

PERSONNEL COMMITTEE

23 February 2009

HUMAN RESOURCES – PERFORMANCE MONITORING REPORT – QUARTER 3  
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:

PER157 Human Resources - Performance Monitoring Report - Quarter 2 14  
November 2008/09

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 October 2008 to 31 December 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.

## PERSONNEL COMMITTEE

23 February 2009

### HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 3 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 third 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 was first reported in the new graphical format to this Committee in June. Following positive feedback from Members, this format has been adopted although as stated at the outset, the indicator set will continue to be 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 3 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 October 2008 to 31 December 2009 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.

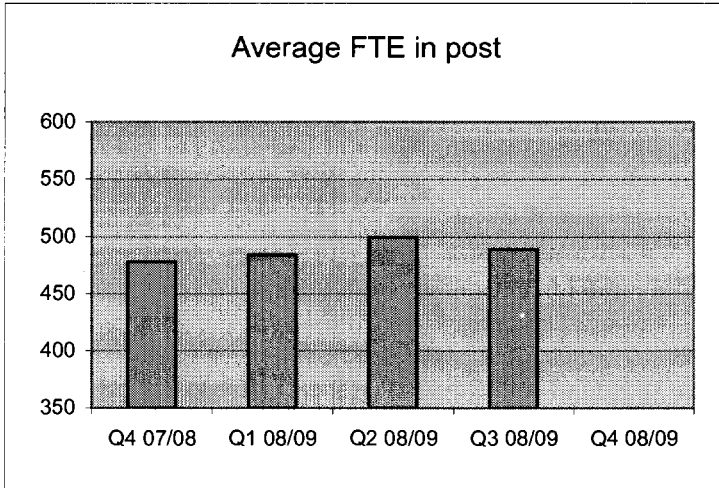
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

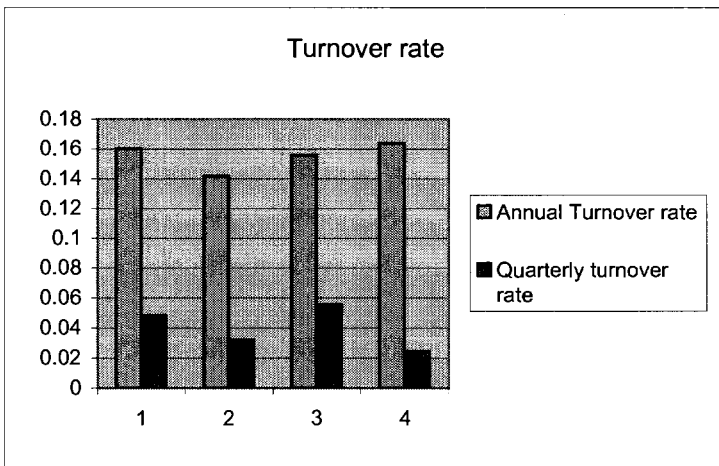
APPENDICES:

Appendix 1a - e Human Resources Performance Indicators

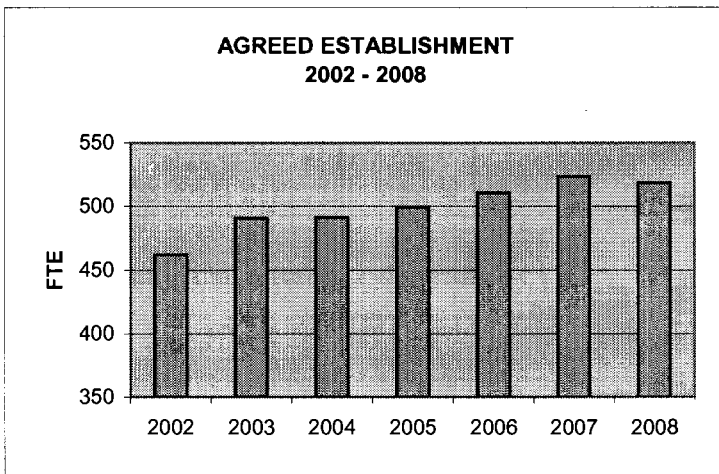
Appendix 2 Human Resources Division Business Plan Monitoring



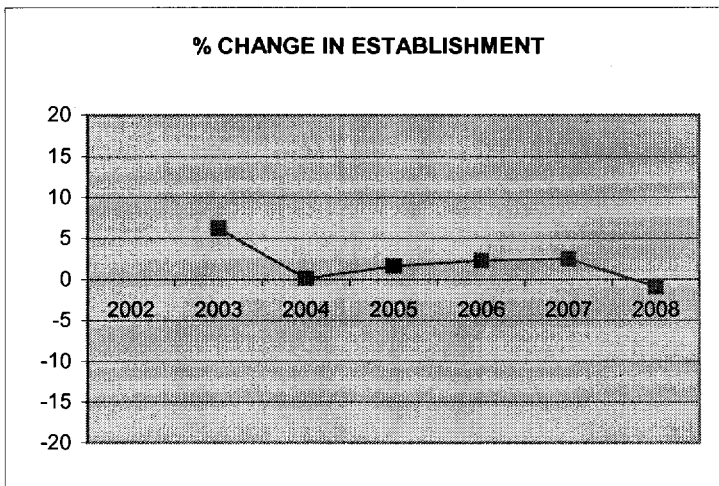
The annual average number of fte in post has decreased over the last quarter which would normally indicate an increase in the number of vacancies. However the headcount and actual fte in post has remained stable over the last two quarters. The focus on budgets and the increasing need to tighten the payroll budget has resulted in a number of vacant posts being removed from the establishment impacting on the vacancy rate, which has reduced significantly this quarter from 7% to 2.4%. The overall reduction showing this quarter is a result of lower fte in post figures in the first 2 quarters impacting on the overall average figure.

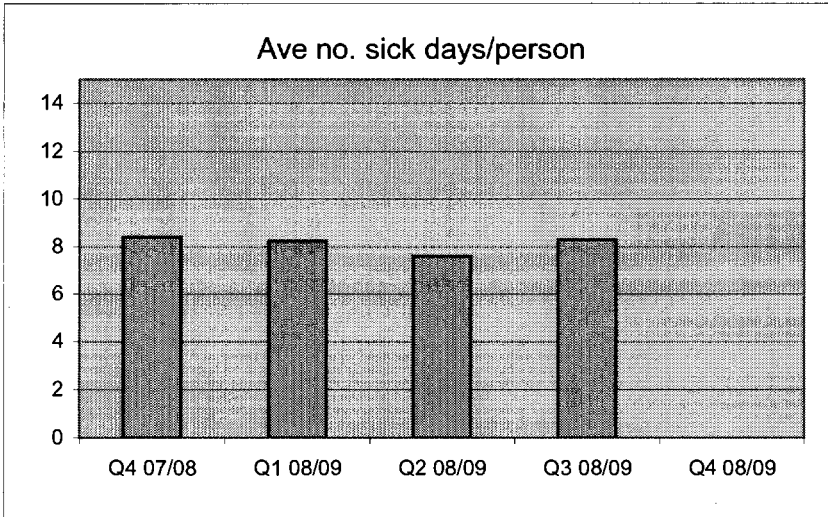


Quarterly turnover figures show a significant decrease this quarter which is what would be expected for the third quarter. The end of Q2 will normally show higher turnover as temporary summer contracts end and those employees following an academic career leave to start their studies. We would therefore expect to see a lower turnover figure for Q3. The annual turnover figures show an overall increase, although this is likely to relate to higher turnover rates through the year. We would normally expect to see voluntary turnover increase in the last quarter as the New Year is traditionally the time staff seek new opportunities, however due to the current financial

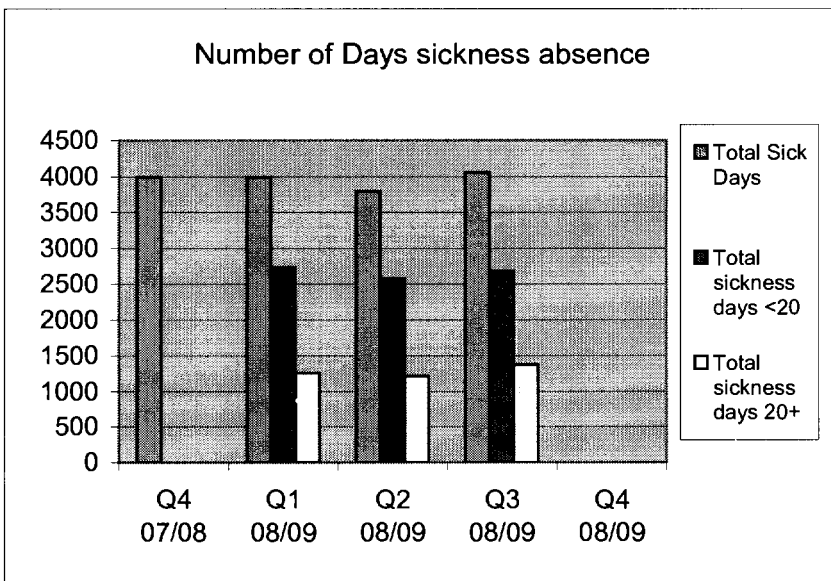


This indicator is reported annually and quarterly information is not currently available. This information is being collated with the view to reporting establishment changes on a quarterly basis. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management 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.

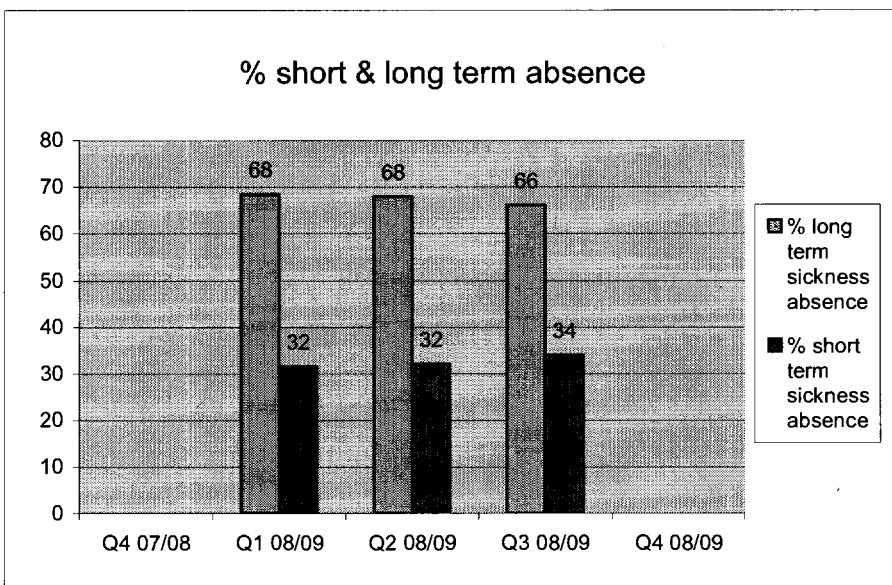


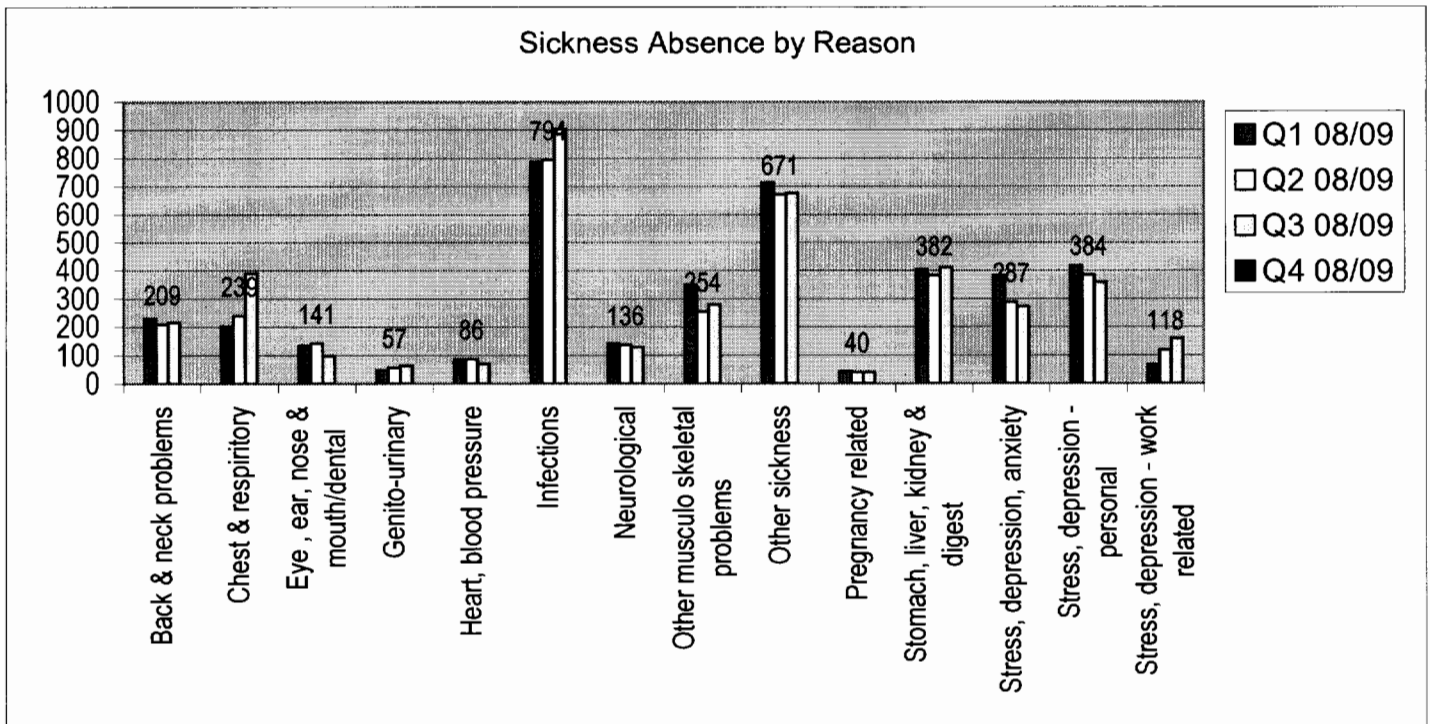


The average number of days sick per person has increased this quarter returning to the levels of absence shown in quarter 1. This was not unanticipated as quarter 3 is a winter quarter with traditionally higher level of seasonal illnesses such as colds and infections. Work continues with managers to address sickness absence within divisions and to reduce the overall absence figures further.



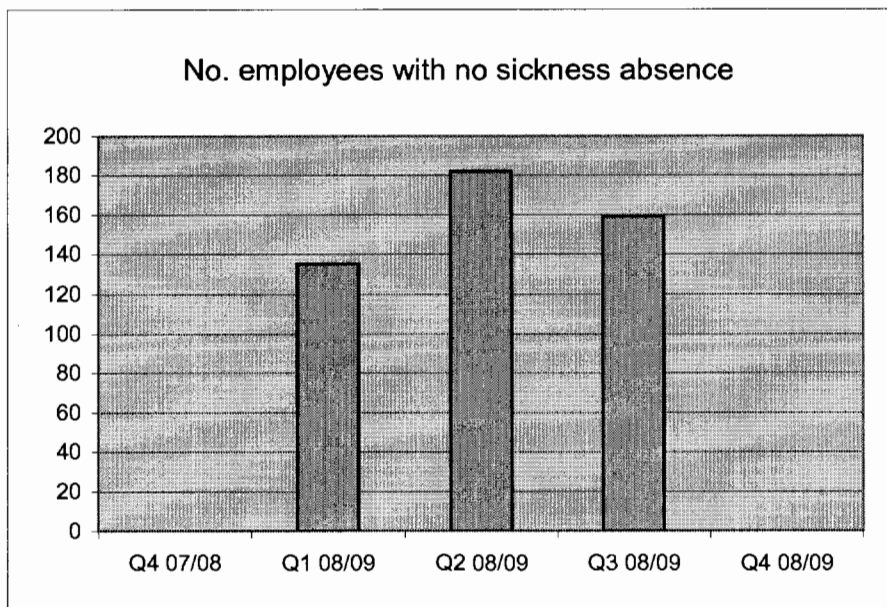
The percentage of the total absence figure attributable to short term sickness absence has increased by 102 days (3%) over the last quarter which is expected over a winter quarter. Long term absence has also increased by 159 days (11%). The cases of long term sickness absence are being managed on an individual basis under the Policy for Managing Sickness Absence and every attempt is being made to ensure as quick a resolution as possible.





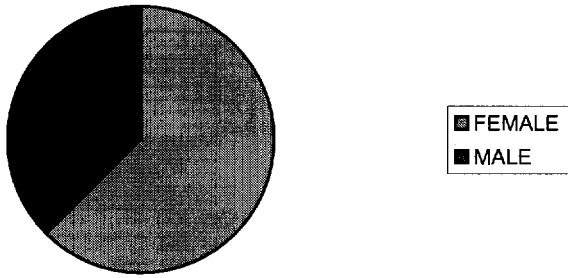
The number of days sick attributable to 'infections' has increased this quarter as expected and this remains the main cause of sickness absence with 'other sickness' given as a close second. Whilst there has been a 34% increase in absence attributed to work related stress this quarter, the total number of days attributed to stress (of any kind) has decrease by 10%. The new categories of Personal and Work Related Stress were introduced early in 2008 and this has meant that the days have been redistributed among the categories. This means that although according to the figures shown, work related stress has increased, this is not necessarily the case. The number of days attributed to general stress have decreased proportionally to the increase in the other categories. Any stress related absence, particularly those identified as work related stress are investigated and where appropriate measures put in place to address this. The current resource constraints facing the Council may mean that staff are being asked to do more in the time available to them and this must be monitored to ensure that staff are not overstretched causing work to have a detriment

Stress is a key focus of the Corporate Health and Safety Committee.

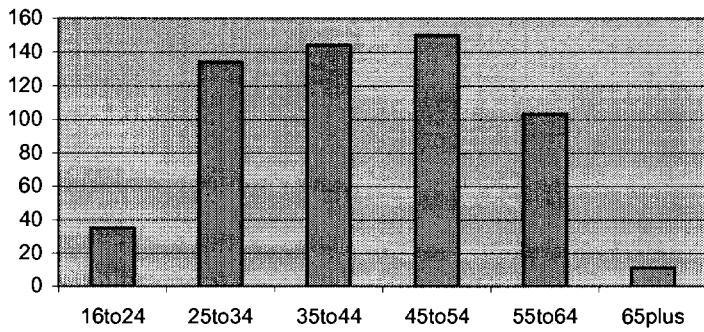


This new indicator shows that there has been a 12% reduction in the number of staff who have had no sickness absence in the last 12 months. This links with the overall increase in sickness absence over the quarter which was anticipated and predicted in the reporting last quarter. The work undertaken with divisions on absence management along with corporate strategies on employee engagement continue to seek to increase this number over the coming year.

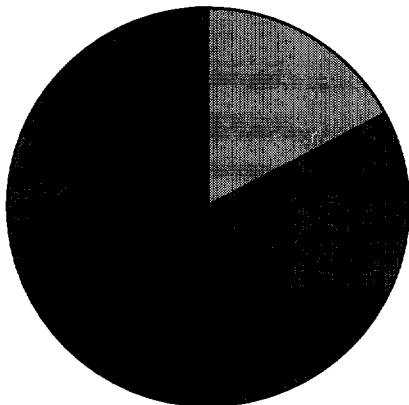
**GENDER PROFILE**



**AGE PROFILE**

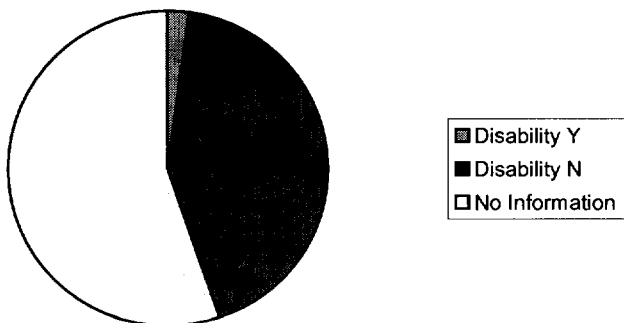


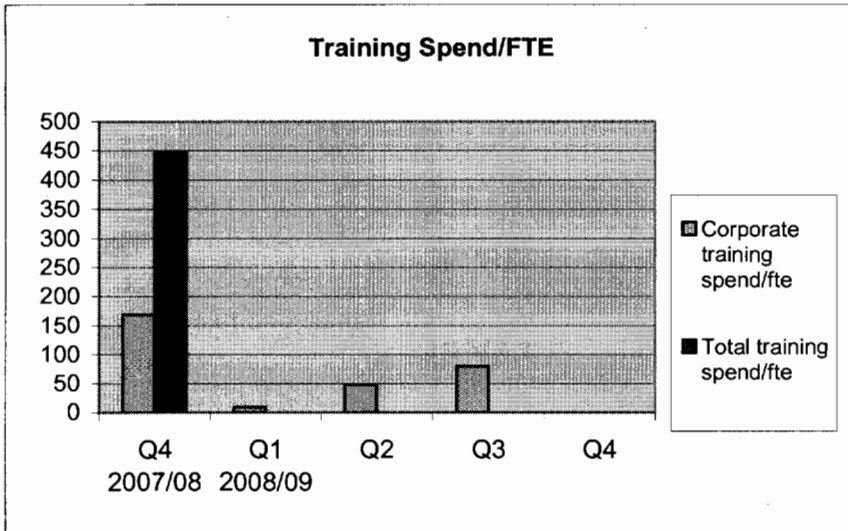
**ETHNIC PROFILE**



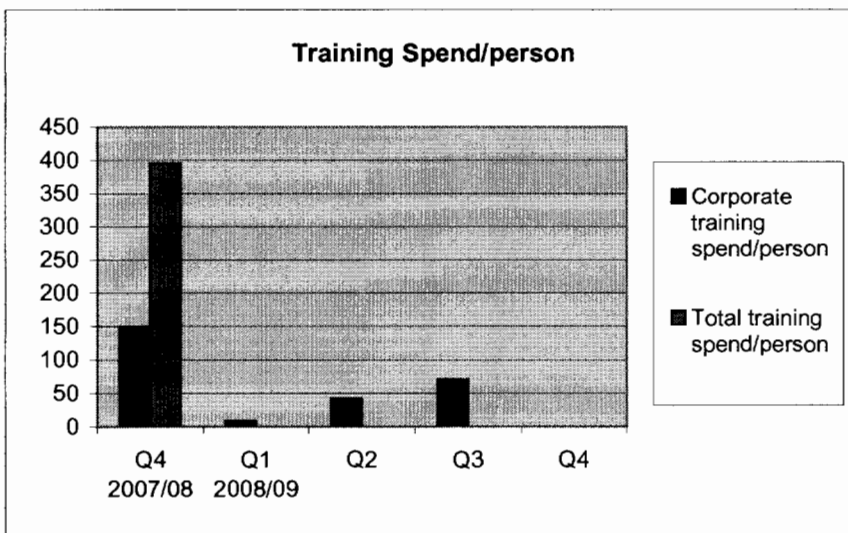
- No Information
- Total White
- ASIAN OR ASIAN BRITISH
- BLACK AFRICAN
- CHINESE
- MIXED - WHITE AND BLACK CARIBBEAN
- OTHER ASIAN BACKGROUND
- OTHER BLACK BACKGROUND
- WH OR BL BRITISH - CARIBBEAN
- WH OR BL BRITISH - AFRICAN

**DISABILITY PROFILE**

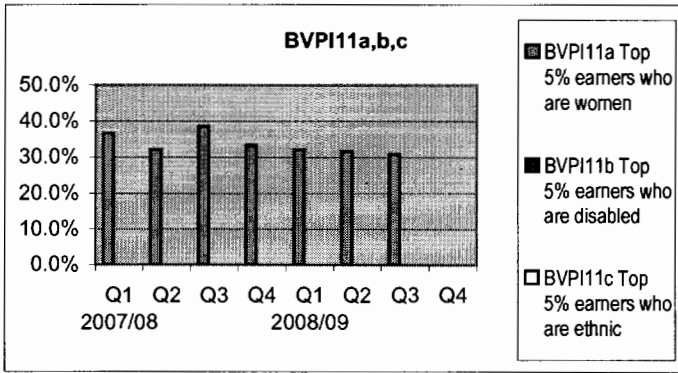




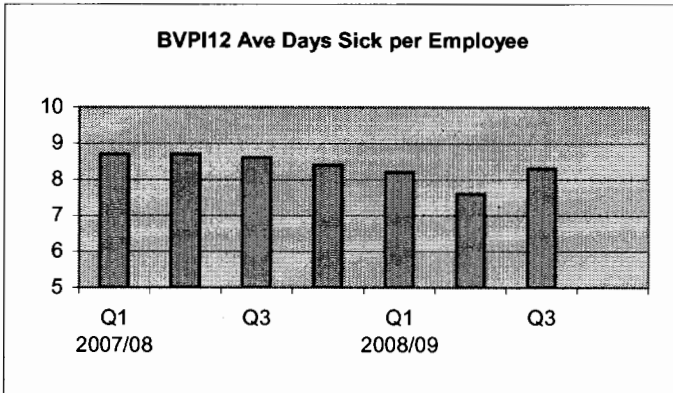
The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified both in the Corporate Training Plan and in annual appraisals. The corporate training spend is low in quarter 1 as these plans are still being developed and the learning interventions throughout the rest of the year. The corporate training spend shows a consistent increase over the first 3 quarters. Because of the way in which external providers invoice for a planned programme of courses we would normally expect the majority of the spend to show in quarter 4 although the training may have been carried out throughout the year. This would account for the significantly higher level of corporate training spend in quarter 4 last 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



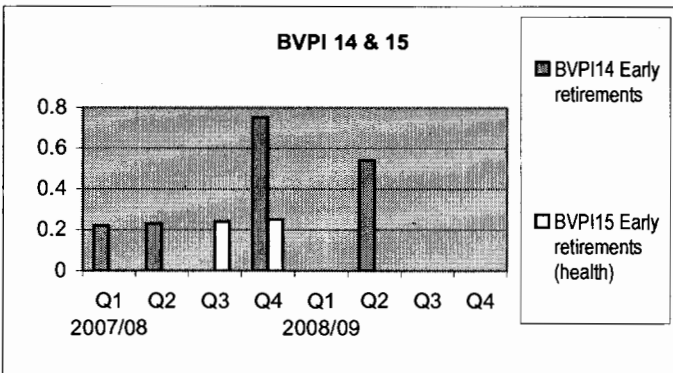




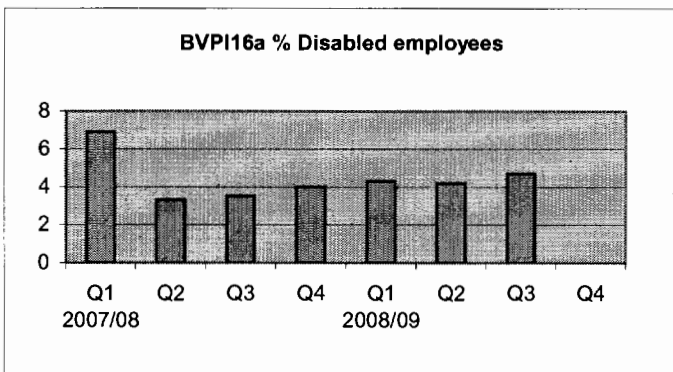
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this group of staff is relatively low there is limited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



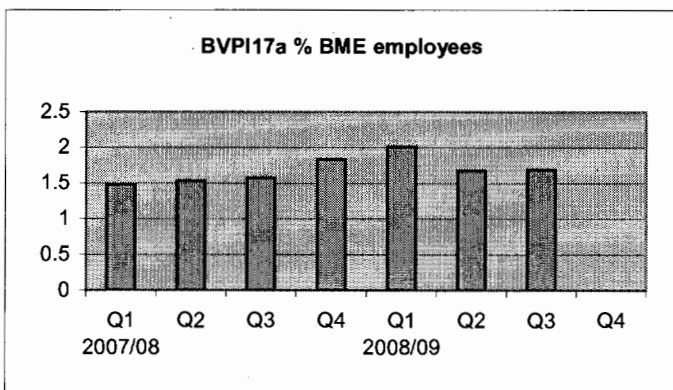
The overall levels of sickness absence increased this quarter to the levels shown in quarter 2. Detailed absence profiling is shown in the Attendance Scorecard



There have been no early retirements this quarter either as a result of ill health or redundancy. With further organisational change anticipated, there is a possibility that there may be further early retirements in the coming year.



The percentage of disabled staff employed has shown a slight increase this quarter in line with the general upward trend. 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. The management of absence policy



There has been a 0.1 point increase in the percentage of staff from ethnic minority groups. 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.

APX 2

# HR Quarterly Business Plan Monitoring








Generated on: 11 February 2009

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 superseded by the Equality Framework. A definitive outcome will be added following publication of the finalised Framework and our assessment process		33 %	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 Phase 1	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.		100 %	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	Information on Management Development on Training Portal. Coaching programme for SMG completed and evaluated. Monitoring ongoing success through appraisal outcomes.
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		83 %	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		33 %	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		100 %	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		100 %	30/11/2008	Programme agreed. 4 candidates selected and matched to secondment posts. Funding difficulties being investigated for further 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	Reporting to new scorecard. 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 needs workforce development for the next 5 years	Revised workforce development plan agreed and implemented	16 %	31/03/2009	Workforce information developed and being considered in light of future organisational aims and objectives
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 for outturn
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	E-induction live. Corporate induction programme rolled out and positively received
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	33 %	31/03/2009	Revisions to People Strategy being considered in conjunction with the development of the Workforce Development Plan
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	100 %	31/03/2009	Local Access Points live

**Action Status**

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