



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2017-2021

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|---------------------------|---|
| Service Area | Human Resources |
| Head of Service | Reuben Bergman |
| Director | Rob Thomas |
| Cabinet Member | Cllr. Neil Moore Leader and Cabinet Member for Resources & Inward Investment |
| Scrutiny Committee | Corporate Performance & Resources |

1. Introduction

The HR service forms part of the Resources Directorate. The Service's primary role is to provide professional advice and support to all our managers and employees on a wide range of HR issues as well as provide a HR transactional service for the payment of salaries and contract and employee administration.

1.1 About our Service – Human Resources

The Human Resources Division provides strategic advice to the Council as a whole and a centralised business and consultancy support service for managers from each of the Council's four directorates. The service also offers a range of comprehensive HR services for schools in the Vale. The main elements of the service include:

- Supporting the recruitment and retention of the right people to the right job
- Supporting the training, development and engagement of Council staff
- Supporting the Council's approach to workforce planning and succession planning
- Supporting leadership development across the Council
- Providing advice and HR consultancy support to managers
- Maintaining a strong relationship with our recognised trade unions
- Maintaining a safe and healthy working environment for our staff to work in through a comprehensive health and safety and occupational health service
- Developing HR policies and practices to meet the current and future needs of the organisation
- Providing an effective HR and Payroll transactional service for managers and staff.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – '**Strong Communities with a bright future**'.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

| Well-Being Outcome | An Inclusive and Safe Vale | An Environmentally Responsible and Prosperous Vale | An Aspirational and Culturally Vibrant Vale | An Active and Healthy Vale |
|----------------------|---|---|---|---|
| Well-Being Objective | Reducing poverty and social exclusion | Promoting regeneration, economic growth and employment. | Raising overall standards of achievement. | Encouraging and promoting active and healthy lifestyles. |
| Well-Being Objective | Providing decent homes and safe communities | Promoting sustainable development and protecting our environment. | Valuing culture and diversity | Safeguarding those who are vulnerable and promoting independent living. |

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our planned actions are set for one financial year and are informed by and reflect the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Human Resources Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Priorities identified through our self-assessment and our Corporate Improvement Action Plan.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Taking into account the priorities outlined in the Council's Human Resources Strategy, the Workforce Plan and outcomes from the new appraisal process #itsaboutme.
- Taking into account the outcomes from the Staff Engagement Process and the findings from the follow up staff survey work undertake to assess progress/outcomes against the Staff Charter.
- Findings from the Wales Audit Office's recent Corporate Assessment.
- Any HR implications arising as result of delivering shared services/collaborations

1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.

- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

2. Our Corporate Plan Priorities for 2017-21

2.1 Corporate Plan Priorities

Over the next four years the Human Resources Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

| Well-being Outcome/Scrutiny Committee | Well-being Objective | Ref | Action |
|---|---|------|---|
| WO2: An Environmentally Responsible and Prosperous Vale (E&R) | O1: Promoting regeneration, economic growth and employment | ER2 | Develop opportunities for employment and training through new developments, regeneration schemes and the managements of the Council's assets (2019/20). |
| WO3: An Aspirational and Culturally Vibrant Vale. (L&C) | O6: Valuing culture and diversity | AC10 | Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20) |
| WO3: An Aspirational and Culturally Vibrant Vale (L&C) | O6: Valuing culture and diversity | AC12 | Implementing the Welsh Language Standards to improve access to services and information. (2019/20) |
| WB04: An Active and Healthy Vale. (HL&SC) | O8: Safeguarding those who are vulnerable and promoting independent living. | AH11 | Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council (2016/17). |

2.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

| Ref | Action |
|-----|---|
| CP1 | Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20). |
| CP2 | Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18). |
| CP8 | Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values (2016/17). |

3. The Year Ahead (2017-18)

3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

| Well-being Outcome/Scrutiny Committee | Well-being Objective | Ref | Action | During 2017/18 we will: |
|---|---|------|---|---|
| WO2: An Environmentally Responsible and Prosperous Vale (E&R) | O1: Promoting regeneration, economic growth and employment | ER2 | Develop opportunities for employment and training through new developments, regeneration schemes and the managements of the Council's assets. (2019/20) | Implement an internal strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce. |
| WO3: An Aspirational and Culturally Vibrant Vale. (L&C) | O6: Valuing culture and diversity | AC10 | Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20) | Developing and delivering an action plan in response to our Stonewall assessment. Continue to collect and monitor equality data to make more informed decisions about service delivery. |
| WO3: An Aspirational and Culturally Vibrant Vale (L&C) | O6: Valuing culture and diversity | AC12 | Implementing the Welsh Language Standards to improve access to services and information. (2019/20) | Continuation of compliance with Welsh Language Standards by ensuring effective use of Welsh in HR meetings where applicable |
| WO4: An Active and Healthy Vale. (HL&SC) | O8: Safeguarding those who are vulnerable and promoting independent living. | AH11 | Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17) | Support and monitor the application of the Council's Safer Recruitment Policy. |

| Ref | Action | During 2017/18 we will: |
|-----|---|---|
| CP1 | Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20). | <p>1) Provide managing change support for managers in relation to specific reshaping projects (throughout 2017/18).</p> <p>2) Continuation and evaluation of the staff engagement approach and the management of the related work programme 2017/18 (includes evaluation of the Staff Charter and progress made).</p> <p>3) Contributing to delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.</p> <p>4) Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/18 Tranche 2.</p> |
| CP2 | Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18). | <p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Reviewing the Council's Corporate Workforce Plan • Implementing the Training and Development Strategy • Undertaking a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision and values and how it relates to the employee (Corporate Improvement Action) • Evaluating the Succession Planning and Talent Management Scheme and extend this model Council-wide. • Continuing the Council's Leadership Café to support leadership development and the Reshaping Services Strategy. • Continuing to review and strengthen the performance management and support arrangements in relation to attendance management. • Collaborating with other local authorities to explore options in relation to developing a shared services model across local authority boundaries. • Initiating the implementation of the Health and Safety shared service with Bridgend Council. • Initiating the implementation of the new HR operating model (HR Shared Service Centre and business partnering approach). • Implementing the Management Competency Framework |
| CP8 | Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values (2016/17). | Review the effectiveness of the staff appraisal scheme #itsaboutme |

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

Appendix B outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.2. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people’s needs. For 2017-18, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

Workforce Development

| Key Service Statistics (2015/16) | | | | | | |
|----------------------------------|-------------|-------------------|------------|-------------------------------|--------------------------|---------------------------------|
| Average headcount 2015/16 | FTE 2015/16 | Average days sick | | Average days sickness per FTE | Turnover (no of leavers) | #itsaboutme completion rate (%) |
| | | Long term | Short term | | | |
| 44 | 47.33 | 2.62 | 2.37 | 4.99 | 6 (13.64%) | 100 |

As at December 2016, 100% of #itsaboutme appraisals for the service have been completed. There were two exemptions due to long term sickness and maternity.

As at March 2016, the average days sickness absence per full time equivalent was reported as 5.22 which is an increase in absence compared to the same period last year at 3.84 days. In line corporate direction we will review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

By contrast staff turnover at quarter 3 this year has decreased significantly when compared to the previous year’s quarter 3 (2015/16) from 11.36% from 3.81% (2016/17). Performance in both years were due to staff leaving voluntarily.

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. The key issues impacting on the service going forward are:-

- The need to complete the reorganisation of HR/TransAct through the launch of the new HR Business Partnership and HR Service Centre.
- The reorganisation will require a clear transition plan for the service and an accompanying support and development plan for team members. Co-location as part of the SPACE project is both an opportunity and a risk.
- The important need to maintain a focus on a transformation and organisational development capacity to support the Reshaping Services Agenda.

- The expectations in relation to staff engagement have risen considerably in 2016/17 as a result of the launch of the Staff Charter. There is a significant challenge in maintaining momentum in relation to this in 2017/18.
- A further challenge will be to internalise many of the Staff Charter commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal across HR/Transact.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the £1.4 million savings within the Resources Directorate.
- The additional planned changes with the Training and OD teams and the possible collaboration plans for Health and Safety will need to be managed carefully.

Our key workforce development priorities for the coming year are:

- Reshaping our structure and service design across the Division and in particular the move to the **HR Service Centre**, and the development of a HR Business Partnership.
- Maximising resources and increase resilience. The opportunities for ensuring service resilience through **the sharing of skills within the wider HR/TransAct/Performance and Development arena** will be an area of exploration during 2016/17.
- Having a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the increasing need for teams to share resources.
- Exploring more collaborative working arrangements by seeking out all opportunities to share services with neighbouring organisations to maximise resources and increase service resilience. This requires a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the willingness of teams to share resources.
- Continuing work will take place in relation to the wider **Employee Engagement Strategy** and ensuring that, as a service we look after our own engagement needs as well as those pertinent to the wider organisation.
- Emphasising the development of **business partnering skills** across the HR Operational Team and Organisational Development Team and the increasing **change and transformational skills** required to support the Council's Reshaping Services Agenda.
- The need to develop skills and expertise will mainly be in relation to the new business partnering roles and the movement away from more traditional HR roles.
- The development of front end (and multi-discipline) service skills in the HR Service Centre will need to be progressed as will the increasing focus on new technologies.
- **Developing succession planning** practices (using the emerging succession planning model) both in overall role and specific areas of HR/TransAct work. The retention of skills and talent in key areas will be important alongside the achievement of pre-defined qualification needs and commitments; and
- The continuation of the services' Trainee role will be a key part of this as will the employment of Foundation Modern Apprentices as appropriate.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Increasing mobile/agile working across the workforce through the use of tablets and SMART phones in order to access emails and documentation as well as continuing to utilise home working; and
- Focusing on promoting sustainable IT usage by using technology that uses less space and power.
- The full implementation of TRIM across the HR/TransAct Service.

- Maximise the potential use of Oracle as our preferred system for supporting the HR Service Centre by developing a self-service facility.
- Explore the feasibility of establishing DBS administration and processing IT system.

Finance

The estimated base budget for our service area for 2017/18 is £2,246,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. However, over the following three years, we are also required to deliver further savings which are outlined below.

| Scheme | 2017/18 (£000) | 2018/19 (£000) | Total (£000) |
|------------------------------------|---------------------------|---------------------------|-------------------------|
| Review of staffing structure | 76 | 0 | 76 |
| Review of Other Corporate Services | 800 | 600 | 1,400 |
| Total | 876 | 600 | 1,476 |

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2017/18 are:

- To continue to implement the effective relocation of our HR service from Provincial House to the Civic Offices. This will continue to be undertaken in a phased approach throughout 2017/18 with the view of developing the HR Service Centre. The new HR Service Centre will enable us to utilise our assets/resources more effectively so that we can develop a new working environment where there is a broader skill mix of staff and that will minimise the visits required by staff/managers.

Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate-wellbeing outcomes. Our significant projects for the coming year are as follows:

- The current contract for media/publicity, official notices and recruitment advertising will be coming to an end in May 2017. During 2017/18 the service will work closely with the National Procurement Service to contribute to the tender process for a new contract to be established by May.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on managers, employees and Elected Members. Highlighted below are our planned activities for the coming year.

| Consultation Activity Planned 2017/18 | Brief Description of the Purpose of the Consultation |
|--|---|
| Undertake a Staff Engagement survey for 2017/18. | The purpose of this survey is to evaluate staff opinions on the progress made in relation to the commitments set out the Staff Charter. Each survey provides a baseline indication of areas that are progressing well and areas of the Charter requiring further improvement that can be incorporated as part of any action planning. |

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

| Activity Planned 2017/18 | Brief Description of the Purpose and Intended Outcomes from the Partnership/ Collaborative Activity | Governance Arrangements and Details of Partners |
|---|---|---|
| Implementation of a Shared Health and Safety Service with Bridgend Council. | This will involve the delivery of shared Health and Safety Service delivered in partnership with Bridgend Council. This will enable us to reduce the operating costs of the service as well ensure sustainability and resilience in service delivery. | Governance arrangements are still under development. Bridgend will be undertaking the project management role and it is likely the Vale of Glamorgan will host the service. |
| Continue with working collaborative with other local authorities in relation to policy integration and implementation where there is legislative change | Working closely with other local authorities in relation to policy integration and implementation enables us to ensure that our policies are coherent and consistent with other local authorities are in line with the most current legislative requirements. This also provides us with opportunities to explore other potential partnership/collaborative ventures for pursuing policy and service improvement and securing more cost-effective and sustainable services delivery over the longer term. | Continued discussions to be held with neighbouring authorities for shared policy development work. |

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

| Risk | Likelihood Score | Impact Score | Mitigating Controls |
|--|------------------|--------------|--|
| Risk of not having the skill base to deliver the Reshaping Services agenda. | 2 | 3 | Strong and effective programme and project management in place with realistic goals. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. There will be consideration of skill sets when recruiting into skilled/technical posts. Implementation of staff development initiatives e.g. Leadership Café and Management Competency Framework. The appraisal process has been redesigned and launched called #itsaboutme. |
| Inability to recruit and retain suitably qualified staff in key areas. | 2 | 3 | Development and implementation of the Workforce Plan 2017-20. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduates/trainees who have a wide range of skills to meet the evolving needs of the Council. We have developed a Succession Planning Policy and piloted a new succession planning and talent management scheme. Annual Skills Audit is undertaken to identify training needs to inform our Corporate Training Plan. |
| Inability to anticipate and plan for workforce needs of the future in order to meet changing service requirements. | 2 | 3 | Annual production of the Workforce Plan is directly aligned with our Corporate Plan, Medium Term Financial Plan, the Human Resources Strategy and Service Plans. Managers are supported through the management of change via training and regular ongoing advice from HR. There is regular reporting to CMT on a range of workforce need related issues. The Workforce Plan has informed the development of a HR Strategy and Training and Development Strategy. The Annual Workforce Planning Conference looks at service delivery models and implications for the workforce. |
| Financial implication of new and residual equal pay issues and associated reputational damage. | 1 | 2 | We continue to work closely with other local authorities on an all Wales basis to minimise this risk and with Trade Unions. |

| Scoring Service Risks | |
|------------------------------|---|
| Likelihood Score | Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened. |
| Impact Score | Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc. |

Human Resources Action Plan 2017/18

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| Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale | Objective 3: Promoting regeneration, economic growth and employment |
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|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|
| Well-being Goals | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|

| | | | | | |
|----------------------------|-----------|------------|-----------|---------------|------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|----------------------------|-----------|------------|-----------|---------------|------------|

| Ref | Action | Outcome & Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-----|--|---|----------------------|---------------------|------------|-------------|------------------------|
| ER2 | Implement an internal strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce. | Increase in the numbers of 16-24 year old employees proportionate to the wider workforce and the Vale population. | | Helen Scarrett | April 2017 | March 2018 | Appointment of 0.5 FTE |

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale

Objective 6: Valuing culture and diversity

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|-------------------------|-------------------|--------------------------|---------------------------|--|---|--------------------|------------------------------|
| Well-being Goals | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|--------------------------|---------------------------|--|---|--------------------|------------------------------|

| | | | | | |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|

| Ref | Action | Outcome & Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|------|---|--|----------------------|---------------------|------------|-------------|---------------------------|
| AC10 | Develop an action plan in response to our Stonewall assessment. | To ensure that we are an inclusive workplace for all lesbian, gay, bi and trans-sexual staff. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources |
| AC10 | Continue to collect and monitor equality data. | To inform service development and Equality Impact Assessments. | | Mat James | April 2017 | March 2018 | Within existing resources |
| AC12 | Continuation of compliance with the Welsh Language Standards. | To ensure effective compliance with the Welsh Language standards and improve access to services and information bilingually. | | Jan Ballantine | April 2017 | March 2018 | Within existing resources |
| AC12 | Provide training on the effective use of Welsh in HR meetings | To ensure effective compliance with the Welsh Language standards and improve access to services and information bilingually. | | Reuben Bergman | April 2017 | March 2018 | Within existing resources |

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| Well-being Outcome 4: An Active and Healthy Vale | Objective 8: Safeguarding those who are vulnerable and promoting independent living |
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|-------------------------|-------------------|--------------------------|---------------------------|--|--|--------------------|------------------------------|
| Well-being Goals | A Resilient Wales | A Healthier Wales | A More Equal Wales | A Wales of Cohesive Communities | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|--------------------------|---------------------------|--|--|--------------------|------------------------------|

| | | | | | |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|

| Ref | Action | Outcome & Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|------------|---|--|-----------------------------|----------------------------|-------------------|--------------------|---------------------------|
| AH11 | Support and monitor the application of the Council's Safer Recruitment Policy | Promotion and application of the Safer Recruitment Policy in service areas with 6 monthly update reports to Cabinet. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources |

Appendix B
Integrated Planning

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|---------------------|-----------|------------|-----------|---------------|------------|
| Our Ways of Working | Long Term | Integrated | Involving | Collaborative | Preventing |
|---------------------|-----------|------------|-----------|---------------|------------|

| Ref | Action | Outcome &Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-------|---|--|---|---------------------|------------|-------------|----------------------------|
| CP1/F | Provide managing change support for managers in relation to specific reshaping projects | Managing change projects completed on time and in accordance with good practice guidelines. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources. |
| CP1/E | Continuation and evaluation of the staff engagement approach and the management of the related work programme 2017/18 (includes an evaluation of the effectiveness of Staff Charter and progress made). | Action Plan in the Charter is monitored by CMT and an evaluation framework agreed and implemented. We can assess our position and identify areas of improvement associated with the Charter. | | Reuben Bergman | April 2017 | March 2018 | Within existing resources |
| CP1/F | Undertake preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources directorate in 2017/18 Tranche 2. | Proposals for making the required savings are agreed and ready for implementation. | Performance targets agreed as part of the Reshaping Service projects. | Reuben Bergman | April 2017 | March 2018 | Within existing resources |

| Ref | Action | Outcome & Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-------|--|---|--|---------------------|------------|----------------|--------------------------------------|
| CP1/F | Contributing to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result. | Enable the delivery of secure, cost-effective and sustainable service delivery into the longer term. | | Reuben Bergman | April 2017 | March 2018 | Within existing and shared resources |
| CP2/W | Review the Council's Corporate Workforce Plan | Complete a review of the Council's workforce plan to ensure that it continues to reflect the workforce issues and priorities for 2017/18 and into the medium term and ensure that the areas of development are in line with the Reshaping Services Strategy and the Corporate Plan. | Percentage of leavers (RS/M008) Number days/shifts lost due to sickness absence (RS/M009) | Reuben Bergman | April 2017 | September 2017 | Within existing resources |
| CP2/W | Implement a revised Training and Development Strategy. | Successful implementation of the Training and Development Strategy that enables staff to access training/development tailored to their needs and the priorities of the Workforce Plan and the Reshaping Services agenda. | | Helen Scarrett | April 2017 | March 2018 | Within existing resources |

| Ref | Action | Outcome &Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-------|---|---|----------------------|---------------------|------------|----------------|---------------------------|
| CP2/W | Undertake a refresh of the Council's induction programme to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee. | To build a resilient workforce that strengthens staff knowledge and understanding of the Council's vision and values and how staff contribute to the achievement of our corporate objectives. | | Reuben Bergman | April 2017 | September 2017 | Within existing resources |
| CP2/W | Evaluate the succession planning and talent management scheme and extend this succession planning model Council-wide | Effective implementation of our succession planning model Council wide, resulting in improved retention rates and more co-ordinated and consistent approach to developing and up skilling staff and building a resilient workforce. | | Reuben Bergman | April 2017 | March 2018 | Within existing resources |
| CP2/W | Continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy. | Programme of Leadership Café implemented throughout 2017/18 and evaluation methodology implemented. | | Helen Scarrett | April 2017 | March 2018 | Within Existing resources |

| Ref | Action | Outcome &Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-------|---|---|---|---------------------|------------|----------------|---------------------------------------|
| CP2/W | Continue to review and strengthen the performance management and support arrangements in relation to attendance management. | Reduction in sickness absence rates in 2017/18 | Number of days/shifts lost due to sickness absence (RS/M009) Percentage leavers/turnover (RS/M008) | Reuben Bergman | April 2017 | March 2018 | Within existing resources |
| CP2/W | Launch and implementation of the Management Competency Framework. | Managers are upskilled to fulfil their roles effectively to meet the challenges facing the Council and the new ways of working as part of the Reshaping Service programme. | Percentage of leavers/turnover (RS/M008) | Reuben Bergman | April 2017 | September 2017 | Within existing resources |
| CP2/W | Initiate the implementation of the new HR operating model (HR Shared Service Centre and business partnering approach). | Streamline the delivery of HR services to provide a framework for up skilling staff and sharing skills whilst effectively providing support and advice that is consistent, responsive to the needs of the business. | | Reuben Bergman | June 2017 | December 2017 | Within existing resources |
| CP2/W | Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council. | Reduced cost pressures and increased resilience in service delivery. | | Reuben Bergman | April 2017 | March 2018 | Within existing and shared resources. |

| Ref | Action | Outcome &Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-------|---|--|----------------------|---------------------------|------------|-------------|---------------------------------------|
| CP8/W | Review the effectiveness of the staff appraisal scheme #itsaboutme | Following review we implement/refine the staff appraisal scheme to ensure its still remains relevant to staff, that we can connect staff activities to corporate objectives and contribute to the Staff Charter and Reshaping Services priorities. | | Helen Scarrett | April 2017 | March 2018 | Within existing resources |
| | Collaborate with other local authorities to explore options in relation to shared services opportunities across local authority boundaries. | Reduces cost pressures of delivering a shared service that develops transformative ways of working. | | Reuben Bergman | April 2017 | March 2018 | Within existing and shared resources. |
| IT | Roll out full implementation of TRIM across Human Resources | Ensure that all HR staff store all records/documents in a central file sharing system to improve information/system security and reduce the duplication of documentation. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources. |
| IT | Explore utilising Oracle as preferred system for supporting the new HR Service Centre. | We have a cost effective self-service IT system that is fit for purpose for the new Service Centre. | | HR Service Centre Manager | April 2017 | March 2018 | Within existing resources |

| Ref | Action | Outcome &Key milestone 2017/18 | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required |
|-----|---|---|----------------------|---------------------|------------|-------------|---------------------------|
| IT | Explore the feasibility of establishing a DBS administration and processing IT system | We have a cost-effective DBS IT system that facilitates efficient processing of DBS requests. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources |
| F | Contribute to the NPS tender process for establishing a new contract for recruitment advertising. | We procure a cost-effective contract for recruitment advertising. | | Adrian Unsworth | April 2017 | March 2018 | Within existing resources |