

**REPORT FOR: EMPLOYEES'
CONSULTATIVE FORUM**

Date of Meeting: 6 July 2011

Subject: **INFORMATION REPORT –**
Progress On Delivering The Council's
People Strategy 2010-2012

Responsible Officer: Jon Turner, Divisional Director, Human
Resources and Development

Exempt: No

Enclosures: None

Section 1 – Summary

This information item summarises progress against key projects in the
Council's People Strategy 2010-12

FOR INFORMATION

Section 2 – Report

In February 2010, Cabinet agreed the People Strategy for 2010-2012. Within that strategy there are a range of workforce related actions. This report summarises the progress to-date on the major projects, for the Forum's information.

1. A single resourcing provider for temporary and permanent workers

A report is to be considered by Cabinet in July 2011 on officers' recommendations for a single agency provider for agency workers. The procurement exercise was led by Hammersmith and Fulham and will meet the Council's requirement to save £0.5m in agency worker costs. The contract will be implemented in October 2011.

Work is underway on to assess the implications of the Agency Worker Directive, which is effective from the same date and which will entitle agency workers after 12 weeks service to the same pay and benefits as if they were employed by the Council.

2. Implement phase 2 of Management Development

A development programme for the Council's senior managers has now concluded. This was supported by the Office for Public Management.

The Management Development Foundation Programme (MDFP) for the Council's 200 middle managers concluded in 2009. This was essentially knowledge based development and was intended to serve as a base from which skills development would be provided. Ninety percent of delegates confirmed that the programme met its objectives, eight-one percent agreed that much of the material would be able to be applied and eighty percent that the development was a good use of their time.

The Management Development Practitioners Programme was launched in late 2010 with a module on Leadership for middle managers, also supported by the Office for Public Management. The remaining four modules are Customer Service, People Management and Business Management with the latter focussing on financial management. The main programme will be completed by November 2011.

Work has concluded on reviewing the Management Induction programme and this has now been merged with key components from the MDFP into a new, shorter, induction programme.

3. Implement the Learning and Development Managed Service with Capita Learning & Development

This service was partially implemented in April 2010. The Coursebooker on-line booking service was available to view council courses and bookings were made by phone or by e-mail. The service was fully implemented in November 2010 with the facility to make bookings for courses on-line.

4. Review and refresh the corporate training programme for 2011/12

The corporate training programme had largely remained unchanged for some years. With the extent of change across the council and a reduction in the budget, a review was undertaken to ensure that any corporate training provision met current key requirements as well as key skills development now needed. Consideration was also given to whether the programme could incorporate the opportunity for a challenge to thinking on the 'big' issues of the day.

Tenders were sought for the new programme and providers selected. Recognising that time out for development is at a premium, the programme now includes 90 minute workshops on single topics as well as the more traditional half- or full-day courses.

Work is underway in developing further the council's e-learning system to complement the programme – most e-learning takes no more than 30 minutes to complete. Work is also taking place to deliver more development for less cost through joint procurement with other boroughs. These should enable delivery of savings from the corporate training budget

The Learning 4 programme is still running though external funding to provide qualification based development is now extremely limited and difficult to source. Approximately 600 employees achieved National Vocational Qualifications through the programme and there are about 30 employees who are currently working to achieve qualifications.

5. Implement toolkits for managers and employees – Employment Directory

Work concluded in December 2009 on converting employment policies and procedures into toolkits. The toolkits are based on a step-by-step toolkit with supporting policy statements, model letters and forms and best practice notes.

To-date, only three of the current 78 policies and procedures have been launched – Dignity at Work, Capability and Conduct. These were launched in January and April 2009, in part to ensure they were compliant with legislative changes and a revised ACAS Code of Practice in grievance and disciplinary processes from April 2009. They are currently non-contractual.

The Change toolkit has been launched in April 2011 in order that managers had up-to-date and more comprehensive guidance on managing change. The Protocol for Managing Organisational Change still stands as the agreed policy and procedure. Neither Unison nor GMB raised objections to the toolkit being available as guidance at this stage.

Discussions have been held since 2009 on the contractual status of policies and procedures. They are not terms and conditions of employment, although some of them do contain statutory or local terms and conditions.

The issue has been the subject of consideration by the ECF at most meetings since 2009 and at the ECF on 30 June 2010 it was resolved to recommend that the Portfolio Holder agree that employment policy be contractual and toolkits and best practice notes be non-contractual. Officers and the unions were asked to seek to agree what featured in policy and therefore what would become contractual. A request for further time to reach agreement was made at the ECF on 25 January 2011 and a report back on progress to the next meeting of ECF.

At the time of writing, the position is that significant progress had been made with the unions and an informal agreement reached subject to branch and potentially union membership decision. A model using the Dignity at Work procedure has been provided to illustrate the outcome of the negotiations. A request has now been received from the unions for another model and this will have been provided before the date of ECF. We will be asking the unions to formally accept or reject the proposals made.

It is hoped that we will reach agreement after such an extensive time. If there is a failure to agree, a report will be submitted to the Portfolio Holder for decision.

6. Modernising terms and conditions of employment

In March 2011 Cabinet received an information report on the commencement of a project to review and modernise terms and conditions of employment. The project commenced in March 2011 and the review is focussed on 4 key principles – modernise, simplify, reduce cost and give greater choice.

The views of staff have been sought through the staff survey and a number of meetings held with regional and branch trade union representatives. Options are currently being finalised for discussion with the unions on 29 June. A verbal up-date on the outcome of this meeting will be provided at the ECF.

7. Remote and mobile working

Remote and mobile working fundamentally changes ways of working. As there is a potential for less daily contact, managers will need to manage by ensuring clear objectives are set and review and monitor the outcomes reached. For the workforce, less social contact with colleagues and managers requires a different way of communicating and a recognition that some work can be carried out at any location provided the IT infrastructure is in place.

The HARP1 and HARP2 projects enabled remote and mobile working for staff in some services including Housing, Housing Benefits, Planning, and Human Resources and Development. Further work is being undertaken to develop remote and mobile working capability across the council and our learning and development programmes will be designed to support this new way of working e.g. managing remotely is a feature of the People Module of the Management Development Practitioners Programme

8. Performance Management / Appraisal

The council's current appraisal system, Individual Performance Appraisal and Development (IPAD), has been in place for some years. There have been adjustments made to the scheme in consultation with employees and managers on two occasions. Fundamentally the scheme works for many. However, a one-size fits all approach to how employees are managed causes difficulties for some.

After extensive consultation, it was concluded that the focus on the process of appraisal was distracting from the more fundamental issue – how do we ensure that all employees and managers take part in appraisal and actively want to do so. Further work is being carried out to determine how we take this forward.

In the meantime, development is being provided as described above in the Management Development Practitioners Programme and Corporate Training Programme.

Section 3 – Financial Implications

The Modernising terms and conditions project has costs which are anticipated to be funded from the Transformation and Priority Initiatives Fund agreed in the Revenue and Capital Outturn report on 22 June. It is anticipated that there will be savings made from this project although there is currently no specific target set. Costs are contained within existing budgets for the other projects in the programme (e.g. for the corporate training programme).

Section 5 – Corporate Priorities

The report relates to employment policies for Council employees and as such supports delivery of all corporate priorities.

Name: Steve Tingle



on behalf of the
Chief Financial Officer

Date: 27 June 2011

Section 6 - Contact Details and Background Papers

Contact: Lesley Clarke, OD Manager, 020 8420 9309

Background Papers:

Record of the minute of Employee Consultative Forum on 30 June 2010

<http://moderngov:8080/ieListDocuments.aspx?CIId=265&MIId=60277&Ver=4>

Record of the minute of Employee Consultative Forum on 25 January 2011

<http://moderngov:8080/mgAi.aspx?ID=69576>

Record of the minute of Cabinet on 17 March 2011

<http://moderngov:8080/ieListDocuments.aspx?CIId=249&MIId=60262&Ver=4>