

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

POLICY AND RESOURCES SCRUTINY COMMITTEE

18 FEBRUARY 2016

REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

MATTER FOR MONITORING

WARDS AFFECTED: All Wards

Human Resources Division Report Cards 2015/2016 – Human Resources, Health and Safety and Joint Resilience Unit

Purpose of Report

To provide Members of the Scrutiny Committee with information to assist them in scrutinising the performance of Human Resources, Health & Safety and the Joint Resilience Unit which sit within the portfolio of the Head of Human Resources.

Background

The Council introduced a revised Performance Management Framework in 2014 / 2015. One of the requirements within that framework is the production of service report cards by service managers which will enable members to scrutinise the performance of all services within their remit.

Report Cards

Priorities for services are developed in the business planning process, as well as actions to deliver priorities. Report cards then set out measures to determine the performance of services, referencing the priority actions set out in the business plan.

The report card is not intended to give a full view of all work being undertaken but will detail how the Division is performing in relation to specific criteria.

The HR Division comprises of the following services:

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

Report cards for Human Resources, Health & Safety and the Joint Resilience Unit are attached in the appendices to this report. The Principal HR Manager and the Occupational Health & Safety and Joint Resilience Manager will attend committee to present these report cards.

The report cards relating to the Occupational Health Unit and the Learning, Training & Development team will be provided to Members at the March meeting of this committee.

Financial Impact

There is no financial impact arising from this report.

Equality Impact Assessment

There is no requirement for an equality impact assessment.

Workforce Impacts

There are no workforce impacts arising from this report.

Legal Impacts

There are no legal impacts arising from this report.

Risk Management

There are no risk management issues arising from this report.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendation

Item for monitoring only.

Reasons for Proposed Decision

N/A

Implementation of Decision

N/A

Appendices:

- 1 Human Resources Team Report Card
- 2 Health & Safety Team Report Card
- 3 Joint Resilience Unit Report Card

List of Background Papers:

HR Division Business Plan 2015 / 2016 – Personnel Committee 20th July 2015

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Human Resources

REPORT CARD – JUNE 2015

Brief Description of the Service	Key Priorities for 2015/16
<p>The HR team provide a range of services including recruitment, employment contract administration, managing the Council's employment database, pre-employment checks, including Safe Recruitment checks for those working with children and adults, as well as professional, specialist support. This includes putting in place the necessary employment framework, e.g. policies, procedures, etc to ensure the Council is legally compliant.</p> <p>The team have a key role to play in managing change by supporting managers in consulting with their staff in relation to change initiatives, including redundancy.</p> <p>The team support managers in dealing with the most complex and difficult aspects of managing people and have a key role to play in maintaining employee relations, consultation and negotiating arrangements with trade unions.</p> <p>The unification of the HR function in 2009 has ensured that the team is sufficiently flexible to respond to demands put on it by senior management teams to address their priorities going forward, whilst maintaining service specific knowledge within each Team.</p>	<p>HRP1 - Improve customer access to services, and improve efficiency.</p> <p>HRP3 - Develop strategy to effectively manage long term sickness absence.</p> <p>HRP5 - Support the Council to fully implement the performance management framework</p> <p>HRP6 – Minimise the risk of legal challenge to strategies outlined in the FFP and CIP.</p> <p>HRP9 - Improved provision of workforce information to support Workforce Planning</p> <p>HRP10 - Support the improved performance of CYP</p> <p>HRP11 – Support SSIP management of change programme</p> <p>HRP12 - Support Maximising Choice / Independence management of change programme</p> <p>HRP3/6/7 - Delivery of Service Level Agreements for provision of HR support to Primary and Secondary Schools as agreed with LLAN / NAASH</p>

How Are We Doing

Corporate Measures:

Measure	Q3 14/15	14/15 TOTAL	Q3 15/16
% FFP savings at risk	0%	0%	0%
% revenue expenditure within budget	100%	100%	100%
% savings solutions identified for future year targets	100%	100%	100%
Average days lost due to sickness / FTE	6.4	6.91	9.3
Council FTE days lost per employee	6.7	9.4	6.8
% of staff who have received a PDR/EDR in the last 12 months	100%	100%	100%
Employee turnover rate due to unplanned departures	0	0	2.94%

Story Behind the Performance:

The HR Team's Key Priorities are established in line with the Council's key priorities, discussions with Directorate senior management teams and legislative changes.

- An example of this is the development and agreement with trade unions and delivery of a Council wide Voluntary Redundancy Scheme with 241 employees exiting employment through the scheme in 2014 / 15, a key strategy in preventing compulsory redundancy and supporting services to realise savings. The HR team had to prioritise the VR work (911 Expressions of Interest received) over other operational work to ensure that the Council met its savings targets. This work continues in 2015 / 2016 with the introduction of the 50 week ER/VR/CR Scheme introduced as part of the Council's FFP programme of savings to minimise compulsory redundancies.
- The HR Team has also deployed two dedicated HR Officers to Childrens' Services in order to deliver the Children's' Services Strategic Improvement Workforce Action Plan 2015 / 2016. The CSSIW, in its inspection report in April 2015 stated that support from the dedicated HR staff had been crucial to the stability in the workforce which had been sustained and built on since the last inspection and had contributed to a much more cohesive service. There was more continuity for families children and young people and workers were able to access more consistent guidance and support for their work.
- In addition to this, since August 2015, the HR team has also deployed a further two HR Officers to the Adult Services Team of Social Services, Health and Housing to provide dedicated support to the teams in Cimla Hospital and Tregelles Court. It is anticipated that this support will assist the service as it has already done in CYPS.
- The HR Team will continue to assist services respond to the challenges they face going forward, within the resources available. In line with the Council's Forward Financial Plan the HR Division as a whole has met year on year saving targets, mainly through reductions in staff numbers. The HR team has reduced by 40% since 2009. Ensuring services are as efficient as possible, and focused on what matters most to our customers is therefore a key priority. The HR Intranet has been re-designed to provide more accessible information and guidance in relation to workforce matters. The team launched the DBS E Bulk On Line service in April 2015, and this has reduced the average turn-around time for DBS checks from 2 weeks to 2 days. In preparation for further reductions in head count numbers, the Recruitment and Resourcing teams have merged into one team, and team members have learnt dual roles to ensure the resources available are as flexible as possible. Infrastructure has

been put in place to move the service to a digital service, launching in April 2016.

- The Long Term Sickness Absence Taskforce developed the Early Intervention and Communication Strategy, with pilot phases rolled out in 2015 to Environment, ELLL (excluding schools) and SSHH. Over the pilot periods a 7% reduction in days lost to long term absence was achieved in the pilot services. On this basis, the Taskforce have extended funding to continue to December 2016.
- A revised Performance Appraisal Policy has been developed and piloted in two services. Consultation and agreement has been reached with recognised trade unions, and should Members approve this policy in February 2016, a communications and implementation plan will be put in place in March to ensure that it is operational from April.
- HR have developed a template for Workforce Planning which will be incorporated into the Business Plan process from April 2016. To support Heads of Service with workforce planning, the HR Workforce Information Team have developed Head of Service Workforce Information Data Sets and launched a Workforce Planning Organisational Charter.
- Following case law in November 2014, which requires employers to include regular payments in addition to basic salary in holiday pay, discussions have been taking place with recognised trade unions in how to respond to this, and the potential back pay liability, with the aim of avoiding employment tribunal litigation. Agreement in principal has now been reached, subject to Member approval at Personnel Committee in February 2016. NPT will be the first Council in Wales to reach an agreement with trade unions on this matter and ensure that legal liabilities are addressed.
- The HR team has continued to support change management across the Council, from the relatively straightforward changes to working practices, to the more complex job reductions and whole scale service delivery change. The role of HR is to ensure that policies and processes support the change process and ensure legality in processes, and that managers are guided and advised as they apply policies. Supporting employee relations and partnership working with the trade unions has been key to this. This cuts across every service within the Council, and the Corporate Improvement Plan, supporting the maximising choice / independence management of change programme, the continued performance improvement within CYP, and the Strategic Schools Improvement Programme, as well as FFP related change measures.

Key Actions For 2015/2016

Alongside higher overarching Key Priorities, we as a Team propose to:	Who	Percentage Complete	By When
<p>HRP1 - Improve customer access to services, and improve efficiency.</p>	PHRM	70%	April 2016
<p>HRP3 - Develop strategy to effectively manage long term sickness absence.</p> <p>Long term sickness taskforce has funding to December 2016</p>	HRM/HROs	100%	December 2016
<p>HRP5 - Support the Council to fully implement the performance management framework</p> <p>Report going to Personnel Committee on 22nd February 2016 for approval of Performance Appraisal Policy.</p>	HHR/PHRM/HRO	90%	March 2016
<p>HRP6 – Minimise the risk of legal challenge to strategies outlined in the FFP and CIP.</p>	All	100%	March 2016
<p>HRP9 - Improved provision of workforce information to support Workforce Planning</p> <p>Workforce Planning Organisational Charter developed and Workforce Planning template developed for roll out in February 2016</p>	HHR/PHRM/WIT	100%	March 2016
<p>HRP10 - Support the improved performance of CYP</p>	All	100%	Ongoing
<p>HRP11 – Support SSIP management of change programme</p>	All	80%	Ongoing

	Who	Percentage Complete	By When
HRP12 - Support Maximising Choice / Independence management of change programme	All	50%	Ongoing
HRP3/6/7 - Delivery of Service Level Agreements for provision of HR support to Primary and Secondary Schools as agreed with LLAN / NAASH	HHR/HRM	100%	Ongoing

Corporate Health and Safety Section

REPORT CARD – JUNE 2015

Brief Description of the Service	Key Priorities for 2015/16
<p>The Corporate Health and Safety Section (CHSS) is part of the Human Resources Division. We provide advice and guidance to Council Services and employees on all aspects of Corporate Health, Safety and Welfare issues, such as:-</p> <ul style="list-style-type: none">• Risk Assessments;• Office and Display Screen Equipment;• Manual Handling;• Lone Working;• Work Related Ill-Health.• Health & Safety Induction;• COSHH;• Toolbox Talks. <p>The staffing structure of the Council's CHSS currently consists of the Corporate Health and Safety Manager, Lead Health and Safety Officer, five qualified Health and Safety Officers, a Manual Handling Advisor and 1.5 administrative staff.</p> <p>The Occupational Health Unit (OHU) is integrated with the Health and Safety team (a separate report card applies to the OHU).</p>	<p>HR 20 - Delivery of incident/ accident investigation process in support of sickness absence and accident reduction.</p> <p>HR 21- Delivery of Health and Safety operational risk management activities.</p> <p>HR 22 - Delivery of COSHH legislative changes</p> <p>HR 23 - Delivery of Construction, Design and Management legislative changes</p>

How Are We Doing

Corporate Measures:						
Measure	13/14 TOTAL	Q2 14/15	Q3 14/15	14/15 TOTAL	Q2 15/16	Q3 15/16
Financial:						
% FFP savings at risk	0%	0%	0%	0%	0%	0%
% revenue expenditure within budget	100%	100%	100%	100%	100%	100%
% savings solutions identified for future year targets	100%	100%	100%	100%	100%	100%
Employees:						
Average days lost due to sickness / FTE	10.1	4.6	6.6	9.4	5.0	11.0
FTE Days lost per employee	1.3	0.5	0.7	1.1	0.5	1.1
% of staff who have received a PDR/EDR in the last 12 months	100%	100%	100%	100%	100%	100%
Employee turnover rate due to unplanned departures	nil	nil	nil	nil	nil	nil

Story Behind the Performance:

The CHSS's key priorities are determined in line with the Council's key priorities and from discussion with Directorate Senior Management Teams. The Corporate Health and Safety Section is sufficiently capable and adaptable to be able to respond to the demands set by the Directorate Senior Management Teams in order to address their priorities.

The introduction of Health and Safety Legislation also must influence key priorities for the section. The recent introduction of the classification, labelling and packaging regulations was due to the introduction of the European Regulation which was formally agreed at European Union Level, and therefore directly applicable to all E.U member states including the UK. This led to a review of the Control of Substances Hazardous to Health Classification (COSHH), Labelling and Packaging procedures within Neath Port Talbot County Borough Council.

The Health and Safety Executive (HSE) have made another change to the CDM Regulations 2007, following a 10 week consultation which will come into force on the 6th April 2015. These amendments have had a significant impact on both the Corporate Health and Safety Section and other sections throughout the Council who are responsible for construction work. The role of the CHSS, following the changes to the CDM Regulations, is to provide support as necessary to all sections in relation to the new regulations and to continue to provide advice and guidance to all sections who manage construction work. This includes carrying out site visits and audits of construction projects and maintenance and review of the CDM Database in order to ensure legal compliance, good standards of health, safety and welfare and to ensure continual improvement.

As an overview, the CHSS dealt with a total of 1,641 incident and accident reports during the 2014/15 period. This comprises of incidents and accidents to members of the public, school pupils, service users, contractors and Council employees.

In comparison to 2013/14, there has again been a decrease in the total number of accidents to Authority employees, with a 9.9% reduction. Additionally the number of lost time and RIDDOR Reportable accidents have also seen a decrease of 12.1% and 20.8%.

Incident/accident reporting as always, has also been a focus for the CHSS during 2014/15. Advice and support is provided to managers ensuring accidents are investigated by CHSS. Since the introduction of the Online Accident Reporting System

(OARS) in 2010, the way in which incidents and accidents are reported to the CHSS has improved significantly. As part of the CHSS commitment to continuous improvement, a comprehensive review of the OARS took place in 2014, resulting in the introduction of a number of changes and improvements benefitting both the user and the CHSS in terms of compiling more advanced statistical data on NPTCBC's accident trends. The majority of the accidents reported through to the CHSS are investigated by the H&S officers as part of their duties. The purpose of these investigations is to highlight why and how the accident/incident occurred in the first place.

The Council's IT Division has provided first class support throughout this process. The CHSS will continue to build on the excellent working relationship held with the in-house Software Development Team, who for many years have provided CHSS with solutions exactly meeting service needs.

In 2015 / 2016, the CHSS will continue to respond to the challenges within the resources available to them. In line with the Council's Forward Financial Plan the HR Division as a whole has met year on year savings targets, mainly through reductions in staff numbers. Since 2009, the CHSS's staffing has been reduced by approximately a third. It is vital that a key priority for the team is to ensure that service delivery is maintained to the high standard that has been expected by the Council's services.

Service Priorities For 2015/2016

	Who	Percentage Complete	By When
HR 20 - Delivery of incident/ accident investigation process in support of sickness absence and accident reduction.	CHSS	90%	Ongoing
HR 21 - Delivery of Health and Safety operational risk management activities.	CHSS	90%	Ongoing
HR 22 - Delivery of COSHH legislative changes (* This will be an ongoing objective into 2016/2017 as all sections within NPTCBC have to review the COSHH assessments applicable to the activities undertaken.	CHSS	40%(*)	Ongoing
HR 23 - Delivery of Construction, Design and Management legislative changes	CHSS	100%	March 2016

Joint Resilience Unit

REPORT CARD – JUNE 2015

Brief Description of the Service	Key Priorities for 2015/16
<p>The Joint Resilience Unit help to support the emergency services and other organisations with their emergency response in a number of ways, including:</p> <ul style="list-style-type: none">• arranging emergency accommodation should members of the public be evacuated from their homes• providing emergency transport to move members of the public from the scene of an emergency to a safe location• co-ordinating services that the County Council provides that are required as part of the emergency response• providing emergency information to the public <p>To prepare for possible emergencies across both Councils the Joint Resilience Unit:</p> <ul style="list-style-type: none">• Assess local risks in order to identify what we need to plan for• Write and review emergency plans• Work with other key organisations to enhance the management of an emergency• Ensure that Swansea and Neath Port Talbot have plans in place to deliver important services to the public during an emergency• Share important information with local organisations to enhance emergency preparedness	<p>HR 15 - Delivery of City and County of Swansea's City Evacuation</p> <p>HR 16 - Delivery of Emergency Response plans</p> <p>HR 17 - Delivery of localised flooding arrangements</p> <p>HR 18 - Delivery of Compliance with the COMAH Regulations</p> <p>HR 19 - Delivery of Business Continuity life cycle – plans</p>

- Provide an effective 24 hour, 365 days a year service to help in the management of a major emergency.
The JRU consists of the Occupational Health & Safety / Joint Resilience Unit Manager and 3.4 Officers.

How Are We Doing

Corporate Measures:

Measure	13/14 TOTAL	Q2 14/15	Q3 14/15	14/15 TOTAL	Q2 15/16	Q3 15/16
Financial:						
% FFP savings at risk	0%	0%	0%	0%	0%	0%
% revenue expenditure within budget	100%	100%	100%	100%	100%	100%
% savings solutions identified for future year targets	100%	100%	100%	100%	100%	100%
Employees:						
Average days lost due to sickness / FTE	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)
FTE Days lost per employee	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)	N/A (CCoS)
% of staff who have received a PDR/EDR in the last 12 months	100%	100%	100%	100%	100%	100%
Employee turnover rate due to unplanned departures	nil	nil	nil	nil	nil	nil

Story Behind the Performance:

The Joint Resilience Unit (JRU) is responsible for ensuring, on behalf of Neath Port Talbot County Borough Council (NPT) and the City & County of Swansea (CCoS), that the impact of any major emergency that could affect communities is greatly reduced, so increasing the safety of their residents and visitors.

The unit has a team of 3.4 officers, carrying out their duties on behalf of the two councils.

The JRU's key priorities are determined in line with both NPT and CCoS's key priorities and from discussion with Directorate Senior Management Teams as well as legislative changes that are introduced. The JRU is committed to providing an efficient service to be able to respond to the demands set by the Directorate Senior Management Teams and the surrounding communities in order to address their priorities.

The task of reviewing and updating work previously undertaken by the JRU in relation to the City Evacuation Plan is underway. A new approach is being taken and the plan is being tailored to the City of Swansea and thereby introducing a more bespoke methodology to its delivery. It is the aim of the JRU to enhance and build upon a growing reputation that it currently possesses. The plan is being devised to ensure those that work, invest or live within the heart of the city centre of Swansea are considered in the event of an emergency.

To date, all critical services for NPT have been identified and plans have been completed and uploaded onto DRAGON with assistance from the JRU. The majority of CCoS's critical services have been identified and nominated authors are in the process of writing their plans in readiness to upload onto DRAGON. The intention is to identify all critical services and produce the relevant electronic plans by the end of 2015.

It can be reported that good progress has been made on the Local Authority Flooding arrangements throughout the year. During this year, the JRU reviewed all of their major flooding response plans and procedures to ensure they remain fit for purpose. Plans reviewed during this year include the NPT and CCoS Flooding Response Plans, and the site specific Canalside and the Lower Swansea Valley Flood Response Plans. Throughout the year, the NPT / CCoS Multi-agency Flood Group has continued to meet regularly to discuss local flood risk mitigation and emergency response.

A new directive, called Seveso 3, was introduced by the European Union and has updated the existing COMAH regulations which has placed a greater emphasis on public accessibility to information as well as public consultation and inclusion in how plans are written and prepared. The JRU has captured the limited information currently available and is therefore incorporating what is widely believed to be necessary and vital work.

During 2014/15, the JRU arranged and facilitated two major exercises as part of their statutory duties under the Control of Major Accident Hazard Regulations (COMAH) 1999. The exercises scheduled this year were with two local top-tier COMAH Sites; Tata Steel, Port Talbot and Calor Gas, Aberdulais. Both exercises examined how serious incidents at these sites would impact on the local community and provided an opportunity rehearse emergency response procedures. Both exercises required considerable planning and were deemed to have met their objectives.

In Spring 2012 the JRU's DRAGON (Disaster Response and GIS Operational Network) secure online emergency response application was launched in order to deliver improvements in dealing with civil emergencies in the Neath Port Talbot and Swansea areas. Initially, DRAGON was a tool used solely by the JRU but over time has grown to a position where it is being used by both NPT and CCoS as well as the following Councils: Pembrokeshire, Carmarthen, Ceredigion, Powys, Dyfed and Rhondda Cynon Taf. It continues to gather momentum as more partners look to access the system.

With regards to business continuity plans, it was decided that the first phase would be to develop a slim line Business Impact Analysis (based on a traffic light system) and risk assessment process together with a new Business Continuity plan template. This document, now known as the Business Continuity Management (BCM) Toolkit, was completed in August 2014 and 'rolled out' within the two local authorities. The second phase was to meet with Heads of Service to review all critical services for the aforementioned local authorities and, to nominate authors to complete the BCM Toolkit electronically by uploading it onto the DRAGON system.

Additionally, as part of the JRU's statutory duties under the Civil Contingencies Act 2004 Officers have provided business continuity advice to Gwalia Housing, NPT Homes and domiciliary care providers across the region.

Service Priorities for 2015/16

	Who	Percentage Complete	By When
HR 15 - Delivery of City and County of Swansea's City Evacuation	JRU	50%	Ongoing
HR 16 - Delivery of Emergency Response plans	JRU	85%	Ongoing
HR 17 - Delivery of localised flooding arrangements	JRU	70%	Ongoing
HR 18 - Delivery of Compliance with the COMAH Regulations	JRU	75%	Ongoing
HR 19 - Delivery of Business Continuity life cycle – plans	JRU	70%	Ongoing