

Year End Head of Service Performance Report HR and OD Directorate (Corporate Services)

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REPORT PERIOD: **APRIL 2013 TO MARCH 2014**

Introduction

The Head of Service report is produced on a half yearly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summarises the performance in relation to corporate issues e.g. sickness absence, appraisals, complaints, data protection training

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013/14 are as follows: -

Priority: Modern and Efficient Council
Sub Priority: Organisation Change

The current phase of organisational change, led by the Chief Executive, is completed with the appointment of the new Chief Officer Group which will be in position by the 1st June 2014. The next phase of organisational change will use the outputs from an analytical overview of the 1st, 2nd and 3rd tier layers within the organisation prepared by a partner body, commissioned in Autumn 2013. The new Chief Officer Group will be tasked with reviewing their portfolio's and identifying service and structural changes to enable the release of positions to meet the current budget challenges. A voluntary redundancy scheme has been completed with an achievement of 50% of the target number of job losses. This will lead to potentially a further request for voluntary redundancies by the Autumn of 2014

Preparation work is continuing to take place on developing improved systems for increasing the pace of change, enablers are being developed and considered as follows:-

1. Revised Job Evaluation maintenance process that will be simplified and efficient
2. Organisational design principles
3. Spans of control guidance
4. Voluntary redundancy programme first phase is completed and approval process is agreed and established
5. Flexible and agile working pilots are completed and revised policies have been agreed by Cabinet with implementation during 2014
6. HR policy development to include pensions reform effective from 1st April 2014
7. Developing stronger links with the LEAN process and identifying additional organisation design tools and organisation change models
8. Learning and development programme which meets the training needs of managers and employees

Operational Risks

- Maintaining change leadership focus

Actions: Prepare line managers for the pace of change ahead; effective communications; elected member engagement

- OD & HR resourcing is it sufficient enough to deliver on organisational change at a lower level of the organisation

Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.

- Impact of workforce downsizing on operational delivery of services and morale across the organisation

Actions: Line Managers need to review requests for Voluntary Redundancy carefully in line with provided advice or consider redesign of service delivery to accommodate workforce reductions using LEAN and OD principles and with support from the HR and OD team.

- Trade Union Engagement

Actions: Proactive engagement of union colleagues to ensure employee relations are maintained during significant period of change

- Effective Programme/Project Management

Actions: programmed approach to change across the organisation and prioritisation of redesign of service which yield the greatest efficiencies

Priority: Modern and Efficient Council

Sub Priority: Single Status

The Council has achieved a collective agreement with the Trade Unions on Part III provisions (terms and conditions of employment) and will implement the new pay and grading model taking effect from 1st June 2014.

The release of the new pay and grading model has resulted in approximately 160 appeals against the result of single status. In addition the Council have provided an opportunity for employees to request new evaluations to address changes in their duties and responsibilities under the maintenance procedure of job evaluation this has created approximately 150 requests under maintenance. The aim is to communicate results of all appeals and maintenance requests by August 2014.

Operational Risks

- HR and OD resourcing is it sufficient enough to deliver on this project

Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.

- Elected Member, Line Manager and Employee Engagement

Actions: Clear communications plan in place to complete briefings at critical points

2. Internal and External Regulatory Reports

Report: Disciplinary Policy

Date Finalised: 15th May 2013

Conclusion: Amber

Recommendations: 2 x high, 2 x medium

Summary

*Taking account of the issues identified, Management can take **reasonable assurance** that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective. However we have identified issues that, if not addressed, increase the likelihood of risk materialising in this area.*

Report: iTrent Use of Private Vehicles
Date Finalised: 21st May 2013
Conclusion: Amber
Recommendations: 2 x medium, 6 x low

Summary

Taking account of the issues identified, in our opinion the control framework for the area under review, as currently laid down and operated, provides **some assurance** that risks material to the achievement of the organisation's objectives for this area are adequately managed and controlled.

Report: Agency Staff Follow up
Date Finalised: 5th August 2013
Conclusion: Good Progress

Summary

In our opinion management has demonstrated good progress in implementing actions agreed to address internal audit recommendations. There are no fundamental or significant recommendations that we consider to be receiving inadequate management attention.

3. Corporate Reporting

Complaints / Compliments

The Service is committed to providing and maintaining the highest levels of customer satisfaction. Whilst we had 4 complaints during 2013/14, all were handled in line with agreed time scales and standards.

Sickness Absence

Maximising attendance and dealing effectively with absence remains a key priority across the respective services. Additional HR Advisor support was prioritised to support managers with challenging cases which resulted in the return of a number of employees from long term absence, utilising occupational support and phased returns as key tools. Activity levels of interventions (Occupational Health, Attendance Review Meetings, Stage 1 and 2) have all increased. The 'FTE days lost' impact compared to 2012/13 does indicate an improvement but are mixed with improvements in some areas and not in others. Despite this, maximising attendance will remain a key priority for the services in the new operating model.

The total FTE day's lost within HR and OD for 2013/14 was 9.71 days compared to the comparative figure of 7.29 days for 2012/13. HR and OD were carrying a disproportionate number of long term absentees across the service at the beginning of the year against historic trends and norms, which negatively impacted on the Q1 and 2 figures. Unfortunately, despite corrective action and phased returns leading to consistently improving activity throughout the remainder of the year, they were unable to turn this position around in time to deliver whole year figures in line with the performance of the previous year.

Employee Turnover

The Service has a stability rate of 90% and currently has 74 employees with 11 employees leaving throughout the year. The HR and OD service review was implemented in June 2013 which resulted in the Employee Services team being reduced from 20 FTE to 13 FTE, but increased FTE in other areas of the service to better meet future organisational requirements.

Employee Appraisals

Staff appraisals are continued to be carried throughout the Service and entered onto iTrent resulting in an increase of the quality of data within iTrent.

For HR and OD, the current completion of appraisals is 43%. There is a significant downward turn since the year end 2012/13. The appraisals in our Employee Services team and our Business Partner team that were due prior to 'year end' are late because of the demands of the Single Status and Equal Pay implementation. All outstanding appraisals are scheduled to be completed by the end of July 2014. All employees attend regular one to one meetings with their managers to track performance and delivery of priorities and to offer support and guidance.

In future, HR and OD have set 'windows' of time for appraisals to be completed which will support full completion, identification of development requirements and will allow us monitor more effectively.

Data Protection Training

Following the ICO's audit in April 2013 it has recommended a greater corporate oversight of Data Protection training, in particular it wants training statistics on Data Protection to be reported to CMT and for there to be key performance indicators in regard to Data Protection training to pro-actively monitor and stimulate competency and completion levels. Heads of Service have therefore been asked to indentify all posts in their service areas for which Data Protection training is deemed mandatory, and this information will be input to iTrent.

Following the Service Review in June 2013, a commitment was made that that all posts within the HR and OD require Data Protection training. With this commitment, and to match against a Key Performance Indicator, all employees within the service must have had Data Protection training by June 2014. In order to achieve this, Data Protection training sessions have been organised for employees that require the training ensuring that they receive the required level of knowledge.

Freedom of Information Requests

The service has received 79 Freedom of Information requests within 2013/14 and 49 requests were signed off within the 20 working day deadline. This equates to 69% of requests being handled within the statutory deadline. With the commitment to ensure that the HR and OD response rate is in line with ICO target of 85%, more robust processes will be created in order to improve the current return rate.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded



The RAG status of the indicators for the half year position are summarised as follows:



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
CHR/002 The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence in HR and OD	IMP T	7.29 FTE Days Lost	9.60 FTE Days Lost	9.71 FTE Days Lost		Downturned	For HR and OD, there is a downturn in performance as a result of a number of long term absences. However, our performance is just short of the organisational target of 9.60 day's lost.
Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	IMP T	76%	100%	43%		Downturned	For HR and OD, the current completion of appraisals is 43%. This has seen a downward turn since year end 2012/13.

Further work is currently being undertaken to develop a set of local performance indicators for HR and OD to include indicators on recruitment, disciplinary investigations and Occupational Health services.

WELSH LANGUAGE

<p>Welsh Language Skills Audit: Percentage complete</p>	<p>93.25%</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<p>Reminders are sent out to employees who do not have bilingual electronic signatures or 'Out of Office' messages. A facility is available on the Infonet for employees who do not have bilingual electronic signatures and information on creating bilingual 'Out of Office' messages have also been provided.</p> <p>All letters, applications packs and correspondence can be provided in the preferred language, whether it be in English or Welsh.</p>
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>Reminders continue to be made regarding electronic signatures, 'Out of Office' and telephone calls.</p>

<p>Progress in undertaking Welsh Language skill assessments on new and revised posts (prior to advert) % complete</p>	<p>Welsh Language skills assessments are carried out on all new posts that have been created, although ongoing work is still being carried out to carry out assessments on current/revised posts.</p>
<p>Welsh Language Skills strategy – general progress update on how far your service has progressed this</p>	<p>The Welsh Language Skills strategy is currently in place, and a working group has been established, although the implementation plan has yet to be agreed and put in place.</p>
<p>Numbers of staff that have undertaken Welsh Language skills training by levels</p>	<p>None</p>
<p>Number and % of staff who have achieved at the different levels</p>	<p>None</p>
<p>General progress update to give examples of what has been undertaken to promote the recruitment of Welsh speakers to Welsh essential posts.</p>	<p>There are no Welsh essential posts within HR and OD.</p>
<p>Description of Welsh Language awareness training:</p> <ul style="list-style-type: none"> • Number of courses offered • Attendance numbers 	<p>Welsh Language courses and workshops are offered to all employees. Courses/workshop include:</p> <ul style="list-style-type: none"> • Welsh Language Awareness (Workshop) • Welsh Language in the Workplace (Basic) (Workshop)

<p>What progress has been made to ensure job application packs are bilingual?</p>	<p>All job application packs are bilingual and with the launch of Web Recruitment the necessary documents (job application, advert, person specification) is also bilingual.</p>
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EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>Continuing to improve the quality and quantity of workforce data relating to protected characteristics within the Equalities Act. Continue to collate missing diversity data from employees.</p>
<p>Please list Equality impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Single Status Collective Agreement – October 2013 Review of Discretionary Compensation Payments Policy and VR Scheme – January 2014 Single Status Appeals Policy – February 2014 Single Status Maintenance Policy – March 2014</p>
<p>Have you put in place any initiatives to increase the percentage of equality monitoring data held for employees and job applicants - please describe.</p>	<p>An equalities monitoring review was carried out during May 2013 in order to collate missing data from employees. Carrying out this review meant that employees who did not have IT access (in which they could enter their data onto via iTrent) were able to provide the information via paper questionnaires. This review was a success and has seen a large improvement on the quality and quantity of data we hold for employees.</p>
<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within you area of responsibility.</p>	<p>Job applications packs are provided in a number of ways which include Welsh language, Braille, larger text and coloured paper. The applications can be provided upon request.</p>

Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?

In order to promote equality and eliminate discrimination, we continue to adopt and promote logos on emails and the Flintshire County Council website such as the 'two ticks', Age Posi+ive, and Stonewall Cymru.