

**North East Derbyshire District Council**

**Organisation Scrutiny Committee**

**14 June 2017**

<p><b>Annual Report of Human Resources and Organisational Development</b> <b>2016/17</b></p>
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**Purpose of the Report**

To inform and update the Organisational Scrutiny committee on a range of employee related issues pertaining to the 2016/17 financial year.

**1 Report Details**

**Recruitment & Selection**

- 1.1 During the reporting period, the Council have placed 105 adverts for job vacancies, some adverts requiring more than one new recruit.
- 1.2 We have a mixed response to adverts with very limited response to some. We are currently exploring alternative methods of attracting candidates such as career days in schools and colleges, increased use of social media as well as continuing our partnership with Derbyshire County Council in relation to using their recruitment service.

**Employee Turnover**

- 1.4 During the reporting period, the annual turnover (excluding temporary and fixed term leavers) was 15.2% (55 employees).

Reasons for leaving were:

- Resignation (no reason stated) – 18 employees
- New Job – 16 employees
- Retirement – 8 employees
- Voluntary Early Release (with Redundancy) – 5 employees
- Dismissal – 3 employees
- Personal – 2 employees
- Ill health retirement – 1 employee
- Death in service – 1 employee
- Changes to terms – 1 employee

- 1.5 Of the leavers above, 3.2% (5 employees) occupied Joint posts.

Reasons for leaving were:

- Resignation (no reason stated) – 2 employees
- New Job – 1 employee
- Dismissal – 1 employee
- Voluntary Early Release (with Redundancy) – 1 employee

- 1.6 Exit Questionnaires have been sent out routinely for the past six months or so but are rarely returned and therefore difficult to analyse what little information is recorded. Efforts will be made to encourage leavers to complete forms or have a 1-1 discussion with a member of HR prior to leaving to gather data about why people choose to leave the Council.

## **Sickness Absence**

- 1.7 The out-turn figure for the reporting period was 11.35 days per employee. This is a slight reduction on the previous year but significantly higher than our target of 8.5 days per employee.

- 1.8 The out-turn figure for the joint officer group was 6.14 days per employee.

- 1.9 The top three reasons for sickness absence were:

- Stress/Depression/Mental Health
- Stomach/Liver/Kidney/Digestion
- Ops, post op and other hospital treatments

In the Joint Officer Group the top three reasons for sickness absence were:

- Stress/Depression
- Infections
- Muscular/Skeletal

- 1.10 The split between long-term and short-term is as follows:

For 2016/17 2469 days were attributed to long-term and 1621 days attributed to short-term sickness absence.

In comparison with the previous year (2015/16), 1799 days were attributed to long-term and 2485 to short-term sickness absence.

For this last financial year, short-term sickness absence has decreased but long-term increased.

- 1.11 Over the reporting year, NEDDC has had 49 long-term cases. Of these long-term cases, 11 were in the Joint Officer group.

- 1.12 From the Joint Officer Group, 3.58 days per employee were attributed to long-term sickness absence and 2.56 days per employee were attributed to short-term sickness absence.

- 1.13 Actions currently being taken to address sickness absence:

- Review of current sickness absence policy – working with Service Managers. This will also include looking at absences that may be withdrawn for monitoring purposes and the TUC's "Dying to Work" campaign.
- Targetted Action Plans for service areas to assist Managers in keeping in view actions required when, support needed for employees concerned, etc.
- Supporting Managers by providing more detailed information on monthly reports and regular meetings to assist them in addressing issues

## **Discipline and Grievance**

- 1.14 Over the reporting period there have been 3 disciplinary investigations undertaken resulting in 2 dismissals and 1 final written warning.
- 1.15 There have been no formal grievances raised.
- 1.16 There have been no complaints of bullying and harassment.

## **Employee Survey**

- 1.17 Attached at **Appendix A** is the Corporate Action Plan derived from the results of the Employee Survey. This incorporates information gleaned by an external facilitator who did informal site visits and spoke to staff in groups and individually.
- 1.18 A summary of both the Employee Survey responses and the On-site Visits by the external facilitator are attached at **Appendix B** and **Appendix C** respectively.
- 1.19 Attached at **Appendix D** is a "You Said, We Did" communication to staff following the Employee Survey.
- 1.20 HR and OD Business Partners are working with Joint Assistant Directors to develop individual action plans for their service area based on the outcome of both the survey and site visits. This includes acknowledging those managers and service areas that are adopting good practice and received praise from employees through the survey and site visits.

## **Health and Well-being Initiatives**

- 1.21 There have been a number of initiatives undertaken during the year. These are as follows:
- Introduction of an Employee Assistance Programme with AXA which offers 24/7 telephone and on-line support to employees covering a range of topics, including confidential telephone counselling.
  - In February 2017, Health Checks were offered to employees across 5 sites. A total of 50 health checks were undertaken at NEDDC and further re-checks/checks are scheduled for September 2017.
  - Occupational Health, Counselling, Physiotherapy and Eye examinations continue to be offered.
  - Cycle to work scheme, Childcare Vouchers and Kaarp Benefits continue to be offered.

- Health surveillance and vaccination programme in place.
- Lunch-time Walks were undertaken during April 2017.
- The Council has also supported a number of Health & Well-being Champions by allowing them time off to attend Health Champion Training and Mental Health Awareness workshops.
- Further activities are scheduled during this financial year as detailed in the Health & Well-being Action Plan attached at **Appendix E**.

## **Review of Admin Arrangements**

- 1.22 Attached at **Appendix F** is the updated Action Plan from the scrutiny review of Joint Admin Arrangements.

## **Achievements 2016/17**

- 1.23 The past financial year has been a period of change for the HR & Payroll Service following changes in management, roles and responsibilities, working practices and culture shift. During this period, the following has been achieved:
- Restructure of the service.
  - Migration to a new version of the payroll system and HR system upgrade.
  - Improved customer perception of the service – anecdotal currently but the service will be undertaking a customer satisfaction/perception survey in the summer.
  - Re-introduction of manager briefings.
  - Updated Recruitment & Selection Policy, including training for managers.
  - Introduction of the new Apprenticeship scheme and levy.
  - Devolvement of Learning & Development budgets to service areas.
  - Setting up of Health & Well-being Champions Group

## **Priorities for 2017/18**

- 1.24 HR & OD have a number of priority areas/projects for the 2017/18 financial year. These are:
- Development of the HR21 system
  - Gender Pay Reporting
  - Health & Wellbeing Strategy
  - Pay and Grading review, including harmonisation issues within the Strategic Alliance.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 N/A.

## **3 Consultation and Equality Impact**

- 3.1 None specifically in relation to this report, although consultation and equality issues are addressed in each specific area of reporting as required and appropriate.

#### **4 Alternative Options and Reasons for Rejection**

4.1 N/A

#### **5 Implications**

##### **5.1 Finance and Risk Implications**

None specifically with regard to the report.

##### **5.2 Legal Implications including Data Protection**

None specifically with regard to the report.

##### **5.3 Human Resources Implications**

5.3.1 These are covered throughout the report.

#### **6 Recommendations**

6.1 That Scrutiny note the information contained within the report.

#### **7 Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	None Directly
<b>Links to Corporate Plan priorities or Policy Framework</b>	Providing our customers with excellent service Transforming our Organisation

#### **8 Document Information**

<b>Appendix No</b>	<b>Title</b>
A	Corporate Action Plan from Employee Survey
B	Summary of Employee Survey responses
C	Summary of Employee responses during Site Visits by external facilitator from Innovate Now
D	“You Said, We Did” communication to staff in response to issues raised during both employee survey and site visits.
E	Health & Well-being Action Plan
F	Joint Administrative Arrangements Action Plan

<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
None	
<b>Report Author</b>	<b>Contact Number</b>
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**Employee Survey Corporate Action Plan for BDC/NEDDC**

<b><u>Theme</u></b>	<b><u>Action</u></b>	<b><u>Timescales</u></b>	<b><u>Lead</u></b>
<b><u>Leadership &amp; Management</u></b>	Resurrect Service Managers Forum or similar knowledge sharing, discussion on priority issues, relevant updates etc - 3 times a year	June 2017	HR & SAMT
	Improve SAMT connectivity with wider staff – SAMT attend team meetings on occasion, SAMT monthly updates to all staff such as an SAMT Blog	Sept 2017	SAMT & Comms
	Introduce BDC/NED Leadership Development Programme – utilising skills and knowledge of internal officers to deliver the training, identify talent	January 2018	HR
<b><u>Communication &amp; Culture</u></b>	“You said we did” communication published on comments from employee survey	May 2017	HR & Comms
	Improve Councils Intranets – have a staff working group to support this	July 2017	Comms
	Ensure regular team meetings occur – rep from SAMT to attend twice a year	July 2017	JAD's
	Review of Reward, Recognition & Retention	April 2018	HR
<b><u>Systems &amp; Processes</u></b>	Review of how staff views are sought – combined short survey & site visits	March 2018	HR
	HR to support JAD's in developing service specific action plans	August 2017	JAD's
	L&D decisions and budgets devolved to JAD's	April 2017	JAD's & HR
	Embed seeking of staff suggestions through various channels e.g. 1:1's, team meetings, relevant cross service working groups	April 2017	JAD's & Service Managers
<b><u>Working Environment</u></b>	Covered in “You said we did” communication	May 2017	HR & Comms
	Support for more social activities will be incorporated into Health and Wellbeing Champions Group	Sept 2017	H&W Champions







**Employee Survey Outcomes for BDC/NEDDC – “You Said We Did”**

<b><u>Theme</u></b>	<b><u>You Said</u></b>	<b><u>We Did</u></b>
<b><u>Employee Engagement</u></b>	The Council is a good employer and I feel proud to work for the Council	Thank you for your continued hardwork. The Council values it's staff and employee engagement is a key corporate priority
<b><u>Leadership &amp; Management</u></b>	Line managers are supportive, approachable, respected, fair and good at communicating	Thank you to managers for their continuing dedication to deliver excellent services and successfully lead their teams
	Leadership development is required, there are inconsistencies in management styles	We are introducing an internal Leadership Development Programme to support managers and aspiring managers to develop their skills and reach their full potential
	SAMT connectivity with wider staff could be improved	This is included in the corporate action plan
	Would like more opportunity to be involved in future planning and putting forward Ideas	This is included in the corporate action plan. Managers will be encouraged to ensure that staff are provided with the opportunity to feedback their ideas and contribute to future planning
	Team meetings have not taken place and morale is not good where I work	We have included on the corporate action plan that Joint AD's must ensure regular team meetings take place within their services. A Leadership Development Programme will be introduced to support line managers in effectively leading their teams
	I know what is required in my job role to deliver a good service and achieve targets	We are pleased to hear that employees are fully informed about what is required from them and the performance levels expected

<b><u>Theme</u></b>	<b><u>You Said</u></b>	<b><u>We Did</u></b>
	We could make better use of staff skills, knowledge and experience together with having defined career paths	The Council recognise that further work is required on talent management and succession planning. The HR & OD Team are currently working on this
	Need resources in right place and be given more time to embed new structures	Managers are continually reviewing their services to ensure resources are effectively managed and services efficiently delivered in response to changing demands. A review of organisational change initiatives is currently underway to make improvements wherever possible.
<b><u>Communication &amp; Culture</u></b>	What actions are taken following the employee survey?	We have produced a corporate action plan and service specific action plans are being developed and implemented by Joint AD's
	CEO Blog or bulletin would be good	This is included in the corporate action plan
	Improve cross service working, communication and understanding of what each service area does	It proposed to resurrect service managers forum and encourage internal cross service working groups where appropriate
	We are kept informed, however internal and external communications could be improved e.g. Intranet	We know there are areas for improvement and communication is included in the corporate action plan
	We have good morale and strong teamwork	We are pleased to hear that employees experience a positive working environment
	Suggestions for service improvements such as IT systems, back office processes etc	These will be incorporated into the service specific action plans developed and implemented by Joint AD's

<b><u>Theme</u></b>	<b><u>You Said</u></b>	<b><u>We Did</u></b>
	Would like to be recognised for doing good work	A review of employee recognition is included in the corporate action plan
<b><u>Systems &amp; Processes</u></b>	Consider review of employee survey to provide reassurance about anonymity and more opportunity to provide greater detail/context to answers	We are currently in the process of reviewing employee survey methods to enable staff to express their views in more detail and provide greater context in relation to the views and opinions given. It has been recognised that site visits have proven successful in seeking employee opinion
	The Council could better facilitate change and ensure lean processes are in place	This is included in the corporate action plan and will form a key part of Joint AD's service specific action plans
	I get the training needed for my role	L&D decisions and budgets have been devolved to Joint AD's to facilitate this process in addition to regular employee/manager one to one meetings and appraisals
	The Council is good at focusing on customer needs but further improvements could be made	This is included in the corporate action plan through the development of Joint AD's service specific action plans
<b><u>Working Environment</u></b>	My workplace is clean and safe	Health, safety and employee welfare is a key priority and the Council is proactive in ensuring this is fully embedded throughout the organisation
	Better signage at the Arc front entrance for customers	Further signage has been introduced following the opening of the new Leisure facility. The Meet and Greet service has been reintroduced at the Arc
	Request for water coolers at Mill Lane	All cold water taps located within the six kitchens have been tested and are drinking quality

<b><u>Theme</u></b>	<b><u>You Said</u></b>	<b><u>We Did</u></b>
	Lack of meeting rooms/private space	<p>At Mill Lane, there are currently 3 meeting rooms, the Exec Meeting Room and the Chamber Suite which can be split into two rooms. At the Arc, there are 3 meeting rooms, the Council Chamber, 4 breakout rooms and as part of the second phase of the accommodation review, Committee Room 2 will be reinstated.</p> <p>Employees are also welcome to book the Chief Exec's meeting room, Members Meeting room and Directors and Joint AD's offices when they are available through the PA's</p>
	Hotdesks are not always available at the Arc offices	The second phase of the accommodation review will be commencing shortly to provide additional office space. A review of accommodation will follow to determine the most suitable location for teams which will include Hotdesk facilities
	Review underutilised space/building for rent to provide more space for employees and meeting rooms	<p>Please see above regarding the Arc.</p> <p>At Mill Lane, there is currently sufficient office and meeting space to accommodate all teams. Renting out available space provides additional income for the Council to support financial sustainability.</p>
	Car park lighting is poor at Mill Lane offices	Lighting has recently been upgraded
	Better use of landscaped/outside space at Mill Lane offices	Picnic benches/seating has been supplied in the Quad and in the outside space at Mill Lane

<b><u>Theme</u></b>	<b><u>You Said</u></b>	<b><u>We Did</u></b>
	Would like Cafe facilities or similar at Mill Lane offices	We will contact local sandwich/lunch vendors to see if they would be interested in visiting Mill Lane offices
	Would like more social activities/events	This is addressed within the corporate action plan and will be incorporated in to the Health & Wellbeing Champions Group



## **Appendix F**

### **Administrative Arrangements and Joint Officers Scrutiny Review – Action Plan**

<b>Item</b>	<b>Recommendation - Detail</b>	<b>Action Required</b>	<b>Who by</b>	<b>When by</b>	<b>Progress</b>
1	That the Council considers the introduction of performance indicators to help it monitor and measure joint officer/ administrative arrangements within the Authority to ensure impact on staff and service delivery is properly managed	A quarterly report will be produced identifying a number of HR issues/developments and will include: <ul style="list-style-type: none"> <li>• Turnover of staff</li> <li>• Grievances submitted</li> <li>• Sickness absence</li> <li>• Exit Questionnaire/interviews</li> </ul>	JAD HR & Payroll	Quarterly to Scrutiny	Performance Indicators are already in place for sickness absence and accident reporting. These are currently under review as part of renewing of Service Plans. The Annual Report for 2016/17 reports on issues identified and Sickness Absence is reported at QPR. Quarterly reports on staffing matters can be produced as a matter or routine if required.
2	When considering the introduction of any further posts subject to these arrangements risk assessments, full communication and consultation with affected staff should be undertaken	This is already done as part of the council's policy on staffing reviews.			Organisational Review Policy already in place which addresses these concerns.  Regular meetings are held with staff and Trade Unions in relation to any staffing changes and/or restructuring exercises.
3	That consideration be given to the levels of sickness within the group of officers working under these arrangements	The Council monitors sickness absence and a separate report can be produced in relation to levels of sickness absence within the Joint Officer group. This will form part of the quarterly report and include reasons for sickness absence/context, without divulging personal and/or sensitive information.	JAD HR & Payroll	Quarterly to scrutiny	The sickness absence performance report produced for QPR meeting can be submitted to Scrutiny along with specific information in relation to the Joint Officer Group if this is still an area of concern.



4	That, where appropriate, harmonisation matters be progressed to deal with issues such as differences on pay parity	This is part of a wider project that is currently being considered by both Councils.	JAD HR & Payroll	Not yet agreed timescales	Discussions are on-going in terms of options for moving this forward and this is a priority project for the HR & OD team for 2017/18.
5	That the Council considers the issues raised on the online induction process	<p>These issues have been considered and whilst the introduction of on-line induction ensures all relevant information is given to new employees in a timely manner, this is done with the Manager and the new employee and does not replace face-to-face interaction or introductions. It is very much about the imparting of essential information.</p> <p>Feedback on the new induction process will be gathered following its introduction to gather views from both Managers and new employees and this will be reported.</p>	JAD HR & Payroll	March 2017	<p>The on-line induction is not utilised by all Managers. Regular reminders are issued. There have been some technical issues.</p> <p>The HR Link Officer (Organisational Development) has been tasked with reviewing this process given it has now been in place almost a year.</p>
6	That the Council considers how it can maximise the opportunities to undertake exit interviews that support the identification of any trends or issues arising and that a combined exit form be used	<p>All leavers are asked to complete a standard exit questionnaire as a matter of course. Not all are returned. As part of the planned refresher training on recruitment and selection, a section on the importance of exit interviews will be included.</p> <p>JAD HR &amp; Payroll will also raise this through SAMT to ensure the importance of exit questionnaires/ interviews is communicated to managers.</p> <p>General themes emerging from the content of exit questionnaires can be collated and reported, ensuring anonymisation.</p>	JAD HR & Payroll	Quarterly where information is available	<p>Leaver questionnaires are now issued once a resignation is received. Details relating to leavers and reasons for leaving will be issued as part of the Annual Report, providing sufficient information is available.</p> <p>An offer of an exit interview is made should the employee wish.</p>

7	That the Council introduce a forward plan for how it will manage its ageing workforce	Consideration is already being given to this issue and as the work develops, issues and proposals will be put forward. These developments can be reported through scrutiny. Age profile to be completed in first instance	JAD HR & Payroll	September 2016	Raw data has now been produced in relation to the age profile of both Councils. This is currently being analysed and is being included in a wider review of the absence management policy and redeployment policy.
8	That the Council consider the comments made on reputation, lost key skills and management of culture change	Monitor through leavers exit questionnaires/ interviews.	JAD HR & Payroll	March 2017	This will continue to be monitored through exit questionnaires and staff engagement initiatives.
9	That the Council reviews the environment at Mill Lane	Installation of freeview TV in the staff room Seating in Quad area. Employee Survey asks questions around working environment which will be analysed. Scrutiny will be informed following analysis of staff survey in relation to this issue. Action Plan will be developed from Staff Survey responses. If necessary, a Working Group will be established to address any actions.	JAD Property and Estates, JAD HR and Payroll	Ongoing	The working environment at Mill Lane is monitored through the H&S sub-committee which includes Trade Unions and management and there is a further opportunity for the Trade Unions to raise issues at the monthly meeting held with the Chief Exec, Section 151 Officer and AD for HR.  The Health and Well-being Group is also monitoring the working environment as part of their remit.