successful change has been established by the transformation of what the Council does and how it does it, more change is still required to respond to the financial pressures and community demand for the Council’s services. Employee costs, which represent a major part of the Council’s costs, have already been significantly reduced. Moving forward success requires enhanced flexibility, adaptability and business acumen in addition to the Council’s foundation of skills.

This means that the agenda of change is on-going and the current challenges being experienced are likely to continue. This is particularly the case when considering how the Council tackles complex needs in an environment of reducing resources, ensuring it continues to strive to maintain key frontline services whilst still reducing costs but at the same time maintaining positive engagement with both employees and the local population.

Demographic changes continue to impact the demand for services. The 2011 census showed that 11.6% of Harlow’s population was born outside of the UK, compared to 6.6% in 2001. The 2011 census also showed that 6.1% of Harlow’s population did not speak English as their main language; Polish, Bengali, Urdu, Cantonese Chinese,

Other Chinese dialects, Tagalog/Filipino and Shona were those most highly reported to be the first main languages spoken.

As with many areas of the country, Harlow is becoming more ethnically diverse and the Council needs to ensure that it understands residents' evolving needs.

Unemployment in the town is slightly higher than the national and regional average and, of those employed fewer than 30% work in semi-skilled or skilled occupations and only 14.2% work in higher managerial and professional occupations. This profile has a significant impact on the Council's ability to always successfully recruit from the pool of local residents; consequently finding it much easier to attract and retain employees for lower level posts, (further supported by becoming the first Council in Essex and the first organisation in the town to be accredited as a Living Wage Employer) than higher more senior posts.

4.2 The Corporate Plan

The Council has a Corporate Plan that is reviewed each year. The Corporate Plan 2014/15 – 2016/17 identifies five key priorities for the Council underpinned by the principles of community leadership and sound resource management:

Corporate Plan 2014/15 – 2016/17 – Five Key Priorities
• More and better housing.
• Regeneration and a thriving economy.
• Wellbeing and social inclusion
• A clean, green and sustainable environment.
• Successful young people and improving citizenship.

The Corporate Plan also identifies the need, in these tough economic times, to ensure that Harlow receives the recognition it deserves and that the Council continues to protect front line services and improves efficiency through sound leadership, management of resources and good governance.

The Council strives to be an organisation where people make things happen promoting excellence, good customer service and continuous improvements. Having the right people in place with the right skills is a key objective and will enable the Council to deliver each of these corporate priorities. The Council wants to ensure that all employees are consistently aware of how their role contributes to this objective and are clear about what is expected, and share the Council's values, which are inextricably linked to the proposals in the PRP.

The Council's values are:

Integrity	Clear, meaningful and honest two way communication with staff, customers and partners.
Value People	Treating everyone fairly, equally and with mutual respect. Investing in staff and recognising individual and team contributions to achieve success.
Inspirational	Support and encourage accountability, creativity and innovation amongst our staff, key stakeholders and partners.

These values are fundamental to the pursuit and delivery of the five key priorities and to the implementation of the PRP to contribute to the on-going success of the Council.

4.3 The Council's Financial Position

The Council is a significant organisation with gross revenue budgets of approximately £130 million for 2014-15. It is a major landlord with approximately 9,000 homes for rent and 2,000 leasehold properties with gross expenditure on the Housing Revenue Account (HRA) at £51.33M, funded from rents, service charges and interest. In addition the Council's total planned capital expenditure will be £29.942M, split between £26.549M allocated for housing and £3.393M allocated for other services. Its services affect the lives of everybody living in, working in or visiting the town. As part of its transformation over the last nine years, and in response to the financial challenges it has faced, the Council has achieved annual average budget savings as a percentage of its net General Fund Budget of more than 14.2%. During this time front line services have been protected and partnership working with the voluntary and private sectors has been pursued to maintain access to services.

Similarly, in relation to the Council's Housing Revenue Account for its housing landlord role, the Council has made significant savings over the last nine years. Again this has been achieved whilst maintaining access to services and performance.

The Council at the same time as coping with significant reductions in its budgets, saw between 2012 and 2014 residents reporting increasing satisfaction with Harlow as a place to live (75 per cent up from 66 per cent in 2012). However, satisfaction in the way the Council runs things reduced over the same period from 43 per cent to 41 per cent in 2014.

The Council has already achieved many of the available efficiency gains from streamlining its activities and from joint working. The Council has seen a 35 per cent reduction in its Government funding for the General Fund between 2011/12 and 2013/14 and will face more cuts of 14.2 per cent in 2014/15 and a further 16.4 per cent in 2015/16. This means that despite the achievements and progress the Council has made it will have very difficult choices to make to ensure that it meets its statutory duty of setting a balanced budget where its expenditure meets its income.

The Financial Strategy and Medium Term Financial Plan (MTFP) approved by Council showed a balanced budget position for 2013/14 but recurring cumulative deficits from 2014/15 onwards. Full details of the Council's financial position and plans are set out in its Medium Term Financial Strategy.

5 ORGANISATIONAL STRUCTURE

The organisational structure and breakdown of Services is attached in Appendix 1. The structure has been developed to enable a flexible Council capable of meeting change as part of its core capacity while providing better service delivery.

The Council is made up of five Services under the Corporate Management Team (CMT), these are:

- Community Wellbeing
- Finance
- Governance
- Housing
- Regeneration

Working with partners is a key element across the Council and collaborative working skills will be needed even more than at present to deliver the aspirations of the Council. This applies to working with both internal departments and external partners. Much of the work is structured and guided by professional disciplines; notwithstanding this there is still the need to constantly innovate where possible which calls for creativity and modernisation and a flexible approach coupled with the vision to see what may be possible even in very unlikely situations. These skills will be at a premium.

6 CURRENT EMPLOYEE PROFILE

The statistics set out in this document reflect the staffing position as at 31 March 2014, where the total headcount was 399 employees. The figures do not reflect the budgeted establishment as the date represents a snapshot in time. The comparison data is based on the 2011 Census returns.

Analysis of the workforce has been made by gender, age, salary, ethnic origin, disability and length of service profiles.

6.1 Gender Profile

	Male		Female	
	Full Time	Part Time	Full Time	Part Time
Corporate Management Team	2	0	0	0
Governance	4	2	19	10
Finance	25	1	32	17
Housing	26	1	54	29
Regeneration	29	2	16	11
Community Wellbeing	31	12	42	33
TOTAL - 399	117 (29.30%)	18 (4.50%)	163 (41%)	100 (25.25%)
Percentage %	135 (33.83%)		264 (66.17%)	

On 31 March 2014, the Council directly employed 399 employees (135 Male (33.83%); 264 Female (66.17%). The gender spread reflects the population in Harlow with more female than male employees overall. At the time of the 2011 census 51.58% of the population were females compared with 48.42% male, nearly evenly split, Harlow Council staffing figures are almost two thirds female (66.17%) to one third male (33.83%); this gender ratio is in line with the public sector generally where 65% of the overall workforce is female compared to 35% male.

14.73% of the Harlow population and 13.72% of the population in England are working in part time employment compared to almost a third of Harlow Council employees at 29.75%. Of the Council's part time employees the significant majority are female, for every male part time employee there are 5.55 part-time female employees.

The Council has a range of flexible working policies that make flexible working arrangements easier to accommodate for both male and female employee and to support work life balance, an area of importance identified by employees in the staff survey see 7.4 below.

6.2 Age Profile

Age Range	Male	Female	Total (%)
17-25	15	18	33 (8.3)
26-35	28	42	70 (17.5)
36-45	29	65	94 (23.6)
46-55	37	84	121 (30.3)
56-64	22	48	70 (17.5)
65+	4	7	11 (2.8)
Totals	135 (33.80%)	264 (66.20%)	399 (100)

The above demonstrates that 50.60% of the Council's workforce is age 46 or over; with only a small number (2.8%) choosing to work beyond age 65 which has significant implications for succession planning.

The Local Government Pension Scheme Regulations that came into effect in April 2014 changed the normal pension age (65) to bring it in line with the state pension age. Dates have been set for increases on the state pension age to 66 and to 67 with further increases planned; this is likely to mean that people may work longer before they retire to take their pensions. Issues relating to the aging employee profile can be addressed by trying to achieve balance with succession planning and the continued use and introduction of apprentices into the workforce.

6.3 Salary Profile

Salary Range per annum	Male	Female	Total (%)
Less than £15000	15	54	69 (17.30)
£15001 - £21000	17	49	66 (16.50)
£21001 - £28000	42	96	138 (34.60)
£28001 - £37000	38	45	83 (20.80)
£37001 - £52000	17	18	35 (8.77)
Over £52000	6	2	8 (2.00)
Totals	135	264	399 (100)

*. Excludes Apprentices and those on TUPE salaries, includes those with market editions.

This demonstrates that women are the significant majority at the lower salary levels. The overall ratio of female to male employees per salary band decreases as salary levels rise with this almost levelling in the £37,000 - £52,000 per annum bracket in favour of women. However women are currently under represented at the highest salary range bracket of over £52,000 per annum, where the ratio becomes three male employees to every one female employee.

6.4 Ethnic Origin Profile

93.48% (373) of employees working for Harlow Council identify themselves as white British compared with 83.86 % of the population of Harlow, and 90.76% from Essex from the 2011 census. Meaning 26 (6.52%) of employees working for Harlow Council are non-white British compared with Harlow at 16.14% and Essex at 9.24%.

6.5 Disability

There are 22 employees (5.51%) working for Harlow Council who consider themselves to be disabled. The number is made up of 6 male and 16 female employees. Not all employees choose to make a declaration on their disability status,

therefore, it follows that there could be a number of employees whose disability status may not be known to the Council.

6.6 Length of Service Profile

Length of Service	Male	Female	Total (%)
0 – 3 years	36	42	78 (19.55%)
4 – 10 years	52	79	131 (32.83%)
11 - 20 years	18	74	92 (23.06%)
21 + years	29	69	98 (24.56%)
Totals	135	264	399 (100)

The majority of employees have long service with the Council which is typical of the public sector. During these times of change the Council needs to support employees to develop new skills and adopt new ways of working to support modernising the services, whilst maintaining their continued engagement with the Council.

7 COMMUNICATIONS AND EMPLOYEE ENGAGEMENT

7.1 Corporate Information

Effective and timely communication of management information is vital for employee engagement in order to support the achievement of Corporate Plan objectives and keep employees motivated and satisfied. Managers are responsible for communicating information to their employees by holding regular team and 1:1 meetings and through the Personal Performance Plan (PPP) process. In addition information is shared with employees via a variety of communication channels such as the Weekly Information Sheet (WIS), Infonet, email, Chief Executive Briefings and noticeboard announcements. There is also Ask Malcolm where employees can put questions direct to the Chief Executive which are then answered in WIS.

7.2 Working with the Unions

There is a good working relationship with the recognised union, Unison via informal and formal routes. A culture of engaging the unions has fostered trust and cooperation. The Council will continue to build on this and look to further engage with unions and non-union employees to ensure an environment of well-managed and equitable employee relations.

7.3 Learning and Skills Survey (2011/12)

The results of this survey indicate a significant divide within the Council's employees. On the one hand, 26% of employees have qualifications at level 2 or below (equivalent to GCSE grades A* - C) with maths and science being the weakest area. On the other, 46% of employees have qualifications at level 4 – 7 (foundation degree to post graduate level).

The most desired development activity was for management skills, management qualifications and project management. In addition, survey responses indicated that there is a demand for further training opportunities in people management processes.

7.4 Staff Survey

One of the methods used by the Council to engage with its employees is to gain their views via the staff survey. The survey is used to assess levels of employee engagement and give employees the opportunity to provide feedback.

The latest survey conducted during September 2013 has enabled the Council to understand the level of knowledge that employees have about key corporate messages and a range of internal mechanism and provides clarity on the areas requiring development.

The overall message since 2012 is that there was improvement for those areas where the Council has made investment and concentrated on its internal communications; for example, the effectiveness of the Council's website, *Harlow Times*, the level of communication regarding changes facing the Council and the Council's major projects. 95 per cent of employees believe the Council is a good employer to work for – the equal highest recorded score since 2007 during the Council's 'CPA (Comprehensive Performance Assessment) Good' year.

The areas below have shown the greatest amount of improvement for questions asked during the past eight years. In particular, improved lines of communication between senior management and employees have demonstrably seen the biggest rate of improvement. This improvement reflects the high level of effectiveness cited for the Council's Weekly Information Sheet (93 per cent in 2013; 96 per cent in 2012) and the effectiveness of briefings by the Chief Executive – (84 per cent in 2013; 82 per cent in 2012).

Improvement Level	2013	2012	2011	2007	2006	2005
I know what is going on without relying on rumour	25%	2.73	2.67	2.39	2.63	2.41
I am included in regular two-way communication about what's going on at the Council.	21%	2.82	2.78	2.56	2.75	2.59
I would recommend the Council as an employer to friends and family	16%	3.17	3.12	2.96	3.09	2.59
I am proud to say I work here and speak highly of the Council to my friends	9%	3.12	3.11	2.96	3.15	2.93
The Council is a good employer to work for	7%	3.20	3.17	3.05	3.20	3.09

Issues identified as requiring action related to achieving:-

- a 'good work life balance'
- increased satisfaction with the Council's reward package and learning and development opportunities
- being praised 'for doing a good job'

Employees voiced specific concerns regarding 'heavy workloads' and concern with job security. All of the above issues were also raised during the consultation process. A copy of the survey is available on the Council's infonet.

8 PEOPLE RESOURCE DEVELOPMENT ACTION PLAN 2014 – 2019

Over recent years the Council has reviewed what public sector services are essential to its citizens, what delivery structures are most appropriate as well as what skills, behaviours, attitudes and performance it needs from its employees and how it should develop and recognise these. The strategic objectives and key activities that will support the development of the Council's employees are detailed in the People Resource Action Plan 2014 – 2019 below, the supporting detail for is in (Appendix 2).

Organisational Development	Effectively building workforce support for new ways of working to deliver citizen-focused and efficient services, in partnership		
Objective	Activities	By Whom	Timescale
1. Embed people resource planning in service planning cycle.	Strategically review and develop flexible approaches to service and resource requirements.	CMT / HOS	Annually
2. Continue to improve the health, safety and wellbeing of all employees	Support work/life balance activities by providing family friendly policies Promote Health & Safety by ensuring all employees are trained in Health & Safety, as appropriate.	CMT/ HR	On-going On-going
3. Streamline the Council's business processes by modernising IT infrastructure and where applicable software applications.	Strategically review current infrastructure alongside software capability in place and develop future plan for continued ICT delivery, in line with budgetary limits.	CMT/ Head of Finance	April 2015
4. Assess the appropriateness of IIP – Investors in People Standard	Research and review IIP standard for CMT to consider whether to reintroduce and implement.	CMT / HR	April 2017

Leadership Development	Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context.		
Objective	Activities	By Whom	Timescale
1. Continue to deliver ILM Management Programme. Review where necessary, supporting continual evolution of Management Development Framework.	Continue to run, review and develop ILM programme training for all senior, operational and aspiring managers.	CMT/ HR	On-going Since 2009
2. Establish a development (training and induction) programme for Councillors.	Complete Councillor training needs analysis, develop, organise and deliver identified training.	CMT/ HOS	July 2015, then on-going.
3. Ensure succession planning is in place.	Identify key managerial and professional roles and provide opportunities for aspiring employees to gain skills to fill these roles.	CMT/ HR	April 2017
4. Enhance PPP process.	Review current PPP and ensure it is effective and aligns the business goals with the work of employees.	CMT/ HR	April 2014
5. Equality training	Update equality training throughout the Council including Councillors and Officers.	HR	Dec 2014

Skills Development	With partners, developing employee's skills and knowledge, in an innovative, high performance, multi-agency context.		
Objective	Activities	By Whom	Timescale
1. Re-establish a corporate induction programme	Review information pack supplied to new recruits; review induction checklist; consider "buddying" system; use e-learning tool Wisenet to underpin and support process, including incorporating H&S requirements.	HR / H&S	April 2015
2. Establish a new manager's mentoring programme to be undertaken by new or newly promoted management employees.	Identify and develop specific core elements for induction to be undertaken by management, including building on current e-learning packages. Ensure corporate training programme remains fit for purpose.	HR Third Tier Managers	April 2016
3. Produce an annual corporate training plan.	Develop specific training skills matrix by reviewing the PPP to identify training needs and gap analysis of Corporate Plan aims.	HOS/ Third Tier Managers and HR	April each year
4. Introduce a scheme that supports the development of employees in their jobs.	Research the use of coaching / mentoring / buddyng to determine the needs of the Council and the individual, including use of e-learning training, where appropriate.	HR	October 2015

Recruitment & Retention	With partners, taking action to address key future occupational skills shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues		
Objective	Activities	By Whom	Timescale
1. Ensure recruitment and selection processes attract and retain talent including safer recruitment and BPSS (Baseline Personnel Security Standard).	Review recruitment methods and processes to ensure efficiency and flexibility whilst promoting Living Wage status.	HR	April 2015
2. Maintain and grow Apprenticeship Scheme.	Continue development of apprenticeships scheme and programmes of work, introducing young people into the Council.	CMT/ HOS/ HR	April 2015, and then ongoing

Pay & Rewards	Modernising pay systems to reflect new structures, new priorities and ways of working and to reinforce high performance, including encouraging a total rewards approach.		
Objective	Activities	By Whom	Timescale
1. Ensure the pay and grading scheme remains competitive in the market and fit for purpose.	<p>Review job evaluation processes and implement training as required.</p> <p>Review the current pay and grading scheme, looking at the job roles and the need for new ways of working.</p> <p>Revise job descriptions and employee profile in line with changes to service delivery.</p>	CMT/ HOS/ HR	October 2014 April 2016 March 2017
2. Explore the best ways to develop further the “total reward” package for employees.	Research workplace benefits offered by public and third sector organisations, establish costs and further ideas for motivating employees.	CMT/ Head of Finance / HR	April 2018

9 REVIEW AND EVALUATION

The People Resource Plan will be reviewed on an annual basis in line with the annual Council Corporate Plan and the service and budget planning processes commencing October each year.

Heads of Service and Operational Managers will be provided with support from the Human Resources Team in considering the delivery of services, the skills required to deliver their services, career paths for employees, succession planning and recruitment and retention issues. All people resource planning information which is service specific will be reported in the individual service plans.

The following will all be taken into account when reviewing and/or evaluating the plan:

- Corporate Plan
- Council Budget
- Service Plans
- PPP's
- Staff Survey results
- External and internal audit and inspection