

PERSONNEL COMMITTEE

24 November 2008

HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 2 2008/09

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel No: 01962 848233 [agavin@winchester.gov.uk](mailto:agavin@winchester.gov.uk)

RECENT REFERENCES:

PER154 - Human Resources - Q1 Performance Monitoring Report - 18 September 2008

EXECUTIVE SUMMARY:

This report sets out the performance information related to the Business Plan for Human Resources Division and reports against the new local performance indicators covering the period 1 July 2008 to 30 September 2008.

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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24 November 2008

### HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 2 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 second quarter and includes figures for the performance indicators for that period.
- 1.2 The new local performance indicator set was introduced in quarter 1 and reported in the new graphical format to this Committee in June. Following positive feedback from Members, this format has been continued for quarter 2. As stated in June, some of these indicators are still being developed, particularly those in relation to recruitment and appraisal where new technology has recently been introduced. It is anticipated that the performance information for these indicators will not be available until outturn is reported.

##### 2. Performance Indicators

- 2.1 Performance monitoring for quarter 2 has been carried out against the indicators set out in section 1.2 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 The performance information for the period 1 July 2008 to 30 September 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:

##### 4 CORPORATE STRATEGY (RELEVANCE TO):

- 4.1 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.

5 RESOURCE IMPLICATIONS:

5.1 These are contained in the detail of the report.

BACKGROUND DOCUMENTS:

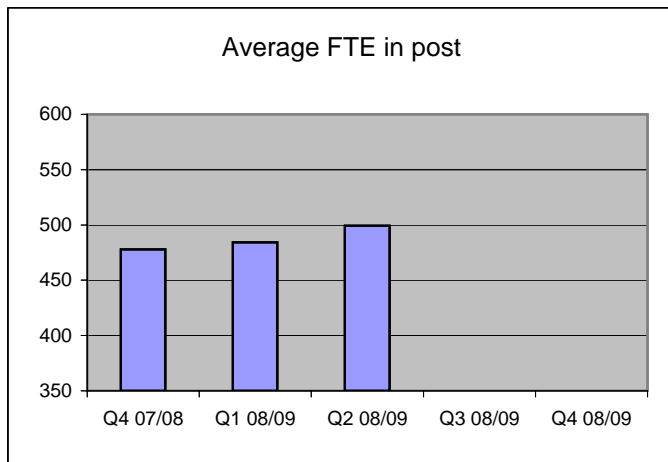
Held in the Human Resources Division

APPENDICES:

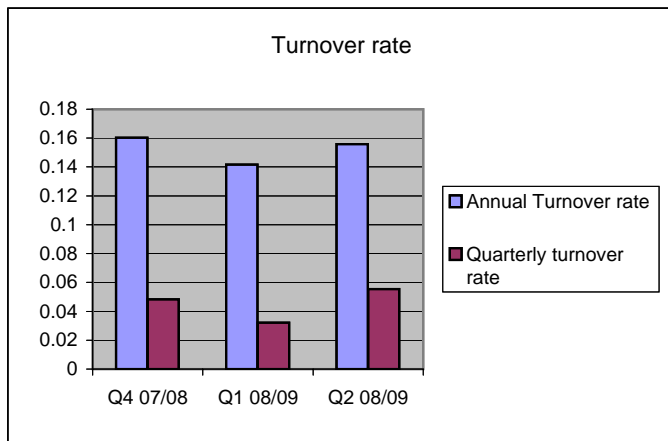
Appendix 1 Human Resources Performance Indicators

Appendix 2 Human Resources Division Business Plan Monitoring

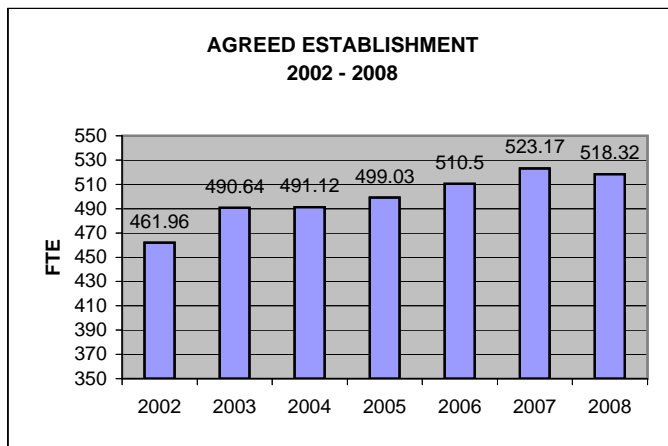
# ESTABLISHMENT SCORECARD



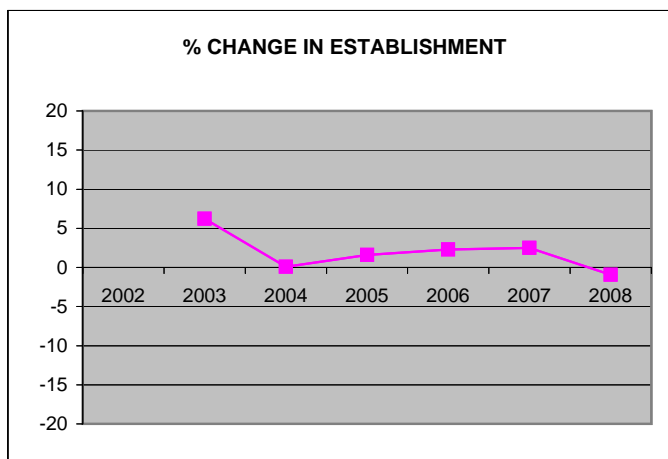
The average number of fte in post has increased again the last quarter indicating a reduction in vacancies. The increase over quarter 1 was anticipated in light of the vacancy freeze implemented from August to December 2007 reducing the number of posts advertised in that period. This increase has been continued with the vacancy management process requiring posts held vacant at 2 months. An increase in fte in post would be expected in the current financial climate as staff are more likely to stay in post. This is borne out by a reduction in vacancy rate from 8.8% to 7%



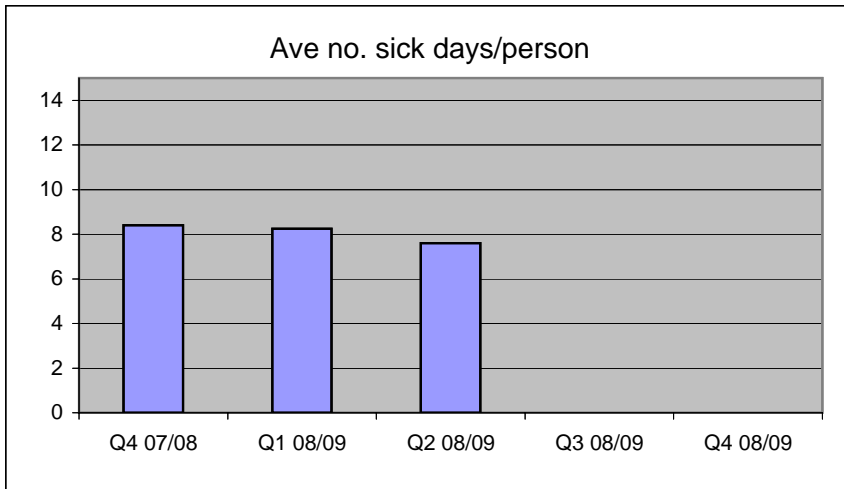
Turnover figures show a 2.3 point increase this quarter, with a corresponding 1.6 point increase in annual turnover figures. This is an increase on last quarter which, as a summer quarter, was a traditionally slow recruitment period, but still an overall reduction in turnover from the end of last year. We would expect to see voluntary turnover remain stable or fall in the coming quarter as a result of the current financial climate when people are less likely to seek to change jobs



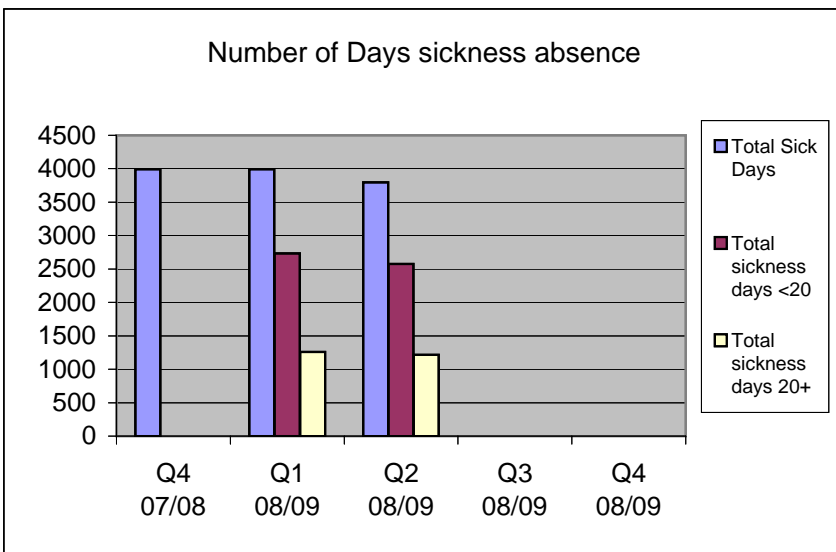
This indicator is reported annually and quarterly information is not currently available. This information is being collated with the view to reporting establishment changes on a quarterly basis. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management and the requirement for managed savings, has seen a reduction in the Council's agreed establishment 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. A system is currently being developed with Manpower, the Council's preferred supplier for agency staff, which will allow us to monitor and report on the use of agency staff. We aim to report this at outturn.



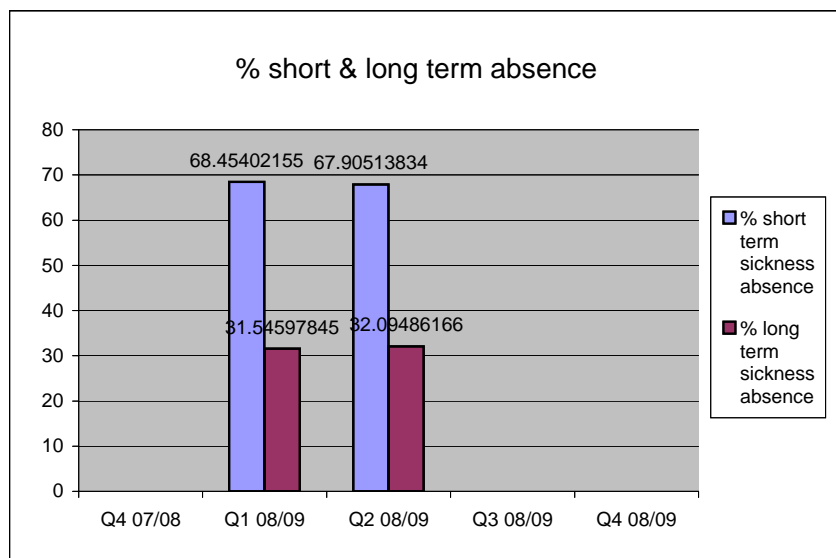
# ATTENDANCE SCORECARD



The average number of days sick per person has again reduced this quarter continuing the downward trend exceeding the target of 8 days per person. Work continues with managers to address sickness absence within divisions and to reduce the overall absence figures further.

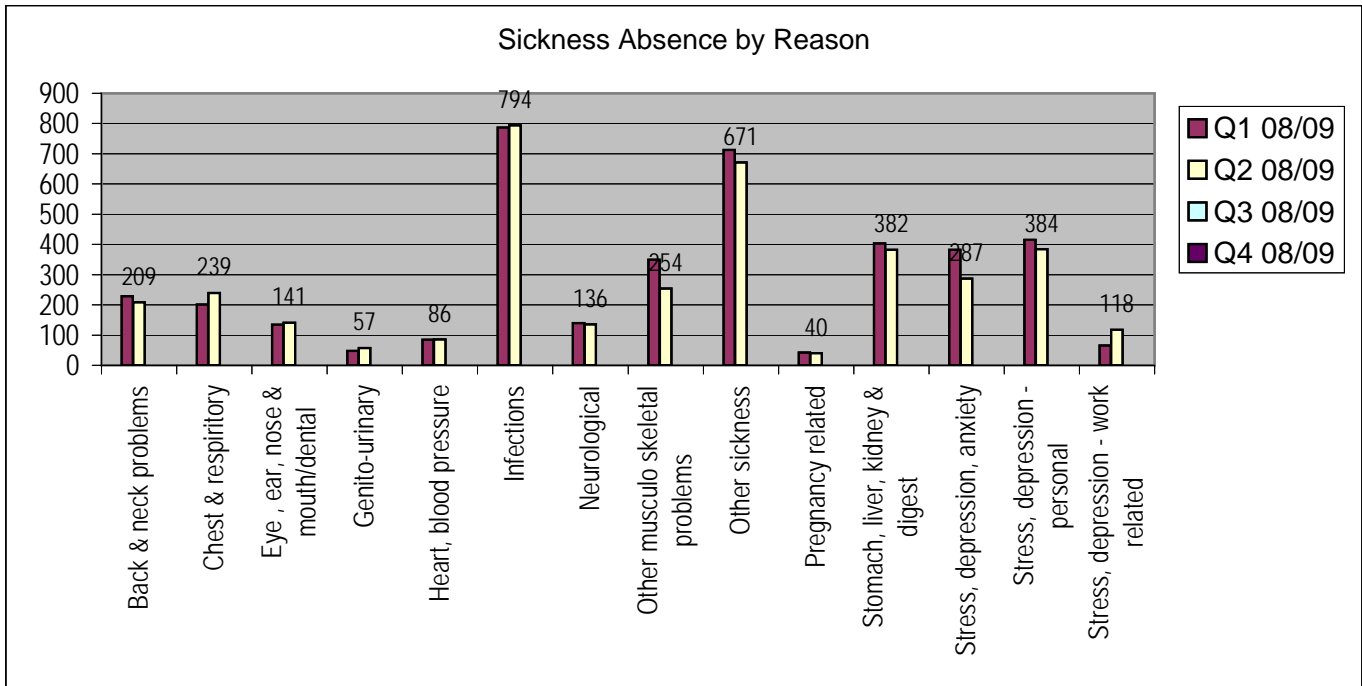


The percentage of the total absence figure attributable to short term sickness absence has decreased by 155 days (6%) over the last quarter and long term absence has reduced by 32 days (3%). The definition for long term sickness absence has been changed from absence of 40 days or more to 20 days or more.

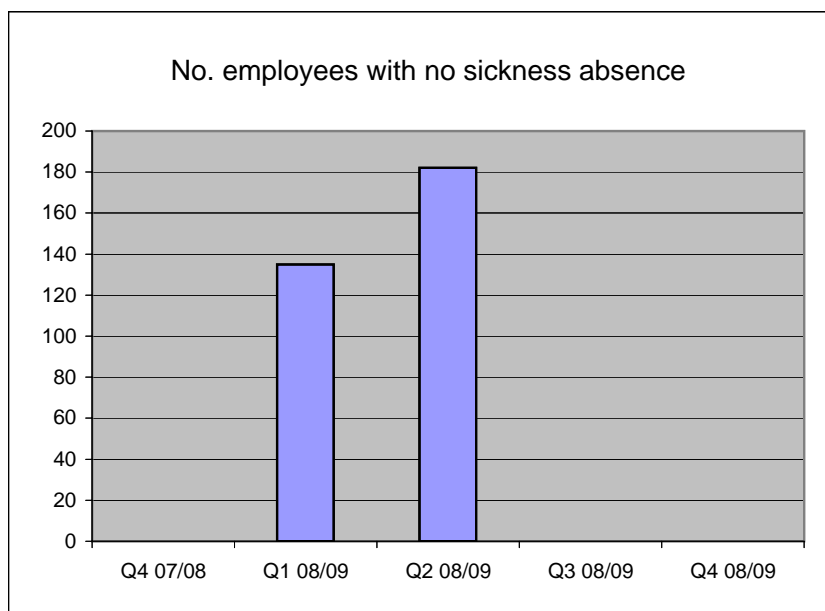


# ATTENDANCE SCORECARD

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Infections remain the most common reason given for sickness absence in the Council, with 'other sickness' given as a close second. Personal stress related absence features as the third most likely reason, however, when all stress related absence is combined, ie personal and work related and that for which the cause is unknown, this becomes the second highest reason for absence. Although in practice it is difficult to separate the personal and work issues 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 will help us to target stress interventions more appropriately. Stress is one of the key areas to be looked at by the new Health and Safety Committee and is targeted as part of the absence management process.



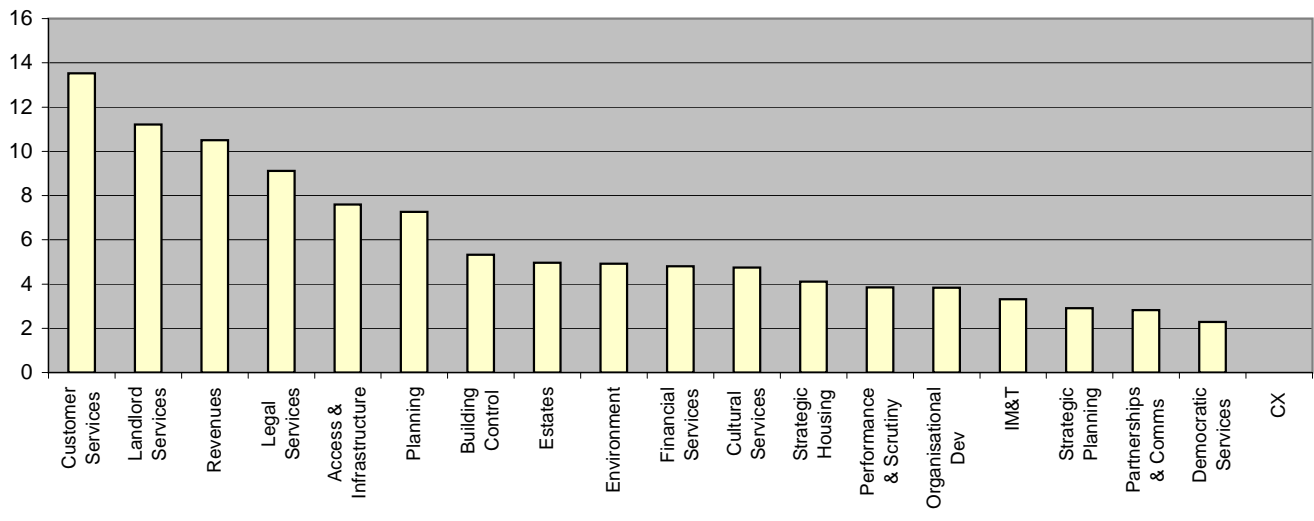
This new indicator shows that there are over 180 members of staff who have had no sickness absence in the last 12 months. This equates to over a third of the workforce and is an increase of 25% on the last 12 months. The work undertaken with divisions on absence management along with corporate strategies on employee engagement seek to increase this number over the coming year however, we must recognise that the next quarter is a winter quarter and an increase in sickness absence is more likely due to seasonal infections such as colds and flu.

# ATTENDANCE SCORECARD

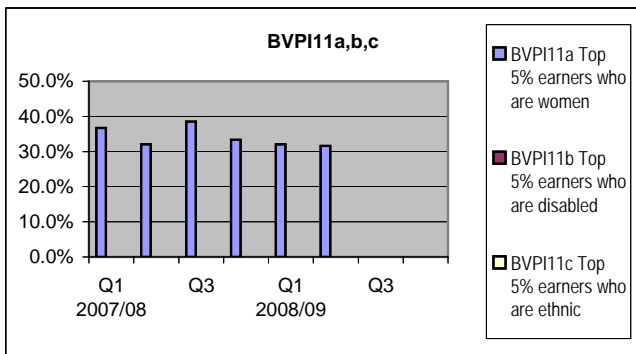


# ATTENDANCE SCORECARD

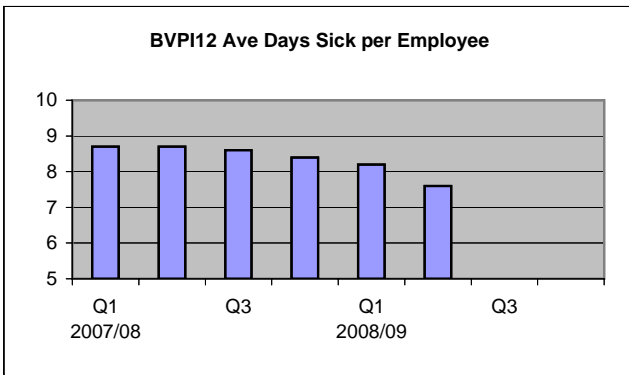
## Ave No. Days Sick/Person by Division



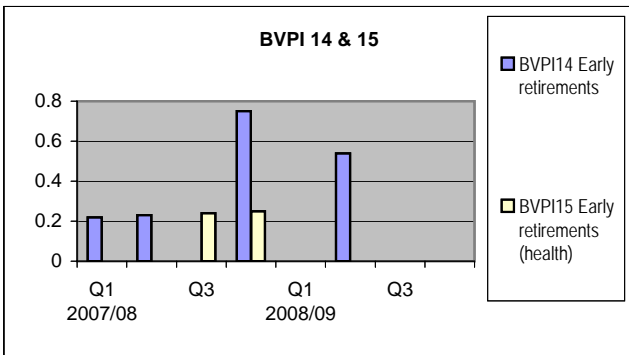
# BVPI SCORECARD



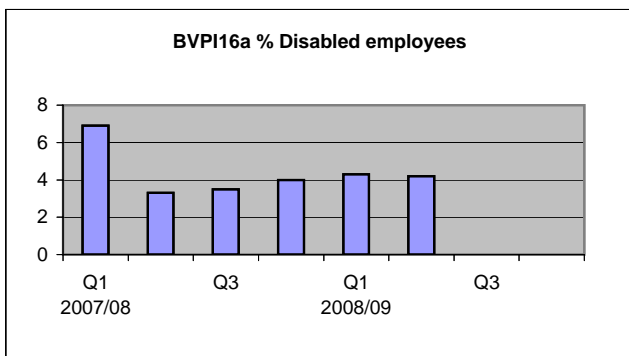
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this group of staff is relatively low there is limited scope to impact significantly on a quarterly basis.



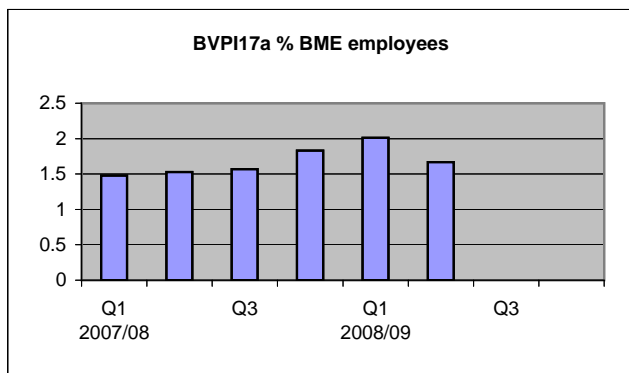
The overall levels of sickness absence fell again this quarter to 7.6 days per person, continuing the downward trend and exceeding the target of 8 days per person. More detailed absence profiling is shown in the Attendance Scorecard



There have been no early retirements on health grounds this quarter but there have been 2 early retirements due to redundancy. These were a result of planned restructures and the business case for each agreed by this committee.



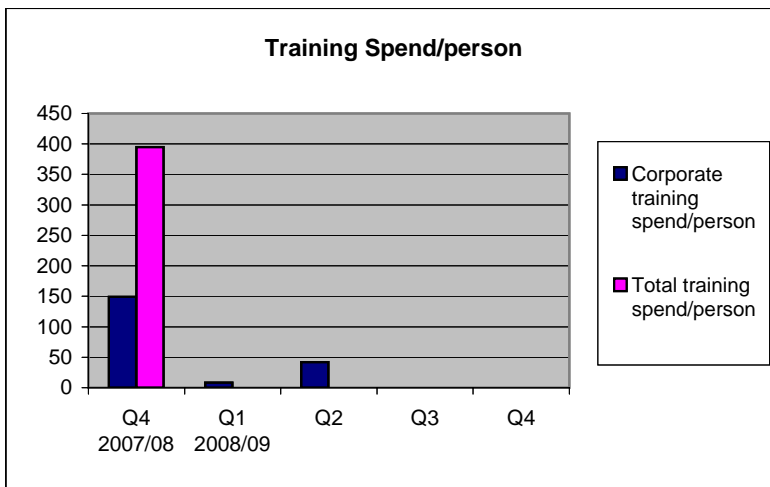
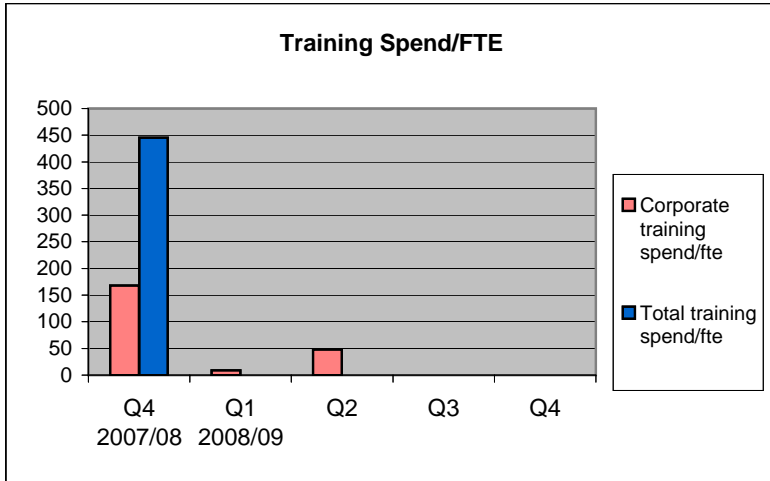
The percentage of disabled staff employed has shown a slight decrease this quarter although the general trend has been upwards. The significant drop between quarter 1 and 2 in 07/08 relates to a change in the way in which the indicator was calculated rather than an actual increase in number. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations.



There has been a 0.3 point reduction in the percentage of staff from ethnic minority groups although the general trend has been upwards and the overall percentage remains higher than the same period last year. Work continues to promote equalities in employment and in service provision.

# BVPI SCORECARD

# TRAINING SCORECARD



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, training needs are identified at appraisal during quarter 4 and training plans are developed during quarter 1. The corporate training spend is low in quarter 1 as these plans are still being developed and the learning interventions are carried out in quarter 2 and during the rest of the year. The Divisions also manage their own training budget that is used for professional training and is not reported here. This forms part of the total training spend reported at outturn.



# HR Quarterly Business Plan Monitoring










Generated on: 14 November 2008

Rows are sorted by Action Code.

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 superceded by the Equality Framework. A definitive outcome will be added following publication of the finalised Framework and our assesment 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	Storage audit completed. First clearing day completed. Phase 2 City Offices continuing 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	Strategy agreed. Action plan being implemented.
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 implemented
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		66 %	30/11/2008	Programme agreed. 6 candidates selected and being matched to secondment posts
08/HRE/HRE/009	Review and development of new PIs	New local PIs to enable effective monitoring of workforce	Revised set of PIs agreed		100 %	01/09/2008	Further PIs being developed in line with new on line appraisal system
08/HRE/HRE/010	Implementation of Workplace Volunteering	Implement policy for Employer Supported Volunteering	Employees supported in providing service back to community through voluntary work		100 %	30/06/2008	In place and in use
08/HSE/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		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		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		40 %	31/10/2008	Nomination and election process agreed. Nominations being sought
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		100 %	30/09/2008	System in use. Reporting being developed
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		100 %	31/07/2008	
08/HSE/HSE/015	Service Review	Fundamental service review	Service review completed		100 %	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		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		0 %	28/02/2009	
08/HSE/HSE/018	Support implementation of Local Access Points	Local Access Points developed and staffed to improve local access to services	Local Access Points implemented		0 %	31/03/2009	Local Access Points being developed. Not on line yet

Action Status	
	Completed
	Assigned; In Progress
	Unassigned; Check Progress; Not Started
	Overdue
	Cancelled