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10 January 2013

## **EMPLOYMENT LIAISON COMMITTEE**

Monday 21 January 2013  
10.00 am  
Council House (Next to the Civic Centre), Plymouth

**Members:**

Assistant Director for Human Resources and Organisational Development, Chair.

Mr R Beal, Vice Chair.

Councillors Mrs Beer, Browne, Fox, Parker and Peter Smith.

Staff Side Representatives.

Members are invited to attend the above meeting to consider the items of business overleaf.

**Tracey Lee**  
Chief Executive

# **EMPLOYMENT LIAISON COMMITTEE**

## **1. APOLOGIES**

To receive apologies for non-attendance submitted by committee members.

## **2. DECLARATIONS OF INTEREST**

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

## **3. CHAIR'S URGENT BUSINESS**

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

## **4. EMPLOYEE APPRAISAL SUMMARY 2012 (Pages 1 - 6)**

The committee will receive a report on employee appraisal summary 2012.

## **5. CIPFA SCHOOL HR BENCHMARKING CLUB INFORMATION 2012 (Pages 7 - 10)**

The committee will receive a report on CIPFA School HR Benchmarking Club Information 2012.

## **6. THE VIEW FROM YOU EMPLOYEE SURVEY 2012 (Pages 11 - 26)**

The committee will receive a report on the View from You Employee Survey 2012.

## **7. WORKFORCE REDUCTION (Pages 27 - 32)**

The committee will receive a report on workforce reduction.

## **8. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 4 of Part ( of schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

## **PART II (PRIVATE MEETING)**

### **AGENDA**

#### **MEMBERS OF THE PUBLIC TO NOTE**

that under the law, the committee is entitled to consider certain items of business in private. Members of the public will be asked to leave the meeting when such items are discussed.

#### **9. MINUTES (E4) (Pages 33 - 38)**

To confirm the minutes of the meeting held on 15 October 2012.

#### **10. ACTIONS ARISING FROM PREVIOUS COMMITTEE MEETING (E4)**

The committee will monitor progress on previous decisions.

#### **11. LEGAL, POLICY AND NEGOTIATIONS UPDATE (E4) (Pages 39 - 72)**

The committee will receive an update on Legal, Policy and Negotiations.

#### **12. HEALTH, SAFETY AND WELLBEING REPORT (E4) (Pages 73 - 80)**

The committee will receive a report on health, safety and wellbeing.

#### **13. MINUTES OF DEPARTMENTAL DIRECTORATE JOINT CONSULTATIVE COMMITTEES (E4) (Pages 81 - 96)**

The committee will receive the minutes of the departmental directorate Joint Consultative Committees –

- (a) Directorate for People -
  - Education, Learning and Family Support 12 December 2012
  - Commissioning and Adult Social Care, Homes and Communities and Children's Social Care 13 December 2012
- (b) Directorate for Place 3 December 2012
- (c) Corporate Centre 5 December 2012

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**PLYMOUTH CITY COUNCIL**

**Subject:** Employee Appraisal Summary 2012  
**Committee:** Employment Liaison Committee  
**Date:** 21 January 2013  
**Cabinet Member:** Councillor Peter Smith  
**CMT Member:** Mark Grimley, Assistant Director for HR and OD  
**Author:** Eve Skuse, Head of Organisational Development  
**Contact:** Tel: 01752 307565  
 Email: eve.skuse@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

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**Purpose of the report:**

Members of Employment Liaison Committee to note results of 2012/13 employee appraisals and employee feedback on the appraisal system.

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**Corporate Plan 2012 – 2015:**

Work together to maximise resources to benefit customers and make internal efficiencies.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

None

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

None

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**Recommendations & Reasons for recommended action:**

Members of Employment Liaison Committee to note outcomes from 2012 appraisals and employee feedback and further actions arising.

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**Alternative options considered and reasons for recommended action:**

N/A

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**Background papers:**

N/A

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**Sign off:**

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report?											

# APPRAISAL SUMMARY 2012/13

Plymouth City Council



Report to Employment Liaison Committee	Date 21/01/13
Report title Appraisal Summary 2012/13	
CMT lead Mark Grimley	Cabinet lead Councillor Smith
<p>What are the key points?</p> <ul style="list-style-type: none"> <li>• Completion Rate of 98% as at the end of November 2012</li> <li>• 74 appraisals outstanding</li> <li>• 19 staff still potentially due an increment</li> <li>• Staff exceeding expectations has risen to 14%</li> <li>• Staff not meeting expectations has risen to 4%</li> <li>• Strong support for the appraisal system from the 2012 Staff Survey</li> <li>• Plymouth staff responses to appraisal questions far above LG Benchmarks</li> </ul>	
Contact officer and relevant background papers Eve Skuse ext 7565	

## I. Overview Completion Rates

- I.1 The 2012 appraisal period was open between April and August 2012. As at the deadline of 31 August the completion rate was 91.3%, which was up 2.4% from 2011. This meant that there were 318 appraisals outstanding (91 of which were due an increment, and was therefore delayed).
- I.2 Following intensive chasing up of Manager, as at the end of November 2012 the completion rate has risen to 97.9%. This means that there are currently 74 outstanding appraisals of which 19 are potentially due an increment. The majority of these are due to either the appraisal being completed but not entered on to the system or disruption to line management caused by re-structuring. HROD are continuing to chase these missing appraisals and upon completion any outstanding increments are being paid within the month and back dated to August.
- I.3 At the end of 2011/12 the completion rate was 99.9%. Therefore the target for 2012/13 remains 100%

## 2. Appraisal Analysis/Completion Rates and Results

Nov 2012 (17.12.12)	Staff (Occupied Job Roles)	Not Possible	Completed	Not Completed	Completed % (Of Possible)	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
<b>Executive Office</b>								
Chief Executive	1	1	0	0	-	0	0	0
Corporate Communications	12	0	12	0	100	0	11	1
Policy, Performance & Partnership	26	1	24	1	96	4	20	0
	39	2	36	1	97	4	31	1
		5	97	3		11	86	3
<b>Corporate Services</b>								
Management & Support	2	0	1	1	50	0	1	0
Customer Services & Business Transformation	199	18	178	3	98	15	157	6
Democracy & Governance	103	11	88	4	96	13	73	2
Finance, Efficiencies, Technology & Assets	675	69	602	4	99	49	532	21
Human Resources & Organisational Development	96	6	90	0	100	12	75	3
	1,075	104	959	12	99	89	838	32
		10	99	1		9	87	3
<b>People</b>								
Management & Support	1	0	1	0	100	0	1	0
Children's Social Care	367	73	288	6	98	74	208	6
Education, Learning & Families	873	187	681	5	99	129	514	38
Homes & Communities	269	28	229	12	95	32	187	10
Joint Commissioning & Adult Social Care	569	55	510	4	99	29	456	25
Programmes Director	3	0	3	0	100	0	3	0
	2,082	343	1,712	27	98	264	1,369	79
		16	98	2		15	80	5
<b>Place</b>								
Management & Support	2	0	0	2	0	0	0	0
Business Team	9	0	8	1	89	4	4	0
Economic Development	117	4	106	7	94	12	89	5
Environmental Services	489	28	453	8	98	52	386	15
Planning Services	78	2	74	2	97	18	54	2
Transport & Infrastructure	151	9	128	14	90	31	94	3
	846	43	769	34	96	117	627	25
		5	96	4		15	82	3
<b>Total</b>								
	4,042	492	3,476	74	97.9	474	2,865	137
		12.2	97.9	2.1		14	82	3.9

### 2.2 Outstanding Appraisals by Department

PLACE	Transport & Infrastructure	14
PEOPLE	Homes & Communities	12
PLACE	Environmental Services	8
PLACE	Economic Development	7
PEOPLE	Children's Social Care	6
PEOPLE	Education, Learning & Families	5
CORP	Democracy & Governance	4
CORP	Finance, Efficiencies, Technology & Assets	4
PEOPLE	Joint Commissioning & Adult Social Care	4
CORP	Customer Services	3
PLACE	Management & Support	2
PLACE	Planning Services	2
EXEC	Policy, Performance & Partnership	1
CORP	Management & Support	1
PLACE	Business Team	1
EXEC	Corporate Communications	0
CORP	Human Resources & Organisational Development	0
PEOPLE	Management & Support	0
PEOPLE	Programmes Director	0

## 2.3 Overview of Results

An analysis of the results and a comparison to 2011 reveals the following;

	2012	2011
Exceeds Expectations	14%	13%
Meets Expectations	82%	84%
Does Not Meet Expectations	4%	3%

It can be seen that exceeds and does not meet expectations have both risen slightly from 2011. Further analysis of the results by department and manager is on-going.

## 3. Staff Feedback on the Appraisal Process

- 3.1 As part of the 2012 Staff Survey a number of questions were included on the various aspects of the appraisal process in order to gain a comprehensive insight to staff views of the system. A summary of staff views is below.
- The section on appraisals received the second highest positive score (76%)
  - An analysis of the Directorates shows that Corporate Services, Executive Office and People had similar positive scores (between 75% - 78%), with People registering the highest approval rating. Given that this Directorate has over 2000 mostly front line staff this is a very encouraging score. Place registered a positive score of 69%. Further analysis has revealed that Environmental Services has the lowest positive scores for the appraisal system, but even that was 60% overall. Clearly this is an area where further support is required.
  - The two highest positive scoring questions in the survey were on appraisals
    - 40. I understand from the competency framework and my job type the behaviours expected of me - 89%
    - 43. I contributed to discussions at my appraisal meeting - 88%
  - Two further questions on appraisals ranked in the top ten for the council
    - 45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue - 78%
    - 46. I feel that my appraisal was accurate and fair - 78%
  - The role of the manager in the appraisal discussion, in terms of acknowledging success and helping to understand improvement rose by 10% from 2010. This question was also the highest in the council compared to the local government benchmark (ahead by 14%).
  - 78% of staff felt their appraisal was accurate and fair, which was 1% up on 2010 but remains 7% ahead of the local government benchmark. Only 6% of staff disagreed with this.
  - The majority of staff (64%) took between 1-3 hours to complete their self-assessment. However, 8% of staff stated that they had not completed a self-assessment. Further analysis of departments and service areas will help to identify where this occurs.
  - The majority of staff (79%) stated that their appraisal meeting took between 1-3 hours. However, 6% of staff stated that no meeting took place. Further analysis will identify where this occurred and this can be rectified for 2013.



- The majority of staff (52%) had three to five objectives set. However, a worrying 15% of staff reported that they had not been set any objectives. Once again further analysis will aid the location of these staff and action will be taken to ensure this is rectified in 2013.
- Only 45% of staff found the use of 360 degree feedback to be of benefit, with 39% uncertain. Further analysis is being undertaken to see if this is due to 360 feedback not being used at all or not being used correctly.
- Again only 45% of staff agreed that there were enough opportunities to improve their skills in their current job, a drop of 5% from 2011. This score is now 15% below the local government benchmark.
- Overall the staff survey results show strong support for the current appraisal system ( now towards the end of its third year). A further analysis of department and service area responses to questions on the appraisal system is being undertaken and will allow for greater clarity of the issues where further action is required for 2013 and beyond.

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**PLYMOUTH CITY COUNCIL**

**Subject:** CIPFA School HR Benchmarking Club 2012  
**Committee:** Employment Liaison Committee  
**Date:** 21 January 2012  
**Cabinet Member:** Councillor Peter Smith  
**CMT Member:** Mark Grimley, Assistant Director for HR and OD  
**Author:** Kimberly Spry, HR Advisor  
**Contact:** Tel: 01752 398111  
 Email: kimberley.spry@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

**Purpose of the report:**

To present benchmarking data collated by the national benchmarking body – CIPFA, comparing school data with peer organisations to provide an insight into whether the HR function is providing value for money, how the department is performing against comparators and whether the function is performing in a number of areas.

**Corporate Plan 2012 – 2015:**

Embeds the Council's vision of constantly raising the bar and challenging ourselves to perform better.

**Implications for Medium Term Financial Plan and Resource Implications:**

**Including finance, human, IT and land**

None

**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

None

**Recommendations & Reasons for recommended action:**

For noting purposes only

**Alternative options considered and reasons for recommended action:**

N/A

**Background papers:**

N/A

**Sign off:**

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report? Yes											

# CIPFA 2012 HR BENCHMARKING

Human Resources and Organisational Development

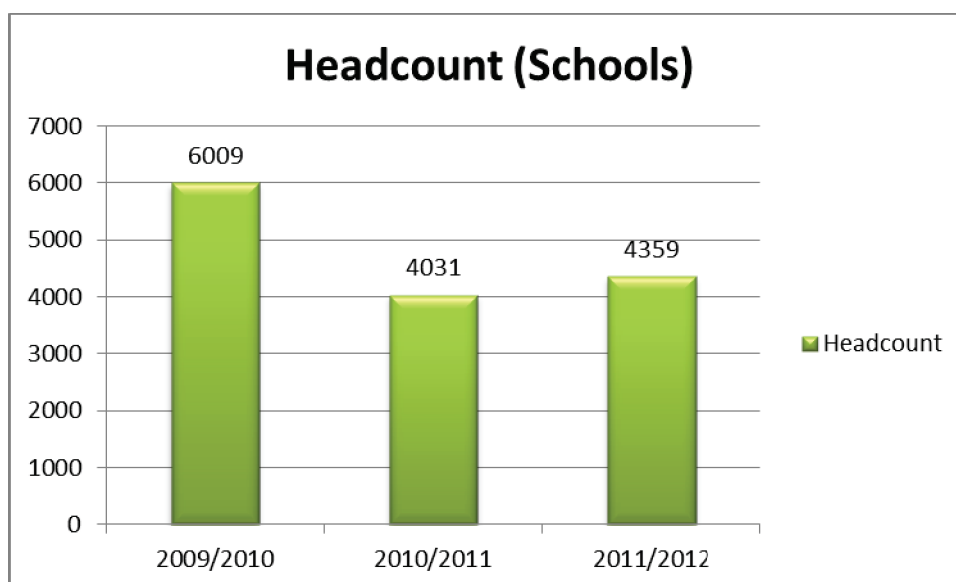


## Data for 2011/2012

### Organisational Numbers

#### Schools – Headcount

Headcount for schools has increased from previous financial year due to CIPFA amending the way they wished for the headcount to be reported (previously a sum of permanent part time and full time employees now including all staff barring agency).



### Turnover and Redeployment

Recruitment and retention in schools is positive with leavers being under the average of 19.1% and joiners being higher than the benchmarked average of 11.4%.

	N	% 2012	Avg
Head count 31/03/11	4,031		
Leavers	637	16.0%	19.1%
Joiners	580	14.6%	11.4%
Head count 31/03/12	3,974	98.6%	94.4%

Schools employees are currently not eligible to enter the redeployment pool, hence no employees being redeployed from schools during 2011/2012.

Staff redeployed	-	0.0%	1.0%
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### Employee and contract numbers

There are less f/t employees than the average of 55% in schools (schools = 31%). P/t figures stand at 69% compared to the average of 45%.

Schools are approximately in line with the average number and FTE for permanent and fixed term contracts.

### Service Length: Schools

The length of service of leavers fell approximately in line with the average as detailed below.

	Leavers	%	Avg
Less than a year	123	19%	20%
More than a year	514	81%	80%

### Grievance and disciplinary\*

Grievances: 8 formal grievances lodged.

Disciplinaries: 18 formal disciplinary investigations undertaken.

(\* not all schools use PCC HR to advise on or manage cases, so this will not be the complete picture.)

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**PLYMOUTH CITY COUNCIL**

**Subject:** The View from You Employee Survey 2012  
**Committee:** Employment Liaison Committee  
**Date:** 21 January 2013  
**Cabinet Member:** Councillor Peter Smith  
**CMT Member:** Mark Grimley, Assistant Director for HR and OD  
**Author:** Eve Skuse, Head of Organisational Development  
**Contact:** Tel: 01752 307565  
 Email: eve.skuse@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

**Purpose of the report:**

Members of Employment Liaison Committee to note results of 2012 staff survey.

**Corporate Plan 2012 – 2015:**

Work together to maximise resources to benefit customers and make internal efficiencies.

**Implications for Medium Term Financial Plan and Resource Implications:**

**Including finance, human, IT and land**

None

**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

None

**Recommendations & Reasons for recommended action:**

Members of Employment Liaison Committee to note further actions arising from employee survey process.

**Alternative options considered and reasons for recommended action:**

N/A

**Background papers:**

N/A

**Sign off:**

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report?											

# THE VIEW FROM YOU 2012

Plymouth City Council



Report to Employment Liaison Committee	Date 21/01/13
Report title The View from You Employee Survey 2012	
CMT lead Mark Grimley	Cabinet lead Councillor Smith
<p>What are the key points?</p> <p>Initial findings from The View from You Employee Survey 2012, which achieved a 53% take up rate across the corporate workforce, are attached for consideration. Communications and Engagement plans include:</p> <ul style="list-style-type: none"> <li>• Council Report and Directorate reports have been circulated (7/12) to CMT</li> <li>• Council, Directorate and Department findings shared at Team Plymouth and initial actions agreed with Directors 14/12</li> <li>• Staffroom communication to staff 17/12</li> <li>• Council and Directorate findings and commitment posted on webpages from 17/12 onwards</li> <li>• Share findings and initial actions at Employee Liaison Committee 21st January 2013</li> <li>• Payroll insert for staff included January payslip</li> <li>• Service area reports released by end January</li> <li>• Management teams to discuss their results in January/February 2013 and share with staff.</li> <li>• “Action Planning” to commence February/March 2013.</li> <li>• Mid-year review of actions plans and progress of implementation ( also pay insert) October 2013</li> <li>• Interim engagement survey November 2013</li> </ul>	
Contact officer and relevant background papers Eve Skuse ext 7565	

## I. Overview Take-Up

The response rate for the council was 53%, slightly down on the 2011 survey. It was initially thought this could be due to the fact that we asked for “service areas” and there were concerns around protection of anonymity. Further analysis reveals that whilst the online response rate for office based staff remained virtually unchanged from 2011 (67%), the “paper” response rate for non-office based staff fell from 36% in 2011 to 30% this year.



**Directorate**

Corporate Services

Executive Office

People

Place

**%****63****90****49****49****1.1 Breakdown Take-Up**

Rank	Directorat	Department	2012 % Score	2011 % Score	Difference %	Assistant Director	
1	PLACE	Planning Services	100	83	17	Paul Barnard	
2	EXEC	Policy & Performance	100	100	0	Giles Perritt	
3	CORP	HR & OD	93	100	-7	Mark Grimley	
4	CORP	Customer Services	91	100	-9	-	
5	CORP	Democracy & Governance	77	77	0	Tim Howes	
6	PEOPLE	Homes & Communities	69	NA	-	Stuart Palmer	-
7	EXEC	Corporate Communications	67	100	-33	Richard Longford	
8	PLACE	Economic Development	66	100	-34	David Draffan	
9	PEOPLE	Adult Social Care	54	50	4	Pam Marsden	
10	PLACE	Transport	52	80	-28	Clive Perkin	
11	PEOPLE	Children's Social Care	49	64	-15	Dave Simpkins	
12	CORP	FETA	49	47	2	Malcolm Coe	
13	PEOPLE	Education, Learner & Family	39	NA	-	Maggie Carter	-
14	PLACE	Environmental Services	35	30	5	Jayne Donovan	

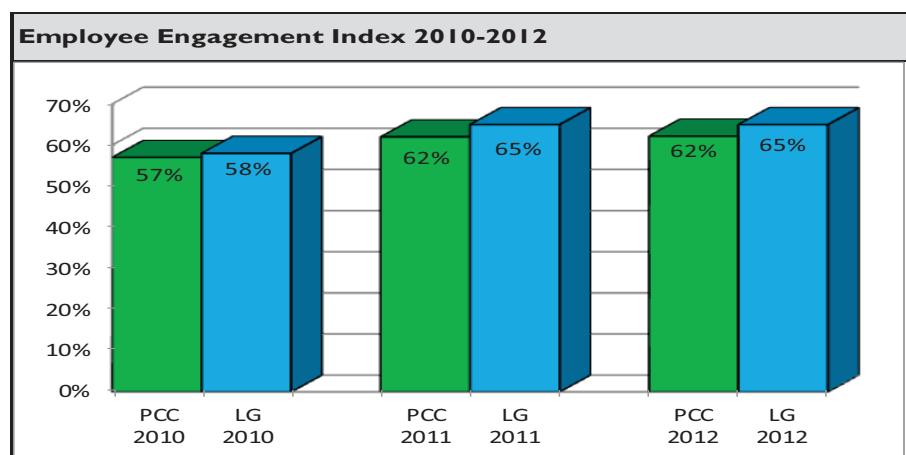
**2. Overview Council Engagement**

The overall engagement index for the council (utilising the industry standard 'Say, Stay, Strive' model) remained the same as 2011 at 62%, however, the local government benchmark was 65%.

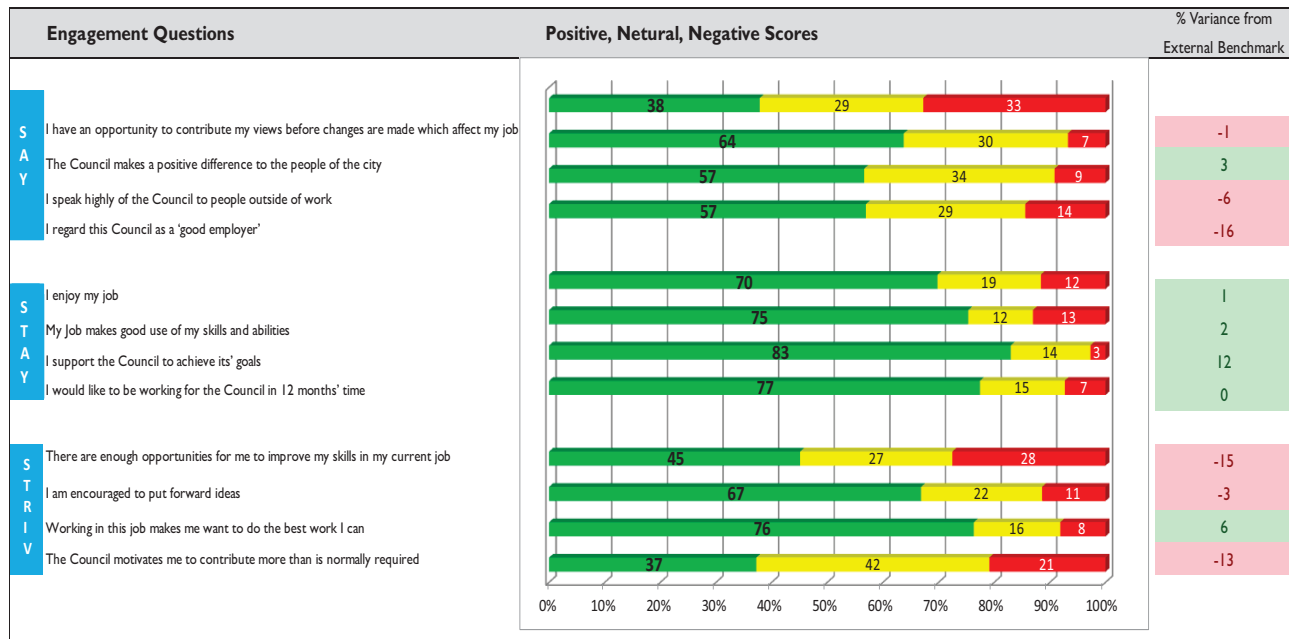
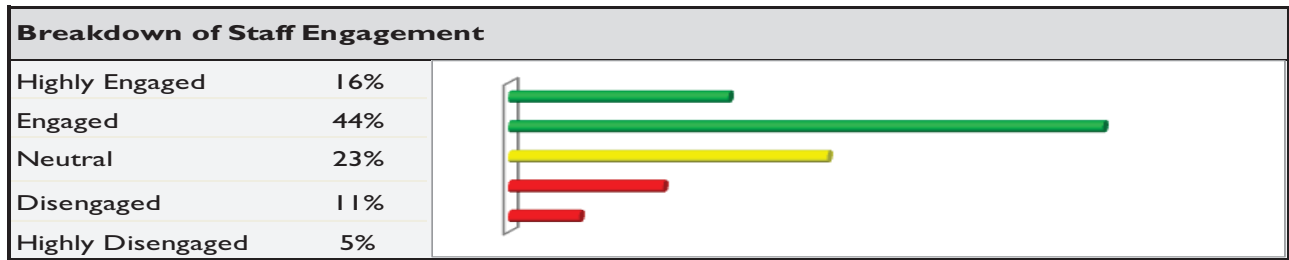
Engagement levels for Corporate Services and Place increased whilst those for People and Place decreased.

Your Employee Engagement Index is:
<b>62%</b>

Your Return Rate is:
<b>53%</b>

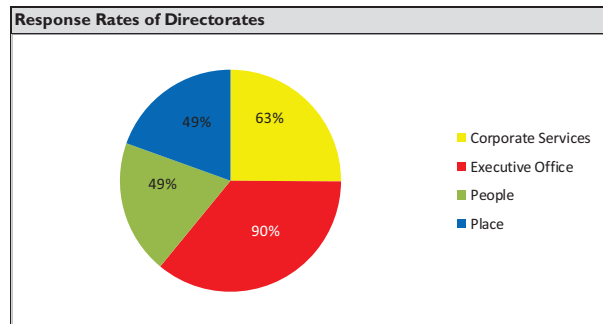


## 2.1 Breakdown Engagement



## 2.2 Directorate Engagement

Directorate Engagement Scores	2012	2011	Change
Corporate Services	63	62	1
Executive Office	66	67	-1
People	63	65	-2
Place	59	57	2



### 2.3 Department Engagement

Department		2012	2011	Change
CORP	HR & OD	73	70	3
PEOPLE	Homes & Communities	72	69	3
PLACE	Economic Development	71	70	1
CORP	Democracy & Governance	67	70	-3
PLACE	Transport	66	52	14
PEOPLE	Education, Learner & Family	66	68	-2
PLACE	Planning Services	66	68	-2
EXEC	Policy & Performance	66	-	-
CORP	Finance, Technologies, Efficiencies & Assets	61	59	2
PEOPLE	Children's Social Care	61	61	0
CORP	Customer Services	59	58	1
EXEC	Corporate Communications	57	-	-
PEOPLE	Adult Social Care	54	61	-7
PLACE	Environmental Services	46	51	-5

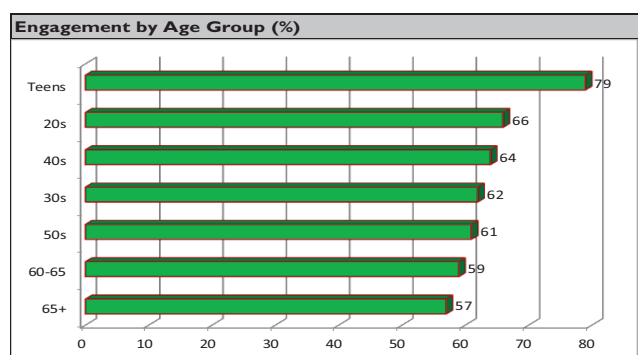
### 2.4 Additional Analysis Engagement

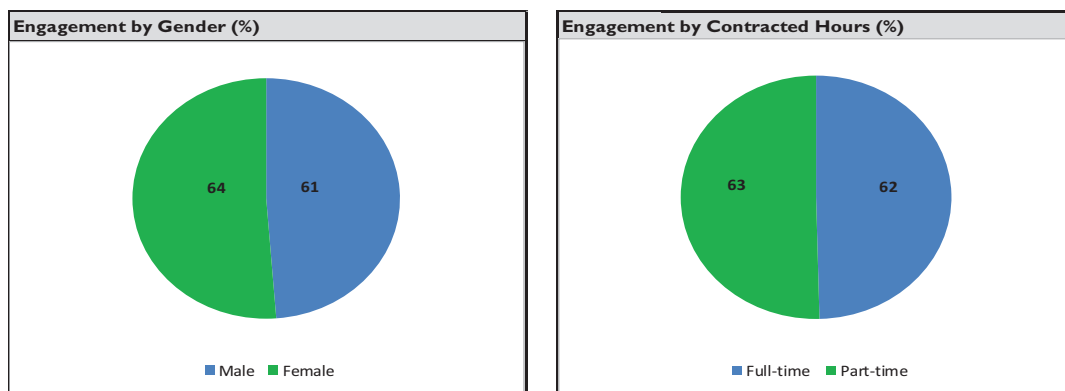
Further analysis has been conducted on staff engagement levels by these various sub categories. There is little variation in terms of gender (64%:61% female/male) or contracted hours (63%:62% part-time/full-time).

When looking at engagement levels and age group, the most engaged staff are in their teens followed by those in their twenties. The least engaged staff are in their fifties and sixties, with a gradual decline visible in the older age groups.

When analysing engagement levels by job type, as is usual the higher the job type the higher the engagement level. In terms of change from 2011 there have been rises in the engagement levels of Customer Facing Workers, Technical Managers and Semi-Professionals. However, there has been a noticeable decline in engagement levels of frontline workers and professionals and four categories of manager; Supervisors, Managers, Operational and Strategic Leaders (ranging from 1-5%).

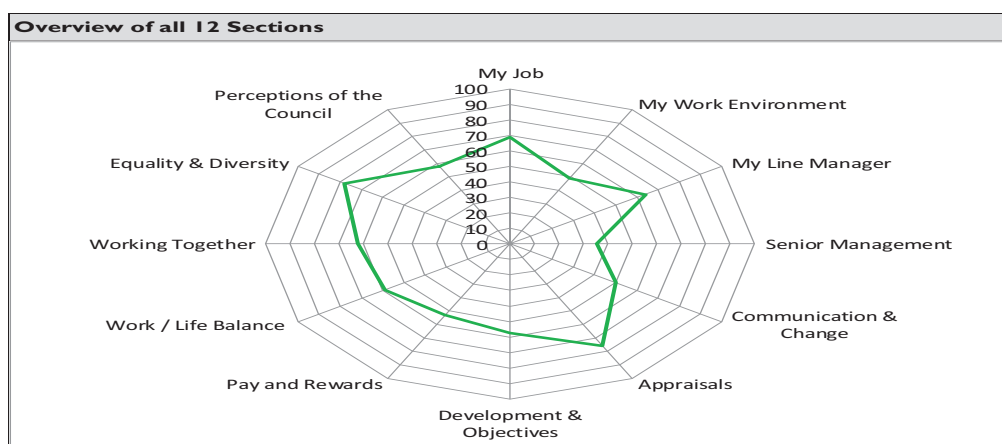
Engagement by Job Type	2012	2011	Difference
Strategic Leader	81	83	-2
Operational Leader	78	83	-5
Manager	73	74	-1
Technical Manager	70	68	2
Professional	63	66	-3
Semi - Professional	61	60	1
Customer Facing Worker	60	59	1
Supervisor	58	62	-4
Frontline Worker	54	56	-2





### 3. Overview findings for each category

Looking at the overview of the twelve sections, the highest scoring section was that of equality and diversity, followed by appraisals. Sections on job, line manager, team work and work life balance scored well. The lowest scoring sections related to pay and rewards, communication and change, working environment and senior management. Once again these low scoring sections correlate to the largest number of comments received on how to improve working life at the council.



### 4. Top/Bottom 10 scoring questions

An analysis of the top ten questions for each category (positive, neutral, negative) the top two highest scores were for the competency framework and appraisal meetings.

Support for the council's goals and departmental objectives also scored highly, supported by the question on staff's understanding on how their work links to these goals and objectives.

In terms of negative scoring questions, the highest score (one in two staff) relates to the belief that senior management are unaware of what the staff have to deal with on a day-to-day basis. Other high scoring questions relate to job security, lack of staff and resources, pay and the ability to speak up and challenge the way things are done.

	Top 10 Positive Scores	2012
P O S I T I V E	40. I understand from the competency framework and my job type the behaviours expected of me	89
	43. I contributed to discussions at my appraisal meeting	88
	32. I am committed to my department's objectives and priorities	84
	31. I support the Council to achieve its' goals	83
	56. I participate in team discussions and make suggestions on how we can improve things	82
	4. I understand how my work links to the objectives of my department and council	82
	66. This Council respects individual differences (e.g. cultures, backgrounds, ethnicity)	81
	60. My team willingly works with other departments and partners to deliver better services	80
	45. During my appraisal my manager acknowledged my successes and helped me to understand what good performance is	78
	46. I feel that my appraisal was accurate and fair	78
	Top 10 Negative Scores	2012
N E G A T I V E	27. Senior Management are aware of what I have to deal with on a day-to-day basis	50
	8. I feel my job security is good	49
	64. My team has enough staff to get the job done	41
	37. I feel able to speak up and challenge the way things are done in the Council	37
	65. My team has enough resources (equipment, space, etc) to get the job done	34
	50. I feel my pay is fair	33
	57. Team Morale is good where I work	33
	36. I have an opportunity to contribute my views before changes are made which affect my job	33
	28. Senior Management manage change well	30
	39. I believe that action will be taken on problems identified in this survey	30

## 5. Comparison Information

Analysing changes from the **previous survey**; the highest increases in question scores relate to senior management visibility, support for the council's goals, inter-departmental co-operation and appraisals. The greatest decrease in question scores relate to pay and benefits (both falling by 13%), action on previous staff surveys and enjoyment of jobs.

When comparing the council scores to the **local government benchmarks** the council exceeds the benchmark in questions relating to appraisals, supporting the council in its goals and understanding of its vision, and inter-departmental co-operation.

The council falls below the benchmarks in questions relating to job security, receiving the right amount of information about council business and the challenges it faces, belief in action resulting from the staff survey and their working environment.

## 5.1 Tables

Change from Previous Survey more than 5 points (2010 / 2011)		2012	2010/11	Variance
POSITIVE	24. Senior Management are visible to me	50	34	16
	31. I support the Council to achieve its' goals	83	68	15
	60. My team willingly works with other departments and partners to deliver better services	80	66	14
	45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue	78	68	10
	6. Working in this job makes me want to do the best work I can	76	70	6
	57. Team Morale is good where I work	42	36	6
	2. I make decisions appropriate to my level	77	71	6
	37. I feel able to speak up and challenge the way things are done in the Council	31	26	5
	26. Senior Management are open and honest in their communications with staff	35	30	5
	47. There are enough opportunities for me to improve my skills in my current job	45	50	-5
NEGATIVE	3. I am clear about what I am expected to achieve	76	81	-5
	64. My team has enough staff to get the job done	35	40	-5
	63. My team acts on feedback on how happy customers are with the service they receive	64	69	-5
	17. My Line Manager passes on my feelings and thoughts on important issues to the relevant departments	53	58	-5
	4. I understand how my work links to the objectives of my department and council	82	87	-5
	36. I have an opportunity to contribute my views before changes are made which affect my job	38	44	-6
	58. My team works well together	73	80	-7
	65. My team has enough resources (equipment, space, etc) to get the job done	40	47	-7
	9. I am happy with my working environment	49	57	-8
	7. I enjoy my job	70	80	-10
	38. I feel that issues identified in previous Staff Surveys are being acted upon	20	31	-11
	51. I am satisfied with my total benefits package (e.g. pension, annual leave)	54	67	-13
	50. I feel my pay is fair	47	60	-13

LG Benchmark Comparison		PCC	LG Benchmark	Variance
POSITIVE	45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue	78	64	14
	30. I am aware of the Council's vision and priorities	75	62	13
	60. My team willingly works with other departments and partners to deliver better services	80	68	12
	31. I support the Council to achieve its' goals	83	71	12
	2. I make decisions appropriate to my level	77	67	10
	46. I feel that my appraisal was accurate and fair	78	71	7
	6. Working in this job makes me want to do the best work I can	76	70	6
	13. My Line Manager is able to answer my questions about senior management decisions	57	51	6
	24. Senior Management are visible to me	50	44	6
	68. I feel able to report bullying, harassment or discrimination	76	71	5
NEGATIVE	67. I am treated with fairness and respect	77	72	5
	54. I am comfortable with the pressure placed upon me in my job	56	61	-5
	51. I am satisfied with my total benefits package (e.g. pension, annual leave)	54	59	-5
	63. My team acts on feedback on how happy customers are with the service they receive	64	69	-5
	3. I am clear about what I am expected to achieve	76	82	-6
	72. I speak highly of the Council to people outside of work	57	63	-6
	37. I feel able to speak up and challenge the way things are done in the Council	31	39	-8
	4. I understand how my work links to the objectives of my department and council	82	90	-8
	58. My team works well together	73	82	-9
	5. I understand how my work contributes to the vision for the city	73	83	-10
	70. The Council motivates me to contribute more than is normally required	37	50	-13
	39. I believe that action will be taken on problems identified in this survey	24	37	-13
	47. There are enough opportunities for me to improve my skills in my current job	45	60	-15
	9. I am happy with my working environment	49	64	-15
	65. My team has enough resources (equipment, space, etc) to get the job done	40	56	-16
	52. I regard this Council as a 'good employer'	57	73	-16
	38. I feel that issues identified in previous Staff Surveys are being acted upon	20	37	-17
	33. I receive the right amount of information in the right way at the right time about what is going on	45	62	-17
	25. Senior Management provide opportunities for me to find out from them about the challenges	39	57	-18
	8. I feel my job security is good	23	46	-23

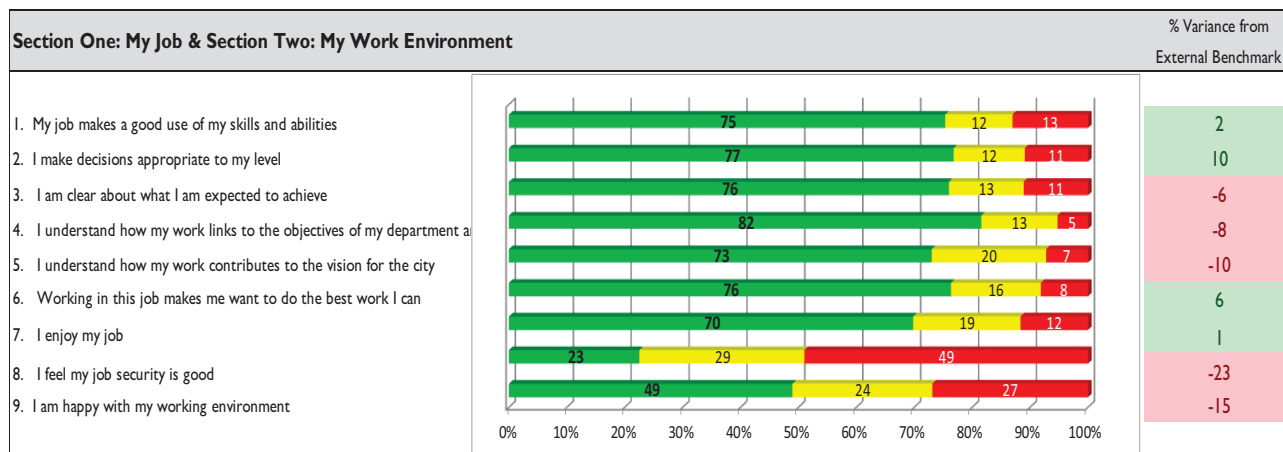
**6. Comments**

The two highest categories of comments related to a desire for increased pay (both in terms of national standard of living increase and job evaluation), and a better working relationship between staff and management (at all levels).

Other topics which received a large volume of responses related to working environment, staffing levels, job security, restructures and communication (the latter two of which staff believe are in need of great improvement).

An additional question was asked eliciting comments on improvement to staff working environment. The two areas which garnered the most comments related to temperature in the workplace and a dislike of the new hot-desking practice.

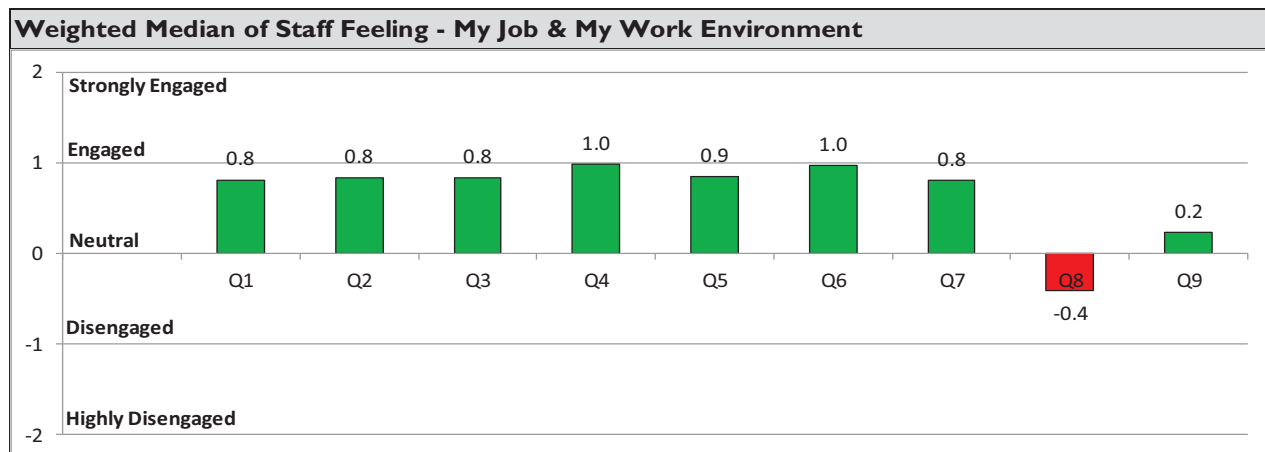
## Appendix I - Section One & Two: My Job & My Work Environment



The Weighted Median Score shows the strength of feeling (positive or negative) for each question. All answers will fall within the range -2 to +2 and the best overall score for each question would be +2, the worst would be -2.

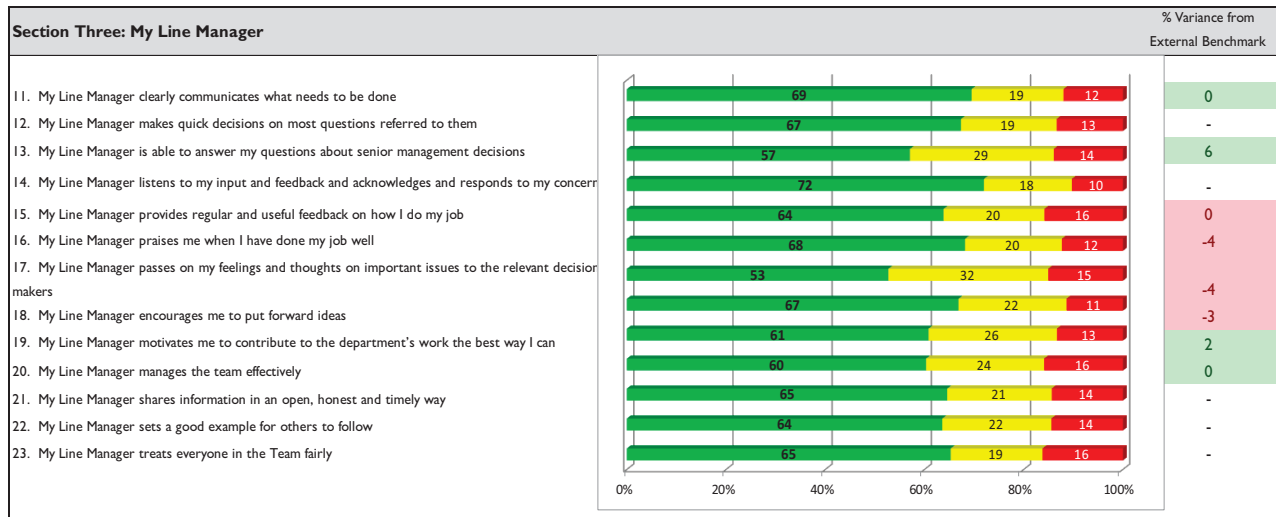
A score over +1 is considered to show an area of strength.

A score below -1 is a sign of a serious problem.

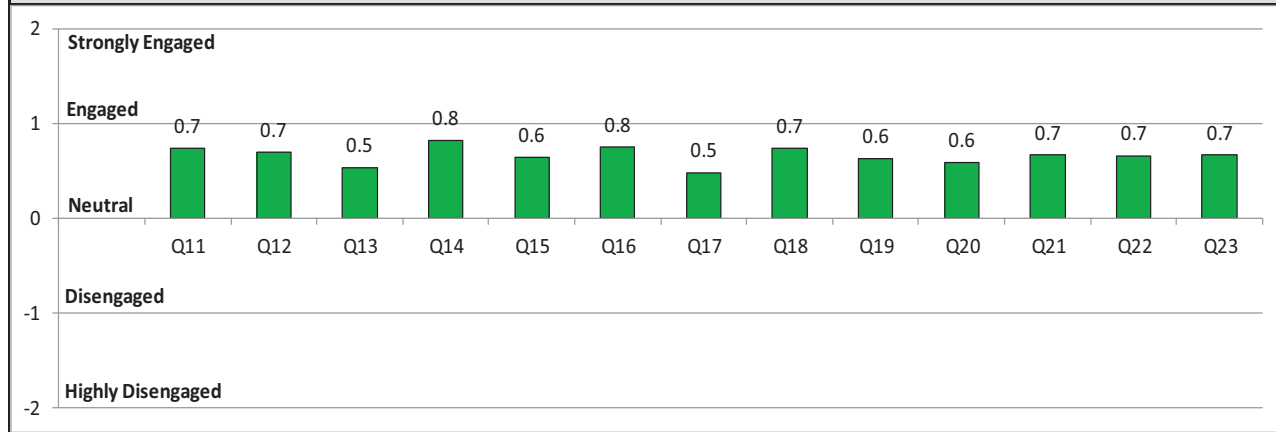




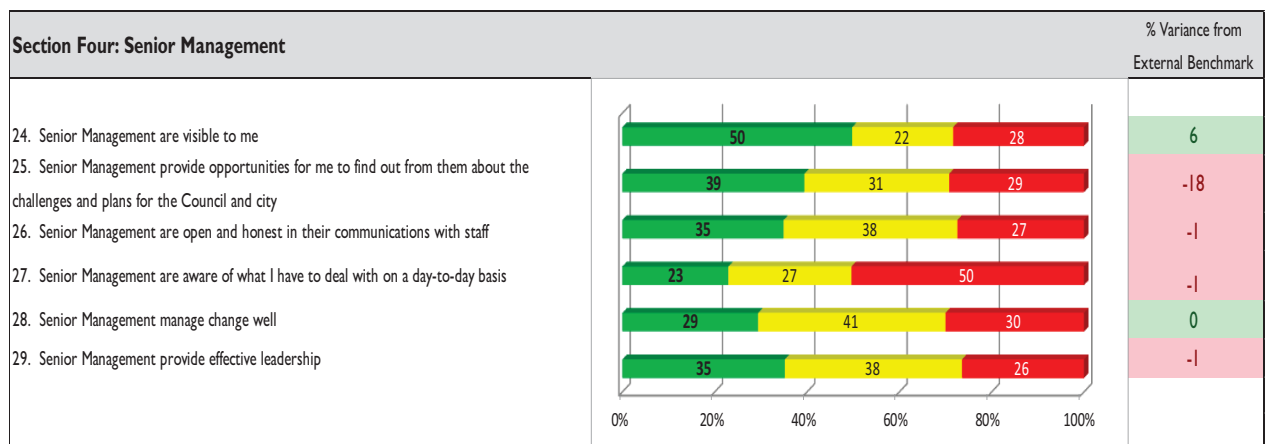
## Appendix 2: Section Three: My Line Manager

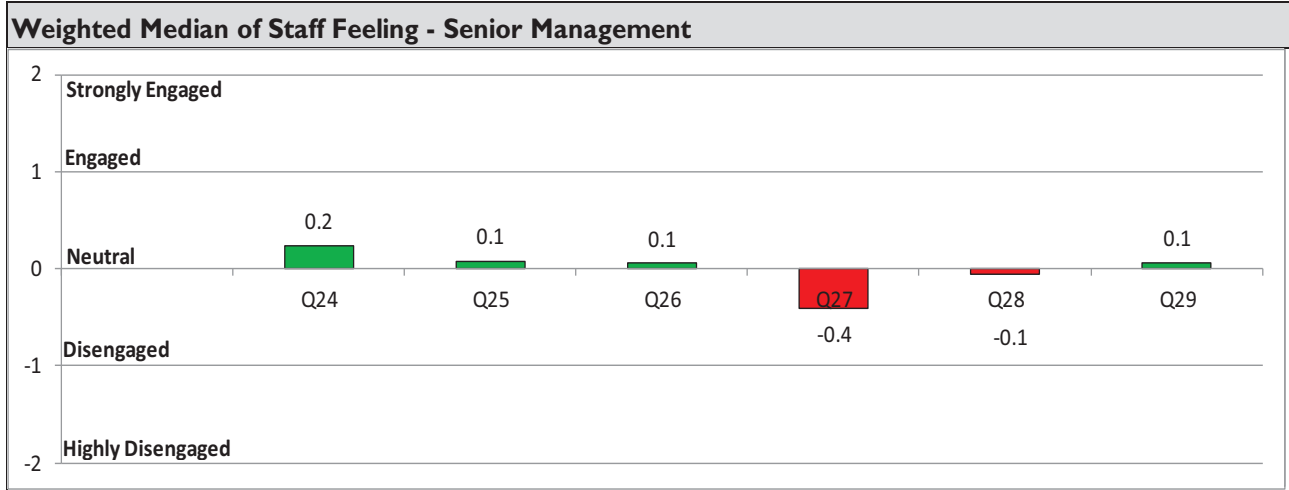


## Weighted Median of Staff Feeling - My Line Manager

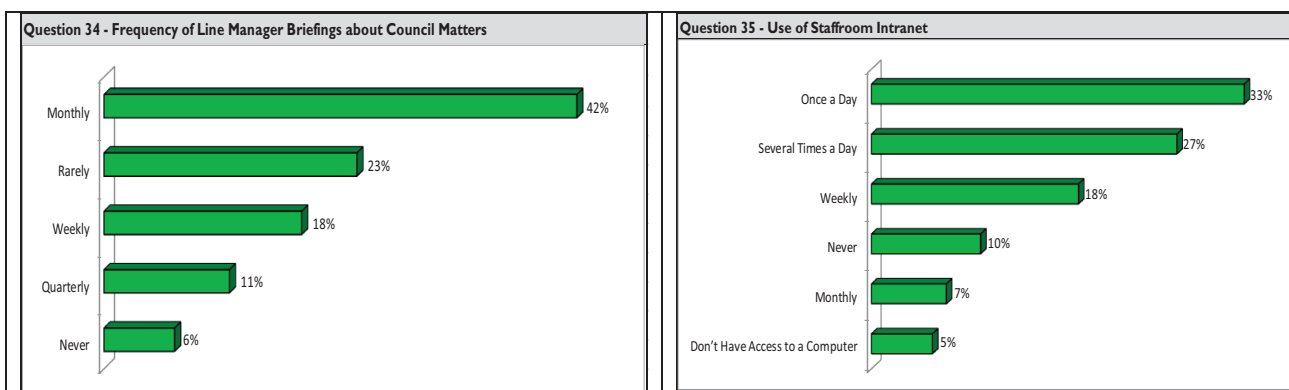
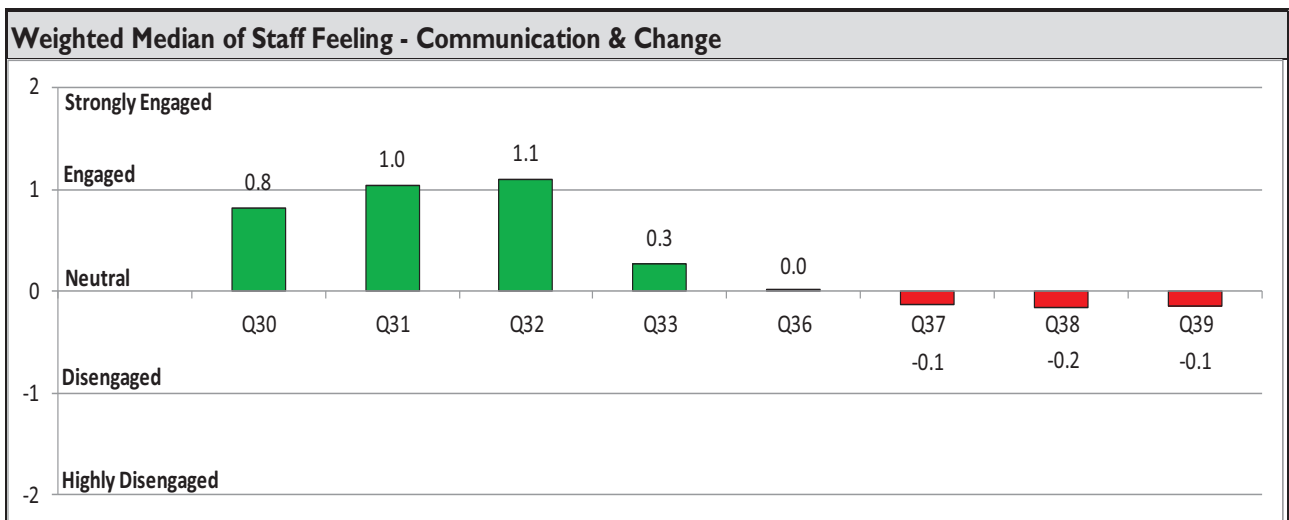
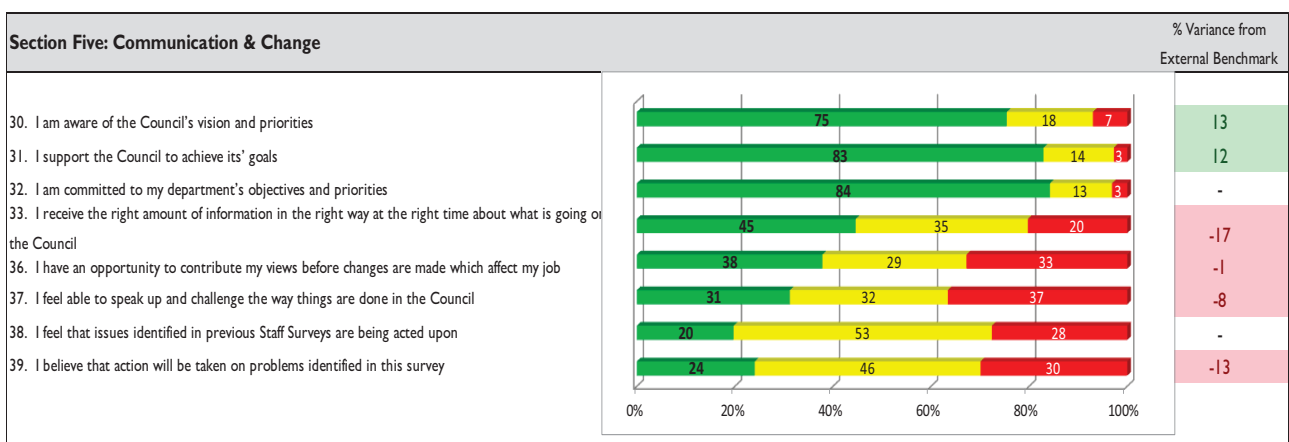


## Appendix 3: Section Four: Senior Management

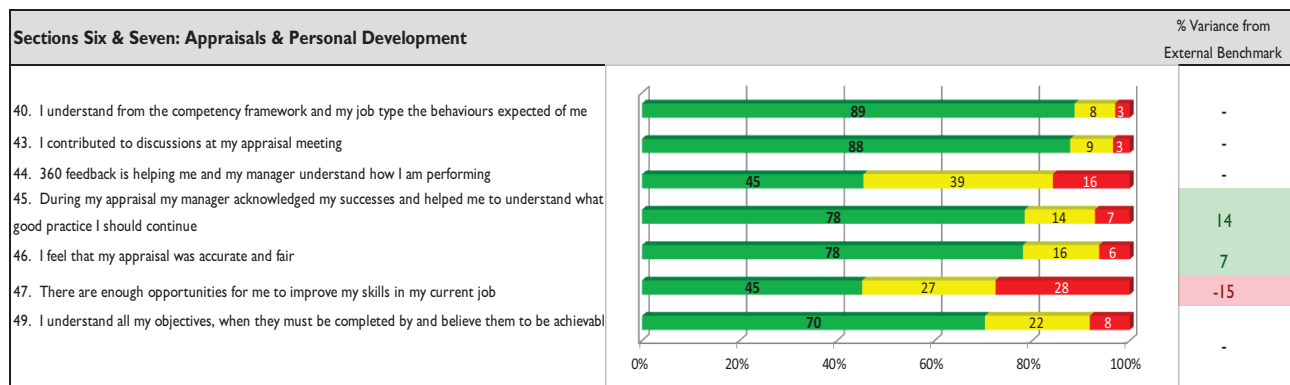




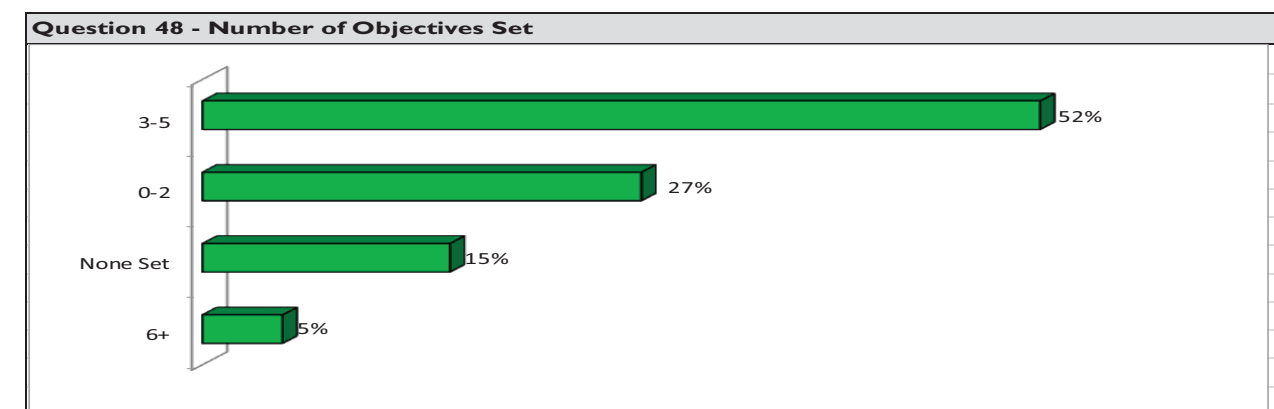
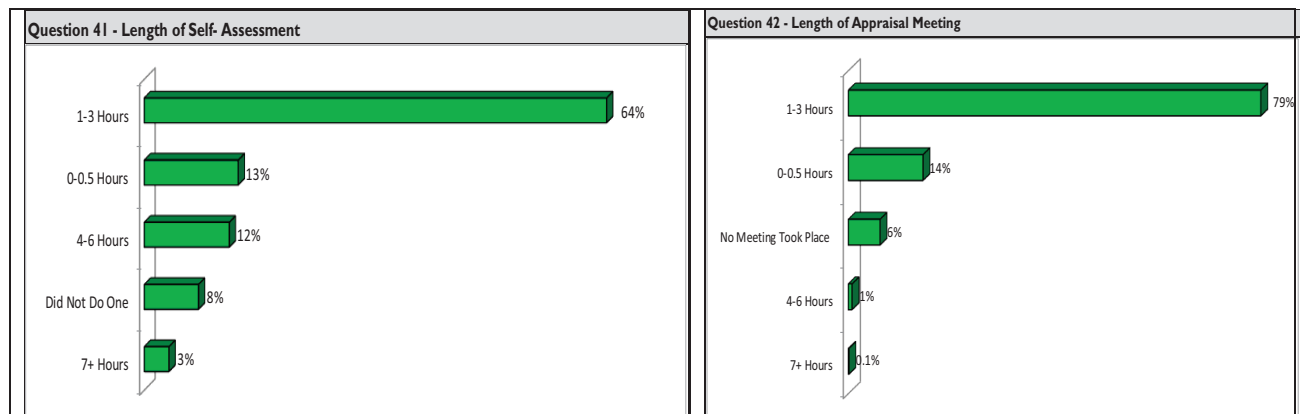
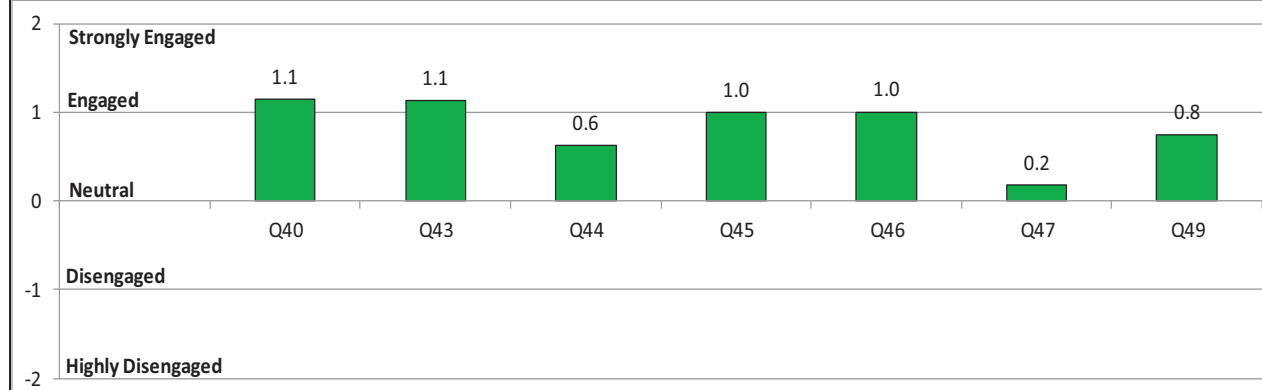
## Appendix 4: Section Five: Communication & Change



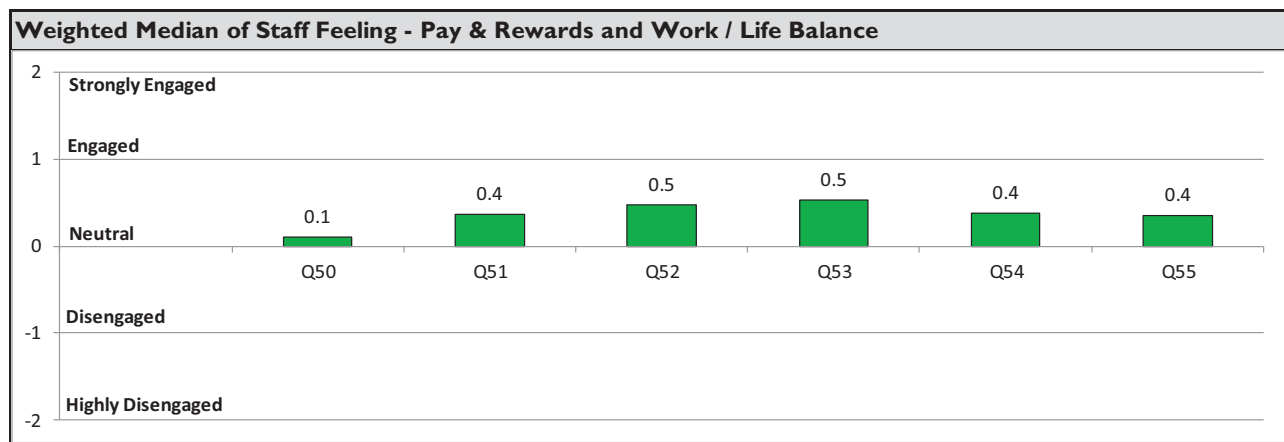
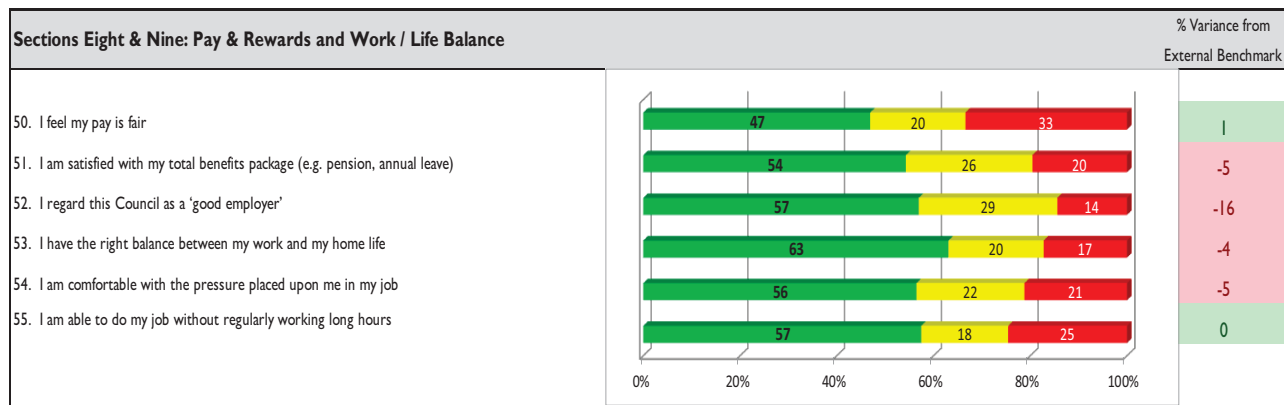
## Appendix 5: Sections Six & Seven: Appraisals & Personal Development



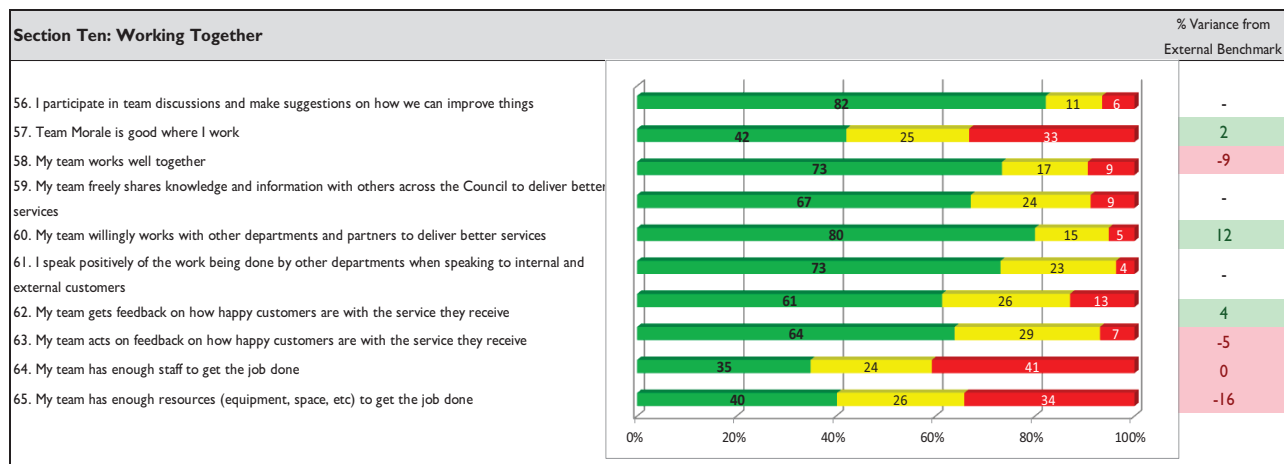
### Weighted Median of Staff Feeling - Appraisals & Personal Development

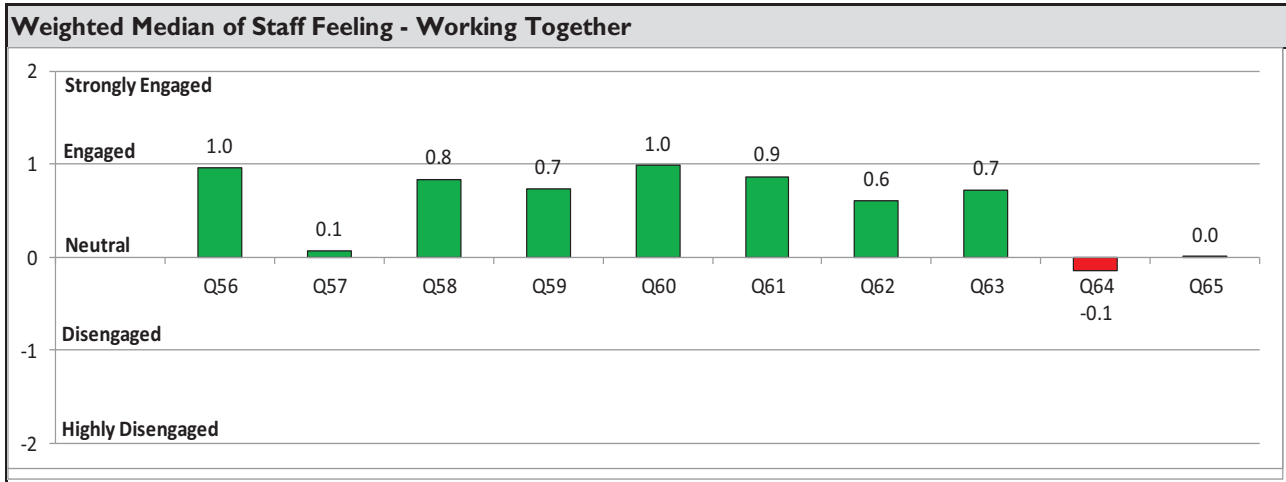


## Appendix 6: Sections Eight & Nine: Pay & Rewards and Work / Life Balance

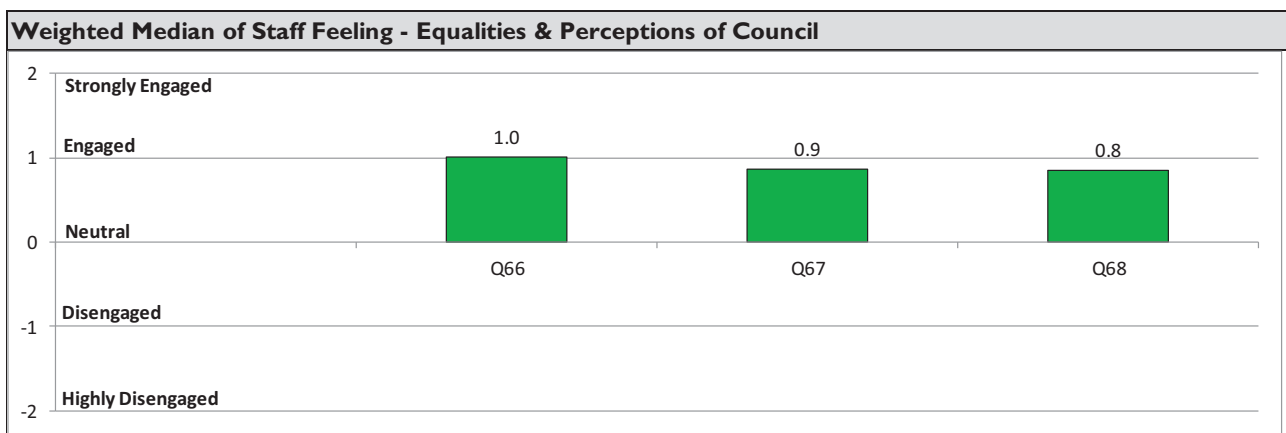
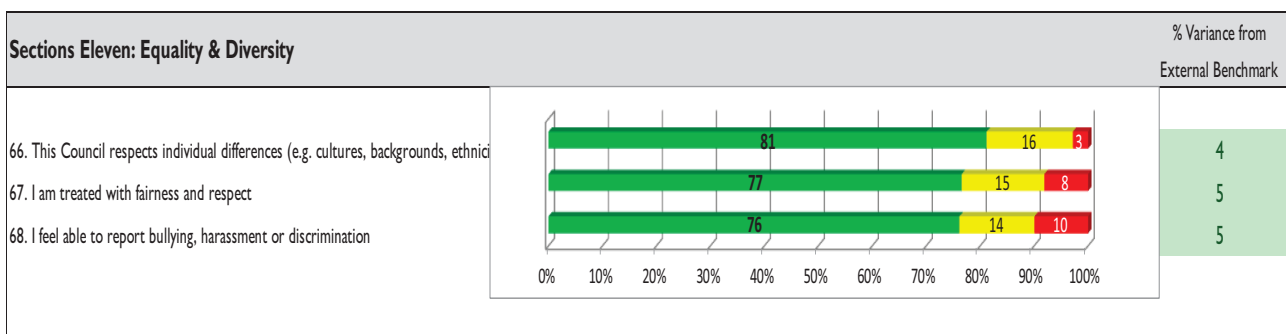


## Appendix 7: Working Together to Provide a Good Service

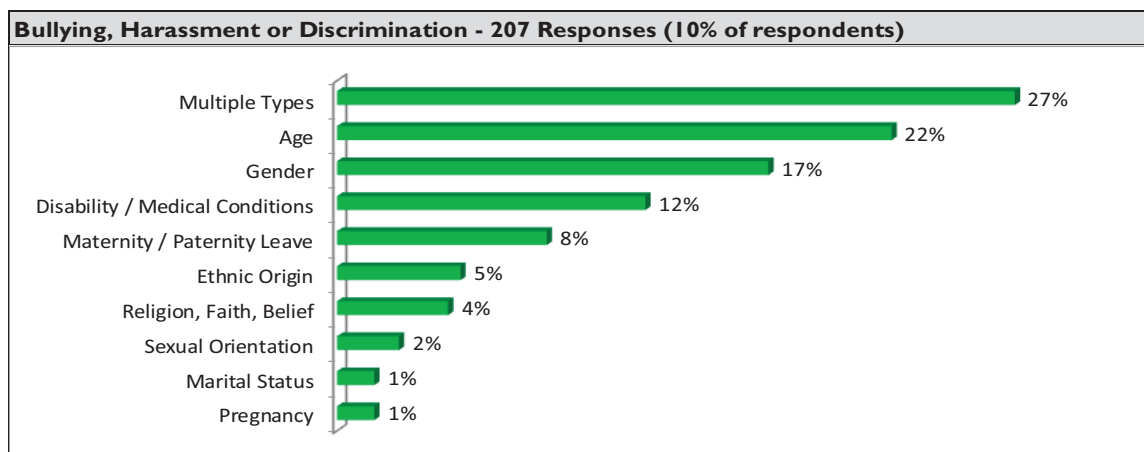




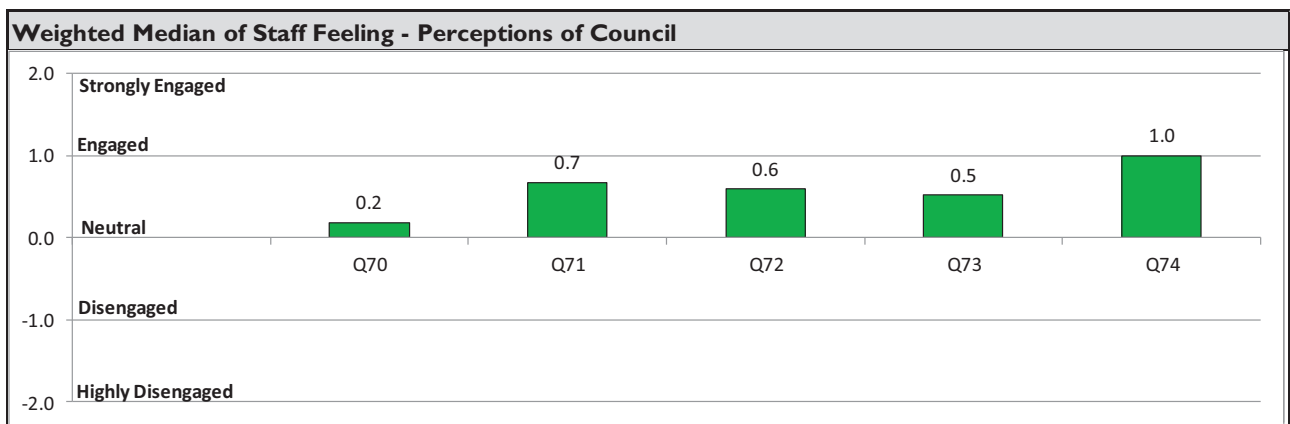
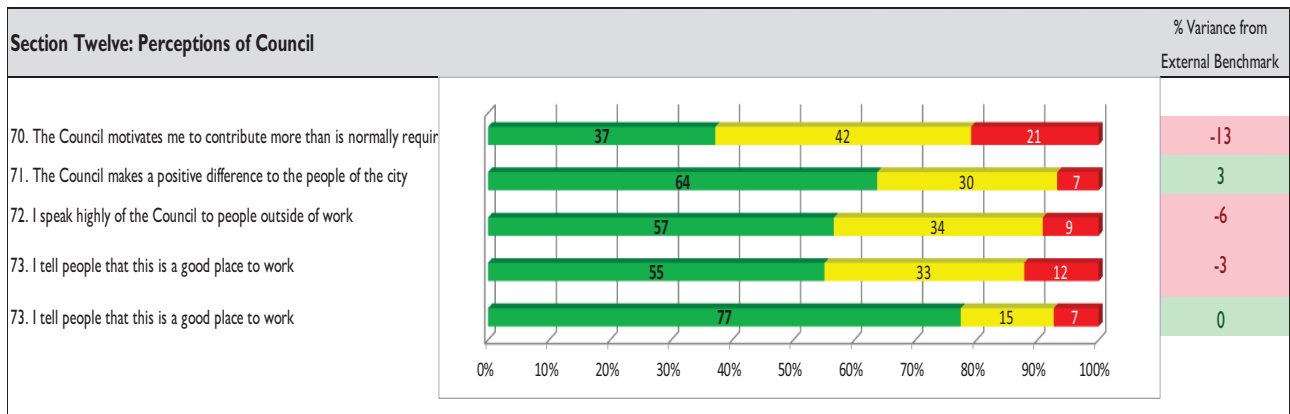
## Appendix 8: Section Eleven: Equality & Diversity



**Question 69:** Have you been subjected to behaviour you would describe as bullying, harassment or discrimination as a result of any of the following?



## Appendix 9: Section Twelve: Perceptions of the Council



**PLYMOUTH CITY COUNCIL**

**Subject:** Workforce Reduction

**Committee:** Employment Liaison Committee

**Date:** 21 January 2013

**Cabinet Member:** Councillor Peter Smith

**CMT Member:** Mark Grimley, Assistant Director for HR and OD

**Author:** Kimberly Spry, HR Adviser and Annie Walker, Recruitment/CRB Adviser

**Contact:** Tel: 01752 398111  
Email: kimberley.spry@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

**Purpose of the report:**

Members of Employment Liaison Committee to note the information about redeployment, redundancy and the Voluntary Release Scheme.

**Corporate Plan 2012 – 2015:**

Work together to maximise resources to benefit customers and make internal efficiencies.

**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

None

**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

None

**Recommendations & Reasons for recommended action:**

Members of Employment Liaison Committee to note workforce reduction.

**Alternative options considered and reasons for recommended action:**

N/A

**Background papers:**

N/A

**Sign off:**

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report?											

# WORKFORCE REDUCTION JANUARY 2013

Human Resources and Organisational Development



## Voluntary Release Scheme – data as at 08.01.13

Grade	Expressed an interest	AD Approved	Application withdrawn	Count of Left under scheme	Count of Approval outstanding
<b>Corporate Services</b>	<b>49</b>	<b>33</b>	<b>4</b>	<b>2</b>	<b>8</b>
Customer Serv	21	13	3	0	6
Dem & Gov	4	3		1	1
FETA	23	16	1	1	1
HR and OD	1	1		0	
<b>Executive Office</b>	<b>1</b>	<b>1</b>		<b>0</b>	
Pol Perf & Part	1	1		0	
<b>People</b>	<b>93</b>	<b>45</b>	<b>6</b>	<b>4</b>	<b>25</b>
Child Soc Care	13	4	1	0	
Homes & Communi	3			0	3
Jt Com & Ad Scl	52	34	4	4	10
Learn Fam Sup	7	3	1	0	4
Lifelong Learn	3	1		0	2
Lrn Fam Sup TTO	9	1		0	4
Safer Communit.	2	0		0	
Teachers LEA	4	2		0	2
<b>Place</b>	<b>27</b>	<b>10</b>		<b>2</b>	<b>15</b>
Econ Dev	1	0		0	1
Envr. Svcs	14	0		0	14
Planning Svcs	3	1		1	
Trans & Infrast	9	9		1	
<b>Grand Total</b>	<b>170</b>	<b>89</b>	<b>10</b>	<b>8</b>	<b>48</b>



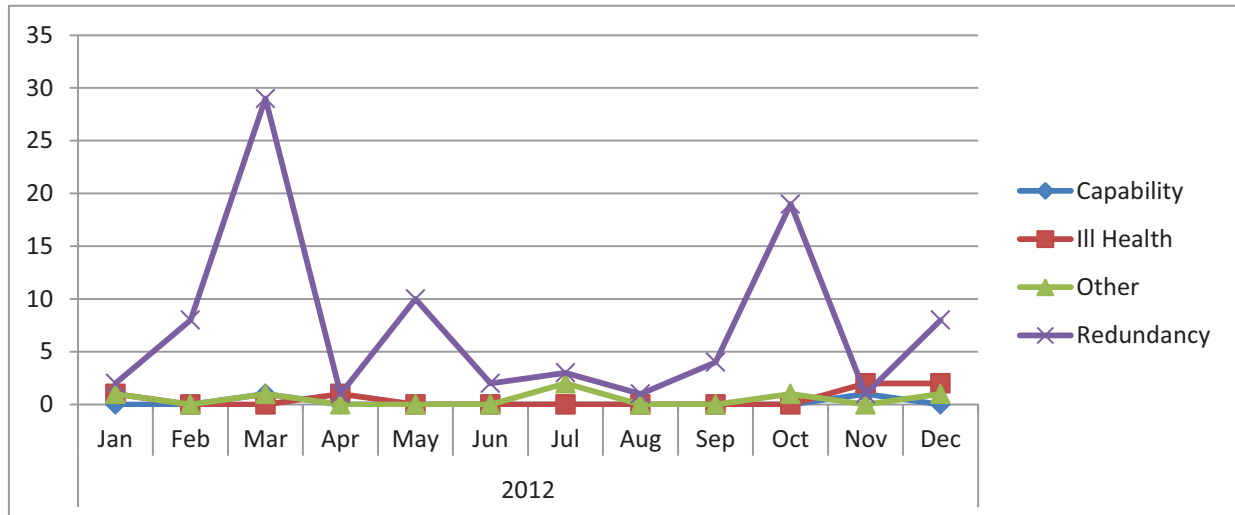
**Redundancy update – data from 01.04.12 – 31.12.12**

Month	No. of redundancies
Apr-12	2
May-12	1
Jun-12	6
Jul-12	9
Aug-12	3
Sep-12	2
Oct-12	0
Nov-12	1
Dec-12	0
<b>Grand Total</b>	<b>24</b>

Departments	No. of redundancies
Education, Learner & Family Support	2
Environmental Services	2
FETA	3
Homes & Communities	1
Joint Commissioning & Adult Social Care	15
Planning	1
<b>Grand Total</b>	<b>24</b>

**Staff joining redeployment register by month**

	Reason				
Date joined register	Capability	Ill Health	Other	Redundancy	Grand Total
<b>2012</b>					
Jan	0	1	1	2	4
Feb	0	0	0	8	8
Mar	1	0	1	29	31
Apr	0	1	0	1	2
May	0	0	0	10	10
Jun	0	0	0	2	2
Jul	0	0	2	3	5
Aug	0	0	0	1	1
Sep	0	0	0	4	4
Oct	0	0	1	19	20
Nov	1	2	0	1	4
Dec	0	2	1	8	11
<b>Grand Total</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>88</b>	<b>102</b>

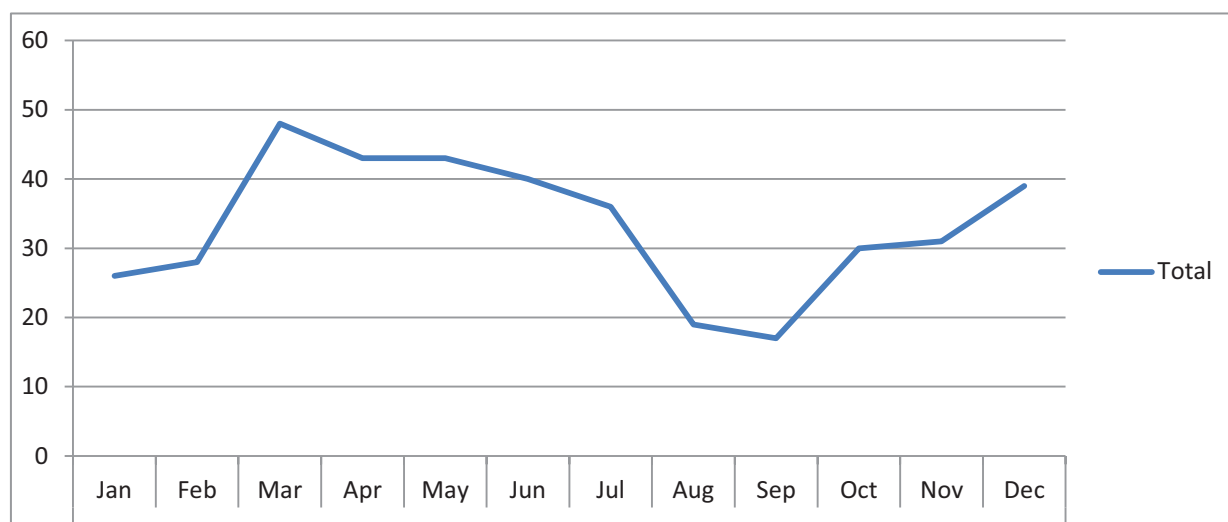


### Staff leaving redeployment register by month

	Reason			
Date left register	Leaver	No longer at risk	Redeployed	Grand Total
<b>2012</b>				
Jan	3	1	2	6
Feb	7	0	3	10
Mar	3	0	2	5
Apr	2	0	7	9
May	0	0	4	4
Jun	6	0	3	9
Jul	9	0	6	16
Aug	3	0	1	4
Sep	3	2	3	8
Oct	0	0	1	1
Nov	1	0	0	1
Dec	0	0	0	0
<b>2013</b>				
Jan	3	0	1	3
<b>Grand Total</b>	<b>40</b>	<b>3</b>	<b>33</b>	<b>76</b>

**Staff on the redeployment register each month**

Years	Month	Staff on register
<b>2012</b>		
	Jan	26
	Feb	28
	Mar	48
	Apr	43
	May	43
	Jun	40
	Jul	36
	Aug	19
	Sep	17
	Oct	30
	Nov	31
	Dec	39



**Current breakdown of redeployment register as at 08.01.13**

Reason	Staff
Capability	1
Ill Health	5
Other	1
Redundancy	21
<b>Grand Total</b>	<b>28</b>

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