PERSONNEL COMMITTEE

18 September 2008

HUMAN RESOURCES – PERFORMANCE MONITORING 2008/09 – QUARTER 1

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel No: 01962 848233

RECENT REFERENCES:

PER146 Human Resources Directorate Outturn Report 16 June 2007

EXECUTIVE SUMMARY:

This report sets out the performance information related to the Business Plan for Human Resources Division and sets out revised performance indicators covering the period 1 April 2008 to 30 June 2008.

RECOMMENDATIONS:

1. 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

18 September 2008

HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 1 2008/09

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 first quarter and includes figures for the performance indicators for that period.

1.2   In April this year the Government announced the final definitions for the National Performance Indicator set. The changes to the national indicator set mean that there is no longer a national requirement to collect the Corporate Health Indicators which relate to employment. This change provides us with the opportunity to revisit the performance indicators used by the Human Resources Division and to establish new indicators that offer a better insight into the Council's performance in managing the workforce efficiently and effectively.

1.3   Research amongst other local district councils has established that the majority propose to continue to monitor a number of the previous national Corporate Health Indicators, including those relating to gender, ethnic and disability monitoring which remain a requirement under Equalities and Diversity legislation.   All other Councils contacted also intend to continue to monitor sickness absence (BVPI12) as the management of absence remains a key driver in the public sector.

1.4   As the indicators relating to the workforce are no longer collected at a national level, there will no longer be quartile information available in the same way. Instead it is proposed that the indicators are monitored against targets and that regular benchmarking is carried out amongst comparator district councils to establish levels of performance.

1.5   It is proposed that the indicators are collected as a set of scorecards under the headings of the key areas of work undertaken within the Human Resources Division. These include:

    • Recruitment & Selection
      -       Media effectiveness *(training in progress to enable reporting from recruitment portal)*

-   Recruitment turnaround time *(system in place, insufficient information currently available to provide meaningful indicator)*
-   Applicant profile – gender, ethnic origin, disability *(training in progress to enable reporting from recruitment portal)*

- Attendance
    -   **Average number of days sick/person**
    -   **Short term & long term sickness breakdown**
    -   **Reasons for sickness absence**
    -   **Number staff with no sickness absence**

- Turnover
    -   **Percentage turnover**
    -   Reasons for leaving *(being developed-more detailed reasons being identified)*
    -   Number of leavers within 12 months (not including temporary contracts) *(being developed)*

- Training
    -   **Average corporate training spend/employee**
    -   Average number of days training/employee *(to be reported on implementation of on line training system)*

- Appraisal
    -   Number of appraisals completed *(to be reported on implementation of on line training system)*
    -   Competency profile *(to be reported on implementation of on line training system)*

- Establishment
    -   **Establishment growth**
    -   Percentage vacancies held
    -   Average length of vacancy *(recording system currently being implemented)*

- **Workforce Profile**

    Those indicators shown in bold type are reported in appendix 1

1.6   Not all of this information is collected currently and systems are in the process of being developed and implemented to allow this information to be reported. The appraisal and training element of the HR/Payroll system is being developed and tested and training is in progress with line managers to implement the on line appraisal system. This will allow appraisal information to be reported towards the end of the year.

1.7   As some of these indicators are new, there may not be historic data available for comparison in every case and it is anticipated that the information contained in the indicator set will be built up over time.

2.   Performance Indicators

2.1   Performance monitoring for quarter 1 has been carried out against the indicators set out in section 1.5 above. Where available both targets and historical information has been included to give perspective to the indicators. Over the coming year, trend information will become available as the information continues to be reported in this way.

2.2   In addition to the change in information collected, it is proposed that the performance information is now shown in graphical form as a series of scorecards under the different areas of activity.

2.3   The performance information for the period 1 April 2008 to 30 June 2008 is shown in Appendix 1.

3   Business Plan Performance

3.1   Work continues on the projects outlined in the business plan and the progress to date is shown in appendix 2. Where progress is not on target, an explanation has been given.

OTHER CONSIDERATIONS:

5   CORPORATE STRATEGY (RELEVANCE TO):

5.1   The need to make the best use of all available resources by continued clear financial 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.
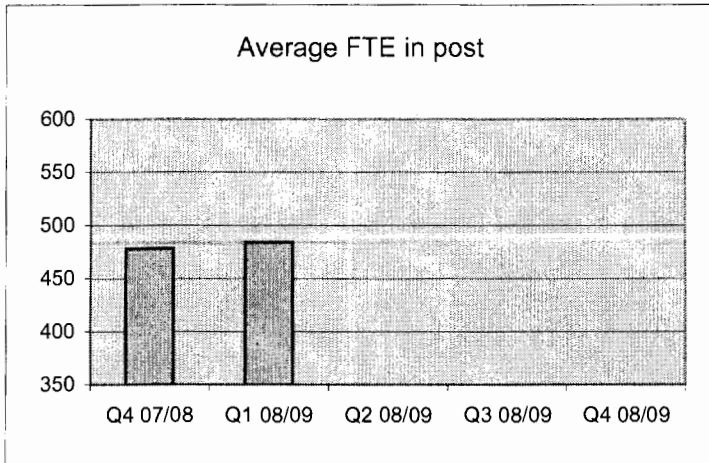
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

APPENDICES:

Appendix 1   Human Resources Performance Indicators

Appendix 2   Human Resources Division Business Plan Monitoring

Average FTE in post

|	Q4 07/08	Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09

The average number of fte in post has increased over the last quarter indicating a reduction in vacancies. This should be viewed in the light of the vacancy freeze which was implemented from August to December 2007 reducing the number of posts advertised in that period. Taking into account the lead time for recruitment and the decrease in turnover figures over the quarter, this increase is what would be expected.

Turnover rate

☐ Annual Turnover rate

■ Quarterly turnover rate
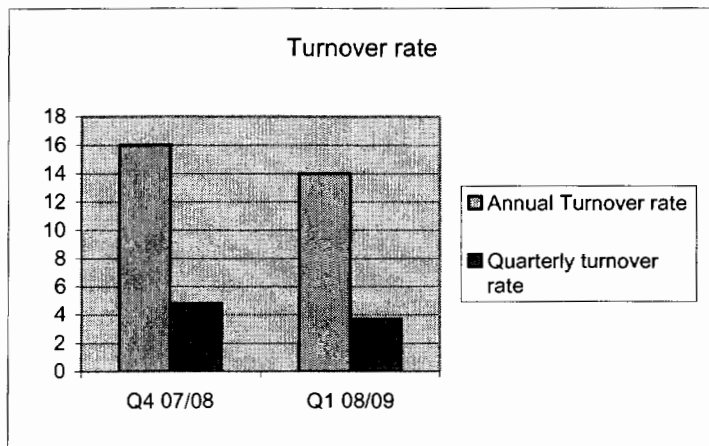
Annual turnover has fallen over the last 12 months from 16% to 14%. Quarterly turnover figures show a similar fall over the last quarter. This information should be viewed in the context of the summer being a slow season for recruiting and therefore a drop in turnover over that period is not unexpected.

AGREED ESTABLISHMENT 2002 - 2008
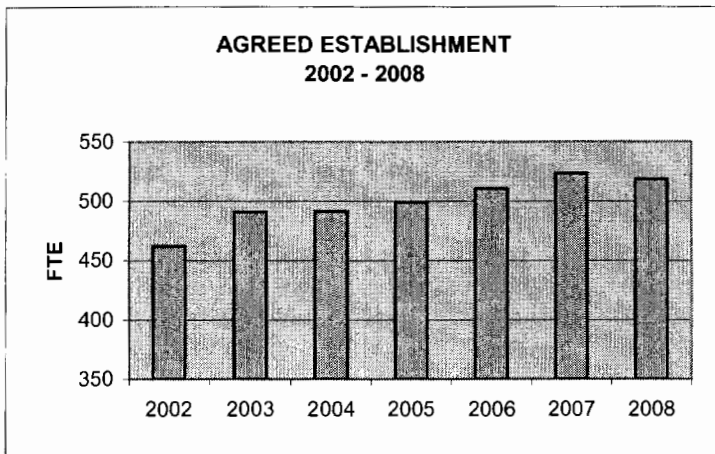
The Council's establishment has grown steadily over the 6 years until 2008. Following some divisional restructures, a period of vacancy management and the requirement for managed savings, the Council's agreed establishment reduced in 2008. This figure does not take into account temporary staff who are employed in non established posts or those posts that are fully funded externally..
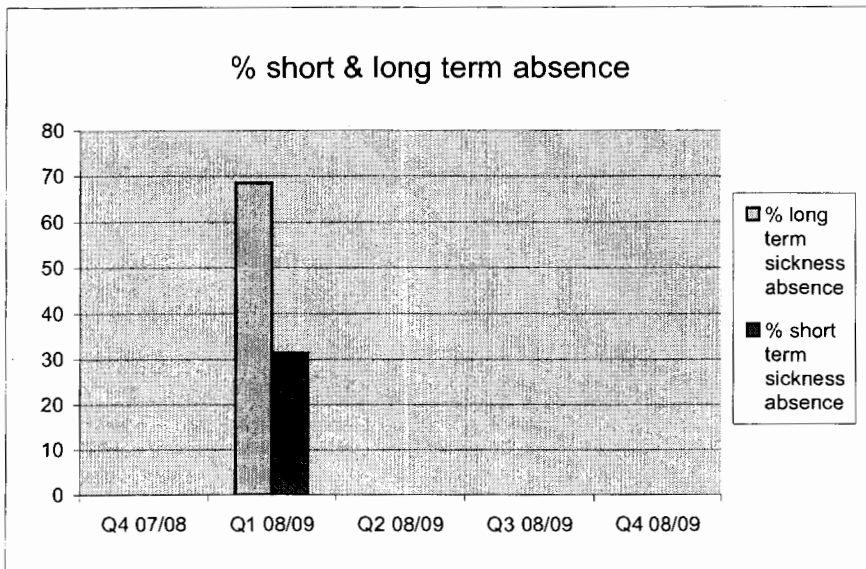
% CHANGE IN ESTABLISHMENT

ATTENDANCE INDICATORS

Ave no. sick days/person
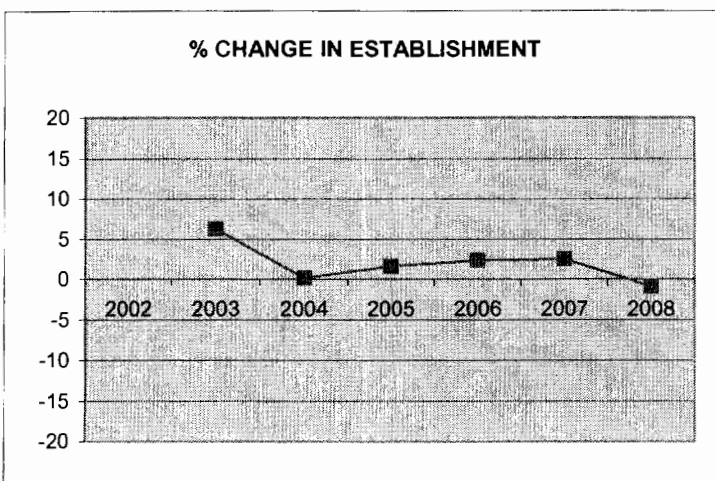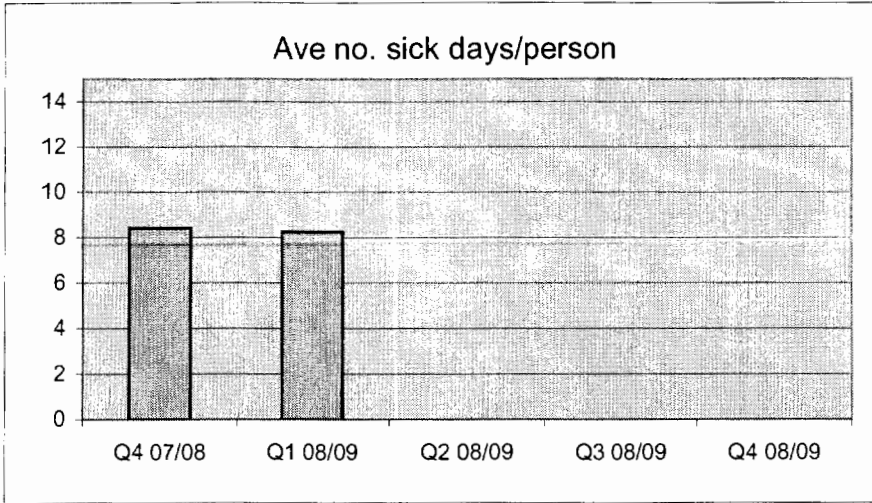
The average number of days sick per person has again reduced this quarter continuing the downward trend and showing good progress towards the target of 8 days person. Work continues with managers to address sickness absence within divisions
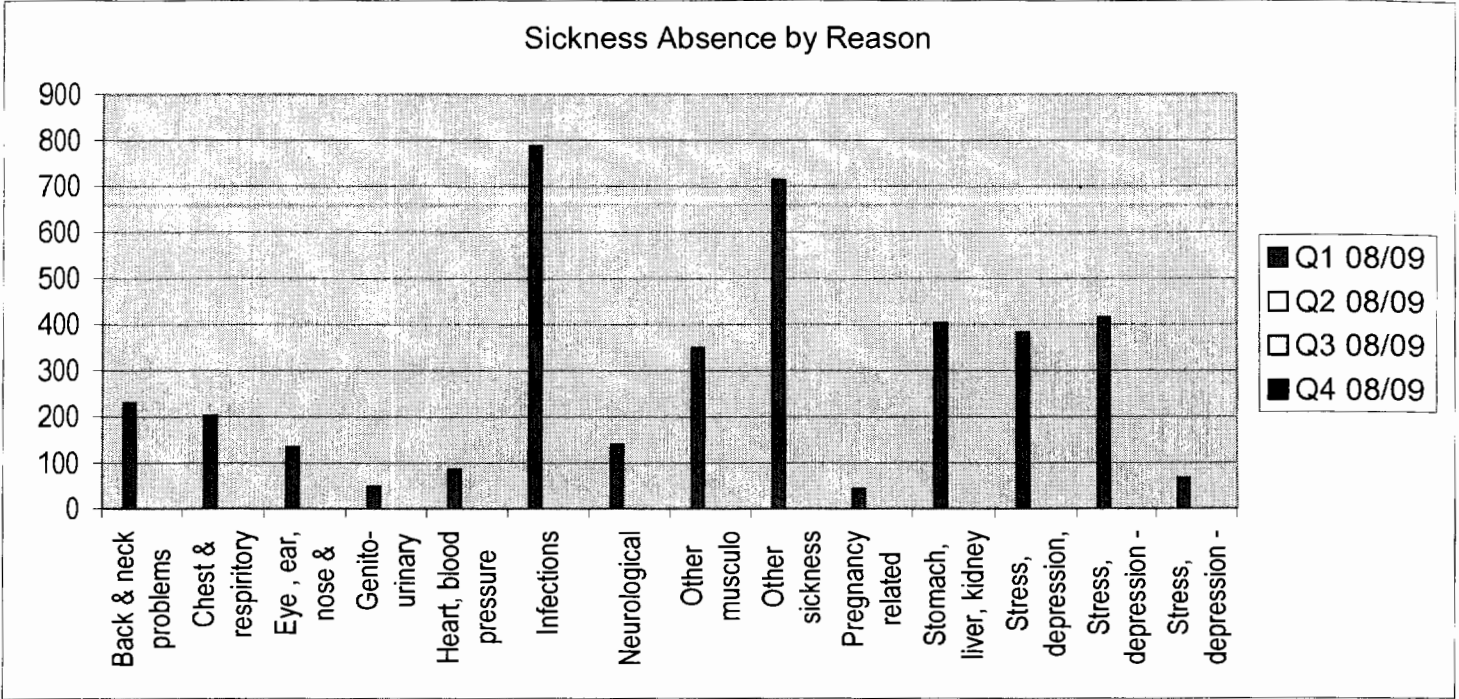
Number of Days sickness absence
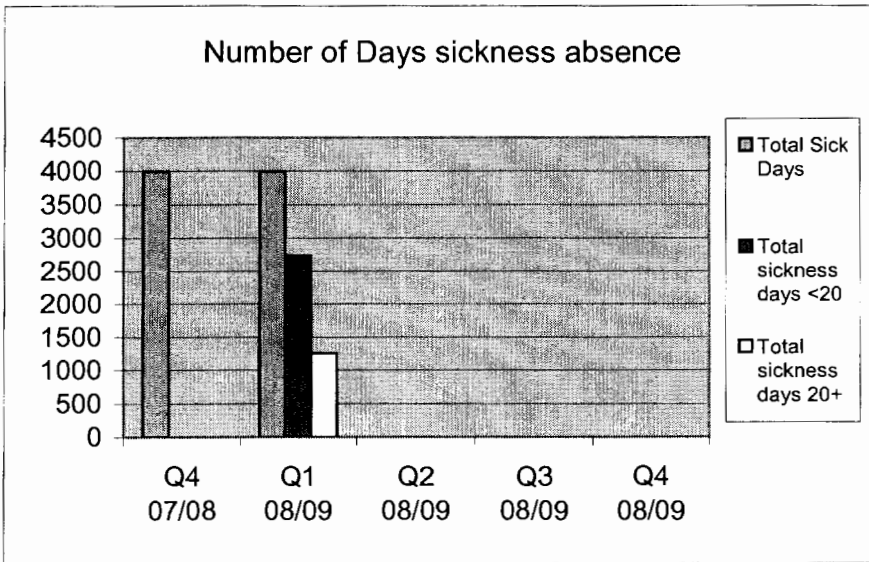
The percentage of the total absence figure attributable to long term sickness is significantly lower than that attributed to short term sickness absence. The definition for long term sickness absence has been changed from absence of 40 days or more to 20 days or more. Whilst this may initially show an artificial increase the levels of long term sickness absence, it will allow us to benchmark our absence figures like for like against other district councils.

% short & long term absence

ATTENDANCE INDICATORS

Sickness Absence by Reason

Legend: Q1 08/09, Q2 08/09, Q3 08/09, Q4 08/09

Categories: Back & neck problems, Chest & respiritory, Eye, ear, nose &, Genito-urinary, Heart, blood pressure, Infections, Neurological, Other musculo, Other sickness, Pregnancy related, Stomach, liver, kidney, Stress, depression, Stress, depression -, Stress, depression -

The most common reason given for sickness absence in the Council is infections, with 'other ' given as a close second. Stress related absence features as the third most likely reason but this stress relates to personal issues rather than specifically work related issues. Although in practice it is difficult to separate the personal and work issue when stress is the cause of absence, this indicator seeks to identify those stress related absences which are purely personal eg bereavement, domestic issues, which although impacted by work, are not caused by work. This wil help us to target stress interventions more appropriately.

No. employees with no sickness absence

X-axis: Q4 07/08, Q1 08/09, Q2 08/09, Q3 08/09, Q4 08/09
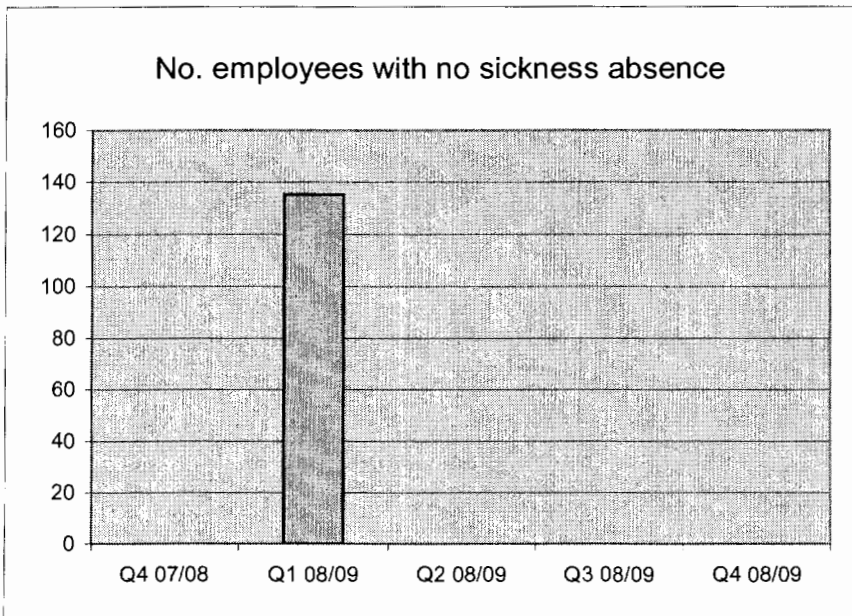
This new indicator shows that there are nearly 140 members of staff who have had no sickness absence in the last 12 months. This equates to nearly a quarter of the workforce. The work undertaken with divisions on absence management along with corporate strategies on employee engagement seek to increase this number over the coming year. We anticipate that a recent survey undertaken on our behalf amongst this group of staff will offer some incite into the reasons behind their full attendance and assist us in focusing our strategies for increasing this percentage.

Produced by:
Vicki Finlay
Principal HR Advisor
August 08

FIG 1

BVPI11a,b,c

Legend:
- ▦ BVPI11a Top 5% earners who are women
- ▨ BVPI11b Top 5% earners who are disabled
- ☐ BVPI11c Top 5% earners who are ethnic
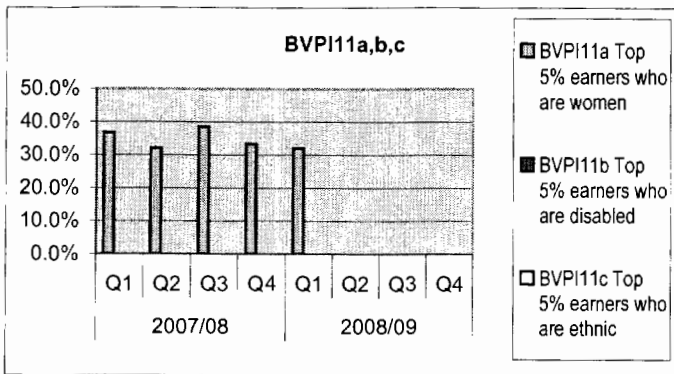
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consitently high. Work continues to raise the profile of the Council amongst minority groups and to monitor recruitment practices. Turnover amongst this group of staff is relatively low limiting the scope to impact significantly on a quarterly basis.

FIG 2

BVPI12 Ave Days Sick per Employee
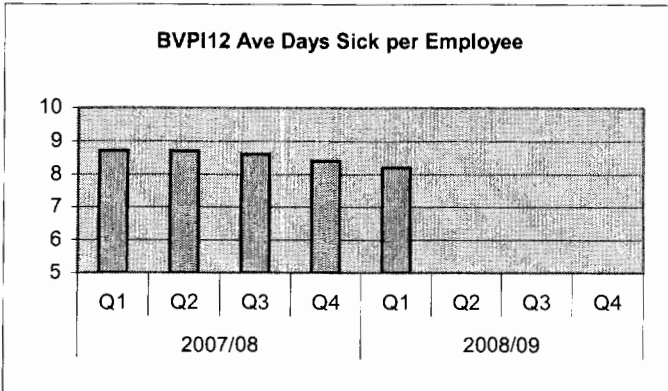
The overall levels of sickness absence fell again this quarter continuing the downward trend. Work continues with managers to achieve the target of 8 days per person. More detailed absence profiliong is shown in the Attendance Scorecard

FIG 3

BVPI 14 & 15

Legend:
- ▦ BVPI14 Early retirements
- ☐ BVPI15 Early retirements (health)
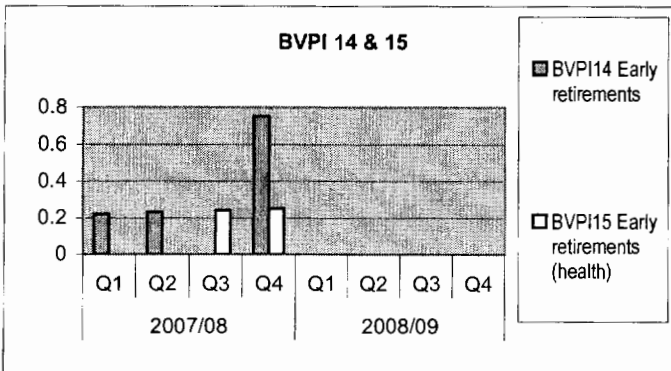
There have been no early retirements on either redundancy or health grounds this quarter. The spike in early retirements shown in quarter 4 2007/08 was a result of a number of restructures undertaken within Divisions to ensure that the most efficient and effective service continued provided to the community

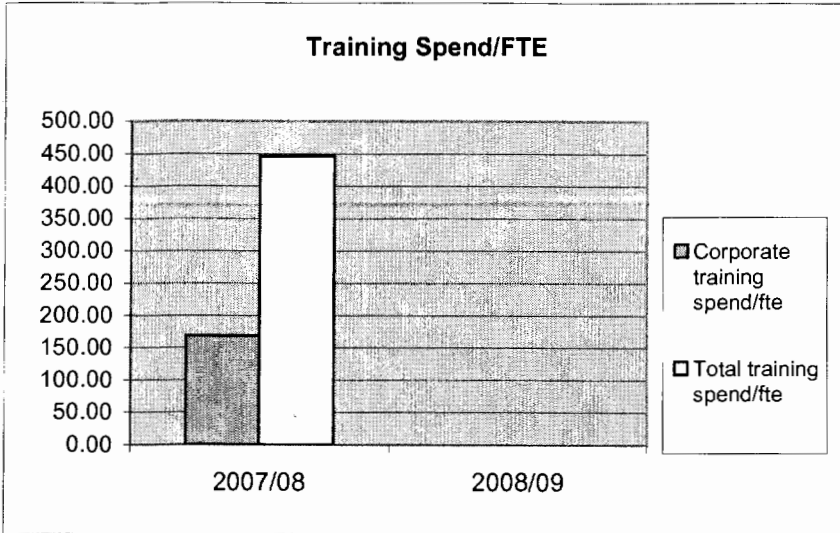**FIG 4**

BVPI16a % Disabled employees
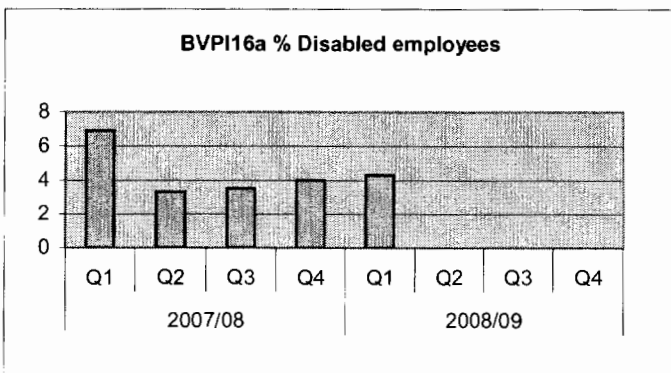
The percentage of disabled staff employed continues to increase this quarter. The significant drop between quarter 1 and 2 in 07/08 relates to a change in the way in which the indicator was calculated rather than an actual increase in number. This upward trend would indicate that the Council's equalities policies and the raising of awareness of equalities across services is demonstrating results in terms of employment.
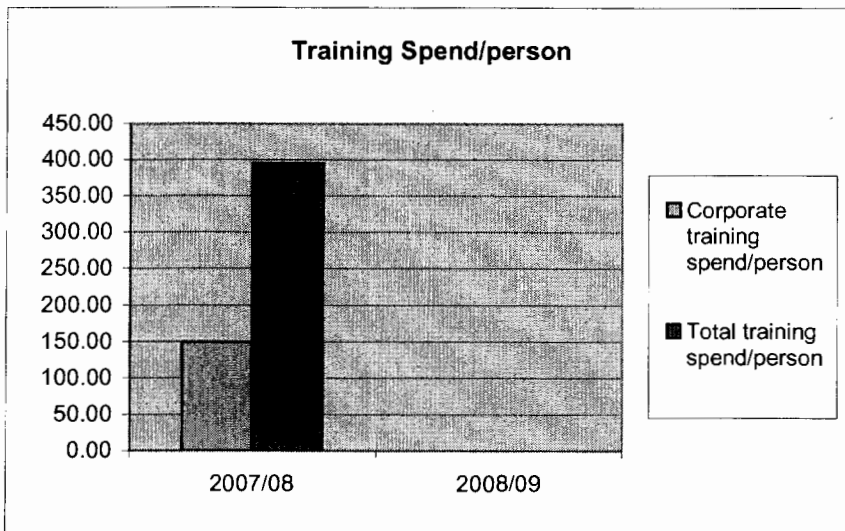
FIG 5

BVPI17a % BME employees
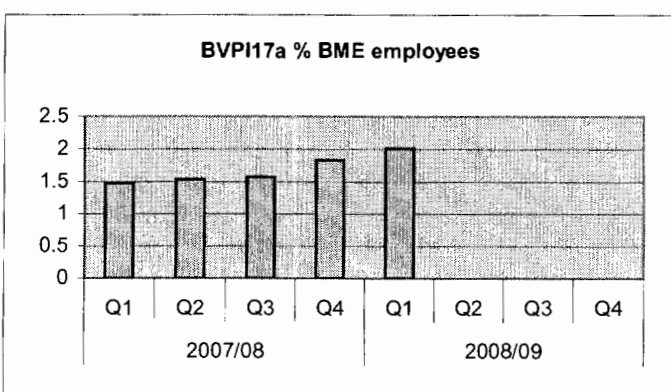
The percentage of staff from ethnic minority groups has increased again this quarter continuing the steady upward trend shown over the last year. This again would seem to indicate success in raising the profile of the Council amongst BME groups

TRAINING SCORECORD

Training Spend/FTE

Legend:
- Corporate training spend/fte
- Total training spend/fte

Years: 2007/08, 2008/09

Training Spend/person

Legend:
- Corporate training spend/person
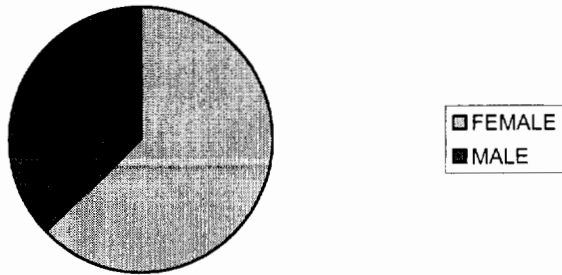- Total training spend/person

Years: 2007/08, 2008/09

The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified in the Corporate Training Plan. In addition, Divisions have their own training budget for professional training which is service specific. The total training spend includes both these elements. The training spend is shown both by fte and by headcount. It is important to consider the headcount figure as staff are individuals and may have very different training needs
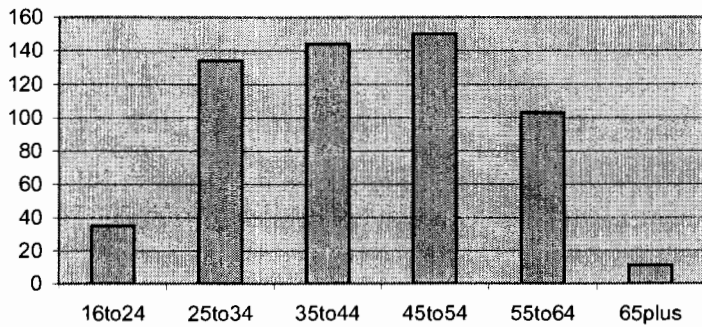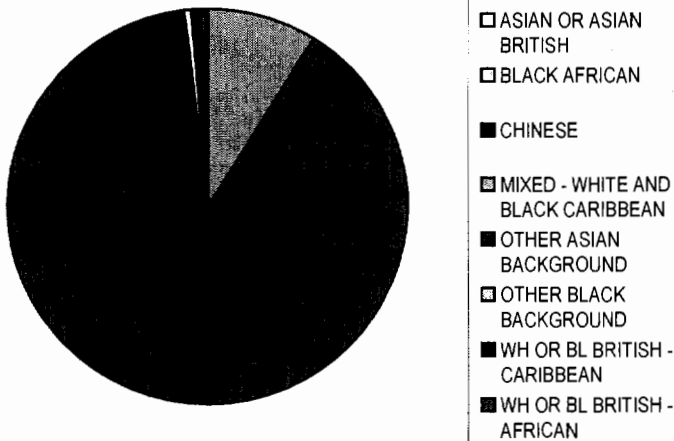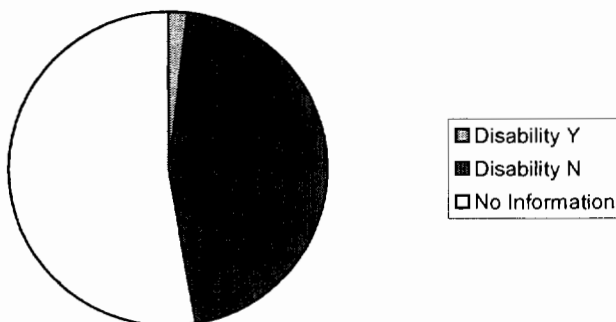
GENDER PROFILE

- FEMALE
- MALE

AGE PROFILE

160		
140		
120		
100		
80		
60		
40		
20		
0		

16to24   25to34   35to44   45to54   55to64   65plus

ETHNIC PROFILE

- No Information
- Total White
- ASIAN OR ASIAN BRITISH
- BLACK AFRICAN
- CHINESE
- MIXED - WHITE AND BLACK CARIBBEAN
- OTHER ASIAN BACKGROUND
- OTHER BLACK BACKGROUND
- WH OR BL BRITISH - CARIBBEAN
- WH OR BL BRITISH - AFRICAN

DISABILITY PROFILE

- Disability Y
- Disability N
- No Information

HR Quarterly Business Plan Monitoring

Generated on: 10 September 2008

Rows are sorted by Action Code.

Winchester City Council
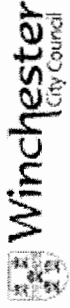
Action Code	Action Title	Description	Expected Outcome	Status Icon	Progress	Due Date	Latest Status Update
08/HRE/HRE/001	Equality Impact Assessment	To carry out Equality Impact Assessments across all service Divisions	The Equality Standard will be superseded by the Equality Framework. A definitive outcome will be added following publication of the finalised Framework and our assessment process		0 %	31/03/2011	Responding to the consultation on the Equality Framework and preparing to revise action plans in the light of changes highlighted
08/HRE/HRE/002	Flexible Working	Project Plan included in 2010 suite of project plans	Increase level of flexible working practices across the organisation with a view to reducing the over requirement for office accommodation and so provide increased customer service along with cost savings.		0 %	31/03/2009	Phase 2 City Offices underway in line with project plan
08/HRE/HRE/003	Management Development Programme	Continued coaching for SMG	Increase overall capacity of management team		100 %	30/09/2008	
08/HRE/HRE/004	Pay and Reward Strategy	To develop an approach to pay and reward which will attract and retain high calibre staff	Implementation of a Pay and Reward Strategy which will make WCC employer of choice in the area		66 %	31/03/2009	Total Reward and Engaged Performance Strategy to Personnel Committee 18 Sept 08
08/HRE/HRE/005	Review of Race Equality Scheme	Review Race Equality Scheme against legislative requirements	Race Equality Scheme in place which meets legislative requirements		0 %	31/03/2009	
08/HRE/HRE/006	Implement Change Management Strategy	Strategy and procedure which supports managers in a consistent, planned approach to change, complies with legislation and good practice.	Change management strategy in place		50 %	30/09/2008	
08/HRE/HRE/007	Corporate Training Plan	Development and agreement of corporate training plan	Corporate training plan implemented for 2008/09		100 %	01/09/2008	Corporate training plan agreed and implented
08/HRE/HRE/008	Talent Management Programme	Talent management programme to enable development opportunities to existing talented staff through series of placements and secondments	Increase in capacity of staff through exposure to roles developing skills which may be underutilised		16 %	30/09/2008	Project group set up. Programme submitted to Personnel Committee 18 Sept 08 for agreement
08/HRE/HRE/009	Review and development of new PIs	New local PIs to enable effective monitoring of workforce	Revised set of PIs agreed		80 %	01/09/2008	PI's developed and used for first quarter monitoring and fundamental service review. Further PIs being developed. To be finalised with Personnel Committee chair

ID	Action	Description	Measure	Status	%	Date	Comments
08/HRE/HRE/010	Implementation of Workplace Volunteering		Employees supported in providing service back to community through voluntary work	Completed	100 %	30/06/2008	In place and in use
08/HSE/0019	Review of Workforce Development Plan	Review existing plan to incorporate revised national guidance and to ensure meets workforce development needs for the next 5 years	Revised workforce development plan agreed and implemented	In Progress	0 %	31/03/2009	
08/HSE/HSE/011	Set up Health & Safety Committee	H&S committee set up in line with legislative requirements	H&S committee meeting regularly	Completed	100 %	30/06/2008	Committee set up and representatives identified
08/HSE/HSE/012	Appointment of Staff Representatives	Staff representatives appointed for consultation purposes in line with ICE legislation	Regular staff consultation meetings held, improvements in communication	In Progress	40 %	31/10/2008	Implementation plan developed and discussed with Unison. Details relating to nomination and election process being discussed
08/HSE/HSE/013	Implementation of on line appraisal	Appraisal system developed for on line appraisal recording on Selima	Appraisals recorded on line. Appraisal monitoring reports developed	Check Progress	87 %	30/09/2008	Training underway, system testing underway. Historic data now on system
08/HSE/HSE/014	Diversity Training	Diversity Training undertaken in line with ICE strategy action plan	Completion of divisional impact assessments for all priority 1 areas	Completed	100 %	31/07/2008	
08/HSE/HSE/015	Service Review	Fundamental service review	Service review completed	In Progress	50 %	30/09/2008	
08/HSE/HSE/016	Review of Induction	Undertake review of current induction and implement any proposed recommendations	Employee induction to WCC is improved and streamlined	Completed	100 %	31/07/2008	New e-induction procured. New corporate induction day booked for October
08/HSE/HSE/017	Review of People Strategy	People Strategy reviewed to ensure that it meets the workforce development aims of the City Council	Revised People Strategy in place	In Progress	0 %	28/02/2009	
08/HSE/HSE/018	Support implemetation of Local Access Points	Local Access Points developed and staffed to improve local access to services	Local Access Points implemented	Overdue	0 %	31/03/2009	

Action Status

- Completed
- Assigned; In Progress
- Unassigned; Check Progress; Not Started
- Overdue
- Cancelled