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## HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

### SERVICE PLAN

1 April 2022 – 31 March 2023

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<b>Date</b>	25/02/2022
<b>Peer Review signature</b>	Claire Jackson
<b>Date</b>	04/03/2022
<b>Director signature</b>	For Audit purposes please ensure this is signed.
<b>Date</b>	Click or tap to enter a date.

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## 1. Introduction

<b>Name of Service</b>	<b>Human Resources and Organisational Development</b>
<b>Included Service Units</b>	Employee Resourcing Employee Relations Employee Development
<b>Directorate</b>	Organisational Development and Administration
<b>Purpose of Service</b>	To provide a range of professional support, advice and training for the Council's employees, managers, and elected members, and to develop our organisation through our people to be the best we can be. Our goal is to support the Council to become recognised as a high performing organisation.
<b>Key customers/ stakeholders and their needs</b>	<p><b>External:</b> Potential Employees within and outside the Borough, Recognised Trade Union Officials, External bodies e.g. NI Audit office, Equality Commission</p> <p><b>Internal:</b> The Mayor, The Council, Committees, Elected Members, Corporate Leadership Team, Council Managers/ Employees/Agency Workers/Contractors</p> <p><b>Professional advisors:</b> Solicitors, Local Government Staff Commission, Northern Ireland Audit Office</p>
<b>Context, challenges &amp; key assumptions</b>	<p><b>Context:</b> This plan strives to reflect the outcome approach of the <b>Community Plan</b> and is relevant to the Council's <b>Performance Improvement Plan</b>,</p> <ul style="list-style-type: none"> <li>• Be financially responsible</li> <li>• Maximise the potential of our staff to deliver outcomes</li> <li>. To deliver high quality customer focussed services</li> </ul> <p>It should be noted that best efforts will be made to ensure all services will be delivered in the context of COVID guidance but where possible business as usual will be the aim.</p> <p><b>Political:</b> This service area has a number of HR and OD policies that are agreed by Council before they are implemented within the organisation. Therefore, any employee relations, resourcing or development issue is dealt with in compliance with HR and OD policies.</p> <p><b>Economic:</b> The service area ensures that the programme of activity has allocated budget and ensures due diligence in terms of spending of this budget.</p> <p><b>Social:</b> The Councils employees are the Core audience for what this service area delivers. However, the residents of the borough and to some extent surrounding boroughs are also affected by the service e.g. recruitment to new posts</p> <p><b>Technological:</b> The service area relies on many aspects of technology. It is always looking at ways to improve efficiencies and modernise the service to make it more user friendly and accessible to all e.g. introduction of new software (Core II) to align the HR and employee payments services. The first phase of Core II has streamlined services and cut down on duplication of work. The introduction of further phases of Core II will further improve efficiency and effectiveness</p> <p><b>Legal:</b> The service area works within the legislative context at all times, ensuring that Council are compliant. HR takes advice where appropriate on complex legal matters.</p>

**Environmental:** The service area complies with the sustainability agenda in all aspects of corporate activity.

**Challenges:** There have been many challenges due to the onset of the global pandemic in March 2020 and these have impacted how we deliver our HR services. After a period of suspension of the main HR services HR and OD has returned to providing a full range of services although some of these are provided in a different way than they were prior to the pandemic. Many meetings previously held face to face are held on-line, though in some cases we have moved to face to face meetings carried out in line with covid guidance. HR continues to focus on the well-being aspects of HR to ensure our employees are kept up to date and informed of ever-changing circumstances. One of the challenges as we start to emerge from the pandemic and return to more normal circumstances will be to ensure that although we have returned to delivering our full range of services that the well-being of staff remains at the forefront. Many staff have worked from home since March 2020 and one of the challenges will be managing the return of some of these staff to the office where this is in the best interests of the staff and the Council. Another challenge will be harnessing the benefits that have come from staff having to work from home and how this has led to efficiencies in the organisation. Although there is an interim homeworking policy in place it is anticipated that a more formal long term home working policy will be put in place. In addition to this, we have realised through the pandemic that our staff are very flexible in that they have moved across services in order to deliver essential services at a time when they were most needed. Again, this adaptability is something the HR service would like to build on when developing a Workforce planning strategy for the organisation. Another challenge for the HR service this year will be working towards the insourcing of staff from SERCO and dealing with the complex TUPE issues which arise from this.

**Strengths:** The HR and OD service has a knowledgeable and committed staff who are highly skilled and motivated. The service also has support from Elected Members, Corporate Leadership Team and the Performance Improvement, Communications and ICT teams. There are sound HR and OD policies/procedures in place and there is a good working relationship established with the Trade unions.

**Weaknesses:** there are inconsistencies with regard to how different line managers apply council policies, an increasing number of employee relations and attendance issues, increased absenteeism and well-being issues more prevalent in HR and OD staff due to increasing workload and fast-moving environment

**Opportunities:** opportunities to gain support from elected members and corporate leadership team e.g. financial support in the implementation of the Core II software system, establishing closer relationships with other services e.g. site visits, opportunity to have more team building exercises within HR and OD

**Threats:** configuration of office staff and inability of access by some staff to top floor, overload of new strategies, policies and procedures, everchanging environment, not gaining trust and engagement from the workforce. The potential loss of knowledge workers in HR service

**Assumptions:** That the HR Service can continue to provide its full range of services as efficiently and effectively as it did prior to the pandemic. That some form of hybrid working will continue due to the efficiencies that have been gained from staff working from home in certain areas.

**Reflection on previous performance**

**Key Successes**

Considerable work was carried out based on the Key Performance Indicators within the 2021-2022 Service Plan for HR and OD. In this year all the main HR

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**– successes and lessons learned**

and OD policies which were put in place in 2015 have been reviewed and consulted on with the Trade Unions and are now in place. In addition to the main HR policies all of the Council's training policies have been revised and consulted on i.e. the OD Strategy, the Learning and Development Strategy, the Learning and Development policy and Mentoring Scheme. In the last year a Menopause policy has also been developed and an External Secondment Policy. There has been full consultation with our recognised Trade Unions on all issues affecting staff which have arisen due to the pandemic and all general issues concerning staff. An example of this is the interim homeworking procedures put in place during the pandemic.

HR and OD has been successful in returning to providing its full range of services following a temporary suspension of these at the start of the pandemic. Some of these services are carried out online and the service has been successful at adapting to this new way of working. Another success has been that the majority of the service's recruitment and selection is now carried out in a paperless environment. The service hopes to build on this success in assessing other functions to see if we can greatly reduce the amount of paper used and therefore be much more sustainable. HR and OD continue to successfully deal with a wide range of queries in connection with the pandemic and advising on how these impact on individuals' work and contracts of employment. Other successes include advertising a minimum of 3 posts per week in order to fill the backlog of vacancies caused by the pandemic and having very efficient turnaround times for completing recruitment exercises. The service has also successfully been part of implementing the first phase of the Core II integrated payroll/human resources software system. Considerable work has also progressed on a Workplace Strategy document which will be available for consultation in the near future.

In addition to all this, the HR and OD service has continued to deal with essential employee relations/resourcing and development issues. As the year progressed the section has started to build up to providing more of its normal activities in addition to the work related to Covid-19

**Key Lessons**

The main lessons learnt by HR and OD in the last two years is that the service must be reactive at all times to changing situations and circumstances. This has always been the case for HR, however, never before have we experienced the need to react so quickly to change than we have had to do since the onset of the pandemic.

Lessons learnt are that HR and OD have been able to adapt to change extremely quickly. It became apparent early on that Covid 19 had a huge impact of the HR and OD service and that our top priority was to look after the well-being of our employees. We have learnt that many of the services we provide can be carried out online and that we can provide our services using much less paper than we did in the past. Also we have learnt that our team are very adaptable to change and have risen to the challenges that have been presented to them due to the pandemic.

We have also learnt how flexible the Council's workforce can be when the need arises and how well many staff adapted to a change in role and a change in their working conditions.

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Therefore, HR want to take some of the important lessons that have been learnt forward to the future and to incorporate these into the new Workforce Strategy being developed.

## 2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The *Insert the name of your Service* can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2022/2023
Outcome 1: All people in Ards and North Down fulfil their lifelong potential	EXCELLENCE: We will work to be a high-performing organisation, innovating and partnering to make a sustainable, positive difference for our Borough	<p>To continue to work with Belfast Region City Deal to create a regional apprenticeship scheme</p> <p>To develop the Workforce Strategy document to support succession planning for the future</p>
Outcome 4: All people in Ards and North Down benefit from a prosperous economy	PROSPERITY: We will create the conditions for business to start, grow, thrive, provide opportunities for employment and be sustainable.	<p>To work closely with local schools and colleges to develop good working relationships and advise them of the wide range of jobs that are available within the Council.</p> <p>To provide opportunities and experience to young people through the Job Start Scheme</p> <p>Develop apprenticeship schemes with local schools and colleges</p> <p>To ensure that local people know the types of jobs available within the Council and work with local schools and colleges to develop apprenticeship schemes and align courses provided by colleges to posts that are available in the Council</p>

### 3. Key activities for 2022/2023

<b>SERVICE:</b>	<b>Human Resources and Organisational Development</b>
<b>Community Plan Outcome:</b>	All Outcomes
<b>Corporate Plan PEOPLE priority(ies):</b>	EXCELLENCE:
<b>Council KPI(s):</b>	% staff reporting ANDBC is a great place to work Investors in People accreditation status
<b>Service Objective:</b>	Invest in the workforce to ensure there is a skilled, adaptable and motivated workforce
<b>What difference will it make?</b>	Will ensure that employees have the skills/training and experience required to carry out their role to their full potential
<b>Underpinning strategies:</b>	Learning and Development Strategy

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Develop a Corporate Induction Programme for all new Council staff ready for consultation with trade unions	31 December 2022	Head of HR and HR and OD Managers (resourcing)	Heads of Service/Service Unit Managers/CLT/HOST/Trade Unions/Elected Members/Corporate Communications
Develop and implement a 'Reduction in Absence' Action Plan	30 June 2022	Head of HR and OD and HR Manager (Employee Relations)	All staff/trade unions/elected members/occupational health consultants
Deliver Year 3 of the People Plan	March 2023 -	Head of HR and OD and HR Manager (Development)	Performance Improvement/Corporate Communications/Trade Unions/Staff/CLT

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Develop a "Thank You" culture and Reward and Recognition scheme	March 2023	Head of HR and OD and HR Manager (Development)	Performance Improvement/Communications and Marketing/Trade Unions/Staff/CLT
Implementation of Year 4 OD Strategy Action Plan	March 2023	Head of HR and OD and HR Manager (Development)	CLT/Trade Unions/Staff/Corporate Communications and Performance Improvement Services
Ensure Pride in Performance Conversations take place throughout the year	Ongoing	Head of HR and OD and HR Manager (Development)	Trade Unions/HR staff/Communications and Marketing/Performance Improvement Services
Ensure monthly meetings take place with entire HR team	Ongoing	Head of HR and OD	HR Staff Communications and Marketing
Ensure there is engagement with all employees and trade unions on appropriate government initiatives to tackle Covid 19 and in any plans to return staff to the workplace	Ongoing	Head of HR and OD and HR Managers (Resourcing)	Performance Improvement/Corporate Communications/Trade Unions/Staff/CLT
Ensure Trade Unions are consulted with effectively with regard to any changes that affect employees as a result of Covid 19 i.e. return to work plans/home working policies/travel to work policies/any transformation plans/updates on voluntary severance etc.	Ongoing	Head of HR and OD and HR Managers	CLT/Trade Unions/Staff/Corporate Communications and Performance Improvement Services
Introduce a regional Apprenticeship Scheme into the Council to aid recruitment of employees into some areas whereby it has been difficult to attract staff	March 2024	Head of HR and OD and Manager (Development)	CLT/Trade Unions/CLT/HOST/Local Consultation and Negotiation Forum/

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
			All staff
Ensure that all HR policies that require a review are reviewed in a timely manner and that full consultation takes place with staff/trade unions	Ongoing	Head of HR and OD and all HR and OD Managers	Trade Unions/CLT/Host/Local Consultation and Negotiation Forum/all staff
Formulation of a Formal Home Working policy to replace interim procedures which are in place until November 2022	November 2022,	Head of HR and OD and HR Managers (Resourcing)	Trade Unions/CLT/Host
Develop a Social Media Policy	March 2023	Head of HR and OD and HR Manager (Employee Relations)	Trade Unions/CLT/Host/Local Consultation and Negotiation Forum/all staff
Review of Flexible Working Policy	June 2022	Head of HR and OD	CLT/Host/Trade unions
Review the Declaration of Interest Policy and procedures	March 2023	Head of HR and OD and HR Managers (Resourcing)	

<b>SERVICE:</b>	<b>Human Resources and Organisational Development</b>
<b>Community Plan Outcome:</b>	Outcomes 1-5
<b>Corporate Plan PEOPLE priority(ies):</b>	To Deliver high quality customer focussed services
<b>Council KPI(s):</b>	n/a
<b>Service Objective:</b>	Ensure services meet customers' needs
<b>What difference will it make?</b>	Ensure that our customers both internal and external are provided with an efficient and effective service to enable them to be motivated, productive and successful
<b>Underpinning strategies:</b>	Recruitment and Selection procedures

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Ensure human resources are in place in a timely manner so that the right people are in the right jobs at the right place at the right time, HR are gradually returning to carry out normal recruitment services, however, the first priority will be to ensure that all staff without meaningful work are redeployed prior to recruitment of new staff	Ongoing	Head of HR and OD and HR Managers (Resourcing)	All senior managers/CLT/Trade unions/Elected members
Implement Wave 2 of CoreHR	September 2022	Head of HR and all HR and OD Managers	Finance/Performance Improvement and Core II provider
Ensure HR continues to be GDPR compliant	Ongoing	Head of HR and OD and all HR Managers	Data Compliance Officer
Provide training on the Whistle blowing and Social Media policies via the E learning system	March 2023	Head of HR and OD and HR Manager (Development)	Data Compliance Officer Communications and Marketing

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
To provide HR support and guidance for the insourcing of leisure staff from SERCO	March 2023	Head of HR and OD	Leisure insourcing manager/Leisure Services

## Service Development / Improvement

What service development/improvement will we undertake in 2022/2023?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Consult on a formal workforce strategy which sets out its formal status and objectives for recruitment, retention, training and development of staff in line with the new Corporate Plan	Strategic Effectiveness Efficiency	To have a whole-council co-ordinated approach to workforce recruitment/ planning	March 2023	Head of HR and OD and HR Manager (Development)	Heads of service/service Unit Managers/CLT/Host/Trade unions/Elected Members/Corporate Communications
To commence HR visits teams calls to various work locations	Strategic Effectiveness Efficiency	Improve understanding of issues between Managers/Staff and HR and OD and to improve the service provided to Managers	Ongoing	Head of HR and OD and Hr managers	CLT/HOST/All managers/Staff
HR and OD staff to have online Team Building/Development Days to discuss current issues and future plans	Strategic Effectiveness	To ensure all HR and OD staff are aware of the overall objectives of the team and to increase engagement within the team.	Ongoing	Head of HR and OD and HR Managers	Performance Improvement Services/ facilitators/trainers
Develop an Action plan to move to a paperless HR and OD service	Strategic Effectiveness Sustainability Efficiency Innovation	To make the service more efficient and effective and to improve sustainability	March 2024	Head of HR and OD and HR Managers	Performance Improvement Services/Train unions/Corporate communications

**SPECIFIED ASPECTS OF IMPROVEMENT**

What will this improve?	Definition
Strategic Effectiveness	is key to <b>linking</b> the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.
Service Quality	all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.
Service Availability	
Fairness	
Sustainability	When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well
Efficiency	
Innovation	any changes to service design and delivery methods that are intended to yield improvement under any other aspect, and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.

**Performance Measures:**

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 To date</b>	<b>2022/23 Target</b>
% Staff Attendance	Corporate	Quarterly	n/a		95%	88.37%	92.93%	95.85%	95%
% Spend against budget	Corporate	Quarterly	n/a	99.9%	102.79%	97%	102%	93.2 %	100%
% staff reporting regular receipt of team briefings	Corporate	Quarterly	n/a	100%	100%	100%	100%	NA	100%
Pride in Performance Conversations	Corporate	Annually	n/a		NA	NA	100%	0%	100%
Days lost per employee across the Council	Corporate	Quarterly			12	12.2	10.31	14	14
% of actions on the People Plan completed for year 3	Corporate	Quarterly				85%	90% for year 2	NA	100% year 3
% of review of main HR policies	corporate	Quarterly				20%	55%	60%	100%
% of recruitment exercises completed within 6 weeks from advertisement to recommended for employment	New	Quarterly						89%	95%

<b>Performance Measures</b> (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	<b>Is the measure Statutory, Corporate, Existing or New?</b>	<b>Reporting frequency</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 To date</b>	<b>2022/23 Target</b>
% of candidates not shortlisted to be informed within 2 weeks from date of shortlisting	New	Quarterly						100%	100%
% of candidates at interview to be notified within 2 weeks from date of interview	New	Quarterly						100%	100%

## 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc.
		I	L	R		I	L	R	Tolerate / Action				
	Lack of systems to identify underperformance of staff	3	6	6	Capability procedure Pride in Performance conversations	3	1	3	Tolerate	<ul style="list-style-type: none"> <li>Continue to have staff pride in performance conversations with all staff</li> </ul>	ongoing	Head of Service and OD Manager	
	Lack of awareness by staff of their job requirements	4	1	4	Ensure job descriptions are up to date Have regular meetings with staff	4	1	4	Tolerate		ongoing	Head of Service and Service Managers	
	Lack of awareness by staff of organisational issues	3	3	9	Employee communications IIP programme	3	1	3	Tolerate		ongoing	Head of Service and OD Manager	
	Employee and ex employee litigation	4	3	12	Ensure fair and consistent policies are in place which are non discriminatory	4	2	8	Action	Further review policies /procedures	ongoing	Head of Service and Employee Relations Manager	
	Employer/Employee inappropriate behaviour	4	3	12	Whistle blowing policy Employee Code of Conduct Behaviour Charter	4	1	4	Tolerate	Whistle blowing training to be rolled out	ongoing	Head of Service and Employee Relations Manager	
	High levels of sick absence	4	3	12	Return to work interviews Absence Policy	4	2	8	Action	Reduction in Absence Action Plan	ongoing	Head of Service and Employee Relations Manager	

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## 5. Resources

<b>Are all actions resourced within the current (2022/23) budget plan?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Will additional resources be required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)
<b>Section A: Existing Budgets</b>
<b>Section B:</b>
<b>Staff:</b> No changes, there is currently one additional temporary member of staff in place for the implementation of the next phases of CORE II  Additional budget for staff for insourcing of Leisure
<b>Financial:</b> In budget books
<b>Other:</b>
<b>If the required additional resources are NOT available, please state:</b>
NA
What is the likely impact on the public? NA
What is the impact on staffing? NA

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### **1. Monitoring and Review**

The HR and OD plan will be reviewed on a regular basis to ensure that the HR and OD team are on track with regard to achieving key actions with the ultimate goal of achieving the targets set.

### **2. Conclusions**

It will be a challenging year ahead for the HR and OD team due to having to continue to deal with matters arising from Covid 19 and the insourcing of staff from SERCO back into the Council, looking at moving towards a more paperless service, continuing with the implementation of further phases of CORE II and consulting on our Work force Strategy

### **3. Appendices**

None