

## **Resources and Governance Scrutiny Committee – Human Resources Subgroup**

### **Minutes of the meeting held on 28 November 2017**

#### **Present:**

Councillor Ollerhead – in the Chair  
Councillors Ahmed Ali and Watson

Councillor Flanagan, Executive Member for Finance and Human Resources

**Apologies:** Councillors Andrews, Moore and Russell

**RGSC/HRSG/17/13            Minutes**

#### **Decision**

To approve the minutes of the meeting held on 5 October 2016 as the correct record

**RGSC/HRSG/17/14            ICT improvements to HR and OD Services**

The Sub Group considered a presentation of the Director of HR/OD, presented by the Head of Organisation Development, which provided an update to the group on the ICT improvements that had been made to HR services to date and future ICT requirements

Officers referred to the main points and themes within the report, which included:-

- The launch of mi people self services in July 2015 which gave transactional self service access to approximately 5,500 staff which had reduced demand on the Shared Services department;
- Improvements made to the recruitment of staff via a new Greater Manchester wide recruitment portal;
- Phase two improvements to mi people which had streamlined certain processes such as booking leave and recording sickness absence;
- Without effective line management the improvement made to mi people self services and other improvements to technology would not be effective on supporting employees;
- There was an organisational decision required on future SAP options as the existing platform would need to be replaced by 2025; and
- Priorities for 2018/19 included universal access to ICT, improved data on staff skills and qualifications to support workforce development and the roll out of mi people phase 3.

Some of the key issues that arose for the Sub Groups discussion were:-

- After the rollout of Universal Access how many staff would have access to the mi people self service;

- Had the Our Manchester Strategy had any impact in the improvements made to the ICT provision;
- How was hidden talent identified when staff were occupied with carrying out their core duties associated with their role;
- Consideration needed to be given as to how staff and Elected Members could access the Council's intranet remotely
- Was there any KPI's in relation to the streamlining the process through mi people self service and if not could KPI's be identified;
- What alternatives to SAP was the Council considering and were invest to save proposals being considered

The Head of Organisation Development advised that when all phases of universal access had been fully rolled out, there would ultimately be an additional circa 1,500 staff with access to mi people self services, bringing the total to all circa 7,000 staff.

The Director of HR and OD advised that early analysis of the recent BHeard survey indicated that there had been significant improvement to staff engagement and views on operational managers throughout the organisation. More detail on this would be reported at the next meeting of the Sub Group. It was reported that there needed to be a stronger focus on using About You as the vehicle for managers to have effective conversations on development with staff within their teams. It was acknowledged by Officers that this needed further development but there were some areas within the Council that could be seen as good examples of this taking place.

The Head of Organisation Development agreed to raise the issue of remote access to the Council's staff telephone directory with ICT to see if there was a solution.

The Director of HR and OD advised that there were no specific KPI's to measure the success of the changes that had been made, however, taking all the improvements that had been made collectively it was felt that these had made a difference and saved time undertaking prolonged administrative requirements (eg return to work interviews and forms). In relation to the replacement of SAP, the Group was advised that the Chief Information Officer was producing a business case for a wider ICT platform that would be required to meet the current and future needs of Council services, which would incorporate HR Solutions. It was anticipated that this platform would be a cloud based solution. The Executive Member for Finance and Human Resources explained that it was not anticipated that this business case would be completed until the end of 2017 at the earliest.

## **Decision**

The Sub Group:-

- (1) notes the presentation;
- (2) agrees that the Resources and Governance Scrutiny Committee receive the business case for the ICT platform at an appropriate time.

## **RGSC/HRSG/17/15 Work Programme**

The Subgroup considered the Work Programme for its next three meetings.

Some of the key issues that arose for the Sub Groups discussion were:-

- A request was made that at the next meeting, when the Sub Group considered workforce equality, this report incorporated elements of the Lead Member for Equality's priorities for promoting equal opportunities for all racial groups of the Council;
- That the results from the BHeard survey were added to the work programme of the next meeting; and
- That the sub group may wish to consider looking at barriers to employment with the Council at a future meeting.

### **Decision:**

The Sub Group agrees the work plan subject to the inclusion of the above items.

## **RGSC/HRSG/17/16 Review of HR Metrics – Workforce Intelligence update**

The Sub Group considered a report of the Director of HR/OD, presented by the Head of Organisation Development, which outlined the current highlights for the Quarter 2 Workforce Assurance Dashboard.

Officers referred to the main points and themes within the report, which included:-

- Whilst sickness absence levels across organisations continued to fall, they were still amongst the highest in Greater Manchester;
- The Council had plans in place for 196 apprentice starts in year, including 111 existing staff and 58 new recruits with the first tranche of external appointments now made. A total of 78 apprentices had commenced work to date; and
- Currently 22 employees were in positions outside the funded structure and proactive work was taking place to support timely moves to suitable funded roles.

### **Decision**

The Sub Group notes the report

## **RGSC/HRSG/17/17 Exclusion of the Public**

A recommendation was made that the public be excluded during consideration of the next item of business.

## **Decision**

To exclude the public during consideration of the following item which involved consideration of exempt information relating to the financial or business affairs of the Council and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **RGSC/HRSG/17/18            Workforce Assurance Dashboard**

The Committee considered the most recent workforce assurance dashboard which provided performance information on areas to ensure trends were identified and risks and issues addressed, as well as highlighting positive patterns and the impact of mitigating actions on those areas identified for action previously:-

Some of the key issues that arose for the Sub Groups discussion were:-

- There was concern that the number of staff employed by the Council who considered themselves to be disabled was low due to employee reluctance to report this;
- There was concern with the underspend in the workforce development budget;
- There was concern in the level of overtime payments currently being made;
- The Group sought some form of assurance that SMT were addressing areas and risk and suggested that as part of future reporting the Group received details on what outcomes/actions were being delivered

## **Decision**

The Sub Group

- (1) Notes the information contained within the dashboard'
- (2) Agrees to invite representation from the three Directorates with the highest levels of absence – Adults, Children's Services and Chief Executives, to the next meeting as part of the item on managing attendance.

### **RGSC/HRSG/17/19            Date of next meeting**

## **Decision**

That the Scrutiny Team Leader canvas availability of Sub Group Members for the end of February and early March to identify a suitable date.