



# **Operational Human Resources**

## **Team Plan 2015/16**

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Service Plan: Resources  
Date signed off: 18/06/2015  
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## Team Overview – Operational Human Resources

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Operational Human Resources undertakes a number of key roles for the Council, including providing professional advice and support to all our managers and employees on a wide range of HR issues.

**The Corporate and Community Services Human Resources Team** provide a full range of HR support to all staff within the Council, within the Managing Directors Office, Development Services, Visible and Housing Services, Learning and Skills(Catering), Resources and Social Services. In addition, the Team provide HR support under service level agreement to two Town/Community councils.

The Team's broad functions include:

- Provide professional personnel advice and guidance to staff and managers on terms and conditions of employment
- Support the recruitment and retention of the right people to the right job and advising managers on workforce planning
- Develop and maintain fair and consistent policies on personnel issues including incorporation of latest legislation to ensure compliance and support organisational objectives
- Maintain establishment data
- Supporting organisational change and service transformation by assisting managers with reorganisations, restructures, in/outsourcing and change management projects
- Assist managers dealing with discipline, grievance and capability issues
- Assist managers to monitor absence and support staff to return to work
- Maintaining effective employee relations through working with the recognised trade unions

**The Learning and Skills Directorate and Schools Human Resources Team** provide a comprehensive range of HR services to Managers, Head teachers and staff in Schools and the Learning & Skills Directorate.

**The Team's broad functions include:**

- Provide advice and guidance on a relevant policies and procedures including recruitment safeguarding, absence management, disciplinary, grievance and capability
- Provide and guidance on terms and conditions of service (NJC, JNC, Teachers, Soulbury)
- Provide HR support including support to consultation exercises for Schools and in progressing corporate reorganisations/restructures
- Develop and maintain policies and procedures for Schools in consultation with Trade Unions
- Act as the link and provide report on matters relating to Teachers Pensions
- Ensure Schools are kept informed with developments on staffing matters arising from central or Welsh Government initiatives

**The Information, Planning and Performance Team** provide an effective and high quality business management support for the Human Resources Division.

**The Team's broad functions include:**

- Co-ordinate and allocate administrative support for the HR Division
- Deliver dedicated administration for Disclosure and Barring Service checks, including maintaining Registered Body and Umbrella Body status
- Monitor, develop and report on HR management information, including statistical data analysis, FOI requests and employment surveys
- Co-ordinate the monitoring and reporting of performance against the HR Strategy, Workforce Plan, Service Plan and Corporate Plan
- Support the operational teams in the maintenance, development and rolling review of policies
- Manage the redeployment process
- Conduct job evaluation for roles within the Council, including the processing of all grading decisions.
- Facilitate Trade Union consultation, negotiation and administration
- Development, implementation, monitoring and reporting on HR policies and procedures.
- Undertake scheduled review of policies and procedures
- Administer internal HR issues appeals procedure

**TransAct** provides an effective and comprehensive payroll service and ensures that the Vale of Glamorgan meets its statutory obligations.

**The Team's broad functions include:**

- Ensuring people get paid correctly every month on time, including appropriate tax, NI, statutory payments or deductions etc.
- Completing appropriate HMRC returns,
- Support the recruitment and selection process, including advertising, interview correspondence, appointment contracts and appropriate new starter checks
- Contract administration including confirmation of changes to contracts, changes to personal details and termination of contracts
- Absence recording and monitoring of statutory and occupational sick pay
- Facilitating pension administration and coordination (including annual teacher's pension return)

## Our Contribution to Service Plan priorities 2014/15

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Our contribution to the Service Plan priorities last year:

- We have supported the progression a variety of collaborative arrangements that include regulatory services, integration of health and social care, the merger of CCTV service with Bridgend and the implementation of a regional adoption service. Each of these projects has required significant Human Resources involvement from the Team (Objective 2 (SO2) and Objective 4 (SO4)).
- The Team has also supported the Penarth Learning Community project which has given rise to the relocation of St Cyres school which is now co-located with Y Deri school following the merger of the previous three Special Schools to create a regional and community learning centre. We have also supported the amalgamation of Murch Junior School with Dinas Powys Infant School to create Dinas Powys Primary School. These have also utilised Human Resources advice and support (Objective 2 (SO2) and Objective 4 (SO4)).
- We have supported the ALN delegation of funding to Schools which involved transferring staff from corporate services to Schools which contributed to budget savings and to protect service provision for learners.
- We have improved how we support and engage with our staff to provide services at the highest possible standard. The Operational Human Resources teams support and advise managers how to better support their staff on an ongoing basis. We do this through providing tailored advice on specific circumstances surrounding for example change management and workforce planning. This enabled us to identify and be involved at an early stage in identifying key workforce planning issues for the Council in the short to medium term. This has helped to define the HR/Workforce implications of the reshaping services agenda (Objective 4).
- The council employed 30 Foundation Modern Apprentices (FMA) and Craft Apprentices over the last year as well as all other types of work experience placement opportunities. Within Operational Services we supported 2 FMA's, which demonstrates our commitment to support and develop to initiatives within the council to enhance opportunities for the local community. We also have in place new options for recruiting and developing apprentices and work experience placement students through working in partnership with other local authorities. (CL15)
- Sickness absence levels across the Council continue to be lower than public sector national comparators. During 2013/14 the sickness absence levels across the Council was 8.7 days per employee compared with 10.1 days per employee across the rest of Wales. During 2014/15, the sickness absence level was 9.44 days lost per FTE. Management of attendance meetings are ongoing. A Case Management Group was established to monitor long term absence cases. Consultation is ongoing with Trade Unions on a review of the existing Management of Attendance policy.
- Despite a challenging financial climate, staff turnover rates have remained relatively stable. During 2013/14, the staff turnover was 8.64% and during 2014/15 the rate was 9.08%. In Human Resources the turnover was 11.94% for 2014/15, with 4 leavers from the Service (inclusive of Corporate Training and Development and Health and Safety), 1 of whom was from Operational Human Resources.

- The team assisted the preliminary work and implementation of a new collective agreement in January which has paved the way for a more equitable pay and benefits provision (including car allowance, holiday leave/pay).
- The team were instrumental in promoting and administering the final tranche of Craft workers to transfer on to Single Status terms and conditions during this period.

## Our Team Plan 2015/16

<b>Service Outcome 2:</b>		The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources.						
<b>Objective 3:</b>		To optimise our resources, exercise robust financial management and provide effective relevant services and facilities.						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
New action	Support the delivery of the regionalisation of Regulatory Services across the three local authorities.	Successful TUPE transfer and ongoing HR and payroll advice and support as required	H	Head of HR, Personnel Officers, Personnel Assistants	April 2015	March 2016	Within existing resources	Transfer completed 1 <sup>st</sup> May 2015
New action	Support the Library Service Review.	Successful implementation of change in hours and delivery of library service at some libraries.	H	Operational Manager HR, Personnel Officers, Personnel Assistants	April 2015	March 2016	Within existing resources	Consultation closes May 2015.
New action	Support the Building Cleaning & Security Service Review	Successful implementation of change service delivery in corporate offices/facilities.	H	Operational Manager HR, Personnel Officers, Personnel Assistants	May 2015	Nov/ Dec 2015	Within existing resources	Consultation commences July 2015

<b>Service Outcome 2:</b>		The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources.						
<b>Objective 4:</b>		To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
RS/A077	<b>Develop a 'Job Families' approach to job design.</b>	<b>There is consistency and flexibility across roles including an increased opportunity for movement between roles.</b>	M	Melanie Long	April 2015	March 2016	1.5 FTE over the year.	
1	Research the 'job families' approach to job design that currently exists in other comparable organisations	To determine examples of best practice and learn the approach taken by other similar organisations	M	Ian Griffiths	April 2015	July 2015	1 FTE over the year	
2	Develop the Vale of Glamorgan's approach to job families.	There is consistency and flexibility across roles within the Vale	M	Ian Griffiths	June 2015	September 2015	1.5 FTE over the year	
3	Allocate existing positions to job family categories	All positions are allocated to generic job family	M	Ian Griffiths	September 2015	December 2015	1 FTE over the year	
4	Develop generic job descriptions/profiles to fit within job families	Generic job descriptions exist for consistency and flexibility across roles, including an increased opportunity for movement between roles	M	Ian Griffiths	January 2016	March 2016	1.5 FTE over the year	
RS/A117	<b>Develop a new 'Vale Contract' to support reshaping services and the development of an agile workforce enabling flexibility for the future.</b>	<b>New contract agreed and suitable to support an agile and flexible workforce.</b>	L	Reuben Bergman	April 2015	March 2016	0.75FTE over the year.	
1	Review existing contract for suitability and determine	Requirements for a new 'Vale Contract' are determined and	L	Reuben Bergman (Trainee HR	April 2015	December	0.75FTE over the year.	



	requirements in light of the reshaping services programme	agreed		Officer)		2015		
2	Design new contract	A new contract is suitable and meets desired requirements	L	Reuben Bergman (Trainee HR Officer)	January 2016	January 2016	0.75FTE over the year.	
3	Consult with key stakeholders and trade unions on proposed new contract	A new 'Vale Contract' is agreed and suitable to support an agile and flexible workforce	L	Reuben Bergman (Trainee HR Officer)	January 2016	March 2016	0.75FTE over the year.	
<b>RS/A119</b>	<b>Develop an Employee Relations Framework to underpin the needs of the reshaping services agenda.</b>	<b>A clear and effective Employee Relations Framework is agreed to facilitate conference with Trade Unions. This will reflect our strengths and help us respond to the challenges faced by reshaping services.</b>	<b>M</b>	<b>Adrian Unsworth</b>	<b>April 2015</b>	<b>March 2016</b>	<b>0.5 FTE over the year.</b>	
1	Review requirements of an employee relations framework to suit the Vale's needs in relation to the reshaping services agenda	Ensure any new framework is suitable, appropriate and fit for purpose	M	Adrian Unsworth	June 2015	October 2015	0.5FTE over the year.	
2	Design an employee relations framework to suit the needs identified in the reshaping services agenda	Ensure a clear and effective Employee Relations Framework is agreed	M	Adrian Unsworth	November 2015	December 2015	0.5FTE over the year.	
3	Consult with key stakeholders and trade unions on proposed new employee relations framework	A new 'Employee Relations Framework is agreed to facilitate conference with Trade Unions	M	Adrian Unsworth	January 2016	March 2016	0.5FTE over the year.	
<b>RS/A120 (CL4)</b>	<b>Oversee the consultation and transfer arrangements for staff in line with TUPE regulations to support the regionalisation of</b>	<b>Facilitate the smooth transition of employees through the consultation and TUPE process.</b>	<b>H</b>	<b>Janice Ballantine</b>	<b>April 2015</b>	<b>Dec 2015</b>	<b>1 FTE over the year.</b>	

	<b>Regulatory Service, the merger of CCTV service with Bridgend and a Regional Adoption Service.</b>							
1	To support the TUPE transfer and delivery of the regionalisation of Regulatory Services across the three local authorities.	Successful TUPE transfer and ongoing HR and payroll advice and support as required	H	Debra Jenkins Sarah Jeanes	April 2015	May 2015	Within existing resources	
2	To support the TUPE transfer and delivery of the regionalisation of the Regional Adoption Service across five local authorities.	Successful TUPE transfer and ongoing HR and payroll advice and support as required	H	Dawn Rees Sarah Jeanes	April 2015	June 2015	Within existing resources	
3	To support the TUPE transfer and the merger of the CCTV service with Bridgend.	Successful TUPE transfer	H	Janice Ballantine Sarah Jeanes	April 2015	December 2015	Within existing resources	
New Action	Undertake a review of HR service and develop establishment of dedicated Business Partners and a HR Service Centre	Implement arrangements for dedicated Business Managers to provide support to access Service improvements, sustainability and continued delivery through the efficient use of HR resource.	M	Reuben Bergman	June 2015	Dec 2015	0.50 FTE over the year.	
New Action	Support managers with specific and tailored advice in the management of change programmes, especially in relation to reshaping services/restructures	Consistent application of advice regarding change management principles and compliance with legal requirements	H	Adrian Unsworth	April 2015	On-going	Within existing resources	
New Action	Develop and implement a voluntary reduction in working hours scheme	Employees are encouraged to balance their work commitments with their home	M	Adrian Unsworth	April 2015	Dec 2015	Within existing resources	

		life. Savings are made to contribute to the Council's savings targets.						
New Action	Develop and implement an annual leave purchase scheme.	Employees are encouraged to balance their work commitments with their home life. Savings are made to contribute to the Council's savings targets.	M	Melanie Long	April 2015	Dec 2015	Within existing resources	
New Action	Stream-lining of disciplinary procedure for Single Status employees.	Develop and Implement a new policy and procedure for corporate Single Status employees		Janice Ballantine		Dec 2015	Within existing resources	
New Action	Develop, analyse and publish an equalities data set as part of the requirements of the Specific Duties for Public Authorities in Wales.	Contribute to our requirements under the Public Sector Equality Duty. Support the Council in managing change whilst reducing effects of change for staff.	H	Melanie Long	Nov 2015	Jan 2016	Within existing resources	
New Action	Monitor compliance and performance of the Council's contract for the provision of Agency workers.	Ensure the service specification and contract provisions are achieved with the financial terms and placements made within agreed timeframes.	H	Janice Ballantine	April 2015	On - going	Within existing resources	
New Action	Support the development of Llantwit Learning Community	Successful amalgamation of Eagleswell and Llanilltud Fawr Primary with minimum of employee relation issues	H	Sue Alderman	April 2015	Sept 2017	Within existing resources	