

Service Report Card 2016-2017

Human Resources

Section 1: Brief description of the service

The HR Team is a small team comprising of 35 people which equates to 32.09 Full Time Equivalent employees (FTEs) Our key priority is to support the Council to deliver its priorities and we do this by:-

- Providing a professional human resources service which supports the Council achieve its priority objectives through a policy framework, the provision of information and accurate and timely advice and guidance;
- Supporting significant management of change activity ensuring the social partnership with trade unions is maintained and that processes are lawful to minimise the risk of employment litigation,
- Supporting the Council to minimise compulsory redundancy, improve attendance and sickness absence management;
- Providing core HR services such as supporting discipline and grievance processes, the Council's formal employee relations framework, workforce planning activities, and employment administration services.

Section 2: Overall Summary of Performance for 2015-16 Financial Year

All service delivery objectives for 2015 - 2016 have been achieved and include;

- 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.
- Development and implementation of revised HR Intranet pages to improve customer access to policies, procedures, guidance and information

Our budget for 2015-16 was £1,204,349.

We have delivered our service within budget requirements and performance appraisals have been completed for all 35 employees.

There were 6 employees in this section with three or more instances of sickness during the period.

Our 2015-16 average sickness FTE days lost figure of 8 is below the Council's average of 9.7 days. We had one unplanned departure during the year.

We had one employee with long term sickness absence and this resulted in an ill health retirement for the employee.

We received one complaint during the year in relation to a sickness outcome letter which was not upheld.

We did not measure customer satisfaction during the year.

**Section 3:
Service Priorities 2016-17**

Priority	Actions to deliver priority	Officer Responsible	Timescale	What will be different? Measures and/or Outcomes
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	All decisions in relation to management of change initiatives will be legally compliant to reduce the chance of litigation.
	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	Successful redeployment activity within the Council and a voluntary redundancy scheme reduces the requirement for compulsory redundancies.
	To support the joint	D Hopkins	31/10/16	Continuation of the Workforce

	management / trade union review of the Workforce Strategy Collective Agreement 2013 as required under that agreement.			Strategy beyond 2018 will assist the authority with its Forward Financial Planning, which in turn will maximise the continuity of employment for staff.
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	Reduction in long term sickness absence within the Council. Council average for 2015 / 2016, 9.7 FTE days per employee. The corporate target for 2015 / 2016, 8.7 FTE days per employee
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	Reduction in long term sickness absence in schools. Council average for 2015 / 2016, 9.7 FTE days per employee. The corporate target for 2015 / 2016, 8.7 FTE days per employee.
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 the DbC Programme Board action plan	See HRP1 above.
	Review employment policy framework to ensure that it remains fit for purpose as use of technology develops in the	D Hopkins	31/3/17	Social Media Policy currently being reviewed on a Corporate basis.

	workplace.			
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	The current site has been operational since 2009. Legislative changes have made it necessary to update the site to ensure it continues to be fit for purpose.
	Develop Self Service Employee Portal	D Hopkins	Currently commenced. Completion date TBC	This will improve data collected in relation to protected characteristics which is required under the Public Sector Equality Duty, it will also enable employee's other non-sensitive data to be updated as and when changes occur and provide a method of communication with employees who are not office based and do not have intranet access at work.
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	31/3/17	Continuation of Improvements in Children's Services. Currently there are only 5 vacancies in the service covered by 5 agency workers.

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	See HRP - 1
	To support the Director of ELLL to implement the Long Term Sickness Absence in Schools Project.	D Hopkins	31/8/17	See HRP – 2
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	31/3/17	Regular employment monitoring and reporting.
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 in place to report the gender pay gap by required date of 30/4/2018.
	Ensure compliance with workforce related Welsh Language Standards	S Rees	1/9/16	Deliver on the HR requirements of the Welsh Language Standards in conjunction with the

				corporate requirements.
	Prepare for the introduction of the National Living Wage	D Hopkins	1/4/16	Arrangements in place to ensure compliance.
HRP – 12 Delivery of Employment administration services	Delivery of effective recruitment and redeployment service	D Hopkins	Ongoing commitment	By undertaking a safe recruitment process, the right recruitment decision will be made by recruiting managers, which will improve productivity and morale within teams and in turn to the services provided to the public.
	Employment administration services (contract administration, payroll, etc)	D Hopkins	Ongoing commitment	Reduce the risk of litigation by issuing correct and legal contract documentation.
	Maintenance of employment, training and development and occupational health and health safety records	D Hopkins	Ongoing commitment	Data is up-to-date and accurately recorded. Compliance with data protection and information security.

Section 4:
Service Performance Quadrant 2016-17
1st April 2016 – 31st December 2016

We have made good progress with our priorities during the three quarters of 2016-17

Priority 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.

- The 2015 / 2016 VR Scheme extended to 31/8/2016 and beyond for Homecare employees.
- The 2016 / 2017 VR Scheme was launched in October 2016 for VR leavers by 31st March 2017. 394 expressions of interest were received and are being managed through the process.
- The review of the Workforce Strategy Agreement took place in the summer of 2016 and the Head of HR reported back to Members in September 2016 that the review had concluded and that it was agreed with the Joint Trade Unions that the Agreements will continue to March 2018 at which point provisions in relation to pay contributions and the revised Green Book Pay and Grading structure will cease.

Priority 2 - To support Council wide targets to reduce sickness absence.

- Long Term sickness taskforce work continuing, with funding to 31/12/2017
- Schools Long Term sickness taskforce in operation since April 2016
- Council now below the Wales average in relation to average working days lost.

Priority 3 - To support the workforce actions required to deliver the Digital by Choice Channel Strategy

- Management of change support provided to Directorates, as required. It is anticipated this will increase as the Digital Agenda is taken forward.

Priority 4 - To improve customer access to services and to improve the efficiency of those services.

- Scoping report completed for Employee Portal.
- Work commenced on development of initial phase (in relation to protected characteristics) in October 2016. A project plan is currently being developed as the initial scope of the employee portal has been extended to develop a manager dashboard and to also use the portal as a communication tool for employees who work remotely and do not have intranet access at work.

Priority 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.

- 2 x HR Officers supporting CYPS are continuing to deliver the workforce action plan
- Number of agency workers reduced to 5 within the service with significant savings achieved
- Number of social work vacancies reduced
- The difficulties in relation to recruitment and retention have reduced as the service has stabilised and improved.

Priority 6 - Support the Council priority to raise educational standards and attainment for all young people

- Professional HR support provided to the schools budget setting process resulting in no teaching compulsory redundancies and 4 FTE support staff redundancies
- Concluded the Bae Baglan assimilation and recruitment process in readiness for the school to open in September 2016. This resulted in no compulsory redundancies for permanent teaching and support staff,

Priority 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.

- 1 x HR Officer based in Cimla Hospital / Neath Civic Centre to provided dedicated HR support to the service
- 1 x HR Officer based in Homecare provided dedicated HR support to the service

- Management of change completed in Homecare in relation to change in hours to improve the service delivery
- Support provided to implement a new Rapid Response team within the service

Priority 8 - To ensure appropriate arrangements are in place to respond to new and changes to legislation.

- Preparations are well underway in relation to reporting of the gender pay gap with a presentation delivered to Heads of Service Equalities Group on 20th September 2016.
- Unchallenged Welsh Language Standards implemented. Further work may be required as a result of feedback from the Welsh Language Commissioner in relation to the challenged standards.
- Implementation of the National Living Wage completed for 2016/17.

Priority 12 - Delivery of Employment administration services

- Safe recruitment practices continuing and audit reports received in relation to this showing continued improvement in this area.
- Implementation of iDocs system ensures all documentation is stored safely and securely.

Measure	2014-15 Actual	2015-16 Actual	Comparative Performance	2015-16 Quarter 3 Cumulative	2016-17 Quarter 3
Service Measure 1: No of employees redeployed (Priority 1)	195	264	N/A	32	21
Service Measure 2: Council average FTE (full time equivalent) working days lost due to sickness absence (Priority 2)	9.4	9.7	10.2 (NPT 6 th across Wales)	6.8	7.3
Service Measure 3: Long Term sickness cases dealt with in Schools (primary and secondary) (Priority 2)	N/A New	N/A New	N/A New	N/A New	91(*)
Corporate measure (CM01): a) Number of transactional services fully web enabled	N/A New	N/A New	N/A New	N/A New	0
b) Number of transactional services partially web enabled	2	2		2	2(**)

(*) The figure shown is for Quarter 3 only as the Long Term Sickness Taskforce for schools commenced in September 2016.

(**)The NPT jobs site is partially web enabled as it the online eye test request form for employees. However, work is currently underway with IT to develop an employee portal which may increase the number of web enabled/partially web enabled services the HR Team provides.

**Section 5:
Financial Quadrant 2016-17:**

Summary of financial performance for : HR

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2016-17 Qtr. 3 (projected to year end)
Corporate Measure (CM02): % revenue expenditure within budget Revenue Budget £1,135,056	1% underspend £1,138,189	8% underspend £1,056,776	3% underspend £1,096,867
Corporate Measure (CM03): Amount of FFP savings at risk	n/a New	£NIL	£NIL

Section 6: Employee Quadrant 2016-17

Our 2015-16 average sickness FTE days lost figure of 12.5 days is higher than the Council's average of 9.7 days and the Corporate Services Directorate figure of 6 days. This is due to one long term sickness absence during most of the year.

During the 3 month period 1st September 2016 to 31st December 2016, our team lost a total of 1.1 average FTE days. This represents a significant decrease compared to the same period in the previous year (9.6 days) and also is significantly lower than the Council average. This is due to the fact that we have no long term sickness absences and we have had two employees on maternity leave during the period.

We had two unplanned departures during this period. One of these was as a result of a promotion opportunity elsewhere within the Council, the other was to pursue a different career.

Measure	2014-15 Actual (Full Year)	2015-16 Actual (Full Year)	2015-16 Qtr. 3 (cumulative)	2016-17 Qtr.3 (cumulative)
Corporate Measure (CM04): Average FTE (full time equivalent) working days lost due to sickness absence				
Human Resources - Total Service FTE working days lost in the period	281.2	440.4	341.3	37.8
Average FTE working days lost per employee	8.0	12.7	9.6	1.1
Directorate: Corporate Services: Average FTE working days lost per employee	8.0	6.0	4.1	5.4
Council: Average FTE working days lost per employee	9.4	9.7	6.8	7.3
Corporate Measure (CM11): Staff engagement Measure Employee survey to be piloted within HR	N/A	N/A	N/A	NEW – still being developed
Corporate Measure (CM05): % of staff who have received a performance appraisal during 2016-17 (Target 100%) Number of staff who have received a performance appraisal during 2016-17	100%	100%	100%	100% 35

Corporate Measure (CM06): Number of employees left due to unplanned departures

1

0

1

2

Section 7: Customer

We had one complaint during the year in relation to a sickness outcome letter which was not upheld.

During 2016-17 we have started measuring feedback received from the NPT internet jobs pages. To date, we have not received any comments.

Measure	2015-16 Actual (Full Year)	2015-16 Qtr. 3 (cumulative)	2016-17 Qtr. 3 (cumulative)
Corporate Measure (CM07): Total number of complaints			
Internal	0	0	0
External (from the public)	1	1	0
Corporate Measure (CM08): Total number of compliments			
Internal	2	2	4
External (members of the public)	0	0	0
Corporate Measure (CM09): customer satisfaction measure/s			
Internet jobs site – page rating	N/A new	N/A new	0