



Complete Agenda

Democratic Services
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Meeting

CORPORATE SCRUTINY COMMITTEE

Date and Time

10.30 am, THURSDAY, 3RD DECEMBER, 2015

Location

Siambwr Hywel Dda - Council Offices, Caernarfon. LL55 1SH

Contact Point

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(DISTRIBUTED 26/11/15)

CORPORATE SCRUTINY COMMITTEE

MEMBERSHIP (18)

Plaid Cymru (9)

Councillors

Elwyn Edwards
Gethin Glyn Williams
Gweno Glyn

Dyfrig Jones
John Wyn Williams
Simon Glyn

Michael Sol Owen
R. H. Wyn Williams
[*vacant seat*]

Independent (4)

Councillors

Lesley Day
W. Roy Owen

Trevor Edwards
Eirwyn Williams

Llais Gwynedd (3)

Councillors

Jason Humphreys

Anwen J. Davies

[*vacant seat*]

Labour (1)

Councillor Gwynfor Edwards

Liberal Democrats (1)

Councillor June Marshall

Ex-officio Members

Chairman and Vice-Chairman of the Council

Other invited members

Councillor Mandy Williams Davies – item 5

Councillor Peredur Jenkins – item 6

A G E N D A

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

3. URGENT ITEMS

To note any items that are a matter of urgency in the view of the Chairman for consideration.

4. MINUTES

1 - 4

The Chairman shall propose that the minutes of the previous meeting of this committee held on 11 June, 2015 be signed as a true record (attached).

Please note that the times noted below are estimates only

5. GWYNEDD COUNCIL PROCUREMENT STRATEGY - CATEGORY MANAGEMENT AND KEEPING THE BENEFIT LOCAL Cabinet Member: Councillor Mandy Williams-Davies

5 - 16

To consider the report of the Corporate Procurement Manager (attached).

10.40am – 11.40am

6. SUPPORTING AND ASSISTING THE WORKFORCE Cabinet Member: Councillor Peredur Jenkins

17 - 26

To consider the report of the Cabinet Member Resources (attached).

11.40am – 12.40pm

CORPORATE SCRUTINY COMMITTEE, 11.06.15

Present: Councillor Dyfrig Jones (Chairman);
Councillor Jason Humphreys (Vice-chairman).

Councillors:- Elwyn Edwards, Trevor Edwards, Aled Evans, Annwen Hughes, Michael Sol Owen, W. Roy Owen, Eirwyn Williams and R.H. Wyn Williams.

Officers present:- Debbie Anne Williams Jones and Vera Jones (Members' Managers – Democratic Services) and Eirian Roberts (Member Support and Scrutiny Officer).

Present for item 5 below:-

Councillor Mandy Williams-Davies (Cabinet Member for Economy)
Arwel Ellis Jones (Senior Manager – Democracy and Delivery)
Arwel Evans (Corporate Procurement Manager)

Present for item 6 below:-

Councillor Peredur Jenkins (Cabinet Member for Resources)
Dilwyn Williams (Chief Executive)

Apologies: Councillors Lesley Day, Gwynfor Edwards, Sian Gwenllian, June Marshall, Gethin Glyn Williams and John Wyn Williams.

1. ELECTION OF CHAIRMAN

RESOLVED to elect Councillor Dyfrig Jones as Chairman of this committee for 2015/16.

2. ELECTION OF VICE-CHAIRMAN

RESOLVED to elect Councillor Jason Humphreys as Vice-chairman of this committee for 2015/16.

3. DECLARATION OF PERSONAL INTEREST

Councillor Annwen Hughes declared a personal interest in item 9(B) on the agenda – Holiday Homes and Taxes Investigation – as she owned a holiday home.

The member was of the opinion that it was a prejudicial interest, and she withdrew from the chamber during the discussion on the issue.

4. MINUTES

The Chairman signed the minutes of the previous committee meeting, held on 26 March, 2015, as a true record.

5. PROCUREMENT STRATEGY 2014/15

Cabinet Member: Councillor Mandy Williams-Davies

Submitted –

- (a) Final draft of the Strategy from the Cabinet Member for Economy.
- (b) The questions raised at the Preparatory Meeting on 23 April.

The Cabinet Member set the context and she responded to questions of the Preparatory Meeting in relation to:-

- Success of the previous Procurement Strategy in terms of achieving all its objectives.
- General ambition of the Council for procurement.
- Striking a balance between ensuring value for money by procuring and keeping the benefit local.
- Outcomes of engagement with stakeholders on a local level.
- Resources to realise the new Strategy.
- Suitability of the measures for the draft Strategy.
- Ensure commitment and understanding across the Council to realise the new procurement arrangements and the objectives of the Strategy.
- The contribution of procurement towards finding financial savings for the Council.
- Category management as a method of offering the best opportunity to ensure robust control of the Council's procurement arrangements and value for money / financial savings.
- Activation of e-procurement across the Council.
- Methods that are in place to measure compliance with the requirements of the Council's Language Plan.

Members were given an opportunity to ask further questions and offer their observations. During the discussion, the Cabinet Member, the Senior Manager – Democracy and Delivery and the Corporate Procurement Manager responded to questions / observations relating to:-

- The amount of £185 million spent by the Council during 2013/14, on goods, work and services provided by external organisations. It was noted that the statement in the foreword of the Strategy was misleading and that it should be made clear that this amount included funding that came into the Council, as well as the funding of the Council itself.
- The Council's good performance against the local expenditure target of 45% and it was suggested that this figure should be used in the report next time.
- The need to put pressure on the Assembly to ensure a fair field to all councils in terms of measuring performance and providing statistics.
- Methods of addressing examples where a company headquarters is outside the area but the work itself would be contracted locally.
- The suggestion that it would put pressures on the company rather than the Procurement Unit, to state how many local workers were employed on contracts etc. was a very useful addition.
- Responding to complaints and how category management would create more expertise within specific fields and assist learning across all fields.
- The role of procurement in the new approach by means of category management as an enabler for services to reach their efficiency target.
- Request for certainty that the Council has provided enough opportunities for local companies.
- Influence of the Council on the private sector.
- Avoiding unnecessary bureaucracy.

- Importance of changing culture and the need for departmental training on a joint basis.
- Importance of ensuring that some e-procurement processes do not hinder good procurement.
- Importance of engagement with local stakeholders and increasing local skills.
- The need to push the boundary as far as is reasonably possible in terms of the Welsh language.
- Importance of providing guidance in the procurement field for town and community councils as they could take over some Council services.

The Cabinet Member and officers were thanked for the discussion and it was noted that they would possibly be invited to return before this committee in due course to report on the progress of the new Procurement Strategy.

6. FFORDD GWYNEDD STRATEGY

Cabinet Member: Councillor Peredur Jenkins

Submitted – the report of the Cabinet Member for Resources inviting the committee's observations on the latest version of the draft Strategy prior to submitting the final draft to the Cabinet for formal adoption.

The Cabinet Member set the context and a presentation was given by the Chief Executive which addressed several questions which had been raised at the Preparatory Meeting on 23 April in relation to:-

- The meaning of Ffordd Gwynedd
- The general ambition of the Council for Ffordd Gwynedd, and was it achievable and realistic.
- The adequacy of the resources in place and the capacity to realise the Ffordd Gwynedd Strategy vision and to implement it.
- The likelihood that Ffordd Gwynedd would succeed.
- Evidence that Ffordd Gwynedd had succeeded to improve services for residents and secure financial savings in the two pilot schemes in the fields of homelessness and property.
- Methods of securing commitment and understanding across the Council to realise Ffordd Gwynedd.
- The performance measures which could be put in place in order to ensure the change of culture within the Council.
- Formal / informal engagement with stakeholders.

Members were given an opportunity to ask further questions and offer their observations. During the discussion, the Cabinet Member and the Chief Executive responded to questions / observations regarding:-

- How the Strategy was intertwined with the concept of Managing Demand and the Savings Strategy?
- The method of disseminating Ffordd Gwynedd down and across the establishment.
- How Ffordd Gwynedd responded to legislation and the requirements of Welsh Government and various external bodies and was this Council brave enough to be reprimanded in order to keep the residents of Gwynedd happy?
- The challenge of getting people to behave differently.

- The feeling that the statement '*Putting the People of Gwynedd at the Heart of Everything*' was a significant challenge because every area had strong voices which had their own agendas.
- Lessons learnt from the pilot schemes.

The committee's desire to see the Ffordd Gwynedd Strategy succeeding was expressed, and it was noted that one of the most important point arising from the discussion was the question of risk and the need to equip all staff, from the top down, to practise common sense and to have confidence to take small risks which might bring large rewards.

Concern was expressed that only half the committee members were present to take part in this discussion. The staff had committed to these changes and it was extremely important that they and the Leadership Team were given appropriate support by the members also.

The Cabinet Member and the Chief Executive were thanked for the discussion.

7. INVESTIGATIONS

Submitted – a draft scope of two potential investigations, namely:-

- (a) Holiday Homes and Taxes Scrutiny Investigation
- (b) Engagement Scrutiny Investigation

The committee was asked to select one investigation from the two and it was agreed that the Holiday Homes and Taxes Investigation was of higher priority.

RESOLVED

- (a) **To establish a Scrutiny Investigation into the field of Holiday Homes and Taxes.**
- (b) **To appoint the Chairman, Councillor Dyfrig Jones, along with Councillors Trevor Edwards, Aled Evans, Eirwyn Williams and Wyn Williams, as members of the Investigation, and ask Vera Jones (Members' Manager – Democracy Services) to contact all committee members to invite more people.**

The meeting commenced at 10:30am and concluded at 12:40pm.

Agenda Item 5

Date	9 th of November 2015
For the attention of	Corporate Scrutiny Committee
Title	Gwynedd Council Procurement Strategy: Category Management and Keeping the Benefit Local
Purpose	Update the Corporate Scrutiny Committee on the 3 rd of December 2015.
Author	Arwel ap Ifan Evans, Corporate Procurement Manager

2	<u>Category Management</u>
1	<p>Short explanation to remind Members what is Category Management</p> <p><i>Category management is a new approach to purchasing which puts a greater emphasis on the strategic aims of the Council of keeping the benefit local, saving money together with meeting the needs of service users. Category management considers market facing categories of spend which cuts across traditional service boundaries.</i></p> <p><i>The methodology of category management ensures that:</i></p> <ul style="list-style-type: none"> • <i>A strategic category purchasing plan is created for individuals market facing categories</i> • <i>There is engagement and an understanding of the market</i> • <i>Drives change to achieve better results</i> <p><i>The new arrangements will involve establishing new teams and/or setting specific responsibilities and duties involved with purchasing.</i></p> <p><i>The Category Teams will be responsible for:</i></p> <ul style="list-style-type: none"> • <i>Challenging existing arrangements, in terms of how, why and how we buy goods and services</i> • <i>Complete and agree a category plan with various Services</i> • <i>Complete procurement activities such as tender exercises</i> • <i>Manage contracts</i> <p><i>The new arrangements will allow the Council to better inform the market to compete for contracts. This arrangement will also consider strategies for engaging the local market by:</i></p> <ul style="list-style-type: none"> • <i>Lotting contracts</i> • <i>Forewarn the local market (including any accreditations needed, service requirements and procurement arrangements</i>

	<ul style="list-style-type: none"> • <i>Alternative business models</i> • <i>Constructive feedback following a tender exercise.</i>
2	<p>Explain the progress to date with the implementation of category management within the Social Services</p> <p>April 2015</p> <p>Completed:</p> <p><i>Cabinet approval of the Business Case to change current procurement arrangements to arrangement based on category management:-</i></p> <ul style="list-style-type: none"> ○ <i>Establish 3 main categories – Environment, Corporate and People</i> ○ <i>Establish a structure for the People category which includes 6 Full time equivalents (FTE's)</i> ○ <i>Extend the arrangement to the Environment, and Corporate categories by Sept 2016</i> ○ <i>Confirm the savings target of £2.3 million over the next 5 years</i> <p>May to October 2015</p> <p>Completed:</p> <p><i>Design a structure for the People category</i></p> <ul style="list-style-type: none"> ○ <i>Engage with staff and the Service by conducting various workshops</i> ○ <i>Evaluate existing procurement effort</i> ○ <i>With the Department, design the process and model</i> ○ <i>Agree a final model</i> <p><i>Implement the new arrangements</i></p> <ul style="list-style-type: none"> ○ <i>Work with a specialist company to adopt a category management approach and methodology</i> ○ <i>Create job descriptions for the new structure</i> ○ <i>Appoint 5 members of staff into the new structure</i> ○ <i>Design a governance process which included creating a Category Management Steering Group</i> <p>November onwards</p> <p>To be completed:</p> <ul style="list-style-type: none"> • <i>Design a work programme with the People Category</i> • <i>Appoint a Category Specialist which is currently vacant</i> • <i>Arrange meetings with Service Managers to ensure there is an understanding of</i>

	<p><i>roles and responsibilities</i></p> <ul style="list-style-type: none"> • <i>Confirm existing work programmes with the category, for example project and programmes within Social Services</i>
3	<p>Has the implementation of Category management been completed within the proposed timescale?</p> <p><i>The recruiting process has taken longer than expected due to availability of staff.</i></p>
4	<p>Explain what lessons learnt as part of implementing Category Management in Social Services which will be of importance to consider when implementing the next categories.</p> <ul style="list-style-type: none"> • <i>Significant effort needs to be undertaken to explain the new arrangements</i> • <i>We need to ensure that staff understand their duties and responsibilities within the new arrangements</i> • <i>There needs to be agreement on any new arrangement before initiating the implementation</i> • <i>Financial arrangements needs to be confirmed and internal processes need to be completed before any implementation work is initiated</i> • <i>We need to improve the process of collecting and assessing procurement effort. The questionnaire has been amended following the assessment made within the People category</i> • <i>Early engagement with staff to discuss the new approach to procurement has assisted the design and implementation process</i>
5	<p>Please present the current work programme for implementing category management across the other two categories (including the timescales)</p> <p><i>See attachment 1 – Work Programme</i></p>
6	<p>Specific questions for the Senior Manager of the Business Unit whom is responsible for leading category management within Social Services (Meilys Smith)</p> <p>a. How has the new arrangement encouraged you to work differently compare to the old arrangements?</p> <p><i>Ensures that key stakeholders are part of the commissioning cycle</i></p> <p>b. In your opinion, have things improved?</p> <p><i>It places greater focus on identifying the true need of the business before going out to market.</i></p>

	<p>c. Explain what has improved in terms of the new arrangements?</p> <p><i>It ensures the appropriate market understanding and highlights the importance of understanding business models and market characteristics</i></p>
7	<p>Does each Senior Manager support/bought into the new arrangement (within Social Services and across the Council)?</p> <p><i>We still need to explain and ensure there is an understanding of what the new arrangements entail across the Council before we can answer this question.</i></p> <p>Explain any restrictions you have come across (in Social Service and across the Council)</p> <p><i>Other Service priorities, restructuring within the Service and the financial cuts facing the Council</i></p>
8	<p>Does the category management mean that the Council will be more effective and efficient whilst undertaking procurement?</p> <p><i>Difficult to answer until the new arrangements are in place. However, the purpose of category management is to ensure that the individuals undertaking procurement have the required skills and understanding to undertake such tasks. This also includes and understanding of the market and what is best value. Buying by category will be a more efficient and effective approach compared to each service undertaking there own procurement.</i></p>
9	<p>Whilst implementing Category Management can you explain how you will ensure opportunities for local suppliers? (within Social Services and across the Council)</p> <p><i>The Council has published a contracts register and opportunity list which was launched during GEP (Gwynedd Economic Partnership) meeting. The list is updated by the Corporate Procurement Unit. A message was sent on the 2nd of November to encourage and remind staff to update the register.</i></p> <p>Explain how the private sector and third sector in Gwynedd have been prepared and can take advantage of the new arrangement (within Social Services and across the Council)</p> <p><i>The new arrangements will assess the best approach and create a strategy to maximise local supplier involvement where appropriate.</i></p>
10	<p>How much background work has been undertaken to assess the need and understanding the market (within Social Services and across the Council)?</p> <p><i>To early to report on the work of the category team at this moment in time. However as part of the keeping the benefit local programme a study was undertaken to assess current supply voids within the County which will be of use to the category teams.</i></p>

	<p><i>The Business Unit within Social Services also produce Market Position Statements which 'presents a picture of current demand and supply and possible future trends'. Reports have been produced for the following fields: Learning Disability, Mental Health, Residential Care and Nursing. There is also information on the provision for accommodation for the elderly as part of the accommodation for the elderly strategy.</i></p>
	<p>Keeping the Benefit Local – specific questions following questions 9 and 10.</p>
11	<p>We request that you provide information on the following; spend with 'local' businesses:</p> <ul style="list-style-type: none"> - Gwynedd - North Wales - Wales <p><i>See attachment 2 – Summary of Local Spend</i></p>
12	<p>Explain what you have done to promote contact with local businesses and spending locally.</p> <p><i>The Council as part of the keeping the benefit local strategy has created and appointed a Business Liaison Officer. The work programme of the officer includes engaging with local businesses and identify potential barriers stopping business competing for Council contracts.</i></p> <p><i>See attachment 3 for further details.</i></p>
13	<p>Explain how you ensure that wider benefits are realised via social clauses across the County.</p> <p><i>The Corporate Procurement Team promotes that officers across the Council use community benefit clauses. To ensure that such benefits are realised we monitor the 21st Century Schools Programme to ensure that the suppliers deliver the promised benefits.</i></p> <p><i>The keeping the benefit local programme will review how we can improve the use of social clauses. The category management arrangement will place greater emphasis on community benefit.</i></p>
14	<p>By keeping the benefit local, it is important that local businesses are paid promptly. Can you report on the percentage of invoices which are paid within 30 days if the information is available?</p> <p><i>The percentage of invoices paid within 30 days as reported by the Payments Unit are:</i></p> <p><i>2015/16 (data until Sept) – percentage of invoices paid within 30 days = 92%</i></p> <p><i>2014/15 - percentage of invoices paid within 30 days = 94%</i></p>
15	<p>There is input from the Economic and Community Department and Corporate Support Department. What is the role of the Economic and Community Department, and what has been achieved to date?</p>

The Economic and Community Department are part of the Project Board to ensure that the local benefit agenda is fulfilled. The Department supports the project, mainly via the Business Support Unit which:

- *Supports businesses to complete accreditations by managing a grant fund*
- *Working with the Corporate Procurement Unit and Business Wales*
- *Facilitate business events, relevant to the field of procurement*
- *Raise awareness of tender opportunities within the local business community*

There are a number of local businesses in Gwynedd that has received financial support from the Business Support Unit to complete specific accreditations. The support has enabled local businesses to be more competitive and better placed to respond to future business opportunities.

Attachments

Attachment 1 – Work Programme

(follows appendix 3)

Attachment 2 – Summary of Local Spend

The Council undertakes two assessments of its third party spend. Suppliers are assessed as being 'local' where the headquarters of the business has a post code within Gwynedd. We undertake the initial assessment using an analysis system provided by a company called Spikes Cavell, followed by a more detailed assessment undertaken by our Finance Department. The initial assessment undertaken by Spikes Cavell gives us an illustration of what the official local spend figures will be. The Council reports on the figures provided by our Finance Department.

1. Spikes Cavell Assessment

2012/13			
Total	Gwynedd	North Wales	Wales
£157,182,894	£65,486,549	£87,670,965	£103,272,829
	42%	56%	66%

2013/14			
Total	Gwynedd	North Wales	Wales
£163,910,180	£64,302,646	£94,771,196	£107,078,008
	39%	58%	65%

2014/15			
Total	Gwynedd	North Wales	Wales
£159,424,983	£64,437,868.	£88,278,640.20	£100,903,334.85
	40%	55%	63%

2. Spikes Cavell Assessment - Half Year Spend

We also use the Spikes Cavell system to review quarterly spend. This data is uploaded following the end of the second quarter. The data used only analyses spend with suppliers over the value of £1,000. This results in the data being different to the annual local spend performance figure produced annually by both Spikes Cavell and our Finance Department.

Data	Timeframe	Gwynedd Local Spend (%)
Gwynedd	Q1. 12-13	37.12
Gwynedd	Q2. 12-13	39.81
Gwynedd	Q3. 12-13	42.83
Gwynedd	Q4. 12-13	38.67
Gwynedd	Q1. 13-14	36.44
Gwynedd	Q2. 13-14	37.81
Gwynedd	Q3. 13-14	39.98
Gwynedd	Q4. 13-14	39.52
Gwynedd	Q1. 14-15	36.32
Gwynedd	Q2. 14-15	42.93
Gwynedd	Q3. 14-15	41.52
Gwynedd	Q4. 14-15	38.54
Gwynedd	Q1. 15-16	33.38
Gwynedd	Q2. 15-16	40.48

Total half year spend 2015-16

£61,355,624

Total half year spend 2015-16 (Gwynedd based suppliers)

£22,817,095

Spikes Cavell - definition

‘Core-Trade: Suppliers with whom over £1000 has been spent in a 12 month period, that have also been classed as a trading organisation or as a non-trade social care provider’.

3. Finance Department Assessment

An assessment of the Council external spend with suppliers undertaken by the Finance Department.

2012/13			
Total	Gwynedd	North Wales	Wales
£159,636,555	£65,908,183	£91,124,694	£97,240,051
	41%	57%	61%

2013/14			
Total	Gwynedd	North Wales	Wales
£158,001,441	£64,753,340	£91,347,161	£95,983,287
	41%	58%	61%

2014/15			
Total	Gwynedd	North Wales	Wales
£157,340,255.98	£63,709,888.54	£85,535,561.39	£91,993,887.49
	40%	54%	58%

Attachment 3 – Business Liaison Officer

1. *Re-calculating local spend performance measures*

- 1) The percentage of local spend with businesses who have a branch within Gwynedd:

Local Spend (Spikes Cavell Data)			
	2012/13	2013/14	2014/15
Original local spend measure	£65,486,549	£64,302,646	£64,437,868
% of spend with local suppliers using original measure	42%	39%	40%
Local spend having included suppliers with local branches within Gwynedd	£87,180,864	£89,601,749	£86,719,110
% of spend with suppliers with local branches within Gwynedd	55%	55%	54%

2. *Identifying and alleviating barriers*

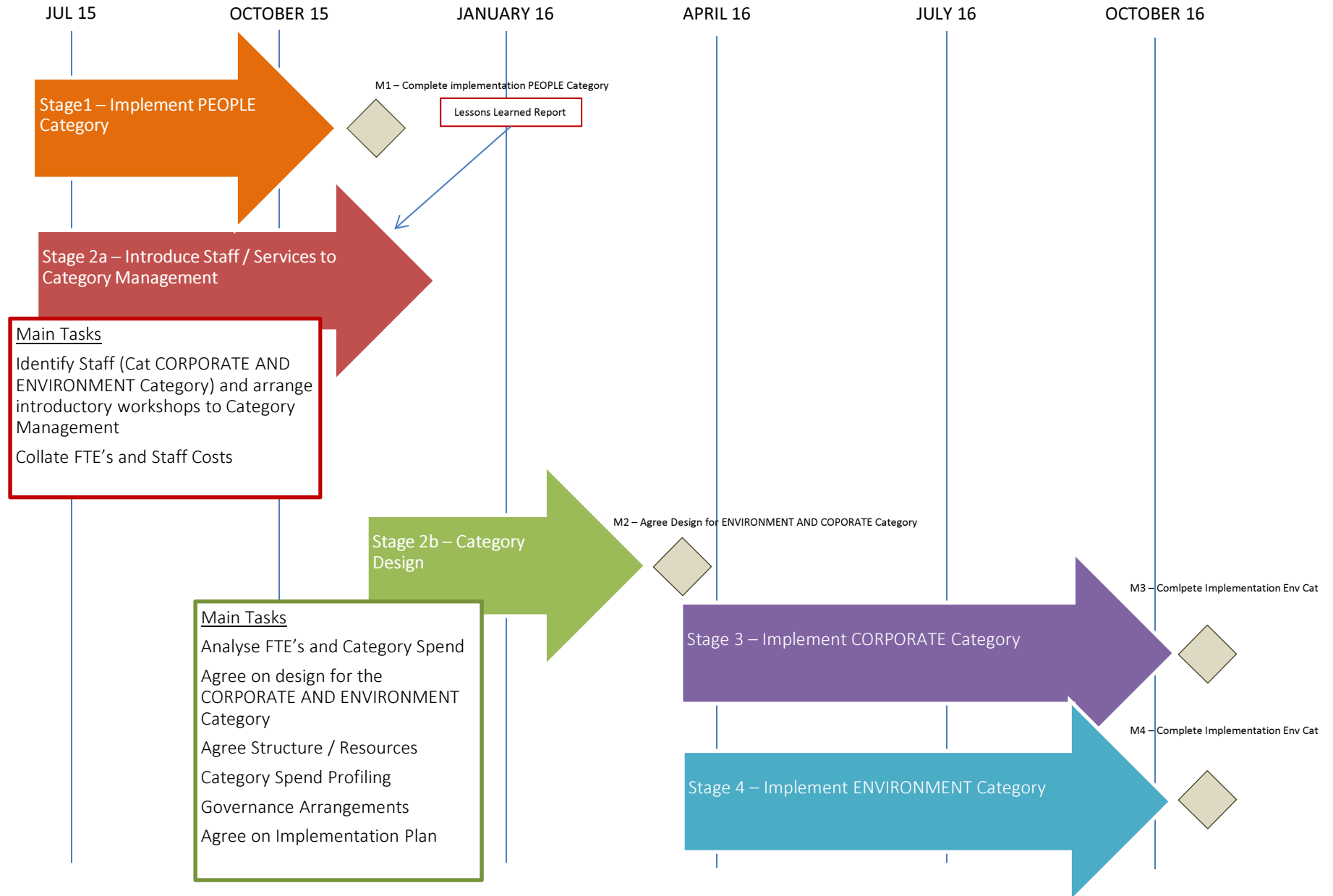
- 1) Completing a questionnaire and meeting with local businesses which identified the following main barriers:
- Lack of awareness of contract opportunities
 - Procurement processes being too complex and frustrating
 - Lack of capacity to fulfil contracts

3. *Updating the guidance and documents to support businesses*

- Working with Gwynedd
- Contracts Register
- Frequent mistakes

4. *Targeting and specific support*

- Food tender
- Social Service and Construction



CATEGORY MANAGEMENT IMPLEMENTATION PLAN – CORPORATE AND ENVIRONMENT CATEGORY

SCRUTINY COMMITTEE	CORPORATE SCRUTINY COMMITTEE
DATE OF MEETING	3 DECEMBER 2015
TITLE	SUPPORTING AND ASSISTING THE WORKFORCE
CABINET MEMBER	COUNCILLOR PEREDUR JENKINS

1. Background

- 1.1 The Scrutiny Committee has noted its wish to scrutinise the provision for supporting and sustaining staff during a period of cuts to services.

2. What can the Scrutiny Committee consider?

2.1 What is the Council's best current assessment of the number of staff that could be affected by the cuts and efficiency savings?

The cuts and the efficiency savings will have an effect on every member of staff, either indirectly or directly and the Council has made its arrangements to support staff on this basis e.g. there is a requirement to support staff who remain in employment as well as those staff who face a redundancy situation.

With reference to the specific question, it is estimated that realisation of both efficiency savings and cuts in full, will lead to a reduction of approximately 500 in the workforce.

2.2 Does the Council have a strategy to prepare the workforce for the cuts and to support them during the process (e.g. re-training) and what are the arrangements in terms of relocating staff within the Council and identifying other opportunities, again within the Council? (e.g. identifying other posts, assisting staff with skills to find alternative employment)

The Council has a detailed communication strategy in respect of preparing staff for the cuts. The emphasis thus far has been on ensuring that messages are relayed timely, both in a written format and verbally in collective meetings, team meetings and on a one to one basis. The Internal Communications Unit has been incorporated within the Communication and Engagement whilst the Organisational Development Manager works closely with the service in order to ensure that information in respect of developments with the Gwynedd Challenge are related to staff.

The Council ensures both a close and regular contact with local trade union representatives and has gained their support in encouraging trade union members to participate in the consultation and to relay information about the support available in a redundancy situation and when staff are concerned about their employment and future. Managers have an important role in this respect and there is an intention in the next few weeks to provide a reminder of the support available to them.

Arrangements to refer other employment opportunities within the Council to the attention of those in a redundancy situation are well established and the work of identifying appropriate relocations to staff in such circumstances has been

comparatively successful over recent years. It is acknowledged that such relations will become more difficult during the period ahead. Individuals in a redundancy situation receive details about all vacancies within the Council and are also guaranteed an interview for any post if they meet the essential requirements for that post.

Furthermore, each individual receives assistance to prepare for an interview, to complete an application form and to identify training to develop skills and knowledge. There is a substantial package of documents and guidance available and the HR Advisory Team will refer individuals to the relevant material.

2.3 Are members of staff who are facing loss of employment provided with emotional as well as practical support?

There is comprehensive provision of both emotional and mental support. This support is co-ordinated by the Occupational Health Unit with the support of a number of other officers within the Department as well as specialist external agencies.

The MEDRA counselling service is available to every member of staff. Individuals can be referred by the Occupational Health Advisers to the Service or individuals can contact MEDRA directly and confidentially themselves.

The corporate policy for dealing with stress has been reviewed recently with generic risk assessments provided in order to facilitate the work of managers when responding to situations within their service. Anyone who reports that they are suffering from stress are immediately referred for advice and support to the Occupational Health Advisers (this is also done when musculoskeletal problems are reported and there is much evidence which supports the assertion that one affects the other).

Stress management courses for managers are held in order to assist them in identifying symptoms amongst staff (and themselves) whilst work is ongoing currently in preparation for "Managing your Own Stress" sessions. 24 members of Council staff have attended a Mental Health First Aid course in the past six months. These courses prepare individuals to be local champions in terms of providing basic support to colleagues who exhibit signs of mental stress.

Some individuals are referred to 'mindfulness' sessions by the Occupational Health Unit and a series of Dru Yoga sessions will be offered from January 2016.

Both advisers and officers within the HR Advisory Team maintain close contact with individual members of staff when anyone is in a redundancy situation (or concerned about their employment) and this resource is often much appreciated.

2.4 What arrangements exist with other agencies to identify skills and relocate those staff with those other agencies?

There are arrangements with other authorities in Wales to advertise our vacancies on their websites as required and similarly, this Council allows adverts for vacancies from other local and national public bodies, to appear on our jobs website.

Welsh Government, together with members of the Workforce Partnership Council, has submitted further recommendations which are currently being considered in respect of enabling the transfer of individuals' employment across the devolved public sector. A Sub-Group under the leadership of the Deputy Minister has reached a consensus in terms of these recommendations. They include:

- i. that the transfers would be voluntary (no compulsion on individuals in a redundancy situation to accept the offer of a post in another establishment).
- ii. extending the current advertising arrangements by not externally advertising vacancies beyond the devolved public sector for a period.
- iii. developing a protocol in order to address concerns by individuals in respect of their employment rights with an emphasis on the sharing of any risks between the individual, the current employer and the new employer in a fair and pragmatic manner.

No final decisions will be taken on this proposed development until later in 2016.

2.5 It is likely that there are alternative methods of providing some services which have traditionally been provided by the Council. Is there any work being conducted or planned interventions to support current staff to establish their own business in order to respond to the new/different provision?

The support package for staff in a redundancy situation includes details about schemes to assist individuals to gain new skills. Careers Wales' ReAct Scheme provides financial assistance (up to £1,500) in order to pay costs involving development of new skills to individuals who are in a redundancy situation or who have been made redundant in the previous three months. This support also includes an assessment of training needs and advice on appropriate training courses. This support and assistance includes guidance on establishing their own business.

However, there are proposed developments to resurrect general introductory sessions previously provided in order to raise awareness about self-employment. The intention is to work with agencies such as 'Business Cymru' and 'Menter a Business' in this instance. The introduction of this development will further enrich the programme of support to staff.

2.6 Further, from those posts which have been deleted from the establishment, it is very likely that some individuals decided to retire/retire early. However, it is likely that the work remained. Has there been an assessment in terms of the stress on staff and what were the conclusions?

An increasing number of staff are considering early and/or flexible retirement and it would be true to say that some of these retirements have led to savings and re-structuring within services. The Flexible Retirement Scheme allows staff to reduce their working hours whilst identifying a date when they will retire in full. This is advantageous to the employer in terms of retaining expertise for a period whilst new arrangements are given an opportunity to settle whilst the member of staff gains from pension release and retiring gradually over a period of time.

On any occasion, when there is a reduction in the workforce, it is essential to consider and assess the effect that re-structuring and the re-allocation of responsibilities will have on those staff who remain in employment.

The generic risk assessment (Appendix 1) assists managers to assess and evaluate the stress on staff in these circumstances whilst providing guidance or techniques to manage the Specific risk. The HR Advisers, who advise on all re-structuring in the services, bring managers' attention to the need to consider such issues whilst the Health, Safety and Well-Being advisers and the Occupational Health Advisers provide support by means of expert advice.

2.7 The Council will face a further challenge if Local Government reorganisation takes place. Have any steps been taken to start preparing support for staff in this respect?

The good practice and support offered by the Council shows that we take our 'duty of care' seriously.

The wide range of assistance and support which has already been referred to is just as crucial when staff face local government re-organisation and the uncertainty about employment continuity which follows.

No specific further steps have been taken in this context but it is obvious that the support currently provided in respect of dealing with change, coaching sessions etc. will be crucial to the assistance provided to individuals when facing this change as well as any other changes in their working and personal lives.

The timely provision of information to staff in respect of developments in this context will again be central to the support provided. There is nothing that upsets staff more than being informed of details affecting their futures from a source other than their employer!

Assessor:	Manager's name and individual's name (if present).	Job Title:	Job title(s)
Department:	Name of department	Service:	Name of service
Site / Location:	Name of site/location/office	Assessment of:	Workplace stress in relation to (individual's name).
Assessment Date:	Specify date	Date of Previous Review:	Specify Date
		Review Date:	Specify Date

This is a generic / template assessment. You may cut/paste/add/remove details as required for the specific individual/location/task you are assessing.

Hazard	Type/Effect of Risk	Initial Risk*	Control Measures	Residual Risk*
<p>Problems with definition of role e.g.</p> <ul style="list-style-type: none"> • Role not defined clearly, clear job description not provided. • Work structures not defined clearly and team members don't know who is doing what or why. • No work objectives i.e. no planning of work. • Competing demands i.e. priorities unclear. • Individual unaware of changes to the scope of their work or doesn't accept them. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including not here any risks arising due to poor definition of role.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> • Hold team meetings to enable members to clarify their roles and to discuss any possible role conflict. • Display team/service targets and objectives to help clarify unit and individual roles. • Agree specific standards of performance for jobs and individual tasks and review periodically. • Introduce personal work plans and ensure functions and priorities are clear. • Hold regular 1:1 meetings to ensure individual is clear about their role and know what is planned for the coming months. • Avoid competing demands i.e. ensure priorities are clear. 	<p>Insert score</p>

*Risk = Likelihood + Consequence. See 6.2b – Risk Assessment Matrix



<p>Lack of control e.g.</p> <ul style="list-style-type: none"> • Individual has no way to voice their opinion on their work and on what has been planned. • No opportunity for discussion or input into their tasks / projects. • No clear roles or timescales in projects. • Individual not involved in decisions which affect them. • Individual is of the opinion that their skills are not used effectively. • Individual is of the opinion that they have little or no control over the pace of their work. • Working hours unsuitable and the ability to take breaks is hindered. • Individual required to stay late without prior notice. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising due to poor management or self-management.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> • Agree systems to enable staff to have their say over the way their work is organised and undertaken. • Hold regular meetings as a team and with the individual. • Be clear and agree on roles, objectives, timescales and managerial support. • Involve all members of the team in decision making by the use of coaching where appropriate. • Carry out a SWOT analysis on the individual and identify skills that are not being used. • Allow the individual to set target dates to complete tasks. • Discuss and decide on change of hours if practical to do so. 	<p>Insert score</p>
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<p>Work pressure too high due to e.g.</p> <ul style="list-style-type: none"> Unachievable time scales / expectations within their role. Complex or emotionally demanding work. Inadequate training or lack of resources to carry out their work effectively. Verbal abuse or physical violence at work. Individual taking work home with them. Younger worker (under 28) taking on work that is beyond their emotional maturity. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising due to high work pressure.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> Manager to discuss regular breaks with staff. Discussion between manager and individual to provide realistic deadlines. Individual to report to manager on lack of adequate resources. Manager to monitor how much work the individual takes home and the hours worked. Manager to ensure work is appropriate for the individual's age, training and skills. Support individual when undertaking new and unfamiliar tasks. 	<p>Insert score</p>
<p>Work pressure too low due to e.g.</p> <ul style="list-style-type: none"> The work being boring, monotonous or unchallenging. Individual being demotivated or uninterested in their work. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising due to low work pressure.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> Manager to provide challenge/pressure to keep individual motivated and interested in their work. Manager to enquire and offer support in prioritising tasks. Ensure that tasks assigned to individual – in terms of amount, complexity and intensity – are well matched to their skill set. Support individual when undertaking new and unfamiliar tasks. Meet often to assess workload. Monitor individual's working hours. 	<p>Insert score</p>

<p>Poor work relations e.g.</p> <ul style="list-style-type: none"> • Conflict between individual and colleagues. • Poor communication within the team due to lone / remote working or conflict. • Individual feels that they are being bullied or harassed. • Individual feels there is no opportunity for social interaction. • The role/post causes personal distress due to nasty behaviour or words. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising from poor working relations.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> • Encourage good, honest, open communication at all levels within the team. • Manager and colleagues to provide support and regular communication with staff who work in isolation. • Clear procedure adopted within the team as to what behaviours is unacceptable and how to deal with any incidents. • Take advantage of and ask for the support of the Human Resources Advisors Service should an allegation of bullying or harassment be made. 	<p>Insert score</p>
<p>Lack of support due to individual e.g.</p> <ul style="list-style-type: none"> • Not having an annual appraisal or 1:1 meetings. • Feeling they are discriminated against. • Feeling they don't get enough support from manager or colleagues. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising from lack of support.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> • Staff encouraged to work as a team. • Team encouraged discussing and sharing feedback honestly with each other. • Manager to show and encourage appreciation of others. • Ensure staff members are aware that inappropriate behaviour isn't tolerated. • Refer to the Workplace Bullying and Harassment Policy and arrange training to support this. • Refer individual to the Occupational Health Unit to consider options including phased return etc. • Individual to refer themselves to Medra counselling service for confidential advice and support. 	<p>Insert score</p>

<p>Change within the workplace e.g.</p> <ul style="list-style-type: none"> Individual not consulted or made aware of future changes to the workplaces. Changes not explained adequately or impact of change not assessed. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising from changes within the workplace.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> Ensure clear and suitable communication about proposed changes. Ensure individual understands the reasons behind the changes and when these changes will occur. Ensure sufficient consultation is undertaken before changes are enforced so that those affected can voice an opinion or observation. Support individual through the process of change by communicating regularly via team meetings, 1:1 meetings etc. 	<p>Insert score</p>
<p>Lack of / incorrect training e.g.</p> <ul style="list-style-type: none"> Individual not trained appropriately to carry out work due to change of role or inexperience. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising from lack of/incorrect training.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> Provide training as required (specify exactly which training is provided). Ensure annual appraisal is carried out. Individual to know how to and whom to report to when it comes to exposure to any of the hazards noted in this assessment, or any new hazards encountered. Contact Learning and Development Service for specific training needs. 	<p>Insert score</p>
<p>Other hazards which may affect individual e.g. other stress triggers of which manager is aware such as:</p> <ul style="list-style-type: none"> Problems at home. Personal problems. Life changes e.g. bereavement. Ill health which isn't work related. 	<p>Workplace situation creating stress and illness to individual's name. Unable to work effectively, leading to additional risks including note here any risks arising from other hazards.</p>	<p>Insert score</p>	<ul style="list-style-type: none"> Support individual where possible (specify how this is done). Refer individual to the Occupational Health Unit or Human Resources Advisor as appropriate. Where possible, be flexible as regards workload, working hours and work location. Individual to be familiar with this risk assessment and adhere to control measures put in place. 	<p>Insert score</p>



Notes for Implementation	Responsible Person	Complete By
<ul style="list-style-type: none"> If any of the above control measures are considered appropriate but haven't yet been implemented then they should be listed here until they are in place. 	Ensure specific person(s) is (are) identified	A specific date should be identified
<ul style="list-style-type: none"> 		
<ul style="list-style-type: none"> 		
<ul style="list-style-type: none"> 		