

PRIORITY 9

WE WILL DELIVER QUALITY SERVICES THROUGH A PROFESSIONAL, WELL-REWARDED AND MOTIVATED WORKFORCE

Lead Member / Lead Officer – Cllr John Jones & Carmel McKeogh

In **Priority 9** we say that we will **deliver quality services through a professional, well-rewarded and motivated workforce**. This means that we will:

- Have high resident satisfaction with the Council and our staff;
- Have low levels of sickness absence;
- Have a reasonable level of staff turnover;
- Have high levels of satisfaction across the workforce with training;
- Achieve high levels of staff advocacy;
- Have high civic pride; and
- Deliver excellent consultation and really engage and understand our communities.

Challenges 2013/14

Our focus this year will be to:

- Manage budgets well so that staff feel valued and know where they stand;
- Personal and organisational resilience;
- Emphasis on customer care training;
- Recovery plan for Children's Services; and
- Demonstrate leadership behaviours that we know make a difference and develop a coaching culture amongst the workforce.

Current Activity

Managing Budgets:

The enhanced voluntary redundancy package offered to employees this year has been popular and has helped to reduce the numbers of compulsory redundancies. To date 100 applications for voluntary redundancy have been approved, leaving 60 employees at risk of compulsory redundancy. There have also been some successful 'bump' redundancies. This process involves matching employees at risk of compulsory redundancy with positions which will become vacant through employees taking redundancy voluntarily. There are services which have received requests for voluntary redundancy which could not be agreed given the need for the post to continue. These services are now considering whether requests could be agreed if the post was back filled on a temporary basis in order to put in place an exit strategy thereby creating savings for 2015/16. Final figures for the number of voluntary and compulsory redundancies will be included in the next priority report.

Employees at risk of redundancy have been supported through provision of a wide range of information e.g. career and money advice, the Employee Assistance Programme, and the revised Redundancy and Redeployment Procedures. In addition, employees have been supported through 1:1 sessions with an in house Employment Advisor.

Another round of staff briefing sessions took place during March to inform staff about the consultation process for the proposed changes to terms and conditions. One of the proposed changes is to increase the number of days unpaid leave from 4 to 5 for a period of 24 months. We have worked with the Unions to enable employees to voluntarily sign up to

any number of days unpaid leave provided that overall we reach the target of £1 million savings per annum. Currently, 2,066 employees have volunteered to sign up to unpaid leave resulting in savings of £1,060,684.

Personal and Organisational Resilience:

Sickness absence is currently reported at 10.40 days lost per full time employee, with stress, depression and anxiety remaining the most common cause of sickness absence within the authority at 21.06%. This percentage is indicative of local government generally and is also in line with the national picture in that the Mental Health Foundation states that 1 in 4 people in the UK will suffer a mental health problem in the course of a year. A further breakdown of sickness absence figures shows that during the period 1st April 2013 – 31st March 2014, 60.21% of sickness absence was short term and 39.79% was long term. Short term sickness absence is defined as absences up to 4 calendar weeks including self certified absences.

The Council's Occupational Health Service and the Employee Assistance Programme continue to provide help, advice and support to employees and managers in relation to their health and wellbeing at work.

Two health events are currently in the planning stages:

- An employee exercise challenge will be launched in May to celebrate the World Cup. The aim of the challenge is to encourage employees to use different forms of exercise to collectively travel the 11,606 miles to Brazil and back in time for the World Cup Final on July 13th. All employees can participate and any form of exercise will count towards the total. There will also be some organised walks planned during the challenge with the offer of a free pedometer for participants.
- A number of health check events are also being organised to coincide with the move to Bickerstaffe House. As departments move into the building, mini health events will be held on each floor and information will be available on managing pressure and the Employee Assistance Programme. A representative from Leisure Services will also be on hand to provide information about the new gym facilities in the building. Once all departments have relocated to Bickerstaffe House, a larger event with more information and health checks will be organised for September.

Mandatory training on managing and coping with work-related pressure commenced in January with sessions running through into March 2014 and beyond. The training focuses on helping employees and managers to understand the causes of work-related pressure and the impact it can have on individuals and the organisation, as well as the support tools and assistance available to help manage pressure. To date 901 employees have completed the training and the results of attendee evaluations have been very positive. Evaluation results from the sessions show high satisfaction rates and attendees reported that they feel better equipped to deal with stress and work related pressure as a result of the training.

Customer Care:

The iPool customer care training module is now available and will be mandatory training for all employees. The training will be linked to the induction process for all new employees and customer care has also been embedded as a mandatory management objective, which means that all managers will be assessed against this objective as part of the new IPA cycle.

In October 2013, an 18 month campaign was launched by the Communications team to raise awareness of Blackpool Council's customer care standards with employees. Not only does this campaign aim to promote the standards and corporate values we hold as an organisation, but also encourages recognition of those employees who are true

ambassadors of Blackpool Council and what we believe in. Every quarter, each department is asked to provide the names of individuals and teams who have gone above and beyond in providing outstanding customer care. These people are then featured in articles across both the corporate e-newsletter (1Blackpool News) and the quarterly magazine aimed at operational/frontline employees (1Blackpool Quarter). It is hoped this approach will continue to motivate and emphasise the level of professionalism we expect from our workforce.

During 2013/14 the Council has received 144 comments, 605 compliments and 590 complaints. The table below shows a breakdown of customer feedback by department:

Department	Comments	Compliments	Complaints	Total
Adult Services	43	350	108	501
Built Environment	39	43	192	274
Children's Services	10	146	134	290
Democratic Services	1	0	1	2
Deputy Chief Executive's	4	18	6	28
Leisure & Operational Services	12	8	54	74
Public Health	0	1	0	1
Regeneration, Tourism & Culture	9	4	9	22
Treasurer Services	26	35	87	148
	144	605	591	1,340

It should be noted that the customer feedback system was implemented in July; therefore the figures for the first quarter of 2013/14 only include feedback received for Adult Services and Children's Services.

Work is ongoing to ensure that customer feedback for all Council services is recorded on the customer feedback system, so there will be an increase in the figures reported during 2014/15. Users of the system will also be encouraged to record all the required information for complaints as failure to do this during 2013/14 has led to inconsistencies in customer feedback data, for example, data on compliance with response timescales.

As detailed in previous reports, a number of actions are underway to improve the level of service provided to customers in Customer First. The position has continued to improve during this quarter with data showing a reduction in the average wait time at the Customer First counter and an increase in the percentage of transactions / contacts dealt with at the first point of contact within Customer First. Overall customer satisfaction with Customer First has also increased during this quarter to 86%. The team continue to investigate and log failure demand which comes in as a result of Council services failing to deliver a service to the customer as promised or where there has been a delay. The details are reported back to services and opportunities to reduce this type of demand are explored.

Recovery Plan For Children's Services:

Children's Services continue to make progress as evidenced in reports to the Children's Improvement Board.

The Corporate Development and Engagement Team have provided support to the Improvement Board in terms of project management of the Improvement Plan. This support will continue and has also been extended to the Blackpool Safeguarding Children's Board (BSCB) in order to ensure a smooth transition. An element of this will include a review of the structure and governance arrangements of the BSCB. The review will facilitate the development of a clear and focussed work plan for the Council and all partners, which will drive business in line with the Improvement Board actions and Ofsted.

In early October, the Getting it Right for Every Child and Family Framework was launched. The framework provides a single assessment process from universal services onwards for children, young people and their families. Additional training sessions have provided training for another 407 people.

The completion rate for the Children's Safeguarding training is 83%. The training is currently being reviewed following the launch of the Getting it Right framework and once complete, HR will work proactively with Children's Services to ensure that all relevant staff have completed the training as soon as possible.

Leadership:

A pilot for the Coaching for Success programme was undertaken in December. The aim of the 2 day programme is to assist managers in understanding how coaching can help their employees to find their own solutions, develop their own skills and competence, change attitudes and behaviours and enhance their working relationships. 48 people have attended this training programme so far, and following the excellent feedback from the pilot, we will be shortly advertising a further 12 months of courses for managers and team leaders.

The new Individual Performance Appraisal (IPA) year began on 1st April 2014 and all employees and managers are being encouraged to complete IPAs for their service by 30th June.

Other Activity:

A scrutiny review on apprenticeships has recently been undertaken. The purpose of the review was to ensure that the apprenticeship scheme is providing value for money and to ensure that the Council offers quality jobs through the effective and efficient provision of apprenticeships as part of its workforce. Services who contributed to the review included Connexions, Economic Development, Organisational Workforce & Development, Property and Asset Management and the National Apprenticeship Service. As a result of the review a number of recommendations have been formulated, which include further promotion of apprenticeships internally and externally, influencing training providers and businesses to encourage the creation and take up of apprenticeship opportunities, and further development of traineeships within the Council. These recommendations will be presented to the Scrutiny Committee in May and will then be referred to the Executive for formal approval.

Changes to the Local Government Pension Scheme (LGPS) came into effect from 1st April. The changes see the LGPS move from a final salary pension scheme to a career average scheme. Employees will also have the opportunity to take their pension from the age of 55 without employer consent and in addition will be able to opt to pay 50% contributions for 50% benefits. A number of pension road shows have taken place during February and March to advise employees about the changes.

Challenges 2014/15

Our focus for next year will be to:

- Continue to manage budgets well and take action to ensure that future years budget pressures are addressed;
- Move all agreed staff to Central Business District within the agreed timescales and with minimal disruption;
- Ensure that the ICT roll out plan for staff is executed effectively to help deliver efficiencies and meet the requirements of the public services network;
- Support staff through continued budget pressure and build team and individual resilience; and
- Improve customer feedback mechanisms so that we continue to improve our understanding of the residents view of Council services.

Strategic Risks Related to this Priority

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

Strategic Risk	Type	Risk Level
Loss of significant funding streams / impacts of localisation of Business Rates Retention and Council Tax Benefit Scheme	Local	High
Public Health data	Local	High
Tendering of drug and alcohol treatment services	Local	High
Data theft and leakage leading to reputational damage and potential legal action / fines	Local	Activity Necessary
Failure to deliver critical services	Local	Activity Necessary
PSN compliance requirement to restrict network access for unmanaged devices	Local	Activity Necessary
Support ceases for XP OS on Windows meaning devices become end of life	Local	Activity Necessary
Failure to deliver major projects	Local	Low
Inability to retain staff of the right calibre and maintain morale	Local	Low
Legal or regulatory change	National	Low
Death / injury of employee or service user	Local	Low
Damage to the Council's reputation / poor external image	Local	Low
Increases in energy and commodity prices	Local	Low

Key Actions & Performance Indicators for this Priority

Details of the key actions and performance indicators for this priority can be found below.

Priority 9 Key Actions

Key – Overall Progress:



On track



Not on track but being managed by the department to bring back on track



Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress	
Managing Budgets	Implement robust financial monitoring systems and procedures to ensure the Council's budget savings targets are met	Monitor the delivery of savings targets for 2013/14 by monthly reports to CLT and the Executive	Mar 2014	TS	Phil Redmond	Green	
	Provide support to employees at risk of or on notice of redundancy	From at risk letters through to and beyond leaving date includes: job search skills; finance and budgeting; training etc.	Ongoing	RTC	Laura Baines	Green	
	Implementation and administration of an effective redeployment process		Ongoing	HRC&E	Janet Roberts / Laurence Walsh	Green	
	Budget communications & employee support	Communicate cuts that have already happened	Terms & conditions changes Announce 2014 budget shortfall and estimated job cuts	Complete	HRC&E	Jenny Bollington / Lucy Gregson	Green
		Terms & conditions changes					
		Announce 2014 budget shortfall and estimated job cuts					
	Redundancy and CSR lessons learnt review	Research and consult	Report and Equality Analysis Sign off and launch	Complete	HRC&E	Andy Divall	Green
Report and Equality Analysis							
Sign off and launch		tbc					
Personal & Organisational Resilience	Develop a programme to support time management / resilience of managers	Identify partner	Complete	HRC&E	Linda Dutton / Diane Howard	Green	
		Trial a number of different training solutions					
		Create iPool module to offer further support					
	Trial mind gym training for staff	Complete trial	Complete	HRC&E	Linda Dutton	Green	
Customer Care	Embed the Council's customer care standards to ensure a consistent level of customer care is delivered	Roll-out the customer care standards alongside the vision and values in a fresh, new campaign for 2013	Ongoing	HRC&E	Ruth Henshaw	Green	
		Implement new approach to dealing with customer feedback	Complete				
		Work with OWD to deliver customer care / customer feedback training	Complete				

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
		Work with Communications to ensure new standards and policies are communicated internally and externally	Ongoing			
		Support Complaints Review Panel	Ongoing			
		Report performance to CLT and Scrutiny	Ongoing			
Recovery Plan for Children's Services	To support the Ofsted improvement plan	See separate action plan	Complete	HRC&E	Linda Dutton / Diane Howard / Jenny Bond	Green
	Agree, develop and commission a bespoke training programme for Children's Services	Use information on IPA	Complete	HRC&E	Linda Dutton / Diane Howard	Green
		Plan and organise workforce development group				
		Undertake strategic training needs assessment				
		Discuss with service leads				
	Ensure processes are and remain Safeguarding compliant	See separate action plan on P drive	Ongoing	HRC&E	All	Green
	Develop Children's Strategic Needs Assessment (CSNA)	Complete CSNA	Complete	HRC&E	John Patterson / Scott Butterfield	Green
		Ongoing updates and refinements to CSNA	Ongoing			
		Establish process to ensure that CSNA drives priorities and direction of CYPP	Complete			
	Children's Services Communications	Children's Services Communications Framework roll out	Complete	HRC&E	Jenny Bollington / Lucy Gregson	Green
		Adoption communications plan and implementation				
		Fostering communications plan and implementation				
Leadership Behaviour	Further develop the coaching programme	Accredit in house coaches	Complete	HRC&E	Diane Howard	Green
		Develop process re: access				
		Develop in house coaching programme				
		Run 2 training sessions per month				
	Roll out Senior Leadership programme	CLT/Member session	Complete	HRC&E	Linda Dutton / Diane Howard	Green
		SMLT sessions				
		360 feedback				
Develop Aspiring Manager programme	CLT report	Complete	HRC&E	Linda	Green	

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
		Develop fair process	Complete		Dutton / Diane Howard	Green
		Real World/NWEO programme	Ongoing			
		ILM programme				
		Assessment centres				
	Deliver employee relations training to managers within Blackpool and Fylde Councils	Attendance Management	Complete	HRC&E	Janet Roberts	Green
		Disciplinary				
		Recruitment, probation and capability				
		Develop training for Respecting Others Framework				
	Increase take up of IPA programme and system	See separate action plan on P drive	Ongoing	HRC&E	Linda Dutton / Diane Howard	Green
	Support managers to improve management of attendance	Attend and support work of Absence Strategy Group	Ongoing	HRC&E	Laurence Walsh / Karen White / Janet Roberts	Green
		Roll out and embed new forms and ways of working				
		Provide management information				
		Support casework				
		Review policy				
		Increase number of managers trained				

Priority 9 Performance Indicators

Key – Performance Trend:

- ✓ Performance is improving
- ✗ Performance is getting worse
- Performance is staying the same
- Data not due to be reported this quarter

PRIORITY 9 OUTCOMES

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
No. of days lost to sickness absence per full time employee	10.47	10.53	10.59	10.40	10.40	9.92	10.42	-	Rolling year on year figures. NB: There are no sickness absence figures for Organisation, Property & ICT as this department has now been disestablished. Sickness absence data for the Organisation & Property division is now included in data for the Treasurer Services department and sickness absence data for ICT is included in data for the HR, Communications & Engagement department.
<i>Adult Services</i>	15.78	15.98	14.96	13.56	13.56	14.27	14.77	✓	
<i>Built Environment</i>	8.67	11.05	10.62	9.91	9.91	7.94	8.44	✗	
<i>Chief Executive's</i>	1.21	1.74	1.32	0.57	0.57	1.31	1.31	✓	
<i>Children's Services</i>	12.19	10.94	10.97	10.27	10.27	12.03	12.53	✓	
<i>Democratic Services</i>	9.17	10.30	9.12	9.77	9.77	10.35	10.85	✓	
<i>HR, Communications & Engagement</i>	6.50	6.55	4.97	3.88	3.88	5.78	6.28	✓	
<i>Leisure & Operational Services</i>	13.37	14.40	14.94	14.28	14.28	11.73	12.23	✗	
<i>Organisation, Property & IT</i>	2.02					1.62	2.12	n/a	
<i>Public Health</i>	1.76	4.88	4.99	4.87	4.87	n/a	n/a	n/a	
<i>Regeneration, Tourism & Culture</i>	6.58	7.07	5.09	5.15	5.15	6.82	7.32	✓	
<i>Schools</i>	9.84	9.38	9.74	9.23	9.23	9.26	9.76	✓	
<i>Treasurer Services</i>	5.57	5.92	7.72	7.96	7.96	5.46	5.96	✗	
Council wide staff turnover	6.59% (2012/13)				6.59% (2012/13)	n/a			
Satisfaction rates with training events	90% (9/10)	92% (9.2/10)	91% (9.1/10)	92% (9.2/10)	91% (9.1/10)	80% (8/10)	New PI	✓	Average rating out of 10

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Level of knowledge rating following training	86% (8.6/10)	88% (8.8/10)	87% (8.7/10)	88% (8.8/10)	88% (8.8/10)	80% (8/10)	New PI	✓	Average rating out of 10
Staff advocacy for the organisation: 1) Do you know what is expected of you at work?	99%				99%	Increase on last year	97%	✓	Data reported this year refers to the results from the 2012 survey.
2) Do you have the materials and equipment you need to do your work right?	77%				77%	Increase on last year	81%	✗	
3) At work, do you have the opportunity to do what you do best every day?	66%				66%	Increase on last year	66%	-	
4) In the last 7 days, have you received recognition or praise for doing good work?	56%				56%	Increase on last year	55%	✓	
5) Does your supervisor, manager or someone at work seem to care about you as a person?	87%				87%	Increase on last year	84%	✓	
6) Is there someone at work who encourages your development?	72%				72%	Increase on last year	67%	✓	
7) At work do your opinions seem to count?	76%				76%	Increase on last year	74%	✓	
8) Do the Priorities / Vision of the Council make you feel your job is important?	63%				63%	Increase on last year	59%	✓	
9) Are your colleagues committed to doing quality work?	93%				93%	Increase on last year	94%	✗	
10) Do you have a good friend at work?	88%				88%	Increase on last year	87%	✓	
11) In the last 6 months, has	76%				76%	Increase on	62%	✓	

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
<i>someone at work talked to you about your progress?</i>						last year			
<i>12) In the last year, have you had opportunities at work to learn and grow?</i>	77%				77%	Increase on last year	68%	✓	

OBJECTIVE: MANAGING BUDGETS

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Forecast variance of revenue outturn against revised budget	3.08% (£4,505,000)	2.27% (£3,334,000)	1.9% (2,788,000)	1.86% (£2,735,000)	1.86%	<0.5%	<0.5%		
No. of redundancies (initially at risk)	890				890	n/a			
No. of voluntary redundancies (requested)	122				122	n/a			
No. of voluntary redundancies (accepted)	115				115	n/a			
No. of compulsory redundancies (served notice)	54				54	n/a			

OBJECTIVE: PERSONAL & ORGANISATIONAL RESILIENCE

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Completion rate for managing work related pressure training				546	546	New PI	n/a		
Completion rate for coping with pressure and increasing resilience training				361	361	New PI	n/a		
No. of long-term attendance management cases received	67	35	52	54	208	n/a	n/a		EoY Total - Stage 1 = 74, Stage 2 = 102 and Stage 3 = 32
No. of long-term attendance	17	3	9	15	44	n/a	n/a		21.2% of total long term attendance

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
management cases received for stress (work related)									management cases.
Total long term attendance management cases (1st April to date)	67	102	154	208	208	n/a	n/a		
No. of short-term attendance management cases received	40	17	33	23	113	n/a	n/a		EoY Total - Stage 1 = 35, Stage 2 = 64 and Stage 3 = 14
No. of short-term attendance management cases received for stress (work related)	7	3	0	0	10	n/a	n/a		8.8% of total short term attendance management cases.
Total short term attendance management cases (1st April to date)	40	57	90	113	133	n/a	n/a		

OBJECTIVE: CUSTOMER CARE

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Average wait time at the Customer First counter	9.81 mins	8.3 mins	7.73 mins	8.5 mins	9 mins	7 minutes	6.30 minutes	✘	
% of transactions / contacts dealt with at the first point of contact within Customer First	78.59%	74.45%	76.09%	76.9%	78.42%	80%	79.06%	✘	
% of telephone calls answered in Customer First	32.99%	32%	63.12%	57.29%	41.2%	70%	70.13%	✘	
Customer satisfaction with Customer First	74.29%	91.9%	81.84%	86%	83.51%	89%	90.61%	✘	
No. of comments	19	55	37	33	144	n/a	New PI	n/a	Figures comprise of full year figures for Children’s Services / Adult Services and 9 month figures for all other customer feedback.
No. of compliments	136	213	134	122	605	n/a	New PI	n/a	
No. of complaints	56	201	141	193	591	n/a	New PI	n/a	
% of responses to complaints sent within timescale		Data unavailable	Data unavailable	Data unavailable	Data unavailable	80%	New PI	n/a	Inconsistencies in reporting this data

OBJECTIVE: RECOVERY PLAN FOR CHILDREN'S SERVICES

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Children's Social Care Workforce Development Plan judged as satisfactory by DfE	Judged as satisfactory				Judged as satisfactory	Judged as satisfactory	n/a	✓	
% of employees who have completed Children's Safeguarding training	77.12%	78%	85%	83%	83%	100%	78%	✓	

OBJECTIVE: LEADERSHIP BEHAVIOUR

Indicator	Q1	Q2	Q3	Q4	Outturn 2013/14	Target 2013/14	Outturn 2012/13	Trend	Comments
Number of IPAs in the HR system	23%	30%	49%	51%	51%	100%	40%	✓	
Completion rate for Coaching for Success programme				48	48	New PI	n/a		
Grievance - number of new cases received this quarter	9	7	3	5	24	n/a	n/a		
Grievance - total figure from 1st April to date	9	16	19	24	24	n/a	n/a		
Disciplinary - number of new cases received this quarter	24	19	18	12	73	n/a	n/a		
Disciplinary - total figure from 1st April to date	24	43	61	73	73	n/a			
Completion rate of mandatory iPool modules	53%	61%	57%	64%	64%	100%	52.9%	✗	