

# Human Resources Strategy

## Supporting the Business

### 2013 - 2015



# HR Vision

The Human Resources Strategy is the strategic framework by which Eastbourne Borough Council's HR Team will support the organisation in achieving its long term business goals and outcomes.

HR strategy will be embedded within corporate business, integrating people management with business planning and building organisational resilience and sustainability in a changing environment.

This strategy sets out how the Council will ensure it matches resources to future need, with the right skills, values, policies, procedures and structures to continue on the transformational journey of the Sustainable Service Delivery Strategy (SSDS).

Continued success for the Council depends on the attitude, behaviour, skill and knowledge of our employees. Getting people management right requires cultural changes and an organisational-wide approach.

The 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.

## Consultation

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.

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.

## Corporate Strategic Priorities

Eastbourne Borough Council's Corporate Plan summarises the Council's vision, objectives, values and improvement priorities. It sets the direction for all our services and brings together key actions and performance indicators to measure our progress against priority projects.

The Corporate Plan 2010 – 2015 priorities are:




**Prosperous Economy**

**Quality Environment**

**Thriving Communities**

**Sustainable Performance**

These priorities are underpinned by a set of principles to which all staff commit:

-  Valuing all people
-  Being sustainable
-  Being efficient

The Human Resources Team has a key role in delivering the framework within which these priorities and principles operate, working alongside members, managers and staff to develop and implement pragmatic people solutions.

## Human Resource Strategic Priorities

The aim of these key priorities for the HR function is for EBC to be an attractive and rewarding place to work. We will do this by enabling competent, self sufficient managers and highly skilled staff who support the Council's vision, priorities and values.

### 1. Develop and promote a performance management culture across the Council

- *We will have quarterly clinics for managers in their service areas to pick up the full range of HR issues and provide solution focused support*
- *We will regularly attend local DMT meetings to ensure HR is embedded in the core business, coaching managers to enable proactive people management.*
- *We will run annual Management Brief Bite / drop in sessions to cover key employee relations topics such as performance and attendance management, enhancing existing line management support and coaching.*

### 2. Build capacity and capability within the Council

- *We will, through HR Advisor partnership working with service areas, coach managers to maximize learning / enabling opportunities through effective use of*

*the induction process for new staff and regular performance reviews within their teams.*

- *We will oversee implementation of a new appraisal process which uses Covalent to make effective links between individual objectives and corporate priorities*
- *We will coach managers in identifying appropriate personal development opportunities, succession planning and talent management strategies to ensure staff have a sense of purpose, value and recognition.*
- *We will ensure the approach for support to and allocation of training is open, fair and consistent across the organisation*

### 3. Ensure fit for purpose structures, job designs and reward

- *We will support the organisation's transformational drive, both in the overall Sustainable Service Delivery Strategy and more locally advising individual team managers.*
- *We will drive the development and implementation of the Future Model career grading structures.*
- *We will ensure that the Council's pay and grading systems continue to meet the organisation's needs, meet equal pay legislative requirements and represent a fair day's pay for a fair day's work.*

### 4. Deliver a core HR function with increasing focus on adding and creating value for our customers

- *We will review all HR policies and procedures to make them shorter and simple to apply*
- *We will drive appropriate communication and consultation with Unison and Members on HR business critical matters.*
- *We will develop information and monitoring systems which allow us to effectively assess equalities data, monitor against the equality strands and support the Council in the Equality Peer Review planned for 2013.*

### 5. Customer Service

- *We will, by our own behaviours, role model the Corporate Plan Principles and Customer First Values, and support managers in challenging behaviours that don't fit within these.*
- *We will provide innovative and practical HR support and solutions which add value to the organisation*
- *Above all, we will value our customers*