



The Vale of Glamorgan Council

HUMAN RESOURCES STRATEGY

2013-2017



Facing the Challenge of Change

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VALE OF GLAMORGAN COUNCIL: HR STRATEGY 2013-17

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1. INTRODUCTION – FACING THE CHALLENGE OF CHANGE

The delivery of excellent services through skilled, engaged and motivated people is fundamental to the success of all public sector organisations.

In the Vale of Glamorgan Council we have always been fortunate in the quality and commitment of our staff and the part they play in the delivery of highly regarded and value for money services. As a Council we remain committed to ensuring the recruitment and retention of excellent staff and a working environment which allows such staff to develop and give of their best.

Whilst people will always remain at the heart of successful public service, the context of such service is changing rapidly. Unprecedented financial challenge will be a continuing theme within the life of this strategy as will the ever-increasing expectations from our citizens in terms of quality, style and speed of service.

The traditional public service models of service delivery are rightly being challenged in the context of the above and alternative and innovative options for service delivery will need to be found. The competence, commitment and engagement of staff will remain as important as ever, but the ways of working, contractual agility and exposure to newer technologies will be increasingly different.

This Human Resources Strategy sets out how we intend to support the change process through the continued development of our employees. It sets out the key HR priorities over the next four years, the actions needed to deliver the priorities and the monitoring mechanisms that will need to be put in place to ensure success.

The strategy is congruent with priorities contained within the Council's recently approved Workforce Plan 2013-2017 and the wider Corporate Plan 2013-2017.

Whilst the themes of the strategy are relevant to all parts of the Council, specific work will be progressed over the next year to customise the actions for employees in our schools' community. This will be done in collaboration with Governing Bodies, Headteachers and relevant trade union representatives and following the completion of a schools specific workforce planning exercise.

If you have any questions, comments or views about this strategy please do not hesitate to contact Reuben Bergman, Head of Human Resources or any member of the Human Resources Team.

Councillor Neil Moore
Leader of the Vale of Glamorgan Council

2. HELPING TO ACHIEVE THE COUNCIL'S PRIORITIES

The aim of the HR Strategy is to support the Council in achieving its priorities over the next four years and as outlined in the Corporate Plan 2013-2017. These priorities are set out as follows:

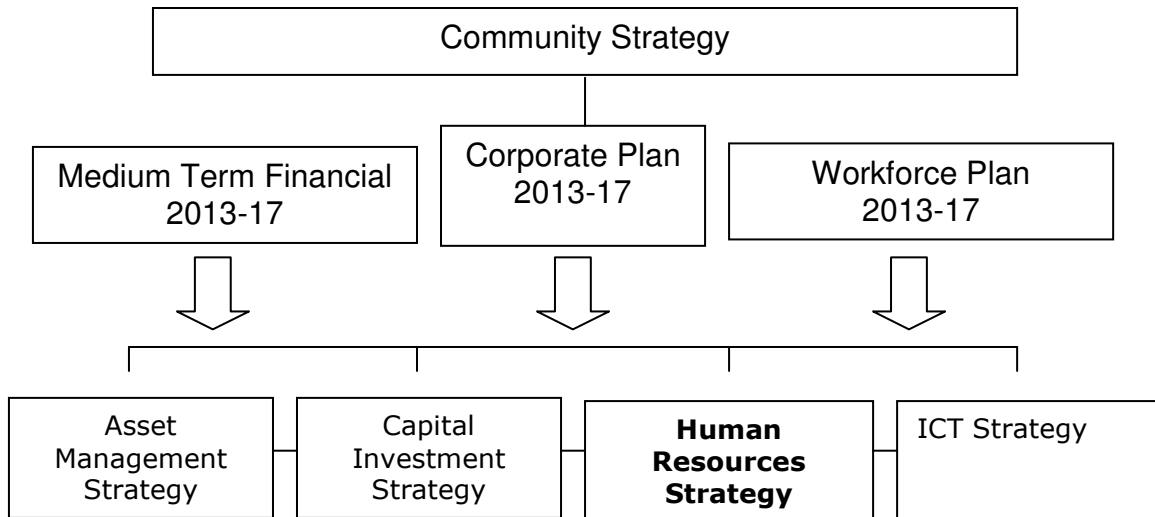
- **Community Leadership** – Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs and have confidence in how decisions are made.
- **Children & Young People** – Children and young people are engaged and supported and take full advantage of life opportunities available in their local community and beyond.
- **Learning and Skills** – Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.
- **Regeneration** – The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.
- **Environment** – Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.
- **Housing** – Vale of Glamorgan residents have access to affordable, good quality, suitable housing and housing advice and support.
- **Health, Social Care and Wellbeing** – Citizens of the Vale of Glamorgan are fit, healthy and have equality of outcomes and, through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.
- **Community and Public Safety** – Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.

The HR Strategy will provide a framework for the Council to achieve the above priorities through the talents, energy and commitment of our staff.

3. WHERE THE HUMAN RESOURCES STRATEGY FITS

The Human Resources Strategy has been designed to help delivery the Council's vision and priorities over the next four years and as set out in the Community Strategy and the Corporate Plan 2013-17.

The strategy fits alongside other resource plans and strategies that have been approved by the Council, specifically the Medium Term Financial Plan, the ICT Strategy and the Asset Management Strategy.



The HR strategy has been informed by the workforce planning work undertaken across all services areas in 2012 and which is now set out in the Workforce Plan approved by Cabinet in December 2012. The strategy reflects the actions and themes within the Workforce Plan and provides a framework for the delivery of the actions.

The strategy also sets out a range of development issues for the Human Resources Division which will help to support the implementation and monitoring of the strategy.

4. HUMAN RESOURCES DIVISION: SERVICES AND OBJECTIVES

The Human Resources Division provide strategic advice to the Council as a whole and a centralised operational support and consultancy service for each of the Council's five directorates. The main purpose of the Division is ultimately to help the Council deliver good quality and value for money services to the citizens of the Vale of Glamorgan.

The specific objectives of the Division are:

To ensure we attract, develop and engage the best possible people
To help deliver quality services through the performance of our workforce
To help our managers be good people managers
To help ensure working conditions which allow staff to give of their best
To help the Council manage change successfully
To retain a focus on workforce planning


The main elements of the service include: -

OPERATIONAL HR SERVICES	<ul style="list-style-type: none"> ▪ Consultancy HR support to managers ▪ Supporting change and service transformation ▪ Discipline/grievance/attendance management ▪ Maintaining effective employee relations ▪ Pay and reward management ▪ Policy development
LEARNING AND ORGANISATIONAL DEVELOPMENT	<ul style="list-style-type: none"> ▪ Learning and employee development strategy ▪ Training needs analysis ▪ Commissioning/delivering training ▪ Organisational development consultancy advice ▪ Leadership development ▪ Succession planning and talent management
HEALTH & SAFETY AND STAFF ENGAGEMENT	<ul style="list-style-type: none"> ▪ Maintaining the Corporate Health Standard ▪ Consultancy advice to managers ▪ Occupational health services ▪ Policy development ▪ Staff engagement strategies ▪ Health and safety monitoring systems
INFORMATION AND WORKFORCE PLANNING	<ul style="list-style-type: none"> ▪ Performance management ▪ Workforce planning ▪ HR administration and support ▪ Analysis of key HR data

5. THE HUMAN RESOURCES STRATEGY – THEMES & ACTIONS

The HR strategy is based on the detailed outcomes of the 2013-17 Workforce Plan and specifically the themes and actions contained within that plan. The plan can be accessed on request to humanresources@valeofglamorgan.gov.uk and is available on the Council's staffnet and website.

THEME 1: MANAGING A CHANGE IN THE NUMBERS OF EMPLOYEES

<p>Context:</p> <p>Over the next four years there will be an inevitable reduction in the numbers of directly employed staff as a result of ongoing financial challenges. This will require strategic and sensitive approaches to change management and close working relationships with our recognised trade unions.</p>	
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Objectives:

- To support managers and the organisation in the change process.
- To minimise the adverse affects of the change process for employees.

Actions:

1	Complete a review of management structures	Year 1
2	Review the early retirement/redundancy scheme	Year 1
3	Complete review of employee terms and conditions	Year 1
4	Review the use of agency staff	Year 1
5	Develop a strategic approach to staffing changes	Year 1
6	Strengthen support measures for staff at risk of redundancy	Year 1

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Low number of compulsory redundancies</i>	Number of compulsory redundancies as a % of projected decrease in staff numbers
<i>Reduction in cost/usage of agency workers</i>	Cost of agency workers during the year as a % of wider employee costs
<i>Effectiveness of staff redeployment processes</i>	Staff redeployed as a percentage of staff entering the redeployment pool
<i>Attendance of managers at change management sessions</i>	Percentage of chief officers having completed change management training sessions

THEME 2: INCREASING THE FLEXIBILITY OF OUR WORKFORCE

Context:

The increasing need to target our resources over the next four years places a premium on building a workforce that is fewer in number, but more flexible in how, when and where it delivers services. Such flexibility will enable employees to work easily across organisational boundaries, supported by technology and from sites and at times that are convenient to our customers.



Objectives:

- To increase the contractual flexibility of staff to support performance.
- To modernise the employment contract for Vale Council employees.
- To support the aims of the Smarter Working Policy.

Actions:

7	Develop a 'job families' approach to job design	Years1/ 2
8	Undertake a review of the Council's flexible working policies	Year 1
9	Review HR policies to support 'smarter working'	Year 2

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Decrease in number of 'unique' job roles</i>	Unique job role as a percentage of the staffing structure at the end of the year
<i>Effectiveness of staff redeployment processes</i>	Staff redeployed as a percentage of staff entering the redeployment pool
<i>Policies reviewed within timescales</i>	Percentage of policies reviewed against yearly targets

THEME 3: INCREASING THE EMPHASIS ON EMPLOYEE ENGAGEMENT

Context:

A significant management challenge over the next four years will be the need to maintain the engagement of those employees who remain employed but from whom more will be expected. Our ability to attract and retain a new generation of employees will also depend on how we respond to the changing expectations and values in relation to work.



Objectives:

- To ensure the engagement and commitment of our workforce.
- To ensure we are able to attract a new generation of employees.
- To ensure we anticipate and respond to future recruitment hotspots.

Actions:

10	Implement actions from the 2012 Staff Survey	Years 1-2
11	Develop and implement a staff engagement strategy	Years 2-3
12	Develop employment relations framework with trade unions	Year 1
13	Develop a new 'Vale Employment Contract'	Year 3

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Improved results from Staff Survey in 2014</i>	Achievement of targets set out in 2012 survey report
<i>Low levels of sickness absence</i>	The number of working day/shifts per FTE employee lost due to sickness
<i>Reduction in number of final stage grievances</i>	Numbers of final stage grievances lodged each year

THEME 4: DEVELOPING THE SKILLS & ABILITIES OF OUR EMPLOYEES

Context:

The next few years will require innovative approaches to training and development as we respond to the demands of service transformation whilst managing the projected low levels of turnover. It will be increasingly important to be able to update and replenish our existing skill base. Most of those who will comprise our workforce in 2017 are already employed by the Council.



Objectives:

- To ensure we update and replenish our existing skills base.
- To develop skills to support mobile and 'cross agency' working.
- To continue to develop our leadership capacity.

Actions:

14	Develop and implement a Training & Development Strategy (TDS)	Years 1-2
15	Improve the correlation between the TDS & service planning	Years 1-4
16	Develop guidelines to support succession planning	Year 2

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Improved learning and development results from Staff Survey in 2014</i>	Increase in positive responses to learning & development questions in staff survey as measured between 2014/16
<i>Improved leadership results from Staff Survey in 2014</i>	Increase in positive responses to management and leadership questions in staff survey as measured between 2014/16
<i>Demonstrable outcomes from succession planning</i>	Increase in percentage of appointments from internal candidates as measured between 2014/16
<i>Objectives within TDS achieved</i>	As set out in Training & Development Strategy

THEME 5: ENSURING EFFECTIVE RESPONSES TO RECRUITMENT ISSUES

Context:

The recruitment of the right workforce with the right skills will remain a priority over the coming years. A rigorous analysis of the need to recruit will then need to be followed by increasingly effective and robust recruitment processes. Despite the recession we will also need to remain competitive in the recruitment market and particularly in a number of “hard-to-fill” recruitment areas.



Objectives:

- To ensure the effectiveness of recruitment and selection decisions.
- To be able to respond effectively to recruitment difficulties.
- To improve the number of 16-24 year olds as a percentage of the workforce.

Actions:

17	Monitor voluntary turnover inc. those in key occupational groups.	Years 1-4
18	Respond to recruitment issues arising from Job Evaluation.	Years 1-4
19	Explore implementation of the Social Worker Career Pathway.	Years 2-3
20	Develop/implement strategy to improve recruitment of 16-24 year olds	Year 2

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Reduction in voluntary resignations in 'market sensitive' occupational job groups</i>	Percentage of employees resigning from the Council during each year.
<i>Proportionate increase of 16-24 year old employees</i>	Percentage of Council employees who are aged 16-24 years.
<i>Reduced turnover of social workers in Children and Family Services</i>	Turnover rate for social workers in Children and Family Services

THEME 6: DEVELOPING NEW LEADERSHIP SKILLS

<p>Context:</p> <p>The increasing importance of collaboration (and co-location of services with our partners) will continue to challenge traditional management hierarchies over the next four years. Greater emphasis will be placed on more generic leadership skills, managing across traditional services areas and across multi-agency boundaries. There will be an emphasis on a management style that is adept at coaching, empowering and encouraging innovation; but also on challenging poor performance.</p>	
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Objectives:

- To ensure the development of future leadership competencies.
- To increase management confidence in managing change.


Actions:

21	Deliver change management training for managers.	Year 1
22	Review and relaunch the Management Competency Framework.	Year 3
23	Develop a new management development programme.	Year 4

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Continued development of leadership skills to meet changing service needs</i>	Percentage of managers attending core aspects of the Management Development Programme
<i>Positive results from Staff Survey in 2014</i>	Increase in positive responses to management and leadership questions in staff survey as measured between 2014/16
<i>Low levels of sickness absence</i>	The number of working day/shifts per FTE employee lost due to sickness
<i>Reduction in number of final stage grievances</i>	Numbers of final stage grievances lodged each year

THEME 7: DEVELOPING A WORKFORCE IN PARTNERSHIP

<p>Context:</p> <p>The workforce that delivers our public services in the future may not necessarily be employees of the Council, but employees of a range of partner organisations in the public, private and voluntary sectors. This in turn will require the extension of workforce and development strategies beyond the boundaries of the Council.</p>	
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Objectives:

- To support successful partnership and collaborative working.


Actions:

24	Develop HR tools/guidance to support partnership working.	Year 1
25	Incorporate partnering/collaborative/business skills in MDP.	Years 3/4
26	Develop shared collaborative protocols with key partners.	Year 1

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Managers have the tools and guidance that they need to manage collaborative projects</i>	Positive responses as received through HR client survey
<i>Implementation dates for collaborative projects are achieved on time</i>	Measured by CMT as part of periodic review of collaborative projects

THEME 8: A WORKFORCE TO REFLECT THE WIDER COMMUNITY

<p>Context:</p> <p>A challenge for the Council will be the need to ensure its workforce reflects the wider community across the Vale of Glamorgan. This will help to ensure our services are both responsive and accessible, that we are aware of sections of the community that are under-represented and have actions to address this.</p>	
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Objectives:

- To ensure that our workforce is reflective of the wider community.

Actions:

27	To develop, analyse and publish an equalities data set	Year 1-4
28	Reframe employment actions on the basis of the EDS	Year 1-4
29	Develop strategy to ensure reduction in gender pay gap	Year 1
30	Launch a Council wide professional apprenticeship scheme	Year 3-4
31	Implement the Council's Linguistic Skills Policy	Year 1-2

Overall Outcomes and Performance Measures

Outcomes	Measures
<i>Decrease in gender pay gap</i>	<i>Decrease in gender pay gap by 10% by 2015 as measured in Strategic Equalities Plan</i>
<i>Proportionate increase of 16-24 year old employees</i>	Percentage of Council employees who are aged 16-24 years.
<i>Achievement of HR actions in Strategic Equalities Plan</i>	As measured through the Strategic Equalities Plan

6. ACTIONS TO SUPPORT THE DELIVERY OF THE STRATEGY

The Human Resources Strategy sets out a challenging agenda and will require the continuing support of Cabinet, Corporate Management Team, Directorate Management teams and the recognised trades unions to ensure its successful delivery.

The strategy will also require particular leadership and support from the Council's HR Division. Specific areas of development and focus for the HR Division over the next four years will include the following:

▪	The development of robust HR performance monitoring processes
▪	The development of a core HR data set to support the monitoring process.
▪	The simplification and accessibility of HR policies and procedures.
▪	The continued development of the HR 'business partner' approach.
▪	The development of HR self service mechanisms for managers.
▪	The running of a periodic HR client survey to support continuous improvement.
▪	The implementation of a HR surgery sessions for managers.
▪	The continued increase in workforce planning expertise/capacity.

7. MONITORING AND CONTINUOUS IMPROVEMENT

The monitoring of the HR Strategy will be undertaken by the Council's Corporate Management Team and the Joint Management/Trade Union Change Forum with the aid of six monthly update reports.

In addition an annual progress report will be presented for consideration by Cabinet and the Corporate Resources Scrutiny Committee. The main focus for review will be the actions and measurable outcomes as set out at pages 7 to 14 of this strategy.

In addition to the above, work will continue over the next year to develop a robust reporting mechanism to help measure corporate HR performance against the following indicators:-

	Indicator	Ref:	Reporting Frequency
1	Sickness days lost per employee	CHR002Q	Quarterly
2	Voluntary resignations	CHR001A	Quarterly
3	Accident Statistics (reportable to HSE)	-	Six monthly
4	Final stage grievance appeals lodged	-	Six monthly
5	Attendance at mandatory management training	-	Annually
6	PDRS/TDRS completion rates	L567A	Annually
7	Statutory health and safety notices	-	Annually
8	HR measures in the Strategic Equalities Plan	SEP	Annually
9	Maintenance of Corporate Health Standard	L244A	Annually
10	Engagement data (from Employee Survey)	-	Bi-annually

8. VIEWS, COMMENTS AND FURTHER INFORMATION

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