



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2019-2020

Service Area	Human Resources
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Cabinet Member	Clr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

1. Introduction

The Human Resources and Organisational Development 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 and OD issues as well as provide HR employee services for the payment of salaries and contract and employee administration.

1.1 What We Do - Human Resources and Organisational Development

The Human Resources & Organisational Development Division provides a range of professional support and advice to our managers and the wider Council including schools in relation to best practice HR issues. The main elements of the service include:

- Supporting the recruitment and retention of the right people to the right job;
- Helping to ensure the continued engagement and development of our staff and helping to support our managers to be the best they can be in managing their employees;
- Helping to maintain a positive, safe and healthy working environment for our employees;
- Ensuring the provision of a fair pay and reward system, including the payment of salaries and expenses;
- Providing consultancy support on organisational transformation and development initiatives;
- Helping deal with complex case management issues relating to change, performance and attendance;
- Helping to develop HR policies and best practice to meet the current and future needs of the Council;
- Maintaining positive and transparent employee relations arrangements with our recognised trade unions.
- Maintaining and developing our systems and processes to meet the needs of the Council.

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 Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, engagement etc. It also highlights our key challenges going forward.
- Priorities identified in our Corporate Improvement Action Plan (Insight tracker);
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Programme;
- Taking into account the priorities outlined in the Council's Human Resources Strategy, the Workforce Plan 2016-20 and outcomes from the its #itsaboutme staff appraisal process;
- Taking into account the outcomes from the Staff Engagement process and the findings from the staff survey work undertaken to assess progress/outcomes against the Staff Charter;
- Taking into account our corporate responsibilities as a Stonewall Diversity Champion;
- Implications of employment law requirements on employers following Britain exiting the European Union.

1.4 How We Work - Sustainable Development

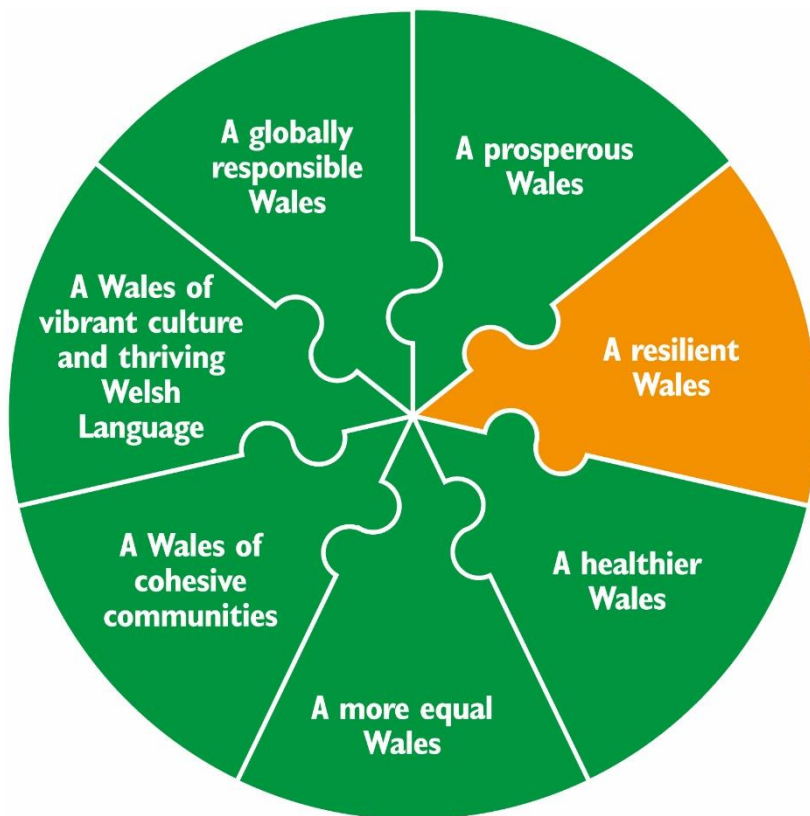
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Human Resources and Organisational Development Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Developing the capacity to support services to deliver the level of transformational change required over the medium term in line with the Reshaping Services programme. (CP2)
- Working with services to develop a business partnering approach to workforce planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP2)
- There is a need to strengthen succession planning across all Council services in order to increase resilience in line with the Council's reshaping agenda and our national Well-being priorities. (CP2)
- Ensuring that our safeguarding procedures with particular reference to safer recruitment remain robust and are being applied consistently across the Council and in schools. (AH11)
- There remains a need to strengthen attendance management within the Human Resources & Organisational Development service whilst also supporting directorates and individual service areas to review and strengthen their arrangements in relation to attendance management in order to reduce absence levels across all service areas and increase resilience. (CP2)
- A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target in 2019/20.(CP1)
- Going forward there is a significant challenge in retaining the same level of engagement with the trade unions and employees to maintain the positive momentum we have achieved to date following the launch of the Staff Charter. During 2019/20, we will need to retain the same level of engagement with trade unions and employees, their involvement in and understanding of the change process and where possible their contribution to delivering the Council's transformation agenda. (CP1)
- There is a need to continue to explore collaborative opportunities for shared services that will benefit the Council. (CP1)
- There is a need to establish competency frameworks and embed the Staff Charter commitments within the Council so as to ensure effective leadership, staff engagement, succession planning, performance appraisal. (CP2)
- There is a need to support the development needs associated with the Council's Digital Strategy which is currently evolving. (CP1)
- There is a need to further develop and embed front end (and multi-discipline) service skills in the HR Employee Service as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers e.g. recruitment. (CP2)
- Supporting the development needs associated with the Council's Digital strategy will represent both an opportunity and challenge given that our digital workforce requirements are yet to be determined. (CP2)
- It remains a challenge to increase the numbers of employees aged 16-24 employed by the Council to reflect the wider community across the Vale of Glamorgan. Currently 11% of our workforce is in this age category compared to 25% of the wider population. There is a need to continue to work with service areas and our partners to increase apprenticeship and other opportunities within the

Council and promote the Council as a potential employer for school leavers setting out on their careers. (ER2)

- Responding appropriately to the implications of employment law requirements on employers following Britain exiting the European Union is likely to have significant resource implications at a time of reducing budgets.

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: 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.	<p>Continue to work with service departments, and our key partners including local employers to increase the numbers of 16-24 year old employees as a proportion of the wider workforce.</p> <p>Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.</p> <p>Work with our key partners including further education establishments and local businesses to increase opportunities for 16-24 year olds to participate in work experience opportunities in line with the Council's 16-24 Strategy.</p>
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.	<p>Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan.</p> <p>Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical</p>

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
				Employment” including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation and utilising the Council’s digital learning platform, iDev.
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. <i>Our focus during 2019/20 is on working with the Corporate Safeguarding group to ensure effective mechanisms are in place to monitor compliance of the policy in relation to all services and in schools</i>	Review and maintain the Council’s Safer Recruitment and Disclosing & Barring service Policies and procedures. Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meets people’s needs. In order to achieve this, we have identified a series of priority ‘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 year will be:

Ref	Action	2019/20 Activities
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.	Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change. Continue to contribute to the delivery of organisational change as part of the reshaping services agenda and HR implications that may arise as a result. Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and the Big Conversation 2 including, directorate level action

Ref	Action	2019/20 Activities
		<p>plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy.</p> <p>Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme.</p> <p>Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821K savings required in 2019/20.</p> <p>Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.</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.	<p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Continue to review and enhance the Council's Succession Planning and Talent Management scheme. • Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation. • Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service. • Continue to support all directorates and individual service areas to review and strengthen their performance arrangements in relation to attendance management to minimise absence levels and increase resilience. • Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes. • Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers. • Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council

Ref	Action	2019/20 Activities
		<p>and begin work to embed these within the #itsaboutme appraisal system.</p> <ul style="list-style-type: none"> • Support the development needs associated with the Council's Digital Strategy. • Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles. • Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks). • Review key employment policies to help deal more effectively with issues of capability. • Extend the use of career pathways for identified key/ specialist roles within the HR and OD service. • Improve the recruitment pages of the Council's website to attract candidates.
CP8	<p>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.</p> <p><i>Our focus during 2019/20 is on implementing a self-directed approach to learning and development, thus giving managers and individual employees the flexibility to manage their own learning in line with the Council's core competency frameworks for both managers and employees.</i></p>	<p>Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.</p> <p>Undertake a review of our arrangements for chief officer appraisal.</p> <p>Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme.</p>

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.

3.3. 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.

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 (2017/18)						
Average headcount 2017/18	FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
73.5	65.13	7.22	5.74	12.96	6 (8.16%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance. As at December 2018, the service has completed 100% of the required staff appraisals for the 2018/19 period.

The key workforce issues impacting on the service going forward are:

- There is a need to further embed the integrated HR service model following its launch in early 2018, with further service developments planned over the coming year including roll out of Oracle HR self-service facilities, online recruitment facilities, a managers' dashboard and streamlined HR processes.
- 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 since 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 2019/20 and learning lessons from the 2018 staff survey and the Big Conversation 2.
- There is a need to establish frameworks and embed the Staff Charter commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the required savings within the Resources Directorate during 2019/20.
- Sickness absence rates within the service remain an area of development. Absence increased from 7.51 days per FTE in 2016/17 to 12.96 days in 2017/18. Current data at Q2 2018/19 (1.13 days per FTE) shows an improvement from the same time period last year (1.48 days), and the service remains on track to report a performance which is well within the Directorate's annual target of 6 days. The most common reasons for absence within the service relate to stress, viral infections and recovery from operations. To reduce absence levels, there remains continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We continue to work proactively with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- Absence levels increased across the Council for the period 2016/17 to 2017/18 from 8.8 days per FTE to 10.14 days per FTE. Corporately, there remains a need to continue to support all directorates to review and strengthen their arrangements in relation to attendance management to further reduce absence levels and increase resilience.
- The age profile of staff within the service is generally not a cause for concern, as on balance there is a good spread of age ranges. As at September 2018, the age profile of the service is follows: 0% (65+); 27% (55-64); 16% (45-54); 27% (35-44); 23% (25-34); 7% (16-24)]. Since same period last year, there has been an increase in the 16-24, 25-34 and 55-64 categories and a decrease in the 35-44, 45-54 and 65+ categories. To ensure continued resilience within teams for the long term,

there is a need to continue to increase the number of staff within the 16-24, 25-34 and 35-44 categories.

- As at September 2018, the service has an establishment of 39.27 FTEs compared to 38.24 FTEs in the previous year. The service is in the process of implementing a new service model and supporting staff structure and this continues to impact on turnover. Overall, staff turnover has increased further to 10.99% compared to 10.87% during the same period last year. This increase in turnover within the Human Resources & Organisational Development service is anticipated as the service continues to review how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. This has also contributed to the increase in the number of involuntary leavers from the service which increased to 6.59% from 4.35% during the same period last year.

Despite our challenges, 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. Our key workforce development priorities for the coming year are:

- Continued support and development for team members to embed the HR model of service delivery, that is, the new HR Business Partnership, HR Employee Service team and other planned developments.
- Continue to maintain a focus on transformation and organisational development capacity to support the Reshaping Services Agenda.
- To provide on-going training to support managers through change management and the delivery of alternative models via the Management Competency and Employee Competency frameworks, identified transformation leads and integrated workforce planning.
- Continue to retain the engagement of our staff at all levels and representatives of our recognised Trade Unions, their involvement in and understanding of the change process and where possible their contribution to the reshaping agenda through initiatives such as the 'Big Conversation' i.e. in preparation for a new Corporate Plan from 2020 onwards and directorate level engagement champions.
- Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the £821k savings required within the Resources Directorate in 2019/20.
- Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.
- In addition to reducing levels of absence within the service, we will continue to support directorates and individual service areas to review and strengthen their arrangements in relation to attendance management in order to further reduce absence levels across the Council.
- Develop and support the implementation of self-directed learning for all council employees as aligned with the Employee Core Competency and Management Competency Frameworks and the reshaping agenda.
- Continue to increase the number of staff within the 16-24, 25-34 categories to ensure continued resilience within the service's teams for the long term.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets, in line with the Council's Digital Strategy and the reshaping agenda.

- Continuing to strengthen our data governance arrangements and online security in line with GDPR requirements, embedding required behaviours and raising staff awareness.

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council’s Digital Strategy. Our areas of focus for the coming year are:

- Continue to roll out Oracle HR self service facilities for all managers and staff.
- Piloting a managers’ dashboard to display key HR data.
- Implementing an online recruitment facility.
- Continue supporting the development needs associated with the Council’s Digital Strategy.
- Continuing to increase mobile/agile working across the workforce through the use of new equipment in order to access emails, files and documentation as well as continuing to utilise home working where appropriate.
- Extending the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsaboutme.
- Moving away from a traditional active learning approach to training and development to implementing and supporting one that is self-directed, thus giving all employees responsibility for managing their own learning as they see fit.

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. Key issues impacting on the service are:

- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and Intended Outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Collaborative working with other local authorities on policy integration and implementation where there is legislative change.	Working closely with other local authorities in relation to policy integration and implementation enabling us to ensure that the Council’s policies are coherent and consistent with other local authorities and 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 service delivery over the longer term.	Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on managers, employees trade unions and Elected Members to inform delivery of cost-effective and sustainable Council services into the longer term. Our annual programme of consultation for 2019/20 includes: a Staff Engagement

survey; consultation with managers to further enhance the new HR model; and consultation with schools on SLAs for HR service provision. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance





The estimated base budget for our service area for 2019/20 is £2.223m which includes 74k of savings for 2019/20 and the planned improvement activities for the year focus on delivering the in-year savings identified for the service.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	CR1: Reshaping Services	2 2 4		As outlined in actions under CP1
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	CR5: Workforce	2 3 6		As outlined in actions under CP2
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/ cyber-attacks and the wider impact on service delivery.	CR6: Information Security	2 3 6		No further actions planned for 2019/20
Failure to put in place appropriate safeguards and meet our responsibilities for responding to situations	CR10: Safeguarding	1 3 3		As outlined in actions under AH11

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
effectively where people are 'at risk' of neglect or abuse.				Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	CR13: Contract Management	1 2 2	↔	No further actions planned for 2019/20
HR/SR001 Inability to recruit and retain talent with particular reference to key specialist roles/ skills.	No	1 3 3	↑	Extend the use of career pathways for identified key/specialist roles within the service. Improve the recruitment pages of the Council's website to attract candidates.

Risk Key

Scoring 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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing ↑ Risk is decreasing ↓ Risk remaining static ↔

Risk Matrix

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
Likelihood/Probability of Risk Occurring					

Human Resources Action Plan 2019/20

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 (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (I)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER002 HR/A008	Continue to work with service departments, and our key partners including local employers 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 within the Council proportionate to the wider workforce and the Vale population.	HW EW CW PW GW VW	LT I IV C	1/4/2019 – 31/3/2020	Gemma Williams/HHR & OD Existing resources
ER002 HR/A009	Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.	Increased opportunities for volunteers to develop key workplace skills thus increasing their employability and chances of gaining full time employment.	HW EW CW PW GW VW	LT I IV C P	1/4/2019 – 31/3/2020	Gemma Williams//HHR & OD Existing resources
ER002 HR/A013	Work with our key partners including further education establishments and local businesses to increase opportunities for 16-24 year olds to participate in work experience opportunities in line with the Council's 16-24 Strategy.	Increased opportunities offered and take by 16-24 year olds. Opportunities enable Young people to develop key employability skills required by employers and gain experience of the working environment.	HW EW CW PW GW VW	LT I IV C P	1/4/2019 – 31/3/2020	Gemma Williams/ /HHR & OD Existing resources

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 (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (RW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IN)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC010 HR/A014	Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and transsexual staff.	HW EW CW VW	LT I IV C	1/04/2019 – 31/3/2020	Adrian Unsworth/ Janice Ballantine Existing resources
AC010 HR/A015	Work with the Procurement Service to implement Welsh Government’s “Code of Practice for Ethical Employment” including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation and utilising the Council’s digital learning platform, iDev.	Council complies with legislation and ensures its contractors follow ethical and fair employment practices.	HW EW CW VW	LT I IV C P	1/04/2019 – 31/3/2020	Adrian Unsworth/ Janice Ballantine Existing resources

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

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
AH011 CR10 HR/A016	Review and maintain the Council's Safer Recruitment Policy.	Promotion and application of the Safer Recruitment Policy across the Council. - 6 monthly update reports to Cabinet. - Annual Report.	HW EW CW	LT I IV C	1/04/2019 – 31/3/2020	Adrian Unsworth/Alyson Watkins
AH11 CR10	Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.	Consistent approach to dealing with issues of cyber bullying. Cyber bullying policy/ approach communicated to all staff.	HW EW CW	LT I IV C P	1/04/2019 – 31/3/2020	Adrian Unsworth/Andrea Davies

Appendix B
Integrated Planning

Our Ways of Working	Long Term (LT)	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1 HR/F059	Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change.	Projects completed on time and in accordance with good practice guidelines.	LT I IV C	1/4/2019-31/3/2020	Adrian Unsworth/Janice Ballantine/Sue Alderman Existing resources
CP1 CR1 HR/W015	Continue to contribute to the delivery of organisational change as part of the reshaping services agenda and HR implications that may arise as a result.	Delivery of cost-effective and sustainable services for the long term.	LT I IV C P	1/4/2019-31/3/2020	Adrian Unsworth Janice Ballantine/Sue Alderman Existing resources
CP1 CR1 HR/W060	Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and Big Conversation 2 including, directorate level action plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy.	The 15 Staff Charter commitments are delivered in line with agreed action plan. Staff Charter is monitored by CMT in line with agreed evaluation framework. Identified areas for improvement informs future developments.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Adrian Unsworth Existing resources
CP1 CR1 HR/W061	Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme.	Managers are supported to develop the required competencies to enable them to perform their role effectively.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1 HR/F062	Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821k savings required in 2019/20.	Proposals for making the required savings are agreed and implemented. Savings of £74k achieved for HR.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Adrian Unsworth Existing resources
CP1 CR1 HR/F063	Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.	Potential opportunities identified and progressed. Income generation opportunities maximised.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/ Adrian Unsworth/Laithe Bonni Existing resources
CP2 CR5 HR/W038	Continue to review and enhance the Council's Succession Planning and Talent Management scheme.	Improved retention rates and more co-ordinated and consistent approach to developing and up-skilling staff and building a resilient workforce.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD Existing resources
CP2 CR5 HR/W064	Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.	Improved retention rates and more co-ordinated and consistent approach to developing and up-skilling staff and building a resilient workforce with HR.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/ HR DMT Existing resources
CP2 CR5 HR/W065	Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service.	Reduction in sickness absence rates in line with 2019/20 targets	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/ Adrian Unsworth/ Laithe Bonni Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR5 HR/W039	Continue to support all directorates and individual service areas to review and strengthen their performance arrangements in relation to attendance management to minimise absence levels and increase resilience.	Maintain sickness absence rates within upper quartile of Welsh local authorities in 2019/20.	LT I IV C P	1/4/2019- 31/3/2020	Adrian Unsworth/Janice Ballantine Existing resources
CP2 CR5 HR/A040	Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	Increased resilience in the provision of services for managers. Enhanced dedicated support to managers on strategic workforce issues. Simplified HR and Payroll transactional services will ensure consistency of advice and support.	LT I IV C P	1/4/2019- 31/3/2020	Laithe Bonni Existing resources
CP2 CR5 HR/A041	Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers.	Streamlined HR services 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.	LT I IV C P	1/4/2019- 31/3/2020	Laithe Bonni Existing resources
CP2 CR5 HR/W066	Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council and begin work to embed these within the #itsaboutme appraisal system.	Existing skills and knowledge of the current workforce is identified and maximum use is made of these, increasing resilience and capacity within services across the Council.	LT I IV C P	1/4/2019- 31/3/2020	Gemma Williams/HHR & OD

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Managers and staff are appropriately supported to develop the required competencies to enable them to perform their role effectively.			Existing resources
CP2 CR5 HR/W043	Support the development needs associated with the Council's Digital Strategy.	The Council's workforce has the relevant skills to deliver digital services, contributing towards improved services for our customers and service efficiencies	LT I IV C P	1/4/2019- 31/3/2020	Laithe Bonni Existing resources
CP2 CR5 HR/W067	Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.	Council responds proactively to address issues of gender segregation and promotes transparency and equality for all staff.	LT I IV C P	1/4/2019- 31/3/2020	Laithe Bonni Existing resources
CP2 CR5 HR/W068	Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	Employees as able to maximise opportunities for individual learning and development as they see fit in line with the Council's Employee Core Competency and Management Competency Frameworks. Increased service resilience.	LT I IV C P	1/4/2019- 31/3/2020	Gemma Williams/HHR & OD Existing resources
CP2 CR5 HR/W069	Review key employment policies to help deal more effectively with issues of capability.	Up to date policies which support managers in delivering the new ways of working.	LT I IV C P	1/4/2019- 31/3/2020	Adrian Unsworth/Janice Ballantine Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 HR/SR001 HR/W070	Extend the use of career pathways for identified key/ specialist roles within the HR and OD service.	Increased service resilience.	LT I IV C P	1/4/2019- 31/3/2020	HHR & OD/Gemma Williams Existing resources
CP2 HR/SR001 HR/IT071	Improve the recruitment pages of the Council's website to attract candidates.	Increased access to improvement opportunities. Easy to use website which encourages increased interest and increased applications with respect to employment opportunities in the Council.	LT I IV C P	1/4/2019- 31/3/2020	Laithe Bonni Existing resources
CP8 HR/W049	Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	The staff appraisal scheme remains relevant and connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities.	LT I IV C P	1/4/2019- 31/3/2020	HHR & OD/Gemma Williams Existing resources
CP8 HR/W072	Undertake a review of our arrangements for Chief Officer appraisal.	The Council's chief officer appraisal scheme delivers an effective framework for performance management.	LT I IV C P	1/4/2019- 31/3/2020	HHR & OD/Gemma Williams Existing resources
CP8 HR/IT073	Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsaboutme.	The Council's chief officer appraisal scheme delivers an effective framework for performance management.	LT I IV C P	1/4/2019- 31/3/2020	Gemma Williams Existing resources