CLACKMANNANSHIRE COUNCIL

Report to Scrutiny Committee

Date of Meeting: 12 January 2011

Subject: Scrutiny Committee Review of Employment:

Report by: Senior Support Services Manager

1.0 Purpose

1.1. The purpose of this report is to present to Scrutiny Committee with a progress report regarding the planned Scrutiny Review of Employment. This report follows on from the report presented to Scrutiny Committee on 1 December 2011 where the scope of each review was agreed.

2.0 Recommendations

2.1. It is recommended that the Scrutiny Committee:

- Notes the actions taken and progress to date of the Review of Employment.

3.0 Considerations

3.1. On 1 December 2011, Council approved the scope of the two Scrutiny Reviews for Employment and Financial Resilience. These reviews are in accordance with the agreed Scrutiny Plan.

3.2 The timescale for the Employment Review requires a progress report to the Scrutiny meeting on 12 January 2012. This paper provides that report. A copy of the agreed scope of work for the Review of Employment is attached as **Appendix A** for reference.

3.3 Following the agreement of the scope of work at December's Scrutiny meeting, the proposed members of the group were contacted with a view to initialising the group formally, arranging the first meeting and determining what business and analytical resource would be made available. Proposed members of the Financial Resilience review group were contacted at the same time to make arrangements for that group's meetings.

3.4   The first Employment Review group meeting took place on 14 December 2012 and was attended by all but one member of the group. Analytical and business support will be provided through the Business Support Service and will vary depending on the nature of the analysis required. The scope of work was discussed and work allocated to members of the group to lead on, according to their knowledge base and expertise.

3.5   Information and data will be collected over the next three months using the methods set out in the scope of work. Access to management information related to absence management, vacancy management, redeployment, and other people related trends is available to support the requirements of this review.

3.6   From initial discussions, emerging issues include:

- Matters raised concerning the capacity of the existing HR team to provide the required level of support and expertise to support the delivery of strategic change programmes. An action plan is being developed, with input from the HR team, to consider resourcing in this area. Proposals for succession planning and the medium term are also being drawn up. These action plans will be factored in to the group's draft report.

- Skills in the management of the change process need to be evaluated across the Council's management team with any gap in existing skills identified. An action plan will be developed that will enhance existing skills and build new skills as required.

- Embedding the council's competency framework within all services along with the implementation of a Business Process Review. Both of these actions will identify opportunities to improve the capacity to manage change as well as everyday HR matters.

- A defined structure is required to enable the design of support services for the shared services of social care and education. The appointment of a Programme manager in November 2011 is helping to shape the required support and identifying the framework within which the services will be delivered in the short term and further into the future.

- There is currently a mix of formal consultative Trade Union meetings with some repetition in attendance and of agenda items. The development of a formal Facilities Agreement and amended Terms of Reference for these meetings may result in changes to the frequency and content of some of these meetings. A meeting to progress the Facilities Agreement is scheduled for early in January. The new Joint Heads of Service for Education and Social Services also hold regular consultative meetings with the Trade Unions.

- The initial findings from the most recent staff survey indicates that morale amongst both teams and individuals has improved. However it should be recognised that one of the outcomes of any major change project can be a fall in staff morale. Whilst it is important

to recognise this, it is also important to provide managers at all levels of the organisation with the tools and knowledge to recognise the impact of change and take steps to reduce stress levels. The impact of change can be managed and reduced through good communication protocols and a supportive approach to staff experiencing changes.

4.0 Conclusions

4.1 The work required to gather data and evidence to inform this review will be completed over the next three months. Membership of the Employment Review group brings a breadth of knowledge and expertise so that the draft and final report will meet the objectives set out in the scoping document. There is a clear plan of how this work will be carried out, well defined and achievable timescales and sufficient business support to analyse and present the findings in a structured and meaningful way.

4.2 The next scheduled report to Scrutiny Committee on the Employment review will be the submission of the draft final report in April 2012.

5.0 Sustainability Implications

5.1 The Council's budget and its approval will allow services to deliver against sustainable outcomes.

6.0 Resource Implications

6.1 Financial Details

6.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. **N/A**

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. **N/A**

6.4. Staffing

Staffing implications have been considered within individual service savings proposals and there is an ongoing dialogue with HR, Service Managers and trades union representatives as appropriate.

7.0 Exempt Reports

7.1 Is this report exempt? **No**

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1)   **Our Priorities 2008 - 2011**

The area has a positive image and attracts people and businesses
Our communities are more cohesive and inclusive
People are better skilled, trained and ready for learning and employment
Our communities are safer
Vulnerable people and families are supported
Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing
The environment is protected and enhanced for all
The Council is effective, efficient and recognised for excellence   **Yes**

(2)   **Council Policies** (Please detail)

       Financial Regulations

       Scheme of Delegation

9.0   Equalities Impact

9.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?   **N/A**

10.0   Legality

10.1   It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   **N/A**

11.0   Appendices

11.1   Please list any appendices attached to this report. If there are no appendices, please state "none".

       Appendix A: Scope of Work - Review of Employment

12.0   Background Papers

12.1   Have you used other documents to compile your report?   (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

                                                                          Yes

       Scrutiny Review June 2011
       Scrutiny Planning Workshop presentation and analysis May 2011

       Scrutiny Committee Reviews: Draft Scope December 2011

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director of Finance and Corporate Services	Signed: N Bridle
Julie Burnett	Senior Support Services Manager	Signed: J Burnett

Scrutiny Committee 12.1.12
Paper no 10

Scrutiny Reviews 2011/12
Draft scope

Employment

This review has been selected in recognition of the significant corporate organisational change the Council is undertaking . The key aspects of this change agenda include:

- development of shared service initiatives, the most significant of which is focused on the joint delivery of Social Services and Education services with Stirling Council

- Phase 3 of the ongoing corporate redesign and restructuring process to modernise and streamline council structures and processes to ensure a strong focus on customers, minimise duplication and overlap across the council's activities and embed continuous improvement in everything we deliver.

This significant agenda is being undertaken at a time of unprecedented challenge in the public sector, not least in respect of the resources available to deliver on priority service initiatives and the need to do more with less. These pressures have led to a freeze in employee remuneration and considerable scrutiny of the terms and conditions of employment of public sector staff and the differences between its constituent parts.

Taken together, these factors have potentially significant implications for employers and employees. In order to ensure that the Council is properly equipped to deal with these issues and demands, the Scrutiny Committee has elected to undertake a more detailed review of Clackmannanshire Council's preparedness and capacity to deal with these pressures.

OBJECTIVES

The objectives of the review are to monitor and evaluate that :

- appropriate management arrangements are in place for developing corporate service redesign proposals and developing and overseeing shared service developments

- appropriate monitoring arrangements are in place to ensure compliance with the agreed programme of service redesign proposals and planned timescales and to ensure the governance and delivery of planned shared service developments

- appropriate HR resources have been allocated to support service managers in developing and consulting on redesign proposals, and to

the Programme Board and Joint Heads of Service in developing new structures and agreeing employee terms and conditions

- the frequency and nature of trade union engagement in respect of service redesign proposals, shared service developments and single status appeals and equal pay is proportionate and appropriate

- the level of HR capacity required and available to support key corporate projects such as service redesign, shared services and single status and equal pay is appropriate

- appropriate monitoring arrangements are in place to assess employee morale

- appropriate arrangements and resources are in place to ensure that workforce development is prioritised and that staff are supported in the delivery of their roles.

SCOPE

The review is primarily focused on Clackmannanshire Council's internal capacity requirements and resources. It focuses on the Council's internal capacity to manage the increased demand facing some of the Council's core support services. It includes reference to additional resources available as a consequence of collaborative working with Stirling Council's HR service.

The key areas of focus will be on the capacity of elected members, senior management, staff and of the HR service.

The review of employment, the business community and employability in Clackmannanshire's area is not considered as part of the scope of this review.

APPROACH

The review will use the following approach:

- Interviews with a sample of senior managers and elected members, the joint Heads of Service, Programme Board and HR and Governance Managers

- Focus groups with a cross section of staff from a cross the range of council services

- evaluation of documented approaches in respect of project management and monitoring and governance and communication against good practice

- review of appropriate documentation including: project plans, monitoring reports, minutes, staff and Trade Union communication

- documentation and evaluation of communication mechanisms with elected members, staff, trades unions and other stakeholders

- analysis of a sample of stakeholder diaries to evaluate the additional capacity requirements

- documentation and evaluation of overall professional resourcing levels in HR compared to (historic, current and future) workload

- evaluation of available skills against those required

- analysis of staff survey responses over time.

RESOURCES

In order to achieve the planned timescale, it is important that appropriate corporate resource is allocated to deliver the review. It is propose that a small group of senior managers will be established to undertake the review. This group will comprise the following senior managers:

- Stuart Crickmar, Service Manager Strategy and Performance
- Lisa Simpson, Service Manager Governance
- Graeme Cunningham, Service Manager Environment.

The work of this group will be overseen by Julie Burnett, Senior Support Services Manager. The group will also be supported by appropriate analytical and Business Support resources as required.

The work will be quality assured by the Director of Finance and Corporate Services and the Head of Customer and Strategy prior to consideration by the Scrutiny Committee.

REPORTING

The reporting of the review will be in three stages:

Stage 1: Agreement of draft scope

Stage 2: Progress report to Scrutiny Committee against planned timescales and a summary of emerging issues

Stage 3: Draft review report to Scrutiny Committee to identify potential recommendations to Council.

TIMESCALES

The table below sets out the planned timescales for each stage of the review:

Stage of review	Planned start date	Planned completion date
Scoping	September 2011	October 2011
Fieldwork	November 2011	February 2012
Progress report to Scrutiny Committee	12 January 2012	12 January 2012
Analysis	February 2012	March 2012
Report drafting	March 2012	March 2012
Final draft report to Scrutiny Committee	April 2012	April 2012