

PERSONNEL COMMITTEE

3 March 2008

HUMAN RESOURCES DIVISION – PERFORMANCE MONITORING REPORT –  
QUARTER 3

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

PER130 - Human Resources Division Performance Monitoring Report Q2 - 12 Nov 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 October 2007 to 31 December 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.

## PERSONNEL COMMITTEE

3 March 2008

### HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 3 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 third quarter and includes figures for the Corporate Health Indicators and local indicators for that period.

##### 2. Performance Indicators

- 2.1 The Corporate Health Indicators and the local performance indicators covering the period 1 October 2007 to 31 December 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.
- 2.2 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. The level of turnover amongst this group of staff is significantly lower than that of the rest of the Council and limits the scope to take action to address this issue.
- 2.3 There has been an increase in the ill health retirement figure for the quarter because there has been one early retirement this quarter due to ill health.
- 2.4 The levels of sickness absence have decreased slightly this quarter with a total of 4131 days absence over the 12 months to end of December 2007, giving an average number of days absence of 8.6 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 of sickness absence. 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 this work to be reflected in the overall absence levels. Work

continues on the development and the implementation of proposals identified in the absence management action plan in June 2007 to further reduce absence levels.

- 2.5 There has been an increase in the number of disabled staff employed by the Council this quarter. However, this is coupled with a further increase in the number of employees for whom disability status is known and as a result the overall percentage of the workforce declaring themselves disabled has reduced from 4.5% to 3.5%.
- 2.6 The proportion of staff declaring that they are from ethnic backgrounds has decreased slightly to 1.49% due to changes in overall staff numbers employed. The request last quarter to staff to update the information held on ethnic background has had little impact on the overall figure. There is still over 5% of the workforce who have stated unknown to the question.
- 2.7 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 again this quarter from 4% to 3.9% and is significantly lower than for the same period last year.
- 2.8 The number of internal transfers this quarter remains low at 0.5% 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 vacancy management policy which continued throughout the quarter has impacted on the number of roles available.
- 2.9 There have been 6 new posts assessed and graded by job evaluation grading panels over this quarter and 3 re-grading appeals.

### 3. Equal Opportunities Monitoring

- 3.1 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 (62%) and male (38%) staff employed from the last report (PER130).
- 3.2 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 three 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.
- 3.3 Appendix 3 also shows a breakdown by gender, disability and race of applicants received, applicants short listed and those appointed over the third quarter of

2007/08. The vacancy management policy implemented in August and has been in place throughout this quarter continued to impact on the level of applications and appointments received over the quarter.

4 Business Plan Performance

4.1 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.

4.2 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:

5 CORPORATE STRATEGY (RELEVANCE TO):

5.1 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

6 RESOURCE IMPLICATIONS:

6.1 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

BVPI	Purpose	Yr -1 (06/07)	2006/07 Q1	2007/08 Q1	2006/07 Q2	2007/08 Q2	2006/07 Q3	2007/08 Q3	Top Quartile
2a	Equality Standard for Local Government	1	1	1	1	1	1	1	N/A
2b	Duty to promote race equality	68.5%	68.5%	68.5%	68.5%	68.5%	68.5%	89%	N/A
11a	5% top earners who are women	37.97%	36%	36.7%	40%	32.1%	40%	38.5%	28.93%
11b	5% top earners who are ethnic	0	0	0	0	0	0	0	1.98%
11c	5% top earners with a disability	0	0	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	9	8.6	8.29
14	Number of early retirements as a percentage of staff	0.42%	0.4%	0.22%	0	0.23%	0	0	0%
15	Number of ill health retirements as a percentage of staff	0	0	0	0	0	0	0.24%	0%
16a	Number of staff with disabilities within organization	7.84%	1.5%	6.9%	1.43%	4.5%	1.43%	3.5%	4.10%
17a	Number of staff from ethnic minorities within organisation	1.88%	1%	1.48%	1%	1.53%	1%	1.49%	2.5%
Local	Number of women leaving to go on maternity leave	12	5	3	3	1	3	3	n/a
Local	Number of men taking paternity leave	n/a	n/a	0	n/a	0	n/a	0	n/a
Local	Number of formal grievance cases	1	0	0	1	0	1	0	n/a
Local	Number of formal disciplinary cases	7	1	1	4	0	4	1	n/a
Local	Number of employment tribunals	1	0	0	0	0	0	0	n/a
Local	Number of referrals to Occupational Health	18	1	7	6	8	8	7	n/a
Local	Number of long-term ill health cases (over 40 days over rolling 12 month period)	18	1	13	8	17	No information available	10	n/a

Key Performance Indicators Quarter 3 2007/08

PER142 Appendix 1

	Purpose	Yr -1 (05/06)	2006/07 Q1	2007/08 Q1	2006/07 Q2	2007/08 Q2	2006/07 Q3	2007/08 Q3	Top quartile
Local	HR Invoices paid within 30 days	96.74%	-	98.5%	96.2%	99%	100%	100%	n/a
Local	Number of JE NJC Panel post reviews	19	4	8	8	5	3	9	n/a
Local	Number of JE Hay Panel post reviews	5	5	0	0	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%	4.71%	3.9%	13.7% (CIPD Dec 2007 – local govt)
Local	Number of people offered permanent contracts who declined the offer	7	3	1	4	1	0	0	n/a
Local	Percentage of employees transferring between permanent posts internally	5.26%	2.1%	0.6%	1.24%	0.7%	1.57%	0.5%	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	5	3	
	A2: Ext appointment – private sector	9	1	6	3	3	3	3	
	AO: External appointment – unknown	4	3	0	0	0	0	0	
	C: Retired	11	7	2	2	2	2	4	
	D: Redundant	3	2	1	0	1	1	2	
	E: Maternity	3	0	0	1	0	1	0	
	F: Moved out of area	7	2	1	1	3	4	1	
	G: College	5	0	2	4	0	1	0	
	H: Dismissal	4	0	1	1	1	3	0	
	I: Failed probation	1	0	0	0	0	1	0	
	J: Personal reasons (i.e. to travel abroad)	9	4	5	4	5	1	4	
	K: Died	0	0	0	0	1	0	0	
	L: End of contract	5	1	1	1	1	2	3	
	M: Long term Sickness	0	0	0	0	0	0	0	
	Not known(Other)	9	1	0	4	2	3	0	

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## Establishment numbers

	Establishment FTE	FTE in post	Headcount	Vacant FTE
Q1	523.17	496.21	577	38.29
Q2	523.17	492.85	569	30.39
Q3	523.17	472.14	542	42.29

**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

Vacant FTE includes those hours which are vacant but do not comprise a whole post.

<b>Equal Opportunities Monitoring Quarter 3 2007/08</b>			<b>PER142 Appendix 2</b>			
<b>Current Employees*</b>	542					
	<b>No.</b>	<b>%</b>				
Male	204	38%				
Female	338	62%				
White	500	92%				
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	34	6.3%				
<b>Recruitment</b>						
	<b>Applications received</b>		<b>Applicants Shortlisted</b>		<b>Successful Candidates</b>	
	<b>Total</b>	144	<b>Total</b>	60	<b>Total</b>	13
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Male	48	33%	11	18%	2	15%
Female	90	63%	44	73%	11	85%
Not given	1	1%	1	2%	0	0%
Undecided	0	0%	0	0%	0	0%
Disabled	5	3%	4	7%	0	0%
<b>White</b>						
British	108	75%	47	78%	12	92%
Irish	1	1%	0	0%	0	0%
Other	5	3%	1	2%	0	0%
<b>Mixed</b>						
White/Black Caribbean	1	0.7%	1	2%	0	0%
White/Black African	0	0.0%	0	0%	0	0%
White/Asian	2	1.4%	0	0%	0	0%
Other	1	0.7%	0	0%	0	0%
<b>Asian/Asian British</b>						
Indian	4	2.8%	1	2%	0	0%
Pakistani	0	0.0%	0	0%	0	0%
Bangladeshi	0	0.0%	0	0%	0	0%
Other	0	0.0%	0	0%	0	0%
<b>Black/Black British</b>						
Caribbean	0	0.0%	0	0%	0	0%
African	2	1.4%	2	3%	0	0%
Other	0	0.0%	0	0%	0	0%
<b>Chinese or other ethnic group</b>						
Chinese or other ethnic group	3	2.1%	1	2%	0	0%
Other	0	0.0%	0	0%	0	0%
Not Given	17	11.8%	7	12%	1	8%
	144		60		13	



	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	☺	☺	☺		Q3. Draft strategy to be presented to CMT in March 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	☺	☺	☺		Q3 Next phase roll out underway 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	☺	☺	☺		Q3. Race Equality Scheme reviewed and revised, draft being consulted on. Equality Impact Assessments being conducted in Housing and Communications. Q2. Impact assessment being trialed 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	☺	☺	✓		Q3. Hay Job evaluations to be conducted in April/May. 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.

	Why are we doing this?	What will we do?	When will we do it?	Q1	Q2	Q3	Q4	Comments
	Supports the Corporate Strategy 'An Efficient & Effective Council'	IIP reassessment	March 2008					<p>Q3. IIP reassessment rescheduled for September 08. New Learning &amp; Development Advisor progressing reassessment.</p> <p>Q2. In process of agreeing resources in partnership with Royal Hampshire Hospital to take IIP reassessment forward.</p> <p>Q1. Difficulties in replacing Training &amp; Development Advisor have impacted on ability to progress.</p>
	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					<p>Q3 Recruitment portal live end of February 08.</p> <p>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</p> <p>Q1. Procurement of provider for HIOWLA recruitment portal underway and business processed being agreed. Vacancy freeze will influence the development of a Recruitment Strategy.</p>
	Supports the Corporate Strategy 'An Efficient & Effective Council'	Resource Review	June 2007					<p>Q2. Work ongoing with Financial Services to assess both financial and human resources to implement robust workforce monitoring and information systems.</p> <p>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 &amp; agency staff.</p>

	Why are we doing this?	What will we do?	When will we do it?	Q1	Q2	Q3	Q4	Comments
	Supports the Corporate Strategy 'An Efficient & Effective Council'	Development of a learning portal and recruitment portal in partnership with HIOWLA	2007/08	☺	☺	✓		Q3. Recruitment portal live. Learning portal in use with a number of external participants attending WCC training courses. 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	☺	☹	☹		Q3. Change management policy drafted. Pay & Reward strategy developed targeted to attracting and retaining staff. 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.