

CHIEF EXECUTIVE'S OFFICE

REPORT OF THE HEAD OF HUMAN RESOURCES – S.REES

20th July 2015

SECTION A – MATTERS FOR DECISION

HUMAN RESOURCES DIVISION BUSINESS PLAN 2015 / 2016

1. Purpose of Report

1.1 The purpose of this report is to seek approval for the HR Division's Business Plan attached at Appendix 1.

2. Context

2.1 Since 2009 the Division has reduced its expenditure by over 25%, with staffing reductions in the HR team of 35% and in the Health & Safety Team of 25%. Over the next three years, the Division has been set further savings targets. With over 90% of the HR allocated budget spent on staffing, this inevitably will mean further reductions in head count numbers.

2.2 As well as facing its own budget pressures, the budget reductions across the Council have also significantly increased the level of demand on the Division to support, for example, management of change, performance management, risk assessments, business continuity arrangements, sickness absence management and upskilling of managers and employees.

2.3 With reduced resources and increasing demand for services, the Division has had to respond to this in a number of ways. Firstly, the Division has explored options for delivering some services in more innovative ways at a lower cost. So as an example, the improved Occupational Health and Safety Intranet Site containing electronic databases such as the online Accident Reporting System, Potentially Violent Persons Register, Construction Design Management System and a Hand Arm Vibration Database. The HR team have also introduced electronic systems with the support of the I.T. Division including the VR database and the E Bulk DBS processing system, in partnership with Powys Council. The use of these electronic systems has ensured improved service delivery using less resource.

- 2.4 Secondly, the Division has prioritised the services which it can continue to deliver with the resources available and focus on the services where the teams can add the most value to our customers. The business planning process has been a valuable exercise in terms of identifying the key workforce risks for the Council and in determining the priorities for the Division over the next 12 months.
- 2.5 Thirdly, it is important that as the numbers of employees reduce in the Division that skills and expertise continue to be maintained, and that the Division is able to match the priorities of the Council. So for example, management of change training for HR Officers has been a priority to ensure that they are able to provide the expert advice and guidance that management teams need.
- 2.6 The reduction in head count numbers and volume of demand has meant that on occasion other work has had to be set aside and / or discussions have taken place with Directorate Senior management Teams to secure the resources necessary to commit to the demand placed on the HR Division.
- 2.7 Over the past 12 months, the Division has faced significant internal challenges. The retirement of Mr Graham Jones as Head of Service, led to changes within the Senior Management Team in October 2014. In the same month, employees within the Division were consulted on proposals to reduce head count numbers and restructure the HR and Health & Safety Teams in order to meet FFP savings targets, with a number of employees placed at risk of redundancy. Alongside this, in the same month, the HR team led on the launch of the Council wide VR Scheme, processing over 900 expressions of interest and facilitating the departure of 241 employees.
- 2.8 Despite these significant challenges, the reductions in head count numbers, internal changes and increasing volume of work, the Division achieved the majority of objectives set at the start of 2014 / 2015 year, as well as delivering on new priorities. The commitment and engagement of teams within the Division is demonstrable, particularly in the reduction of sickness absence by 3%, a remarkable achievement set against the scale of challenge.

3. The Business Plan

- 3.1 It is in the context set out above that the Division's Business Plan has been developed by the Senior Management Team, in line with the Council's Performance Management Framework.
- 3.2 In developing the plan, we have developed a set of 12 clear priorities for the Division, determined by analysing key internal and external risks, as well as assessing the capabilities of the Division. This then led to the development of objectives, set out in the Plan. In turn then, this will lead to the development of Service Score Cards to measure the performance of the services delivered by the Division, and Service Development Plans which will set out the key actions for each team to deliver over the coming year.

4. Recommendation

It is RECOMMENDED that Members consider and APPROVE the HR Division's Business Plan for 2015 / 2016.

FOR DECISION

5. Officer Contact

For further information on this report item, please contact Sheenagh Rees, Head of Human Resources on extension 3315 or e-mail s.rees5@npt.gov.uk

6. Background Papers

The Performance Management Framework

7. Appendices

Appendix 1 – Business Plan

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL
HUMAN RESOURCES DIVISION BUSINESS PLAN 2015 / 2016

**NEATH PORT TALBOT COUNTY BOROUGH COUNCIL
HUMAN RESOURCES DIVISION BUSINESS PLAN 2015 / 2016**

INTRODUCTION

This business plan covers the period 1st April 2015 to 31st March 2016. The services and functions within the scope of the Plan are as follows:

- Human Resources
- Health & Safety
- Occupational Health Unit
- Learning, Training and Development
- Joint Resilience Unit

SERVICE PURPOSE, VISION AND VALUES

The Human Resources Division, incorporating the 5 teams set out above, is a Council wide resource for the provision of specialist advice and support.

PURPOSE

In line with the Council's *Operating Principles*, the purpose of our service is to deliver *what matters* to our customers.

VISION

In line with the Council's *People Strategy*, to deliver improved services, greater efficiency and better customer focus by having *the right number of people in the right place with the right skills doing the right things*.

VALUES

Employees of the HR division are required to adhere to applicable codes of conduct and professional standards, which set out behaviours and values for the relevant profession.

ACHIEVEMENTS 2014 / 2015

A review of the business plan for 2014 / 2015 demonstrates that, on the whole, the Division delivered the objectives set out in the business plan for the year which included:

- The provision of support for significant **Management of change** activity across the Council linked to change required as a result of FFP savings, budget pressures and to support the six corporate priorities.
- Development, agreement with trade unions and delivery of a Council wide incentivised **Voluntary Redundancy Scheme** with 241 employees exiting employment through the scheme, a key strategy in preventing compulsory redundancy and supporting services to realise savings.
- Development and agreement of a revised **Early Retirement / Voluntary Redundancy / Compulsory Redundancy Scheme** both ensuring the maintenance of the Workforce Strategy Agreement 2013, and providing a more cost effective scheme.
- The development, agreement and delivery of the **Children's' Services Strategic Improvement Workforce Action Plan 2014 / 2015**.
- Development and delivery of the **Social Care Workforce Development Programme 2014 / 2015**.
- Development and delivery of comprehensive awareness training to support the implementation of the **Social Services & Well-being (Wales) Act 2014**.
- Development of the **VISION workforce information system** to ensure more robust establishment control.
- Implementation of the **E-Bulk Disclosure and Barring Service (DBS) Checks** providing a more efficient and improved service to customers.
- Delivery of **Health and Safety Strategy in line with the OHSAS Standard 18001**.
- Delivery of savings identified within the Council's FFP and contained overall expenditure within the cash limit set for the HR Division.
- Implementation of appraisal process to third tier, and Performance Development Review and agreed Individual Learning Plans for all other employees.
- Sickness absence reduced by 3% on the 2013 / 2014 position with an average of 6.91 FTE days per employee in the Division.

Areas where performance was below expectation included:

- The work on the revised HR Intranet Site was not completed in 2014 / 2015. As a result of the volume of work generated through the scale of management of change and the launch of the VR Programme in October 2014, this work was set aside and will be resumed in 2015 / 2016.
- The introduction of E-learning was stalled as a result of delays by the deliverer, Academy Wales. The Site is expected to launch early in 15/16.

STAKEHOLDERS AND CUSTOMERS

The customers of the Division include Elected Members, the Chief Executive, Corporate Directors, Heads of Service, managers, supervisors, Head teachers, School Governing Bodies, all employees of the Council, job applicants, trade unions, multi agency partners and professional associations.

CONTEXT

Internal and external risks have been assessed and an analysis of current HR capabilities has been considered in developing this business plan and determining HR's priorities. These priorities are linked to the Council's six **Corporate Improvement Objectives** for 2015 / 2018 as listed below:

1. **Safer, Brighter Futures** - Improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department
2. **Better Schools and Brighter Prospects** – Raise educational standards and attainment for all young people (subject to resources)
3. **Maximising choice and independence** - Maximise the number of adults who are able to live independently with or without support within the home of their choice within their community
4. **Prosperity for All** – Support and invest in our town centres and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment
5. **Reduce, reuse and recycle** – Increase the percentage of waste recycled and composted
6. **Better, simpler, cheaper** - improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions.

The Council's six Improvement Objectives for 2015 / 2018 provide a clear focus for the Division, which will be delivered through the service area improvement programmes in appendix A.

Key Priorities, business benefits and risk:

- HRP1 The Council will need to deliver further reductions in its net revenue expenditure and the division has been set significant savings targets of 25% plus over the next three years. The key risk is whilst containing expenditure within agreed cash limits and contributing to the further development of the Council's Forward Financial Plan the Division must continue to deliver services with reduced resources available. The Division must find ways of delivering some services in more innovative ways at lower costs in line with the CIP objective Better, Simpler Cheaper, prioritise the services which it can continue to deliver, and where necessary, set aside non priority services.
- HRP 2 Maximise the attendance of all staff within the Division. Whilst absence reduced by 3% last year, there is the risk that unless absence continues to be robustly managed, sickness absence will increase across the Division leading to lost productivity.
- HRP 3 Despite council wide targets to reduce sickness absence, overall absence rates have plateaued. There is the risk that unless managers continue to manage absence, sickness absence will increase, which will lead to increased pressure on budgets and service delivery. Improvements in accident investigation, OHU referrals, HAV's risk management programme and stress management activities, as well as the establishment of the Sickness Taskforce within the HR team to develop strategies to effectively manage long term absence will support the management of this risk.
- HRP 4 Fully implement the Council's revised performance management framework, developing Service Report Cards by June 2015 and ensuring every member of staff has a performance appraisal or personal development review by March 2016. If these are not in place there is the risk that there will be a disconnect between the priorities of the Council, this Business Plan and the performance of teams and individuals within the HR Division.
- HRP 5 Support services across the Council to implement the Council's revised performance management framework, in line with Wales Audit Office recommendations.
- HRP 6 Minimise the risk of legal challenge to strategies outlined in the FFP and Corporate Improvement Plan. The HR team will continue to support the key risk of managing significant workforce change across the Council, and ensuring the established principles of Social Partnership working with the trade unions are maintained.
- HRP 7 Significant Legislative changes e.g. the Construction (Design and Management) Regulations, COSHH 2015, the Children and Families Act 2014, Social Services and Wellbeing (Wales) Act 2014, COMAH regulations 2015, developments in case law, e.g. the recent Holiday Pay Court Ruling, as well as emerging legislation, e.g. zero hours contracts, whistleblowing and employment status, must be responded to, to ensure litigation risks are limited.
- HRP 8 Deliver an adequate emergency response and business continuity capability to mitigate against disruptive events, such as flooding or pandemic illness which pose significant social, economic and environmental risks to local communities and to the continued delivery of vital public services in and around the Neath Port Talbot and Swansea areas. With a number of incidents over the past few years and an increase in the number of COMAH sites within the area have highlighted the importance of effective arrangements being in place to prepare for, respond to and recover from major emergencies.

- HRP 9 The Wales Audit Office Corporate assessment of the Council in 2014 made a number of proposals for improvement in relation to Whistleblowing, Appraisal and Workforce Planning. Recommendations also emerged from the Auditor General for Wales Value for Money Study on Managing Early Departures, and ensuring early departures are supported by robust business cases. There are risks for the Council in not responding to these recommendations. Whilst these are corporate recommendations, there is a role for the HR Division to ensure that the necessary frameworks are in place as well as a role for Senior Management Teams across the Council to ensure implementation and compliance.
- HRP 10 Following the CSSIW inspection of Children's Services, the report sets out clear risks for the Council in not sustaining improvements achievements made to date, and building on this to further improve the service.
- HRP 11 The Strategic Schools Improvement Programme represents a significant programme of workforce change, and there are risks in not managing this change effectively.
- HRP 12 Maximising Choice and Independence and improving Adult Social Care also represents a significant programme of workforce change and service improvements. Again, there are risks in not managing change effectively.
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OBJECTIVES 2015 / 2016

The following objectives have been set following analysis of the internal and external environments and our performance. Every objective has a risk rating based on a calculation derived from a 5 by 5 matrix. The overall impact score is calculated by adding the individual impact scores, dividing the number of identified impacts and multiplying likelihood score.

Corporate Objectives

Objectives	Priority Reference	Risk Rating	How to achieve	2014/2015 Delivered	2015/2016 Target	Officer Responsible	Timescale	Evidence
Contain expenditure within agreed cash limits and contribute to the further development of the Council's Forward Financial Plan	HRP 1	8	Deliver savings identified within FFP 2015 / 2016.	£201,000	£138,000*	Head of HR	March 2016	Budget monitoring
			Contain expenditure within agreed cash limits in 2015 / 2016.	100%	100%	Head of HR		
			Identify additional strategies to enable the Council to achieve a balanced budget in 2016 / 2017.			Head of HR		
Maximise the attendance of staff	HRP 2	4	Reduce sickness absence levels by 5% on the 2014 / 2015 levels	6.91 FTE -3%	6.57 FTE -5%	Head of HR Accountable Managers	March 2016	Sickness monitoring report
Fully implement the Council's revised performance management framework	HRP 4	3	Service Report Cards to be developed	New	100%	Accountable Managers	June 2015	Service Report Cards
			Employee Development Reviews to be completed for all staff in the Division	100%	100%	Accountable Managers	March 2016	Monitoring report
Minimise the risk of legal challenge to strategies outlined in the FFP and CIP	HRP 6	6	Ensure stakeholder engagement is sufficient, effective and the equality impact of proposals is explicit and considered when recommendations are put before elected Members			Head of HR Accountable Managers	March 2016	Consultation and Committee reports
Maintain adequate emergency response / business continuity capability	HRP 8	4	Ensure the Business Continuity Plan is up to date and capability is in place to support the activation of the plan	100%	100%	Head of HR	March 2016	Business Continuity Plan

Service Delivery: HR Team

Objectives	Priority Reference	Risk Rating	How to achieve	Officer Responsible	Timescale	Evidence
Improve customer access to services, and improve efficiency.	HRP 1	4	Develop the HR Intranet Site to improve access to HR Guidance, Policies and Procedures, enabling managers and employees to better self-serve.	Principal HR Manager / H&S Manager	December 2015	Web pages published.
Develop strategy to effectively manage long term sickness absence	HRP 3	4	Sickness Taskforce trialling early intervention methodology to produce evidence based business case.	Principal HR Manager	December 2015	Cost benefit analysis of statistical evidence
As above	HRP 3	4	Benchmark sickness across Wales project to determine other initiatives	Principal HR Manager	September 2015	Outcomes Report
Support the Council to fully implement the performance management framework	HRP 5	4	Procedural development, piloting, training, implementation and monitoring of Council wide induction, supervision, appraisal and performance management processes.	Principal HR Manager	December 2015	Implementation of plan
Minimise the risk of legal challenge to strategies outlined in the FFP and CIP.	HRP 6	4	Professional qualified officers to ensure the provision of advice and support for the management of change linked to FFP and CIP in line with Council policy	Principal HR Manager	March 2016	Monitoring and review
Improved provision of workforce information to support Workforce Planning	HRP 9	4	Cost benefit analysis of implementing Reachout for decision and determination of future direction of the project at Better, Simpler, Cheaper Programme Board	Principal HR Manager	August 2015	Board report
As above	HRP 9	4	Implementation of Organisational Structures Database	Principal HR Manager	June 2015	Implementation of database
As above	HRP 9	4	Development of monthly Head of Service workforce information reports	Principal HR Manager	September 2015	Implementation of plan

Objectives	Priority Reference	Risk Rating	How to achieve	Officer Responsible	Timescale	Evidence
As above	HRP 9	4	Development of Workforce planning process	Principal HR Manager	March 2016	Implementation of plan
Support the improved performance of CYP	HRP 10	4	Development and delivery of workforce action plan	Principal HR Manager	March 2016	Deliver of plan
Support SSIP management of change programme	HRP 11	4	Professional qualified officers to ensure the provision of advice and support for the management of change (subject to HR resource availability)	Principal HR Manager	March 2016	Monitoring and review
Support Maximising Choice / Independence management of change programme	HRP 12	4	Professional qualified officers to ensure the provision of advice and support for the management of change	Principal HR Manager	March 2016	Monitoring and review
Delivery of Service Level Agreements for provision of HR support to Primary and Secondary Schools as agreed with LLAN / NAASH	HRP 3 HRP 6 HRP 7	4	Delivery of agreed SLAs.	Principal HR Manager	March 2016	Delivery of SLAs

Service Delivery: Health & Safety / Occupational Health Unit / Joint Resilience Unit

Objectives	Risk Reference	Risk Rating	How to achieve	2014/2015 Delivered	2015/2016 Target	Officer Responsible	Timescale	Evidence
Delivery of Compliance with the COMAH Regulations	HR18	6	The interpretation, procedural development, training, implementation and monitoring of the COMAH regulations.	2 of 2 COMAH sites tested	3 COMAH sites to be tested	Shaun Burgess	March 2016	Implementation of plans.
Delivery of Business Continuity life cycle – plans	HR19	4	Ensure effective arrangements are in place to prepare for, respond to and recover from major emergencies.	23 / 30 plans reviewed	7 / 30 plans to reviewed	Shaun Burgess	March 2016	Implementation of plans.
Delivery of Emergency Response plans	HR16	6	Ensure effective arrangements are in place to prepare for, respond to major emergencies.	10/19 plans reviewed	9/9 plans to be reviewed	Shaun Burgess	March 2016	Implementation of plans.
Delivery of localised flooding arrangements	HR17	8	Ensure effective arrangements are in place to prepare for, respond to flooding emergencies.	4/4 plans reviewed	4/4 plans to be reviewed	Shaun Burgess	March 2016	Implementation of plans.
Delivery of City and County of Swansea's City Evacuation	HR15	4	Ensure robust and effective arrangements to prepare for CCOS's city evacuation.	0 –no arrangements in place	Arrangements to be completed – 100%	Shaun Burgess	March 2016	Implementation of plans.
Delivery of the on-line Occupational Health referral system	HR14	4	The research, development and implementation of on-line OHU referral system.	0 – no on-line system exists	100% implementation across all directorates	Shaun Burgess	March 2016	On-line OHU referral system published on the intranet site.
Delivery of Occupational Health & Safety web pages on the NPTCBC intranet site	HR13	4	The research, development and integration of the Occupational Health & Safety web pages.	0 – no web pages inexistence	100% implementation across all directorates	Shaun Burgess	March 2016	Web pages published.
Delivery of Occupational Health Clinical & Non Clinical procedures	HR12	4	The research, development and publication of Occupational Health Clinical & Non Clinical procedures.	0 – no OHU Clinical & Non Clinical procedures inexistence	100% implementation across all directorates	Shaun Burgess	March 2016	Publication of Occupational Health Clinical & Non Clinical procedures.

Objectives	Risk Reference	Risk Rating	How to achieve	2014/2015 Delivered	2015/2016 Target	Officer Responsible	Timescale	Evidence
Delivery of incident/accident investigation process in support of sickness absence and accident reduction.	HR20	4	Professional qualified officers undertake investigations in line with the corporate procedure.	100% - all accident investigations undertaken as determined.	100% implementation across all directorates	Corporate Health, Safety and Joint Resilience Unit Manager.	March 2016	Completion of accident investigations reports.
Delivery of Health and Safety operational risk management activities.	HR21	4	Professional qualified officers to ensure that the interpretation, procedural development, training, implementation and monitoring of the statutory changes in relation to risk management.	100% – registration accomplished	100% implementation across all directorates	Corporate Health, Safety and Joint Resilience Unit Manager.	March 2016	Completion of suitable and sufficient risk assessments in the Directorates.
Delivery of COSHH legislative changes	HR22	4	Professional qualified officers to ensure that interpretation, procedural development, training, implementation and monitoring of the statutory changes.	0 – No legally compliant COSHH assessments in place	100% implementation across all directorates	Corporate Health, Safety and Joint Resilience Unit Manager.	March 2016	Completion of suitable and sufficient COSHH assessments in the Directorates.
Delivery of Construction, Design and Management legislative changes	HR23	4	Professional qualified officers to ensure that interpretation, procedural development, training, implementation and monitoring of the statutory changes.	N/A – changes in force April 2015.	100% implementation across all directorates	Corporate Health, Safety and Joint Resilience Unit Manager.	March 2016	Completion of Corporate On-line CDM database and associated processes.

Service Delivery: Training & Development Team

Objectives	Priority Reference	Risk Rating	How to achieve	Officer Responsible	Timescale	Evidence
Deliver the appropriate training and development to support the key priorities as set	HRP 10/12	4.5	Development and delivery of the workforce development action plan	Training & Development Manager	March 2016	Delivery of training plan Attendance at

Objectives	Priority Reference	Risk Rating	How to achieve	Officer Responsible	Timescale	Evidence
out in the Corporate Improvement Plan						training events
Deliver training and development to support the key priorities of: <i>Safe Brighter Futures Improving Outcomes, Improving Lives</i>	HRP 10/12	4.5	Development and delivery of CYPS workforce development action plan Development and delivery of Adult Services workforce development action plan	Training & Development Manager	March 2016	Delivery of training plan Attendance at training events
Support the implementation of the Council's revised performance management framework	HRP 5	Tbc	Produce effective performance management processes eg. Induction, performance appraisal Development of E Learning modules to support implementation	Training & Development Manager	March 2016	Introduction and use of E Learning modules
In partnership with All Wales Academy develop and launch E Learning site	HRP 1	5	Ensure development and governance arrangements are in place to meet project requirements	Training & Development Manager	July 2015	Access to online learning
Meet the requirements of the Social Care Workforce Development grant application.	HRP 10 / 12	4	Produce and deliver the SCWDP requirements for 15-16	Training & Development Manager	March 2016	Allocation of grant End year Monitoring Report
Development and delivery of learning & development plan to support the implementation of the Social Services and Well-being (Wales) Act 2014.	HRP 7	4.5	Develop and put in place a programme of delivery of the national learning & development strategy	Training & Development Manager	March 2016	Delivery of training to meet requirements of the Act

Performance measures

Service Report Cards will be the primary method of measuring performance linked to identified risks.

MONITORING AND REVIEW

- This Plan is reviewed with the Cabinet Member for Corporate Services on a quarterly basis.
- The objectives contained within the Plan are the basis of the personal objectives agreed between the Chief Executive and Head of Human Resources. Achievement of the personal objectives agreed is reviewed six monthly as part of the Council's performance appraisal arrangements.
- Report cards are to be developed for each service area, and reviewed on a monthly basis in one to one meetings between the Head of HR and each Accountable Manager. Personal objectives for all staff are set within the context of this Plan and reviewed six monthly as part of the Performance Development Review scheme.