

## CCBC ACTION PLAN - AUDIT HR &amp; WF THEMATIC REVIEW

	Issue	Recommended Action(s)	Date	Responsible Person
1	Although the Council has a published People Strategy, a clearly documented HR strategy and plan is required to explain and articulate how HR will support the organisation in the delivery of its People Strategy in the future, providing clear strategic line of sight through the People Strategy back to the stated objectives of the Council and demonstrating where and how value is delivered.	<p>We will review the current People Strategy to include a more detailed implementation plan for a range of Workforce Strategies and issues.</p> <p>This will be undertaken once the work on producing an agreed Performance Improvement Framework for Local Government is in place.</p> <p>This is included in FY13-14 HR Service Improvement Plan.</p>	TBC Anticipated to commence in Autumn 2013 with a view to completing before new FY	Gareth Hardacre / HR Leadership Team
2	The establishment of an HR balance scorecard to track HR performance against key metrics, for example, costs, service performance, client satisfaction and delivery of the HR Strategy. Whilst some of this information is available it is not organised in such a way as to make it easy for stakeholders to assess progress against HR and/or People Strategy objectives and priorities and to use this information to review and change plans.	<p>An initial review has already been undertaken and has led to changes to the scorecard for HR on Ffynnon in year. Wherever possible we will look to automate data reporting from I-Trent HR System</p> <p>As part of our benchmarking activity, we will review all our HR metrics and performance measures to refresh how we measure performance and benchmark our services</p> <p>This is included in FY13-14 HR Service Improvement Plan.</p>	<p>Initial Review Completed December 2012</p> <p>Further Development to Scorecard December 2013</p>	Gareth Hardacre / HR Leadership Team
3	Tracking of benefits identified in the HR Transformation Business Case. This might be built into the suggested balanced scorecard approach or left as separate process.	As suggested in the review this will be incorporated into the action above at (3).	N/A	N/A
4	Strategic workforce planning and succession planning - implement an integrated approach to workforce planning aligned to service, financial and workforce targets. Workforce and succession planning is essential to ensure that the Council has the right skill sets in place for the future delivery of services and the basis for much of the planning of both strategic and operational HR intervention.	<ul style="list-style-type: none"> <li>• Development of Template and consultation with Management &amp; Trades Unions</li> <li>• Agreed Scheme approved by Members</li> <li>• Roll out of Training and Support to Line Managers</li> <li>• Completion and Return of Templates by Line Managers</li> <li>• Production of Organisation Plan</li> </ul> <p>This is included in FY13-14 HR Service Improvement Plan.</p>	<p>Q2</p> <p>End of Q2</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	Gareth Hardacre / Elizabeth Rogers