

Scrutiny Committee

23 June 2014

OUR PEOPLE ACTION PLAN - OUTTURN
REPORT 2013-14



Lead Member: Councillor Margaret Smith, Leader

Lead Officer: Steve Nugent, Head of Human Resources

PEOPLE ACTION PLAN – OUTTURN REPORT 2013-14

1. Purpose of the report

To provide the annual outturn report for the People Action Plan for 2013-14.

To provide details of the Employee Survey results for 2013.

2. Background

Our People Action Plan is the Council's key document for ensuring that we have the right people with the right skills, attitudes and commitment to achieve our Corporate Priorities.

Given the current climate of financial austerity, it is even more important that the Plan is effectively delivered. It is through the actions and measures within the Plan, that it is considered that on the whole, employees are still committed and motivated, to deliver a high standard of service to the residents of the Borough. Overall progress on the Plan is measured against the Employee Survey results and other workforce targets.

In addition, the Plan has been delivered against a backdrop of changes at Director level in the Council and the introduction of the Core Managers Group in January 2014, replacing the Leaders Forum.

This report presents the 2013-14 outturn for the Council's Our People Action Plan.

Full details of progress against the existing plan are detailed at Appendix A.

The Plan for 2013-15 was reported to the Scrutiny Committee on 23 August 2013 for the period 2013-15 and is at Appendix B. It was agreed not to make any significant changes to the Plan for the next two years as it is considered that the objectives and actions are still equally applicable during the next two years.

A key aim of the Plan is to deliver the Corporate Plan objective of;-

Continue to develop a high quality, motivated and flexible workforce.

The bi-annual Employee Survey was conducted in October 2013, with the results being circulated, to employees in December 2013. There are certain targets that relate to the survey results and these are detailed in the report.

The Employee Survey results will be circulated to members of the Scrutiny Committee prior to the meeting.

3. Progress

Overall, good progress has been made in the past twelve months against the Plan. For example;-

- The Employee Survey results for 2013, on the whole, are very encouraging given the external pressures the council is experiencing.
- The Health and Wellbeing of the workforce is now regarded as adding value, with various activities taking place in the past year. This is borne out by the Employee Survey results.

- Leadership development continues to progress, following the formal Leadership Development Programme completed by senior managers in recent years. This includes the creation of the Core Managers Group in January 2014, to replace the Leaders Forum.
- A Coaching Programme has commenced with 6 employees currently being trained as Coaches, as part of introducing a more formalised approach to coaching into the Council.

4. Areas of significant progress/achievement

- The Employee Survey results for 2013 are very encouraging with 50 of the 86 questions asked in 2011 and again in 2013 showing improvement.
- Leadership Development is a continuous process within the Council. In the past 12 months networking visits have been held with Managers attending Wymott Prison, Bae and Leyland Trucks, to gain an insight into the leadership challenges facing other organisations. A workshop was then held with Managers, to reflect on the learning gained from the visits.
- Coaching training has commenced with the plan to have 6 employees formally trained as coaches within the next month.
- There was a positive response in the Employee Survey to Health and Wellbeing. In the past 12 months various initiatives have been held including, lunchtime sessions for Pilates and Body Pump, a weekly Weightwatchers session and flu vaccines. The annual Health and Wellbeing Day, [for employees and Councillors] held each September is now an established and successful event.

5. Areas for further action

- Sickness absence performance has increased for the first time in 5 years. The out-turn figure for 2013/14 was 7.2 working days lost, compared with 6.2 days lost the previous year. The Council has experienced a higher proportion of days lost due to employees with serious long term illnesses. If for example 3 of these employees had not been absent long-term the out-turn figure for 2013/14 would have been 6.1 days. Long-term sickness absence represents 57% of working days lost. Of the 12 district councils in Lancashire there are 5 who have performed better than us in 2013/14.
- The number of completed performance appraisals is lower than last year. All managers have been further reminded of the importance of performance appraisals being completed within the agreed timescales.
- It has not been possible to achieve the Gold Health Work Award as this award no longer exists. This will now be removed from the workforce targets.
- There are certain issues arising from the Employee Survey results, notably regarding communications, which need to be addressed. An action plan of initiatives to improve communications has been prepared, by the Core Managers Group and is being implemented.

Steve Nugent
Head of HR
June 2014

PROGRESS AND ACHIEVEMENTS 2013-14**1. Employee Survey Targets**

Within the Employee Survey there are certain targets that are measured each time the bi-annual survey is conducted. These targets and the results for 2013 are detailed in the table below;

Target	Result 2011[%]	Target 2013[%]	Result 2013[%]
To improve the level of overall satisfaction with the Council as an employer	94	95	96
To improve effective communication between service areas	59	75	49
To improve the regularity of Team Briefings across the Council	83	88	72
To improve the involvement of employees in the development of service plans	81	85	75
To improve the organisation's response to recognising the work of employees	71	78	80
To improve employee perceptions of their services being valued by Councillors	81	86	80
To improve the organisation's management of change	69	75	61
To reduce the levels of perceived stress within the working environment	61	50	57

2. Workforce Targets

The other workforce targets within the Plan and their current performance are:-

Workforce Targets	Target 2012-13	Result 2012-13	Target 2013-14	Result 2013-14	Target 2014/15
• To reduce working days lost to sickness absence	6.5	6.2	6.2	7.2	6.2
• To ensure that all employees receive an annual Performance Appraisal	95%	86%	95%	72%	95%
• To achieve the Gold standard in the Health Works Awards	Gold	Silver	n/a	n/a	n/a

Self and External Assessment Targets	Progress
<ul style="list-style-type: none"> To retain the Investors in People Standard in 2013 	Re-assessment takes place in October 2014.

3. Progress against Key Actions

Key Actions 2013-14	Progress to date
1. To continue to implement the Values Framework through recruitment processes, induction, development and performance development reviews.	The Values Framework is an integral part of the performance appraisal process. As part of the performance appraisal meeting a discussion is held regarding how employees are able to demonstrate the values, as well as identifying areas for development.
2. Promote the Council's employee benefits and rewards, highlighting the advantages of working for our organisation to existing and potential employees.	<p>The Council has a range of rewards and benefits for employees, beyond their salary such as:-</p> <ul style="list-style-type: none"> Flexible Working Policies Free car parking Discounted leisure scheme Simply Health Cash Plan Child Care Vouchers Training for professional qualifications Long service award Credit Union Occupational Health Services, including on-site flu jobs <p>Work is on-going to explore other viable cost effective employee benefits, such as salary sacrifice schemes - with the Cycle to Work Scheme being a notable success.</p> <p>The work and achievements of individual employees and teams is regularly acknowledged the Chief Executive and Directors, including references in their blogs on Connect.</p>
3. To deliver effectively through a process of programme management the key actions of the Corporate Plan.	Various Project Teams, with a cross-service working emphasis have been working to progress key objectives of the Corporate Plan. This includes areas such; City Deal, Recycling, Worden Park and Town Centre Improvements.
4. Develop and implement an annual Training and Development Plan to develop peoples skills in: <ul style="list-style-type: none"> Leadership Service Management Technical / Occupational skills Core skills – customer care, equality and diversity, IT and health and safety Skills for Life 	<p>A range of training and development activities have been delivered, including for example;-</p> <ul style="list-style-type: none"> Core Management Training Courses Short Courses for Continuous Professional Development Professional Qualifications Training Health and Safety Training Management and Leadership development for Supervisors/Team Leaders

<p>5. Continue to progress Leadership Development to:</p> <ul style="list-style-type: none"> ▪ Communicate our culture and values through leadership ▪ Effectively manage change in a supportive way ▪ Develop leadership competencies and meet the learning needs for employees ▪ Introduce coaching and mentoring opportunities for employees, where appropriate 	<p>All senior managers have attended in recent years a formal Leadership Development Programme. The emphasis in the past twelve months has been on the practical application of this learning. This has included networking visits to other organisations to understand their leadership challenges. The Leaders Forum has now been replaced with a smaller group of Managers, known as the Core Managers Group, whose remit is to provide support to SMT and deliver actions arising from Task and Finish Groups.</p> <p>The Council is now far better equipped in leadership terms, to ensure that change is managed more effectively and employees are more clearly led and empowered.</p> <p>Leadership Development will continue to progress and evolve within the Council on an on-going basis.</p> <p>A Coaching Training Programme for 6 employees, leading to the ILM level 5 in Coaching, is currently being implemented</p>
<p>6. Deliver activities that support employees to work successfully in a political environment.</p>	<p>Managers and employees regularly attend and present at the monthly Learning Hours for members. In addition employees have attended, participated and observed at the Scrutiny Committee and other Committees and Working Groups.</p>
<p>7. Promote and develop our range of flexible healthy and sustainable working options to support the well-being and productivity of our people and minimise our impact on our environment.</p>	<p>A Health and Wellbeing Strategy has been developed, with the Health and Wellbeing Group leading on various initiatives in the past year, for example, there are now lunchtime sessions for Pilates and Body Pump. In addition, until recently Weightwatchers held a weekly lunchtime session for employees, in the Civic Centre.</p> <p>The annual Health and Wellbeing Day, which was held in September is now an established and well regarded event with over 200 employees attending.</p> <p>All employees with 100% attendance in the past 12 months receive a personal thank you letter from the Chief Executive.</p> <p>A Cycle to Work Scheme has been in place for several years and employees continue to participate in the scheme.</p>
<p>8. Complete an annual workforce analysis that identifies short and longer term capacity and skills requirements and work with key partners to determine effective and efficient solutions.</p>	<p>This is produced annually each January providing a profile of various workforce matters. Meetings are held with Directors to analyse the information and to take account of it, wherever feasible in the development of service plans.</p>

<p>9. Develop our employee's skills and competencies for collaborative working with other authorities, partners and contractors.</p>	<p>Opportunities for collaborative working continue to be explored, as they arise. Arrangements are now in place for the sharing of the Building Control Manager with Preston CC. Partnership working also continues to be undertaken with various organisations, such as, the South Ribble Partnership, Local Housing Associations, neighbouring Councils and the contractors for the delivery of our Leisure Services and Waste/Recycling.</p>
<p>10. Develop our employees to make greater and more effective use of new technologies and new work practices.</p>	<p>Employees are continually being trained in the use of IT, utilising the Council's in-house ICT Training facilities. This includes delivery of the European Computer Driving Licence.</p>
<p>11. Deliver a range of effective equality and diversity learning opportunities across the Council and with members.</p>	<p>Equality and Diversity is embedded into the culture of the organisation with specific training and further awareness being delivered as required. In addition the requirements of the Equality Duty were completed in the past twelve months, with all key projects and policies being equality impact assessed. A task and Finish Group is currently reviewing all policies, procedures and practices regarding this area, with any training needs identified – being delivered.</p>
<p>12. Continue to communicate with all employees and have in place effective engagement and feedback processes.</p>	<p>A range of communication and engagement processes both formal and informal are in place. This includes the use of the Connect [the Intranet] blogs, Chief Executive Briefings and management briefings.</p> <p>The Employee Survey results, indicate that this is an area where improvements can be made and a task and finish group, from the Core Managers Group is implementing an action plan to address this.</p>