

Human Resources and Organisational Development

Annual Report 2016-17



Brighton & Hove
City Council

Human Resources & Organisational Development

Annual Report 2016 - 2017

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

Committee: Audit & Standards Committee

Subject: HROD Annual Report
April 2016 to March 2017

Date: June 2017

Contents

- 1. Introduction..... 1**
- 2. Our Workforce Profile 2**
- 3. The Management and Performance of HR & OD 4**
- 4. Policy and Assurance 7**
- 5. Supporting Service Planning and Performance Improvement 11**
- 6. Partnership Activity 26**
- 7. Service Focus for 2017/18..... 28**
- 8. Transitioning to the Orbis partnership..... 28**
- 9. Help us to help you..... 30**

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. It provides an outline of how the service is organised, detailing the focus of the service and how it has continued to support modernisation of the council.

The report details the council's workforce profile and gives an overview of the partnerships that help to ensure the HROD service continues to provide a responsive and effective service.

Whilst highlights from the health and safety annual report are included within this document, a separate health and safety annual report sets out in greater detail the range of assurance activities undertaken and the current assurance status for the council.

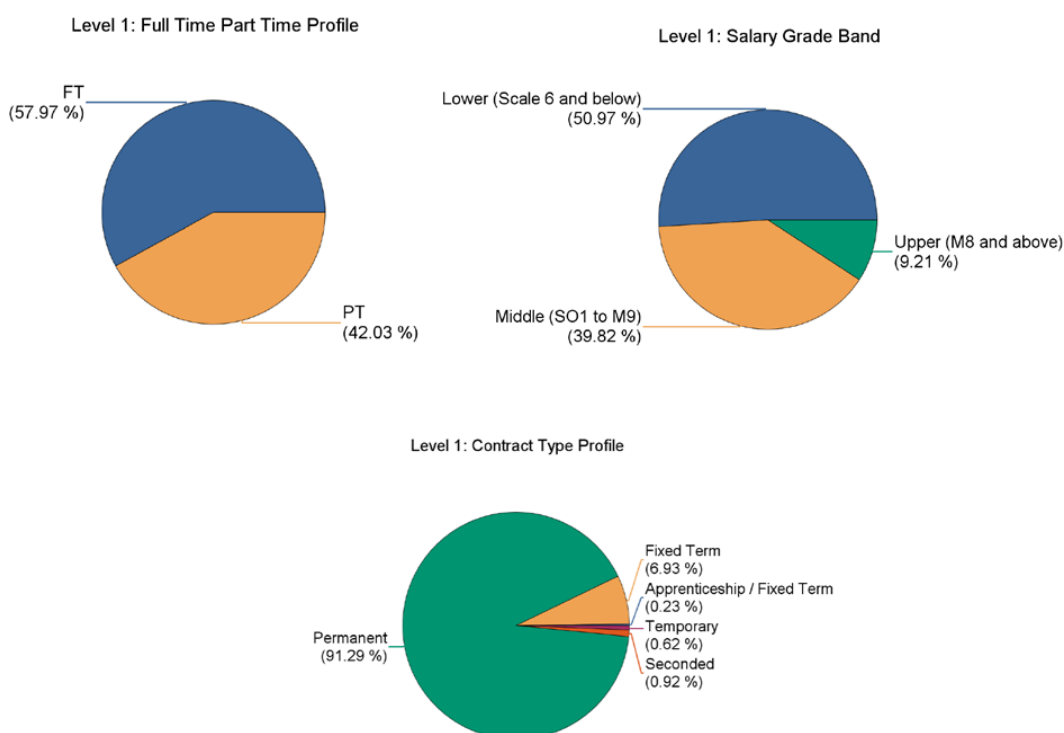
2. Our Workforce Profile

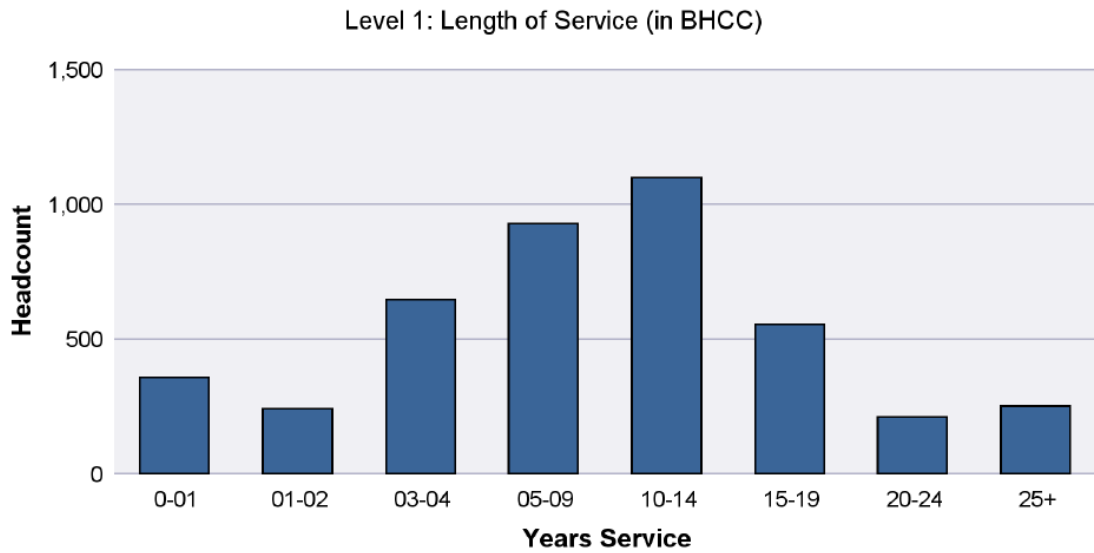
Our workforce is an essential resource in supporting the delivery of high quality services to our citizens. The following data provides an outline of the composition and turnover of the council's workforce, excluding schools.

Organisational Level	Full Time Equivalent (FTE)	Head Count	Turnover (Rolling Year)
Whole Council (Level 1) (excludes schools)	3,676.19 (3880.89)	4,284 (4541)	13% (15%)
Health & Adult Social Care	579.49	711	16%
Families, Children & Learning	1,037.12	1,305	14%
Economy, Environment & Culture	895.64	978	13%
Neighbourhoods, Communities & Housing	495.03	555	13%
Finance & Resources	501.21	553	11%
Strategy, Governance & Law	165.71	189	12%

Please note that due to significant organisational re-structuring during 2016/17, workforce numbers and turnover figures for 2015/16 are provided at a council-wide level only.

The data shows that there has been a decrease within the workforce over the past year of 257 people, which reflects the reduction in services in line with budget reductions. Turnover within the organisation as a whole has shown a slight fall compared with last year.





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 have separate agreements to provide services to two academies and one free school in the city. The contracted school workforce headcount is 4833 (4841), which equates to 3486 (3433) full time equivalent (FTE).

3. The Management and Performance of HR & OD

Structure and Accountability

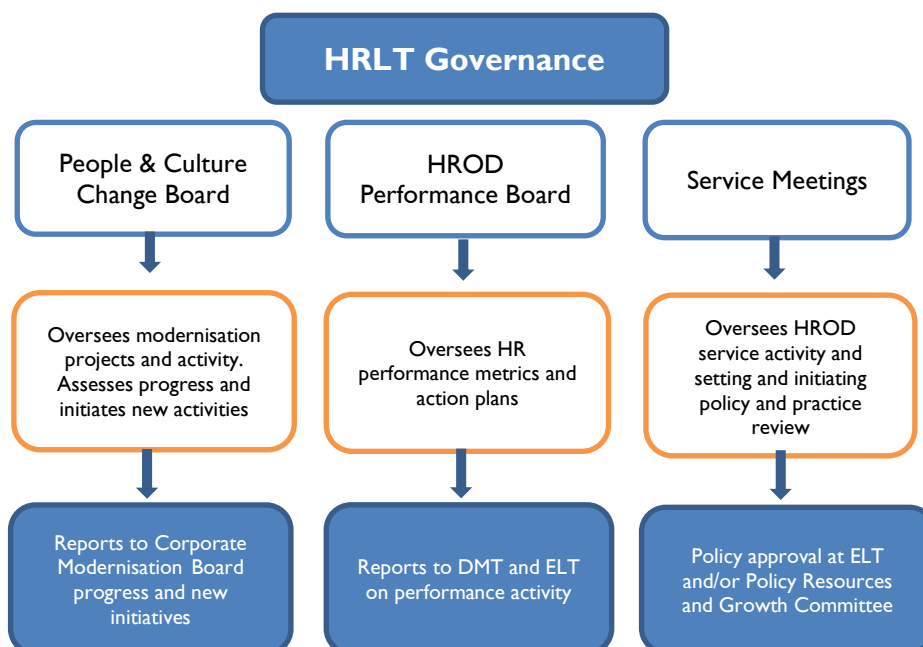
The HROD function is structured on key areas of service accountability under the Head of HROD, who is the lead professional for the Council. The service areas each have a Head of Service and these plus the Head of HROD form the HR Leadership Team, with accountability for setting service direction and leadership for the HROD function.



Decision-making and Governance

The HR Leadership Team is the key decision maker for HR and Health and Safety policy and practice. Management of governance and risk happens through a defined meeting structure focussing on service activity, modernisation activity and service performance and standards.

Through the defined focus of meetings, clear oversight, escalation and assurance of service standards and performance is maintained.

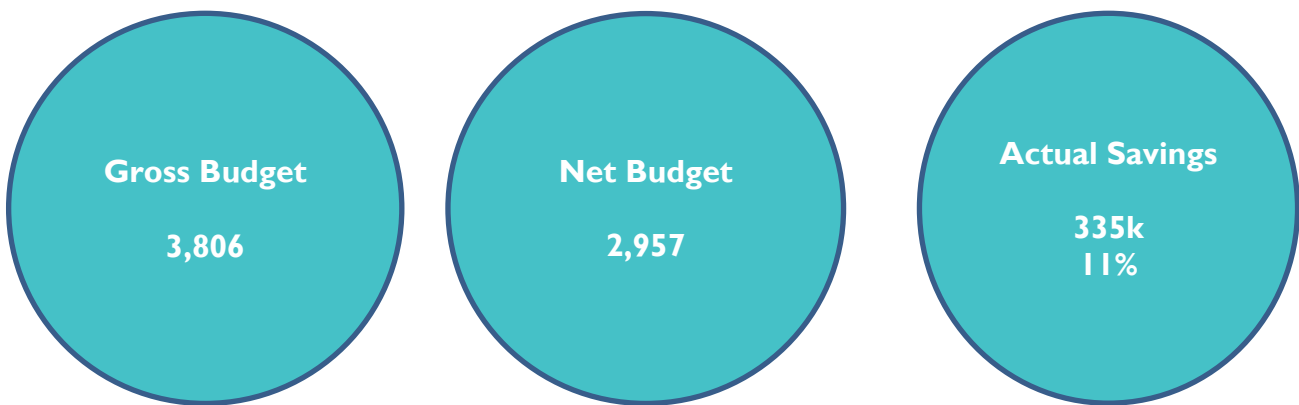


Financial management

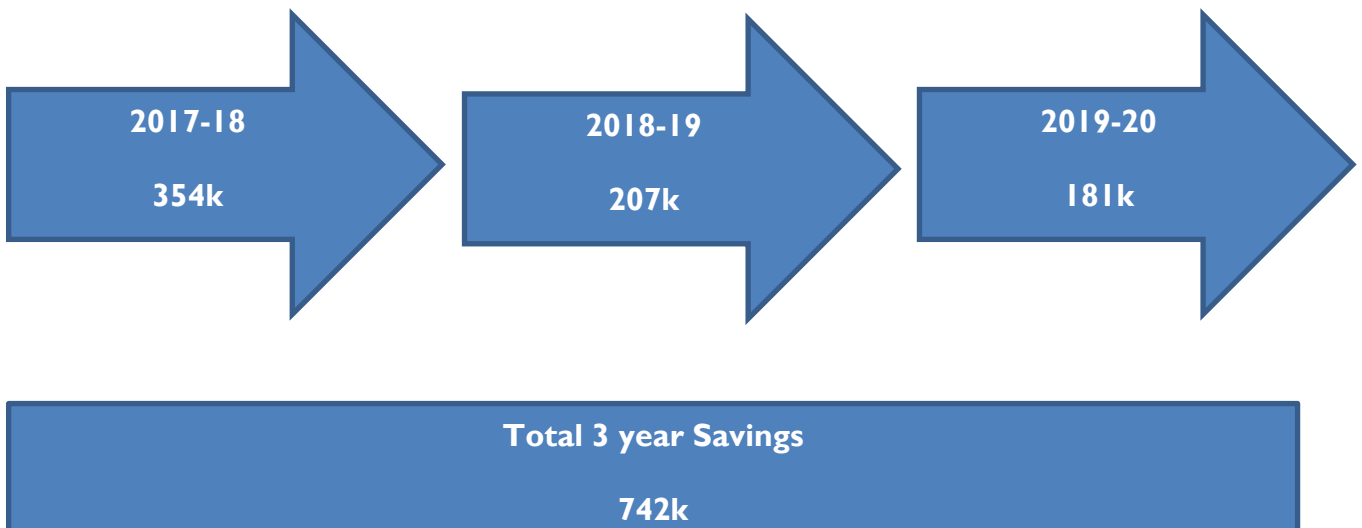
The HROD team has delivered efficiency gains and cashable savings over the span of the spending review. Our budget contribution towards the 2016/17 budget was £335k and this was delivered in full. The function has worked hard identify where savings may be made whilst ensuring to minimise disruption to services. The savings were achieved last year through a combination of rationalising supervision and management posts, and maximising income and commissioning efficiency from health and safety and workforce development training budgets.

We continue to have challenging targets to achieve and joining the Orbis partnership will provide different opportunities to deliver these savings to 2020 along with more resilience for our service.

Savings achieved in 2016/17



Planned savings to 2020



Customer Satisfaction

The annual Finance & Resources Customer Survey was undertaken between 1 December 2016 and 6 January 2017 and this included feedback on HROD services. The results detailed below, show improved customer satisfaction across the service. This is a significant achievement in the context of reduced budgets and resourcing.

Service	Number of Responses	Ease of access % of positive responses		Ease Change %	Quality of service % of positive responses		Quality Change %
		2015-16	2016-17		2015-16	2016-17	
HR	311	51%	71%	+39%	57%	69%	+21%
OD	148	78%	86%	+10%	79%	88%	+11%
H&S	148	86%	90%	+5%	92%	87%	-5%

Service & Survey Totals

HROD (inc.H&S)	607	66%	79%	+19%	71%	78%	+10%
BHCC Support Services Overall	4696	73%	82%	+12%	78%	82%	+5%

The feedback received via the survey will be used to continue to inform our service planning.

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
- track developing employment and health & safety law

To ensure compliance and continuous improvement in our service delivery, governance is monitored via an HR Performance Board which continues to monitor organisational workforce performance indicators as well as our internal HR performance.

People management and health and safety management are 2 elements of the councils performance management framework which can be seen in the model below:



A separate Health & Safety annual report has been prepared which provides information on compliance and assurance activities. A few of the highlights from which are included in this report.

Governance

HROD contributes to core corporate governance activity supporting and reporting via a number of oversight and scrutiny committees including:

- the Officer's Governance Board chaired by the s151 officer and the Information Governance Board
- Policy & Resources and Growth committee
- Audit & Standards when issues relating to workforce or health and safety are debated
- Health & Safety performance is monitored via the Corporate Health & Safety committee
- Oversight of Workforce performance is via Executive Leadership Team & Policy & Resources committee.

Internal Audit

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

Audit	Assurance Level achieved	Status
Annual Payroll Audit	Substantial	Achieved for the third year meaning effective controls are in place and being maintained
Pension Administration	Reasonable	Follow up from previous limited assurance audit
Agency	Limited	Four recommendations resulted, 3 were addressed during the audit and a detailed plan to address the fourth implemented
Declaration of Interests, Gifts & Hospitality	Reasonable	HROD contributed to this audit which resulted in 14 recommendations. Seven of these allocated to HROD and all have been implemented

Supporting financial assurance

Our **HR/Payroll** system enables us to administer salary, overtime and other employment related payments to approximately 9,000 employees (including schools). The average monthly value of payments is £13.6m. This comprises of £6.5m for schools staff and £7.1m for all other staff.

We have processed 1643 new starters (730 non-schools and 913 schools) and 1129 staff amendments and 1594 staff leavers (747 non schools and 847 schools).

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

- £31 million (Local Government Pension Scheme)
- £18 million (Teachers Pension Scheme)
- £249k (NHS)

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

We produced the council’s annual **Pay Policy Statement** for 2017/18 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 coordinate the council’s **compensation panel** which comprises a representative from HR, legal and finance and is responsible for oversight of business cases relating to decisions on voluntary severance, compromise agreements and market supplements.

Within the past year HR have developed and gained approval, following union consultation for the following **new policies**; pay protection, re-deployment and market supplements to enable the council to secure skills and support existing employees affected by change.

The health and safety team work closely with the insurance team and the council’s insurers to investigate **personal injury claims**. Through this partnership working we ensure appropriate remedial action is taken where failings can be attributed to the council including compensating any losses.

We also ensure claims are robustly defended where the council has discharged its duties in accordance with relevant legislation and standards.

Over the past 5 years the council has successfully defended over £4 million of personal injury claims. A summary of the claims history is detailed below.

Year	First Estimate	Total Paid	Successfully Defended
2012	£1,717,373	£376,030	£1,341,343
2013	£1,724,198	£217,001	£1,507,197
2014	£1,180,535	£113,165	£1,067,370
2015	£525,739	£11,630	£514,109
2016	£11,448	£2,646	£8,802
Total	£5,159,293	£720,472	£4,438,821

£4.4m personal injury claims successfully defended over 5 years

Insurance claims paid by year (the final total of claims paid from 2014 onwards may change as the statute of limitations for making a civil claim for compensation is 3 years (and for children 3 years after reaching 21 years)

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.

Health & Safety Assurance

We are proud to report that again **no enforcement action** has been taken against the council in the last 12 months. In the context of reducing resource the council and our delivery partners have to accept and manage more risks. The effective risk management approaches, governance and oversight in place has continued to ensure informed decision making.

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.

A review of the policy and process for undertaking rechecks of existing employees has been undertaken and in March 2017 ELT agreed to increase the frequency of rechecking key roles where the postholders work directly with children and vulnerable adults from 4 to 3 years (in line with the existing policy for Fostering and Adoption and Children's Residential staff).

2,850 DBS checks for new staff and volunteers

Over 1,750 Disclosure and Barring Service checks were undertaken during 2016/7 for new staff and existing staff (at a cost of £44 per check) and 1100 DBS checks for volunteers (there is no charge for volunteer DBS checks).

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 will support our work to redeploy, re-skill and reduce our workforce in line with our changing organisation.

Budget Planning – Support was provided to a successful budget consultation exercise with staff and unions. Consultation processes 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.

158 staff left the Council on Voluntary Severance. HR Business Partner and HR Advisory Services have supported 41 consultation or communication exercises. These vary in size and impact from communication on changes affecting individual posts to full scale service redesigns such as:

- Early Help Services achieving a **saving of £440k**.
- Tenancy Services in Housing carried out a whole service redesign, which contributed towards **savings of £355k** for the HRA, achieved through redeploying existing staff to alternative roles in the new structure.

Supporting New Models of Delivery – 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 to move into a new Trust
- advising services on proposals to TUPE transfer services to external providers, particularly in Health & Adult Social Care
- 11 staff have been TUPE transferred to a new employer as a result of a service being outsourced and advice to services on this type of work continues.

The Business Partner team have continually updated the **TUPE toolkit** to support managers and HR colleagues in progressing with transfers of services that are covered by TUPE and knowledge of pensions issues in this area of work has increased.

We agreed a new process with our procurement team to work more closely with our Trade Union colleagues during tender processes, and to support the consideration during evaluation of tenders of Trade Union recognition and / or how new providers engage and consult with their staff. This approach was agreed at Policy, Resources and Growth Committee in December.

Service Redesign – The Business Partner team have supported a number of fundamental service redesigns using the Service Redesign toolkit which ensures structures are designed around desired outcomes, and early engagement with staff and stakeholders means change is more effectively managed.

Case Study – Property & Design Service Redesign

To achieve savings of £2.75m in Property & Design between 2016/20, a service redesign of the Facilities & Building Services took place. The services were reviewed with a main focus on the Customer Service Centre services in collaboration with the Business Improvement (BPI) team. Following extensive consultation with staff and stakeholders the final proposals implemented delivered savings of over £500k. The majority of staff were redeployed to either new posts within the structure or alternative roles across the Council keeping Voluntary Severance costs low.

➤ People & Culture Change

We continue to have a key enabling role in the modernisation programme for the council. Following a series of reviews on the future operating environment for the Council to 2020 and what the workforce enabling activities need to be, the current structure of the People & Culture Change programme is defined against 3 priorities:

1. **Pay & Reward**
2. **Behaviour Framework**
3. **HR Data and Insight**

Pay & Reward – ensuring the council’s pay and terms and conditions framework connects with the business and service needs of the council and supports the operating principles of the council.

We:

- lead the implementation and review of the voluntary Living Wage. In April 2017 the new rate of £8.45 was implemented across the council and all schools.
- introduced a new pay protection policy, a revised re-deployment policy and a new market supplement policy. All with the aim retaining existing employees at risk and attracting high calibre staff where skills are scarce.
- ran job evaluation panels and grading appeals with the participation of management and trade unions to support service redesign and creation of new roles
- supported colleagues and managers engaged in redesigning their services through provision of professional advice on design of jobs and departmental structures.
- designed a job family framework and started work on creating role profiles covering 1500 current jobs engaged in broadly similar activities, to achieve a range of benefits, such as clearer career pathways, improved recruitment outcomes, more consistent performance management, and simpler, flatter structures.

34 Job evaluation & appeals panels

222 Jobs evaluated

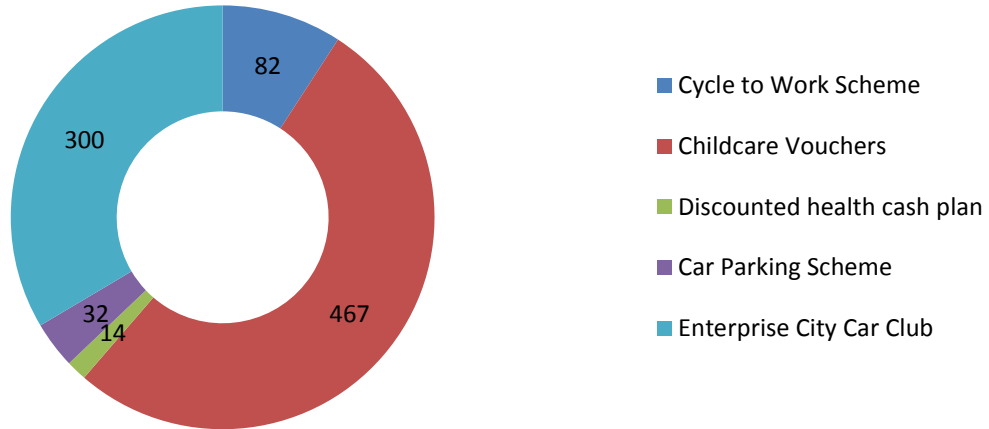
27 Grading appeals

A Leadership Job Family has been established, covering the top 4 tiers of the organisation in order to:

- Be clear about what we expect from senior managers and what they are accountable for
- Achieve common standards of performance across Leadership roles, with consequences where standards are not met
- Incorporate the council’s Behaviours Framework – integrating what we do with how we do it
- Enable senior leaders to role-model best practice to their teams and services

Staff Benefits

We operate and develop the council’s staff benefit offer, which includes flexible working and Employee support and assistance programmes. Other benefits include the following schemes (and take-up):



The aim of these schemes is to ensure our staff and potential staff view the council as an employer of choice.

We have revamped the council’s recruitment pages to ensure these schemes are as visible as possible for potential applicants..

Priorities for 2017 – 2018

- working with our Orbis partners in a joint procurement exercise to introduce a more extensive staff benefit offer, which will improve our ability to attract and retain staff in the future.
- influence the national direction of pay awards for NJC staff for the foreseeable future.
- publishing gender pay calculations showing the pay gap between male and female employees. 2017 will be the first year of reporting this figure and work is well under way to ensure publication of this data by March 2018.

Behaviour framework

– ensuring the council has a defined performance and skills framework to underpin its workforce strategy. This consists of 3 projects:

Project A	Behaviour 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

We:

- co-created the behaviour framework with the help of an occupational psychologist and nearly 200 people including staff, partners and community groups.
- formed a Working Group made up of key stakeholders from across the council to evaluate and give feedback on an ongoing basis as the programme develops.
- implemented our revised approach to performance management.
- provided training to the Leadership family to enable them to start using the new approach and framework for 2017/2018 objective setting and throughout the performance review cycle.
- Started delivery of the new Leadership Development Programme for senior managers

Priorities for 2017 – 2018

- work with a few pilot groups to implement the revised performance management approach and behaviour framework beyond the Leadership team
- agree and deliver further modules of the Leadership Development Programme
- implement a 360 degree feedback review for the Leadership team as part of their mid year reviews.
- Co-create our approach to rated performance and moderation.
- Integrate the behaviour framework into existing HR & OD policies and procedures.
- Align our existing council-wide learning programme to the behaviour framework and commission new learning solutions as required.

Data Insight

- ensuring the council uses key management data in a way that enhances decision making and future planning.

We:

- Continued to report Data Insight results.
- Created a Data Insight action plan to form part of the performance management process.
- Agreed a mandatory PDP objective for the Leadership Team to achieve their Data Insight targets:

Priorities for 2017 – 2018

- We will be producing further data insight information to inform the appraisal process and support rated and moderated appraisal discussions.
- Using information from our latest staff survey we have created a management effectiveness indicator that will be included in the data insight information.

Planning for the 2017 Staff Survey

Positive staff engagement and communication is crucial to the work on the employment and cultural experience of our workforce. The Internal Communications team, the Performance & Improvement team and senior managers all work to ensure regular, open and consistent messaging across the organisation.

The last staff survey took place in November 2015 and results were discussed with staff in teams throughout 2016/17. Action plans were included in department service plans to encourage action and improve staff confidence that their feedback is being listened to and acted on.

A CMT task and finish review group was set up to develop the 2017 survey to check that the defined purpose of the survey was still valid. Adjustments were made to the question set themes and individual questions to better reflect the different modernisation journeys that the council has been making over the last year.



Staff survey results link into a number of key pieces of work around performance and activity:

- Annual service planning – Staff Survey action plans should be part of yearly planning in all department and teams
- Behaviour Framework - staff survey results will be used as a indicator as to how the behaviours are being embedded within the organisation
- Data Insight piece – the dashboard of information that brings together key performance data for all teams in the Council.
- Monitoring linked to HSE Stress Indicator questions – the staff survey questions were developed with these mind and in partnership with Health & Safety.
- Equalities information - staff survey results linked to equalities monitoring help to understand the experience of employees with protected characteristics

We have received our results for the 2017 survey and there are many areas of improvement. There was an increase on positive responses related to staff engagement (up 6%), and a significant increase on the number of staff who felt there was a clear sense of direction for the Council (up 14%). The full results have been broken down to team level to provide detailed information which will support us in reviewing activity and planning for the future.

➤ 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 **849 staff** (excluding schools)

Breakdown by quarter	Number of Appointments
Q1	321
Q2	161
Q3	137
Q4	230
Grand Total	849

Total Number of posts advertised

Schools	504
Non Schools	504
Total	1008

Social Work Campaigns

- we ran a Newly qualified Social Worker campaign and recruited 21 NQSW

We have successfully supported senior management recruitment including the appointments of 3 Executive Directors.

We led the procurement of a new recruitment and public notice advertising contract in partnership with East Sussex County Council, Surrey County Council and Sussex and Surrey Police Authority. The new contract started in January 2017.

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 £7.5m compared to £7.7m 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.

Recruitment Agency Re-Tender

Work took place to identify requirements of services across the council and ensure this was reflected in the specification used for the procurement of a new contract. The competition was launched at the end of March 2017. A panel of stakeholders was involved in the evaluation of the bids and scoring of the presentations and system demonstrations. The new contract commences in October 2017. The current contractor was successful in winning the new contract.

Casual Workers

Our casual workforce is kept under review and all casual workers are monitored to ensure that their employment status is correctly recognised, we facilitated the transfer of 50 casual workers from casual employment to contractual employment.

We supported 608 casual workers across the council (NB: this figure does not include schools or those who have a contracted role as well). And have recently supported Adult Social Care on the recruitment of a large number (50) of Care Crew workers.

Supporting Apprenticeships

The apprenticeships co-ordinator transferred from HR to the newly formed apprenticeships team in Families, Children and Learning who now manage the councils apprenticeships programme as part of future skills and employment planning for the city. HROD provide specialist commissioning support working with further and higher education to ensure we have access to the best apprenticeship providers locally.

Employee casework activity

We analysed customer feedback to tailor our support and ensure a more consistent level of advice. We have developed a data sharing process in relation to case work and general queries we receive.

Learning from case reviews records equalities implications and is shared (anonymously) with the Corporate Equalities team and /or the Workforce Equalities Group (WEG).

Employment casework:

	Open cases as at 31/3/16	Cases open in 16/17
Disciplinary	60	141
Performance/Capability	20	16
Grievance	41	31
Probationary	1	13
Sickness	75	136
Total	197	337

(Schools accounted for 35% of cases)

We provided support to **154 formal hearings**

36 staff were dismissed (25 in non schools / 11 in schools). Of these:

- 12 were due to misconduct (8 in non schools / 4 in schools),
- 3 was due to performance capability (all 3 in non schools) and
- 5 staff were dismissed as they failed to successfully complete their probation period (4 in non schools/ 1 in schools).
- 18 were due to sickness-related capability (12 in non schools / 6 in schools)

27 of the disciplinary cases were related to bullying and harassment. The council takes any allegations of this nature seriously and investigates them in line with the disciplinary procedure to ensure its duty of care to the employee raising the concern is paramount.

Mediation

We are developing an in-house mediation service as we are keen to develop the offer of mediation across the organisation, and reduce the need to rely so heavily on formal processes. Mediation can be a very useful tool, in resolving workplace conflict and helping to build working relationships.

We intend to develop a mixed-model mediation offer within BHCC, which means we will be able to offer mediation through a pool of 12 employees, at different levels of the organisation who will be accredited workplace mediators. We will also offer external mediation where the circumstances support it.

HR workshops

The HR advisory team offer a range of workshops and short sessions on courses. These include:

Disciplinary Investigation and Hearing workshop: enables managers to competently undertake disciplinary investigations and both present and chair in hearings.

4 workshops have been delivered and attended by over 40 delegates

Change management: we developed a workshop focusing on service re design and restructures.

2 workshops have been delivered and attended by 20 delegates

How to effectively manage attendance management: develops and increases confidence in managing sickness under the attendance management procedure.

5 workshops have been delivered and attended by over 50 delegates

Redeployment

We have a dedicated redeployment coordinator to ensure consistency in the application of the new redeployment policy following an increasing level of organisational change activity, and feedback from parties involved in the process.

Templates & Toolkits

Since the release of the Service Redesign toolkit we have produced a restructure checklist for both Council and School restructures.

A suspension checklist has also been developed to ensure guidance is followed and consistency of approach particularly in relation to access to buildings and systems.

➤ Workforce Equalities Action Plan

Human Resources lead on the Workforce Equalities Action Plan now in year 4.

We continue to have a positive contribution from the 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.

A report was presented to P,R&G Committee in June 2016 updating on progress against the year 3 action plan and proposed areas of focus for work in year 4.

“The Joint Fora is committed to working with Brighton and Hove City Council to support the organisation in making real and sustainable improvements as it undertakes the necessary changes to bring about full equality in its recruitment and selection, education and service delivery. We are concerned that since the Global HPO report, the council have not delivered on the recommendations fully.

The Joint Fora believe that more robust and evidence based monitoring and reporting of performance on a quarterly basis needs to be in place and that this should be embedded in future policies to ensure that it is implemented consistently through all levels of the Council.”

Workforce Equalities Group June 2016

This year’s work has had two primary areas of focus. The first on trying to improve our ability

to attract and recruit a greater diversity of employees, particularly from those groups that are under-represented within our workforce.

We re-designed our jobs site to make it more attractive and easier for applicants to navigate. We have improved our diversity messaging and guidance to help candidates complete their application forms effectively, in particular the knowledge, skills and abilities section.

We are regularly using positive action statements in our recruitment campaigns with some success and have worked collaboratively with our communications team and recruitment consultants, to develop and launch a new diversity recruitment campaign.

We have introduced a process for reviewing the length of person specifications for jobs as we identified that overly-long specifications poses a barrier to employment. In addition, to complement the council's new recruitment and selection policy, we have reviewed and improved the recruitment and selection e-learning module and skills workshops.

We participated in the assessment against the LGA's Equality Framework for Local Government. The council was rated as "Achieving" and the recommendations made by the assessors have been incorporated into the Workforce Equalities Action Plan's work programme together with the areas of focus identified from our second Annual Workforce Equalities Report covering 2015/16.

➤ Attendance Management & Well-being Activity

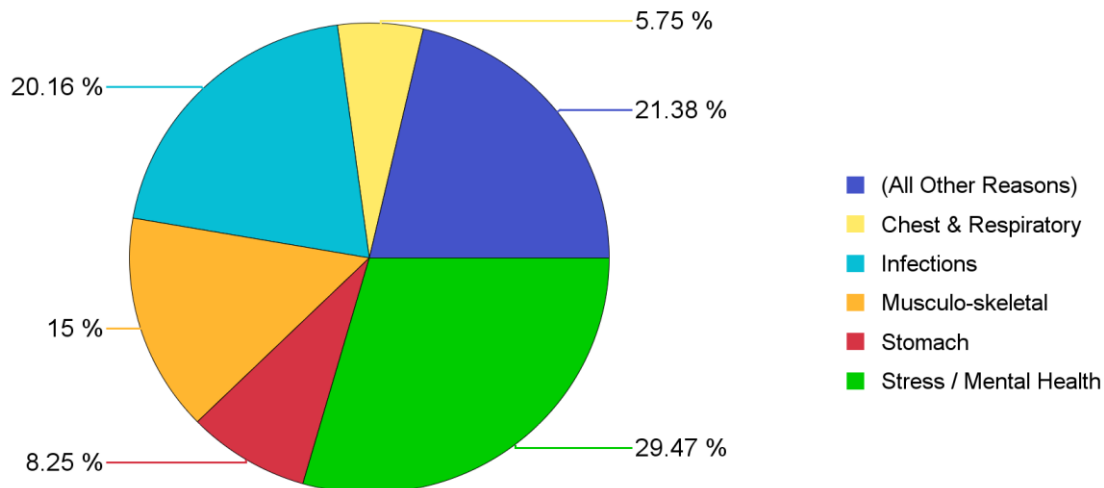
In November 2016 a report was agreed which recommended that the Attendance Management Procedure should be reviewed, that mandatory e-learning should be undertaken by all managers on attendance management and that a full business case on introducing an occupational health nurse-led sickness reporting service and new attendance management system should be considered.

It is anticipated that following recent approval an occupational health nurse-led sickness reporting service a new attendance management system for the whole Council will be introduced in the autumn of 2017. As a result, the above work is continuing on attendance management and a project plan has been developed.

Management information has been improved through the introduction of the Data Insight Reports for Directorates which have been provided since September 2016 and provide information by teams on return-to work interview compliance and level of sickness absence by service area.

The final sickness outturn and cumulative days lost during the year 2016/17 is 10.59 days which is below last year's outturn result of 11.05 days, but above the council target of 9.7 days.

Top 5 Reasons by Days Lost - Level 1



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 and reasons for absence.
- 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 absence management. The reports highlight 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.
- A project plan has been developed to cover the review of the attendance management procedure, mandatory e-learning for managers and the implementation of an occupational health nurse led sickness reporting service and new attendance management system.
- Co-ordination of the Health & Wellbeing Group meetings which have been held over the past 12 months with unions, managers and HR staff looking at how the current attendance management procedure could be improved. The results of this will feed into the review of the attendance management procedure, which is scheduled for the new financial year.
- The lead HR advisers for sickness have worked closely 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;
 - Provide targeted support to areas with high sickness levels, such as running sickness surgeries to coach managers to seek creative solutions to absence issues.

➤ Occupational Health & Wellbeing

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

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

Authorisation to engage the market on the procurement of Occupational Health and Staff Counselling Services (to commence from 1st April 2017) was given at the Council's Policy, Resources and Growth Committee on the 13th October 2016.

Approval was given by the Committee for the recommendation to procure and award two contracts under the Surrey County Council SCC RN Employee Health and Well Being Framework (the "Surrey Framework Agreement") for the continuation of the occupational health and staff counselling services when the existing contracts ended. These will be 4 years in duration and will run from April 2017 to March 2021.

Access to the Surrey Framework Agreement facilitates collaborative working with our Orbis partners. A value for money exercise concluded it would be advantageous for the Council to access the Surrey Framework Agreement and benefit from the savings generated from economies of scale. The Council will benefit from the transfer of the current occupational health contract to the same provider, enabling a smooth transition to the new contract and incurring no additional implementation costs for the service.

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

- Provided occupational health appointments to 888 members of staff.
- Undertaken analysis of the top three reasons for referral which were; mental health issues (41%), all other reasons (32%) and musculoskeletal disorders, injury and fracture (27%).
- 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 and schools, 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 and OH/Attendance Management discussion sessions, 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.

Employee Assistance Programme

759 contacts were made to the service as shown below

All Contacts by Type	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	YTD	
Telephone Information	7	12	9	16	44	6%
Telephone Counselling	88	116	143	129	476	63%
Face to Face Counselling	55	50	60	58	223	29%
Online Counselling	9	3	4	-	16	2%
TOTAL	159	181	216	203	759	

Communications on Staff Support



Stress and resilience



Staff counselling



Mental health



Health & wellbeing resources



Reasonable adjustments



Staff forums



Trade unions



HR support



Health & safety



Sport and physical activities



Career guidance



Learning & development

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

Stress Prevention/Management/Time to Change



let's end mental health discrimination

The Council are supporting Time to Change, England's biggest campaign to end stigma and discrimination faced by people with mental health problems.

Signing up to the Time to Change pledge in 2016 was part of a joint strategy by the council and NHS Brighton & Hove: *Happiness: Brighton & Hove Mental Health and Wellbeing strategy*

(2014-17). <http://www.brighton-hove.gov.uk/content/health/mental-health-and-wellbeing/our-mental-health-and-wellbeing-strategy>

As part of the Council's plan to demonstrate action will be taken to tackle stigma and discrimination, a survey was developed for staff completion, to assess how well the Council is meeting employee mental health needs. This survey was developed as part of a research project reviewing stress and mental health policies, training and tools for managers, raising awareness and reviewing support provided to staff.

Health & Wellbeing Group

This group was formed to ensure greater consistency in the application of the 'Attendance Management Procedure'. Attendees included management representing services across the Council, HR, Disabled Workers and Carers Network representation and unions. The groups remit was also to review the equality impact assessment recently developed for the 'Attendance Management Procedure'. An outcome report and recommendations were produced which will be used to shape the review of the sickness procedure and policy that is currently being re-written.

Health & Wellbeing Activity

A targeted plan of NHS health checks and wellbeing assessments have been arranged to commence in July 2017. The health checks and wellbeing assessments will be carried out by 2 nurses from the Council's Healthy Lifestyles Team, in service areas across the Council, identified from a variety of data; 2017 staff survey results, data insight reports and sickness absence data. The results obtained from the nurses will capture information regarding staff needs in relation to physical and emotional wellbeing. This will inform the Council's approach to employee health and wellbeing, and be used to target relevant interventions/signposting to appropriate support.

➤ Workforce Development Activity

New Learning Management System



The new learning management system - the [Brighton and Hove Learning Gateway](#) is now live and working largely as commissioned. The Gateway provides 24/7 access to courses and elearning to 10102 registered users.

The Gateway was commissioned to improve customer service and help automate previously many manual tasks. Over 106,000 transactions – bookings, cancellations and other associated tasks have been managed through self service.

This year the council allocated training and budgets of £1.009m to all council services. Of this the central Workforce Development Team manages around £593,000; the majority of this budget supports adult and children's services.

To supplement the above budgets the workforce development team generated income through various bids in partnership with other local authorities. Last year this was approx. **£688,000** to support social worker recruitment, development and practice. See partnership activity in section 7 below.

Training Courses

The total numbers of people attending training has increased to 11,891 and the total number of courses delivered was 998.

Health and Safety training programme Over 24 different courses have been delivered through 92 training events to 997 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 We increased the number of live elearning courses from 104 to over 120. Elearning course enrolments totalled 5,980 over the year, 3,388 enrolments by council staff.

Qualification support completed across children's, adults and housing services including:

- 50 Qualifications and Credit Framework Diplomas
- 62 SW Continuing Professional development modules
- 5 Bursary qualifications
- 54 Deprivation of Liberty refreshers
- 24 AMHP Refreshers

External CPD Funding numbers supported:

- 3 Adults
- 14 Children's (plus a number of places on group relations conference but I don't have the numbers)

We have again 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.



The new system is great by the way. So simple. No forms and chasing busy managers for signatures and cost codes. Makes life so much easier!

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

The new learning management system - the 'Brighton and Hove Learning Gateway' is now live and working largely as commissioned. The Gateway was commissioned to improve customer service and help automate previously many manual tasks.

24/7 access to course booking and elearning
10,102 people registered on the Learning Gateway
106,000 transactions

We provide a range of courses to all council staff and some partner organisations in Brighton & Hove including:

- A council wide development programme
- An adult social care development programme. Supporting services to meet statutory requirements and deliver services that are safe, responsive, caring and well led.
- A children’s workforce development programme
- Elelearning and technology enabled learning

Thank you so much for the training, it was just what the team needed and my team are already telling me how useful they have found it and how it will support them with writing clearer assessments and support plans which reflect the outcomes the carer wishes to achieve. This in turn will make it much easier for me to scrutinise any funding applications they submit to help the carers to achieve their outcomes. Thanks very much again for planning such a great, interactive session!
Katy Razavi: Operations Manager.

We have introduced a Workforce Strategy for Families, Children and Learning. The strategy sets out the broad areas for workforce development in Families, Children and Learning. It explains how we work with the service to develop a high performing, fully engaged workforce with the right skills and how leaders across the service will have the capabilities to deliver priorities. There are eight workforce development areas outlined in the strategy:



6. 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:

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.

Development pathway for social work

The Workforce Development Team has worked closely with Principal Social Workers in adults’ and children’s services and partners to create and deliver a coherent development pathway for social work, including:



South Coast Regional Centre for Social Work (SCRC) Teaching Partnership

- Brings together Brighton & Hove and East Sussex County Councils and the Universities of Brighton and Sussex.
- Running until end March 2018 this represents a £208k investment in social work education in Brighton & Hove from DfE funding secured to deliver on the key workstreams under the SCRC; Student Learning Hubs, Professional Practice Development Hub, Practice Research Hub.



Continuous Learning & Assessment Model (CLAM)

- The Workforce Development Team has worked closely with the Principal Social Workers in adults’ and children’s services to develop a model for social work CPD and career progression that brings together regulatory, CPD and emergent national accreditation requirements into a ‘one stop shop’.
- The [CLAM](#) is a live model that will respond to local and national agendas. East Sussex County Council has recently confirmed it will be adopting the CLAM.



Step Up to social work

- The Workforce Development Team led a successful bid to the DfE in January 2017 securing £480k to support a qualifying route to children’s social work called ‘Step Up to social work’; fast-track, 14 month post-graduate qualifying route delivered in the workplace.
- Funding supports trainee salaries, course fees and administration within Brighton & Hove and East Sussex County Councils; trainees will be selected in July 2017 and commence the programme in April 2018.

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

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 2016/17 HR retained 100% buy back from LA-maintained and voluntary aided schools.

Following the success of the separate HR Advisory and Payroll customer focus groups last year, we have merged the groups to carry on the continuous improvement of services to our schools and academies. The merged Schools/HR Customer Engagement Group is 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 contribute to service improvements and share this with their schools and others in their partnership groups.

Work in 2016/17 has included:

- Re-design and re-launch of the Schools HR pages of the Wave: these were redesigned in liaison with the Customer Engagement Group, who appreciate the resulting improved user friendly access to key HR information
- Re-design and streamlining of HR Payroll processes including improved electronic reporting systems from schools to payroll, saving time for both parties
- New toolkits have been developed on Organisational Change and Disciplinary Processes and these are now available and used by school via the Wave
- The 2016/17 Teacher Pay & Appraisal Model policy and guidance documents were published following detailed consultation with headteachers and teacher unions.
- Schools have received 'live' updates on HR issues via weekly School Bulletins (37 issued), termly Heads HR Briefings (3 issued) and twice termly Business Manager & Bursar Briefings (6 issued);
- Work has continued in providing schools with workforce equalities monitoring information and pursuing joined up initiatives with Education & Inclusion & the Council Workforce Equalities plan;
- Continuing liaison with BHCC Education & Inclusion colleagues to provide specialist HR 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.

HR are part of the **Brighton & Hove Education & Enterprise Market Place** (BEEM) online portal to extend opportunities for communications with school colleagues.

We also provide HR payroll support services to:

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

7. Service Focus for 2017/18

This report has highlighted the broad range of achievements and challenges over the last year for the HROD service.

We review our performance against our service plan through the year and undertake a final review in March each year to assist our service planning for the future year. Our key areas of focus relate to activity that will support the council's overall objectives.



8. Transitioning to the Orbis partnership

Brighton & Hove City Council has become a founding partner of the Orbis shared service partnership with East Sussex and Surrey County Councils. This partnership offers an alternative delivery model for support services including Human Resources, Health & Safety, Workforce Development, ICT, Finance and Property services and the business case for joining has been progressed as part of the council's modernisation programme and was agreed at Policy, Resources & Growth Committee in October 2016.

Orbis is committed to a people-centred approach with a focus on developing staff and building resilient shared services that are delivered by the public sector but also have the ability to

grow by providing services to others. It achieves economies by creating scale, increasing standardisation where possible, and minimising duplication. There is a strong rationale for integration including added resilience for a function that is at the heart of supporting change

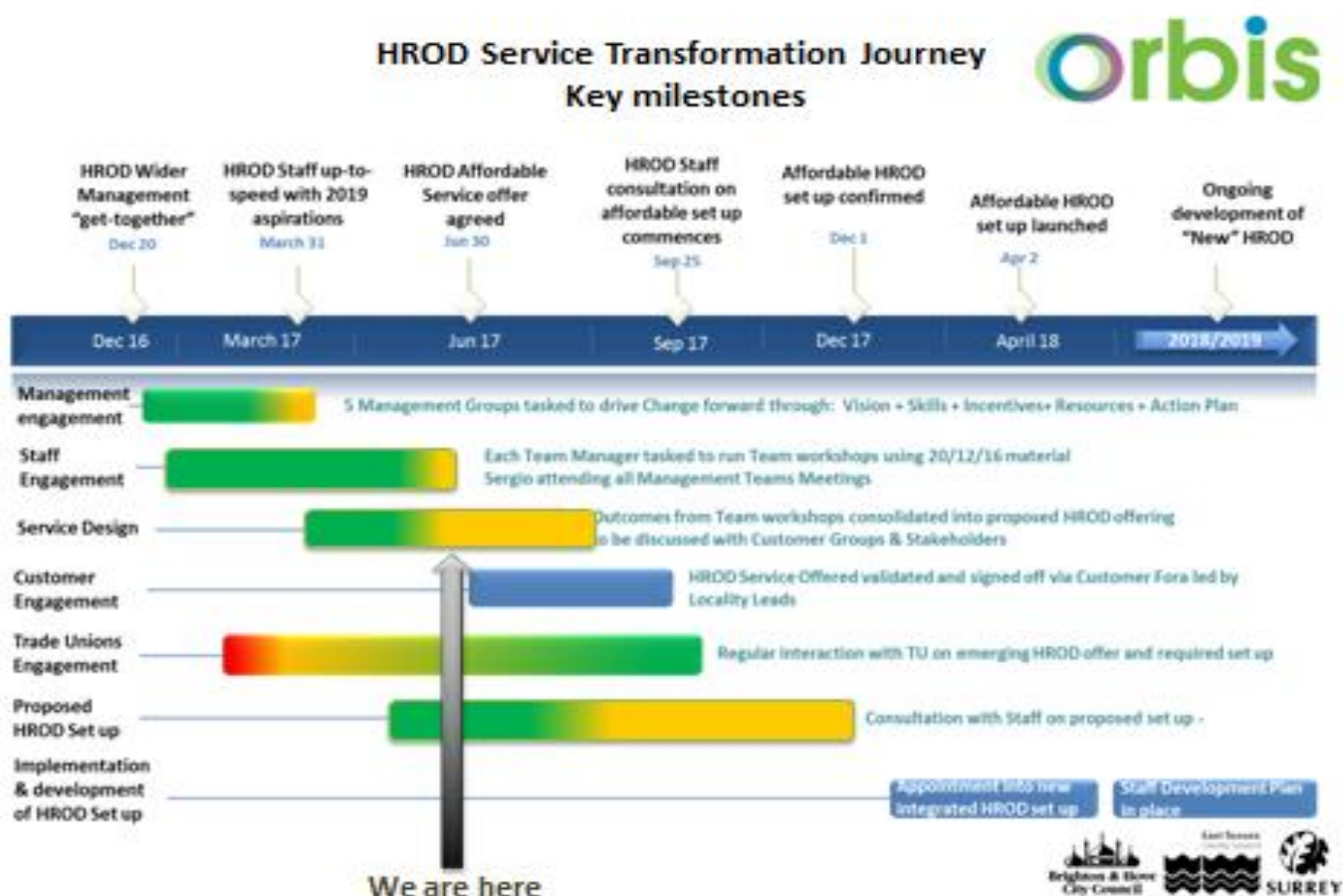
Benefits and opportunities

- Pooled knowledge and expertise
- Smarter use of resources
- Shared professional reference
- Procurement/ commissioning
- Enhanced service offer
- Economies of scale

Work has already started to create an integrated HROD service offer across the partnership. This has been through an ethos of co-creation with the HR team and planned customer engagement to ensure the service offer is sustainable, affordable and meets the needs of its partner organisations.

It is planned to undertake a period of stakeholder engagement over the summer of 2017 and start formal consultation in the autumn, with a new service offer in place from April 2018.

The stages of change are set out below:-



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 at the right time. HR&OD 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.

