

Improvement and Human Resources

The principal purpose of the Service is to:

As a team of professionals and support staff we drive improvement through change and support business objectives in the interest of the people we employ and the people we serve. Areas of activity relate to: human resources, payroll, organisational development, performance and improvement, health and safety; corporate communications.

The Service employs FTE

The Service faces the following significant challenges:

Managing the implications of the Living Wage and the erosion of pay differentials.

Adapting to meet the changing needs of our customers in an uncertain environment, and managing the expectations of the services we can deliver within the available resources.

Managing and maintaining an up-to-date knowledge of potential changes to legislation associated with Brexit, and their likely impact on our organisation.

Reducing resource against an increasing demand for services we provide.

Managing the challenges presented through Health and Social Care integration.

Providing communications support as Services implement changes.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

Improvement and HR Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	Information and support are available for everyone			
IHR05_01	Maintain the number of positive press releases that are issued.	300	Per annum	2015/16: 301
IHR05_02	Issue Gaelic press releases to promote the language	2	Monthly	2
BO11	There is no place for discrimination and inequality			
IHR11_01	Publish an Equalities Mainstreaming report.	Published	FQ1 2017 FQ1 2019	No benchmark
BO28	Our processes and business procedures are efficient, cost effective and compliant			
IHR28_01	Maintain the 'Cost per Employee' of the HR service in line with CIPFA benchmark.	£339	Annual	Council current figure £349 Average from CIPFA benchmarking group £339
IHR28_02	All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form.	90%	Quarterly	98%
IHR28_03	Workforce plans that reflect the future needs of the organisation are in place and up to date.	Complete	FQ4 2017/18 FQ4 2018/19	New measure
BO29	Health and safety is managed effectively			
IHR29_01	Health and safety competence assessments for contractors are carried out within 10 working days.	100%	Quarterly	100%
IHR29_02	Percentage of accidents and incidents assessed and where applicable an investigation is initiated within 1 working day.	100%	Quarterly	100%

SM Code	Outcome success measures	Target	Timescale	Benchmark
BO30	We engage with our customers, staff and partners			
IHR30_01	Increase Facebook followers.	2,860 (10% increase on 2,600 from 2017/18)	FQ4 2018/19	2016/17 Total
IHR30_02	Increase Twitter followers.	12,320 (10% increase on 11,200 from 2017/18)	FQ4 2018/19	2016/17 Total
IHR30_03	Communication enquiries are dealt with promptly and within deadlines.	90%	Quarterly	No benchmark
BO31	We have a culture of continuous improvement			
IHR31_01	A Council-wide Self-evaluation programme is implemented according to agreed timescale	On Track	FQ4 2019-20	No Benchmark
BO32	Our workforce is supported to realise its potential			
IHR32_01	Maintain high satisfaction levels of all Corporate courses delivered based on completed evaluation forms	85%	Quarterly	New measure
IHR32_02	Maintian the number of modern apprenticeships created and commenced	60	FQ4 2019/20	No Benchmark
IHR32_03	Undertake an annual Learning Needs Analysis to ensure the future skill needs of the organisation can be met.	Complete	May 2017 May 2018 May 2019	No benchmark
IHR32_04	Actions in the Grow Our Own work plan are implemented on time.	Complete	FQ4 Annually	New measure

Improvement and HR Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO28	Our processes and business procedures are efficient, cost effective and compliant			
	Reconfigure pay and grading model to accommodate Living Wage.	March 2019	Other	Legislative change.
	Implement and develop changes associated with the redesign of the PIF Planning and Improvement Framework	March 2018	Other	Service redesign; customer engagement.
	Pilot an investigation service provided by HROD team for disciplinary matters. This replaces an investigating officer being appointed within Services.	March 2018	Other	Business Case.
BO31	We have a culture of continuous improvement			
	Identify best practice in using social media to support the digital first strategy and agenda.	March 2018	Digital Action Plan	
	Develop a programme of increased automation of HROD transactions.	September 2017	Other	Service Choices service redesign; customer engagement.