

**HR and Training Workplan - 2005/2006**

**AIM A: Recruit and retain high quality employees to meet the objectives of the service that are representative of the communities that we serve.**

<b>Objective</b>	<b>Links to Business Plan/ Other Source</b>	<b>Timescale</b>	<b>Responsible Officer (s)</b>
A1 To provide HR advice on contractual matters to facilitate the changes to the organisation arising from NOMS and the CJA.	Business Plan Priority 1 b) c) Business Risks 2, 3, 5	Up to and including 31 <sup>st</sup> March 2006	ACO (HR) (lead) HR team
A2 To ensure that all appointments are carried out in accordance with the R&S Code of Practice and within budget and ensuring that each appointment is recorded and monitored.	Business Plan Priority 1 c) Performance Target 14 Business Risk 1, 10	Up to and including 31 <sup>st</sup> March 2006	HR & Training Manager (lead) HR Team Team Managers
A3 Ensure that local and regional recruitment and retention for minority staff are rigorously pursued and achieved.	Business Plan Priority 1 f) Performance Target 13 Performance target 14 Business Risk 1	Up to and including 31 <sup>st</sup> March 2006	ACO (HR) (lead) HR team Diversity Unit
A4 To develop and implement a workforce planning strategy which delivers the staffing needs of the organisation in the short, medium and long term and meets the requirements of the NOMS offender management model and Interventions.	Business Plan Priority 1 b) c) Priority 4 a) b) EFQM Employee Survey Business Risk 3, 5	31 <sup>st</sup> March 2006	ACO (HR) (lead) HR team
A5 To consider the contractual, legal and financial implications of employing qualifying TPO's with effect from October 2005 and to make recommendations to SMG.	Business Plan Priority 1 c) Business Risk 5	30 <sup>th</sup> August 2005	ACO (HR) (lead) TPO Area line manager

**AIM B: To promote diversity both in employment and service delivery**

Objective	Links to Business Plan/ Other Source	Timescale	Responsible Officer (s)
B1 To draft a compliance project plan in accordance with the requirements of the Disability Discrimination Act.	Business Plan Priority 1: f) Disability Discrimination Act Part III Business Risk 10	31 <sup>st</sup> May 2005	ACO (HR) (lead) Equality & Diversity Manager DDA Group
B2 To draft and implement a new Race Equality Scheme(RES) for 2005-2008	Business Plan Race Relations (Amendment) Act Business Risk 10	31 <sup>st</sup> July 2005	ACO HR (lead) Equality & Diversity Manager
B3 To complete the Impact Assessment of all policies and procedures and ensure that actions are carried out	Business Plan priority 1: f) Business Risk 10	31 <sup>st</sup> July 2005	Equality & Diversity Manager (lead) Impact Assessment Group
B4 To work to implement the vision of the Equality and Diversity Strategy through the Equality and Diversity Workplan for 2005/2006.	Business Plan Priority 1: f) Equality and Diversity Strategy 2005/2006 Business Risk 1	31 <sup>st</sup> March 2006	ACO (HR) (lead) Equality & Diversity Manager Strategic Diversity Group

**AIM C: To ensure the provision of effective and efficient training and staff development arrangements**

Objective	Links to Business Plan/Other Source	Timescale	Responsible Officer (s)
<p>C1 To implement the area's leadership strategy by:</p> <ul style="list-style-type: none"> <li>• To develop and introduce an Induction programme for newly appointed managers by 1 May 2005.</li> <li>• To finalise arrangements for a Middle Manager Development Programme by 30<sup>th</sup> September 2005</li> <li>• To design a framework for identifying emergent managers, which will include the design of a development centre and supporting activities</li> <li>• To extend the mentoring scheme to support the above and to consider extending the use of Action Learning Sets (throughout 2005/2006)</li> <li>• To continue supporting relevant NVQ qualifications for team managers (throughout 2005/2006)</li> <li>• To pilot the use of NVQ units for Treatment Managers (throughout 2005/2006)</li> <li>• To consider the extension of this to QAMs and others with supervisory responsibilities (throughout 2005/2006).</li> </ul>	<p>Business Plan Priority 1 a) d) EFQM Business Risk 1</p>	<p>Ongoing programme of events to continue throughout 2005/6 to be delivered within budget by 31 March 2006</p>	<p>HR and Training Manager (lead) HR and Training teams</p>
<p>C2 Stress Management Training</p> <ul style="list-style-type: none"> <li>• To design and deliver modules in the management of stress for all staff</li> <li>• To provide training in Stress Risk Assessment for all those with managerial responsibility for staff</li> <li>• To provide H&amp;S training as required for all staff and with particular reference to the CS review</li> </ul>	<p>Business Plan Priority 1 e) H&amp;S Legislation Employee Survey EFQM Business Risk 1, 10</p>	<p>Ongoing programme of events to continue throughout 2005/6 to be delivered within budget by 31 March 2006</p>	<p>HR &amp; Training Manager (lead) Training Team H&amp;S Advisor</p>

<p>C3 Regional Training</p> <ul style="list-style-type: none"> <li>• To facilitate the provision of interventions training regionally</li> <li>• To deliver programmes to identified staff and refresher training to staff who have been identified as having a need</li> <li>• To continue to support the roll-out of CDVP</li> <li>• To provide offender management training and Motivational Interviewing regionally and locally</li> <li>• To work with the NWRC on Offender Management training for PSO grades</li> <li>• To work with the NWRC on regional approaches to training</li> </ul>	<p>Business Plan Priority 1 b) Business Plan Performance Target 12 NWRC Regional Business Plan Objectives Local Objective : Domestic Violence accredited programme Business Plan Performance Measure 8</p>	<p>31st March 2006</p>	<p>HR &amp; Training Managers (lead)</p> <p>Regional Effective Practice Manager and the N W Consortium</p>
<p>C4 Training for the implementation of the CJA</p> <ul style="list-style-type: none"> <li>• To complete current training including the Public Protection provisions by July 2005</li> <li>• To liase with the responsible ACO to identify other needs arising from CJA e.g. Skills for life and specified activities</li> <li>• To identify training needs for CSO's and to provide this.</li> <li>• To identify training needs for role of Case Administrator</li> <li>• To deal with development needs arising from the 4 tiers</li> <li>• To update all training content and materials to reflect the implications of the Criminal Justice Act and the New National Standards.</li> </ul>	<p>Business Plan Priority 1,2,3,4 Business Risk 2</p>	<p>31<sup>st</sup> July 2005</p> <p>Ongoing to 31 March 2006 in line with Business Plan and Project Implementation Plans</p>	<p>HR &amp; Training Manager (lead) Training Team</p>
<p>C5 IT Training</p> <ul style="list-style-type: none"> <li>• To provide support for the introduction of version 4 E-OASys</li> <li>• To extend the range of Word/PowerPoint/Excel training</li> <li>• To support keyboard and other computer skills development</li> <li>• To liase with the Information Unit on any additional IAPS training</li> </ul>	<p>Business Plan Priority 2 Business Risk 8</p>	<p>Ongoing to 31st March 2006</p>	<p>HR &amp; Training Manager Information Unit Manager</p>

C6	<p>Development Training/Ongoing Support</p> <ul style="list-style-type: none"> <li>• To provide development activities and/or training to support staff new in post, changing role or with performance concerns</li> <li>• To support ACOs with project work and Audits</li> <li>• To offer development in ways most suitable to operational needs and cost-effectively</li> </ul>	<p>Business Plan Priority 1,2,3,4 Business Risk 1</p>	<p>Ongoing to 31st March 2006</p>	<p>HR &amp; Training Manager (lead) HR and Training Teams</p>
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<b>AIM D: To support the business in improving business processes</b>			
<b>Objective</b>	<b>Links to Business Plan/ Other Source</b>	<b>Timescale</b>	<b>Responsible Officer (s)</b>
D1 Implement and manage a standard framework for business process improvement and project management across the area by briefing managers as appropriate	Business Plan Priority 1 EFQM Business Risk 1	31 <sup>st</sup> March 2006	Business Improvement Advisor
D2 Develop, implement and maintain a log of area activities in relation to policy development and project management	Business Plan Priority 1 EFQM Business Risk 1	30 <sup>th</sup> December 2005	Business Improvement Advisor
D3 Complete annual self assessment exercise in accordance with principles of EFQM model and produce a report outlining recommendations	Business Plan Priority 1 Business Risk 1	31 <sup>st</sup> October 2005	Business Improvement Advisor
D5 To implement an internal payroll system, which enables the HR and Finance teams to manage payroll by having internal measures of control which allows an efficient and effective service to be provided to all employees.	Business Risk 8	30 <sup>th</sup> June 2005	ACOs (HR & Finance) (lead)
D6 To retain the IIP award when the organisation is re-assessed for the standard in July 2005.	Business Risk 1	31 <sup>st</sup> July 2005	HR & Training Manager (lead) HR Functional Managers SMG

**AIM E: To ensure that our policies, procedures and terms and conditions of employment are fair and equitable in accordance with legislative requirements, national and local agreements and good practice.**

Objective	Links to Business Plan/ Other Source	Timescale	Responsible Officer (s)
E1 To consider the implications of the NNC pay and reward review and implement changes and amendments to terms and conditions of employment as necessary, ensuring that the recognised Trade Unions are consulted and informed.	Business Plan Priority 1 b) c) Business Plan Priority 4 b) EFQM Business Risk 1, 5	Tied to NNC timescale	ACO (HR) (lead)
E2 To implement a flexible working policy in accordance with the provisions of the Employment Act 2002 and the national policy of the NPD.	Business Plan Priority 1 b) c) e) f) Priority 4 b) Employee Survey EFQM Business Risk 10	30 <sup>th</sup> September 2005	ACO (HR) (lead) Senior HR Officer
E3 To review HR policies to ensure that legislative requirements are adhered to and business needs are met including the following: <ul style="list-style-type: none"> <li>• Mobility Policy</li> <li>• Discipline Policy</li> <li>• Grievance Policy</li> <li>• Capability Policy</li> <li>• Bullying and Harassment Policy</li> <li>• Sickness Absence Policy</li> </ul>	Business Plan Priority 1 Employment legislation Business Risk 10	Ongoing throughout 2005/2006	ACO (HR) (lead) HR Team
E5 To consider and implement as appropriate the recommendations of the Reward and Recognition review and to disseminate as appropriate to all staff.	Business Plan Priority 1 Employee Survey EFQM Business Plan 2004/2005 Business Risk 1	December 2006	ACO (HR) (lead) HR Team

**AIM F: To ensure that systems, processes and procedures are implemented, maintained and reviewed in accordance with good practice and legislative requirements to ensure the health, safety and welfare of all our employees whilst at work.**

Objective	Links to Business Plan/ Other Source	Timescale	Responsible Officer
F1 Review the services of occupational health to ensure that they represent the needs of the service.	Business Plan Priority 1 e) Business Risk 1	31st March 2006	HR & Training Manager (lead) H&S Advisor
F2 To implement a Stress Management Policy which considers the outcomes of the stress management project group and to ensure that this is effectively communicated to all staff.	Business Plan Priority 1 e) Business Risk 10	31st March 2006	ACO (HR) (lead) HR & Training Manager H&S Advisor
F3 To implement Phase II of the national H&S strategy, by reviewing current systems, designing and implementing amended processes as required.	Business Plan Priority 1 National H&S Strategy Business Risk 10	As set out in Phase of H&S Strategy	H&S Advisor SMG
F4 To review systems for lone working, make recommendations as appropriate and implement revised systems where appropriate.	H&S legislation National H&S Strategy Phase I Business Risk 1	30 <sup>th</sup> June 2005	ACO (HR) (lead) H&S Advisor SMG
F5 To review, in light of the results of the employee survey and EFQM exercise the effectiveness of the EAP (Carefirst) and Beneden Health Care Scheme.	EFQM Employee Survey	30 <sup>th</sup> September 2005	ACO (HR) (lead)