

**CAERPHILLY COUNTY BOROUGH COUNCIL
DRAFT HR STRATEGY
2016 - 2020**

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FOREWORD

Caerphilly County Borough Council provides services to over 170,000 residents; to around 2,000 local businesses; and to visitors to the area. The quality of those services is entirely dependent on the people we employ, who provide those services in a widely differing range of settings.

As the Leader of the Council, Cllr. Keith Reynolds, put it in his Annual Report to Council in May 2016:

A report such as this can never adequately reflect the work of over 9,000 staff operating across 600 different service areas. But it is their work which makes all the difference – the unsung work of catering staff in the school meals service; of environmental officers who inspect food premises; of refuse collectors or highways staff; of those who work in residential care or who help people in their own homes; of the staff in the Contact Centres and the Customer Service Centres; of support staff in back office functions who support the front line services. And the many thousands like them. I would like to record my sincere gratitude to all of them for their hard work and perseverance, often in very difficult situations.

This HR Strategy sets out the framework of how we intend to support our workforce in delivering, maintaining and improving services. We need to make sure that we have the right jobs in place; that we have the right people in those jobs, with the necessary skills; and that we help those people continue to develop their skills.

This is a major challenge in an organisation of the size and complexity of ours. Each of our several hundred service areas have their own particular needs in terms of workforce planning for the future but, at the same time, we are one employer and we must ensure a consistent approach in the way we treat our workforce.

This is also a time of great change for local government. More and more, local authorities are expected to work in partnership and to collaborate with neighbouring authorities, other statutory organisations and the local community. The financial challenge over the next few years will also require us to look hard at what services we provide, and how we provide them. As funding reduces, local authorities are being forced to reduce the size of their workforce and to focus on their priorities in allocating resources. A strong set of HR policies and an HR service which supports managers and supports staff in coping with these changes will be crucial.

Over the next year we will be seeking to communicate with and engage our workforce. Through a staff survey, and a range of other engagement techniques, we will be seeking their views as to how we can better help and support them to perform their roles. No-one understands better the challenges and difficulties of providing our services than those at the “front-line” who deliver those services. We will need their input and their knowledge to help us improve.

We will also be engaging managers to look at how we can support them more effectively to cope with and plan for the challenges that lie ahead. And, we will be revising the training and other support provided for managers to ensure that we have the ability to respond to the new challenges that lie ahead.

This strategy also includes some new ways of measuring our effectiveness in the way we manage and support our workforce. In some cases – such as levels of sickness absence – data is readily available and relatively easy to monitor. In other areas, measuring effectiveness and success is not so easy. Over the coming year we will be reviewing these measures to ensure they are the right ones, and that they are working as we intend.

I am grateful to those on the HR Strategy Group who have worked to prepare this new HR Strategy. As a council, we have great ambition for the future. Delivering that ambition depends on having a skilled and committed workforce who have the right support to help them perform their roles. This HR Strategy, and the work we have planned for the coming year will, I am sure, help us meet that challenge.

CHRIS BURNS
INTERIM CHIEF EXECUTIVE

1. EXECUTIVE SUMMARY

Our workforce is the most valuable asset that we have. We have almost 9,000 employees (including schools) who are at the heart of everything that we do as a Council and of the services we provide. Our total gross expenditure is in excess of £562 million from which we spend 41% on our workforce, including Schools and Housing Revenue Account (HRA) and 21% excluding Schools and HRA.

An engaged and effective workforce will help the Council to realise its priorities for the County Borough. Having the right people, with the right skills, in the right place at the right time is critical for us to achieve our objectives. This however, has to be considered in conjunction with the Council's Medium Term Financial Plan, which undoubtedly will mean services being delivered in different ways to how they have traditionally been, as the report to Council on 25 February 2015, confirmed the estimated savings requirement for the Council as £39m over three years. However, changes in Welsh Government budget allocations have now meant that savings are estimated as £36m over five years with effect from 2016. This will be a challenge for Managers, employees and Members.

The prospect of a Local Government Reorganisation also cannot be ignored as we undertake our day to day business. Whilst like all other Councils we would look at more collaborative working arrangements at a time when our budgets are being cut, the uncertainty of the boundaries of any Reorganisation intending to reduce the number of Councils in Wales, is not helpful.

Our HR Strategy will help us to achieve this by setting out what we need to do and how we will measure success. We need to consider the fundamental areas of HR such as Recruitment and Selection, Absence Management, Equality and Diversity and building on these activities with management development, performance development, workforce flexibilities to allow us to continue to deliver excellent services to our residents whilst reducing our workforce.

Our employees clearly need to understand what we need them to do and why what they do is important. As an employer, we need to understand the views and concerns of our workforce and most importantly how our workforce can help us to contribute to our future challenges and help to shape our services.

The implementation of the Council's HR Strategy will illustrate the contribution every employee can make towards the achievement of the Council's vision.

2. OVERVIEW

“Working together for the good of all”

In order to deliver this, we need to engage effectively with our employees and encourage them to generate ideas as to how we can improve our services, in the knowledge that we have to reduce our workforce and change how we do things. We need to continue to support the professional development of all our employees and support them with opportunities outside their own service areas, in order to protect employment.

We currently employ almost 9,000 people, which includes 3,600 within Schools. In the past 3 years, our headcount has reduced by 5% and this reduction will not only continue but increase considerably in the next 3 years. In October 2014, the Council introduced workforce flexibilities policies to assist the challenges to be faced by the Medium Term Financial Plan. The Council's Redeployment Scheme is well embedded in the Organisation and supports our commitment to prevent redundancies wherever possible and to help meet the financial objectives. However, it is recognised that in the coming years there will inevitably be occasions where it is not possible to avoid a redundancy situation, because of the financial situation the Council faces.

HR will continue to support Managers to maximise the potential of the Council's most valuable asset, our employees, to deliver quality services to the residents of the County Borough efficiently, effectively and with pride.

3. OBJECTIVES AND GOALS

3.1 What is the Council Seeking to Achieve

The Well-Being of Future Generations (Wales) Act 2015 came into force on the 1st April 2016 and placed a number of legal duties on public bodies in Wales to meet the legally binding 'common purpose' for 7 statutory well-being goals:

- A sustainable Wales
- A prosperous Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The Council must have a workforce with the right skills and support in order to achieve the cultural change envisaged by the Act. We are working to ensure that staff are aware of the well-being goals, the ways of working and the well-being duty so that it becomes part of how they deliver their work. We are doing this through briefings, intranet resources, and by embedding the well-being goals and five ways of working in our planning, decision making, policies and procedures. Welsh Government have proposed a number of engagement and communication processes, through a public bodies communication sub-group, that will support this work.

The Councils Corporate Plan 2013 – 17 sets out the high-level priorities for 2013 - 17. It highlights how our priorities contribute towards achieving our partnership goals within the long term plan entitled *Caerphilly Delivers*. The Council has set 8 specific priorities for the 3 years or more starting from 2014-15 and we will review them on a yearly basis to be sure they are still relevant.

The Plan is the long term vision for Caerphilly County Borough Council for sustainable communities supported by actions that enhance the quality of life for all.

A link to the Corporate Plan 2013 – 17 is attached below:

http://www.caerphilly.gov.uk/CaerphillyDocs/Council-and-democracy/corporate_plan_2013_17.aspx

Council Priorities

Social Services

1. Peoples social care needs are identified and met in a timely and appropriate way
2. Children and Adults are safeguarded from abuse

Corporate parenting is the legal and moral duty that Councillors and the Council have for looked after children, to provide them with the level of support, care and protection that any good parent would give to their child. We also have a duty of care to provide all adults in the social care system, with an acceptable level of service in a timely and appropriate manner.

HR will support the first part of this priority by ensuring that officers and managers within Social Services can adapt and be flexible in response to the challenges faced within the Medium Term Financial plan in still being able to ensure that there are the right professionals within social care with the right skills to ensure that this statutory duty is met.

HR will support the second part of this priority by working in partnership with Managers / designated professionals in promoting the Council's Corporate Safeguarding Policy; ensuring safe recruitment procedures are in place, that comply with legislation, the requirements of Regulatory Bodies and good practice; promoting the Council's Whistleblowing Procedure and Code of Conduct; supporting Managers / Head Teachers to comply with the requirements set out in the policies and procedures regarding the safety and welfare of children and adults.

Education

3. Improve standards across all year groups particularly key stage 3 and 4
4. Identify vulnerable groups of learners and develop interventions to ensure needs are met
5. Reduce the gap in attainment between pupils in advantaged and disadvantaged communities

Education has the ability to empower people to make better life choices, be ambitious and confident about work, and contribute substantially to breaking the cycle of deprivation. Whilst there have been improvements and an upward trend, improving standards remains a priority.

HR will support this priority by working with designated professionals to develop and recommend to Schools policies that are fit for purpose, ensuring that when implemented, Schools have policies in place that support safe recruitment and ensure employees are fit to practice; that provide effective performance management of staff in accordance with Welsh Government guidance; support Head Teachers and Governing bodies to address unsatisfactory performance of staff with robust policies and clear advice.

HR will also support the Cabinet Member, Chief Education Officer and the Education Achievement Service with their challenge role in improving School performance, which often relies upon having the right professionals to drive up standards.

Environment

6. Promote the benefits of an active and healthy lifestyle

Lifestyles of our local population (alcohol consumption, smoking, physical activity and diet) are generally unhealthy with 62% of our adult population overweight and above the Welsh average of 57%.

HR will support this priority with the recognition that many of the residents of the County Borough are our employees and their families. We will continue to support the improvement of health and wellbeing via the HR Strategy Group via various health and wellbeing events. Occupational Health support is available to employees and a confidential independent employee assistant programme, 'Care First' is available to employees and their families 365 days a year. The continued development of family friendly policies also supports improved health and wellbeing of employees and their families.

HR will also look to collaborate with other service areas such as sustainability or leisure in ensuring that any initiatives that the Council promotes for residents are shared and promoted with employees.

7. Invest in our Council Homes and their communities to transform lives.

HR will support this priority by working with the Housing and WHQS Management Teams to ensure they have a workforce that is fit for purpose via safe Recruitment Procedures; effective performance development processes; relevant staff guidance, including Code of Conduct and Whistleblowing Procedure. We will continue to support training and development programmes, work based development opportunities, and coaching and mentoring to improve the learning and development of our employees.

HR will also help the Cabinet Member and Officers who are part of the WHQS Board when considering appropriate staffing resources to meet this challenging programme which has strict time targets.

Corporate Services

8. Affordability – Deliver a Medium Term Financial Plan aimed at ultimately providing a period of stability that helps the Authority to have a range of services in the future that are sustainable.

Recognising that the Council's Corporate Services, in particular Finance, Performance, IT, Procurement, Legal, and HR itself, contribute to all of the Council's frontline services and objectives, HR will support managers to effectively use the range of workforce planning tools introduced in October 2014, to assist with managing the challenges of the Medium Term Financial Plan, which involves savings in these areas so that frontline services are protected. In accordance with Council's determination. We will always try to achieve any reductions required in staffing numbers via natural wastage, not filling vacancies and redeployment. However, because of the estimated numbers required to achieve the Medium Term Financial Plan, it is highly unlikely that savings will be achieved via this approach. We would always wish to avoid a situation of compulsory redundancy, whenever possible.

The Council's priorities contribute to the **Single Integrated Plan 2013 – 17, 'Caerphilly Delivers'**. Working with our partners in the Aneurin Bevan Health Board, Gwent Police, Gwent Association of Voluntary Organisations, and Welsh Government, the Caerphilly Local Service Board aims to improve the quality of life for our communities. We have a proven track record of effective partnership working developed over many years and are building on this in our plan. Our plan reflects the Welsh Government's strategic approach to developing our communities and is a challenge to the public, voluntary and private sector to work together with our communities, and sets out what working together will achieve.

A link to Caerphilly Delivers, The Single Integrated Plan 2013 - 2017 is attached below:

http://your.caerphilly.gov.uk/communityplanning/sites/your.caerphilly.gov.uk/communityplanning/files/pdfs/caerphilly_delivers_cover.pdf

3.2 HR Objectives and Goals

What does the HR service aim to achieve?

HR will support Managers to achieve an efficient and effective organisation in order to deliver quality services to the residents of the County Borough, in accordance with the Corporate Plan and within the confines of the Medium Term Financial Plan.

HR will support Managers to review service provision to reduce costs and to drive improvement and cultural change across the organisation. HR will assist managers to engage effectively with the Trade Unions to achieve this.

HR will also support Managers to develop a workforce plan that sets out how they can achieve the right number of employees, who are trained and equipped to deliver the high quality services we need, within the confines of the Medium Term Financial Plan.

Although recognising that the transactional activities, such as payroll are an important part of the HR function, HR will focus on the strategic support that is needed to enable the Council to meet the challenges of change. HR will look for innovative solutions to enable Members, Managers and Officers.

4. HOW WILL WE REALISE OUR HR OBJECTIVES AND GOALS

HR will ensure that there are policies and procedures available to support managers to achieve the overall objectives of the Council by having the right people with the right skills in the right place at the right time, whilst addressing the requirements of the Council's Medium Term Financial Plan. The Trade Unions will be a key partner in this process.

4.1 Right People

The review of services within the context of the Medium Term Financial Plan will not only lead to revised structures, but also to alternative ways of working e.g. collaborations, trusts, mergers. Any different service delivery model will not only have to be efficient and effective, but will also have an increased scrutiny with regards to value for money.

The workforce flexibilities policies will provide opportunities for some employees, but the Council will undoubtedly be faced with a compulsory redundancy situation in the coming years. Managers therefore will need to rely on robust policies to support them to downsize their services.

The HR team will support and advise managers on restructuring and alternative service delivery models and work with them to ensure that they adhere to the appropriate policies, procedures, legislation and Regulations and that support is provided to employees. HR will engage with the Trade Unions and ensure that they are offered opportunities to actively engage in such situations.

Improvement Activities:

- Work closely with Directors, Heads of Service and Head Teachers to support them to meet their financial savings within the timescales set.
- Review effectiveness of the workforce flexibilities policies.

Key Performance Indicators:

- Review of user satisfaction survey and include in Self Evaluation
- Monitor statistics in relation to the workforce flexibilities policies.

Recruitment

We are committed to ensuring that the Council continues to have effective and safe Recruitment and Selection processes and practices that supports managers to employ high quality, fit for purpose workers.

Improvement Activities:

- Monitor recruitment information and statistics
- Review the Council's Recruitment and Selection Procedure
- Ensure managers are suitably trained to undertake effective recruitment activity.
- Develop with managers internal recruitment exercises to meet specific service

requirements.

- Provide accessible informative analysis on employment information.

Key Performance Indicators:

- Employee turnover statistics within the first year of employment
- Employee turnover statistics post first year of employment
- Employee leaver reasons analysis
- Attendance levels at Recruitment and Selection training
- % DBS checked not cleared by expiry date

Redeployment

HR will seek to support the redeployment of employees wherever possible. Whenever an employee is in a potential redundancy situation, we will, in conjunction with their Manager, look to support them to transfer their careers into other directions where possible and utilise the valuable skills and experience they have gained during their employment with the Council.

To date we have been very successful in securing alternative employment for those at risk across the Council, but this will become increasingly challenging with the numbers of staff facing redeployment increasing as service areas strive to achieve the savings identified within the Medium Term Financial Plan. The redeployment pool will continue to be managed and supported by HR to maximise the opportunities for employees to remain in the employment of the Council.

Improvement Activities:

- Monitor the Council's vacancy management process
- Encourage Managers to consider more generic competencies for posts where possible to support redeployment opportunities.

Key Performance Indicators:

- Redeployment statistics
- Vacancy management statistics

Employees Leaving the Council:

Inevitably, as a result of the financial challenges facing the Council there will be a need to reduce the workforce. All Managers have had to reduce their budgets by at least 20%, some more, depending on decisions made by members in terms of service delivery. We are committed to preventing compulsory redundancies wherever possible and will explore all other options before resorting to this. However, it is impossible to achieve savings of £36m over five years, with effect from 2016, without reductions in the workforce. The Council will always try to achieve this via natural wastage and not filling vacancies and has,

amongst other things, introduced workforce flexibilities policies as options to avoid compulsory redundancy.

There is a significant challenge in maintaining employee engagement and motivation during this period of change.

Improvement Activities:

- Work with managers and Trade Unions on service redesign arrangements and thorough consultation processes.
- Provide more information for employees who are thinking of leaving the employment of the Council
- Support the work of the Staff Engagement Team to retain motivation and morale within the Council

Key Performance Indicators:

- Workforce Flexibilities policies statistics

Equality and Diversity

Achieving diversity in our workforce is important to us. This is not just about complying with the law but it is about recognising and valuing differences, treating everyone fairly and ensuring equality of outcome.

We will work closely with our Equalities and Welsh Language Officers and management teams to ensure that our employment framework fulfils our duties and obligations under the Equality Act 2010.

We have a responsibility to maintain the integrity of our pay and grading structure and meet the commitments made in our Single Status agreement. We are also committed to ensuring that our employment policies and arrangements are reviewed regularly to ensure that they are compliant with legislative requirements, meet the needs of Regulatory bodies, support the organisation and are implemented effectively.

Improvement Activities:

- Work with and actively support the Equalities officers to raise awareness and understanding of our obligations and inclusion in Council business and promote equalities training opportunities.
- Monitor employment equalities statistics.
- HR systems capture the required equalities data in line with best practice.
- Review employment policies as appropriate.

Key Performance Indicators:

- Equalities employment statistics

- Robust employment policies that are reflective of best practice

4.2 Right Skills

Performance Management and Development

To support the organisation to deliver its identified priorities, it is essential that the performance of each individual and team member is as good as it can be. To achieve this aim we need to ensure that employees and managers see the link between personal performance and objectives, service area performance and objectives and Corporate performance and objectives.

We need to ensure that line managers are confident in undertaking people management responsibilities to improve performance, support their teams and demonstrate strong management skills. HR will support managers by the provision of comprehensive guidance, robust policies and procedures and effective learning and development opportunities.

A revised approach to management development is needed to support the organisation to address the many complexities it will face in reviewing service provision to address the requirements of the Medium Term Financial Plan.

The Induction processes needs to be reviewed and e-learning opportunities explored to maximise the access to learning and development for employees where appropriate.

Improvement Activities:

- Provide further guidance to managers in relation to performance development reviews
- Review the use of coaching and mentoring within the organisation.
- Introduce a management development programme
- Develop regional collaborative opportunities where appropriate.

Key Performance Indicators:

- Employee satisfaction with training.
- % of PDRs conducted in the Council per year.

4.3 Right Place

Workforce Planning

Effective workforce planning is essential to meet organisational objectives and inform organisational design. In order to deliver services, within budget, the Council needs to have a workforce which is fit for purpose.

HR has developed a workforce planning template, which is now included in the annual Service Development Plans. Where Heads of Service identify significant workforce planning challenges, the template will support managers to deal with these. The template can be used in restructuring scenarios across the Council to help identify what is required to deliver a different or reduced service as dictated by the Medium Term Financial Plan. There is a 'Workforce Assessment' section in the Self Evaluation and Heads of Service have the opportunity to include any workforce matters that they feel are appropriate to their service and this includes workforce planning.

The workforce plan is a means to assist Managers to identify areas of efficiencies and to compare the current competencies, skills and other workforce features with future needs. It is also essential that we monitor our employment costs to ensure that we support the organisation to meet its ever increasing financial challenges.

Improvement Activities:

- Report to Corporate Management Team on the outcome and learning of the workforce planning
- Assist Managers to develop workforce plans to support the Medium Term Financial Plan.
- Support Senior Managers to continually review structures
- Monitor the Council's redeployment practices within the context of the Medium Term Financial Plan
- Provide service area workforce data to Heads of Service on a quarterly basis.

Key Performance Indicators:

- Employment statistics
- Robust employment policies that are reflective of best practice and comply with relevant legislation.

Flexible Working Arrangements:

The Council has flexible working policies that will assist Managers to address the requirement for future efficiencies and working arrangements that will balance both the needs of the organisation and our employees.

We are committed to reviewing these policies if appropriate to provide the Council with increased flexibility and productivity at a reduced cost.

Improvement Activity:

- Review the current range of flexible working arrangements available to support the delivery of the Medium Term Financial Plan if appropriate.

Key Performance Indicator:

- Number of employees accessing flexible working arrangements

4.4 Right Time

Employee Health & Wellbeing

We recognise the importance of the health, safety and well being of all our employees. Our attendance management policy provides a framework to support our employees' attendance, and also to provide assistance to employees with health problems at an early stage.

We are committed to maintaining and where possible improving our employees' health and well being, which is demonstrated by the comprehensive professional services we have available, such as our confidential employee assistance programme and Occupational Health service. We work with Managers and Trade Unions to comply with the requirements to make reasonable adjustments to support employees to remain in employment. We will seek to continue to run health and wellbeing events and support employees to take responsibility for their own health and wellbeing via the HR Strategy Group.

Improvement Activities:

- Develop and deliver health improvement campaigns across the organisation and raise awareness of employee support facilities.
- Provide targeted on-site health support via the Council's Occupational Health service and Employee Health and Wellbeing projects.

Key Performance Indicators:

- Increase the number of wellbeing events on an annual basis
- 100% of attendees at corporate wellbeing events are satisfied or very satisfied with the event.

Attendance Management

Our reputation and success depends on the services our employees deliver. As a result, we expect a high level of attendance in order to deliver an efficient and effective service to all our residents and service users.

Managing attendance continues to be a key priority for the Council and improving attendance will have a positive impact on the delivery of all Council services. The average number of days lost to sickness absence is also a Statutory Performance Indicator.

Improvement Activities:

- Review attendance targets
- Review of attendance management policies
- Recognise and acknowledge good employee attendance.
- Further training for Managers

- In conjunction with relevant Managers and other professionals, implement attendance management action plans.
- Work with Managers to ensure sickness absence data recording is accurate and robust.
- Benchmark performance against other Councils.

Key Performance Indicator:

- Sickness absence statistics reported on a quarterly basis to Corporate Management Team with an analysis
- Monthly sickness absence reports to Managers
- Annual sickness absence reporting to the Local Government Data Unit.

4.5 Employee Engagement and Communication

We want our employees to feel proud to work for the Council and to provide essential services to the residents of the County Borough.

We recognise that there is a close link between levels of employee motivation and organisational performance. We are committed to engaging with our employees to inform them how we plan to face the challenges of the Medium Term Financial Plan as an organisation, how we intend to support them and to seek their views to improve service delivery with a decreasing budget.

We need managers who make employees feel valued and provide them with opportunities to get involved.

We are committed to providing regular and effective employee messages to improve communication and seek employee feedback about their employment experience, through a range of engagement opportunities, including regular dialogue with our Trade Union colleagues.

Improvement Activities:

- Establish a Staff Engagement Group
- Develop an Engagement Strategy
- Implement Manager and employee engagement and communications activities in a planned way.
- The Staff Engagement Group to provide regular updates at Management Network of the Engagement Strategy and seek feedback
- Continue working with the Trade Unions via already established Joint Consultative Committee meetings, both Corporate and within Directorates

Key Performance Indicators:

- Improved engagement statistics
- Improved use of Social Media as a vehicle to engage employees

5.0 HR GOVERNANCE

5.1 Role of the HR Strategy Group

Aim:

To consider the strategic aims of the Council and work collaboratively to identify and develop HR Policies and Procedures that enable Managers to achieve sustainable performance for the provision of services to the residents of Caerphilly.

Responsibilities:

To review the progress of the HR Strategy and ensure that service delivery supports the needs of the business via the following:

- To act as a consultation mechanism with Heads of Service and Management Network on HR issues including policies and procedures
- To act as an additional strand of review and scrutiny of HR activity to ensure that HR plans and proposals consider the operational challenges of Directorate teams
- Improve operational engagement
- Improve communications between HR and the Directorates it supports
- Provide feedback and support the evaluation of HR related activities
- Raise generic HR issues which impact the wider organisation
- Review the development of the HR and Payroll system, iTrent.

The group is an information-sharing and consultation forum along similar lines to the Council's Joint Consultative Committee mechanism with the Trade Unions.

5.2 Governance Structure

Core HR Board Members

Nicole Scammell	Acting Director of Corporate Services and Section 151 Officer (Chair)
Lynne Donovan	Acting Head of HR and Organisational Development
Sian Phillips	Acting HR Service Manager, Customer Service
Richard Ballantine	HR Manager, Strategy and Development
Shaun Couzens	Chief Housing Officer
Stephen Pugh	Communications Manager
Donna Jones	Service Manager, Health, Safety and Welfare
Keri Cole	Chief Education officer
Susan Richards	Principal Finance Officer, Education
Mark S Williams	Head of Community and Leisure Services
Marcia Lewis	Principal Officer (Catering)
Jo Williams	Assistant Director of Social Services, Adult Services
David W Thomas	Service Manager, Children's Services

Cllr Christine Forehead

Cabinet Member for HR and Governance / Business
Manager

Cllr Barbara Jones

Deputy Leader and Cabinet Member for Corporate Services

Angela Abraham

Secretary to Acting Head of HR and OD (Minute Taker)

6.0 NEXT STEPS

6.1 Actions

To deliver the HR Strategy objectives an action plan needs to be developed detailing key milestones, deliverables and timescales.

6.2 Measuring Performance and Achievement

HR is committed to supporting the Council's priorities, supporting cultural change and embedding organisational values. Our objective is to work effectively with employees, Managers / Head Teachers, Elected Members and Trade Unions to ensure that the right resources are available to provide valuable services to the residents of the County Borough.

It is essential that we have effective HR policies and procedures which are fit for purpose, to support organisational goals, management decisions and we are committed to work with our partners to achieve this aim.

We need to ensure that we protect the Council's interests and reputation and will work with appropriate Officers to agree standards of good practice, ensuring these are reflected in or linked to our employment policies, the application of which will be monitored.

We will engage with the HR network in Wales to discuss shared organisational objectives, best practice, benchmark our business and understand how we can better benefit from the wealth of HR knowledge and expertise across our organisations.

6.3 Reporting Framework

It is our intention to deliver all of our stated objectives by 2020 in line with the Council's revised Medium Term Financial Plan and to report on our progress annually to the Corporate Management Team, Policy and Resources Scrutiny Committee and Cabinet.

The HR Strategy Group will monitor the progress of these objectives twice a year.