

Human Resources Strategy

2011-14

OUR MISSION

To deliver excellent, customer focused
and cost effective housing services
to all our residents



Please feel free to get in touch with us if:

- You feel this document is not as clear and easy to read as you would expect; or
- You believe that we aren't doing the things that this document says we will do; or
- You just want to talk to someone about this document

Whatever the reason, if you want to talk to us about this document you should contact:

Head of Human Resources on Freephone 0800 195 5552

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Effective from:	April 2011
Due for review:	October 2011

Introduction

- 1.1** Within SHP a range of services are provided that support the delivery of direct services to the tenants and leaseholders of Sutton Council.
- 1.2** The Human Resources team deliver the services relating to recruitment & selection, reward, employee relations and organisational & staff development. This strategy identifies the medium term approach to the delivery of these services.
- 1.3** All SHP staff are fully consulted and engaged to help inform and drive the HR Strategy. This is achieved through the Chief Executive briefings, the Staff Forum, the Joint Union Group and our annual Staff Satisfaction Survey. The ICT voting buttons are also used to seek direct staff feedback on new initiatives.
- 1.4** There are complementary support strategies for Communications, Finance and ICT. Together with the strategies for the direct services and the strategic drivers, our strategies provide the focus for achieving our Priorities.

Where Are We Now?

- 2.1** The current state of the service is reflected in the following:
 - A significant management and organisational re-structure has been undertaken and all staff now have a better understanding of the roles and responsibilities of managers, with more focussed and cost effective staff roles across departments;

- The terms and conditions of Principal Officers have been changed to enable consistency of conditions across all post holders and greater flexibility for SHP;
- Staff understand the priority objectives of the organisation;
- There is a culture of leadership and accountability whereby our managers take responsibility for the decisions they make;
- A new competency framework and performance appraisal scheme is in place and working well;
- A Joint Union Group (JUG) to improve staff engagement and communication is well established;
- Psychometric testing for all recruitment is standard practice;
- There is a new Occupational Health provider which allows a more focused and speedier delivery of occupational health decisions, advice and support whilst also offering better value for money;
- A 24-hour employee assistance programme (ICAS) to further support staff during periods of change and personal difficulties is in place;
- Childcare vouchers are available to provide financial benefits for staff aiming to achieve a positive work/life balance;
- The staff development budget remains at 2.00% of the total staffing budget allowing positive development opportunities for all staff;

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- There is a Management Development programme in place for aspiring managers and a Leadership Programme for all Principal Officer staff;
 - Monthly HR and Management meetings are now in place, providing a focussed one to one approach for managers to discuss and explore solutions for their teams employment and development issues;
 - An annual Staff Satisfaction survey is carried out with the findings informing HR decision making;
 - We have a streamlined Recruitment & Selection process in place that identifies the key responsibilities of HR and managers during the recruitment process and ensures we have a fair and effective process throughout SHP;
 - Our new Induction Passport ensures all new starters gain a broad understanding of what we do and allows them to increase their business awareness across SHP. It also ensures we deliver statutory and departmental training during their probation period;
 - Our annual Training Programme is developed following a full analysis of staff development needs identified through the appraisal process;
 - HR is able to offer funded 'train to gain' opportunities for staff meeting the required criteria resulting with transferable NVQ qualifications;
 - The HR Learning Library acts as an accessible development tool for all staff

providing learning materials for personal development.

Where Do We Want To Be?

3.1 We want to see a service where SHP is regarded as the employer of choice by all our staff and potential staff because there is:

- Low staff turnover through being a fair and equal employer;
- Fair and consistent interpretation and implementation of robust HR policies and procedures;
- A full compliment of staff in the right roles being well rewarded;
- A structured development programme for all staff meeting their changing needs and those of the organisation and it's customers;
- Full awareness by staff of the link between their individual performance and the achievement of our Priorities;
- An acceptance by managers of their responsibilities in dealing with staff issues.

Our Strategic Objectives

4.1 In order to achieve our desired service level we have prioritised a number of strategic objectives and identified the scope of each objective across the service. These strategic objectives are:

- **To ensure we have the right people in the right roles and appropriately rewarded [HR01]**
Covering recruitment & selection, reward strategies, staff turnover
- **To be a learning organisation that encourages and facilitates all staff to learn and develop [HR02]**
Covering Investors in People, management development, staff development, appraisal, succession planning
- **To provide support policies and procedures that enable the effective management of the organisation [HR03]**
Covering capability, disciplinary, discrimination, grievance, sickness

4.2 To measure our progress in meeting these objectives we will use quantitative and qualitative indicators including:

- Levels of staff turnover;
- Levels of staff sickness absence;
- Staff satisfaction and reward surveys;
- Salary benchmarking;
- Staff development spend and uptake.

Our Drivers

5.1 In delivering HR services we will seek to embed the organisation's strategic drivers:

- In supporting staff to provide the best possible services to their **customers** all staff will be given access to training programmes that develop their customer focus. Further, we will

involve tenants and leaseholders in selection processes where appropriate;

- In ensuring the **diversity** of SHP staff reflects that of the local community we will provide equal access for all to our recruitment, selection, reward and development processes. Development opportunities will be offered for staff to learn how to respond to the broad spectrum of customers' diversity issues. All HR policies and procedures will be subject to equality impact assessments;
- We will seek to minimise the **risk** of not being able to recruit and retain the right people whilst staff development programmes will reduce the risks of us not having the capacity to respond to changing customer requirements. HR policies and procedures will seek to minimise the risk of using unacceptable employment practices;
- We take account of **sustainability** issues through our use of digital media to advertise vacant posts and by promoting local and national initiatives such as 'smarter travel' campaigns;
- In pursuing opportunities for **value for money** in service delivery there will be regular reviews and benchmarking, of the cost effectiveness of recruitment media and training and consultant provision will be similarly reviewed. HR policies and procedures will seek to provide the best outcomes for the most effective use of the resources involved in carrying them out.

Issues To Consider

- 6.1** The issues which may impact on the delivery of the HR service that we are currently aware of are:
- The total level of resources available to SHP may not permit us to offer competitive reward packages to high performing staff;
 - Further organisational change that would increase operational workloads for the service;
 - Changes in government policy, particularly in relation to employment law, requiring changes to our HR policies and procedures.

Expected Impact

- 7.1** We expect, through the successful implementation of this strategy, to have the following impact:
- **Customers** will be dealing with the right staff who are focussed on their needs and are knowledgeable and helpful in dealing with their issues;
 - **SHP** will have a motivated, well trained and engaged staff, who feel valued and rewarded and who can readily identify how their work contributes to the achievement of our Priorities.





Resources Required

- 8.1** To successfully deliver this strategy we will require the appropriate level of resources, the implications of which are:
- The HR service review reporting in early 2010 identified the need for additional staff resource in the HR team;
 - Centralisation of the staff development budget needs to be considered to make spending more effective and to link better with individual development plans;
 - As identified in the HR service review, a HR database will need to be purchased to enable effective record keeping and analysis.





Strategy Delivery

- 9.1** The actions required to implement this strategy in its first year are contained in the appended HR Service Plan 2011-12.


Service Plan Key

Reference	Service Improvement Plan reference	Summary of action	Responsible Officer	Start date	End date	Evidence of action having been completed
		Expected impact on customer focus (access, care or involvement)				Expected impact on risk
		Expected impact on equality & diversity				Expected impact on value for money

Improvement Actions

HR.IA.11.01	SIP1.1.01	Undertake an external IIP assessment	AA	Oct-11	Mar-12	Application submitted, assessment undertaken
		The standard of services provided to customers in relation to health & safety and customer involvement will be driven up through SHP striving to meet the external standards				Reduces the risk that services fail to reach relevant external standards
		Implementation of the Equality Framework will ensure that standards are driven up across all diversity strands				Standards will be driven up within existing budgets ensuring greater value for money

Operational Actions

HR.OA.01	Develop and introduce SHP Reward Strategy		AA	Apr-11	Jun-11	Strategy to SHP Board and Launched to Staff
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): To enhance HR Strategic Objective “to have the right people in the right roles and appropriately rewarded.” Reduce the turnover rates thus reducing recruitment costs				
						
HR.OA.02	Annual HR report published		AA	Apr-11	Jun-11	Annual HR report to SHP Board
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Diversity breakdown of staff and benchmarking data for comparable organisations and national trends provided				
						
HR.OA.03	Produce an annual Training and Development Plan		AA	May-11	Jun-11	Plan available and sent to all staff
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): A more planned approach provides opportunities for securing better value for money				
						

HR.OA.04	Quarterly Managers HR Briefings	AA	Apr-11	Mar-12	Briefings held
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To clarify HR policies and procedures used and aid understanding of interpretation, thus reducing the risk of inconsistent application of policies and procedures			
HR.OA.05	Re-develop the Staff Forum Group	AA	Apr 11	July 11	First Re-Launched Staff Forum Group meeting held
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Promotes equality and opportunity across organisation. Supports further organisational development. Allows all staff a voice enabling diverse issues to be addressed			
HR.OA.06	Maintain Disability Symbol user status	AA	Oct 11	Nov 11	Accreditation retained (certificate received)
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
 ✓		To allow staff and customers to recognise our commitment to diversity of employment			
HR.OA.07	Monitor staff diversity particularly within the SMT and take appropriate action	AA	Apr 11	Mar 12	Reported as part of the 6 monthly diversity report to SHP Board
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
 ✓		Identifies diversity within the SMT and allows positive action to be taken when the relevant opportunities arise			
HR.OA.08	Conduct HR Team Satisfaction Survey	AA	TBC	TBC	Survey Conducted – Results Published
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		To identify strengths and areas for improvement within the HR team. Allow for improved service delivery across organisation			
HR.OA.09	Carry out Annual Staff Satisfaction Survey	AA	Sept 11	Oct 11	Results to Board and Staff
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Identifies success in delivering HR objectives which are contributing to the delivery of our Priorities			









Putting Customers First
Making Services Accessible To All
Achieving Value For Money
Providing Quality Homes
Creating Safe, Welcoming Neighbourhoods
