

SCRUTINY COMMITTEE REPORT

Date Written	1 st January 2019
Report Author	Fran Donnelly
Service Area	Human Resources
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To: Chair, Ladies and Gentlemen

Human Resources

1.0 SUMMARY OF THE REPORT

- 1.1 Following the Wales Audit Office (WAO) audit in March 2016 outcomes were considered to be *'Adequate'* with the summary in the report stating *'The Council has made good progress in improving the services provided by its Human Resources (HR) function, but there remains scope to further develop arrangements for workforce planning and performance monitoring.'*
- 1.3 The HR service continues to implement the recommendations using benchmarking and best practice from external stakeholders.

2.0 RECOMMENDATION(S)

- 2.1 That Scrutiny Committee notes the content of the report and progress made to date.
- 2.2 That the Scrutiny Committee identifies any further information they would like to receive.
- 2.3 That the Scrutiny Committee identifies priorities which can be taken into account by Cabinet in developing budget proposals.

3.0 INTRODUCTION AND BACKGROUND

- 3.1 Members of Scrutiny have asked for this report to be presented to them. Scrutiny are asked to consider the report and establish if there are any further elements they would like to be considered as part of the project plans. Scrutiny is also asked to

consider the evaluation from the Managers Academy and if there is any specific management data it would like to view.

3.2 Members of Scrutiny are asked to consider the following.

- Contrast and compare the WAO proposals for improvement in the report.
- Comment on the single points of dependency across the Authority – how much of a risk is this in terms of capacity and capability of the Authority (workforce planning).
- An update on corporate sickness absence statistics over the last 3 years.
- The quarterly report on agency staff employed by the local authority including financial details / costs.

4.0 WHERE WE WERE

4.1 In March 2016 the WAO undertook the HR Review. The WAO made a number of proposals for improvement for the human resource service and function for the Council. These are:-

- The Council should roll out training for all managers on new HR policies and procedures and implement the planned Managers' Academy.
- The Council develops a strategic overview of the workforce implications of its service change proposals to better identify opportunities for redeployment and retraining, and facilitate more 'joined-up' planning across service areas.
- The Council strengthens its mechanisms for recording and reporting performance against its key human resources and workforce indicators

5.0 WHERE WE ARE NOW

5.1 WAO Recommendations

5.1.1 The first Management Academy undertaken by the Council ended in November 2018. An evaluation exercise was undertaken with view to undertake similar schemes and activities in the future. The Council is keen to reinforce the new skills acquired through the introduction of a management competency framework which will help them to consolidate their learning, and to pass their expertise to new cohorts of the programme including first line managers. Essentially the learning has demonstrated that management need to think differently, particularly in relation to achieving financial savings and exploiting new commercial opportunities. The results of the evaluation exercise are attached as a background paper 1 for consideration by Security Members.

5.1.2 The Organisation Development Strategy and Workforce Plan was approved by Council on the 27th June 2018. Work is still required to implement the Plan, the Plan will be reviewed in June 2019. The Plan is a considerable step forward in delivering the remaining two recommendations.

5.2 Single points of dependency (SPOD)

5.2.1 Departments have themselves identified if there is a single point of dependency and highlighted it as part of their risk register. As part of the corporate Voluntary Early Retirement/Voluntary Redundancy process a number of single points of dependency have been identified. Each applicant was required to complete a skills questionnaire within the application. This identified the main key elements, tasks and purpose of the role, key meetings that the applicant attends to enable the role to be carried out, the key groups that the applicant is a member of, any specific qualifications held which are essential for the role, specific tasks and any projects or initiatives that the applicant does which sit outside the job role. Where a SPOD has been identified the workforce development team will assist the department to allow for the transfer of knowledge or skills during the employees notice period.

5.3 Corporate Sickness

5.3.1 The figures in relation to corporate sickness have increased during 2017-2018 as can be seen in the background papers 2 and 3. The sickness monitoring process has changed and long term sickness is not monitored as it was, we have also improved our sickness recording, so the two factors have attributed to the higher sickness levels in 2017/18. There was more than a 20% variance in sickness for 2017/18, compared to the previous year.

5.3.2 The Council publishes its sickness data as requested by the Welsh Government. The link for the data can be found here:
<http://www.mylocalcouncil.info/Data.aspx?id=00PH&cat=14904&data=934&lang=en-GB>

5.4 Agency usage.

5.4.1 The Council operates a contract with Pertemps for agency labour to be supplied to the Council, as one of the UK's largest recruiters Pertemps provides temporary staffing solutions for the Council, however there are a number of Pertemps staff that have been placed with the Council for a considerable number of years.

5.4.2 Management data in relation to staff placements is provided to the Council weekly. Below is the costing data for the last quarter. Due to the recruitment freeze that was implemented these costs have increased, it is likely that these costs may remain high until the recruitment freeze is lifted.

5.4.3 The table below shows the agency usage and costs for September 2018 and October 2018

	SEPTEMBER			OCTOBER		
Row Labels	Count of Worker	Sum of Total Hours	Sum of Spend	Count of Worker	Sum of Total Hours	Sum of Spend
Education						
Welfare	1	73.00	£908.85	1	67.00	£834.15
Cemetery	4	577.50	£7,236.08	4	296.00	£3,708.88
Benefits	1	111.00	£1,476.30	1	140.50	£1,868.65

Business Support	1	118.50	£1,475.33	1	118.00	£1,469.10
Civic Amenity Site	4	451.50	£4,818.66	6	540.50	£5,918.88
Childrens Services	2	237.00	£2,870.07	2	274.00	£3,318.14
Street Cleansing	7	1036.00	£13,052.11	7	963.00	£12,066.39
Env Health	1	82.50	£1,914.00	1	79.00	£1,832.80
Fly Tipping	1	40.00	£473.60	1	13.00	£153.92
Parks	9	1010.00	£11,557.90	8	624.00	£7,438.98
Highways	2	291.50	£3,694.00	2	330.50	£4,446.88
LEA	1	90.00	£1,120.50	1	86.00	£1,070.70
Active Merthyr	3	26.00	£351.26	4	53.00	£755.61
NLC	1	68.75	£709.50	1	102.00	£1,052.64
Orbit Centre	1	161.50	£2,072.01	1	161.50	£2,080.47
Payroll	1	106.00	£1,246.56	1	106.00	£1,246.56
Refuse/Recycling	29	2964.00	£38,401.87	26	2819.83	£36,740.30
Revenue/Benefits				1	19.50	£242.78
Parks	1	148.00	£2,396.12	1	59.00	£955.21
Grounds Maint	7	981.00	£11,981.45	7	643.50	£7,817.75
Schools	2	18.00	£185.76	1	4.00	£41.28
Social Workers	4	375.00	£14,382.32	4	339.50	£13,139.62
Tourist Centre	1	18.00	£184.32	1	12.00	£115.92
School Transport	1	80.00	£779.20	1	72.00	£769.28
Care Homes	104	2872.33	£38,150.59	72	2032.08	£26,145.95
Grand Total	189	11937.08	£161,438.33	156	9955.42	£135,230.81

5.4.4 The table below shows the agency usage and costs for November 2018 and the total costs for the service area for the quarter.

Row Labels	NOVEMBER			TOTAL
	Count of Worker	Sum of Total Hours	Sum of Spend	Quarterly spend by Area
Education Welfare	1	90.25	£1,123.61	£2,866.61
Cemetery				£10,944.96
Benefits	1	185.00	£2,460.50	£5,805.45
Business Support	1	79.00	£983.55	£3,927.98
Civic Amenity Site	3	364.00	£3,775.35	£14,512.89
Childrens Services	2	207.50	£2,512.83	£8,701.04
Street Cleansing	10	1209.25	£15,183.12	£40,301.62
Env Health	1	112.50	£2,610.00	£6,356.80
Fly Tipping				£627.52
Parks	3	334.50	£3,670.44	£22,667.32
Highways	2	306.50	£4,032.41	£12,173.28

LEA	1	170.50	£2,122.73	£4,313.93
Active Merthyr	5	81.00	£1,094.31	£2,201.18
NLC	1	126.50	£1,305.48	£3,067.62
Orbit Centre	1	8.50	£105.83	£4,258.31
Payroll	1	117.00	£1,375.92	£3,869.04
Refuse/Recycling	27	3447.50	£44,938.34	£120,080.50
Revenue/Benefits	1	178.50	£1,827.84	£2,070.62
Parks	1	222.00	£3,594.18	£6,945.51
Grounds Maint	1	163.50	£2,067.33	£21,866.53
Schools				£227.04
Social Workers	8	763.50	£29,751.36	£57,273.29
Tourist Centre	1	30.00	£289.80	£590.04
School Transport	1	80.00	£915.20	£2,463.68
Care Homes	71	2443.50	£32,325.39	£96,621.92
Grand Total	144	10720.50	£158,065.49	£454,734.63

5.4.5 PAWS is Pertemps latest online procurement system, enabling the Council to order Pertemps staff using a simple and secure electronic catalogue. It is an end-to-end web based solution for the entire recruit to hire process including: ordering, resource utilisation, timesheet management, reporting and billing. The system is currently being implemented for the Council to use with staff training being undertaken. Following implementation management data will be available for the Council to consider the full use of agency labour as part of workforce development.

5.4.6 A report Review of Peripheral and Agency Staff was presented to cabinet on the 13th December 2017 with a number of recommendations which are currently being actioned by the department the recommendations were:

- Delegated authority is given to Human Resources and Organisational Development to control and veto requests for peripheral staff (either using Pertemps Management Information system, or our own P2P system). The policy and procedure (last approved by Council on 11 July 2011) is updated as per the attachment.
- To develop an action plan which will include the review of all vacancies currently occupied by agency staff, with consideration to adopting a phased approach over the term of the new contract with Pertemps to reviewing the use of agency staff against other methods of employment.
- A maximum cap will be imposed for all new agency staff of three months (12 weeks) for all new agency contracted positions with effect from 1st January 2018. Any proposal to extend will require the prior agreement of CMT / Head of Human Resources. This will not apply to current staff within contract.
- Collaborative work on the use of peripheral and agency staff is reviewed collectively by management and Trade Union colleagues.
- Positions which are currently occupied by agency staff are used first to consider another an employee who may be identified as being 'at risk' of potential redundancy.
- The Council considers alternative methods of engaging peripheral staff (i.e. fixed term, annualised, and flexible working contracts).

6.0 WHERE WE WANT TO BE

- 6.1 To be adequate or above in all areas of work undertaken by the department.
- 6.2 To provide managers with all data they require in order to manage their workforce effectively.
- 6.3 To ensure that succession planning is fully embedded into the Council.
- 6.4 To ensure that performance management and an appraisal process 'Focus on My Performance' is fully embedded into the Council.
- 6.5 To ensure that the Organisation Development Strategy and Workforce Plan is fully embedded into the Council.

7.0 WHAT WE NEED TO DO NEXT

- 7.1 For departments that are new to Performance Management, we will offer training to both managers and staff based on setting and reviewing objectives. Training will be available during the objective setting, mid-term review, and end of year processes.
- 7.2 Focus on My Performance (Staff) 2nd May 2018 Council approved the scheme and accompanying documents. A review of the scheme will be undertaken in April 2019 with focus groups to obtain feedback from staff and line managers to ensure that the new process is fit for purpose and suits as many job roles as possible.
- 7.3 The Organisation Development Strategy and Workforce Plan was approved by Council on the 27th June 2018. Work is still required to implement the plan and then review the Plan in June 2019.
- 7.4 The Stress Survey in 2017 highlighted the three main 'stressors' as being Demands, Management Control, and Change Management. The report has helped to establish a baseline across departments. The Council undertook a second stress survey in August 2018, these results are currently being evaluated and a report will be presented to Council for consideration.

8.0 CONTRIBUTION TO WELLBEING OBJECTIVES

- 8.1 The department assists other service areas to meet their Wellbeing Objectives and respective plans and strategies.

GARETH CHAPMAN
CHIEF EXECUTIVE

COUNCILLOR ANDREW BARRY
PORTFOLIO TITLE

BACKGROUND PAPERS		
Title of Document(s)	Document(s) Date	Document Location
Background paper 1 Level Overall Data.	14/12/2018	
Background paper 2 sickness	14/12/2018	
Background paper 3 sickness for 2015-2018	14/02/2018	
Does the report contain any issue that may impact the Council's Constitution?		