

IMPROVEMENT PLAN: HR Payroll Service

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

Relevant Council Aim/s:

Relevant Council Approach/es:

Service Objective:

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Equalities including Equal Pay	<ol style="list-style-type: none">1. Support to corporate Equal Opportunities Steering group, including the provision of corporate training2. Impact Assessments of all HR and Payroll policies and procedures in line with the rolling review programme3. Changes to policies and procedures to reflect best practice and legislation4. Project to examine equal pay issues & introduction of a new JE scheme5. Pay modelling against JE rank order6. Implementation of new pay and grading structure7. Introduction of new JE panel and appeals system8. Agreement on pay protection9. Review of all pay and benefits including market pay policy, car allowances etc.	<p>Additional Resources Required: JE experts/consultancy services, Job Analysts and additional project support resources</p> <p>Outputs:</p> <ol style="list-style-type: none">1. Policies and procedures reviewed and amendments made.2. Introduction of a new job evaluation scheme and pay and grading structure for the future <p>Other services affected: JE panellist required from all service areas</p> <p>Outcomes: conformance with equalities legislation</p> <p>Risks:</p> <ol style="list-style-type: none">1. Litigation and compensatory awards2. Lack of people/union resources and expertise to complete project3. Failure to reach agreement with the unions & staff4. Affordability	<p>Ongoing</p> <p>Ongoing project – implementation planned for 2010</p>	<p>HR Officer/ HR co-ordinator</p> <p>HRM Job Analyst</p>

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Management Training & Succession Planning	<ol style="list-style-type: none">1. Introduction of a management competency framework and learning framework2. Delivery of senior & middle management training to increase capacity3. Review corporate succession planning4. Review staff performance management/appraisal/PDP systems5. Review recording and management of training6. Introduce a variety of learning tools and opportunities7. A more cohesive approach to corporate training which will meet the needs of the organisation whilst reducing costs	<p>Additional Resources Required: HR resources (Learning & Development Officer), training budget</p> <p>Outputs:</p> <ol style="list-style-type: none">1. Corporate framework in place2. Training programme commissioned and delivered <p>Other services affected: All service areas</p> <p>Outcomes:</p> <ol style="list-style-type: none">1. Improved capacity and competency at middle and junior management levels.2. More effective use of resources.3. Improved service delivery and partnership working4. Staff retention and talent management <p>Risks: Insufficient budget and staff resources to deliver the programme</p>	March 2010	HRM/ HR Officer
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Contract Hire Scheme & Travel re-imbusement Subsistence	<ol style="list-style-type: none">1. Review of current scheme for contract hire – form a working group2. Consider financial implications, Travel for Work strategy, employee benefits, employment contract implications3. Consider HMRC, NIC's and cost to the council in Insurance premiums4. Review scheme for the payment of work mileage claims and consider implications of moving to a revised scheme of rates5. Review Essential car user payments	<p>Additional Resources Required: Payroll assistant level resource</p> <p>Outputs: Revised scheme/ program to discontinue scheme</p> <p>Other services affected: All service areas</p> <p>Outcomes:</p> <ol style="list-style-type: none">1. Efficiency savings2. Improved equality3. Efficiency and financial savings <p>Risks:</p> <ol style="list-style-type: none">1. Resistance from trade unions2. Employee dissatisfaction3. Reduced benefits leading to problems in recruitment & retention of staff	March 2010	HR Manager/ Payroll Officer