

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 sickness 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.

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>Enable involvement in decision-making</p>	<p>Manage talent and succession planning</p>	<p>Ensure every role counts in the structure</p>
<p>- Employee survey participation levels Operations had a 35% response rate in 2015. <i>Note: the average response rate was 55%.</i></p>	<p>- Internal appointments - Appraisal rating - Recruitment costs</p>	<p>- Employee Net Promotor Scores <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"> • 14 staff were assimilated into revised roles; • 4 staff were appointed to new management roles through an interview process; • 4 staff were promoted following a competitive interview process; • 5 staff candidates were appointed following external interviews to management positions (using the recruitment portal); • 25 Driver Team Leaders have been appointed in the Waste Service. • 3 Team Leaders have been appointed in Street Cleansing. • Terms and conditions have been realigned to include weekends/BH. 	<p><i>No report.</i></p>

Appendix 1: Operating Model for the Operations Service

