

SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 6
10 JANUARY 2012	Public Report

Report of the Chief Executive

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HUMAN RESOURCES MONITORING REPORT

1. PURPOSE

1.1 To facilitate scrutiny of staffing and workforce matters.

2. RECOMMENDATIONS

2.1 That the Committee scrutinise and comment on the report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 There are no direct National Indicators related directly to the council's workforce - however it is compared to other authorities through voluntary benchmarking activities, and workforce management and development is crucial to advancing the Council's performance.

4. BACKGROUND

4.1 The Sustainable Growth Scrutiny Committee previously requested to receive regular reports on staffing and workforce matters.

5. KEY ISSUES

5.1 HR DEVELOPMENTS \ UPDATES \ PRIORITIES

a. Training and Development

Performance and Development Review

As at November 2011, 68% of all employees have had an annual Performance and Development Review.

Of the 785 people assessed (allowing for staff who have Tupe'd out), the following percentage ratings were awarded.

	This Year	Last Year
5 consistently exceeds expectations	10.7%	5%
4 regularly exceeds expectations	35.4%	25%
3 meets expectations	40.8%	55%
2 marginally below expectations	2.4%	3%
1 significantly below expectations	0.5%	1%
CR cannot rate (e.g. new to position)	10.2%	11%

The new process, introduced in 2010 continues to be well accepted as a tool for supporting performance management processes, having received some very positive feedback from line managers and employees in a recent internal survey.

The HR team continue to be supplied the names of underperforming employees (approximately 24 staff this year) to provide proactive support to line managers.

Investors in People – Corporate Recognition

Last year, we reported that we had achieved Bronze status in October 2010 and that we were now working towards achieving “Silver” status. We are working towards the achievement of silver status by March 2012.

b. Organisational Development

HR Review Process

The HR review process – a diagnostic tool used to improve our organisational capability has been piloted successfully in Children’s Services and has been adopted as one of the improvement actions from the recent Ofsted inspection.

Terms and Conditions Amendments

This year, we successfully reduced the number of compulsory redundancies through reaching an agreement with the Trade Unions to adopt cost saving changes to terms and conditions as a way of saving jobs. All of the measures, which included the removal of car allowances and the reduction of mileage rates claimable to a standard 45p per mile were implemented at the beginning of April this year. As a consequence, 60 full time equivalent jobs were saved.

Redundancies

During the current financial year, the HR department has supported the organisation implement a number of redundancy programmes. In total, 180 employees have been made redundant this year. A breakdown by Directorate is provided below.

Reason	Chief Executive	Childrens Services	City Services	Legal & Governance	Operations	Strategic Resources	Manor Drive	Total
Redundancy - Compulsory		1		1	2		2	6
Redundancy - Voluntary	7	78	29	3	29	1	27	174
Total	7	79	29	4	31	1	29	180

Outsourcing/Restructures

The HR function has successfully supported the organisation through a number of restructures, in particular the outsourcing of City Services (581 employees) and more recently “Manor Drive” (357 employees, including 60 “casuals”).

During the same period, the HR team have supported the tupe “in” of a small number of employees from Rutland.

c. Employee Relations

Employment Tribunal Claims

Despite managing a significant number or redundancies and other situations that always carry the potential for employment litigation claims, none of these have resulted in a single employment tribunal claim during the year.

Of the five claims in progress carried forward from last year, we have two claims still outstanding. Of the three closed cases, two were withdrawn by the employees at no cost/settlement. One was settled for a small “commercial” settlement payment.

Attendance Improvement

We have undertaken some work recently to develop a new set of management reports and process changes to address staff with high absence patterns. These further improvements to our absence management practices will be implemented in 2012 and will support the ongoing downward trend in absence levels within the Council, currently running at 3.38% for active employees on the payroll as at December 2011.

Grievances

During the year we have only received/managed 5 formal grievances of which two have been resolved with no detriment to the Council. The remaining 3 are still being considered under the grievance procedure.

Policy Review

A significant amount of work has been undertaken to update our policies, to ensure they are legally compliant and to simplify them. 20 key policy documents (including disciplinary, grievance and redundancy) have been updated and approved by the Trade Unions and Employment Committee. In addition a new policy to address the use of social media (Facebook Twitter etc) has also been implemented.

We plan to conclude the entire policy review by May 2012.

T.U. Relations

Trade Union relations have continued to be maintained at a high level (both within the Council and with external officials), underpinning the “partnership” ethos developed in recent years.

d. HR Team Service Delivery

The HR team structure has continued to be managed effectively during the year, balancing carefully the need for appropriate support with delivering cost savings to the organisation. The HR team headcount has reduced from 26 (January 2011) to 21 people currently.

The HR budget has been managed carefully with a positive variance last year and a forecasted positive variance for the current financial year.

All HR team members have had a Performance and Development Review in the last 6 months and have clear priorities.

Particular points to note are that we have diverted some HR resource to support the improvement work required in Children’s Services and released 3 employees following the transfer out of City Services and Manor Drive.

5.2 PEOPLE REPORT

This report is attached – (see Appendix 1) provides key workforce statistics as at December 2011. This report is provided to Corporate Management Team and Departmental Management Teams to enable discussion of key HR related issues including headcount, turnover, attendance, equality measures.

5.3 HR BENCHMARKER RESULTS

In previous HR reports we have included Benchmarking results when available in order to facilitate consideration of workforce and HR trends over time and in relation to other Councils. A copy can be found in Appendix 2.

6. IMPLICATIONS

- 6.1 This report covers Council staffing so does not related directly to specific Wards. As an information report it makes no direct recommendations with Financial; Legal; Human Resources; ICT implications.

7. NEXT STEPS

- 7.1 A further report will be submitted in six months, unless any further matters are raised at the meeting requiring supplementary work \ information.

8. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 8.1 None.

9. APPENDICES

- 9.1 Appendix 1 - HR People Report as at November 2011
- 9.2 Appendix 2 - HR Benchmarking Report – December 2011