

MINUTES OF COUNCIL MEETING HELD ON 2 NOVEMBER 2015

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NORTH EAST DERBYSHIRE DISTRICT COUNCIL

MINUTES OF THE MEETING OF THE COUNCIL

HELD ON 2 NOVEMBER 2015

Present:

Councillor Mrs A Holmes Chair

Councillor S Peters Vice Chair

Councillor Mrs P Antcliff

“ W Armitage
“ Mrs J Austen
“ N Barker
“ B Barnes
“ G Baxter MBE
“ Mrs L Blanshard
“ S Boyle
“ G Butler
“ A Cooper
“ Miss C Cupit
“ A Dale
“ M Foster
“ M Gordon
“ R Hall
“ Mrs E A Hill
“ Mrs J Hill
“ C Hunt
“ P R Kerry
“ H Laws

Councillor B Lewis

“ J Lilley
“ W Lilleyman
“ T Mansbridge
“ A Powell
“ Mrs T Reader
“ B Rice
“ Mrs L Robinson
“ Mrs K Rouse
“ D Skinner
“ Mrs C A Smith
“ Miss R Smith
“ L Stone
“ K Tait
“ M E Thacker
“ Ms C Tite
“ R Welton
“ J Windle
“ B Wright

Before the meeting began, Council observed a moment's silence in memory of former Councillor Trish Williams who had recently passed away.

383 Apologies for Absence

Apologies for absence had been received from Councillors Mrs J Barry, P Elliott, S Ellis, Miss M Emmens, Mrs A Foster, A D Garrett, Mrs C D Huckerby, G Morley, B Ridgway and Mrs J Ridgway.

384 Declarations of Interest

Members were requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest, not already on their register of interests, in any item on the agenda and withdraw from the meeting at the appropriate time.

Councillor M Gordon declared a non significant other interest in item 9 on the agenda, Voluntary Community Groups presentation – Derbyshire Law Centre, arising from his membership of the Law Centre.

385 Minutes of the Council Meeting held on 7 September 2015

RESOLVED – That the minutes of the meeting of Council held on 7 September 2015 be approved as a correct record and signed by the Chair.

386 Chair's Announcements

The Chair welcomed Mr Dan Swaine to his first meeting of the Council as the new Chief Executive. Mr Swaine would be splitting his time between North East Derbyshire and Bolsover District Councils.

The Chair thanked everyone who had supported the Brass Band Concert at Dronfield in September, which was won by Shirebrook Miners Welfare (UNISON) Band for the third year running. She also congratulated Jane Baldwin of the Matlock Band who was crowned Best Soloist for the second year running.

Members were encouraged to take part in a bucket collection on 7 November 2015, a jewellery sale on 30 November 2015 and the Charity Auction on 15 December 2015.

Council was alerted to the resignation of Councillor G Griffin-Chappel which, together with the passing of Councillor T Williams, meant there would be two by-elections in Coal Aston and Holmewood and Heath on Thursday, 10 December 2015.

Finally, Council was alerted to a briefing session on safeguarding on 9 November 2015 and the Member Involvement Half Day session on 17 November 2015.

387 Public Participation

In accordance with Council Procedure Rule No 8 members of the public were allowed to ask questions about the Council's activities for a period of up to 15 minutes.

No questions had been submitted.

388 Minutes of meetings held between 1 September and 1 October 2015

Council considered the following minutes of meetings held between 1 September and 1 October 2015:-

| | MEETING | DATE |
|-----|---|---------------------------------------|
| (a) | Planning Committee | 1 September 2015 29 September 2015 |
| (b) | Cabinet | 2 September 2015 30 September 2015 |
| (c) | Strategic Alliance Joint Committee | 2 September 2015 |
| (d) | Licensing Committee | 4 September 2015 |
| (e) | Organisation Scrutiny Committee | 16 September 2015 |
| (f) | Standards Committee | 21 September 2015 |
| (g) | Growth Scrutiny Committee | 22 September 2015 |
| (h) | Audit & Corporate Governance Scrutiny Committee | 24 September 2015 |
| (i) | Communities Scrutiny Committee | 25 September 2015 |
| (j) | Licensing Sub-Committee (Taxis) | 1 October 2015 |

RESOLVED – That the minutes of meetings held between 1 September and 1 October 2015 as set out above be noted.

389 Questions from Members under Procedure Rule No 9

There were no questions on notice from members.

390 Change of Order of the Agenda

RESOLVED – That Item 9 on the agenda, Voluntary Community Groups Presentation – Derbyshire Law Centre, be taken as the next item.

390(a) Voluntary Community Groups Presentation – Derbyshire Law Centre

Council considered a presentation on the work of Derbyshire Law Centre as part of a suite of presentations from voluntary/community groups that were funded by the authority. Tony McIlveen and Lisa Haythorne from the Derbyshire Law Centre attended the meeting to give the presentation.

Derbyshire Law Centre existed to protect residents' legal rights across the Derbyshire area on issues of care and support at home, debt, discrimination, employment, hate and harassment, housing and homelessness, immigration and asylum and mortgage repossessions.

Following the presentations, members asked questions and raised issues. Some of the issues highlighted included increases in the number of evictions and the loss of legal aid provision.

RESOLVED – That the presentation from the Derbyshire Law Centre be noted.

391 Motions from Members under Procedure Rule No 10

Council considered two motions on notice.

(a) Syrian Refugees

It was moved by Councillor G Baxter MBE and duly seconded,

That this Council:-

- (1) Endorsed the approach announced in September that this Council goes above and beyond its responsibilities as set out in the Syrian Vulnerable Persons Relocation Scheme.
- (2) Notes that detail is still awaited from Government regarding numbers, funding, prioritisation and the dispersal of refugees.
- (3) Expresses sincere gratitude to the people of North East Derbyshire for the number of offers of help already received.
- (4) Agrees that an officer working group be established, once more information is known, to assist with communications, signposting and the co-ordination of voluntary help and assistance relating to the ongoing Syrian refugee crisis.

During the debate, an amendment was moved by Councillor M E Thacker and duly seconded, removing points (1) to (4) above and adding the words:

- (1) Awaits detail from the Committee chaired by the Home Secretary in association with the LGA to see how genuine Syrian refugees can be supported.
- (2) Establishes a member and officer working group to implement recommendations from the above Committee.
- (3) Expresses gratitude to the people of North East Derbyshire who have offered help but acknowledges the concerns raised by other residents.
- (4) Requests an apology from Councillor Baxter for acting in a unilateral way by issuing a press release ahead of the agreed Council meeting of 2 November 2015.

A vote was taken on the amendment and it was lost.

The original motion was put to the meeting and it was RESOLVED that this Council:-

- (1) Endorsed the approach announced in September that this Council goes above and beyond its responsibilities as set out in the Syrian Vulnerable Persons Relocation Scheme.
- (2) Notes that detail is still awaited from Government regarding numbers, funding, prioritisation and the dispersal of refugees.
- (3) Expresses sincere gratitude to the people of North East Derbyshire for the number of offers of help already received.
- (4) Agrees that an officer working group be established, once more information is known, to assist with communications, signposting and the co-ordination of voluntary help and assistance relating to the ongoing Syrian refugee crisis.

(b) Welfare Reform

It was moved by Councillor Mrs T Reader and duly seconded,

That this Council:-

- (1) Is concerned about the effect that changes to the welfare budget will have on residents of North East Derbyshire District. These cuts, which are due to come into force in April 2016, will once again disproportionately affect the working poor and the most vulnerable of our residents with hardship caused through changes to working tax credits and housing benefits.
- (2) Notes reports that the Treasury could consider watering down drastic cuts to tax credits that will hit the working poor but also notes the recent statement from David Cameron rejecting calls to rethink cuts to tax credits.
- (3) Agrees to continue to take action to protect the population of North East Derbyshire by lobbying Government and MPs to oppose the proposed welfare budget cuts.

During the debate, an amendment was moved by Councillor M E Thacker and duly seconded, removing points (1) to (3) above and adding the words:

- (1) Understands that Parliament has to make savings in order to meet deficit reduction targets in order to balance the books.
- (2) Understands that welfare reforms are necessary so that Britain is able to live within its means.

- (3) Understands that the Chancellor needs to outline how he intends to revisit tax credit reforms as part of the Autumn Statement.

A vote was taken on the amendment and it was lost.

The original motion was put to the meeting and it was **RESOLVED** that this Council:-

- (1) Is concerned about the effect that changes to the welfare budget will have on residents of North East Derbyshire District. These cuts, which are due to come into force in April 2016, will once again disproportionately affect the working poor and the most vulnerable of our residents with hardship caused through changes to working tax credits and housing benefits.
- (2) Notes reports that the Treasury could consider watering down drastic cuts to tax credits that will hit the working poor but also notes the recent statement from David Cameron rejecting calls to rethink cuts to tax credits.
- (3) Agrees to continue to take action to protect the population of North East Derbyshire by lobbying Government and MPs to oppose the proposed welfare budget cuts.

392 Strategic Alliance People Strategy 2016-2019

Council considered Report No NG/02/15-16/SG of Councillor N Barker which sought approval for the Strategic Alliance People Strategy for 2015-2019. Bolsover and North East Derbyshire District Councils each previously had their own People Strategy. A joint strategy was now proposed for both Councils.

The purpose of the Strategy was to provide a framework in relation to people management activities and to support delivery of the Corporate Plan through effective development of the workforce.

Members were given an outline of the key sections of the Strategy, including the vision shared between Bolsover and North East Derbyshire, as well as individual vision, aims and values which underpinned the Strategy for both Councils. The key influences and challenges were also identified as well as the achievements on the former People Strategies of each Council from 2011-2015. Attached to the Strategy was an action plan to ensure effective delivery and achievement of the People Strategy's aims.

RESOLVED – That the Strategic Alliance People Strategy, attached to these Minutes as **Appendix A**, be approved.

(Assistant Director – HR and Payroll)

393 Cabinet 2015/16

Council was advised of changes to the Leader's Cabinet.

Councillor Mrs J Austen was to take on portfolio responsibility for Information Technology, E-Information and Asset Management. Councillor Austen's previous portfolio, supporting Housing Strategy and Social Inclusion, would not be filled. This would have the effect of reducing the number of Cabinet members by one to seven.

RESOLVED – That the Leader's changes to Cabinet, as set out above, be noted.

394 Appointments to Committees, Advisory Groups and Outside Bodies

(a) Standards Committee – Conservative Group

RESOLVED – That Councillor S Ellis be replaced with Councillor A Powell on Standards Committee.

(b) Joint ICT Committee – Labour Group Nomination

RESOLVED – That Councillor Mrs J Austen be appointed to the Labour Group vacancy on the Joint ICT Committee.

(c) Joint ICT Committee – Conservative Group Nomination

RESOLVED – That Councillor W Armitage be appointed to the Conservative Group vacancy on the Joint ICT Committee.

(d) Groundwork Creswell, Ashfield and Mansfield

Two nominations were received for the vacancy to Groundwork Creswell, Ashfield and Mansfield.

RESOLVED – That Councillor Mrs J Austen be appointed to the vacancy on Groundwork Creswell, Ashfield and Mansfield.

Bolsover & North East Derbyshire District Council

Strategic Alliance People Strategy 2016 - 2019

(September 2015)



| Strategy Details | Comments / Confirmation (To be updated as the document progresses) |
|---|---|
| Strategy title | Strategic Alliance People Strategy |
| Current status - i.e. first draft, version 2 or final version | Draft for JCG/UECC |
| Strategy author | S Gordon |
| Location of strategy i.e. L-drive, shared Drive | |
| Member route for approval | Council |
| Cabinet Member (if applicable) | Cllr Dooley (BDC), Cllr Barker (NED) |
| Risk Assessment completed (if applicable) | N/A |
| Equality Impact Assessment approval date | Contained within report |
| Partnership involvement (if applicable) | N/A |
| Final strategy approval route i.e. Executive/ Council /Planning Committee | JCG, UECC, Council |
| Date strategy approved | |
| Date strategy due for review (maximum three years) | 2019 |
| Date strategy forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public) | |

BDC / NEDDC STRATEGIC ALLIANCE PEOPLE STRATEGY 2016 - 2019

1. Introduction

The Strategic Alliance People Strategy 2016 - 2019 provides a framework and vision to realise the Corporate Plans across both Councils through effective development of the Workforce. It describes how people will be managed and developed to achieve the Councils aims and priorities and the targets within the Growth and Transformation Programme.

People are our most important asset and this is reflected in the drive to build on our success. As holders of Investors in People and Customer Service Excellence accreditations, the Council has shown its commitment to continue to grow and develop our employees to provide quality service to the public. The aim of the People Strategy is to deliver excellent service to our communities through recruiting and retaining a talented and capable workforce.

There are just under 1,000 employees who form the Strategic Alliance workforce at both Councils, with 489 employees within Bolsover District Councils and 480 employees within North East Derbyshire District Council. In total 63.48% of the combined workforce is full-time with 36.52% part time. 52.76% of the combined workforce is male and 47.24% are female. Around 1.89% of employees are from an ethnic minority background. Overall 7.17% of the workforce consider themselves to be disabled.

2. Principles

Both Councils continue to operate in a challenging environment with the need to maintain delivery of excellent services whilst effectively managing escalating financial and resource constraints. We are committed to harnessing the talents of our people to enable the organisation to achieve our corporate aims, successfully manage change and encourage innovation.

Our approach to collaborative working has provided a platform for supporting workforce development, creating opportunities for employees to grow and adopting best practice. Thus, strengthening organisational resilience and the future sustainability of both Councils.

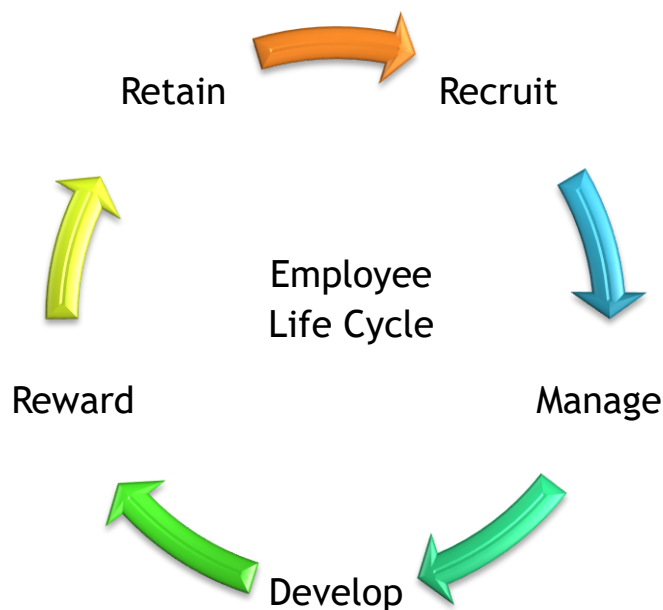
In the implementation of the People Strategy, due regard will be given to the Equality Act 2010 covering age, gender, disability, pregnancy, race, religion, belief and sexual orientation.

Vision

The purpose of the People Strategy is to set out a forward looking and ambitious People agenda to strengthen both Councils and support the achievement of the Strategic Alliance goals. This People Strategy aims to ensure that effective, leadership, management and governance of people issues takes place across both Councils at all levels of activity. It is about providing both the direction and the detail of how the people aspects of our corporate strategies and plans will be achieved as the Strategic Alliance continues to evolve.

To ensure both Councils are well positioned and resilient to the challenges that lie ahead, it is critical a robust People Strategy is in place that harnesses the talent of it's workforce and ensures excellent people management practices are embedded across the Strategic Alliance partnership. To achieve this, both Councils must effectively manage all aspects of the employee life cycle (shown below). A detailed implementation plan, which sets out clear actions, timescales and measures for success has been developed to support achievement of the People Strategy vision and objectives.

Figure 1: Employee Life Cycle



The Strategic Alliance between Bolsover District Council and North East Derbyshire District Council began in April 2011 with the signing of an agreement for the two Councils to work more closely together. Central to the formation of the Strategic Alliance was a clear understanding about what the partnership would deliver. This is detailed in our vision below which sets the context for the People Strategy.

Our shared Vision for Bolsover and North East Derbyshire:

We are stronger together

We are committed to working together to the benefit of our local communities, and we are dedicated to the continuing provision of high quality, efficient and cost effective public services.

We will lead and champion partnership working

We will explore ways to share resources and will encourage other partners to work more closely with us.

We are proud of Bolsover and North East Derbyshire

We are proud of - and will preserve - the independent political and geographical sovereignty of Bolsover and North East Derbyshire.

Our staff and members are the heart of our organisations

We are committed to the principles of openness, transparency and team working, and will engage and involve staff and members in the on-going development of our Strategic Alliance.

Each Councils' vision, aims and values that underpin the People Strategy are shown below:

| | |
|--|--|
| Bolsover District Council | |
| Vision | |
| To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District | |
| Aims | Values |
| <ul style="list-style-type: none">• Unlocking our Growth Potential• Providing Customers with Excellent Service• Supporting Our Communities to be Healthier, Safer, Cleaner and Greener• Transforming Our Organisation | <ul style="list-style-type: none">• Will show respect, honesty and openness in everything we do• Will challenge ourselves and change for the better• Are proud and passionate about what we do• Will work with partners to provide quality services |

| | |
|---|--|
| North East Derbyshire District Council | |
| Vision North East Derbyshire will be a place that is clean and attractive, a place where people are proud to live and work, where they will prosper and are safe, happy and healthy. | |
| Aims <ul style="list-style-type: none"> • Unlocking our Growth Potential • Providing Customers with Excellent Service • Supporting Our Communities to be Healthier, Safer, Cleaner and Greener • Transforming Our Organisation | Values <ul style="list-style-type: none"> • Are honest, open and accountable • Value peoples differences and we will treat everyone fairly and with respect • Listen, involve and respond • Embrace change and innovation |

Strategic People Aims

The strategic people aims are based on the aim, Transforming Our Organisation, as outlined in both Councils Corporate Plan. Our priority in relation to this is:

- Supporting and Engaging with our Employees

Key Influences and Challenges

The People Strategy takes into account the following key factors which will influence and challenge both Councils over the next three years. It is important to note that these factors are continually evolving and will be subject to ongoing review.

| National Influences/Challenge | Local Influences/Challenges |
|---|---|
| <ul style="list-style-type: none"> • Austerity measures - financial constraints placed on local authorities • Government strategy and policy • Drive for shared services and partnership working • Devolution • Social responsibility • Employment legislation changes and other legal requirements • Competitive recruitment market | <ul style="list-style-type: none"> • Customer expectations • Corporate plan priorities and performance measures • Strategic Alliance arrangements • Transformation agenda • Growth agenda • Sustaining a balanced budget • Service planning • Employee expectations • Workforce developments • Relationship with key partners |

| | |
|--|--|
| <ul style="list-style-type: none"> • Technology advance • Perception of local government and public sector • Revision of liP framework and standard | <ul style="list-style-type: none"> • Ageing workforce |
|--|--|

Achievements 2011 - 2015

The achievements over the lifespan of the previous People Strategy at BDC and HR Strategy at NEDDC against the aims and objectives set is illustrated in the following table.

| Bolsover District Council People Strategy 2011 - 2015 |
|--|
| <p>Achievements:</p> <ul style="list-style-type: none"> • Regular briefings on Savings Strategy • Implementation of Strategic Alliance Management Structure • Review of Learning and Development processes • Implementing the liP Improvement plan • liP Accreditation • Apprenticeship Programme |

| North East Derbyshire District Council HR Strategy 2012 - 2015 |
|---|
| <p>Achievements:</p> <ul style="list-style-type: none"> • Working towards developing streamlined processes and procedures • Recruitment monitoring • Employee celebration awards • liP re-accreditation • Reviewing and revising policies in response to legislation changes and to ensure they meet overall aims and priorities • Working to reduce sickness absence levels • Continuing personal development for team members |

There have been several achievements that have taken place outside of the existing strategies in place at both Councils as a result of the formation of the Strategic Alliance, which are outlined below.

Strategic Alliance Achievements Since April 2011

- Numerous Organisational Reviews across both Councils in line with the new Policy and Procedure for Organisational Review
- Progressing the development of common policies and procedures across both Councils
- Implementation of joint contracts for Chief Officers
- Joint IiP assessment and accreditation
- Developing work life balance through flexible working initiatives
- Developing the HR & Payroll System to improve efficiency
- Supporting achievement of the Transformation Programme Agenda
- Developing a joint Health and Safety Team
- Joint mandatory induction training developed for customer service, FOI, data protection and equality.

3. Statement

The “Strategic People Aims and Objectives” for both Councils’ for 2016 - 2019 are detailed in the following section. Due to the nature of people management within an organisation there is substantial overlap between objectives and success will be mutually dependent on positively progressing all the elements listed. The key to achieving the aims of the People Strategy is through effectively aligning people management practices with the needs and ambition of both organisations

This strategy compliments the Corporate Learning and Development Plan and the Health and Safety action plan together with associated policies which are in place at both Councils.

1. Transforming Our Organisation

Achieved by:

- Creating an environment that enables greater responsiveness and flexibility to change
- Encouraging innovation

- Ensuring the right people are in place at the right time
- Empowering employees
- Providing employees with the tools to successfully deliver in their job roles
- Effective succession planning
- Building on our customer focus
- Thriving on the opportunity to improve and tackle challenges
- Effective talent management
- Developing greater resilience enabling sustainable service delivery
- Facilitating collaborative working

Role of HR & Payroll:

- Successfully implementing transformation initiatives and manage risk
- Aligned with the business, customer focused, responsive and efficiently delivered
- External benchmarking and seeking out best practice from elsewhere
- Consulted and involved in strategic and corporate decision making
- Ongoing achievement of Investor in People standards
- Ongoing achievement of efficiency savings
- Recruitment and retention of high performing employees together with effective succession planning
- Building organisational capability, agility and diversity
- Supporting Leadership development
- Offering practical and timely solutions to resource gaps
- Working effectively with managers and in collaboration with other service areas on projects and act as a catalyst for change
- Processes and practices are fit for purpose with streamlined transactional functions
- Building on collaborative and partnership working
- Clear job descriptions and person specifications

2. Supporting and Engaging with Our Employees

Achieved by:

- Listening to and valuing our employees and trade unions
- Strong and transformational leadership
- Embedding performance management with a clear competency framework
- Providing opportunities for employees to develop and progress

- Ensuring fair and equitable treatment of employees
- Offering an attractive range of reward, recognition and retention initiatives
- Fulfilling our duty of care to our employees
- Providing a safe and healthy work environment
- Empowering the workforce

Role of HR & Payroll:

- Excellent employee relations and timely resolution of issues
- Effective performance management processes
- Provision of consistent and high quality advice
- Policies are aligned with the organisation and best practice
- Supporting managers to effectively lead their teams
- Championing employee health, safety and wellbeing including accessing effective Occupational Health advice and effectively managing sickness absence
- Supporting work life balance through flexible working initiatives
- Managers possess the skills, knowledge and capabilities to effectively manage people
- Comprehensive Induction and learning and development programme
- Providing employees with internal and external learning and development opportunities
- Supporting continuing professional development and post entry training
- Employees are informed through effective internal communication
- Employees are involved in decision making
- Developing and sustaining good working relationships with the Trade Unions
- Reward, recognition and retention initiatives in place that attract and retain high performing talent
- Undertake regular employee surveys
- Facilitating development of a diverse workforce
- Legal compliance
- Sustaining and developing the Apprenticeship Programme


Review

The People Strategy's contribution will be assessed through the action plan that sets out key milestones with measurable targets linked to both Councils' Corporate Plan. Performance will be subject to regular reviews at all levels including Directorate quarterly performance reviews, service performance and individual performance reviews. Priorities may be revised over the lifespan of the strategy in response to changing external and internal demands.

4. Action Plan

The following action plan aims encapsulate the people management ambitions of both Councils. These aims shape the activities outlined in the action plan that will ensure successful achievement of the Councils' People Strategy and support the effective management of all aspects of the employee life cycle.

Figure 2: People Strategy Framework

| Corporate Aim and Priority for People Strategy | People Strategy Action Plan Aims | Employee Life Cycle |
|--|---|---|
| Transforming Our Organisation | 1.Improve employee engagement |  |
| | 2.Provide a healthy and safe work environment | |
| | 3.Build workforce capability | |
| Supporting and Engaging with Our Employees | 4.Promote a high performance culture | |
| | 5.Support organisational transformation | |
| | 6.Transform HR and Payroll Service delivery | |

5. Glossary of terms (if applicable)

6. Appendices (if applicable)

Strategic Alliance People Strategy Action Plan 2016 - 2019

| Action Plan Aim | Action | Owner | Lead Officer/s | Target Date | Expected Outcome | Resources |
|--|--|---------------------------------------|---|---------------|---|------------|
| 1. Improve employee engagement | Roll out a comprehensive Induction Programme | Joint Assistant Director HR & Payroll | Senior HR Officers | March 2016 | Increased productivity and retention | Staff time |
| | Undertake biannual Employee Survey | Joint Assistant Director HR & Payroll | Senior HR Officers | October 2016 | Actions taken to improve employee satisfaction, motivation, commitment and job fulfilment | Staff time |
| | Review consultation and internal communication methods | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll | December 2017 | Employees are informed and involved in decision making | Staff time |
| | Review of work life balance initiatives | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll Senior HR Officers | July 2018 | Increased productivity, attendance and retention, the organisation is an employer of choice | Staff time |
| 2. Provide a healthy and safe work environment | Implement Health & Safety Action Plan | Joint Assistant Director HR & Payroll | Senior HR Officers | December 2016 | Support health and wellbeing, legal compliance, protects employees, organisation service users and minimises risk | Staff time |
| | Review of Occupational Health provision | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll Senior HR Officers | December 2016 | Receipt of timely and relevant professional medical advice to prevent and effectively manage sickness absence | Staff time |
| | Produce an Employee Health & Wellbeing | Joint Assistant Director HR & | Joint Assistant Director HR & | October 2017 | Improved morale, wellbeing and reduced sickness absence | Staff time |

Strategic Alliance People Strategy Action Plan 2016 - 2019

| Action Plan Aim | Action | Owner | Lead Officer/s | Target Date | Expected Outcome | Resources |
|--------------------------------------|---|---------------------------------------|---|---------------|--|---------------------------------|
| | Strategy | Payroll | Payroll | | | |
| 3.Build workforce capability | Develop and implement liP Action Plan | Joint Assistant Director HR & Payroll | Joint Directors and Assistant Directors Senior HR Officers | March 2017 | Ongoing achievement of liP standards. | Staff time External Assessor |
| | Develop an Organisational Development Framework | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll | May 2018 | Employees possess required skills and knowledge to achieve high performance | Staff time |
| | Review Learning and Development policies and processes and embed effective practice | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll Senior HR Officers | December 2018 | Employees and Managers possess the skills, knowledge and capabilities to effectively manage people | Staff time |
| 4.Promote a high performance culture | Embed the Reward, Recognition and Retention Framework | Joint Assistant Director HR & Payroll | Joint Directors and Assistant Directors | December 2016 | Attract and retain high performing talent | Staff time |
| | Embed employee performance management and the competency framework | Joint Assistant Director HR & Payroll | Joint Directors and Assistant Directors | June 2017 | Individuals' achieve high performance. Every employee is effectively managed. | Staff time |
| | Develop a Workforce Planning framework | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll | December 2017 | Increased workforce agility, responsiveness, productivity and sound succession planning | Staff time |
| 5.Support organisational | Roll out transformation | Joint Assistant Director HR & | Joint Assistant Director | March 2016 | Successful implementation of transformation initiatives such | Staff time |

Strategic Alliance People Strategy Action Plan 2016 - 2019

| Action Plan Aim | Action | Owner | Lead Officer/s | Target Date | Expected Outcome | Resources |
|--|---|---|--|---------------|--|---------------------------|
| transformation | training | Payroll | Customer Service and Improvement | | as Service Reviews and a achievement of efficiencies | |
| | Evaluate progress and review future options relating to implementation of the Strategic Alliance | Chief Executive Officer | Joint Executive Director Transformation Joint Executive Director Operations | August 2016 | Organisations' structure and terms and conditions are fit for purpose and efficient | Staff time and consultant |
| | Review relevant policies, procedures and practices in place that support transformation initiatives | Joint Executive Director Transformation | Joint Assistant Director HR & Payroll Joint Assistant Director Customer Service and Improvement | December 2018 | Enabling and facilitating positive transformation to ensure sustainability. | Staff time |
| 6. Transform HR & Payroll Service delivery | Review service delivered by HR & Payroll | Joint Executive Director Transformation | Joint Assistant Director HR & Payroll | July 2016 | HR & Payroll is aligned with business needs, adds value, responsive, adopts best practice and is fit for purpose | Staff time |
| | Strengthen working in partnership with managers and HR & Payroll customer relations | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll | December 2017 | HR & Payroll works in collaboration with managers and is customer focussed. Service user satisfaction is high. | Staff time |

Strategic Alliance People Strategy Action Plan 2016 - 2019

| Action Plan Aim | Action | Owner | Lead Officer/s | Target Date | Expected Outcome | Resources |
|-----------------|---|---------------------------------------|--|---------------|---|--------------------------|
| | Review transactional HR & Payroll processes | Joint Assistant Director HR & Payroll | Joint Assistant Director HR & Payroll Senior HR Officers Payroll Manager | December 2017 | Processes and practices are lean and support achievement of service and corporate objectives Streamlined and effective transactional functions that maximise use of technology | Staff time Consultant |