

New Forest District Council

# HR Strategy

2018 - 2022

## Contents

Introduction.....	2
Our Vision.....	2
HR Strategy Themes.....	3
Attract and Retain.....	4
Smarter Working.....	5
Modernising the way we work.....	6
Future Skills.....	7
Changes in Service Delivery.....	8
Future Leadership and Capabilities.....	8
Implementation and Monitoring.....	9
Review.....	9
ACTION PLAN.....	APPENDIX A

## **Introduction**

For several years now the Council has faced reduced funding contributing to employees facing greater uncertainty. It is recognised that this situation is unlikely to change in the near future. The reductions in funding have led to a smaller workforce and fewer senior managers. The challenge for the Council's Human Resources looking forward is to continually strive for the Council to become an 'employer of choice' making the Council an attractive option to the employee of the future.

The Council's Organisation Strategy identifies the need to plan for future change. The council recognises that if it keeps doing the same things in the same way it will get the same outcomes and nothing will change. The concept of Smarter Working provides greater emphasis on the delivery of outcomes in the community as well as responding to the changing lifestyles of existing and future employees and is an important consideration for the HR Strategy.

The Council of the future must not only look inwardly at itself and its own performance but it must be part of the community learning from the world outside and bringing back into the Council what is happening outside and experimenting with what it sees as good practice. The organisation will need to create a culture of continual learning that encourages all its employees to be curious and challenge the way things are done.

In addition future working practices will need to reflect changes in employee lifestyles which will need to allow for more flexibility and the organisation will need to develop a more outcome based performance management approach. These are the issues that the HR strategy sets out to address.

## **Vision**

### **Corporate vision**

Our aim is to secure a better future for the New Forest By:

- Supporting local businesses to prosper for the benefit of the community
- Assisting the wellbeing of those people who live and work within the District
- Protecting the special and unique character of the New Forest

### **Our vision for Human Resources is:**

- To provide adaptable, flexible and modern organisational structures that can respond to the changing working environment and meet the Councils priorities.
- To provide modern flexible methods of working for employees to enable them to be best placed within the community to provide quality services where they are required.
- To provide sound working procedures and policies to support the principles of flexible/mobile working and smarter working in general
- To provide the support and training required to embrace the changes in technology to enable staff to work in new and more flexible ways to reflect changing lifestyles.

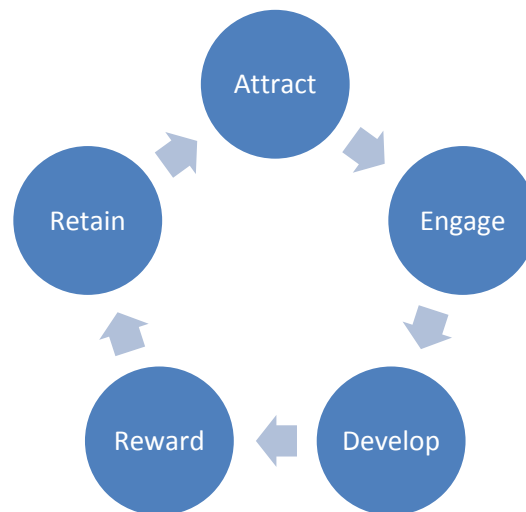
## HR Strategy Themes

There are a number of focus areas in which HR can make a large impact on the successful operations of the council. The HR Strategy can be split into the following themes:



## Attract and Retain

It is becoming increasingly difficult to attract applicants to some of our key positions. Due to our location we have major competitors both to the east and west of our district. We need to recognise that potential employees are looking for a more flexible approach to their work with work life balance playing a key part in their employment choices.



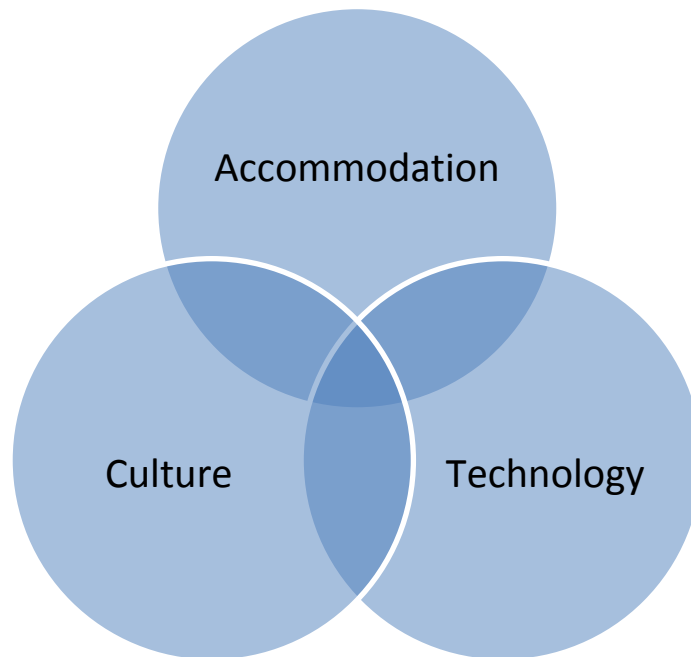
To support the employee cycle the strategy will look to:

- Develop pay structures that are fair and consistent but that retain the flexibility required to support market demands.
- Provide employee benefits to compliment the pay offered leading to a comprehensive employee package.
- Promote NFDC as an employer of choice using social media, careers events and external partnerships
- Encourage employees to engage with the organisation, using the employee forum, change agent meetings and other methods to promote good communication and understanding within the authority.
- Development opportunities and external networking will be key in building resilience, promoting best practice and retaining skilled employees.
- Provide support to employees in terms of their mental and physical wellbeing.

## Smarter Working

Any transformation programme is about getting staff to do things differently. Any change programme is meaningless without staff involvement.

To enable our change to be effective, efficient and engaging we need to ensure that the following three aspects are addressed:



The HR strategy will need to address the Culture aspect and the following actions need to be delivered:

- Training for managers in performance management for mobile workers.
- Training and guidelines for all staff working flexibly, including advice and support on coping with change and increasing resilience.
- Training in technology such of Office 365 and Skype and which will support mobile working
- Staff involvement and internal communications
- An HR system which is accessible through mobile devices aiding efficiency
- HR policies which support flexible working.

## **Modernising the way we work**

The speed at which technology is changing is becoming increasingly impressive. Having the right technology in place will be essential in the delivery of flexible and mobile working. Standardised and reliable technology will enable staff to benefit from a more flexible working arrangement which will benefit both staff and customers.

From an HR perspective having systems which employees can access on mobile devices ensuring optimum efficiency but retaining robust approval processes and acceptable audit trails will be key.

Future technology demands for mobile devices will include:

- Travel and subsistence
- Overtime
- On line Timesheets
- On line leave requests
- Manager approvals for all these actions.

In order to increase efficiency and effectiveness of our managers it will be essential to provide them with accurate management information. This will include a dashboard of information containing:

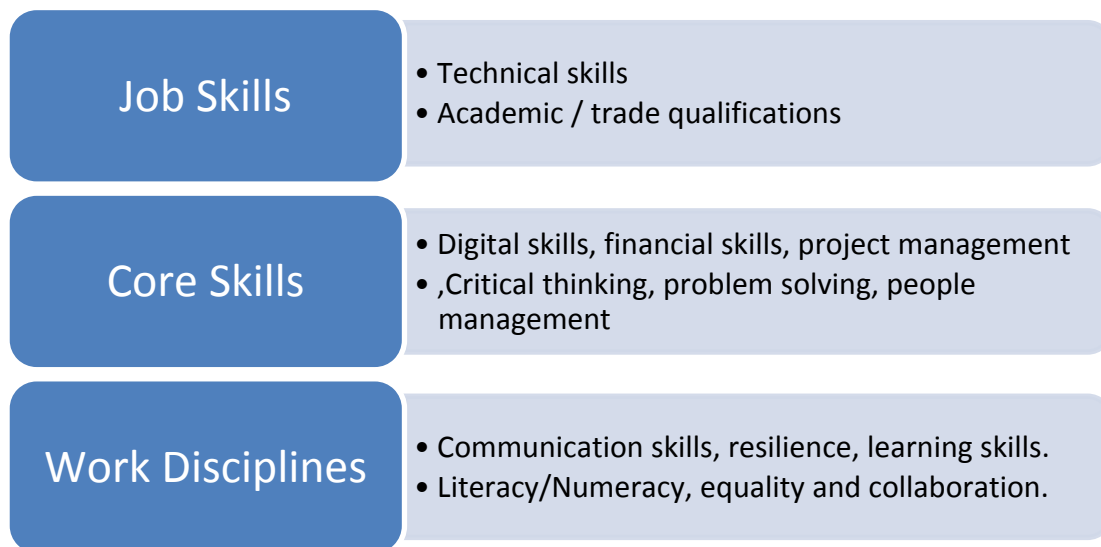
- Absence data
- Recruitment data
- Vacant post data
- Mandatory training requirements and key dates
- Sickness data including trigger points

To achieve all of the above HR will be securing a new HR and Payroll system. The new system will have a go live payroll date of April 2019. Other modules such as Recruitment and Training will follow later in the year.

The system we secure will also enable us to be in a position to offer our payroll and recruitment services to other authorities or local businesses. Where possible we will seek to secure partnership arrangements which will deliver tangible benefits to both parties and a financial benefit to the council.

## Future Skills

As recruitment becomes increasingly difficult it will be essential that we maintain our talent pool. Talent development will become of strategic importance as the pool diminishes. We need to invest in and develop our staff from apprentices to future managers and leaders to ensure the level of resources with the skills required are available.



To facilitate this we will be focusing on the following:

- Delivering apprenticeship opportunities both for new employees and existing employees
- Encouraging staff to look outside our organisation in order to bring back sharing and best practice
- Introducing a mandatory need to attend external events for managers. This is essential to move the organisation forward and ensure best practice in professional disciplines is shared and implemented.
- Looking to develop programmes which will cover the future professional skills required.
- Providing training programmes to support the change to smarter working.
- Ensuring managers are trained and supported in managing off site workers and the move towards performance management is focused on the achievement of objectives.



## Changes in Service Delivery

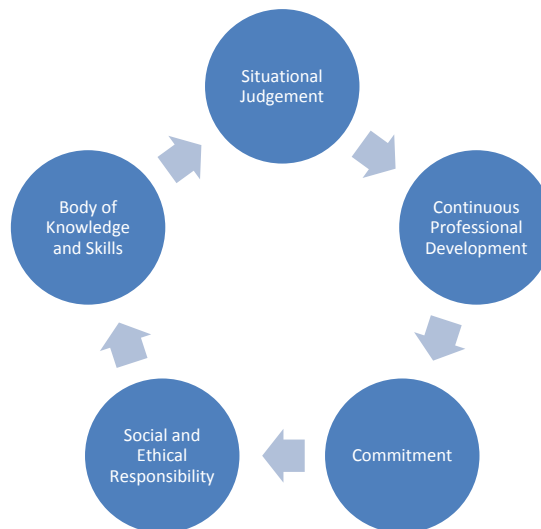
There are a number of areas of work which will increase in demand over the next 5 years. Some opportunities such as partnership working should be considered as a matter of fact at each stage in any change. Others are more focussed but each element requires us to have the necessary skills and knowledge to make the right choices and decisions.

Future growth areas include:

- Partnership working
- Projects for smarter working
- Collaboration
- Changes in legislation
- Housing Demands
- Utilisation of council property and land
- Investment in housing

## Future Leadership and Capabilities

To ensure that we are able to meet the challenges ahead and deliver results in our growth areas it will be essential that as well as having some core skills it is essential that we allow our managers space to look outside our organisation in order to bring back sharing and best practice.



We will look to review our performance management framework with a view to introducing meaningful outcomes whilst supporting staff to achieve and deliver the best for our customers.

All staff will be encouraged to consider their own personal development and take responsibility for ensuring their knowledge and skills equip them for the role they do. All staff will also be encouraged to consider future roles in the organisation and what skills they may need to achieve their ambition.

## Implementation and Monitoring

Monitoring of the delivery of this HR Strategy will be done by a number of bodies as follows:

Governance Body	Prime Function	Frequency
HR Service Manager	Day to day leadership and control. Co-ordination of the overall strategy.	Daily
Exec Head of Resources	Exec head monitoring of the strategy delivery	Monthly
Project Boards	Leadership and decisions on specific projects	Monthly
Portfolio Holder	Review and control of HR budget and strategy from democratic viewpoint	Monthly
EMT	Direction and priorities for HR.	Quarterly or as required
Employee Engagement Panel	Review of HR policy changes	Quarterly
Cabinet	Decisions on budgets as required	As required
Audit role	Validation and verification of risks	Annual
Finance	Monitoring of any financial implications	As required

## Review

This strategy will be reviewed and updated as necessary. The first formal review will take place in 2020.