

Body: CABINET

Date: 10 July 2013

Subject: HUMAN RESOURCES STRATEGY

Report of: Head of Corporate Development

Ward(s): ALL

Purpose: To share and propose the new Human Resources Strategy, Supporting the Business, 2013-15

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Recommendations: That Cabinet :

1. approve the new Human Resources Strategy and recommend to Council for adoption.

1.0 Introduction

- 1.1 The Human Resources Strategy is the overarching strategic framework by which Eastbourne Borough Council's HR Team will support the organisation in achieving its long term business goals and outcomes. It is underpinned by a comprehensive suite of HR policies and procedures.
- 1.2 The existing HR Strategy was approved in 2009 and outlines the way in which the HR Team was to support the delivery of corporate strategic objectives in the period 2009 – 2012. The HR strategic priority objectives identified at this time were Workforce Planning, People & Performance and Pay & Reward.
- 1.3 The HR Strategy needs updating to reflect current Corporate Plan (2010 – 2015) priorities and, in particular, the objectives in the Sustainable Performance priority theme relating to the ongoing transformation journey through DRIVE and Future Model. This also represents a timely opportunity to reflect the new vision and direction of the HR team following the appointment of a new HR Manager in September 2012.

2.0 Key HR Priorities

- 2.1 The overall vision behind the strategy is that Eastbourne Borough Council will be a place which attracts, retains and grows a pool of talented and diverse employees. It is based on a drive to embed HR strategy within corporate business, integrating people management with business planning and building organisational resilience and sustainability in a changing environment.

2.2 The key priorities identified for the period 2013 – 2015 are:

- Develop and promote a performance management culture across the Council
- Build capacity and capability within the Council
- Ensure fit for purpose structures, job designs and reward
- Deliver a core HR function with increasing focus on adding and creating value for our customers
- Customer Service

2.3 The revised HR Strategy is attached as Appendix 1 and details ways in which the HR team will deliver against these priorities, including key objectives such as supporting the organisation's transformational drive and ensuring the Council is appropriately prepared for the Equality Peer Review planned for 2013.

2.4 Reference has also been made to the results of the 2012 Staff Survey to ensure that HR's contribution to positive responses to the key outcomes is incorporated within the HR Strategy.

2.5 Once the overarching strategy is approved, there will be ongoing work to ensure that the related HR policies and procedures are up to date and fit for purpose.

3.0 Consultation

3.1 In developing this strategy, a wide range of stakeholders were consulted including the portfolio holder for Core Support & Strategic Services, CMT, senior managers, staff and Unison.

4.0 Resource Implications

4.1 There are no financial or staffing implications associated with the revised HR Strategy.

5.0 Conclusion

Cabinet will recognise the enormous transformation that has taken place at EBC and the ongoing organisational transformation. It is important to ensure that our approach to HR reflects these changes and maintains recognition that our workforce is our most valuable asset. Accordingly, Cabinet is asked to:

1. Approve the revised HR Strategy
2. Recommend its adoption by Council

Peter Finnis
Head of Corporate Development