
REPORT TO:
FINANCE & MANAGEMENT COMMITTEE

AGENDA ITEM:

14

DATE OF MEETING 19 JULY 2001

CATEGORY: OPEN

REPORT FROM: PERSONNEL & DEVELOPMENT MANAGER

MEMBERS'

CONTACT POINT: J WILLOUGHBY EXT. 5729

SUBJECT: HUMAN RESOURCE MANAGEMENT –
BEST VALUE REVIEW

WARD(S) AFFECTED ALL

1.0 Purpose of Report

- 1.1 The purpose of the report is to propose to members the Scope, Terms of Reference and Project Plan, for the Authority to undertake the Human Resource Management Best Value Review.

2.0 Content

2.1 Terms of Reference

- 2.2 As part of the Best Value process, Members agreed a Best Value Review for Human Resource Management in Year 2. The Best Value Performance Plan identified this review as being justified in terms of improving performance, and providing high quality, value for money services. The Plan identified that both Personnel and Development Service areas would be reviewed. It also indicated that effective policies and systems were required to support Performance management and the management of change throughout the Authority.

- 2.3 The terms of reference are therefore already clearly identified. This will be a review of the whole service to ensure effective and efficient delivery of quality Personnel & Development Services to the authority that also provides value for money. This will include a review of the policies and systems that support performance management and the management of change throughout the Authority.

2.4 Scope

- 2.5 This is a whole service review to look at the level and range of Personnel and Development services currently delivered, where and how they are being delivered, and their involvement at corporate, operational and administration levels. The review will then apply the four C's, - (Comparison, Challenge, Competition, and Consultation) and produce an Implementation Plan for Improvements.

2.6 The range of services therefore to be covered include: - Professional support and advice to members, management, & employees, on all aspects of Personnel & Development Services, employee relations (including JNG/JCC), recruitment and selection, pay and grading, absence management, stress management and employee welfare, staff newsletter, training and development (including investors in people), Equal Opportunities in employment, Discipline, grievance, harassment procedures, policy development, corporate working, human resource data management, single status job evaluation, support to the Best Value Process, support to health and safety of employees and occupational health.

2.7 There will also be areas of overlap in internal service provision that will need to reviewed with the following service areas: - Payroll, Health & Safety (Occupational Health), Legal Services, Corporate Policy, General Personnel Administration provided by all departments.

2.8 Local Factors to Consider

2.9 The review team considers the impact of the financial crisis in 1999 is likely to have affected the organisation's PI's in a number of areas such as retention, redundancies, VER's, and absence levels. These are the some of the main PI's Personnel & Development are monitored against, and may affect the findings of the Best Value Inspectors in terms of current performance. Additionally concern was raised as to the level of impact this would have had on staff morale and their perception of Personnel & Development generally. One other factor is the loss of administration support in departments that used to undertake many Personnel related administration functions. It is considered the future changes in terms of Refocusing and Reprioritisation could also impact in the forthcoming year to these issues in a similar way.

2.10 Timescale

2.11 The review team has produced a project plan for Members' consideration. This is shown at Annexe 1 and indicates the review commencing in April 2001 and being complete by the end March 2002. It also outlines the key stages the review will be required to undertake and report upon. This is dependent on support from other departments in producing information to assist with Baseline Assessment. The information held on a number of the indicators is within employing departments, or the Finance Department.

2.12 The review will report to this committee, throughout the review period.

2.13 Resources

2.14 At the outset the membership of the Best Review Team will be as follows: -

- Personnel & Development Manager (Review Team Leader)
- Employee Development Officer
- Personnel Officer
- Council Tax Team Leader
- Environmental Protection Manager (Health & Safety and Best Value Working Group representative)

- Personnel Admin Asst. (Note taker / Administrative support)
- An officer from the Learning Skills Council
- GMB trade union representative
- UNISON representative

2.15 Councillors are not currently allocated to the group. The team will have the option to co-opt other team members and indeed outside advisors as required, and may use other external contacts as 'critical friends'.

3.0 Summary

3.1 As part of the Best Value process Members agreed a Best Value Review for Human Resource Management in Year 2. The review commenced in April 2001 and is scheduled to be complete by the end March 2002.

3.2 This will be whole service review of Personnel & Development Services, and members are provided with an outline of the Terms of Reference, Scope, and Project Plan for approval.

4.0 Financial Implications

There would not be any financial implications in approving the recommendations of this particular report. Staff involved in the review, however will need to review their workloads, and prioritise.

5.0 Recommendations

5.1 To approve the Terms of Reference, Scope, and Project Plan for the Human Resource Management Best Value Review as outlined in this report.

