

Report To: Employment Panel, Huntingdonshire District Council
Presented to COMT on 16th October 2012

Title of Report: Quarterly Performance Report for HR&OWD Services – Quarters 1 & 2

Date: 28th November 2012

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1.0 Purpose

This report sets out the performance of the LGSS HR, Payroll and OWD services against the service measures agreed under the current contract.

As the contract commenced on 1st May 2012, on this occasion the report contains performance data for the period 1st May to 30th September 2012. Thereafter, the report will be presented at quarterly intervals.

2.0 Background

HDC do not currently have in place service measures or performance levels against which to benchmark and determine performance targets for HR and OWD. Therefore, set out below are the key service measures put into place by LGSS at the start of the agreement. LGSS performance will be measured against these, with the intention to agree performance targets after the first full year of the agreement.

This will be done in consultation with the Corporate Team Manager who has responsibility for monitoring the contract, and referred to Chief Officer Management Team for approval.

3.0 General Service Standards

- **Respond to all forms of written correspondence within 5 working days. Reporting to be done by exception.**

| | |
|----|-----------------------------------|
| Q1 | Achieved – no exceptions notified |
| Q2 | Achieved – no exceptions notified |

- **Available to answer calls between 9am and 5 pm all year round excluding weekends and bank holidays. Reporting to be done by exception.**

| | |
|----|-----------------------------------|
| Q1 | Achieved – no exceptions notified |
| Q2 | Achieved – no exceptions notified |

- **Customer satisfaction survey carried out annually across key stakeholders (to be agreed with HDC)**

This was undertaken by HDC for 2012 to establish a base line and will be re-run by LGSS in March 2013.

- **% of customer satisfaction with HR service [target % to be determined from established levels of satisfaction prior to transfer]**

This will be set and agreed with COMT following the results of the 2013 survey to establish improvement targets for the year 2013/14.

- **Quarterly performance report produced within 6 weeks of period end**

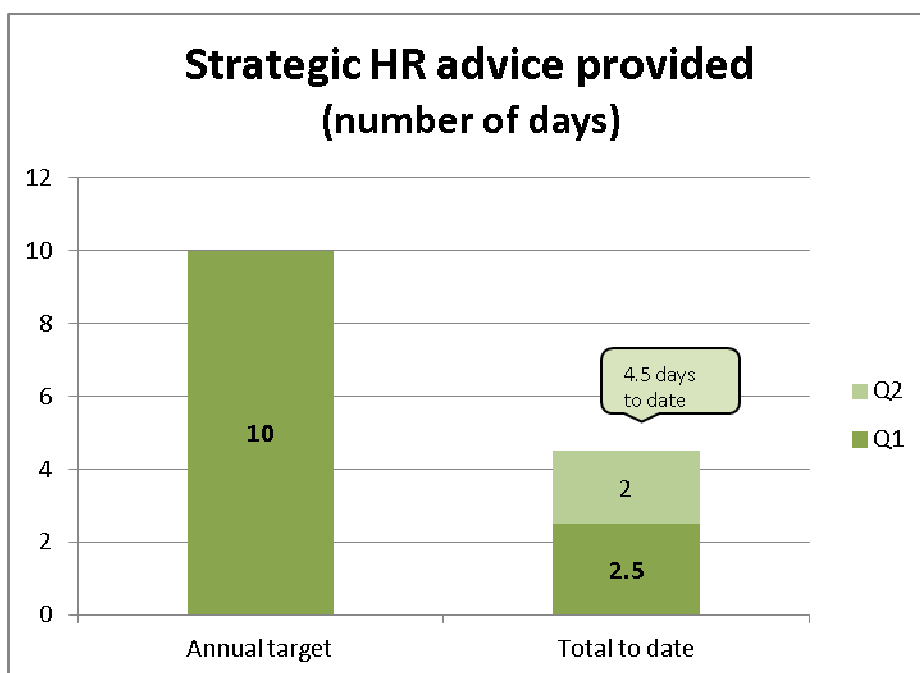
LGSS took ownership of this report from September 2012 and the first report has been produced on time for COMT and presented to Employment Panel.

- **Annual review of service delivery carried out with HDC Client Manager**

This will be undertaken in April 2013.

4.0 HR Strategic and Advisory

- **Number of days strategic HR advice provided (minimum of 10 to be provided per annum)**



These days have included work on the Pay Review by Martin Cox. This has included advice on process through attendance at Board meetings and separate meetings with management which was not included in the specifications of the contract, and has helped shape the delivery of the project. This specialist and strategic advice was not available previously to HDC but the LGSS contract now provides access to a wide variety of professional with expertise in their fields.

Number of Key Policies reviewed

5 key policies have been identified and agreed by SMT and these are as follows:

1. Review of the Employee Relations Framework
2. Review of the Absence Policy
3. Review of the Capability Policy
4. Introduction of a Probationary Policy
5. Development of a clear policy on time off for reasons other than sickness absence

A draft of the review of the Employee Relations Framework was completed as of end of September 2012. Work is now scheduled to tackle the remaining areas in the priority order that they are listed above.

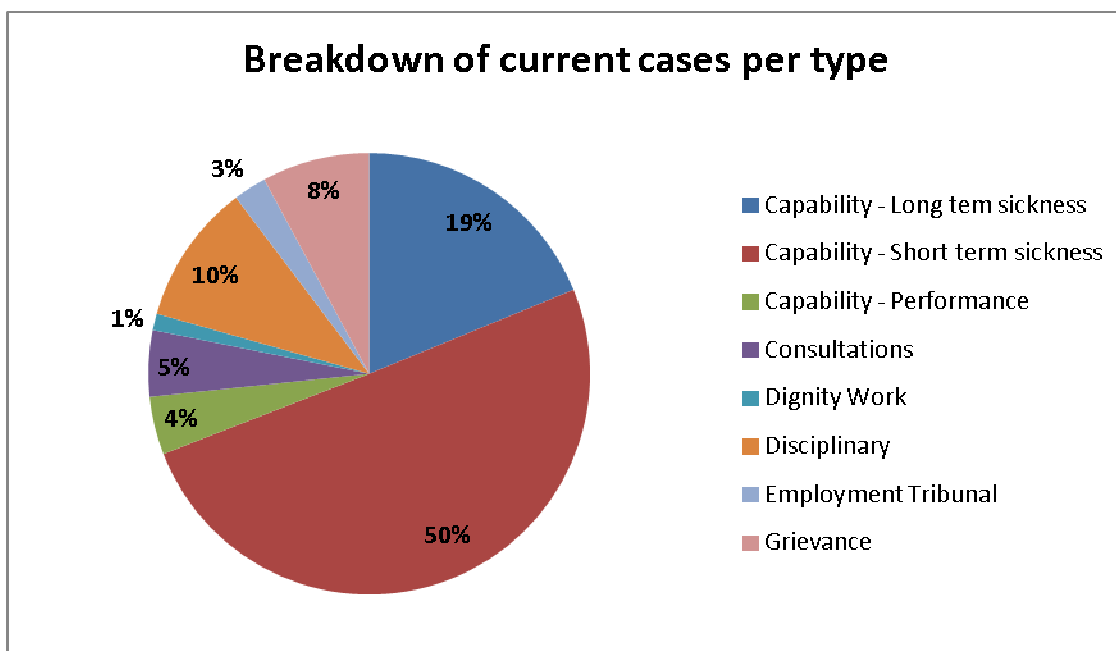
- **Advice on suspensions and summary dismissal cases provided same day (excluding weekends and bank holidays)**

Advice on two cases has been requested to date, both were responded to within the agreed timescale.

- **Requests for advice on case work provided within 5 working days**

There were 72 active cases within Q1 and 95 cases for Q2. All requests for advice on new cases were responded to within 5 working days.

- **Breakdown of casework to date**



Actual Number:

| | Formal Cases | Informal Cases | Total |
|---------------------------------|--------------|----------------|-------|
| Capability – Long Term Sickness | 2 | 15 | 17 |

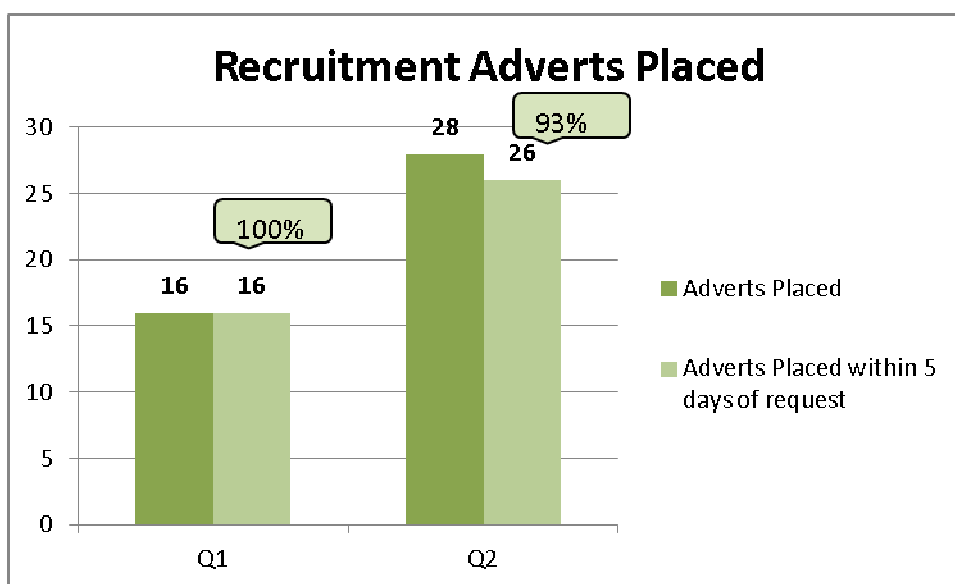
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|----------------------------------|---|----|----|
| Capability – Short Term Sickness | 7 | 44 | 51 |
| Capability – Performance | 2 | | 4 |
| Consultations | | | 4 |
| Dignity at Work | | | 1 |
| Disciplinary | 9 | 0 | 9 |
| Employment Tribunals | | | 2 |
| Grievance | 7 | 0 | 7 |

The number of cases seems high but is indicative of the increasing appetite and willingness of managers to be proactive and tackle the emerging issues in their teams.

The HR Team have been working with managers to address the challenging cases that they have been facing to assist in managing them to successful outcome. The team are focussed on working with managers to find practical and pragmatic solutions to problems, and to provide professional advice on the potential risks associated with the options so that they can take appropriate action. At the same time the approach is to coach and support managers to enable them to become more confident in these processing going forward.

5.0 Recruitment and Payroll Team

- **Job adverts placed within 5 working days of recruitment deadlines**



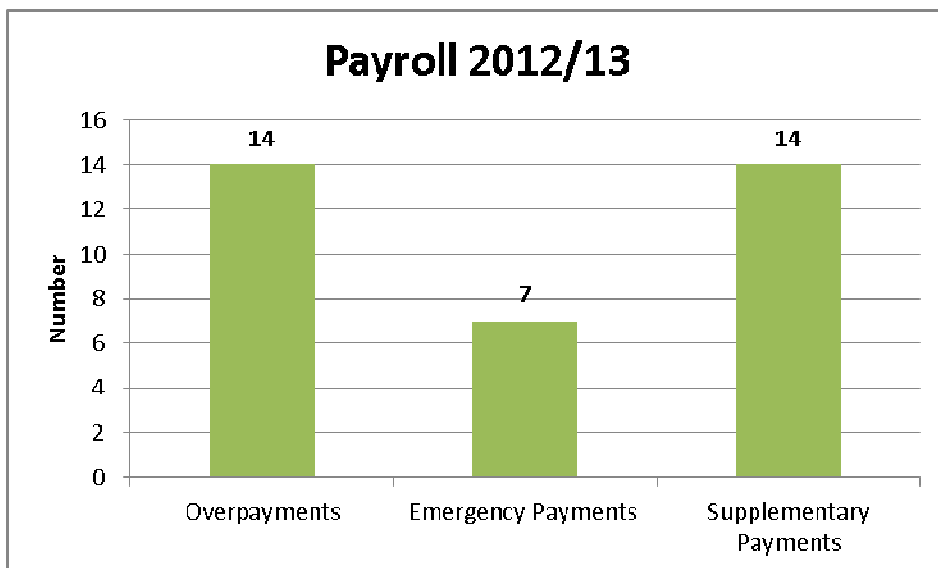
Two campaigns did not meet the target set was because they were held up at the prior consideration stage for slightly longer than usual.

- **100% of employment contracts issued within 8 weeks of completed request**

The recruitment processes were handed over gradually to the LGSS team after the contract began. The full end to end process has been carried out by LGSS since the beginning of September and since that time there have been two employment contracts requested. Both were produced within the agreed timescale. All other new employment contracts produced since 1st May have also been delivered on time.

LGSS disseminated the HDC process to try and make it fit for purpose under the LGSS model, We communicated out the changes to HDC staff, we held drop in sessions to help advise managers on changes and listen to any areas of concern they had with the new process. Unfortunately only two people attended. The new process was launched and we have made changes as we have progressed along the recruitment path, the changes were communicated to HDC via HR. We managed to reconfigure the "On Line" application form which has enabled the process to be more efficient. However whilst trying out the first set of campaigns for HDC we have without a doubt had teething problems where the process has fallen short of expectations due to some of the changes. We are addressing all areas and are working closely with HDC to resolve all issues.

- **Employees paid on time and accurately, based on emergency payments and supplementary payment runs**



Overall accuracy rate is 99.35%. The accuracy rate was affected due to a miscommunication whereby the Payroll team received the same data twice in relation to some PDR payments. These overpayments were recovered on the next pay run.

Errors are low and generally occur due to changes that need to be implemented on the system to take account for example of people who are leaving or who have returned from sickness or maternity leave and their pay is impacted. If there is a delay in notifying the payroll team, or a delay in implementing a change notified to the team, then this would need to be corrected by raising payment through the supplementary pay run or an emergency cheque. Where an overpayment occurs, this is corrected via the next months payroll for staff who continue to be employed or by raising an invoice for any leavers.

- **Payroll Reports produced in timely fashions**

| | Q1 | Q2 |
|--|----------|----------|
| Monthly reports produced in time for fixed term contracts | Achieved | Achieved |

| | | |
|--|----------|----------|
| Monthly reports produced for sickness statistics | Achieved | Achieved |
|--|----------|----------|

6.0 OWD

- **Workforce strategy developed within first 12 months of contract start date**

12 meetings have taken place with all Heads of Service and their Team Managers between July – September 2012. In addition two focus groups involving a cross section of HDC staff were held on the 14th September. The outcomes of all the meetings have been collated to inform the priorities to be considered for the development of an HDC Workforce Development Strategy.

OWD are due to attend an HDC COMT meeting on the 5th November to present the outcomes for consideration. This is to be followed up by a session at the Senior Management Group on the 12th November to discuss and agree the priorities for the Workforce Development Strategy.

- **Number of course places delivered against plan**

94 course places have been delivered to date – see below for detail

- **Number of supported on line learning accounts against plan**

E Learning has historically been managed by IMD and this has remained the case to date. LGSS have been in discussion with the Head of Service to hand over management of this system and there is a meeting scheduled for this week to look at the technical challenges that may need to be overcome.

There are also some sensitivities around whether there may be any impact on posts in IMD as a result of this which need to be considered.

- **Number of candidates completing VQ/ILM – see below**

- **% score of 3 or above on training evaluation question “the session was of a direct value to my work” on courses delivered across the year**

100% of responses have been marked as a score of 3 or above.

During Quarter 2 the main focus for OWD has been to build relationships with the Heads of Service and their Team Managers and provide information on what they can expect from OWD in relation to Organisational Development support and training provision. This was achieved by Barbara Barrett, Louise Hobbs, and Suzanne Stefanelli attending Service management meetings during July – September. These meetings also gave the opportunity for managers to discuss specific OWD needs arising from the HDC staff survey results for their Service. The outcome of the meetings is development of an HDC Workforce Development Strategy and HDC Training plan 2012 – 2013.

Following on from these meetings an Open Day was held at Pathfinder House on the 14th September 2012. The aim on the day was to raise awareness of LGSS OWD provision. It also

gave the opportunity for HDC staff and managers to discuss individual needs with OWD Advisors in relation to Management training, Vocational qualification, Apprenticeships and the Open Directory courses. Managers were also invited to attend bite sized sessions on three different aspects of the Leading and Empowered Organisation (LEO) programme. Staff were also asked to participate in a survey relating to future Administration processes.

The day was a great success with in excess of 60 HDC staff attending. The following interest has been generated from the day:

- 17 people interested in attending a LEO programme including 3 Heads of Service for a 2 day LEO overview.
- Two senior managers interested in the Senior Leadership Development Programme
- Vocational qualifications – To date there have been two registered learners one Preparing to Teach in the Life Long Learning Sector (PTLLS) starting and one Level 3 Business Admin. There are two learners due to have a follow up meeting for Business Admin qualifications. There is also a staff meeting planned with Environment Service to discuss customer service awards and apprenticeships. New qualifications with Leisure Development staff to offer their employees are currently being explored.
- Possible Apprenticeships are being considered in Customer Service and the Corporate Office.

Maggie Evans (LGSS) has been working with Suzanne Stefanelli/Janet Maulder/Terry Parker Managing Director (Resources) at HDC on identifying the activity to be undertaken.

Over the next two weeks she has meetings arranged with

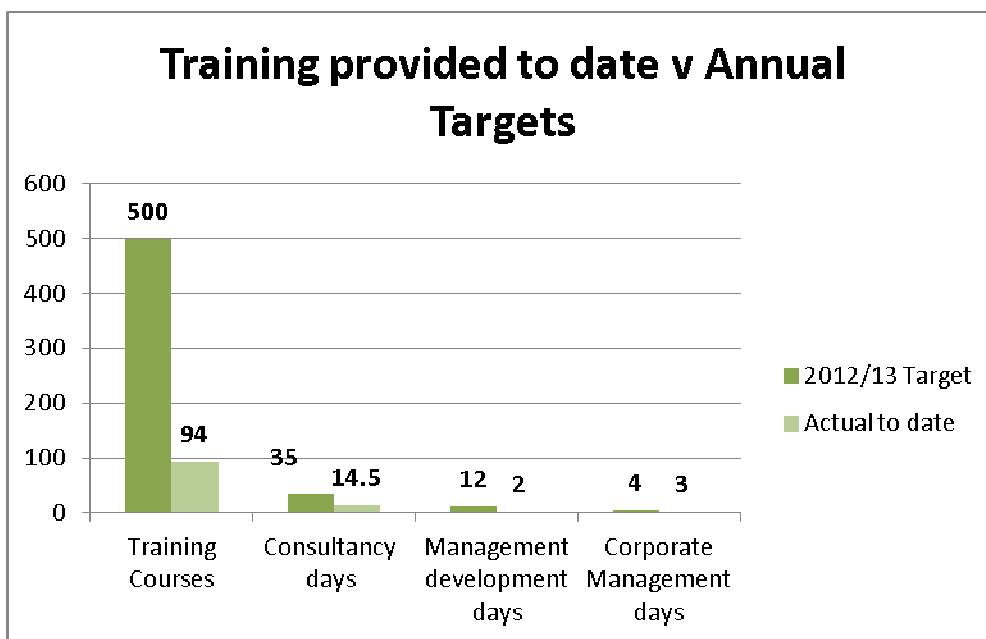
- Managers (Corporate Office & Customer Services)
- Vice Principal Huntingdonshire Regional College

Details of functional skills and skills checks opportunities have been sent to the managers within the Operations service and we are awaiting their response regarding need and volume of activity

During the day positive feedback was received in relation to the communication of the event, arrangements and the mix of information and activities on offer during the event. In addition the following feedback has been received from Councillor Cawley who chairs the HDC Employment Panel ' he had called in to the Open Day and had been really impressed with what he had seen and that the staff involved had been really enthusiastic and helpful'.

In partnership with the HDC IMD service an article has subsequently been published in the Team News.

- Training delivered against plan



The OWD Team have spent a considerable amount of time meeting with managers across HDC to ascertain what the training needs of their teams are so that needs can be targeted and delivered in a timely manner. The intention therefore is to deliver the majority of the training in the second half of the year now that the required training has been identified and planned.

7.0 Feedback

Feedback from senior managers to date has been mostly positive. Some concerns have been raised by a small number of managers who are resistant to undertaking aspects of HR process that they have not historically been asked to do. Where this arises the team have been working with managers to explain the rationale for changing process or procedure, in the context of continuous improvement. Furthermore, the changes and developments have been welcomed and appreciated by the majority of managers.

Positive feedback was received at a review meeting held between the Director of HR & OWD (now Director of People, Performance & Transformation) and the Managing Director, Resources during which the implementation of contract and early service delivery was discussed.

With regards to Recruitment, work has been underway to hand over the full end to end process to the LGSS Team in recent months. As stated earlier, it is fair to say that there have been some teething problems and unforeseen complexities have arisen, but where these have been raised the Recruitment Manager has been working with teams to try to resolve matters and find workable solutions to move forward. This is an area where continuous improvement is key and the team are evolving the process to better serve the customer needs.

The recruitment process has been mapped and documented as requested by HDC managers and is available on the intranet. Drop in sessions were set up by the Recruitment Team but were poorly attended. Work is now underway to organise a Team Manager event focussed on Recruitment during November.

Feedback about the training opportunities opening up to HDC staff through the LGSS programme has been very positive and well received.

8.0 Outcomes to date

The 10 staff previously employed by HDC and transferred into LGSS have made the transition well and settled into their new teams. They have been through both team and corporate inductions and are proving to be both an asset to our teams and strong advocates of working in LGSS services.

From a business perspective, the transfer of staff was achieved in a seamless way and there was no lack of continuity of service.

The HR Business Partner met with all Heads of Service to understand their service needs and challenges and to seek feedback on ways that business as usual services could be better delivered.

Recruitment processes have been reviewed to take on board early feedback from Heads of Service and management teams. The LGSS Recruitment Team has now taken on responsibility for handling all recruitment campaigns with effect from mid July, and on line application forms have been available since September.

The five policy areas to be addressed in the first year of contract have been identified, approved and prioritised. Work is now underway on the first of these and there will be further work undertaken in the next quarter to take policies on Sickness Absence and Capability Procedures through the consultative process, before being rolled out to managers.

A survey was issued to managers in May to seek views on the HR, Payroll & OWD services provided prior to the contract commencing. An action plan to address comments and issues raised was compiled and presented to SMG in August for approval. Progress against these actions will be reported to future SMG meetings by the HR Business Partner.

An early request was for sickness information to be sent out earlier to managers so that they can take earlier action. This has been delivered by the Payroll Team who now provide this information a maximum of 3 weeks after the period end, as opposed to it taking 6 weeks previously.

9.0 Priorities for the next quarter

During the next quarter key projects that will be underway include:

- Supporting the ongoing Pay Review.

- Delivering the training needs that have been identified through recent focus group activity and open days.
- Continuing to brief managers on the recruitment processes and iron out any emerging issues with process or procedure.
- Further briefing for Team Managers on the recruitment processes.
- Review and redesign of the absence and capability policies.
- Completion of the review of the employee relations and consultative framework.
- Roll out of changes to the management of absence in terms of return to work interviews and self certification processes.

10.0 Summary

The onboarding has largely been a success and has provided benefits that had not been foreseen in terms of access to wider projects and expertise within the LGSS organisation. There has also been a greater input to the pay review than expected which has been very positive.

The transferred staff have responded well to the change although one has recently resigned and left the team.

The response from HDC managers has on the whole been very positive to the service provided, with good productive working relationships established. The performance standards have been achieved to date.