

Public Document Pack

JOINT STAFF EMPLOYER FORUM

Chair: Councillor Catherine Smart
Executive Councillor for Customer Services & Resources:
Neil McGovern



To: Councillors Smart (Chair), Bick (Vice-Chair), Dryden, Pitt, Shah and Todd-Jones
Alternate : Councillor Simon Kightley

Unison (Liz Brennan) and GMB (Kevin Roberts)

Despatched: Tuesday, 9 November 2010

Date: Wednesday, 17 November 2010

Time: 5.30 pm

Place: Committee Room 2 - Guildhall

Contact James Goddard

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AGENDA

1 APOLOGIES FOR ABSENCE

2 MINUTES (*Pages 1 - 4*)

To confirm the minutes of the meeting held on 20 April 2010 as a correct record. (*Pages 1 - 4*)

3 MATTERS ARISING FROM THE MINUTES

Members are requested to contact the Head of Human Resources or Committee Manager prior to the meeting with any issues they wish to raise.

4 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in any of the following items on the agenda. If any member is unsure whether or not they should declare an interest on a particular matter, they are requested to seek advice from the Head of Legal & Democratic Services before the meeting.

5 PUBLIC QUESTION TIME

See below for detail of the scheme and other public information.

6 OPTION TO EXCLUDE THE PUBLIC

Written/oral report TBC – expect oral

7 ACTION PLAN POST INVESTORS IN PEOPLE ASSESSMENT *(Pages 5 - 8)*

8 PARTNERSHIP AGREEMENT

Oral Update

9 PROCUREMENT AGREEMENT

Oral update

10 COMMITTEE DATES 2011-12

Proposed future dates are:

- 8 February 2011
- 19 April 2011
- 23 August 2011
- 16 November 2011
- 7 February 2012
- 24 April 2012
- 21 August 2012
- 14 November 2012

Information for the public

Public attendance

You are welcome to attend this meeting as an observer, although it will be necessary to ask you to leave the room during the discussion of matters which are described as confidential.

Public Speaking

You can ask questions on an issue included on either agenda above, or on an issue which is within this committee's powers. Questions can only be asked during the slot on the agenda for this at the beginning of the meeting, not later on when an issue is under discussion by the committee.

Filming, recording and photography at council meetings is allowed subject to certain restrictions and prior agreement from the chair of the meeting.

Requests to film, record or photograph, whether from a media organisation or a member of the public, must be made to the democratic services manager at least three working days before the meeting.

If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

Fire Alarm

In the event of the fire alarm sounding (which is a continuous ringing sound), you should pick up your possessions and leave the building by the route you came in. Once clear of the building, you should assemble on the pavement opposite the main entrance to the Guildhall and await further instructions. If your escape route or the assembly area is unsafe, you will be directed to safe areas by a member of Cambridge City Council staff.

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JOINT STAFF EMPLOYER FORUM

20 April 2010
5.00 - 6.30 pm

Present: Councillors Smart (Chair), Bick (Vice-Chair), Dryden and Todd-Jones

In attendance: Toni Ainley (Director of City Services), Liz Brennan (Unison), Vicki Davidson (Organisational Development Manager), Kevin Roberts (GMB), Deborah Simpson (Head of Human Resources) and James Goddard (Committee Manager)

FOR THE INFORMATION OF THE COUNCIL

10/9/JSEF Minutes

The minutes of the meeting of 9 February 2010 were confirmed as a correct record.

10/10/JSEF Matters Arising from the Minutes

None.

10/11/JSEF Apologies for Absence

Councillors Cantrill, Rosenstiel and Shah.

10/12/JSEF Declarations of Interest

The following Councillors declared personal interests:

- Councillor Dryden as member of Unite
- Councillor Smart as a member of ATL.
- Councillor Todd-Jones as a member of Unison.

10/13/JSEF Public Question Time

None.

10/14/JSEF Terms of Reference for Essential User Review

The Head of Human Resources gave an oral update on the proposed Essential Users Review.

The proposed terms of reference for the next essential user review are:

- To review two years worth of data from 2008/9 and 2009/10.
- To assess the one hundred and twenty five staff currently Essential Users.
- Once the data has been reviewed and analysed, meetings will be held with staff and managers, which may lead to changes in car user status, subject to the usual six months notice.
- In line with the last review, staff affected will be given the opportunity for a review.

The Essential Users Review is expected to start in May 2010, complete in October and notification of results given in October.

The trade unions asked for additional criteria (carrying tools and equipment, frequency of journey, and out of hours) to be considered in addition to the one thousand miles.

JSEF discussed the Essential Users Review. The Head of Human Resources has undertaken a survey of essential users criteria with neighbouring authorities. Based on feedback from eleven authorities, a number of other local authorities have moved to the HMRC 40p/mile mileage rate, or use higher criteria than the one thousand miles cut off used by Cambridge City Council.

JSEF agreed to recommend to Cllr Cantrill concerning the proposed Essential Users Review:

- To use travelling over one thousand miles as the criteria. This is moderated to ensure that people affected consistently have high mileage over two years, as opposed to making rare/irregular high mileage journeys.
- To undertake a two way review of people at the criteria threshold with a view to moving essential users to casual status and vice versa. This is to ensure equality between the two types of users.
- To review mileage rates (specifically HMRC 40p/mile) and car allowances as part of the future review of terms and conditions.

10/15/JSEF Outcome From Investors in People Assessment December 2009

The City Council has held Investors in People status since 1995. An assessment is held every three years against the ten standards that cover three main areas 'developing strategies to improve the performance of the organisation', 'evaluating the impact on the performance of the organisation' and 'taking action to improve the performance of the organisation.'

The Assessor met eighty three members of staff and Councillors in December 2009. It was confirmed in February 2010 that the Council had successfully retained Investor in People (IiP) status, which will be held for three years.

The assessment report highlighted that Cambridge City Council had great strengths. The Assessor highlighted two indicators where improvements could be made ('recognising staff contribution' and 'continuous improvements'). These are key to successful change management and culture change, both of which the City Council is undergoing.

JSEF acknowledged the hard work and commitment of staff to keep the organisation operating efficiently during a period of change. The Organisational Development Manager is liaising with managers and the Corporate Management Team to ascertain tangible good practice examples where staff efforts are recognised and acknowledged.

The Organisational Development Manager will provide feedback to JSEF in November on the strategic plan to address the culture change.

10/16/JSEF Staff Sickness Absence

The Head of Human Resources circulated a confidential report to the Forum setting out the position concerning Cambridge City Council sickness absence levels.

Figures covered the period January to December 2009, and compared the Council to similar organisations where possible.

The Head of Human Resources set out actions being taken to address sickness absence levels. Human Resources and Trade Union representatives felt that policy triggers for action were reasonable, but there were some areas for possible improvement:

- The key factor in addressing sickness absence levels is a strong lead by senior management, and action by line management. It is important that managers maintain a focus on managing sickness absence by knowing their staff and identifying issues early on. It was agreed that stress management guidance would be beneficial for staff and managers.
- Following the sickness absence management process in a timely fashion.
- Ensuring all managers signpost welfare services.
- Managing long term absences and return to work
- Ensuring the Council makes adjustments for conditions covered by the Disability Discrimination Act.

The Unison representative suggested on-site clinics/screenings as part of general health promotion.

The Council is currently piloting the use of HSE Management Standards on stress in three service areas. The intention is to move to a corporate roll out to other services.

JSEF felt it important to recognise when staff do not take sick leave ie have an exemplary attendance record.

Human Resources, Trade Unions and the Corporate Management Team recognise that managing sickness absence levels is a priority issue to be addressed over the long term.

Councillors were invited to review the confidential staff sickness absence report and email any questions to Head of Human Resources post meeting.

The meeting ended at 6.30 pm

CHAIR



To: Joint staff and Employer Forum
Report by: Vicki Davidson, Organisational Development Manager
Date: 17th November 2010

1. Executive summary To note the actions which have been implemented following the successful IIP Assessment in December 2009, against 2 indicators where improvements could be made

2. Recommendations That this briefing paper is discussed, noted and accepted.

3. Introduction

In April 2010, JSEF received a short paper reporting on the successful achievement of the Investors in People (IIP) status, following assessment in December 2009. Members requested feedback to JSEF on actions to address two indicators where improvements could be made post assessment.

This report provides an update on the actions that have been taken by the City Council.

4. Background

Members will recall that the Council has held Investors in People status since 1995, and that in December 2009 we were assessed against the 10 standards, which cover three main areas – ‘Developing Strategies to improve the performance of the organisation’, ‘Taking action to improve the performance of the organisation’ and ‘Evaluating the impact on performance of the organisation’.

The assessment highlighted many key strengths and areas of good practice and in particular the huge effort people put into their jobs and their customer and Council loyalty which has ensured that the Council maintains a high level of performance, even whilst the Council is going through major cultural and structural change.

The two indicators which the assessor identified the need for further action were:

6.3 (recognising staff contribution) and 10.3 (continuous improvements).

Both of these are key to successful change management and culture change.

Specifically the assessor’s assessment against 6.3 was to acknowledge the need to manage change effectively and whilst the picture was majority strong, those facing restructuring were more vulnerable particularly when the support and communication

appeared to be lacking.

The evidence for indicator 10.3 was about seeking examples from staff about improvements that have been made to the way the City Council manages and develops its people. The assessor was aware that perceptions of improvement would continue to be adversely affected by the on-going change process

5. Actions taken and planned

The assessor attended a Corporate Management team meeting, in March 2009, when the key issues about managing change well, clarifying the vision, values and direction of the City Council and recognising and valuing staff and team contribution were explored. I then attended all the Department Management teams to review and discuss the assessor's report. The IIP report has been published on the HR intranet pages and the IIP co-ordinators have been involved in communicating this in their departments.

The report was recognised and acknowledged by senior management and the underlying messages have been cascaded through teams.

During the period since the assessment in December 2009, the City Council has been undergoing a period of continuous change.

The following aspects where the City Council has taken action to address the two indicators where improvements are needed, are worth highlighting and these feed in to ongoing work to address the underlying theme of 'ensuring that change is handled effectively':

- The Chief Executive has produced her restructure proposals and implementation is underway on the major restructure of the City Council. Following implementation of the senior management structure, Heads of Service are now beginning consultation on the subsequent proposal for structural changes in their services
- Appointments have been made to all the Director posts and to all the Heads of Service posts including the 3 recent external appointments (Head of Planning, Head of Corporate Strategy and Head of Customer Services). The job profiles for both the Directors and the Heads of Service have significantly changed and require a more strategic approach
- The Chief Executive has introduced a communication 'blog' for staff and blogs at least once a week. This complements the staff newsletter 'City Scene' which is produced quarterly and the monthly e-mail City Briefing. Extra editions of City Briefing have been produced specifically to update staff on the progress of corporate restructuring. All three media are used to recognise staff contributions.

- The medium term objectives including a clear vision and values have been revised and a more streamlined service planning process has been introduced
- The Leader has attended a lunch time manager briefing to introduce the medium term objectives and the vision of a 'One Council' approach
- The Chief Executive has commissioned some work with Corporate Marketing and Human Resources to explore the possibility of introducing a corporate, staff recognition scheme (based on recognition for a job well done rather than financial reward)
- All Heads of Service have attended a new strategic leadership development programme and this has a significant element on managing change and leaders as role models. A further programme is being offered to senior managers in March 2011.
- A Fundamentals of Management programme is being offered to first line managers/team leaders, again including a managing change module
- We are continuing to offer workshops to managers and to staff on managing change and offering redundancy support.
- HR are continuing to research best practice in dealing with change management and an article about the successful change management process undertaken at the time of the introduction of the Customer Service Centre has featured on the web site of the Improvement and Development Agency.
- The Leader of the Council and the Chief Executive will be holding a series of staff briefings after full Council on 8th November to give an update on the Comprehensive Spending Review and the impact Council's budget position. All staff have been offered an opportunity to attend.

It is important not to lose sight of the significant cultural change that is going on in Cambridge City Council and to recognise the impact of on all employees.

Elected members, the Chief Executive, all managers, staff and the Trade Unions all have a role to play in creating the culture and in ensuring that the organisation is fit for purpose in the challenging local government environment we are facing and ensuring that the City Council continues to be a recognised Investor in People.

6. Conclusions The Assessor (Sarah Garfield) is visiting the City Council for an

and next steps

annual maintenance visit in January 2011 to discuss progress in maintaining our IIP status and to offer us any further assistance in continuous improvement. Sarah will be meeting with the Head of Human Resources and myself and we will be providing feedback to the Strategic Leadership Team on actions identified.

A Staff Attitude Survey is also planned for the early part of 2011.

In due course JSEF will receive updates on IIP as relevant.

The December IIP Assessment report – December 2009 was used as background papers in the preparation of this report

To inspect the background papers or if you have a query on the report please contact:

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