

SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 7
2 FEBRUARY 2010	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. Performance & Development Review (replacement APD):

At a previous Scrutiny Committee meeting, it was reported that work had commenced on the introduction of a new Performance and Development Review (PDR) to replace the complex APD scheme. Since then the new scheme has been launched.

The new system, which aimed to simplify the process of undertaking staff appraisals and provide quantifiable feedback on performance, was introduced following a comprehensive training roll out, which included role playing with professional occupational role players. Measurement of completion rates and the spread of performance ratings are being monitored for the first time. Since the launch of PDR, a monthly "Key Performance Indicator" has been issued to CMT. Feedback has been very positive on the launch of the scheme which is much more objective focussed and simpler to use.

At the time of producing the report, 67% of all staff (1512 people) have had their performance assessed in the last 10 months.

Of the 1512 people assessed, the following percentage ratings were awarded:

5	Consistently exceeds expectations	5%
4	Regularly exceeds expectations	25%

3	Meets expectations	55%
2	Marginally below expectations	3%
1	Significantly below expectations	1%
CR	Cannot rate (e.g. new to position)	11%

Staff rated as falling below expectations are automatically highlighted to the relevant Business Partner, who in turn is proactive on liaising with the line manager to offer their help to resolve the performance issue.

b. Leadership Development Programme (Vision 2010):

Last year, we reported that we had revised the Leadership Development Programme, to cover the following modules:

- Corporate Responsibility
- People Management & Performance
- Financial Management & Performance
- Managing Resources / Activities
- Managing Continuous Improvement

During 2010, 110 line managers completed the Performance and Development Review module. 65 line managers also completed the Corporate Governance Module.

Modules to be launched in the near future will include a management awareness session on Equalities and Diversity and Managing Change.

c. Investors in People – Corporate Recognition:

At a previous meeting we communicated our objective to achieve IIP “Bronze” accreditation in the Autumn of 2010. I am pleased to confirm that this objective was achieved in October 2010. It is now our intention to work towards silver standard, by the end of 2011.

d. Human Resources Review

A pilot of the Human Resources Review is being undertaken in Children’s Services, within Learning and Skills, headed up by Mel Collins. The HR Review which aims to identify our Top Performers and High Potentials also aims to establish succession plans and identify “gaps” in succession which need to be proactively planned for, to enhance business continuity. The scheme also aims to identify Bottom 10% employees and ensure that improvement plans are in place to resolve underperformance. If the pilot is successful, it is intended to roll the HR Review process out across the organisation.

e. Job Evaluation – Stage 2 Appeals:

At a previous meeting we stated that we were aiming to complete the Stage 2 appeals by February 2010. The process was completed on time, effectively “closing the book” on the implementation issues of the Single Status Agreement, with the exception of historical litigation.

f. Employee Relations:

- Restructures:

During the last twelve months, the HR team has supported 36 organisational restructures across the Council and is currently supporting the “lot 3” TUPE transfer process.

- Trade Union Relations:

Relations with the Trade Unions have continued to develop well, with regular meetings being held to discuss strategic staffing issues. In July of last year a “Strategic Trade

Union” meeting took place at which, both Regional Officers of UNISON, UNITE and GMB attended, the purpose of which was to begin sharing ideas on potential cost savings, in anticipation and preparation of the Strategic Spending Review. Many of the ideas shared at this meeting have been followed through in the form of terms and conditions changes currently under discussion.

We continue to build a partnership working approach which is welcomed by the Trade Unions.

We recently received strong praise for the work done on improving employee relations at PCC. The article was written by APSE, sponsored by UNISON and was distributed to all UNISON branches nationally. A copy is attached for information at Appendix 1.

- Redundancy Programme:

A significant amount of time is currently being given to supporting the delivery of the 241 post reduction.

At the time of preparing this report, 76 employees have been accepted for voluntary redundancy, most of which will leave on 11th February 2011.

In addition 24 vacancies have been deleted.

We continue to discuss with the Trade Unions, the proposed changes to terms and conditions which if implemented would reduce the number of potential redundancies by 60, from 241 to 181.

- Policy Review:

Last time, we reported that work was to commence on updating our HR policies, to bring them up to date with legislation and increase line management self dependency, where appropriate.

Since then, a number of policies have been updated which have required the agreement of the TU's and formal agreement of Employment Committee.

Work will continue on this important review, in order to improve the service we deliver to line managers and staff.

g. HR Team Service Delivery:

Since the last report, a number of changes, designed to improve HR service delivery have been implemented to the HR team structure.

As a result of the “Lot 3” project, the HR team will reduce by two people. However, one Senior Business Partner will transfer to a role in Children's Services as a consequence of a member of staff wishing to transfer to City Services. The implication of this “swap” is that two employees will still transfer out.

The structure of the HR team will continue to be kept under review in line with any further changes.

One employee as part of her career development, is undertaking a Masters in Human Resource Management, sponsored by Peterborough City Council.

5.2 PEOPLE REPORT

This report is attached – (see Appendix 2) provides key workforce statistics as at December 2010. 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 3.

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 – PCC and Trade Union Working Case Study

9.2 Appendix 2 - HR People Report as at December 2010

9.3 Appendix 3 - HR Benchmarking Report – December 2010