HUMAN RESOURCES DIVISION BUSINESS PLAN 2016 / 2017

INTRODUCTION

This Business Plan covers the period 1st April 2016 to 31st March 2017. The services and functions with the scope of this plan are as follows:

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

The Human Resources Division is a Council wide resource for the provision of specialist advice, guidance and support.

Purpose

The purpose of the Division, in line with the Council's Operating Principles, is to deliver what matters to our customers.

Vision

Our Vision, in line with the Council's People Strategy, is 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.

PRINCIPLE 1 - DELIVERY OF PRIORITIES IN 2015 / 2016

Key achievements summary:

- Delivery of savings identified within the Council's FFP and contained overall expenditure within the cash limit set for the HR Division.
- 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 corporate priorities. As well as providing professional expertise to managing change, the team managed the voluntary redundancy scheme, with 575 expressions of interest, and managed the redeployment of 200+ employees, who otherwise would have been made redundant. As a direct result of this activity, compulsory redundancies were minimal, despite c. 300 jobs being deleted from the established structure.
- The Sickness Taskforce rolled out the trial of the early intervention and effective communication strategy for managing long term sickness absence, with evidence based positive results.
- Implementation of an Organisational Structures Database, Head of Service Workforce Profiles and the development of a workforce planning template to support the development of a Corporate Workforce Plan in 2016 / 2017.
- The development, agreement and delivery of the Children's Services Workforce Action Plan 2015 / 2016.
- The development, agreement and implementation of a Performance Appraisal procedure for all employees.
- The development of an agreement with recognised trade unions to address 'holiday pay' case law, including settlement of potential back pay liability and avoidance of significant employment tribunal action - the first Council in Wales to reach an agreement with trade unions on this matter and ensure that legal liabilities are addressed.
- Delivery of Health and Safety Strategy in line with the OHSAS Standard 18001.
- Implementation of COSHH and Construction, Design and Management legislative changes.
- Development and delivery of the Social Care Workforce Development Programme 2015 / 2016.
- Development and delivery of comprehensive awareness training to support the implementation of the Social Services & Well-being (Wales) Act 2014.
- Development and implementation of revised HR Intranet pages to improve customer access to policies, procedures, guidance and information.

Areas where performance was below expectation:

- The implementation of E Learning has been slow with only limited access available in 2016 as a result of delays by the deliverer, Academy Wales.

PRINCIPLE 2 – PRIORITIES TO BE DELIVERED IN 2016 – 2017

WHY THESE PRIORITIES?

1. To support Corporate Improvement Objectives.
2. To contribute to the FFP Savings Plan 2016 / 2017.
3. Following consultation with Senior Management Teams, to support services to meet their objectives.
4. To ensure that the Council has an appropriate, fit for purpose, safe and legal employment framework in place.
5. To ensure that the Division can continue to deliver services with a reduced workforce, despite increases in demands in some areas of service.

HOW ARE WE GOING TO SECURE ACHIEVEMENT OF THESE PRIORITIES?

- These achievements will, in the main, be secured in-house by the HR Division's experienced and appropriately qualified staff.
- The Joint Resilience Unit is a joint service delivered in partnership with the City and County of Swansea (CCoS) and employees of the CCoS.
- The on-line DBS service is delivered through a partnership agreement with Powys Council, introduced in 2015 as part of the Division's cost savings strategy.
- Occupational Health Physician and counselling services are procured through contracts for services, which are kept under regular contract monitoring and review to ensure continued value for money and provision of quality services.

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
HRP – 1 To support the Council deliver further reductions in its net revenue expenditure in line with the Forward Financial Plan and in the spirit of the Workforce Strategy Collective Agreement 2013.	To support significant management of change initiatives through provision of expert HR advice and guidance.	D Hopkins	Over the next 12 months and beyond.	Compliance with the Management of Change in Partnership Policy.
	Maximising continuity of employment as far as is possible, through administering VR Schemes, and management of redeployment activity.	D Hopkins	Over the next 12 months and beyond.	Monitoring of Voluntary Redundancy / Compulsory Redundancy / Redeployments.
	To support the joint management / trade union review of the Workforce Strategy Collective Agreement 2013 as required under that agreement.	S Rees	31/10/16	Agreement reached with Trade Unions and report to Members by 31st October 2016.
HRP – 2 To support Council wide targets to reduce sickness absence.	The HR Sickness Taskforce team will continue to deliver the Early Intervention and Effective Communication Long Term Sickness Strategy.	D Hopkins	31/12/16	Update reports to Policy & Resources Scrutiny Committee.
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	Delivery of Long Terms Sickness Absence in Schools Project workforce actions.
	To implement improvements in the	S Burgess	31/3/17	Full implementation of the OuCH

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
	Occupational Health referral service which will assist in reducing the impact of ill health and sickness absence and to promote a safe and healthy working environment.			Digital Referral/surveillance e-system across the Council inclusive of schools. Implementation of the recommendations from the Privacy Impact Assessment
HRP – 3 To support the workforce actions required to deliver the Digital by Choice Channel Strategy.	To support any resultant management of change initiatives, maximising continuity of employment as far as is possible.	D Hopkins	In line with Digital by Choice Programme Board action plan.	Compliance with the Management of Change in Partnership Policy. Monitoring of Voluntary Redundancy / Compulsory Redundancy / Redeployments.
	Review employment policy framework to ensure that it remains fit for purpose as use of technology develops in the workplace.	D Hopkins	31/3/17	Fit for purpose policy framework
HRP – 4 To improve customer access to services and to improve the efficiency of those services.	Update On Line Recruitment Site	D Hopkins	31/3/17	Fit for purpose Recruitment Site
	Implement OuCH Digital Referral system	S Burgess	31/3/17	Successful implementation of new system assessed against the criteria identified within clinical procedures.
	Introduction of I-DOCS framework in Occupational Health to assist the digitalisation of health records	S Burgess	31/3/17	Successful implementation assessed against a review of the OHU administration procedural arrangements.
	Implement Events Management On line system	S Burgess	31/3/17	Successful implementation of new system.
	Develop Self Service Employee Portal	D Hopkins	TBC	Sign off by Digital by Choice Programme Board.
HRP – 5 Support the Council priority to improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department.	Delivery of agreed HR and Learning, Training and Development workforce actions to support ongoing recruitment, retention and development of the workforce.	D Hopkins L Doyle	31/3/17	Regular employment monitoring and reporting.
	Delivery of training to prepare the social care workforce for the introduction of the Social Services and Wellbeing Act (Wales) 2014.	L Doyle	31/3/17	% of relevant social care workforce who have received appropriate training.

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
HRP – 6 Support the Council priority to raise educational standards and attainment for all young people.	Support significant management of change associated with the Strategic Schools Improvement Programme.	D Hopkins	31/3/17	Compliance with the Management of Change in Partnership Policy.
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	Delivery of Long Terms Sickness Absence in Schools Project workforce actions.
HRP – 7 Support the Council priority to maximise the number of adults who are able to live independently with or without support within the home of their choice within their community.	Delivery of agreed HR and Learning, Training and Development workforce actions to support ongoing change improvement, recruitment, retention and development of the workforce.	D Hopkins L Doyle	31/3/17	Regular employment monitoring and reporting.
	Delivery of training to prepare the social care workforce for the introduction of the Social Services and Wellbeing Act (Wales) 2014.	L Doyle	31/3/17	% of relevant social care workforce who have received appropriate training.
HRP – 8 To ensure appropriate arrangements are in place to respond to new and changes to legislation.	Prepare for the Gender Pay Gap Regulations.	D Hopkins	31/3/17	Arrangements to measure gender pay gap in place.
	Ensure compliance with workforce related Welsh Language Standards	S Rees	1/9/16	HR WLS Action Plan.
	Prepare for the introduction of the National Living Wage	D Hopkins	1/4/16	Arrangements in place to ensure compliance.
	Prepare for restrictions on public sector exit payments	S Rees	1/4/16	Arrangements in place in respect of employees with annual earnings of £100,000 or more to repay exit payments if they return to work in the same sector within 12 months. Further clarify TBC on capping of public sector exit payments.
	Preparation for the introduction of the Trade Union Bill	S Rees	TBC	Actions to be identified following government confirmation of statutory provision and how it applies in Wales.
	Review the Corporate Health & Safety legal register CF/44 and procedures in line with legal and other health and safety requirements as appropriate.	S Burgess	31/10/16	Introduction and verification from BSi on the implementation of the register.
	Implementation of training plans to prepare the workforce for the introduction of new and	L Doyle	The timeline for implementation	% of relevant workforce who have received appropriate training.

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
	emerging legislation including: • Social Services and Wellbeing Act (Wales) 2014 • Female Genital Mutilation Act 2015 • Domestic Violence • Welsh Language Standards Regulations 2015 • Regulation & Inspections Act 2015		and delivery of training plans in relation to these pieces of legislation will be determined by Welsh Government timescales.	
HRP – 9 Delivery of an effective Health and Safety Strategy in line with the OHSAS Standard 18001.	Conformity to BS OHSAS 18001 and SEQOHS.	S Burgess	31/3/17	Continued registration to the OHSAS 18001 specification Management System.
	Evaluate Legal Compliance.	S Burgess	31/3/17	As above
	Review procedures for dealing with issues raised as non-conformities to mitigate, where possible, adverse consequences.	S Burgess	31/3/17	As above
HRP – 11 Delivery of Joint Resilience Unit work programme as agreed with Joint Resilience Committee	Delivery of Compliance with the COMAH Regulations	S Burgess	31/3/17	Development, and delivery of exercises, chairing planning group meetings, writing and managing the FAP, review and maintenance of plans and aide memoirs.
	Delivery of Business Continuity life cycle – plans	S Burgess	31/3/17	Publication of Business Continuity Plans which have been, reviewed and audited
	Delivery of localised flooding arrangements	S Burgess	31/3/17	Publication of up-to-date flooding plans which are available for the following sites:- • Canal side • Lower Swansea Valley • Local Authorities
	Delivery of City and County of Swansea's City Evacuation	S Burgess	31/3/17	City Evacuation plans and procedures are up-to-date, validated and made available to nominated personnel.
	Implementation of Felindre emergency response plans.	S Burgess	31/3/17	Publication of Emergency Response plans in place which are subject to review and audit
	Review of DRAGON emergency response/planning system.	S Burgess	31/3/17	Development, implementation and monitoring of on-line Emergency

Priority	Actions to deliver the priorities	Officer Responsible	Timescale	Evidence to indicate achievement
				Planning and Response system.
HRP – 12 Delivery of Employment administration services	Delivery of effective recruitment and redeployment service	D Hopkins	Ongoing commitment	Annual Audit of safe recruitment Customer feedback Redeployment data
	Employment administration services (contract administration, payroll, etc)	D Hopkins	Ongoing commitment	Customer feedback Annual Audit of payroll processing
	Maintenance of employment, training and development and occupational health and health safety records	D Hopkins S Burgess L Doyle	Ongoing commitment	Data is up-to-date and accurately recorded. Compliance with information security.

Priority Measures Table

Priority Measures 2016/2017	2014/15 performance / activity	2015/16 performance / activity	2016/17 performance / activity
Human resources			
	Headcount FTE	Headcount / FTE	
Voluntary redundancy	256 / 229.79	118 / 88.83	-
Bumped redundancy	30 / 25.72	26 / 21.58	-
Redeployment	195 / 152.8	264 / 184.24	-
Compulsory Redundancy	1 / 1	50 / 18.82	**Reduce**
Freedom of Information (FOI)			
FOI received	40	82	-
FOI answered (less than) 20 days	33	78	**100%**
FOI answered (more than) 20 days	7	4	**0**
Health & Safety			
Total accidents	389	405	**Reduce**
Lost time accidents	58	61	**Reduce**
RIDDOR accidents	19	18	**Reduce**
Occupational Health			
Average appointment waiting time	10 working days	10 working days	**Maintain**
Immunisations	207	258	**Maintain**
Pre-placement assessments	923	970	**Maintain**
Health surveillance assessments	1342	1580	**Maintain**
Attendance management consultations	2744	3303	**Maintain**
Statutory & Safety Critical Medicals	119	128	**Maintain**
Health Promotion	1185	683	**Maintain**
Training & Development			
% of relevant social care staff provided with training ~ Social Services and Wellbeing Act (Wales) 2014. WG have identified priority groups: all Social Care Team Managers, Senior Practitioners, Consultant Social Workers and staff who have a role in the provision of Information, Advice and Assistance. This includes health employees, independent and third sector agencies.	NEW	Awareness -646 Module 1 - 160 Module 2 - 147 Module 3 - 25 Module 4 - 94	**100% of those identified in the priority group**
% of Human Resources Division staff to have successfully completed on-line Introduction to Information Governance training course	NEW	NEW	**100%**

Mandatory Corporate Measures Table

Mandatory Corporate Measures	2014/15 performance	2015/16 performance	2016/17 performance
CM01 transactional services:			
a)Fully web enabled	-	-	-
b) Partially web enabled	Recruitment	On line DBS Application process	Update on line recruitment site
	Eye Tests		OUCH Digital Referral system
	DRAGON Emergency Planning System		Self Service Employee Portal
			Events Management on line system
CM02 take up of the above web enabled transactions	100%	100%	To be determined by Digital by Choice Programme Board
CM03 % of revenue expenditure within budget	100%	100%	100%
CM04 % of FFP savings at risk	0	0	0
CM05 Average FTE days lost due to sickness	6.91 FTE	8.7	Below Council average – maintain
CM06 number of services measuring staff engagement	NEW	NEW	Human Resources Teams
CM07 % of staff performance appraisals to be completed by 31/3/17	NEW	NEW	100%
CM08 % of learning & development requirements identified via the performance appraisal process met within 12 months	NEW	NEW	100%
CM09 No. of employees who left due to unplanned departures	TBC	3.1 FTE	0
CM10 Total no. of complaints: Internal External	0 0	1 1	0 0
CM11 Total no of compliments: Internal External	5 0	7 0	
CM12 number of services measuring customer satisfaction	0	0	2
CM13 number of service report cards to be produced by 31.03.17	NEW	5	5

Principle 3 – Workforce Planning	Prompts
What are the key workforce challenges for this service?	The key challenge for the Division is the increasing demand for services set against the reductions in staffing which have taken place year on year since 2009, leading to a reduction of 30% in overall headcount across the Division. Put simply, the Division has less people to deliver more services. The Division currently has 2 vacancies at HR Officer level which it is struggling to recruit to, which has a further impact on capacity to provide services.
What are the longer term workforce challenges for this service?	Local Government Re-organisation will place significant demands on the HR Service, and it is important that the necessary skills and knowledge are in place to deal with the specific type of change management that will be required, i.e. expert knowledge and understanding of TUPE legislation and its application.
What actions are we going to take to address these challenges?	1. Continue the active digitalisation of services which has already supported the reduction in head count across the service (see HRP 4). 2. Carry out a Staff Survey, prioritising teams most affected by downsizing to date (HR teams in 2016/2017). 3. Develop actions to address Staff Survey outcomes. 4. Through the performance appraisal process ensure all employees within the Division are focused on the priorities of the service and that skills and expertise are developed and maintained through appropriate learning and development activities. 5. Develop a recruitment, retention and succession strategy for HR Officers. 6. Continue to maintain and develop management of change and TUPE knowledge and skills amongst qualified HR staff.

Principle 4 – Property Management

Services are delivered by employees based within the Quays, and accommodation is currently appropriate for the needs of the services delivered.

Principle 5 – Risk Management

Risk Table:

Ref	Risk Description	Likelihood Score	Impact Score	Total Score	Proximity	Mitigating Action	Target Date	Risk Owner
R1	Workforce / Succession Planning – continuous downsizing and VR rounds and a lack of external appointments is giving rise to reduced organisational capacity, increased skills shortage and inadequate succession planning	3	3	9 – M	1	Actions are as set out in Principle 3 - Workforce Planning.	31/3/17	S Rees
R2	Improvement required in Sickness Management / Absence	3	3	9 – M	1	The Sickness Taskforce has funding to December 2016 to implement the Early Intervention and Effective Communication Strategy. Additional resource provided to implement the strategy in pilot Schools. Improvements to the Occupational Health Referral Service will be implemented in 2016. Quarterly reporting to P&R Scrutiny Committee.	31/3/17	S Rees
R3	Decision and service change at increased risk of legal challenge due to nature of changes and turnover in the Council's workforce	2	3	6 – M	1	Provision of an up-to-date and legally compliant employment framework for managers to work within. Professional, qualified officers, with up to date CPD, providing expert advice to support managers remain legally compliant.	On-going	S Rees