

PERSONNEL COMMITTEE

12 November 2007

HUMAN RESOURCES – PERFORMANCE MONITORING REPORT – QUARTER 2

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER124 Human Resources Division Outturn Report - 17 July 2007

PER127 Human Resources Division Performance Monitoring Report Q1 - 20 Sept 2007

EXECUTIVE SUMMARY:

This report sets out the outturn information related to the Business Plan for Human Resources Division setting out the Corporate Health indicators and local performance indicators covering the period 1 July 2007 to 30 September 2007.

RECOMMENDATIONS:

That the Committee raises with the Portfolio Holder any issues arising from the Performance Indicators, and considers whether any items of significance need to be drawn to the attention of Cabinet.

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### HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 2 2007/08

#### Report of The Head of Organisational Development

#### DETAIL:

##### 1 Introduction

1.1 This report sets out performance information for the Human Resources Division for the second quarter and includes figures for the Corporate Health Indicators and local indicators for that period.

##### 2. Performance Indicators

1.1 The Corporate Health Indicators and the local performance indicators covering the period 1 July 2007 to 30 September 2007 are shown in Appendix 1. The performance indicators are shown in comparison to both outturn information and first quarter information and in comparison to the same period of the previous year. The agreed targets are also included. This report provides information on those indicators which show a significant change from the previous quarter or where it is appropriate to comment on progress towards the agreed target.

1.2 The number of ethnic minority staff and disabled staff employed in the top 5% of earners remains below the top quartile and the Corporate Equalities and Diversity group continues to undertake work to address this including the implementation of the Inclusion, Cohesion and Equality (ICE) Strategy which will meet the requirements to promote both gender and race equality and work towards the promotion of disability equality.

1.3 The increase in the early retirement figure for the quarter is because there has been one early retirement this quarter as a result of organisational development.

1.4 The levels of sickness absence are stable this quarter with a total of 4322 days absence over the 12 months to end of September 2007, giving an average number of days absence of 8.7 per employee against a top quartile figure of 8.29 days lost per employee. Absence reports continue to be sent out on a monthly basis to Heads of Division along with the league table. Heads of Division are working with Human Resource Advisors to deal with absence at an individual employee level. However, due to the requirement to report absence statistics over a rolling 12 month period, it will take some time for the full impact of some of this work to be reflected in the overall absence levels.

1.5 Employee records have now been updated following request sent to staff to register their disability status. This has resulted in an increase of around 37% of staff for whom information on disability is now known. This increase in information

has resulted in an overall decrease in the percentage of the workforce declaring themselves disabled from 6.9% to 4.5%.

- 1.6 The proportion of staff declaring that they are from ethnic backgrounds remains low at 1.53%. The request to staff to update the information held on ethnic background has had little impact on the overall figure. There is still 5% of the workforce who have stated unknown to the question.
- 1.7 The number of voluntary leavers has not been a BVPI for the last few years and therefore there is no quartile information for comparison. Turnover has been retained as a local indicator as it provides useful information on the stability of the organisation. Turnover has reduced this quarter from 4.8% to 4% and is lower than for the same period last year.
- 1.8 The number of internal transfers this quarter remains low at 0.7% in comparison to the same period last year. The Council continues to offer training and development opportunities and support to staff to progress their careers through internal development, including secondment opportunities and opportunities to act up into more senior roles. The current recruitment freeze has impacted on the number of roles available.
- 1.9 There have been 3 new posts assessed and graded by job evaluation grading panels over this quarter and 2 regrading appeals. The numbers remain low and are mainly as a result of organisational changes. The number of posts evaluated will increase over the next quarter as the new posts created as part of the organisational development implemented in May are evaluated.

## 2. Equal Opportunities Monitoring

- 2.1 Appendix 2 shows the breakdown by gender and race of current staff within the Council (information relating to the number of staff with a disability is contained in the performance indicators in appendix 1). The figures show consistency in the percentages of female (63%) and male (37%) staff employed from the last report (PER124).
- 2.2 The monitoring of ethnic minority staff is done under the national classifications which allow us to make national and local comparisons. A slight increase in the number of staff employed from ethnic minority groups was reported at the end of the last year which was due to the revised method of calculation. This figure has remained relatively constant over the last two quarters. The indicator remains below the ethnic profile for the local area. The implementation of the ICE strategy and further developments in recruitment and retention are aimed at increasing the proportion of ethnic minority staff employed to reflect the population profile of the district.
- 2.3 Appendix 3 also shows a breakdown by gender, disability and race of applicants received, applicants short listed and those appointed over the first quarter of 2007/08. As anticipated, the information shows a substantial decrease in the amount of recruitment in this quarter compared to last quarter. A recruitment freeze was put in place in August and has been in place throughout this quarter. The impact of that freeze shows in reduced level of applications and appointments.

### 3 Business Plan Performance

- 3.2 The HR Business Plan for 2007/08 was agreed by Principal Scrutiny Committee in March 2007. Appendix 3 to this report details the progress made against the Key Priorities identified in the Business Plan.
- 3.3 The Human Resources Division continue to work on additional key pieces of work in support of service Divisions and to support other corporate priorities. The limited resources of the Division have been allocated to support these additional tasks, and other business plan objectives of the Division are being monitored in light of this additional work.

#### OTHER CONSIDERATIONS:

### 4 CORPORATE STRATEGY (RELEVANCE TO):

- 4.1 The need to make the best use of all available resources by continued clear workforce planning within the City Council is an integral part of the Corporate Strategy

### 5 RESOURCE IMPLICATIONS:

- 5.1 These are contained in the detail of the report.

#### BACKGROUND DOCUMENTS:

Held in the Human Resources Division

#### APPENDICES:

- Appendix 1 Human Resources Performance Indicators
- Appendix 2 Equal Opportunities Monitoring – Current Staff and Recruitment
- Appendix 3 Human Resources Division Business Plan Monitoring

Key Performance Indicators Quarter 2 2007/08

PER130 Appendix 1

BVPI	Purpose	Yr -1 (06/07)	2006/07 Q1	2007/08 Qu 1	2006/07 Q2	2007/08 Q2	Top Quartile
2a	Equality Standard for Local Government	1	1	1	1	1	N/A
2b	Duty to promote race equality	68.5%	68.5%	68.5%	68.5%	68.5%	N/A
11a	5% top earners who are women	37.97%	36%	36.7%	40%	32.1%	28.93%
11b	5% top earners who are ethnic	0	0	0	0	0	1.98%
11c	5% top earners with a disability	0	0	0	0	0	N/A
12	Number of days sick per member of staff	9.2	9.4	8.7	9	8.7	8.29
14	Number of early retirements as a percentage of staff	0.42%	0.4%	0.22%	0	0.23%	0%
15	Number of ill health retirements as a percentage of staff	0	0	0	0	0	0%
16a	Number of staff with disabilities within organization	7.84%	1.5%	6.9%	1.43%	4.5%	4.10%
17a	Number of staff from ethnic minorities within organisation	1.88%	1%	1.48%	1%	1.53%	2.5%
Local	Number of women leaving to go on maternity leave	12	5	3	3	1	n/a
Local	Number of men taking paternity leave	n/a	n/a	0	n/a	0	n/a
Local	Number of grievance cases	1	0	0	1	0	n/a
Local	Number of disciplinary cases	7	1	1	4	0	n/a
Local	Number of employment tribunals	1	0	0	0	0	n/a
Local	Number of referrals to Occupational Health	18	1	7	6	8	n/a
Local	Number of long-term ill health cases (rolling 12 month period)	18	1	13	8	17	n/a

Key Performance Indicators Quarter 2 2007/08

PER130 Appendix 1

	Purpose	Yr -1 (05/06)	2006/07 Q1	2007/08 Q1	2006/07 Q2	2007/08 Q2	Top quartile
Local	HR Invoices paid within 30 days	96.74%	-	98.5%	96.2%	99%	n/a
Local	Number of JE NJC Panel post reviews	19	4	8	8	5	n/a
Local	Number of JE Hay Panel post reviews	5	5	0	0	0	n/a
Local	Number of voluntary leavers as a percentage of staff (excludes early retirements on efficiency grounds)	15.32%	4.46%	4.8%	4.25%	4%	14.3% (CIPD 2006 – public sector)
Local	Number of people offered permanent contracts who declined the offer	7	3	1	4	1	n/a
Local	Percentage of employees transferring between permanent posts internally	5.26%	2.1%	0.6%	1.24%	0.7%	n/a
Local	Number of leavers against leaving code as percentage of total number of leavers						
	A1: Ext appointment – public sector	11	3	4	3	1	
	A2: Ext appointment – private sector	9	1	6	3	3	
	AO: External appointment – unknown	4	3	0	0	0	
	C: Retired	11	7	2	2	2	
	D: Redundant	3	2	1	0	1	
	E: Maternity	3	0	0	1	0	
	F: Moved out of area	7	2	1	1	3	
	G: College	5	0	2	4	0	
	H: Dismissal	4	0	1	1	1	
	I: Failed probation	1	0	0	0	0	
	J: Personal reasons (i.e. to travel abroad)	9	4	5	4	5	
	K: Died	0	0	0	0	1	
	L: End of contract	5	1	1	1	1	
	M: Long term Sickness	0	0	0	0	0	
	Not known(Other)	9	1	0	4	2	

**Establishment numbers**

	Establishment FTE	FTE in post	Headcount	Vacant FTE *
Q1	523.17	496.21	571	38.29
Q2	523.17	492.85	569	30.39

**Note:**

On corporate health indicators, increase in numbers of staff meeting the indicator will not always give consistent percentage increase as the denominator used changes as establishment and vacancies change.

Top Quartile – uses all other districts as comparator rather than those with similar profiles to WCC









Equal Opportunities Monitoring Quarter 2 2007/08			PER130 Appendix 2			
Current Employees*	569					
	No.	%				
Male	212	37%				
Female	357	63%				
White	514	90%				
Mixed	1	0.2%				
Asian/Asian British	1	0.2%				
Other Asian background	2	0.4%				
White/Black British Caribbean	1	0.2%				
White/Black British African	1	0.2%				
Other Black background	1	0.2%				
Chinese or other ethnic group	1	0.2%				
Not given	47	8.3%				
<b>Recruitment</b>						
	Applications received		Applicants Shortlisted		Successful Candidates	
	Total Q2	245	Total Q2	85	Total Q2	23
	Total Q1	1023	Total Q1	155	Total Q1	49
	No.	%	No.	%	No.	%
Male	127	52%	34	40%	9	39%
Female	118	48%	51	60%	14	61%
Not given	0	0%	0	0.0%	0	0%
Undecided	0	0%	0	0.0%	0	0%
Disabled	8	3%	0	0.0%	0	0%
White						
British	176	71.8%	79	92.9%	23	100.0%
Irish	2	0.8%	1	1.2%	0	0.0%
Other	4	1.6%	1	1.2%	0	0.0%
Mixed						
White/Black Caribbean	0	0.0%	0	0.0%	0	0.0%
White/Black African	5	2.0%	3	3.5%	0	0.0%
White/Asian	0	0.0%	0	0.0%	0	0.0%
Other	7	2.9%	1	1.2%	0	0.0%
Asian/Asian British						
Indian	1	0.4%	0	0.0%	0	0.0%
Pakistani	0	0.0%	0	0.0%	0	0.0%
Bangladeshi	0	0.0%	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%
Black/Black British						
Caribbean	0	0.0%	0	0.0%	0	0.0%
African	1	0.4%	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%
Chinese or other ethnic group						0.0%
Chinese or other ethnic group	1	0.4%	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%
Not Given	48	19.6%	0	0.0%	0	0.0%
	245		85		23	



	Why are we doing this?	What will we do?	When will we do it?	Q1	Q2	Q3	Q4	Comments
1	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development & implementation of Transformation Strategy	March 2008	☺	☺			Q2. Research and development continues Q1. Research and development work in progress. Work being undertaken with change teams and programme management.
2	Supports the Corporate Strategy 'An Efficient & Effective Council'	Roll out of Flexible Working Project	Timescales identified in Flexible Working project plan	☺	☺			Q2. Report to November Personnel committee Q1. Report to be taken to November committee
3	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development and implementation of an Inclusion, Cohesion and Equality Strategy and Action Plan with Equality Policy	July 2007	☺	☺			Q2. Impact assessment being trialled prior to corporate roll out. Facilitator training arranged. Reference groups to be set up linked to LSP and Social Inclusion Group. Q1. ICE Strategy in place, Revised Equality Policy and Action Plan completed and Disability Equality Scheme developed, agreed in May 07. Draft Age, Sexual Orientation & Religion or Belief combined Equality Scheme developed. Impact Assessment Training commenced & scoping group to start early October.
4	Supports the Corporate Strategy 'An Efficient & Effective Council'	Implementation of proposed restructure	April 2007	☺	☺			Q2. Further restructures progressing. Reports to this committee. Q1. Restructure implemented from May. Post gradings to be carried out after 6months in post. Subsequent additional divisional restructures underway to ensure cost effective service delivery.
	Supports the Corporate Strategy 'An Efficient & Effective Council'	IIP reassessment	March 2008	☹	☹			Q2. In process of agreeing resources in partnership with Royal Hampshire Hospital to take IIP reassessment forward. Q1. Difficulties in replacing Training & Development Advisor have impacted on ability to progress.

**Business Plan Monitoring Quarter 2 2007/08**

**Appendix 3**

	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development & implementation of a Recruitment strategy to ensure a planned approach to encourage wider participation in expressing interest in working for the City Council	October 2007				Q2. Recruitment portal testing in November, with go live 3 December. Timetable for recruitment strategy slipped due to need to support divisions during unanticipated operational requirements. Anticipated completion moved to end of March 07 Q1. Procurement of provider for HIOWLA recruitment portal underway and business processed being agreed. Vacancy freeze will influence the development of a Recruitment Strategy.
	Supports the Corporate Strategy 'An Efficient & Effective Council'	Resource Review	June 2007				Q2. Work ongoing with Financial Services to assess both financial and human resources to implement robust workforce monitoring and information systems. Q1 Work to ensure accurate staff data completed. Working with Head of Financial Services to implement vacancy monitoring systems implemented. Work in progress to assess cost of overtime, honoraria & agency staff.
	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development of a learning portal and recruitment portal in partnership with HIOWLA	2007/08				Q2. Ongoing Q1. Learning Zone Portal now available for a range of courses. Work continues on agreeing common needs for HIOWLA for procurement of provision of training courses.
	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development & implementation of a Retention Strategy to ensure that Council has a planned approach to retaining the key skills and experience required to deliver the service most effectively	December 2007				Q2. Change management policy being developed in support of Severance Strategy and to inform development of Retention Strategy. Q1. Severance Strategy agreed July 07. Work continuing to development associated Change Management policies.