

Runnymede Borough Council

Service Area Plan 24/25

Human Resources

FINAL COMMITTEE APPROVED

Approvals

Approved by CLT:

Dec 13th 2023

Approved by Corporate Management Cttee:

Mar 21st 2024



Service Area Plan for Financial Year 2024/25

Service Area: Human Resources

Corporate Head of Service: Kate Enver

Supported by: Joanne Attrill

Version: FINAL DRAFT

Mission statement

The Human Resources service is a support service whose primary role is to provide to lead on People Strategy and provide a comprehensive professional advisory service and HR support to the Council and Council-owned companies. Our internal customers are the Leadership Team and Members, managers at all levels and individual members of staff. The HR service is responsible for the Council's People Strategy and Operational HR including employee Health and Safety. We liaise closely with Payroll on appointments documentation and any contractual changes affecting pay or pensions. Our external customers are the management of RBCI and RBCS and applicants for vacancies.

Key external contacts:

- Occupational Health.
- Jobs Go Public – who host the Surrey Jobs Portal.
- Surrey Learning Partnership, external trainers, e-learning provider.
- Surrey County Council Pensions Service and DBS service.
- Surrey Heads of HR colleagues.
- Health & Safety Executive.
- Surrey H&S Group colleagues.
- Recruitment website providers.

The success of any organisation strongly co-relates to the skills, commitment, motivation, experience and contribution made by its workforce. HR has a major part to play in supporting managers to attract, develop, motivate and retain this workforce.

Our priorities for the next year will include improving our recruitment service by deploying a new Applicant Tracking System (ATS) that will allow us to manage vacancies more

effectively, present a more professional face to the external market, gather useful management information and speed up the end-to-end process. The solution will empower managers to explore and use a wider range of tools and talent sourcing routes to attract the best candidates and to look at a range of measures to effectively induct them.

In addition, HR is a key partner in the deployment of a new HR/Payroll solution that will ensure efficient employee and Manager self-service and deliver high quality management information whilst avoiding the need for “double keying” of data.

The new system will allow a more holistic approach to workforce planning to ensure we are developing the skills we need for the future.

Our current reward practice requires a fundamental review. We will need to decide if we are to continue to live with the inherent risks of a system that;

- Is not underpinned by job evaluation.
- That lacks a job family approach to reflect widely different market conditions for key skill sets such as Legal, Environmental Health and Planning.

The review will include whether a flexible benefits package as well as employee well-being initiatives will appeal to different demographics. For example, work to support the council to enhance our Disability Confident status from Committed to Confident status and to deliver key actions to continue to actively work towards reducing the Gender Pay Gap. In addition, we have been looking at options to re-model the lower end of the pay structure to deal with the annual increases to the National Living Wage which may require a full review of pay grading and reward strategy.

Having completed the Tier 3 training for Senior managers including Change Management, Emotional Intelligence and Political Awareness training. We have commenced the Tier 1 and 2 Management Development Training for first line supervisors (Tier 1) and Middle Managers (Tier 2). Leadership Development is one of the key strands to ensuring the most effective management and leadership of staff to achieve the best outcomes.

In terms of ongoing services to be delivered, HR has now embedded a Business Partnering model. We now have a Senior Business Partner and 2 Business Partners who each work with a group of service areas to ensure they get high quality advice to address their people issues and develop their staff. The Recruitment and Retention Manager supervises two HR Assistants who deal with recruitment and selection, onboarding and induction of new staff and all day-to-day operational HR issues including liaison with Payroll. One of the Business Partners also looks after employee health and safety. They regularly refresh our Health and Safety processes and train new staff on Fire Safety, First Aid etc., In addition they work with other staff with H&S responsibilities to ensure maximum synergies. Another Business Partner has been working with the Head of HR on re-tendering our OH contract with a new supplier commencing shortly. They are running a series of refresher sickness management training sessions for managers. In addition, they are working with other key stakeholders at other Well-being initiatives for staff including the introduction of an Employee Assistance Programme and supporting our team of Mental Health first aiders in the council.

As well as the deployment of the new Applicant Tracking System, the Recruitment and Retention Manager runs refresher training on Recruitment and Selection. A recruitment toolkit has been developed to assist managers.

The OD and Talent Management Strategies have a strong emphasis on effective leadership, motivation and employee development. However clearly the investment in staff training is subject to sustaining the corporate training budgets. These strategies include introducing a

small graduate programme and internal staff development programme for highflyers. We also work with Managers to identify training needs for the wider workforce and incorporate these in training plans. Part of the forward plans for HR are refreshing employment policies as well as managing the day-to-day pressures of HR from casework, organisational reviews and recruitment. We will also be introducing Equalities training to ensure everyone supports and values the diverse workforce we employ.

The primary challenge is of course fulfilling our ambitious programme alongside the operational pressures of a busy HR team. The anticipated drivers for change and challenges are most likely to result from the “war for talent”, the financial backdrop facing local and central government and the impact on the workforce of the cost-of-living crisis.

The other significant pressure will result from the work to implement the new HR and Payroll system. This type of project normally places a lot of work pressure on the service area concerned for a year to 18 months. However, once an integrated HR and Payroll system with employee and managerial self-service is introduced this should drive future efficiencies within the organisation.

Service Information

Service Area: Human Resources

Service Area 1: HR Business Unit

Description of Service (1) HR Business Unit

Main Purpose: The Human Resources Business Unit supports the whole organisation and individual services on employment matters, including a wide range of personnel and training topics. The HR Business Unit is responsible for both strategic and operational HR, (i.e. anticipating the future workforce needs of the organisation and delivering against them and supporting operational service delivery). The work of the unit includes:

- Workforce planning – Ensuring the organisation has the workforce it needs now and in the future. This role includes recruitment and selection support to ensure that the right people are in place, at the right time, with the right skills to achieve the Council’s key priorities and service delivery to the community within the resources available. Maintenance of the HR computer system and scanned personnel records.
- Development of Employment policies - HR facilitates and protects the Council’s position as an employer through the provision of a robust framework of employment policies and procedures in accordance with best practice and employment law and supports managers to operate within them.
- Reward- Ensuring that reward practice delivers what the organisation needs in terms of attracting and retaining talent whilst make sure that value for money is at the heart of what we do.
- Learning and Development - Learning and Development provides a strategic approach to L&D within the organisation with the aim of lifting managerial and

employee skills within the organisation. HR also works in partnership with other Surrey Councils to provide a shared training programme covering certain aspects of employee and skills development. There is access to a suite of e-learning courses for immediate and cost-effective access to development tools. This area also has oversight of the Council's apprenticeship scheme.

- Reporting to Corporate Management Committee, HR Member Working Group and Leadership Team on employment issues, as required. This includes proposed changes to employment policies, Pay and Benefits, L&D, reporting workforce statistics etc. HR undertakes workforce monitoring required for performance indicators, Gender Pay Gap reporting, benchmarking and statutory returns and publishes workforce information required including annually on diversity of the workforce (Equality Act) and pay policy (Localism Act).
- Change Management - HR plays an important role in change management in facilitating whatever changes relating to the workforce are required including restructures, redundancies, TUPE transfers and any proposed changes to conditions of service or employment policy.
- Individual Casework - Supports managers in the management of individual cases including disciplinary, performance, grievance, re-grading, sickness management cases, (including liaison and referral to occupational health).
- Client management of the Occupational Health (OH) contract and employee counselling services.
- Consultation with UNISON over the annual pay review. Corporate or departmental organisational change and resolving issues arising over individual or specific matters.
- Advisory service - Responds to employment queries from managers, staff, and UNISON.
- Health and Safety advice and support relating to the workforce - including management and leadership of Safety Committee, development of safety policies, procedures and training and the introduction of well-being initiatives. The HR Business Partner responsible for H&S is part of the Team reporting directly to the Corporate Head of HR.
- Pensions – Maintaining up to date knowledge of the Local Government Pensions Scheme and obtaining quotes for employees as required.
- RBCS and RBCI – Providing a responsive HR service to RBCS and RBCI.

The service covers all permanent, temporary, and occasional workers directly employed by Runnymede Borough Council.

Much of the work is responsive depending on the changing needs of services and the level of vacancies/restructures/individual case work that arises.

Employment and Health & Safety policies, arrangements and the management of staff must comply with employment, health & safety and pensions' legislation and case law precedent.

The HR team is composed as follows: -

- 1.0 FTE Corporate Head of Human Resources and Organisational Development - Kate Enver

- 1.0 FTE Senior Business Partner - Joanne Attrill
- 1.0 FTE HR Business Partner/H&S Adviser - Hannah Cavalier
- 1.0 FTE HR Business Partner - Sarah Herbert
- 0.59 FTE Policy and Projects Officer – Jasmine Lisher
- 1.0 FTE Recruitment and Retention Manager - Chantelle Morris
- 1.0 FTE HR Assistant - Emily Taylor
- 0.80 FTE HR Assistant - Vicky Crossan

Kate Enver is the new Corporate Head of Human Resources and Organisational Development who started with Runnymede BC in January 2024.

Jo Attrill is the Senior HR Business Partner is a very experienced HR professional responsible for providing HR advice and support to a group of Operational service areas as well as having oversight of the Training Programme.

She also manages the Council's apprenticeship and e-learning programmes and represents Runnymede on the Surrey Learn Partnership Group, working with colleagues across the county on the shared training arrangements.

The two HR Business Partners Hannah and Sarah each provide support to a group of operational departments. One also looks after workforce health and safety and the other is client manager of the occupational health contract.

Jasmine Lisher, HR Policy and Projects Officer works on HR projects and policies.

Vicky Crossan, HR Assistant (P/T) and Emily Taylor, HR Assistant, provides support in the recruitment, selection and appointment of staff, employment records including sickness reporting, and general administration, as well as admin support for health and safety.

Key Business Unit/Team statistics/volumes:

All the figures below relate to the period between 1st April 2022 and 31st March 2023:

- Average headcount – 434; 383 (fte)
- Starters – 106
- Turnover – 18.8%

Planned Activities

Total number of planned activities
20

Types of Activities

Project
3

Review
6

One-off
11

New Core Activity
0

CBP / SAP Activities

CBP Activities
13

SAP Activities
7

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Management Development Programme	Organisational Development		01 November 2021	30 June 2024	In progress
Project	Develop networking groups across Service areas to maximise collaborative working	Organisational Development	01 April 2024		31 August 2024	Not started
Project	Fully implement and optimise the new Applicant Tracking System	Organisational Development	01 April 2024		31 March 2025	Not started

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Active Travel for Employees	Climate Change	01 February 2024		28 February 2025	Not started
Review	Employee Engagement and Wellbeing Strategy (including Engagement Survey)	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Review Leadership and Management Development Offerings	Organisational Development	01 July 2024		31 March 2025	Not started
Review	Review the grading structure as part of the 2025 pay review	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Seek approval and introduce job evaluation	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Staff focus groups or workshops to inform decision-making.	Organisational Development	01 April 2025		30 September 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Develop and implement a hot desking policy.	Organisational Development	01 April 2024		30 June 2024	Not started
One Off	Fully implement and optimise the new HR and Payroll solution	Organisational Development		01 November 2021	31 July 2024	In progress
One Off	Service improvement subject matter experts (SMEs).	Organisational Development	02 September 2024		31 December 2024	Not started
One Off	Making Every Contact Count training	Health and Wellbeing	02 September 2024		31 March 2025	Not started
One Off	Maximise benefits of new Occupational Health Provider	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Review flexible benefits for potential introduction as part of the 2025 pay review .	Organisational Development	01 February 2024		31 March 2025	Not started
One Off	Develop Service Area training plans to enable development of 3-year Corporate Training Plan.	Organisational Development	01 April 2024		31 March 2026	Not started
One Off	Mediation training.	Organisational Development	01 April 2025		31 March 2026	Not started
One Off	Process re-engineering workshops within and between service areas to ensure maximum efficiency.	Organisational Development	01 April 2024		31 March 2026	Not started
One Off	Staff Benefits - Health Screening for the over 40s	Organisational Development	01 April 2025		31 March 2026	Not started
One Off	Talent Management Strategy Implementation	Organisational Development	01 April 2022	01 April 2023	31 March 2026	In progress

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Develop and implement a hot desking policy.	Organisational Development	01 April 2024		30 June 2024	Not started
Project	Develop networking groups across Service areas to maximise collaborative working	Organisational Development	01 April 2024		31 August 2024	Not started
One Off	Service improvement subject matter experts (SMEs).	Organisational Development	02 September 2024		31 December 2024	Not started
Review	Active Travel for Employees	Climate Change	01 February 2024		28 February 2025	Not started
Review	Employee Engagement and Wellbeing Strategy (including Engagement Survey)	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Making Every Contact Count training	Health and Wellbeing	02 September 2024		31 March 2025	Not started
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Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Fully implement and optimise the new Applicant Tracking System	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Fully implement and optimise the new HR and Payroll solution	Organisational Development		01 November 2021	31 July 2024	In progress
Project	Management Development Programme	Organisational Development		01 November 2021	30 June 2024	In progress
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One Off	Staff Benefits - Health Screening for the over 40s	Organisational Development	01 April 2025		31 March 2026	Not started

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