

PERSONNEL COMMITTEE

14 September 2009

HUMAN RESOURCES – PERFORMANCE MONITORING REPORT – QUARTER 1
2009/10

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER163 - Human Resources Division 2008/09 Performance Outturn - 8 June 2009

EXECUTIVE SUMMARY:

This report sets out the performance information related to the Business Plan for Human Resources Division and reports against the local performance indicators covering the period 1 April 2009 to 30 June 2009.

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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14 September 2009

HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 1 2009/10

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 As Members are aware new local performance indicator set was introduced in quarter 1 2008 and reported against throughout 2008/9. Reporting will continue against these indicators for the coming year. Performance indicators continue to be developed where additional information is considered useful for monitoring purposes.

2. Performance Indicators

2.1 Performance monitoring for quarter 1 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.

2.2 The performance information for the period 1 April 2009 to 30 June 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. SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN (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 Contained in the detail of the report.

6. RISK MANAGEMENT ISSUES

6.1 Increased levels of absence impact on productivity and the ability to deliver a cost effective service.

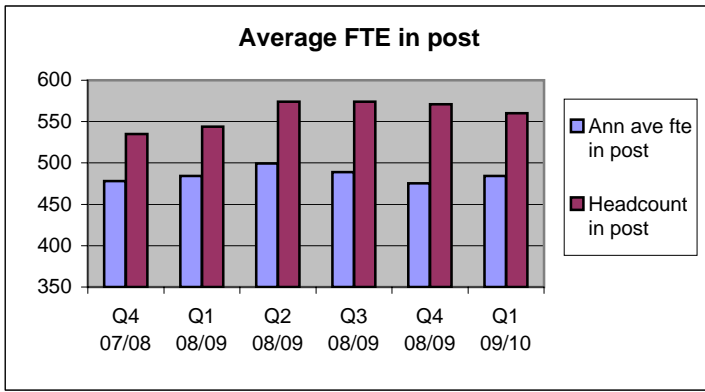
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

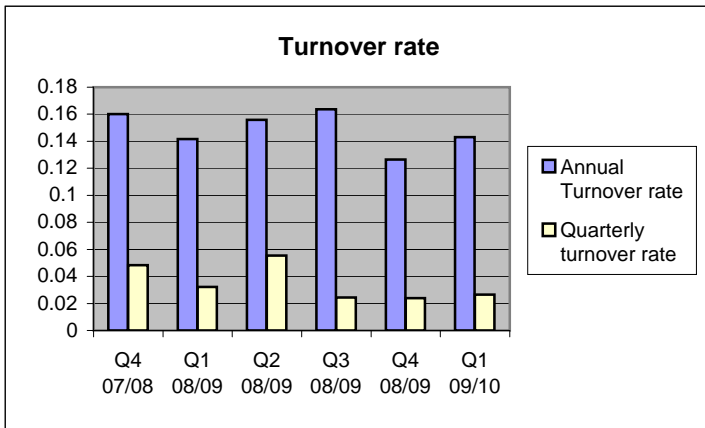
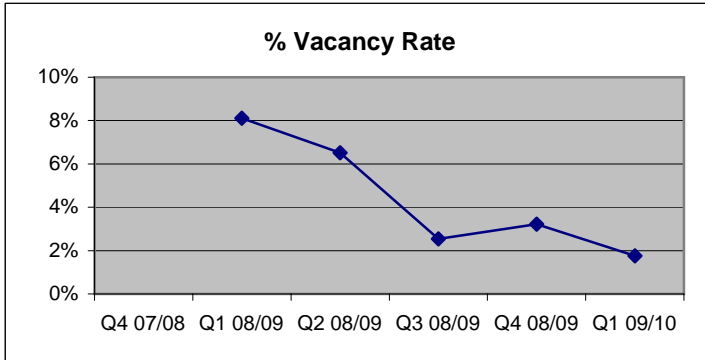
APPENDICES:

Appendix 1a - e Human Resources Performance Indicators

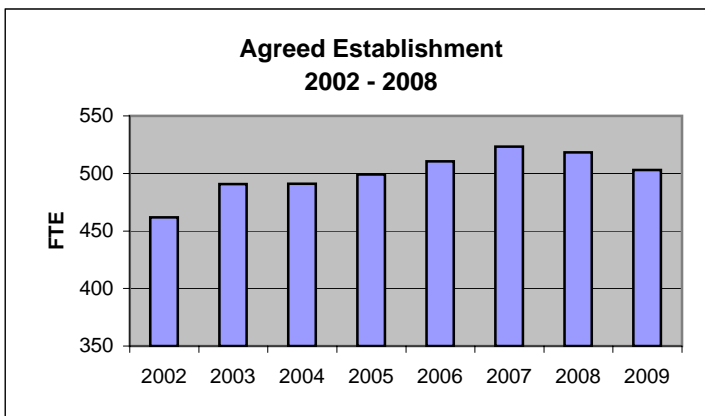
Appendix 2 Human Resources Division Business Plan Monitoring



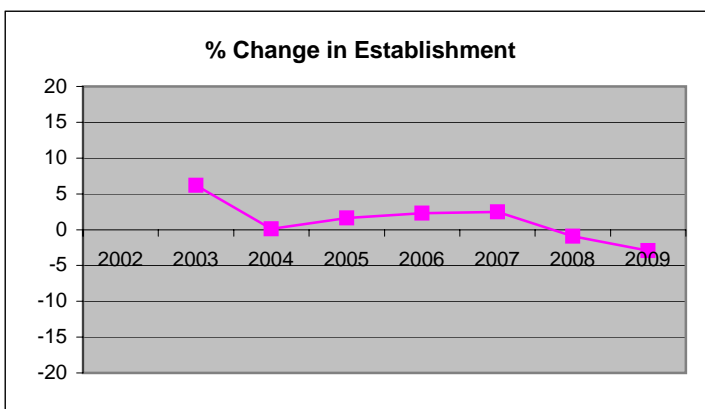
The annual average number of fte in post has increased slightly over the last quarter, coupled with a fall in the vacancy rate. The headcount in post has decreased. The disparity between the headcount and fte in post can be linked to the number of staff working part time hours and the steady increase of requests for flexible working hours. The continuing focus on budgets and the need to make savings has resulted in posts being held vacant for a period of time as part of a vacancy management process. A number of these vacancies have now been released for recruitment and this has caused the decrease in vacancy rate for the quarter.

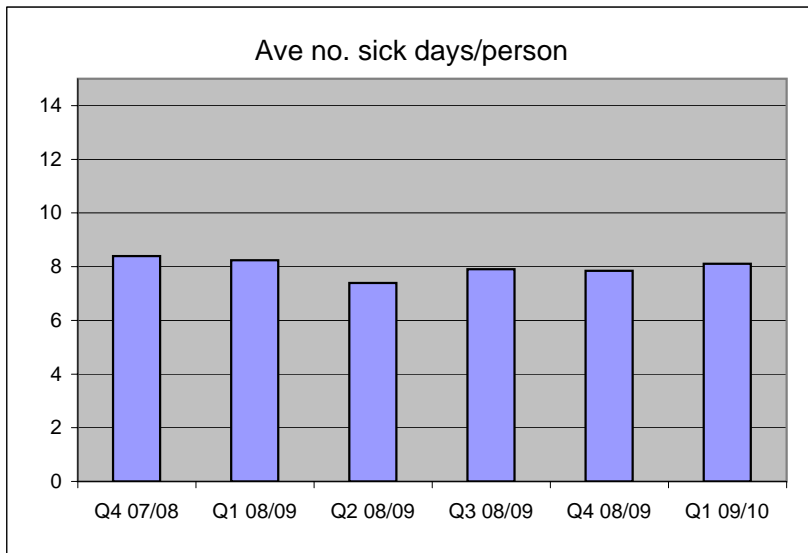


Quarterly turnover figures have increased slightly this quarter which was predicted last quarter as the outcome of recent divisional restructures impact this quarter. The annual turnover figures show an increase although as annual figures are based on the average headcount over 12 months, they will reflect the fluctuations in headcount over that period. Turnover figures are expected to remain low in quarter 2 as the job market continues to be challenging with rising unemployment.

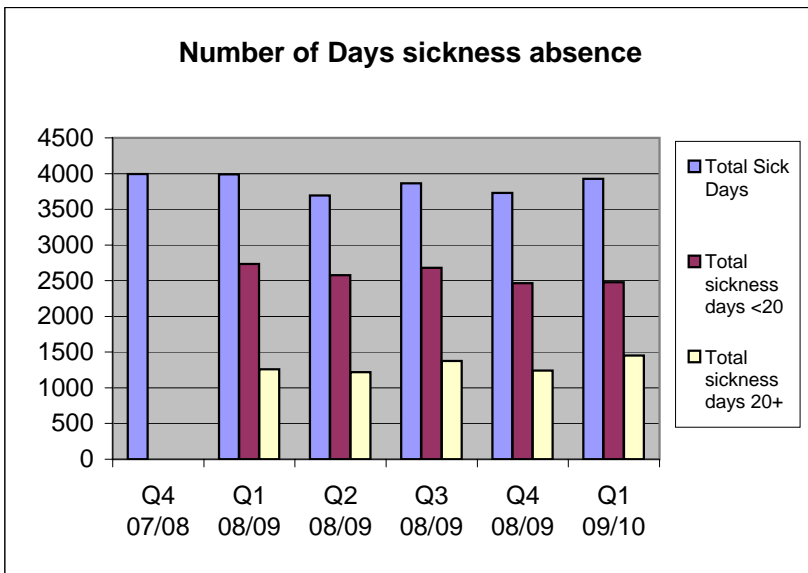


This indicator is currently reported annually. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management and the requirement for managed savings, has seen a reduction in the Council's agreed establishment over the last 2 years. This figure does not take into account temporary staff who are employed in non established posts or those posts that are fully funded externally.

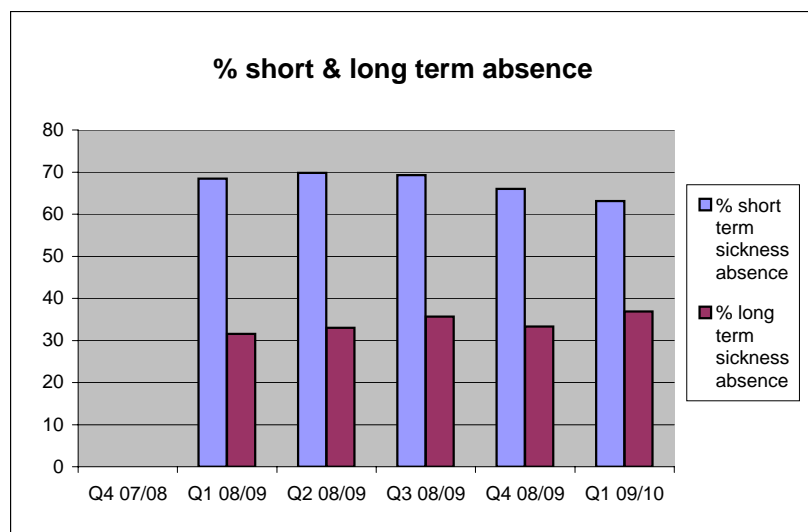


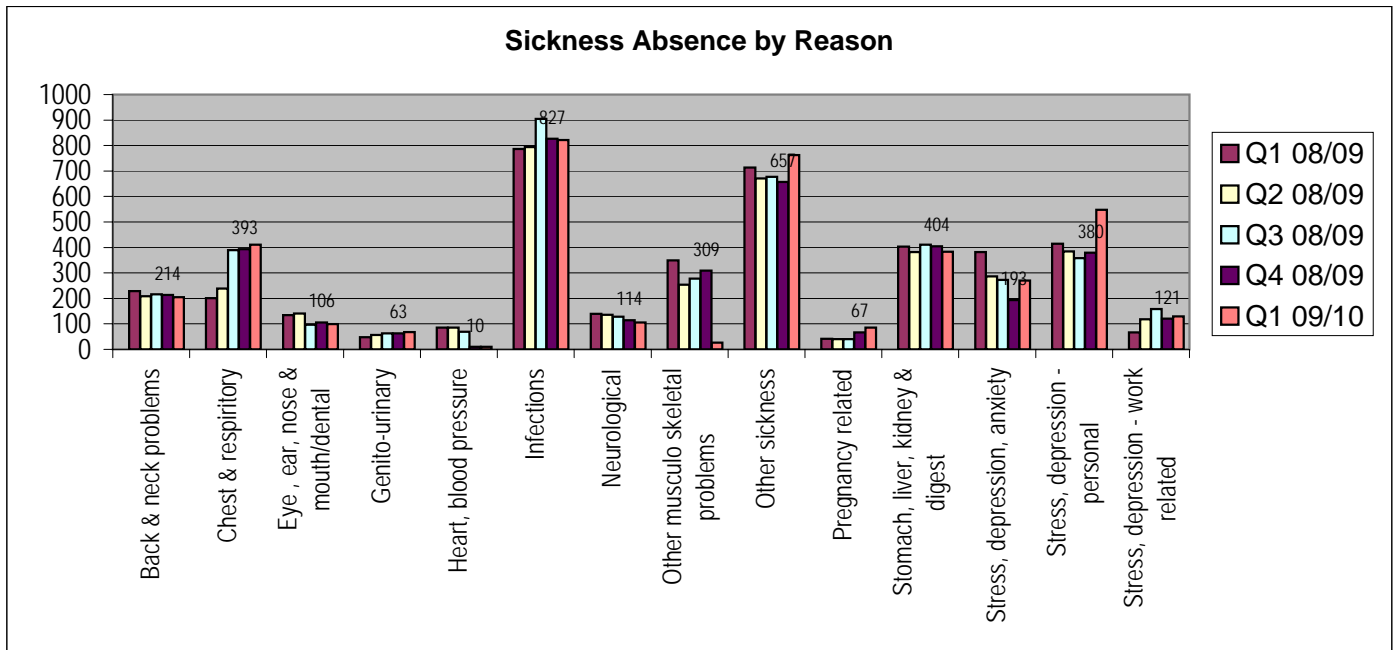


The average number of days sick per person has shown an increase this quarter to 8.1 days and has returned to a level comparable with the first quarter of last year. With the current threat of swine flu, we could have expected to see an increase in the number of flu like illnesses, however, this does not appear to have been the case. The most significant rise has been seen in stress related absence, which is long term. This appears to be concentrated in one area and action plans are being set up to understand the causes of this increase and to deal with the absence.

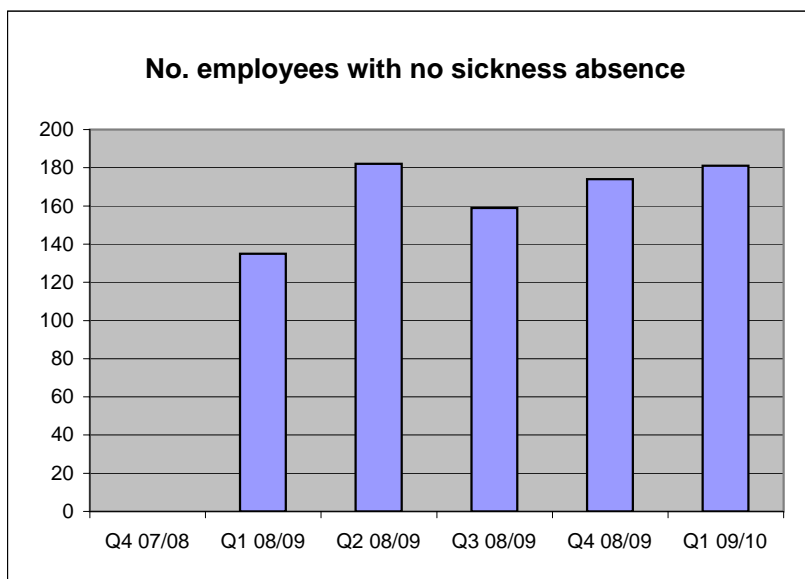


The percentage of the total absence figure attributable to short term sickness absence has remained stable this quarter, despite the national predictions of an increase as a result of swine flu. To date only 4 cases of swine flu or suspected swine flu have been identified in the Council. Long term absence has shown an increase of 270 days this quarter. 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.

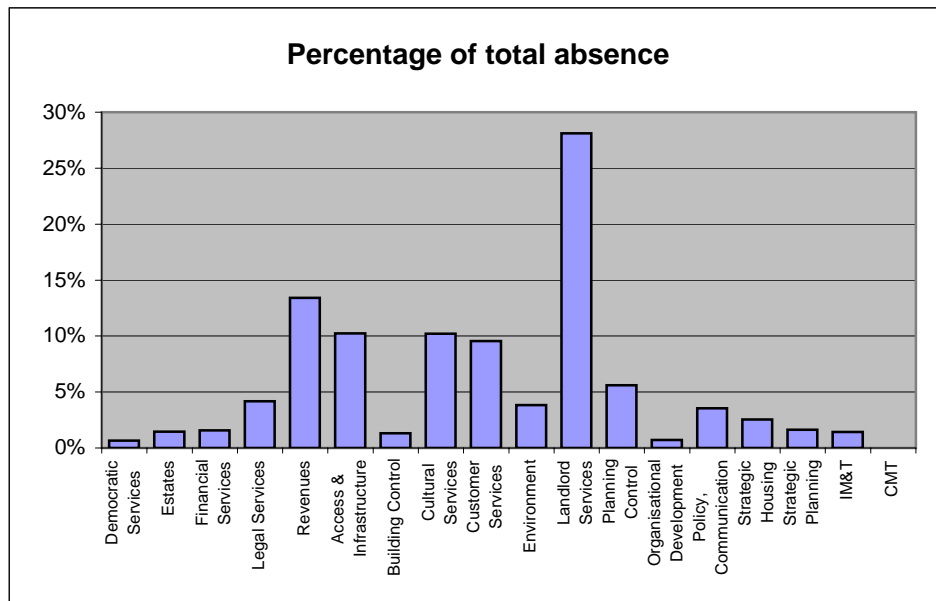
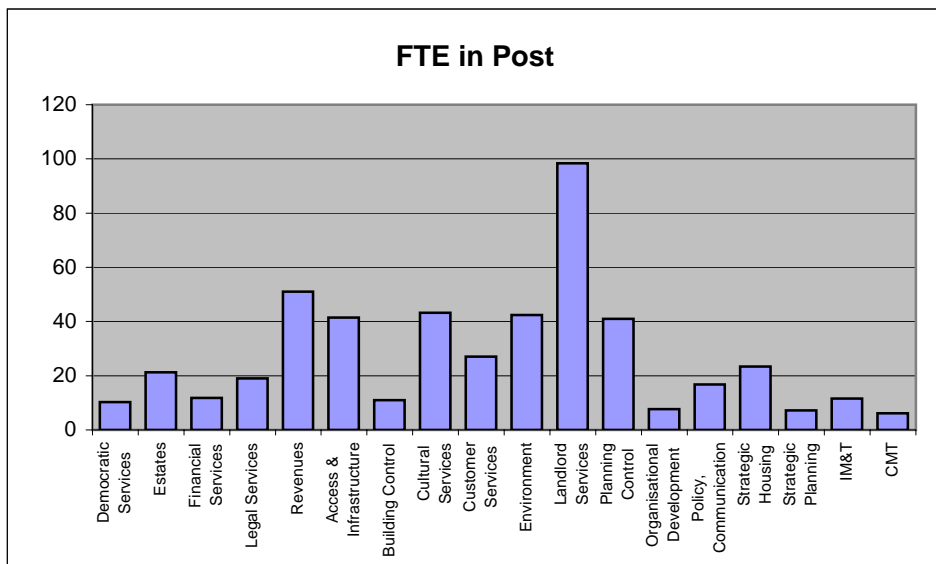
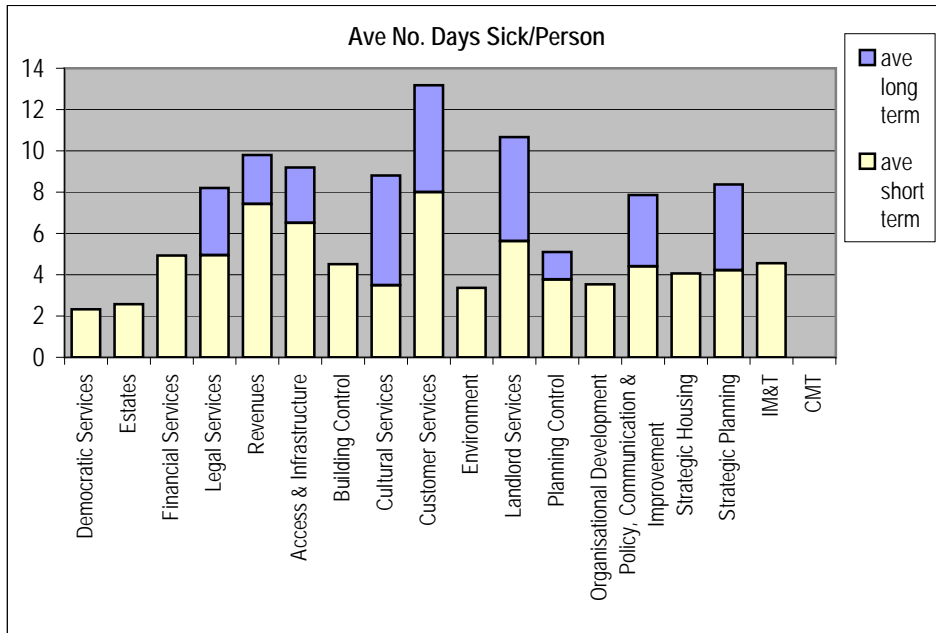


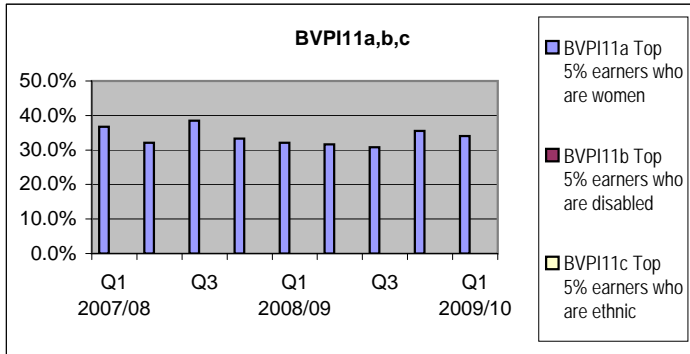


Stress related absence has become the highest cause of absence this quarter, with increases over all 3 categories personal, work related and general stress. Work related and personal stress have seen the most significant increases, and this appears to be concentrated mainly in one area of the Council. Action plans are being drawn up to address this with the departments affected. Any cases of stress, particularly when attributed to work are investigated and action taken to adjust work where possible. Where personal stress is identified as the cause, welfare plans are put in place, including access to the counselling service. 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 detrimental effect on their health. Stress is one of the key areas of focus for the Corporate Health and Safety Committee and is targeted as part of the absence management process. A stress audit has been carried out and the results are being collated for discussion at CMT and SMG.

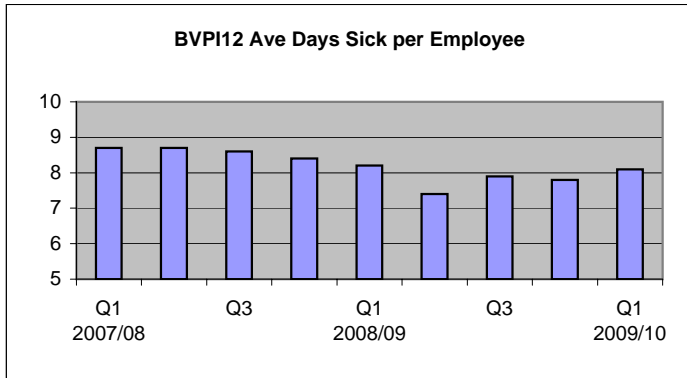


Despite the overall increase in absence levels, there has been a further increase in the number of staff who have had no sickness absence in the last 12 months. Taking this together with the stable level of short term sickness absence, this supports the view that the increase is due to an increase in long term sickness absence and can be attributed to a small number of cases.

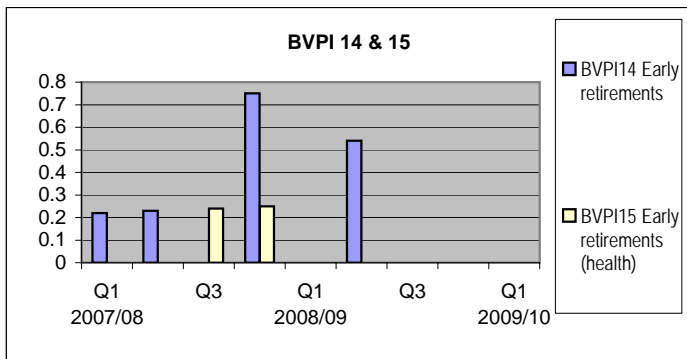




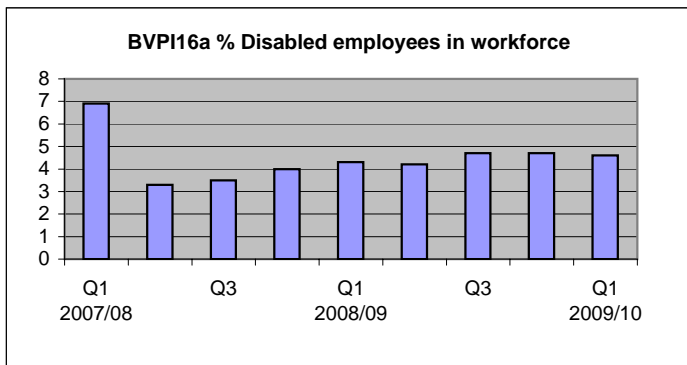
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this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



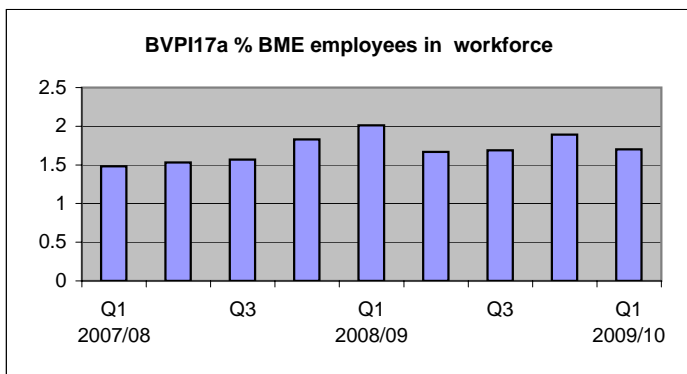
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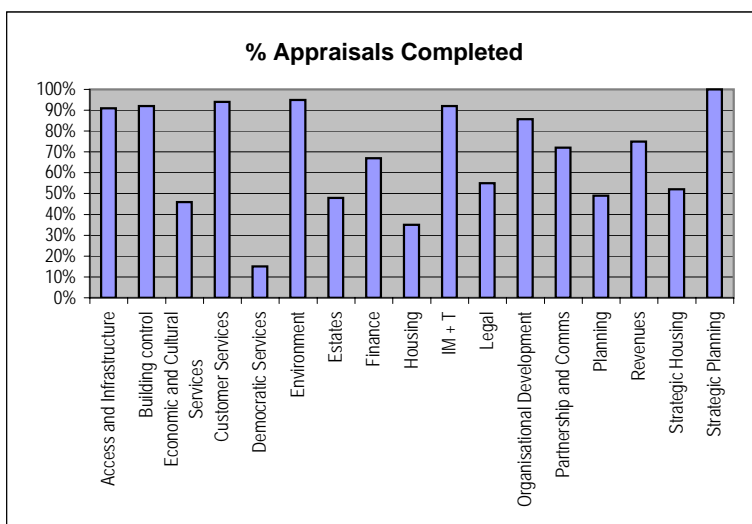
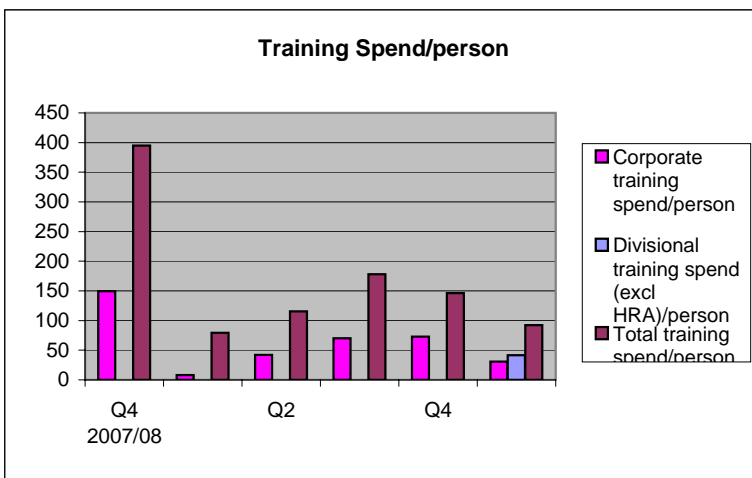
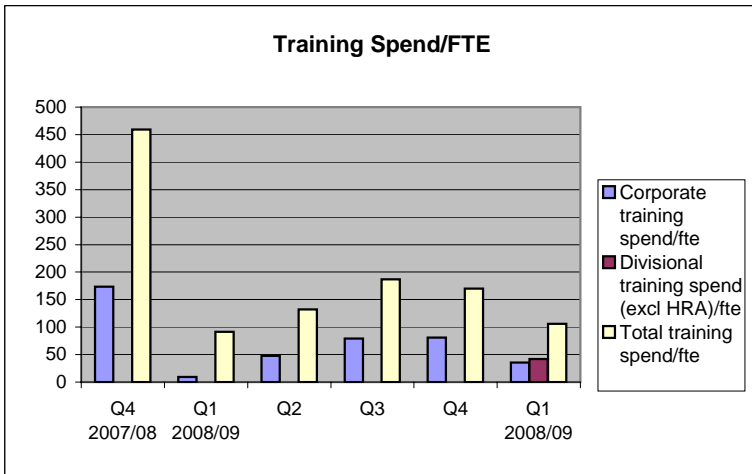
There have been no early retirements over the last 3 quarters either as a result of ill health or redundancy. With ongoing organisational change anticipated, there is a possibility that there may be further early retirements in the coming year.



The percentage of disabled staff employed remains stable 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. 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 ensures that every effort is made to keep staff who are able to work in suitable employment.



There has been a slight decrease 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.



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. Each division also has a training budget which is spent on department specific training and CPD. The training spend has been low in quarter 1 as training plans identified through appraisal are these plans are being developed and the learning interventions carried out throughout the rest of the year. Training spend in quarter 2 remains lower as less training is carried out within the summer months due to the large number of staff taking leave. The corporate training spend shows a consistent increase over the first 3 quarters. Changes in accounting practices have now enabled training spend to be monitored on a quarterly basis both for corporate and divisional training spend. The training budget for 2009/10 has been centralised and £60,000 of savings identified. The training needs for the Council will be identified through the appraisal process and specific requests considered against departmental and corporate priorities.

The on line appraisal system was implemented and used for the first time this year, allowing the completion of appraisals to be monitored. The graph shows the percentage of appraisals completed within each Division. This information is monitored and sent to managers on a monthly basis to discuss with their management team.

HR Quarterly Business Plan Monitoring












Report Type: Actions Report

Generated on: 25 August 2009

Rows are sorted by Code

Action Code	Action Title	Description	Expected Outcome	Status Icon	Progress	Due Date	Latest Status Update
OD/OD/01	Flexible Resource Management	Develop and implement a strategy for using workforce more flexibly	A more flexible approach to matching resources to service needs across the Council		33 %	31 Mar 2010	Revised Vacancy Management process implemented. Strategy being drafted linked to vacancy management, talent management and workforce development plans
OD/OD/02	Flexible Working Programme	Continued roll out of the flexible working programme	Continued reduction in the cost of office accommodation		33 %	31 Mar 2010	Programme continuing. Break out areas completed. Meetings held to facilitate move of car parks to City Offices.
OD/OD/03	People Strategy & Workforce Development Plan	Implement a revised People Strategy & Workforce Development Plan to support the development of a flexible workforce and in line with the principals of the Local Government Workforce Strategy	A strategy which ensures that employment practices are put in place now to ensure they meet present and future customer requirements and are not restricted by past practices		16 %	30 Jun 2010	Current strategy and workforce development plan reviewed against principals of Local Government Workforce Strategy. Plans being drafted to support requirement for an increasingly flexible skilled workforce and joint working arrangements
OD/OD/04	Total Reward and Engagement Strategy	Continued implementation of the Reward Strategy action plan	Improved levels of recruitment and retention		40 %	31 Mar 2010	Total reward system implemented with salary sacrifice childcare vouchers and bike scheme. On line appraisal system implemented and management information now being developed.
OD/OD/05	Budget Management	Improve management of training, overtime and agency staff budgets	Reduced costs of overtime and agency staff. Improve allocation of training budget to ensure consistent spend		66 %	31 Mar 2010	Training budget allocated in accordance with CPD requirements and development needs identified on appraisal system. Planned savings identified.
OD/OD/06	Support new Finance Systems	Support the implementation of new Finance systems	Improved workforce information		0 %	31 Mar 2010	Developing links for management information.
OD/OD/07	HLOWLA Waste Project	Support the implementation of the HLOWLA waste management contract	Cost efficient provision of waste service		50 %	31 Mar 2010	Discussions continuing with HLOWLA group to consider business case for options identified. Staff briefings held.

OD/OD/08	Revenues shared service option	Support the Revenues Service with considering options for shared service provision with Test Valley BC	Cost efficient provision of Revenues & Benefits service		42 %	31 Mar 2010	Reports to TVBC and WCC Members. Meetings held with staff. Further discussions with unions continuing relating to TUPE regulations.
OD/OD/09	Support changes to Supported Housing Service	Support the changes to roles and service delivery in the Supported Housing Service	Cost effective provision of Housing service		83 %	31 Mar 2010	Service changes implemented to provide working hubs for sheltered housing service
OD/OD/10	Appraisal system	Review the revised appraisal system including the development of management information from on line appraisal	An appraisal process which supports the continued engagement and development of staff and the provision of meaningful information		50 %	30 Sep 2010	On line appraisal system implemented. Management information being produced. Focus groups held with managers and staff to review appraisal scheme. System being developed to allow further reporting.
OD/OD/11	Action Plan for Partnership working	Develop and implement action plan for partnership working	Planned approach to the development of partnership working and delivering services with other authorities		33 %	31 Dec 2010	Discussions with other authorities regarding principals of joint working. Project plan being developed to set approach for future joint working initiatives.

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed