

Dear Councillor

**EMPLOYMENT PANEL - WEDNESDAY, 3 FEBRUARY 2016**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item  
No.**

**6. EMPLOYMENT MATTERS WITHIN SECTIONS (Pages 3 - 10)**

To discuss with the Heads of Community Services and of Operations employment matters within their sections of the Council.

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## Employment Panel - Head of Service Report

**Service:** Operations

**Head of Service:** Alistair Merrick

**Summarise any recent or planned restructures:** The restructure of the Operations Division impacting on all staff (198.5 FTE) of which there were 123.5 new posts created, has been completed with the recruitment of the Area Managers (2 posts) and the Waste services Manager in January 2016.

**Summarise key employment issues:**

- a) The new ways of working that underpinned the restructure of the Operations Division are being progressed. This involves the ‘leaning’ of processes to reflect reduced staffing resources and an emphasis on ‘getting it right first time’ to avoid duplicate work requirements.
- b) Sickness absence monitoring and focused action is being prioritised, with each management team implementing new monitoring arrangements and weekly case reviews with the support of HR to ensure trends in short term sickness absence are identified and addressed and that action plans for long term sicknesses absence cases are being progressed.
- c) With response to the Employee Survey being 35% in Operations alternative ways to engage with staff have been explored and in February 2016 the Operations Forum will have its inaugural meeting. Each work team nominates an attendee and they can raise any items they wish at the meeting for the management team of Operations to respond on. Staff Council representatives will also be standards invitees at the meeting.

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### Support personal development

**- Increase in Skills & Training Days**

Managing the Well-Being of your Staff (5), Managing your Future (14), Train the Trainer (9), Project Management (2), Specification Writing (2), Minute Taking (1), Assertiveness (1), Performance Management (1), Becoming an effective Leader (1), Essential Management Skills (1), Performance Appraisals (1), Leading an Empowered Organisation (1), Managing Change Successfully (1), Commercial Awareness (1), Recruitment and Selection (1). ILM L5 Certificate in Service Improvement (3)

PDR's are being completed for all new and existing roles to focus staff on the projects and actions within the Service Improvement Certificates (SIC's) adopted by the Operations Service as part of the restructure/service plan. This includes the development of a training and development matrix to up-skill staff to delivery their core competencies and the SIC's.

### Deliver great leadership and management

**- Staff Turnover** (*employees on permanent contracts leaving the service as a percentage of average permanent employees in service*)

January-December 2015 = 14%

*Note: 25 employees left the service during the year, including 8 leaving for new jobs outside HDC, 5 retiring, 4 redundancies, 4 other resignations, one TUPE transfer out, one moving to a temporary post within Operations and a death in service.*

For Operations Division this is a relatively low level of turnover even allowing for the 4 members of staff made redundant as a result of the restructure

### Promote a healthy and safe work

**- Number of reported H&S incidents** *Community to provide number of incidents in last 12 months.*

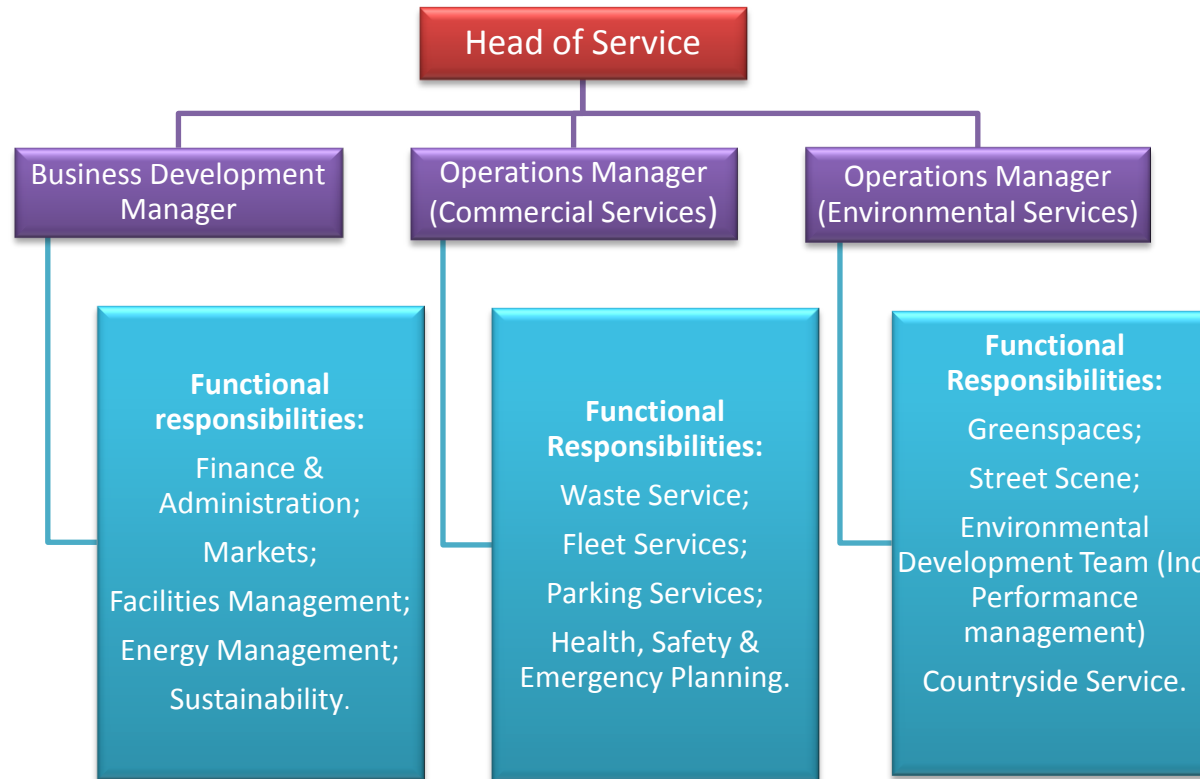
| - Absenteeism Levels | FTE av. | Total Days |
|----------------------|---------|------------|
| 2014/15 – Q4         | 3.2     | 606.5      |
| 2015/16 – Q1         | 2.9     | 544.0      |
| 2015/16 – Q2         | 3.9     | 658.0      |
| 2015/16 – Q3         | 5.3     | 907.0      |

Over 80% of days lost in Q3 were due to long-term (LT) absences, which are a minimum of 28 calendar days. In Operations, LT absences tend to last far longer than this on average.

The focus is on resolving long term sickness absence cases with three members of staff returning to work following medical referrals and phased returns and 3 members of staff having their employment terminated on the grounds of ill health.

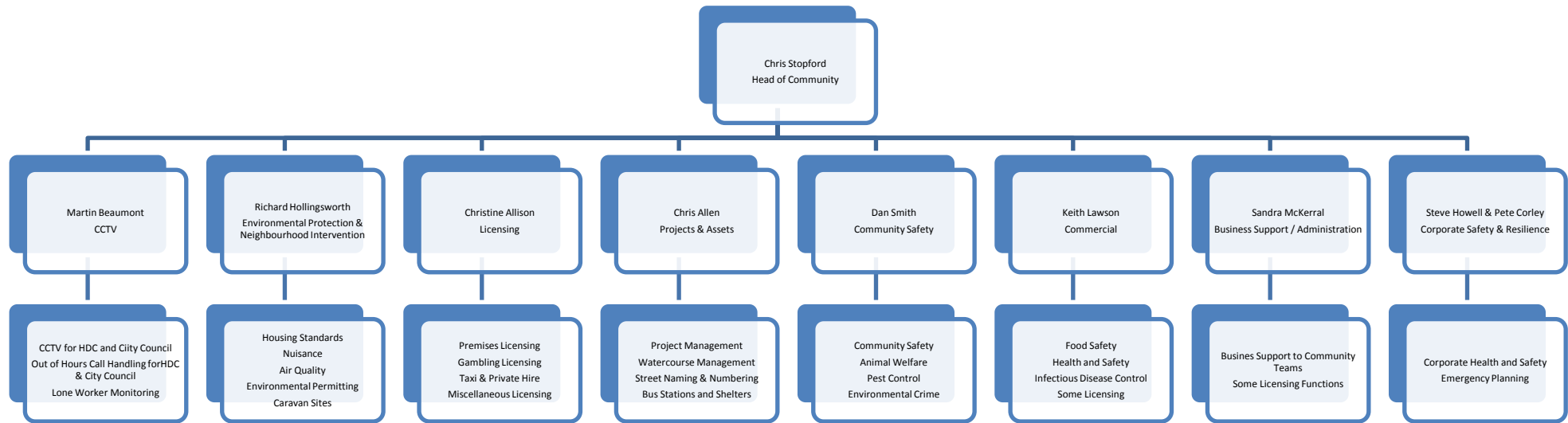
|  |  |   |
|--|--|---|
| <p><b>Enable involvement in decision-making</b></p>  | <p><b>Manage talent and succession planning</b></p>  | <p><b>Ensure every role counts in the structure</b></p>                       |
| <p><b>- Employee survey participation levels</b><br/>         Operations had a 35% response rate in 2015.<br/> <i>Note: the average response rate was 55%.</i></p>   | <p><b>- Internal appointments</b><br/> <b>- Appraisal rating</b><br/> <b>- Recruitment costs</b></p>   | <p><b>- Employee Net Promotor Scores</b><br/><br/> <i>To be confirmed</i></p> |
| <p>The response rate reflects the nature of the survey and the make-up of staff (predominantly frontline staff) in the service, therefore the level of response is not unusual for an Operational Service. Consequently the Operations Forum is being introduced, (see above).</p> | <p>The implementation of the restructure has had the following implications:</p> <ul style="list-style-type: none"> <li>• 14 staff were assimilated into revised roles;</li> <li>• 4 staff were appointed to new management roles through an interview process;</li> <li>• 4 staff were promoted following a competitive interview process;</li> <li>• 5 staff candidates were appointed following external interviews to management positions (using the recruitment portal);</li> <li>• 25 Driver Team Leaders have been appointed in the Waste Service.</li> <li>• 3 Team Leaders have been appointed in Street Cleansing.</li> <li>• Terms and conditions have been realigned to include weekends/BH.</li> </ul> | <p><i>No report.</i></p>  |

**Appendix 1: Operating Model for the Operations Service**



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Departmental Structure (Team Leaders & Functions)



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### Summarise key employment issues:

- The whole of the service has now been subjected to the zero based budgeting process, some work continues to ensure that the outcomes of the zero basing are embedded within the service, including but not exclusively, the restructure of the Projects & Assets team, and the application of LEAN working practices to the licensing service
- Management of one member of the team on long term sick, have facilitated a phased return to work and continue to address some of the underlying issues relating to the sickness absence, including a stress management plan
- With three vacancies within the team, work continues to understand the impact of carrying the vacancies to determine the best approach to maintaining service provision whilst working within the Council's 'Plan on a Page' for the medium term financial strategy. Impacts of the vacancies are being felt within the Commercial (Food and Health & Safety) and Licensing team in particular

### Summarise any recent or planned restructures:

- **Environmental Protection & Neighbourhood Intervention**

When the Environmental Protection team Leader post became vacant, the opportunity was taken to review the structure of the two teams, after a three month trial, it was confirmed within the structure that the Neighbourhood Intervention Team Leader would assume the additional management responsibilities of the Environmental Protection team.

- **Projects & Assets Team**

Informal consultation has been completed at the end of January 2016, collating the responses and working with Staff Council and Human Resources to commence a Formal Consultation exercise.

- **Community Safety**

The transfer of colleagues from Operations will mean that the Community Safety team structure will need to be reviewed, informal consultation planned for March 2016

### Support personal development:

- **Increase in Skills & Training Days**

- The Division continues to support continued professional development for all members of the team. For those holding professional qualifications in Environmental Health and Engineering the professional bodies have stipulated continued professional development targets. In addition, the Food Standards Agency sent out requirements of continued professional development for competency of authorised officers
- Three members of the Environmental Health team have completed a qualification in Teaching Principles and Practice to enable them to deliver high quality training to our business community, focussing initially on Level 2 Food Safety, but with options to extend to the more advanced Level 3 Food Safety, and other specialised training
- CCTV Operators need to hold Security Industry Authority licences and this carries a mandatory training element prior to the granting of the Operators licence, the two new Operators in the team are being supported through this mandatory training in preparation for their licence applications
- Colleagues facing 'at risk' status as part of the ongoing organisation restructures have been provided with training in 'Marketing your skills and interview techniques'



## Deliver great leadership and management

- **Staff Turnover** (employees on permanent contracts leaving the service as a percentage of average permanent employees in service)
  - January-December 2015 = 10%

Supporting Narrative  
Five employees left the service during the year. Three of them left for new jobs outside HDC, one was dismissed and one died in service.

## Promote a healthy and safe work environment

- **Number of reported H&S incidents**
  - No health and safety incidents reported by the team in the last 12 months.

- **Absenteeism Levels**

| ○ <b>Days/FTE</b> | <b>Total</b> | <b>Days</b> |
|-------------------|--------------|-------------|
| 2014/15 – Q4      | 2.5          | 86.0        |
| 2015/16 – Q1      | 2.6          | 86.5        |
| 2015/16 – Q2      | 2.0          | 85.5        |
| 2015/16 – Q3      | 2.0          | 84.0        |

Annual Rolling Average, 7.8 days per FTE based on 46.96 FTE

Supporting Narrative

The days lost/FTE measure fell despite the number of days lost remaining constant because the number of staff increased between Q1 and Q2 when CCTV staff transferred from Operations.

This sickness contained one longer term sick for which a formal investigation has been commenced, with a view to managing the member of staff in a return to work, discounting this one case from the Division total the sickness falls to 5.7 days per FTE

## Enable involvement in decision-making

- **Employee survey participation levels**
  - Community had a 36% response rate in 2015.

Supporting Narrative  
The average response rate across HDC was 55%.

## Manage talent and succession planning

- **Internal appointments**

No Internal appointments have been made in the last 12 months, mainly due to a stable employment base and no opportunities arising within the Service
- **Appraisals rating**

All staff within the Community Division received an appraisal at the start of 2015/16, and a six month review of the appraisals has been completed. All appraisals included a personal development plan identifying both professional and personal development areas, facilitated by a range of mentoring, shadowing and external training

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