Council 22 September 2011

Human Resources Strategy 2011 - 2015

Executive summary and recommendations

Background

Council last approved the HR strategy in 2008, to cover the period 2008 – 2011.
A review of HR strategy is now needed to inform future work-plans and HR policy
priorities, and to reflect and support organisational growth.

The previous strategy, which is attached for information, was split into two core
strands of 'Employees' and 'Legislation'. The new strategy for 2011 – 2015 builds
on this foundation by identifying six strategic HR objectives and aiming to achieve
best practice across the organisation in each of these areas. Priorities include
supporting HPC employees in longer term career development, developing
management and leadership capability, and promoting a culture of high
performance.

The updated strategy was recommended for approval by Council at the
September meeting of the Finance and Resources Committee.

Decision

Council is requested to approve the new HR Strategy 2011 - 2015

Resource implications

None

Financial implications

None

Appendices

Appendix I – Draft HR Strategy 2011 - 2015
Appendix II – HR Strategy 2008 – 2011

Date of paper

9 September 2011

Draft HPC Human Resources Strategy 2011 - 2015

Purpose of the Human Resources Strategy

The purpose of the HR strategy is to ensure that the HPC's strategic objectives can be achieved through people by means of best practice HR policies and processes which fit organisational needs.

HR Strategic Objectives

There are six strategic objectives which support overall organisational goals and values. Each objective is developed into polices and practical action in HR annual work-plans and budgets.

1. **Recruit and retain high quality people to meet business needs**
    *   Balance growing our own talent and providing internal career opportunities with attracting diverse experience and specialist skills from outside the HPC
    *   Ensure that we have the right numbers of high quality people to support business growth without over expanding

2. **Train and develop people**
    *   Provide people with the skills and expertise to fulfil strategic objectives, both generic business skills and more specialised knowledge of regulation
    *   Support employees in their longer term career development through further study, secondments, experience of projects, etc.

3. **Encourage and maintain a high performance culture**
    *   Continue to develop management and leadership capabilities amongst Executive Management Team and middle managers
    *   Ensure that high performance, commitment to organisational aims and demonstration of required behaviours is recognised and rewarded

4. **Provide a supportive work environment**
    *   Continue with commitment to supporting flexible working and a healthy work/home life balance
    *   Take action as a result of feedback and ideas gained from employees

5. **Encourage innovation and involvement**
    *   Senior management sit in open plan offices and have an open door policy which creates opportunities to propose ideas and solutions
    *   Provide forums (Employee Consultation Group, Cross Departmental Group, etc.) for people to express opinions and suggest business improvements

6. **Reward people according to their contribution**
    *   Maintain a fair, transparent and cost effective pay and reward system which can be clearly communicated to employees
    *   Provide rewards to people in the form of growth and career opportunities

Strategic Staffing Plan

It is estimated that employee numbers may expand by 20% from around 140 to around 170 in the months following the transfer of the regulatory functions of the GSCC in 2012. Longer term estimates of employee numbers are provided in the HPC five year plan.

Diversity and HPC Values

A commitment to valuing diversity and promoting the values of the HPC cuts across all areas of the HR strategic objectives and activities. The HPC's values are:

Transparency
Collaboration
Responsiveness
Value for Money
High Quality Service

Responsibilities

The Chief Executive, and HR Director and the Executive Management Team are responsible for ensuring that the HR strategy is operationalised into departmental business plans and that the organisational culture continues to reflect HPC values.

The HR department is responsible for the day to day management of the HR strategy and its related work-plan.

HR indicators and measures

Key indicators such as sickness absence and employee turnover rates are reported on a monthly basis to senior management and the Finance and & Resources Committee.

Timescales and costs

Timescales for action plans, departmental projects and policy changes are set out in detail in the Human Resources annual work plans. Costs are detailed in HR annual budgets.

June 2011

HPC's Human Resources Strategy

Finance and Resources Committee

Park House, 184 Kennington Park Road, London

19 March 2008

Contents

I.   **Employees**

II.   **Legislation**

HPC's Human Resources strategy is to ensure we have the appropriate employees to deliver our objectives

- **Open, Transparent and Effective Recruitment Processes**
  - Grow our own talent
  - Recruit specialist skills where needed to achieve the quality of people we need

- **Promotes Training of Employees**
  - Use internal and external training resources to improve quality and competence of our employees

- **Foster a Modern Working Culture**
  - Non-hierarchical
  - Flat structure
  - Inclusive decision making
  - Hard working with social activities
  - Work/home life balance

- **Customer Service Focus**
  - Recognition of the importance of customer service internally and externally

- **Supportive Work Environment**
  - Flexible hours offered to employees with family responsibilities
  - Home Working
  - Supportive of further study
  - Graduated return to work/part time work offered to parents

- **Innovation and Creativity**
  - Open-door policy by senior management leading to opportunities for employees to propose ideas and solutions
  - Forums (middle management group) for people to express opinions/opportunities for improvement on processes

HPC's Human Resources strategy is to ensure that we comply enthusiastically with all Human Resources legislation

- **All Human Resources legislation is complied with, most significantly:**

  - Employment Act July 2002
  - Disability Discrimination Act 2005
  - Human Rights Act 1998
  - Equal Opportunities Act 2005
  - Employment Equality (Age) Regulations 2006
  - Flexible Working (Eligibility, Complaints and Remedies (Amendment) Regulations
  - Information and Consultation Regulations

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