

## Service Improvement Plan (*abridged*) – Human Resources 2006/07- 2008/09

<b>Theme:</b>	
<b>Objective:</b> Implementation of remaining modules for the PSE System and further development of the HR Module	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Develop and deliver Recruitment module including full on-line recruitment. (Please see PSE Project Plan for detailed actions)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in resources. Quicker response times, branding of SBC as employer of choice by improving image of the Council.</li> <li>Enhance reporting procedure.</li> <li>Target Date May, dependent on work of Northgate IS Ltd.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and deliver Training &amp; Development Module. (Please see PSE Project Plan for detailed actions)</li> </ul>	<ul style="list-style-type: none"> <li>Automation of bookings for training courses.</li> <li>Collation of key skills and training requirements.</li> <li>Enhance reporting procedure.</li> <li>Target date of August 2006</li> </ul>
<ul style="list-style-type: none"> <li>Develop and deliver Health &amp; Safety Module. (Please see PSE Project Plan for detailed actions)</li> </ul>	<ul style="list-style-type: none"> <li>Automation of Health &amp; Safety course bookings and recording statistics. Enhance reporting procedure. Target date of December 2006</li> </ul>
<ul style="list-style-type: none"> <li>Develop and deliver “yourself” module. (Please see PSE Project Plan for detailed actions)</li> </ul>	<ul style="list-style-type: none"> <li>Ability for managers and employees to access and amend their own information. Target date of December 2006.</li> </ul>
<ul style="list-style-type: none"> <li>Development of the PSE System to automate key triggers within the HR Module</li> </ul>	<ul style="list-style-type: none"> <li>Target date of May 2006 depending on work of Northgate IS Ltd.</li> </ul>
<ul style="list-style-type: none"> <li>Investigate the ability to produce Organisation Charts through PSE to ensure full functionality of the “Yourself Module”</li> </ul>	<ul style="list-style-type: none"> <li>Ability for managers to report on own service area and produce structure reports</li> <li>Target date of December 2006</li> </ul>
<ul style="list-style-type: none"> <li>Development of Management Information Reports from the PSE System</li> </ul>	<ul style="list-style-type: none"> <li>Produce meaningful information to inform the Council on Workforce profile and demographics to enable development of Workforce Development Plan. Target date March 2006</li> </ul>
<ul style="list-style-type: none"> <li>Work in Partnership with Darlington Borough Council to assist in introduction of PSE across both Councils (See HR?)</li> </ul>	

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<b>Theme:</b>	
<b>Objective:</b> Develop the Stockton Darlington Partnership	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Develop the HR Partnership arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Service Improvements</li> <li>Improved efficiency</li> <li>Additional Capacity</li> </ul>
<ul style="list-style-type: none"> <li>Develop the HR/Payroll System (PSE) Arrangements</li> <li>Implement a joint payroll system</li> </ul>	<ul style="list-style-type: none"> <li>Joint payroll system implemented by April 2007</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Integration of Adult Services	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Arrangements to integrate Adult Services with partner organisations in accordance with legislative requirements. The extent of the integration to be determined with the partner organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Agreed timescales are met and the HR implications are dealt with appropriately and promptly.</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Implementation of Age Discrimination Legislation	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Review current age discrimination policy in light of legislative changes and amend as necessary</li> </ul>	<ul style="list-style-type: none"> <li>New policy implemented and applied consistently</li> </ul>
<ul style="list-style-type: none"> <li>Review and amend where necessary other policies and conditions of service affected by legislative change.</li> </ul>	<ul style="list-style-type: none"> <li>All policies and conditions of service comply with new legislative requirements</li> </ul>
<ul style="list-style-type: none"> <li>Consult/Inform, Members, managers, trade unions and employees of changes.</li> </ul>	<ul style="list-style-type: none"> <li>All groups aware of changes and implications</li> </ul>
<ul style="list-style-type: none"> <li>Write to all employees due to retire (age 65) after 1 October 2006, at least six months prior, informing them of retirement date and right to request to work beyond this date</li> </ul>	<ul style="list-style-type: none"> <li>Procedure in place to identify employees due to retire at age 65.</li> <li>All such employees written to at least six months prior to retirement date</li> </ul>

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<b>Theme:</b>	
<b>Objective:</b> Introduction of CASE+	
Action & Milestones	Success Measures & Targets
<p>This system is an upgrade from Premier Envoy's DOS CASE car mileage and expenses application to a web based application. Due to be implemented June/July 2006.</p> <ul style="list-style-type: none"> <li>• Information Exchange day-Client Location</li> <li>• Data Collection and Migration- Data collected from client offices and delivered to Premier Offices</li> <li>• Interfaces –Premier Offices</li> <li>• Installation – Clients Office</li> <li>• Training – Clients Office</li> </ul>	<p>CASE+ is introduced successfully before or on 1 January 2007.</p>

<b>Theme:</b>	
<b>Objective:</b> Children's Services Integration	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Assist with the HR implications of the reconfiguration of services into the Children's Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Services reconfigured appropriately and the HR implications managed appropriately in accordance with good practice and council policy.</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Disaggregation of Connexions Service into the Children's Trust.	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Form working group comprising representatives of Tees Valley authorities and Connexions staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Working group established with representative membership</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare and agree project plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan prepared and agreed by all parties</li> </ul>
<ul style="list-style-type: none"> <li>• Agree protocol for secondments</li> </ul>	<ul style="list-style-type: none"> <li>• Protocol prepared and agreed by all parties. Implemented where appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>• Agree protocol for disaggregation of staff amongst authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Arrangements agreed with all authorities and Connexions.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure TUPE requirements are met in respect of transferring staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of staff is successful on 1 April 2007.</li> </ul>

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<b>Theme:</b>	
<b>Objective:</b> Implementation council-wide Criminal Records Bureau policy.	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Prepare and implement council-wide policy for CRB checks.</li> <li>• Prepare and implement CRB policy in each school.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy implemented and applied consistently</li> <li>• Policy prepared and recommended to each Governing Body for adoption.</li> </ul>
<ul style="list-style-type: none"> <li>• Consult and agree posts requiring CRB checking and the level of check.</li> <li>• Agree retrospective checking of those posts</li> </ul>	<ul style="list-style-type: none"> <li>• Posts agreed and recorded on PSE system.</li> <li>• Checking of all posts undertaken initially and then on a programmed basis.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish CRB Advisory Panel to consider issues raised as a result of CRB checks.</li> </ul>	<ul style="list-style-type: none"> <li>• Panel established.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure all posts within CESC Operations area checked by 31 August 2006 and across the council by 31 December 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• All employees in posts considered appropriate for checking have undertaken an appropriate CRB check. Any areas of concern addressed.</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Ensure compliance with new and revised Health & Safety Legislation	
Action & Milestones	Success Measures & Targets
Ensure compliance with new and existing health & safety legislation by:	<ul style="list-style-type: none"> <li>• Safe systems of work in place throughout the authority</li> </ul>
<ul style="list-style-type: none"> <li>• Providing a comprehensive programme of H&amp;S training</li> <li>• Undertaking accident/assault investigations</li> <li>• Provide a specialist service on musculoskeletal issues</li> </ul>	<ul style="list-style-type: none"> <li>• Programme in place</li> <li>• Established</li> <li>• Established</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake a programme. of H&amp;S inspections</li> <li>• Providing “specialist” functions for the authority e.g. “planning supervisor” “vibration” measurement programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme. in place</li> <li>• Programme in place</li> </ul>
<ul style="list-style-type: none"> <li>• Lead on the ‘stress’ pilot project in partnership with ACAS and HSE</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot programme completed in the six service areas and risk assessments underway</li> </ul>

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<b>Theme:</b>	
<b>Objective:</b> Review the recruitment process in line with Bichard recommendations	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Prepare guidance for managers regarding “Safer Recruitment”</li> </ul>	<ul style="list-style-type: none"> <li>Guidance prepared and distributed.</li> <li>Evidence that managers are applying the “safer recruitment” principles.</li> </ul>
<ul style="list-style-type: none"> <li>Review all recruitment material: application forms, job descriptions, person specifications and advertisements in accordance with Bichard guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>All recruitment materials and arrangements reviewed and amended in accordance with the proposals.</li> </ul>
<ul style="list-style-type: none"> <li>Incorporate “safer recruitment” into training courses for managers.</li> </ul>	<ul style="list-style-type: none"> <li>Training course revised to reflect “safer recruitment” principles.</li> <li>Evaluation to ensure managers are applying the practice.</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Review of School Staffing structures	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Ensure all schools and Pupil Referral Units comply with “Review of Staffing” legislation and workforce reform requirements.</li> <li>Liaise with Head of Service to ensure compliance.</li> <li>Monitor staffing structures.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of all schools/PRUs staffing structures. Assistance where the statutory requirements have not been complied with.</li> </ul>
<ul style="list-style-type: none"> <li>Assist schools and PRUs with the implementation of the reviews e.g. new contracts, redundancy and early retirement issues</li> </ul>	<ul style="list-style-type: none"> <li>All staffing structures are implemented to the agreed timescales and that staffing levels are contained within budget.</li> </ul>
<ul style="list-style-type: none"> <li>Issue new contracts of employment</li> </ul>	<ul style="list-style-type: none"> <li>Contracts of employment are issued to all affected staff in accordance with legislative requirements and the service level agreements.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure revised employee data is recorded accurately on PSE system.</li> <li>Recording new employment details on system from information provided by school.</li> </ul>	<ul style="list-style-type: none"> <li>Employees are paid accurately and all relevant information is stored appropriately.</li> </ul>

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<b>Theme:</b>	
<b>Objective:</b> Implementation of Single Status Agreement	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• Complete job evaluation for phase1</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Phase 1 of new pay and grading structure in 2007</li> </ul>
<ul style="list-style-type: none"> <li>• Review “Part 3” terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<ul style="list-style-type: none"> <li>• Develop Phase 1 pay and grading structure</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<ul style="list-style-type: none"> <li>• Complete job evaluation for phase 2 and develop new pay and grading structure</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Phase 2 of new pay and grading structure by March 2007</li> </ul>
<ul style="list-style-type: none"> <li>• Develop strategy plan for communications and implementation of the Single Status Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Minimise unanticipated issues which could arise as a result of implementation</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor impact of equal pay/value tribunal proceedings</li> </ul>	<ul style="list-style-type: none"> <li>• Single Status Agreement complies with current employment law/tribunal judgements at the time of implementation</li> </ul>
<ul style="list-style-type: none"> <li>• Develop Appeals process</li> </ul>	<ul style="list-style-type: none"> <li>• Process in place at the end of Phase 1</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Review of Support Services	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• To provide HR assistance to the review of support services. (CESC)</li> </ul>	<ul style="list-style-type: none"> <li>• The ongoing review of support services is conducted according to the timescales agreed.</li> </ul>

## Service Improvement Plan (*abridged*) – Human Resources 2006/07- 2008/09

<b>Theme:</b>	
<b>Objective:</b> Implementation of new career structure for Teaching Assistants	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• Agree Teaching Assistant Proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Successful consultation with individuals, trade unions and school representatives.</li> </ul>
<ul style="list-style-type: none"> <li>• Agree with all school Governing Bodies and central services to adopt the document.</li> </ul>	<ul style="list-style-type: none"> <li>• Governing Bodies to agree the proposal formally.</li> </ul>
<ul style="list-style-type: none"> <li>• Document implemented appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• Head teachers/ Heads of Service assimilate staff to the new arrangements. Notify safeguarded staff.</li> </ul>
<ul style="list-style-type: none"> <li>• Assistance with staff who require protection arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• HR support to staff who are safeguarded. Certificates of Material Reduction issued where appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>• Issue of revised contracts of employment to all staff affected by the proposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Contracts issued in accordance with legislative requirements and the appropriate service level agreement.</li> </ul>
<ul style="list-style-type: none"> <li>• Revised employee information to be recorded accurately on the PSE system</li> </ul>	<ul style="list-style-type: none"> <li>• Employees paid accurately and appropriate information stored.</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> Implementation of Pensions Regulations changes	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• Prepare for change in scheme removing the “85 year rule” on 1 October 06. Transitional protection arrangements not yet available</li> </ul>	<ul style="list-style-type: none"> <li>• All policies and procedures comply with new legislative requirements.</li> </ul>
<ul style="list-style-type: none"> <li>• Liaise with Teesside Pension Fund to ensure that members of the scheme are kept informed of changes.</li> </ul>	<ul style="list-style-type: none"> <li>• All scheme members, managers and elected members are aware of changes to scheme before October deadline.</li> </ul>
<ul style="list-style-type: none"> <li>• Consultation on further changes expected summer (June) 2006. Will require response prepared and circulated. Cabinet report August 2006 respond by September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• Council views on consultation provided within deadline.</li> </ul>
<ul style="list-style-type: none"> <li>• Draft regulations published in Autumn 2006. Will need to respond to statutory consultation by January 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• Council views on consultation provided within deadline.</li> </ul>
<ul style="list-style-type: none"> <li>• Final regulations published in April 2007 to come into effect April 2008.</li> </ul>	<ul style="list-style-type: none"> <li>• All policies and procedures comply with new legislative requirements.</li> </ul>

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<b>Theme:</b>	
<b>Objective:</b> E-appraisal	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Identify Software or links to PSE module</li> </ul>	<ul style="list-style-type: none"> <li>System identified</li> </ul>
<ul style="list-style-type: none"> <li>Design new documentation</li> </ul>	<ul style="list-style-type: none"> <li>New documentation agreed</li> </ul>
<ul style="list-style-type: none"> <li>Rollout and training (Awareness)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of appraisals carried out</li> </ul>

<b>Theme:</b>	
<b>Objective:</b> E-learning	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Identify 'Scriptwriter software '</li> </ul>	<ul style="list-style-type: none"> <li>Replace courses with e programme</li> <li>Increase in numbers accessing e courses</li> </ul>
<ul style="list-style-type: none"> <li>Training staff to use software</li> </ul>	
<ul style="list-style-type: none"> <li>Establish links to intranet / open learning</li> </ul>	

<b>Theme:</b>	
<b>Objective:</b> Review Management Development Programme	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Establish requirements from CMT (content methodology/outcomes objectives)</li> </ul>	<ul style="list-style-type: none"> <li>Programme agreed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Design specification for new programme</li> </ul>	

<b>Theme:</b>	
<b>Objective:</b> Workforce Data for Workforce development	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Personal training data gathered and loaded</li> </ul>	<ul style="list-style-type: none"> <li>Reports on qualifications available to bid for funding and other workforce data</li> <li>Electronic booking</li> </ul>
<ul style="list-style-type: none"> <li>Training and e directory plus ecourse administration</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>



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<b>Theme:</b>	
<b>Objective:</b> IIP Reaccreditation	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"><li>• Set assessment date</li></ul>	
<ul style="list-style-type: none"><li>• Deliver awareness session</li></ul>	<ul style="list-style-type: none"><li>• Award achieved</li></ul>