

Human Resources and Organisational Development

Annual Report 2014-15



Brighton & Hove
City Council

Human Resources & Organisational Development

Annual Report 2014 - 2015

Report of: Head of Human Resources and Organisational
Development (HROD)

Committee: Audit & Standards Committee

Subject: HROD Annual Report
April 2014 to March 2015

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1. Introduction

This is our second Human Resources and Organisational Development (HROD) annual report which highlights the contribution and achievements the service has made in supporting the organisation over the last 12 months, and sets out the focus of our activity for 2015-16.

The HROD service provides a responsive and effective service to ensure that the council's employment duties are met. A core part of our service delivery is to provide an efficient recruitment, contracts, pensions and payroll service to our workforce across the council. This is complemented through the provision of employment and health and safety policies, advice, guidance and learning opportunities, to support the growth and accountability of the organisation's line managers and its staff.

HROD supports the council's modernisation programme, contributing professional expertise to facilitate and enable change in the organisation and the continued development of our culture. We continue to play a critical role in supporting managers through the process of staff and trade union consultation and where organisational change has an impact on staff terms of employment and working practice.

It is recognised that reducing costs without minimising service delivery will be difficult, particularly at a time when demand on the service is increasing. We are part of the Support Function Service Review which will determine the organisational requirement for the HROD service offer and the ability to scrutinise what we do to provide this in the most efficient way.

For 2015/16, HROD is therefore focusing its work on:

- providing a defined, efficient and costed service to our customers that provides assurance on all aspects of people and health and safety management
- delivering organisational development and learning as a continuous process of improvement and development
- supporting and enabling the council's modernisation agenda through effective performance management, staff engagement and the management of change

The HROD function actively seeks feedback on its service provision.

"The HR&OD Team is a highly respected, responsive and professional service at the heart of the organisation. It has shown significant improvements over the last couple of years with effective leadership, sense of purpose and direction. The confidence of staff and general profile of the service is noticeably higher. They are now viewed as friendly enablers but do not shy away from challenging others where appropriate.

They have every reason to feel proud of what they have achieved, including their work on pay modernisation, culture change programme and supporting managers through difficult service redesign and staffing issues to name but a few.

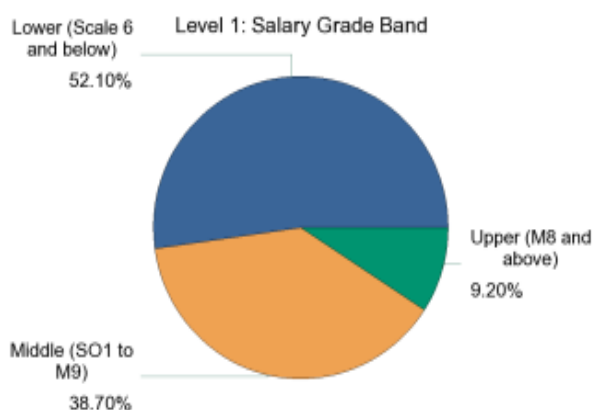
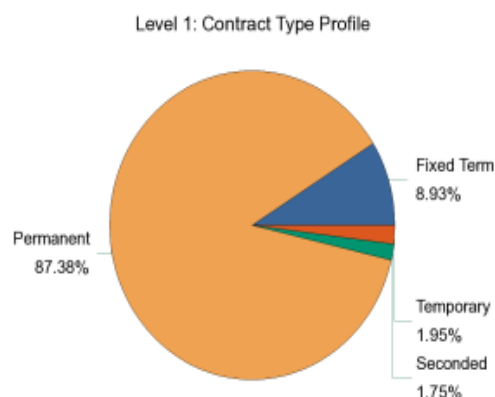
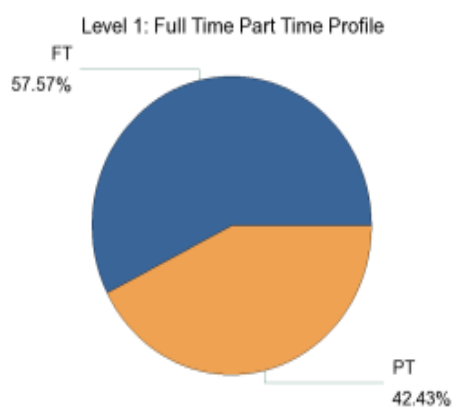
The organisation faces significant challenges ahead as our resources shrink. I have every confidence that our HR&OD Team are well placed to provide us all with the best support."

Abraham Ghebre-Ghiorghis
Monitoring Officer and Head of Legal & Democratic Services
Brighton & Hove City Council

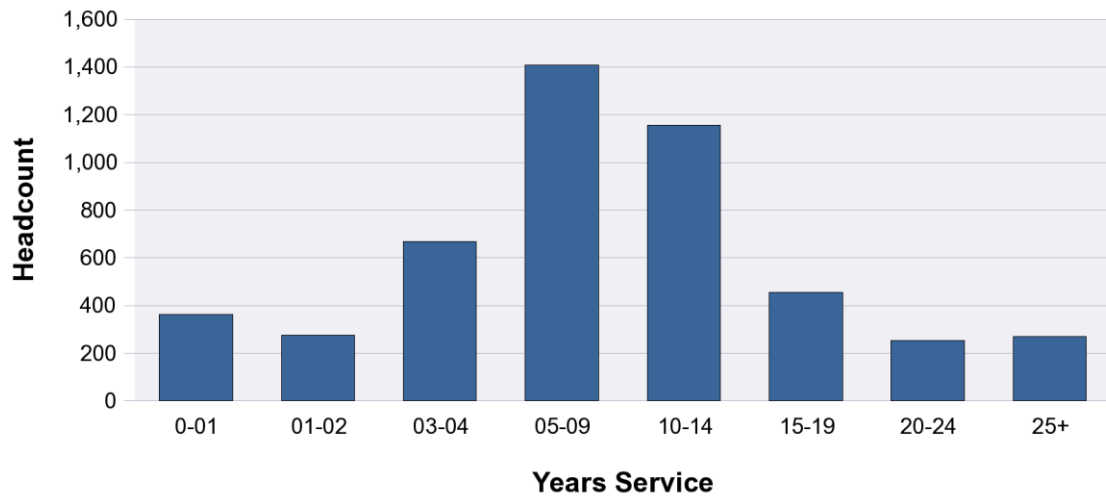
2. Our Workforce Profile

Our workforce is an essential resource in supporting the delivery of high quality services to our citizens. The following data provides an outline of the composition and turnover of the council's workforce, excluding schools.

Organisational Level	Full Time Equivalent	Head Count	Turnover (Rolling Year)
Whole Council (Level 1) (excludes schools)	4,146.55	4,846	10%
Adult Services	875.46	1,050	8%
Assistant Chief Executive	365.56	447	17%
Children's Services	910.91	1,174	11%
Environment Development & Housing	1,052.25	1,133	11%
Finance & Resources	758.42	840	7%
Legal & Democratic Services	55.22	58	7%
Public Health	127.74	148	8%

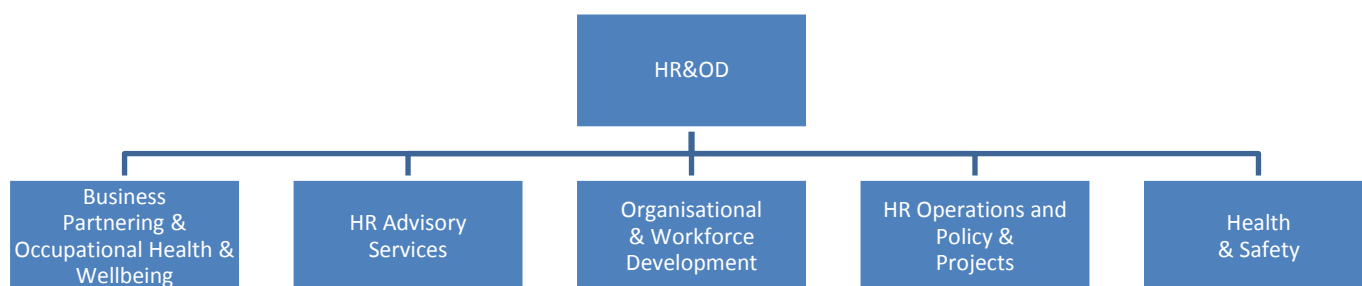


Level 1: Length of Service (in BHCC)



We also provide a HROD service (including health and safety) to schools in Brighton & Hove, through a traded service and have maintained a 100% buyback from maintained schools. We also have separate agreements to provide services to one academy and one free school in the City. The maintained school workforce headcount is 5368, which is 3397 FTE posts.

3. The Management and Structure of HR & OD



HR Business Partnering provides strategic HR support, challenge and advice to each directorate management team to support corporate and business plans. Dedicated business partners commission support from across HR to ensure an effective service is provided that meets the needs of individual services and ensures workforce issues are effectively planned for and managed.

Occupational Health & Wellbeing commissions the provision of an occupational health service and employee support program which includes health surveillance, monitoring and promotion, provision of information and advice to managers and staff.

HR Advisory Services provides a comprehensive advice, guidance and case work support service on all aspects of employment such as performance management, staff conflict resolution and change management. We also contribute to the development of managers' skills through a range of training interventions and provide coaching to managers.

Organisational & Workforce Development supports the council's organisational development priorities through the delivery of the culture change plan, and provides the majority of learning and development, qualifications and e-learning across the organisation and wider adult and children's social care workforces.

HR Operations provides a recruitment, human resources administration and payroll service for the council's directly employed workforce and schools, and the administration for the council's pension schemes;

Policy and Projects is a mix of technical specialisms from HR policy, equalities, pay and reward and job evaluation. The team undertakes a range of project work and research on workforce matters, for example pay modernisation work to meet our equal pay liability.

Health and Safety undertakes a range of assurance activities such as audits, inspections and accident investigations, provision of advice and guidance and policy development and are the first point of contact with enforcement and regulatory agencies.

4. Policy and Assurance

We continue to ensure the council is legally compliant and operating responsible employment practices. To ensure robust mechanisms of control are in place we:

- maintain policies and guidance to enable the council to comply with employment and health and safety law
- provide access to competent advice and support
- manage the council's recruitment, payroll and pension functions
- support the council's corporate audit approach

Supporting financial assurance activity

Our HR system enables us to administer salary, overtime and other employment related payments to approximately 12,000 employees (including schools). The approximate monthly value of payments is **£13.5m**. This comprises of £6m for schools staff and £7.5m for all other staff.

We also operate some staff benefits via salary sacrifice schemes as these generate savings both for individuals and the council. The benefit is paid from gross salary before deductions resulting in a saving on tax and NI payments for the individual and there is also an NI saving for the Council. There are currently 574 individuals who participate in the childcare voucher scheme and 63 individuals who signed up to the cycle to work scheme following the two campaigns organised during the last year.

Our Pensions team administers 3 schemes – the Local Government Pension Scheme, Teachers Pension Scheme and NHS Pension Scheme. There are currently:

- 5931 LGPS members,
- 2073 Teachers Pension Scheme members and
- 31 NHS Scheme members

A **Payroll Audit** was undertaken and provided **Substantial Assurance** on the effectiveness of the internal controls operating over the system. This opinion means that effective controls are in place to manage the key risks to the system.

A **Staff Travel & Expenses Audit** provided **Reasonable Assurance**. This audit focussed on whether the council expenses system was fit for purpose. Recommendations for improvements were given, which are being implemented. Average annual expenditure is £1.6 million on mileage, expenses and subsistence claims.

An audit was carried out on **Recovery of Overpayments** which provided **Limited Assurance**. This looked at HR practices and processes relating to ensuring overpayments are not made but where they are there are mechanisms in place to retrieve this overpayment. Audit testing identified historic failures to investigate and progress the recovery of old salary overpayments. At the time of the audit the total value of unrecovered salary overpayments amounted to £366,827. New procedures to improve recovery were introduced in August 2014 and the audit report has confirmed that there is already evidence of improvement. Work has been undertaken subsequently to investigate the outstanding overpayments, contact individuals and issue invoices.

We have an established HR Performance Board which monitors organisational workforce performance indicators as well as our internal HR performance. This board scrutinises progress against audit findings.

We produced the council's annual **Pay Policy Statement** in accordance with requirements set out in the Localism Act 2011. This was approved by Council and published on the website together with a range of data on pay as a public document.

We continue to operate job evaluation panels to establish the grading of new or revised posts. This, together with our local Brighton & Hove City Council allowance scheme provides a robust and transparent framework for employees' pay. We also agreed our new Grading Appeal Procedure with Unison and GMB and implemented this on 1 December 2014. This provides for individuals to appeal their job grade. The appeal is heard by a panel made up of management and union representatives training in job evaluation.

We have worked with Finance to improve our establishment management processes to ensure staffing is managed within budget. All staffing changes impacting on budgets require confirmation that sufficient budget is available. In addition to new starters to the council, 1594 leavers and 4250 staff contractual changes have been processed through establishment and payroll.

We have set up a compensation panel comprising a senior officer from HR, legal and finance to provide a consistent corporate approach to decisions on severance, settlement and market payments. The panel's role is to consider business cases presented by Heads of Service to award payments in accordance with our policies for early retirement on the grounds of redundancy or efficiency, voluntary redundancy, settlement of employment claims or market supplement payments. In addition the panel will consider appeals against decisions not to agree voluntary redundancy. Over 50 cases were presented to the panel last year.

The HR Advisory Services team work closely with our Audit colleagues and during the last year we have jointly investigated seven **whistleblowing** cases and a range of **fraud cases** including: National Fraud Initiative referrals, fraudulent Housing Benefit claims and allegations of impropriety.

Health & Safety Assurance

As a unitary authority the range of services delivered by and on behalf of the council creates a diverse risk profile. A key role for us is to ensure the council has a proportionate approach to risk management. We maintain and review the safety management framework which incorporates:

- **Setting the direction**
A policy statement and management standard sets out the commitment to health & safety and roles, responsibilities and arrangements for the delivery of the policy
- **Organising for Health & Safety**
A safety management framework formed of eight objectives tailored to the risk profile of the service, 'Team Safety'

- **Providing competent advice**

The Health and Safety team operate a duty officer system which provides the organisation with access to competent advice as required by legislation. Safety practitioners and technical specialists support managers to ensure risk appropriate measures are in place

As part of our governance and assurance activity we produced an annual Health and Safety report which has been presented to the Corporate Health and Safety committee, outlining activity and priorities for the future. The full report is included at appendix 2.

We can again report that no enforcement action has been taken against the council in the last 12 months.

Disclosure and Barring Service (DBS)

We undertake compliance checks for all relevant new appointments and new volunteers (individuals working with vulnerable adults and children) and re-checks are undertaken in accordance with our local policy. In total we undertook 2,541 DBS checks in 2014/15.

Following the publication of the Department of Education (DfE) guidance 'Keeping Children Safe in Education' we updated HR policies and worked with the LA Safeguarding Officer (LADO) and others to update and communicate guidance documents including:

- Model Safer Recruitment Policy
- Guidance issued on the Use of DBS checks in schools

As a result of new DfE guidance issued on the application of the rules on Disqualification under the Childcare Act 2006 (including Disqualification by Association) we consulted with schools, unions and the LADO and provided advice to Children's Services and Schools on implementation for new staff (new pre-employment checks).

5. Supporting Service Planning and Performance Improvement

Workforce planning and organisational design activity

Workforce planning - We have developed an improved approach to workforce planning which has been implemented alongside the business planning process for 2015/16. Workforce planning conversations have been facilitated by HR Business Partners at service level to identify the key workforce and development issues that need to be addressed to ensure the delivery of plans.

Service redesign toolkit – A service redesign toolkit has been designed and launched to support managers considering undertaking a service redesign and follows criteria agreed by Executive Leadership Team (ELT). This guidance is available on the Wave and uses best practice to provide an approach to service redesign that:

- Is evidence based and puts the customer at the heart of decision making
- Supports the modernisation of the organisation and maximises opportunities for cross-organisational and multi-agency working
- Ensures appropriate support is available when needed to facilitate quicker and more robust service design
- Fundamental to the approach is the use of effective project management and business process improvement (BPI) tools and techniques

We have supported 62 service redesigns across the council to plan and implement changes during the year in line with a reducing budget and ensuring that timescales are carefully planned in line with budget decision making.

Extensive consultation and staff engagement activity has been undertaken to ensure that staff are supported appropriately while change is implemented.

HR Business Partners have also played a key role in planning for future changes by providing **support and challenge at a strategic level** including discussions on the Care Act and advising on alternative models of delivery for services.

As part of our support for change we developed an **approach to voluntary severance** based on service redesign and robust business cases to approve cases through a corporate compensation panel. To ensure our approach is robust we developed FAQs that can be used by staff and managers impacted by change.

Modernisation and organisational development activity

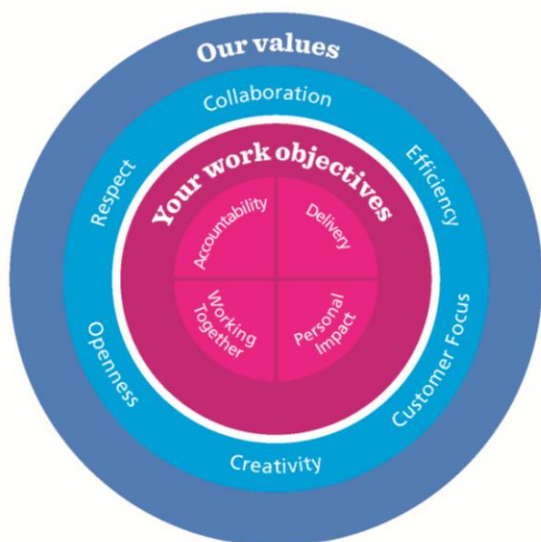
We supported the organisation with Phase 3 of the Workstyles Programme. Our Business Partnering team represent HR on the Programme Board and have facilitated skills workshops to support managers while our Health and Safety team have advised on environmental factors.

HROD continually seeks to provide excellent service to all areas in the council. Some aspects of our service are not easily controlled as demand on our resource is dependent on other activities taking place across the council. Through the people and culture aspects of the

council's modernisation programme, we are focusing on early intervention practices to reduce the demand in formal processes and improve managers' confidence and skills in managing performance and working with trades unions.

We continue to support the **Leadership Development Programme** which focuses on challenging and improving managers' performance of self, others and service to increase the council's capacity to meet the challenges of modernisation and budget reductions.

Living our values, every day



We're using our values to help us improve our performance and service delivery. This will help us to deliver the best for the city as we respond to changing demands.

Collaboration

What we need to do?

- Strengthen leadership across the council and city
- Enhance our partnerships to shape delivery
- Fully integrate business and workforce plans
- Design and produce services with our partners

What difference will this make?

- Strong, distributed, leadership is visible
- Partners tell us that we live our values
- Business and workforce plans are integrated and used
- We are more entrepreneurial
- More joined up multi-agency services to meet customer needs

Efficiency

What we need to do?

- Deliver better for less
- Make better use of buildings and technology
- Tackle the budget challenge and reshape our services
- Improve our grip on performance, accountability, discipline and shared governance
- Align resources to function

What difference will this make?

- We make best use of public money
- Our budget is balanced and reserve funds are healthy
- Sustainability targets are met
- Resources are flexible and focus on our priorities
- Decisions are made in the right place
- Staff have the right materials and equipment to do their job

Customer Focus

What we need to do?

- Be clear on what high performance means
- Use our data for better decision making
- Ensure greater connectivity between our corporate plan, service plans and outcomes

What difference will this make?

- Customers are at the heart of everything we do
- Customers tell us that we live our values
- Staff say they know how their job impacts on performance
- Customer need, good information and feedback are used to design and improve services

Creativity

What we need to do?

- Think differently and take considered risk
- Continually improve from experience
- Learn from others
- Work with pace and embrace change

What difference will this make?

- Customers say they are very satisfied with our services
- Creative ideas have had impact
- We learn and improve together
- We share ideas with partners and professional networks

Openness

What we need to do?

- Get better at being straightforward
- Enhance our reputation for city leadership
- Design services around function
- Ensure equality and fairness
- Support our rising stars and underperformers

What difference will this make?

- Talent is recognised and well managed
- Staff effort focuses on our priorities
- Services are redesigned around function not people
- Success is recognised and celebrated and our workforce is proud of us
- Communication is consistent and honest

Respect

What we need to do?

- Be clearer on objectives and expected behaviours
- Pay equal attention to how we do things and what we do
- Strengthen commitment and alignment to our purpose and values
- Give more honest feedback
- Ensure we reflect the people we serve

What difference will this make?

- Staff get ongoing feedback to improve performance
- Skills and outcomes are aligned to our purpose and values
- Our diversity reflects our citizens and is used to improve our performance and services

During 2014/15 we:

- Supported 700 managers through the leadership development programme and evaluated the initial impact of the programme with participants
- Designed and facilitated six ELT and CMT away days
- Observed CMT carrying out 121 conversations and gave developmental feedback to improve performance
- Aligned the content of Senior Manager Forums, the chief executive's blog and the ELT briefing to this agenda
- During March – April 2015 we implemented 360 degree feedback reviews for ELT members. This was part of creating and enhancing the feedback culture within the organisation

Recruitment and resourcing activity

Last year **751 individuals were appointed** via the council's recruitment process.

- A series of pre-employment checks are undertaken for all successful candidates and include 'right to work', health checks, references
- Senior appointments over the year have included Assistant Director Children's Services, Head of Cityclean & Parks and Head of Procurement
- The HR service worked with the Electoral Services team to recruit an additional **1000 staff** to assist in the general election process
- We have supported the recruitment and development of student social workers by providing **52 student placements** across BHCC and schools. This meant a total of 4690 days spent working in our services
- In partnership with Adult Social Care and Children's Services we have co-ordinated the annual intake of **22 newly qualified social workers** on the assessed and supported year of employment supported by grant income of £40,000

Work was undertaken during the year to implement our new online recruitment system, 'Talentlink', which went live on 7 April 2015. Customers were involved throughout the development of the system. Talentlink enables us to combine vacancy control and establishment management into one streamlined on-line process.

Apprenticeship recruitment is part of HROD's workforce plan to grow talent and enhance its future applicant pool. Our apprenticeship recruitment is targeted at people who are disadvantaged in the labour market and aspires to provide career pathways that develop opportunities for the local community. 87% of individuals who completed their apprenticeship last year moved into employment or further training.

Apprenticeship opportunities are channelled through local job centres and council services including Looked After Children, Youth Offending Service, Youth Employability Service, and Welfare Reform (those affected by the Benefits Cap). During the last financial year there were 63 apprentices and 29 work placements. 17 of these work placements succeeded in leading to apprenticeships within the council.

"We have an excellent relationship with the council. Over a three year period the council has demonstrated real commitment to support applicants into apprenticeships. These have included some of the more disadvantaged job seekers such as lone parents, care leavers and individuals with health issues. The variety of opportunities has been creditable and their willingness to champion the wider take up of apprenticeships across the business community has been of considerable merit."

Wayne Edmunds, Partnership Manager at DWP

Our **apprenticeship ambassadors'** scheme, launched in July 2014, promotes apprenticeship awareness. Ambassadors have spoken at local job centres, schools and recruitment events; in schools they have reached just under 2,000 young people and their parents. HROD has supported the development of graduation ceremonies, roadshows and an ambassador blog. A short promotional film about apprentices was made by our apprentice ambassadors.

Our apprenticeship coordinator is now an Ambassador for the Coast 2 Capital region. This enables us to advocate the benefits of apprenticeships to other employers and to develop our position as role model, particularly with other public service partners.

The council was awarded the **Outstanding Employer Contributions award** in June 2014 for its work on apprenticeships by Brighton & Hove City College.

Agency & Interim Staff - we manage the contract for the provision of agency and interim workers from Guidant Group. Our agency spend last year was £8.3m. During a time of significant change for local government it is important that our council has a responsive service to meet changing staffing requirements. We have successfully negotiated an extension of the contract with Guidant Group and in doing so made savings of over £120k.

In October 2014 a new automated authorisation system was introduced for all agency bookings requiring Heads of Service to approve all bookings and any extension beyond three months. Management reports on bookings and spend are produced monthly.

The council has a pool of internal administrators, known as Admin all Areas. The council recruits and pays these individuals but the booking arrangements were contracted to Guidant. Now that our HR system, Pier, has been developed to provide on-line timesheet functionality we transferred to the booking arrangements back to the council. This provides a small saving, greater control over the management of the pool, allocation of assignments and the development of the service to provide a better service to internal customers.

Casual Workers - a review of our casual workforce was undertaken and all casual workers were issued with a contract of employment which clearly sets out the terms of their engagements. 19 people were offered temporary or permanent contracts of employment. All casual workers are allocated a line manager who has responsibility for their induction, training and supervision. Monitoring arrangements are in place to identify casuals who have by default become employees.

Employee casework activity

We are embedding a case review and learning culture within the HR Advisory Services team where cases are regularly reviewed to help share new learning not just across the team but within the organisation to help improve service delivery and performance.

During 2014/15 HROD support to employment casework continued to be high:

Disciplinary	137
Performance/Capability	16
Grievance	60
Probationary	7
Sickness	197
Total	417

(Schools accounted for 23% of cases)

17 of the disciplinary cases were related to bullying and harassment. The council takes any allegations of this nature seriously and in line with our procedures and values dismissed

two members of staff for such conduct. One case proceeded to an Employment Tribunal (ET) where the council won the case. The tribunal commented favourably on the actions of officers involved in the case.

32 staff were dismissed across the Council this year (22 in non schools / 10 in schools). Of these 15 were due to misconduct (10 in non schools / 5 in schools), 14 were related to sickness-related capability (10 in non schools / 4 in schools) and 3 staff were dismissed as they failed to successfully complete their probation period (2 in non schools / 1 in schools).

A total of 23 staff left the council through **voluntary redundancy** (18 in non schools / 5 in schools).

Mediation: a new scheme was introduced in 2014 facilitated by the HR Advisory Services team. This assists the resolution of staff workplace conflict by encouraging staff to use mediation rather than dealing with such issues through formal processes. Successful mediation helps build good working relationships, which has a positive impact on staff well-being and performance. Its use is also supported by our workers forums and trades unions and is being monitored to ensure its effectiveness.

Workforce Equalities Action Plan

We have continued to lead on the implementation of the Workforce Equalities Action Plan, undertaking year two of the plan in 2014/15.

Our three year action plan aims to address the findings from the council commissioned assessment of race equality in employment carried out by the consultants Global HPO in 2012/13. This plan is an integral part of the organisation's Corporate Plan and is a key work stream that supports our modernisation agenda and underpins the associated culture change programme.

HROD works in close collaboration with representatives from our trade unions and workers forums through the **Workforce Equalities Group (WEG)**. This group meets quarterly and is increasingly a constructive, solution-focussed forum that provides a space for honest, open and sometimes challenging conversation and discussion. The group plays a key part in developing the action plan and also monitoring and challenging progress. Developing effective forms of communication and promotion of equalities issues and an inclusive work environment is an important objective for the WEG.

"We were pleased with the commissioning of Global HPO to examine race equality in employment with the aim to address some long standing equalities issues. Since the recommendations were delivered and the Workforce Equalities Action Plan developed we have seen and heard a commitment to improve. We acknowledge there needed to be a step back in order to move forward. The WEG are pleased with the progress made on equalities since commissioning the Global HPO report. We recognise it's an ongoing process and the current signs are positive. We now need to see the changes. We look forward to seeing demonstrable evidence based progress going forward and within that we acknowledge our own positions and responsibilities in this process."

**Workers Forum and Trade Unions representatives of the Workforce Equalities Group
Brighton & Hove City Council June 2014**

Policy & Resources signed off our Year 2 Action Plan in July 2014 and we were pleased to

have a positive endorsement from the trade unions and workers forums, in support of the work that was happening.

Work has taken place over the last twelve months re-establishing links with BME voluntary and community organisations in the city. Facilitated by the Trust for Developing Communities, we met with members of local BME communities which provided us with the opportunity to listen to their experiences and understand how they perceive us as a prospective employer. It has also provided us with the chance to identify opportunities that may exist to open up recruitment and career pathways to these under-represented groups within our workforce.

This work, together with scrutinising recent recruitment and selection activities carried out by managers, has helped us to identify some of the potential barriers that may contribute to BME or White Other applicants finding it more difficult to secure employment with us.

We contributed to the LGA Peer Challenge and the Stonewall reassessment and have worked closely with the Equality, Communities and Third Sector team to align the Workforce Equalities Action plan with the recommendations from these reviews. We will ensure our improvement actions have relevance across all the protected characteristic groups in our workforce.

We have also worked closely with the **Schools Race Equality Action Plan Group** to develop and carry out actions to support schools developing equalities work. Benefits include:

- improved quality of workforce equalities information in schools
- the proportion of staff for whom we hold no ethnic data has significantly reduced and is now 6.4%
- a better understanding of the proportion of staff in schools who identify as BME (4.5%)

Work is underway in partnership with the group to develop next year's action plan.

Attendance Management & Well-being Activity

Following a Business Process Improvement (BPI) review of attendance management carried out in early 2014, an **attendance management project** ran throughout 2014 to implement improvements to the management of sickness. As a result of the project:

- 411 managers have been trained across the organisation
- Improved management data is available
- Occupational Health are involved at an earlier stage
- Guidance available for managers has been streamlined

The focus has been to reduce sickness by ensuring there is clear accountability for attendance with line managers, skills to manage sickness are developed and appropriate guidance and data is available.

- Sickness across the organisation has reduced from 11.23 days in 2013/14 to 10.91 in 2014/15. The target for 2015/16 has been reduced from 10 days to 9.7 days and by embedding the good practice that has been implemented through the project this downward trend is expected to continue

The Occupational Health and Counselling Services contract was awarded to Team Prevent UK in March 2012. Since that time we have been working to embed the contract and have delivered:

- A secure occupational health online portal to submit & receive occupational health information for management & HR
- Improvements to Staff Counselling service, the provision includes unlimited freephone telephone access, 24hours a day, 365 days a year, including information & advice from citizen advice bureau trained staff
- Formalised contract review and improvement meetings

Through our **Occupational Health service** we have:

- Provided **1258** appointments (referrals and reviews)
- Undertaken analysis of the **top three reasons** for referral which were **other medical conditions, all mental health issues and musculoskeletal disorders, injury and fracture**
- Focused on awareness-raising to ensure early intervention through reducing the referral time (from first day of absence to occupational health referral received by Team Prevent), which is now showing an average of **38 days**

Through our **Employee Assistance Programme**:

- **805** people have contacted the service, 362 for telephone counselling, 405 face to face counselling, 38 to information specialists

Workforce Development Activity

Each year the council allocates training budgets of around £1.8m to services. Of this the central Organisational and Workforce Development Team manage around £843,000, most of which supports adult and children's services.

Training Courses

We have supported our workforce by delivering learning and development interventions enabling staff to enhance their skills and achieve qualifications. **14,347 course places** have been provided on **1100 courses** with an average attendance rate of **11 delegates per course**.

The **Health and Safety training programme** was developed to support the needs of staff across the organisation. Over **23** different courses have been delivered through **114** training events to **1009** delegates. This includes bespoke training events which have been tailored to meet the specific needs of teams and services.

Large scale regional events are also supported by the Workforce Development Team – the annual social care conference attracted over **1000 people** with smaller numbers attending the adults Safeguarding conference. Over **700 people** attended a Dementia showcase at the Amex Stadium.

Online Learning

- **5697 individual learners** accessed Surf2Learn and Online Learning (increase of 103% over the previous year)
- Top completions by course:
 - Information governance (3547 logins)
 - Display Screen Equipment (437)
 - Introduction to Equality & Diversity (173)
 - Safeguarding Adults (173)
 - Health & Safety (172)
 - Policies and Support – induction programme (166)
 - Civica Purchasing – purchasers (92)
 - Delivering Excellent Customer Service (86)
 - Others (857)

Qualification support

- **151** qualifications have been completed across children's, adults and housing services including:
 - 79 QCF qualifications
 - 56 Social Work CPD modules
 - 16 Bursary qualifications
 - 17 staff completed the Institute of Customer Service (ICS) qualification

Productivity

We have maximised the use of internal training rooms, **saving an estimated annual expenditure of £200,000** on external room hire costs.

6. Staff Engagement Activity

Positive staff engagement and communication is crucial to the work on the employment and cultural experience of our workforce. We therefore work closely with senior managers and internal communications to ensure regular, open and consistent messaging across the organisation. In 2014 – 2015 we:

- carried out the 2014 Staff Survey
- aligned key engagement activities
- were assessed against Investors in People Standard (IIP)

2014 Staff Survey



The Staff Survey ran during October 2014 and we had largest response rate ever. The survey allows us to capture staff perception on what it's like to work here. It is one of our mechanisms for evaluating how we are doing with our culture change programme. All staff had the opportunity to complete the survey either online or on paper. In total 2,959 responses were received, with an overall response rate of 55%.

We facilitated conversations with the chief executive, executive directors and Corporate Management Team (CMT) to look at the feedback and building on the 2014 themes, agree the main areas of focus for the organisation:

- Leading, managing and supporting change in an open way
- Giving even more attention to staff engagement and involvement
- Providing a clearer understanding of the sense of direction in the organisation

The key areas of focus are included in every Service Plan to encourage action and improve staff confidence that their feedback is being listened to and acted on.

Alignment of key engagement activities

During 2014 we continued to work with ELT and internal communications to align our cross council engagement activities to ensure they are integrated, consistent and supportive of one another.

- Senior Managers Forum – three times a year
- Staff Survey – annually
- Staff Roadshows – annually
- Staff Consultation Forum – meets quarterly
- Departmental Consultation Groups
- Corporate Health & Safety Committee – meets quarterly

Investors in People Standard (IiP)

In March 2015, two Investors in People (IiP) assessors met with over 170 employees. The outcome of this assessment was that the organisation was accredited with an **IiP Silver award**.

7. Partnership Activity

We are a member of the **HR Leads Brighton and Hove Connected City Management Board** which consists of other leading public service organisations within the City. Our aim is to maximise the opportunities for collaboration related to public service HR policy and practice and to improve efficiency, improve customer service and support service development.

In Schools: we work in partnership with schools and academies in the city to provide a range of traded services including HR advice, payroll and pensions, health & safety and occupational health & wellbeing. In 2014/15 we have:

- produced the 2014/15 Teacher Pay & Appraisal Model policy and guidance documents, incorporating the government performance management, updated pay reforms, involving detailed consultation with head teachers and teacher unions
- provided timely advice to headteachers and governing bodies on managing industrial action during July and October 2014. Guidance on the continuing action short of a strike by the teacher unions was provided
- kept schools up to date with HR issues through School Bulletins (43 issued), termly Heads HR Briefings (3 issued) and twice termly Business Manager & Bursar Briefings (6 issued)
- worked closely with Education & Inclusion to provide specialist support to Governors and schools that the council is working with to provide additional support to improve standards.

We also provide HR and payroll support services to:

- Citizens Advice
- South Downs National Park
- City Academy Whitehawk
- the Bilingual Primary School

The Learning Technologies team was commissioned by the **Association of Directors of Adult Social Care (ADASS)** South East Regional Workforce Group to produce a package of e-learning modules on the Care Act 2014, for the 18 councils that make up the group. This commission also generated £20,000 in income.

“I know this was a considerable piece of work and valued by many of the councils who are now in a position to offer wide access to e-learning training for the Care Act”

Co-chair of ADASS in the South East

We continue to work collaboratively and in partnership with a range of services and teams within the council and externally. This is an important area given the budgetary constraints across the public sector.

We provide the first point of contact with regulatory agencies in particular the **Health & Safety Executive** and **East Sussex Fire and Rescue Service** when undertaking inspections, audits or investigations. The Health and Safety Executive continue their

proactive inspection programme and East Sussex Fire and Rescue Service undertake fire safety audits across the city.

To provide a coordinated approach to risk management our Health & Safety team have membership on the following groups:

Risk Management Steering Group: working together with leads from Emergencies and Resilience, Public Health, Insurance, Audit, Communities and Equalities and the Risk Manager. This group ensures co-ordination of risk management issues, resources and strategies.

Safety Advisory Group (SAG): involvement in this group includes deputy chairing responsibilities and working with partners such as emergency services, transport operators and other council teams to advise on the potential impacts and co-ordination of resources as the calendar of events in the city unfolds. Events that have required a significant resource have included Pride and the Brighton Speed Trials.

Major Incident Support Team (MIST): the H&S team continue to support and give advice on contingency plans and incident management during incidents that may affect the safety of residents, visitors and our staff.

8. Focus for 2015/16

This report has highlighted the broad range of achievements and challenges over the last year for the HROD service. Whilst we recognise there are further opportunities for us to develop our service, there is also lot for us to be proud of.

In 2015/16 we will continue to support the organisation by providing a professional, responsive HROD function that supports the organisation and our partners in the management and robust performance of services and staff. We will develop our Year 2 culture change plans and people plans to support the modernisation programme and budget setting, ensuring managers and staff are equipped to manage change in the best way possible.

We will continue to monitor our service performance through the HROD performance board and monitor progress against key actions in our service plan and our service performance indicators. We will be improving our mechanisms to obtain regular customer feedback and information on satisfaction with our services. This will ensure that we offer our customers a positive experience and that we deliver high levels of service performance, delivered through efficient systems and processes.

Through the Support Services Function Review, we will determine a robust baseline of service data that will enable us to demonstrate more efficiently the unit costs and activity levels of our service. We will continue to review processes and systems to ensure we are able to be as efficient as possible. We will be introducing a new learning management system in the summer of 2015, as part of planned improvements, this is a city wide solution to learning and development administration will also work for partners and social care providers.

We will continue to work with colleagues across Finance and Resources to improve the breadth and quality of management information to provide insight and assist services in their management of the performance and development of our workforce.

9. Help us to help you

Delivering the best services for our city relies on ensuring we have the right people in the right roles doing the right things. HROD play a key role in supporting the organisation to achieve this. We need to ensure our service responds to the changing needs of the organisation.

You should be able to find all the information you need on the [HR section of the Wave](#), or talk to your manager.

How can you help? Tell us what you think we do well and when things haven't met your expectations. Email HRODCustomerFeedback@brighton-hove.gov.uk.

