

Human Resources and Organisational Development

Annual Report 2015-16



**Brighton & Hove
City Council**

Human Resources & Organisational Development

Annual Report 2015 - 2016

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

Committee: Audit & Standards Committee

Subject: HROD Annual Report
April 2015 to March 2016

Date: 21 June 2016

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1. Introduction

The Human Resources and Organisational Development (HROD) annual report highlights the contribution and achievements the service has made in supporting the organisation over the last 12 months.

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.

2. Our Workforce Profile

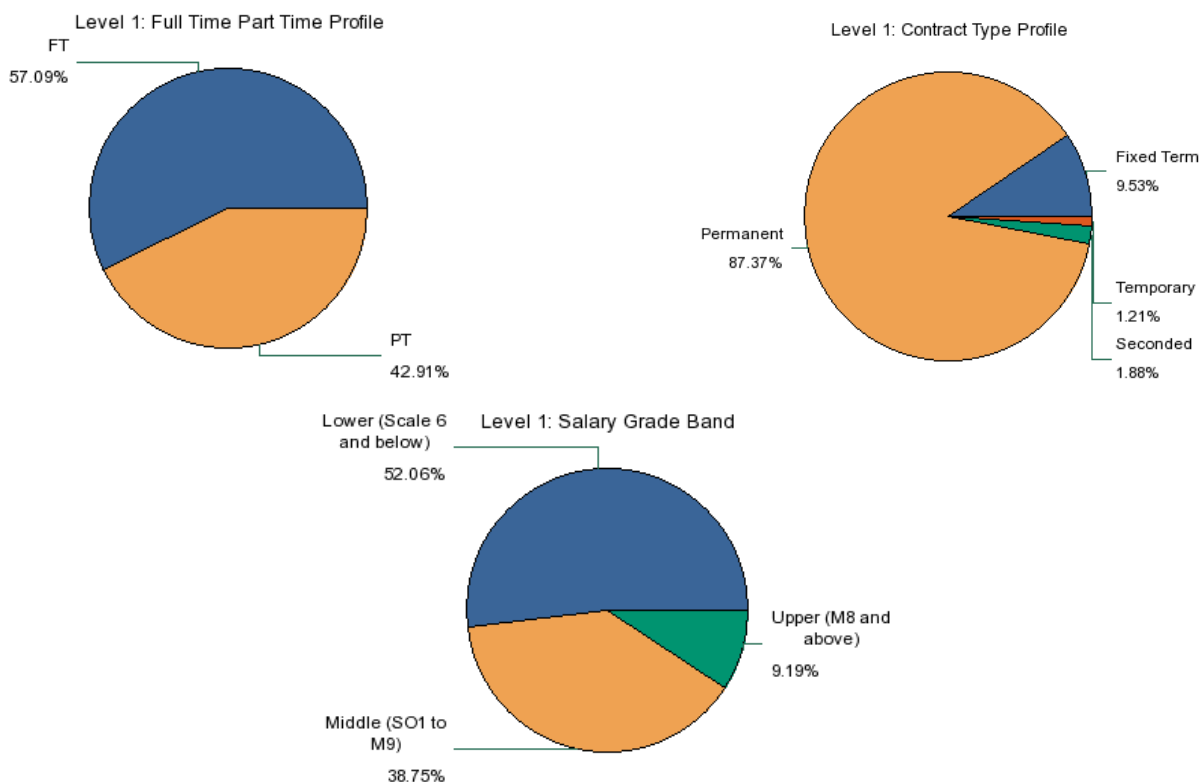
Our workforce is an essential resource in supporting the delivery of high quality services to our citizens. The following data provides an outline of the composition and turnover of the council's workforce, excluding schools.

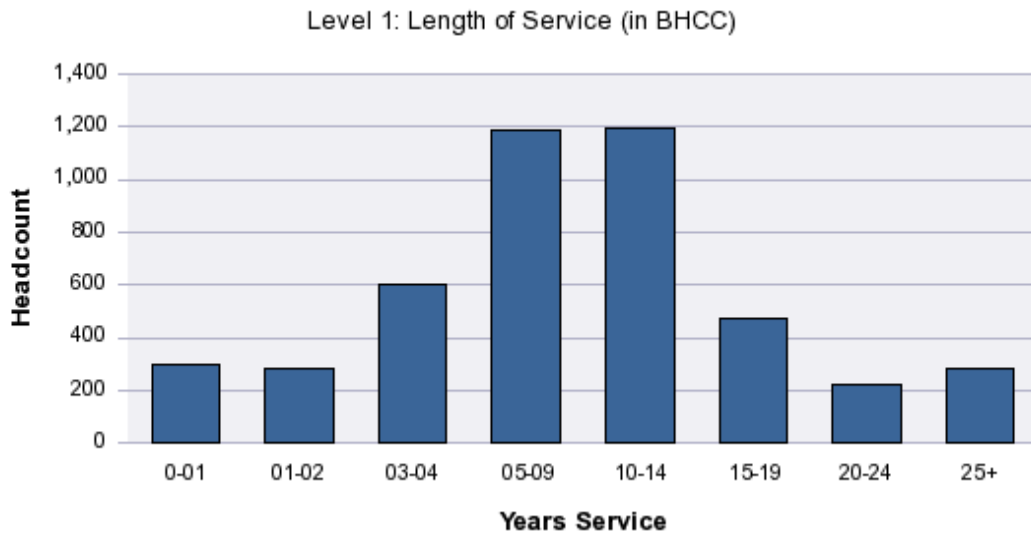
(Figures in brackets are from previous year)

Organisational Level	Full Time Equivalent (FTE)	Head Count	Turnover (Rolling Year)
Whole Council (Level 1) (excludes schools)	3880.89 (4146.55)	4541 (4846)	15% (10%)
Adult Services	829.20 (875.46)	999 (1050)	13% (8%)
Assistant Chief Executive	329.96 (365.56)	409 (447)	24% (17%)
Children's Services	834.15 (910.91)	1067 (1174)	17% (11%)
Environment Development & Housing	979.16 (1052.25)	1055 (1133)	14% (11%)
Finance & Resources	666.11 (758.42)	732 (840)	12% (7%)
Legal & Democratic Services**	113.08 (55.22)	128 (58)	13% (7%)
Public Health	126.23 (127.74)	153 (148)	16% (8%)

*** Increased headcount due to transfer of Life Events services to Legal and Democratic Services*

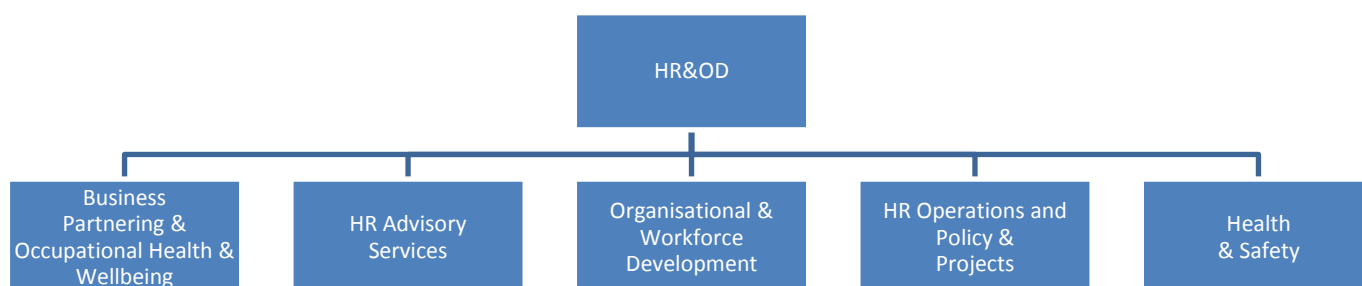
The data shows that there has been a general decrease within the workforce over the past year, which reflects the reduction in services in line with budget reductions. It is also interesting to note the increase in turnover across all services.





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 two academies and one free school in the City. The contracted school workforce headcount is 4841 (5368), which equates to 3433 (3397) full time equivalent (FTE).

3. The Management and Performance 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. The team also contribute to the development of managers' skills through a range of training interventions and provide coaching to managers. The service also provides support during the consultation and implementation of agreed service redesigns.

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;

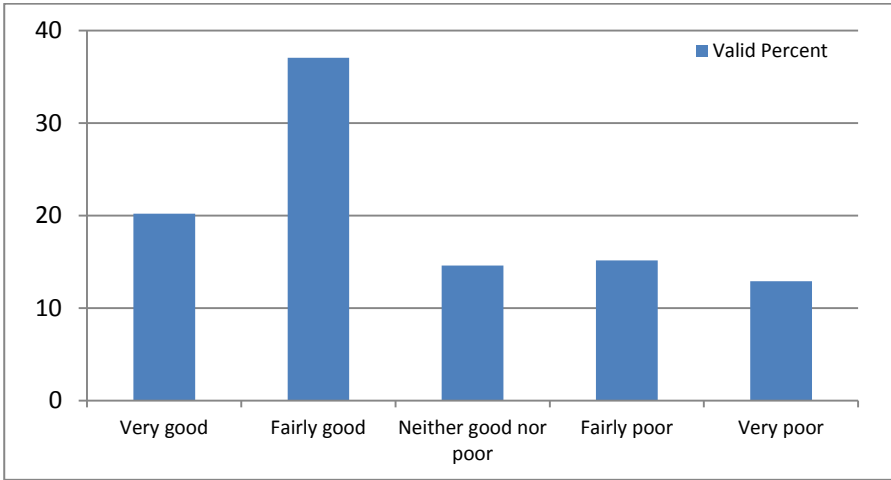
Policy and Projects is a mix of technical specialisms from HR policy, equalities, pay and reward and job evaluation. The team undertakes a range of project work and research on workforce matters, ensuring the council is at the vanguard of employment law, thereby minimising the risk of litigation.

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.

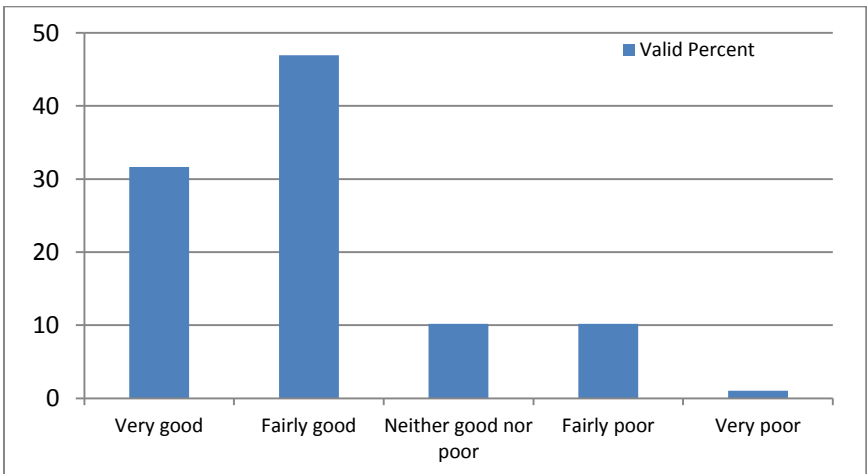
The first Finance & Resources wide **Customer Survey** undertaken between 30 November and 18 January, this included feedback on HROD services. This feedback is being used to inform future service planning. A summary of results is shown on the next page:

Overall, how was the standard of customer service you received?

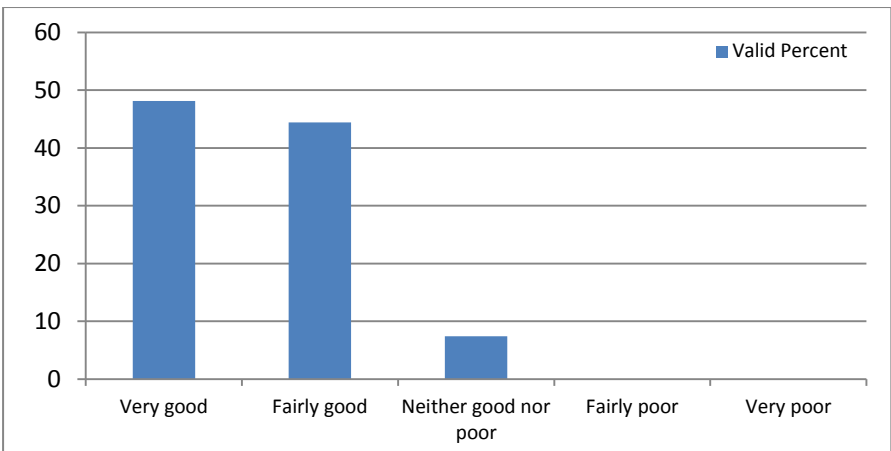
HR



Workforce Development



Health & Safety



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
- keep abreast of evolving employment law

Throughout 2015/16 the HR Performance Board continued to monitor organisational workforce performance indicators as well as our internal HR performance. This board scrutinises progress against audit findings.

Governance

HROD contributes to core governance activity with representation at the Officer's Governance Board chaired by the s151 officer and the Information Governance Board.

We attend various committees including, Policy & Resources and Growth and Audit & Standards when issues relating to workforce or health and safety are debated. We report on Health & Safety performance via the Corporate Health & Safety committee and Workforce Performance via Executive Leadership Team & Policy & Resources committee.

Internal Audit

There have been 3 audits this year relating to HROD services:

Payroll Audit which is carried out annually to ensure that sufficient controls are in place for all contractual employee changes, to guarantee an accurate and efficient monthly payroll, and to safeguard that all HMRC legislation is being met and maintained. For the second year running **Substantial Assurance** was given 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.

Pension Administration Audit was carried out. The service manages the process for starters, leavers, changes and retirements for the Council, this includes the Local Government Pension Scheme, Teachers pension scheme, NHS and services provided to South Downs National Park Authorities and to 2 Academies in the city. **Limited Assurance** was given and since the audit, 1 of the 6 actions has been implemented in full. The others are not yet fully implemented.

Working with Finance we reviewed the **Establishment Management** process allowing the Council greater control and understanding of the staffing budget. Since October 2015 all requests to amend staffing contracts must have financial approval before being actioned. At the time of writing the draft audit report has provided **Reasonable Assurance**.

We are a key contributor to the Organisational Ethics Audit which has provided **Substantial Assurance**.

Supporting financial assurance

Our HR system enables us to administer salary, overtime and other employment related payments to approximately 10,000 employees (including schools). The approximate monthly value of payments is **£13.4m**. This comprises of £6.4m for schools staff and £7.0m for all other staff.

We have processed 1487 new starters (590 non-schools and 897 schools) and 2,350 staff amendments and 1854 staff leavers (1034 non schools and 820 schools).

We also operate a range of staff benefits via salary sacrifice schemes, which generate National Insurance savings. There are currently 390 individuals who participate in the childcare voucher scheme and 96 individuals signed up to the cycle to work scheme following the two campaigns organised during the last year. We are currently in exploring procurement of staff benefits services.

The total value of payments administered by our Pensions team to each pension fund is approximately:

- £29 million (Local Government Pension Scheme)
- £15 million (Teachers Pension Scheme)
- £318k (NHS)

We produced the council's annual **Pay Policy Statement** for 2016/17 in accordance with requirements set out in the Localism Act 2011. This was approved by Full Council and published on the website together with a range of data on pay as a public document.

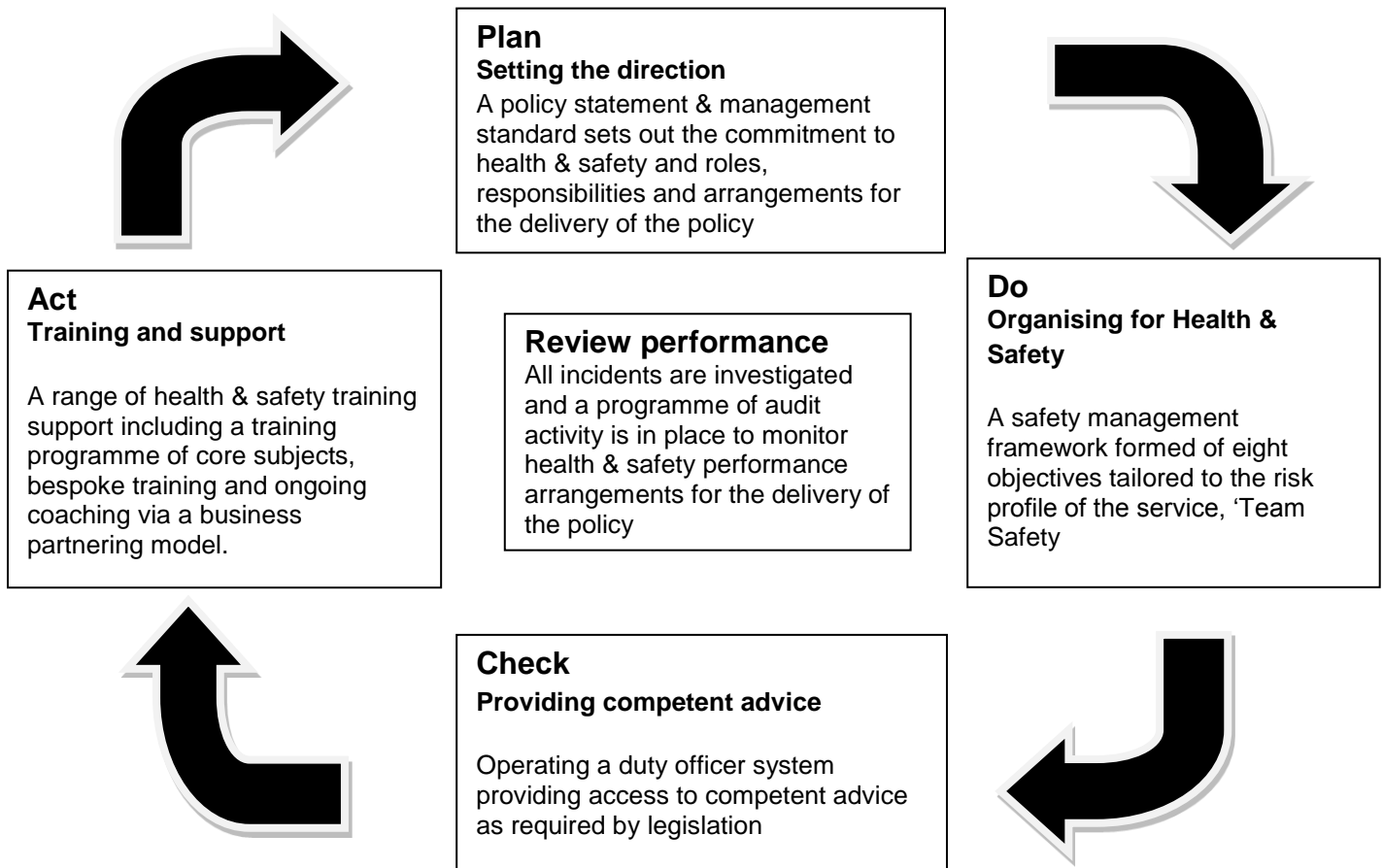
We are leading the implementation and review of the voluntary Living Wage, in April 2016 the new rate of £8.25 was implemented across the council and all schools.

HR has played a key governance role in supporting in year financial control through vacancy management, agency bookings and provision of training.

Health & Safety Assurance

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

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 continue to maintain and review the safety management framework which incorporates:



As part of our governance and assurance activity, an annual Health and Safety report has been presented to the Corporate Health and Safety committee see *appendix 1*.

Pre-employment Checking

The recruitment team ensures the relevant checks are undertaken for all new recruits prior to confirming job offers. These include right to work, health, referencing and disclosure and barring checks.

Over 1,600 Disclosure and Barring Service checks were undertaken during 2015/6 for new and existing staff (at a cost of £44 per check) as well as over 1,000 for volunteers.

Basic disclosure checks were also processed for all ICT staff to comply with the Code of Compliance.

Job Evaluation

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.

5. Supporting Service Planning and Performance Improvement

Workforce planning and organisational design activity

Workforce planning – We have been working closely with services to understand the workforce implications of the 4 year integrated service and financial plans to enable better planning for changes to staffing levels. Workforce planning conversations have been facilitated by the HR Business Partners and a corporate analysis of the information collected is underway and will support our work to redeploy, re-skill and reduce our workforce in line with our changing organisation. Information from our workforce planning conversations will also be used in the re-refresh of the Corporate Learning and Development programme over the coming year.

Budget Planning – Support was provided to a successful budget consultation exercise with staff and unions. Consultation process were planned at a corporate and service level to ensure that an extremely challenging budget process was managed in the most effective way possible, with early engagement of those impacted. The equality impacts of the budget were assessed and management of change processes were implemented. In total **141** staff left the Council during 2015/16 on Voluntary Severance, of these 86 staff left in advance of savings for 2016/17. Through the budget process HR Business Partner and HR Advisory Services have supported **56** consultation or communication exercises. These vary in size and impact from communication on changes affecting individual posts to major service redesign such as the ongoing work within Adult Assessment Services.

Significant savings and changes have been introduced in many areas with the agreement of those involved. For example in Tourism and Venues, **£180k savings** have been delivered in consultation with those involved. In this case, 11 posts were deleted from the service through offering a combination of voluntary severance and redeployment.

Service Redesign – The Service Redesign Toolkit launched in March 2015 introduced a more proactive, open and collaborative approach to service redesign. The Business Partner team have supported a number of fundamental service redesigns using tools which ensure structures are designed around desired outcomes, and early engagement with staff and stakeholders means change is more effectively managed. An example of this work is the reorganisation of Children's Service social work services which took place in 2015. This underpinned a new model of practice based on the relationship model to improve outcomes for vulnerable children and young people.

Supporting New Models of Delivery – As the shape of the Council changes we have worked with management teams to assess options for moving services into different models of delivery. This has involved supporting a wide range of options such as plans for the management and operation of the Royal Pavilion and Museums by a third party organisation. In addition support has been provided to respond to legislative or other changes that involve the transfer of staff to other organisations such as the National Anti-Fraud Network which transferred to the Department of Work and Pensions on 1st October 2015. Using experience of this work the Business Partner team have updated the TUPE toolkit to support managers and HR colleagues in progressing with transfers of services that are covered by TUPE.

Management of Change and Lessons Learnt – A Lessons Learnt review has been introduced after each reorganisation to ensure that good practice or improvements that can be made are shared between service managers. This has now been included in the service redesign toolkit. We are also reviewing our approach to Voluntary Severance and managing change to ensure we have a sustainable approach over the next 3 years.

Modernisation and organisational development activity

Some aspects of our service are not easily controlled as demand on our resource is driven by other activities taking place across the council. Through 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 have a key enabling role in the modernisation programme for the council. As well as supporting individual service redesign and modernisation planning, we lead on the People and Culture Change programme:

During 2015/16 we:-

- Commissioned and delivered a staff survey to the organisation and have been supporting Directorates to identify actions to support improvement in business plans.
- Developed and launched a performance management tool kit to provide guidance and support to managers.
- Completed a review of organisational tiers and spans of control to inform service redesigns against organisational design principles.
- Undertook a review of our redeployment practice, with managers and unions, which is informing a redrafting of the councils redeployment policy.
- Delivered the final cohorts of the living our values development programme. The key messages of the management development programme have now been weaved into other training e.g. Induction, Being a Manager and People and Performance Management.
- We developed pilot job families for Leadership and Legal in preparation for roll-out to the rest of the organisation.
- Continued to support Phase 3 of the Workstyles Programme from a workforce and health and safety perspective and have facilitated performance management skills workshops and ensure continued engagement with the trade unions.
- Undertook a review of grievance and dispute practice to inform a redrafting of our grievance and dispute procedures
- Undertook a review of trade union facilities time and arrangements and reduced full time facilities

The priorities identified for 2016 onwards are:

- **Pay & Reward** – ensuring the council's pay and terms and conditions framework connects with the needs and operating principles of the council

- **Competency Framework** – ensuring the council has a defined performance and skills framework to underpin its workforce strategy:

Project A	Competency Framework: delivery of an agreed framework
Project B	Integration with organisational policies & procedures
Project C	Training – alignment of existing programmes and development of new support materials, e.g. workshops, toolkit
Project D	ICT / Data – solutions to capture results and provide management information

- **HR Data and Insight** - ensuring the council uses key management data in a way that enhances decision making and future planning

Recruitment and resourcing activity

All council vacancies are advertised on the councils job site. www.brighton-hove.gov.uk/jobs Job board space is used for specialist roles through our advertising contract.

Last year we recruited **590 staff** (excluding schools), the majority of which have been appointed through job board advertising.

Breakdown by quarter	Number of Appointments
Quarter 1	144
Quarter 2	168
Quarter 3	91
Quarter 4	187
Grand Total	590

A job board is a recruitment website where vacancies are advertised. We have an annual contract with Jobs Go Public, The Guardian and Diversity Jobs. Total spend on recruitment activity (excluding schools) during 2015-16 was;

Activity	£ Cost
Advertising	£120,080
Job Board	£39,000

- We completed the implementation of Talentlink and have supported managers in self-service
- We have advertised **953 vacancies** (454 schools, 499 non-schools)
- We successfully supported Senior management recruitment including appointment the Chief Executive and Executive Director Finance & Resources
- We ensure we have the broadest reach of advertising to attract a diverse range of applicants including effective use of job boards and working with partners including diversity jobs to positively engage under represented groups
- We ran a successful campaign to improve social work recruitment through the provision of **51 student social work placements** across BHCC; and co-ordinated an intake of **20 newly qualified social workers** on the assessed and supported year of employment.

Supporting Apprenticeships

Apprenticeships support workforce planning to grow talent and enhance a future applicant pool. Apprenticeships give young people real, hands-on experience that can help change lives, reduce long-term youth unemployment and help our economy thrive.

91% of individuals who completed their apprenticeship last year moved into employment or further training compared to 87% in 2014/2015

Apprenticeship opportunities in the last three years have channelled through local job centres and council services including Looked after Children, Youth Offending Service, Youth Employability Service, Supported Employment Team and Welfare Reform. During the last year there were:

- 20 new apprenticeships starts
- 32 staff embarking on apprenticeships with more planned for 2016/17
- 14 apprenticeship carry forwards
- 33 completed apprenticeships (30 of whom have moved into further training or employment)
- 6 did not complete
- 9 standalone work experience placements
- 4 supported Interns in partnership with Plumpton College

Our apprenticeship ambassadors' scheme, launched in 2014 continues to grow. Ambassadors have spoken at schools, career fairs and local job centre and activities can be followed on <http://apprenticeambassadors.blogspot.co.uk/>. This year it gained 3521 hits.

HROD supported the Apprentice Ambassadors to host the councils second Apprenticeship Roadshow and Graduation Ceremony which was held at the end of Apprenticeship Week 18th March. HROD continues to be represented on the Apprenticeship Ambassador Network for the Coast 2 Capital region



The Brathay Challenge



Pinaki Ghoshal at the Graduation Ceremony



Job Shadowing the Chief Executive

The council has entered this year's Brathay Challenge which involves teams of apprentices from organisations all over England competing to be crowned the apprentice team of the year. You can follow their activities on our new twitter page **@BHapprentices**

Agency & Interim Staff

Human Resources manage the contract for the provision of agency and interim workers through our managed service provider. The council continues to utilise this contract to meet its staffing requirements during a time of significant change.

Agency spend last year was **£7.7m**. This reflects a reduction in spend of **£638k** on the previous year.

All agency bookings continue to be authorised through an automated online system by senior managers and no assignment can exceed 12 weeks without further approval.

Policy and Resources Committee have approved the retender of the service through the Eastern Shires Purchasing Organisation to take place later in the year.

Casual Workers

Our casual workforce is kept under review and all casual workers are monitored to ensure that their employment status is correctly recognised. All casual workers are allocated a line manager who has responsibility for their induction, training and supervision.

We support **563** casual workers across the council (NB: this figure does not include schools).

Employee casework activity

We continue to embed a case review and learning culture within the HR Advisory Services team to help improve service delivery and performance. This includes regular sharing of learning from cases with the Legal Services team.

During 2015/16 HROD support to employment casework continued to be high:

Disciplinary	125
Performance/Capability	20
Grievance	51
Probationary	8
Sickness	192
Total	396

(Schools accounted for 28% of cases)

HR Advisory Services provided support to **202 formal hearings**.

42 staff were dismissed this year (35 in non schools / 7 in schools). Of these:

- 12 were due to misconduct (10 in non schools / 2 in schools),
- 26 were due to sickness-related capability (21 in non schools / 5 in schools)
- 1 was due to performance capability (in non schools) and
- 3 staff were dismissed as they failed to successfully complete their probation period (all 3 in non schools).

27 of the disciplinary cases were related to bullying and harassment. The council takes any allegations of this nature seriously and investigates in line with the disciplinary procedures.

We successfully redeployed eight staff following a capability or sickness hearing.

Learning and Development: The service contributes to a number of management courses to develop people management skills. This includes the development of Disciplinary Investigation & Hearing Workshops and Attendance Management Training which have been attended by 66 managers with positive evaluation.

Mediation: Successful mediation helps build good working relationships, which has a positive impact on staff well-being and performance. Its use continues to be supported by our workers forums and trades unions.

As part of six employee relation cases there was agreement to use mediation. Three successfully reached an agreement resulting in no further formal proceedings being pursued. Two have yet to take place. Whilst the remaining mediation session did not reach an agreement, neither were any formal procedures pursued.

We are currently undertaking a review of the mediation scheme to improve the uptake.

"It was completely successful because it completely changed the working relationship. It has made a huge difference to me at work and a huge difference to me personally: I feel it has helped to increase my self esteem, my mental health and my confidence."

Participant in mediation

Coaching: HR Advisory Services have commenced seven formal coaching agreements and these have been well received. Increased publicising of the offer will be taking place going forward.

"I have found coaching to be invigorating and I felt elated after my sessions as it was great to be able to open up to someone and have someone be interested in my issues. As a manager it can be hard to talk about issues, so coaching allowed me that space. "

Participant in coaching

Workforce Equalities Action Plan

Human Resources lead on the Workforce Equalities Action Plan now in year 3. We continue to have a positive contribution from the trade unions and workers forums, in support of the work. A report was presented to P&R Committee in June 2016 updating on progress against the year 3 action plan and proposed areas of focus for work in year 4.

"The WEG acknowledge the progress being made on equalities since commissioning the Global HPO report but this needs to be sustained. We recognise it's an ongoing process and the commitment to this work needs to continue. 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, June 2015

This work 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.

This year we published our first Annual Workforce Equalities Report covering 2014/15. This report provides a comprehensive analysis, by equality strand, of the size and composition of our workforce, recruitment data and other aspects of employment. This detailed analysis, which was welcomed by members of P&R is a measure of how successful we have been over the last couple of years at improving the quality and analysis of our employment data enabling us to better identify differences in outcomes for different staff groups

Being able to demonstrate changes in our workforce profile has proved challenging, particularly in relation to BME staff, who remain under-represented, especially at senior levels. We have reviewed our recruitment and selection policy and practices, informed by feedback from our Workers' Forums and local BME communities. We now include a standard positive action statement in all our job adverts and are supporting positive action initiatives to increase workforce diversity.

Changing our workplace culture is also key to achieving improved equality and diversity outcomes for staff. Our Values have already created a shift in people’s behaviours across the organisation and our new competency framework will build on this by ensuring that how our managers behave is just as important as what they achieve at work.

As last year, HROD has worked in close collaboration with representatives from our trade unions and workers forums through the **Workforce Equalities Group (WEG)**. This group which meets quarterly plays a key part in developing the action plan and also monitoring and challenging progress.

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. Work is underway in partnership with the group to increase the level of representation of BME teachers.

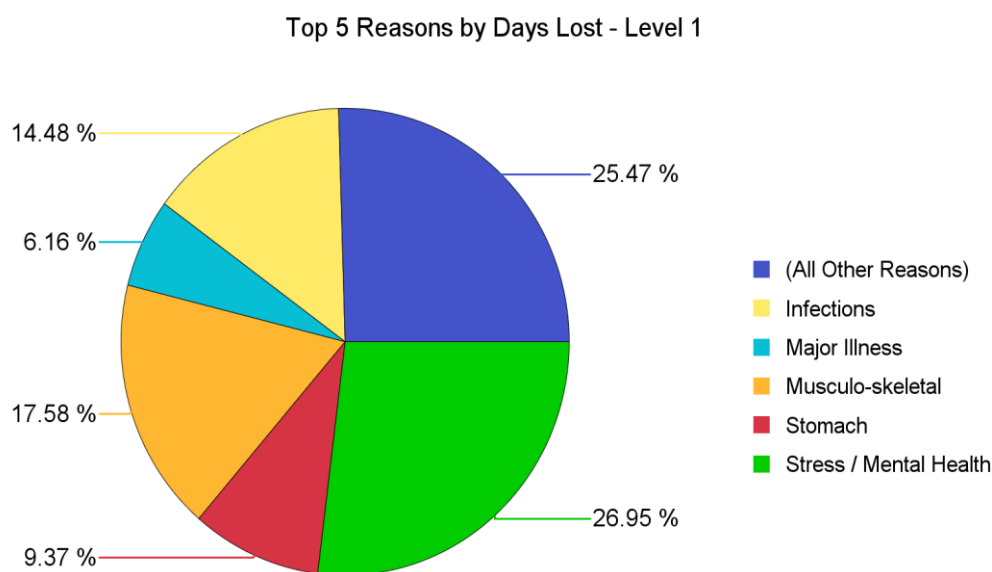
Attendance Management & Well-being Activity

The attendance management project continued throughout 2015/16, the focus has been to reduce sickness by ensuring there is clear accountability for attendance with line managers, support for managers to develop skills to manage sickness and appropriate guidance and data is available.

The final sickness outturn and cumulative days lost during the year 2015/16 is 11.06 days which is above last years outturn result of 10.91 days, and above the council target of 9.7 days.

We are conducting further analysis to understand the cause of this.

The breakdown of absence by cause is shown below:



Actions supporting sickness management

- Business Partners continue to present the quarterly Our People Data (OPD) reports to DMT's, highlighting areas of concern around absence levels.
- Directorates are provided with a monthly sickness report at Corporate Management Team (CMT) level, which shows absences that have started or ended in the preceding month, and can be used to monitor progress and performance in relation to absence management. The reports include information highlighting when an employee has reached an absence concern level, as well as when a referral to Occupational Health should be considered. All Heads of Service have met with the sickness lead for their directorate and are able to set performance objectives in relation to sickness absence management.
- The lead HR advisers for sickness have worked with managers to improve the management of sickness by providing the following support:
 - Providing guidance to senior managers to ensure that monthly sickness data can be used effectively to monitor action on sickness;
 - Support directorates / divisions to agree strategies for managing performance in relation to sickness including setting objectives in relation to the management of sickness absence;
 - Identify outstanding areas where sickness absence training needs to be provided;
 - Work with OH contract manager to improve use of OH by managers and streamline processes in relation to ill health retirement, and put in place a process to ensure the manager has an opportunity to discuss more complex cases directly with OH.

An increase in violence and aggression incidents towards staff resulted in the development of the **Threat Response Process** which provides support for colleagues in challenging situations facing physical and psychological threats. Since its inception we have seen it implemented on a regular basis. The successes of this are;

- Growing confidence with managers feeling empowered to challenge what are often very complicated issues
- A formalised system for responding to these issues
- Third party organisations are now being included in the process.

The feedback received from those supported by the threat response process is very positive about the act of support even if the remedies are at times limited.

Occupational Health & Wellbeing

The Council commissions the provision of an occupational health service and employee support programme which provides;

- a secure occupational health online portal for management to submit & receive occupational health information.
- a Staff Counselling service (Care first), which provides unlimited freephone telephone access, **24 hours a day, 365 days a year**, including information & advice from citizen advice bureau trained staff. Management support is also available on the freephone line, to help managers when dealing with handling difficult & sensitive conversations with staff.
- formalised contract review and improvement meetings

We have contributed to the development of an **Employee Health & Wellbeing Framework** in partnership with other public sector organisations including East Sussex County Council and Surrey County Council.

This framework covering a four year period will be an option for Brighton & Hove City Council to put forward for committee approval in 2016, in preparation for when the current Occupational health & staff counselling contract ends in March 2017.

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

- Provided occupational health appointments to **939** members of staff.
- Undertaken analysis of the top three reasons for referral which were; mental health issues (41%), all other reasons (34%) and musculoskeletal disorders, injury and fracture (25%).
- Ensured appropriate triage of Occupational Health referrals to the relevant specialist, i.e. physiotherapist, mental health nurse.
- Provided early intervention support for staff referred to occupational health at an early stage; i.e. still at work or where absence is less than a month.
- Provided guidance to management and staff on the provision of occupational health telephone consultations.
- Focused on raising awareness to management, ensuring appropriate referral to Occupational Health (OH). This provides assurance the process is of value and provides useful and timely advice. This is achieved through attendance management training, focusing on ensuring managers understand why they are referring to OH, and an emphasis on considering what recommendations have or haven't worked if referring a member of staff in further times to OH, for the same condition.

Through our **Employee Assistance Programme**:

- **816** contacts were made to the service, 466 were for telephone counselling, 311 for face to face counselling, 8 for online counselling, and 31 to information specialists.

Communications on Staff Support

Information outlining support available to staff has been created on the Wave which includes internal support and a selection of external support resources.

Team Resilience & Stress Prevention/Management

A team resilience checklist and individual stress risk assessment have been designed to help managers and staff identify and address work related stressors. A supporting guide has been developed to be used alongside the checklist and risk assessment process.

Time to Change

The Council signed an employer pledge supporting [Time to Change](#), England's biggest campaign to end stigma and discrimination faced by people with mental health problems. The action plan for the Council has been approved demonstrating action will be taken to tackle stigma and discrimination.

Health & Wellbeing Group

This group was formed to ensure greater consistency in the application of the 'Attendance Management Procedure'. Attendees include management representing services across the Council, HR, Disabled Workers and Carers Network representation and unions. The groups remit is also to review the equality impact assessment recently developed for the 'Attendance Management Procedure'.

Workforce Development Activity

This year the council allocated training and organisational development budgets of £2.3m to services. Of this the central Workforce Development Team manages around £951,000; the majority of this budget supports adult and children's services.

Training Courses

The total numbers of people attending training reduced to 11,407 (14,347), largely due to financial controls being imposed mid-year. This represents a 20.5% drop on 2014-15. The total number of courses that ran also reduced to 971 (1100) down 11%. Average attendance rate of 12 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 92 training events to 970 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 300 people attended a children's social work conference.

Online Learning

11,095 individual learners accessed Surf2Learn and Online Learning. Top completions by title:

- Display Screen Equipment (580)
- Information governance (418)
- Introduction to Equality & Diversity (185)
- Health & Safety (220)
- Safeguarding Adults (169)
- Policies and Support – induction programme (172)
- Civica Purchasing – purchasers (88)
- Delivering Excellent Customer Service (45)
- Others (2590)

The Learning Technology team also developed e-learning to support implementation of the Care Act, **earning income of £20,000** but also saving other local authorities in the south east region over £70,000 in commercial licence costs.

Qualification support

- Qualifications have been completed across children's, adults and housing services including:
 - 42 QCF qualifications
 - 105 Social Work CPD modules
 - 14 Bursary qualifications

Productivity

We have maximised the use of internal training rooms, **saving an estimated annual expenditure of £145,650** on external room hire costs based on a city wide average day rate of £150.

New Learning Management System



We have commissioned a new learning management system - the 'Brighton and Hove Learning Gateway' to promote, administer and evaluate training targeted to reach over 15,000 people each year across the city.

The new system is largely self-service and replaces the current three systems used. This will result in up to 100,000 transactions being managed directly within the Gateway, handing more control to system users. The cost of the system will be recouped in 18 months and thereafter save the council approximately £40,000 per annum.

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 2015 - 2016 we continued to align our cross council engagement activities to ensure they are integrated, consistent and supportive of one another:

- Annual Staff Survey - November 2015
- Senior Managers Forum - June 2015 and March 2016
- Directorate Staff Roadshows - October 2015
- Joint Staff Consultation Forum (with councillors and unions) – meets quarterly
- Directorate Consultative Groups (with unions)
- Corporate Health & Safety Committee (with unions) – meets quarterly

Staff Survey 2015



The staff survey ran during November 2015 for three weeks. All staff had the opportunity to complete the survey either online or on paper. In total 2,520 responses were received, with an overall response rate of 48%, which is a good response compared to other public sector organisations where response rates are usually between 35-45%.

The results of the survey were received in February 2016. The survey questions are organised into four themes and organisational level results show:

- **Engagement** - How engaged employees are with the council
59% positive response (2014/15: 56% positive response)
- **Change readiness** - Employees' level of confidence/buy-in to our purpose, ambition, priorities and awareness of the need to change
40% positive response (2014/15: 40% positive response)

- **Living our values every day** - How employees feel we are doing internally against our cultural change journey
74% positive response (2014/15: 74% positive response)
- **Wellbeing** - Employee wellbeing (including resilience, bullying & harassment)
65% positive response (2014/15: 65% positive response)

Key positive findings:

- On the whole, employees really care about how the council is perceived by the citizens and feel they have a good understanding of their service users needs
- There is clear evidence that our values are being lived every day in the majority of teams and that our underpinning behaviours are still solid
- A large proportion of employees feel trusted, have a sense of autonomy, and feel listened to by their manager
- Employees on the whole feel they have a good team around them, with a clear sense of purpose and are motivated to do their jobs well
- Wellbeing is holding up with 1 or 2 % point increases on many scores

Less positive results:

- Only 23% felt the council has a clear sense of direction and a plan in terms of how we are going to respond to the challenges that lie ahead - this uncertainty is causing worry, stress and anxiety
- Employees feel change is being delivered in a better way at the Service level but still only 40% agree that it is led, managed and supported in an open way
- Overall, people do not feel any more involved in change than they did in 2014.
- In addition, people are feeling that they are taking on an increased workload where colleagues are not being replaced, doing more without a pay rise, with no certainty over the future
- Only 24% of respondents believe that action will be taken as a result of this survey and only 18% felt they had experienced action as a result of the 2014' survey.

Action being taken

Acting on the results of the survey is critical in showing employees that the organisation has listened and cares about their feedback.

Facilitated conversations took place in February 2016 with the chief executive, executive directors and the Corporate Management Team (CMT). This was followed by a Senior Managers Forum at the beginning of March and directorate and team staff survey reports have been discussed with Directorate Management Teams (DMTs) and with staff in team meetings.

This discussion with staff is ongoing with key areas of focus required in every departmental service plan to encourage action and improve staff confidence that their feedback is being listened to and acted on.

7. Partnership Activity

We continue to work collaboratively and in partnership with a range of **City and Regional Partnership networks**, within the council and externally. This is an important area given the budgetary constraints across the public sector:

City Management Board HR sub-group – this group 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. This year we have undertaken our first joint management training session (on mediation delivered by ACAS), where we have been able to share the costs and learning from people managers across different member organisations. We are planning more events to better utilise our limited resources and collaborate in the coming year.

South East ADASS Workforce Development Group – this group which represents 18 local authorities in the region identifies and collaborates on projects of joint interest to support the region's adult social care workforce. The group has developed a regional workforce plan.

Sussex Collaborative Workforce Integration Group – includes representative from adult social care and health across the county working on workforce issues common to the health and adult social care sectors.

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

Community Initiatives Partnership – Since being established in December 2014 work has continued to ensure vulnerable people are protected from coming to harm in their domestic environment. The group membership including ESFRS, BHCC, Voluntary Agencies and Health Partners has focussed on:

- Creating cross referral pathways between ESFRS and Carelink. This has resulted in joint visits and mutual training that has enabled the pooling of resources to better support vulnerable people.
- A hoarding subgroup has been established to improve partnership awareness and response to causes and impacts of this issue. A hoarding framework is being developed by the group.

This year has proved crucial in developing innovative ways of reducing risk in the community and the relationship between ESFRS and particularly the BHCC health and safety team has proven to be a catalyst for new ideas and delivering effective collaborative interventions in this area.

My experience is the BHCC health and safety team think well beyond the practical application of their roles and in doing so have become a crucial part in driving a partnership momentum on driving down the risk in the City of Brighton and Hove.

**Mark Matthews, Brighton & Hove Area Commander
East Sussex Fire & Rescue Service**

In collaboration with ESFRS and colleagues in Housing a match funding initiative to install sprinklers in Somerset Point a high rise seniors housing block has been agreed. Discussions are ongoing between ESFRS and BHCC regarding similar future projects.

Housing Fire, Health & Safety Board - this group comprising Housing, Corporate Health and Safety, ESFRS and Mears provides an assurance function monitoring the risk management arrangements relating to the housing stock.

As part of the programme of fire risk assessments, fire safety deficiencies were identified specifically relating to compartmentation between units of accommodation in several blocks of flats. To address these a programme of works is nearing completion, this has been overseen by the Board. The board in partnership with ESFRS provided a structure to ensure these deficiencies were addressed to comply with relevant standards and to a satisfactory timescale.

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 planning advice and operational support as part of the event command and control arrangements for: **Pride, the Rugby World Cup 2015, Shakedown Music Festival 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, public, visitors and our staff.

The Health & Safety team are Incident Liaison Officers and were deployed as part of the multi-agency major incident response to the scene of the Shoreham air crash.

Schools Partnerships

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. During 2015/16 HR retained 100% buy back from LA-maintained and voluntary aided schools. Customer focus groups have been created with schools and academies to ensure continuous improvement to the service provided. These groups include:

- A Customer Engagement Group formed of a number of schools representatives, including Business Managers and Headteachers, as well as staff from HR. It provides an opportunity for members to feedback and contributes to service improvements and share this with their schools and others in their partnership groups.
- A HR Payroll Working Group has been established, consisting of a representation of Business Managers and Bursars and HR Payroll team members, the Schools Traded Services Manager and a Senior Finance Officer. The purpose of this group is to work together to improve payroll processes.

"I really value the service I receive from HR, both advisory and payroll. I have formed good relationships with my contact persons and I find their help invaluable! I've also been lucky enough to be part of the group that is working closely with payroll to improve processes and procedures and we have seen quick and tangible improvements, such as now being able to send nearly all forms electronically! I can genuinely say we're working together in a very positive way to improve things for the future and I look forward to a good service getting even better! "

**Lisa Collington,
Business Manager, Balfour Primary School**

Work in 2015/16 has included:

- Updates to Safeguarding/DBS advice as a result of on-going changes to the Keeping Children Safe in Education
- Development of the 2015/16 Teacher Pay & Appraisal Model policy and guidance documents following detailed consultation with headteachers and teacher unions.
- Re-launch of a streamlined model School Disciplinary Procedure and guidance documentation following a working group involving heads, unions and HR staff;
- Updating schools with 'live' HR issues via weekly School Bulletins (30 issued), termly Heads HR Briefings (3 issued) and twice termly Business Manager & Bursar Briefings (6 issued);
- Improvement of workforce equalities monitoring information and joined up initiatives with Education & Inclusion & the Council Workforce Equalities plan through the Race Equality Action plan for Schools;
- Working closely with BHCC Education & Inclusion colleagues to provide specialist support for governors and school leaders to help school improvement.
- Regular attendance at School Partnership Groups to develop a better understanding of current issues faced by schools to ensure appropriate support.

This year HR has also worked with ICT and are part of the new Children's Services **Brighton & Hove Education & Enterprise Market Place** (BEEM) online portal to extend opportunities for communications with school colleagues.

We also provide HR and payroll support services to:

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

I work very closely with Brighton & Hove HR Services. They are incredibly supportive. They understand schools and the pressures that we are all under.

**Jimmy Hollingworth,
Business Manager, Longhill School**

8. Focus for 2016/17

This report has highlighted the broad range of achievements and challenges over the last year for the HROD service. Whilst we recognise there are things we would like to do to continue to improve our service, there is also lot for us to be proud of.

We know that the service model for HROD has to change, due to the scale of the required contributions to the council's 4 year financial plan. Therefore, we will undertake a series of service reviews in 2016/17 to identify efficiencies and redesign of services to meet future budget reductions.

The core principals of each review are to create an appropriate model of service delivery that supports the requirements of the organisation's need for a professional HROD service.

The reviews we will be doing also support the exploration of joining the Orbis partnership as a new model of service delivery; and will contribute to the due diligence exercise underway to inform a decision in the autumn.

In the meantime we will continue to find ways to benefit from close collaboration with East Sussex and Surrey to ensure we make the most of the opportunities, for example we are already working closely on joining up the retendering of training, agency usage and advertising...

Our key priorities for 2016/17 are to:

- Continue to provide an effective and efficient service to the council and to use service feedback to drive improvement
- Review our services and develop a sustainable operating model to reflect our contribution to the savings challenge to 2020 and complete the work on the due diligence process for joining the Orbis partnership.
- Support workforce planning and organisational change activity within the council
- Implement a new competency framework across the council to support performance management and development and a revised training and development offer
- Ensure effective joint working within the council and with other agencies to assure an effective safety management system for the council and response to events or incidents impacting in the city

To do this we will

- Continue to develop strong partnership working both within the council and across our key external partners to meet planned and emerging needs
- Engage with internal customer and key stakeholders to understand what their priorities are for our service in light of reducing budgets to ensure we plan for the right future model of service. .
- Continue to improve our data capture and analysis to provide better insight on where there are challenges and opportunities for our workforce
- Benchmark our service activity externally and apply positive improvements through learning from others.

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.

