

PERSONNEL COMMITTEE

23 November 2009

HUMAN RESOURCES – PERFORMANCE MONITORING REPORT – QUARTER 2
2009/10

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel No: 01962 848233 agavin@winchester.gov.uk

RECENT REFERENCES:

PER167 - Human Resources Division Q1 Monitoring Report - 14 September 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 July 2009 to 30 September 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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HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 2 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 second 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 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.

2.2 The performance information for the period 1 July 2009 to 30 September 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

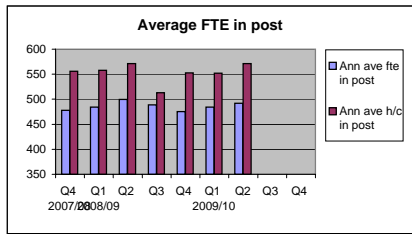
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

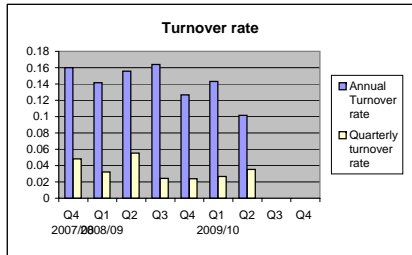
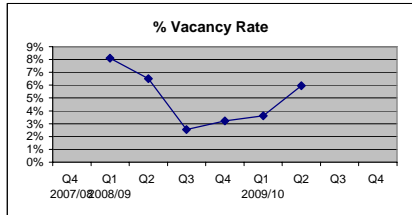
APPENDICES:

Appendix 1a - d Human Resources Performance Indicators

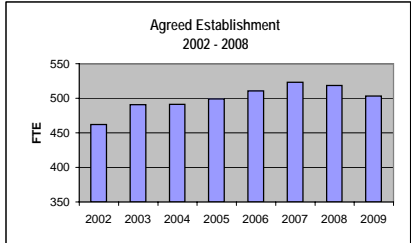
Appendix 2 Human Resources Division Business Plan Monitoring



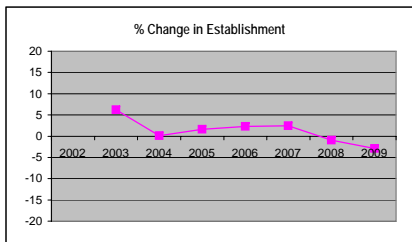
The annual average number of fte in post has again increased slightly over the last quarter, although the vacancy rate has also increased. The headcount in post has also increased. The disparity between the headcount and fte in post can be linked to the number of staff working part time hours and the steady increase of requests for flexible working hours. The headcount and fte figure include staff on temporary contracts which have been used where appropriate to fill vacancies in the short term whilst the budget decisions are being made. 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. There has been an amendment to the method by which the vacancy rate is calculated to bring WCC in line with other nation indicators and which has had a slight impact on the overall figures. The continuing increase in vacancy rates is as a result of more stringent vacancy management, although these posts are being held vacant on the establishment pending decisions on the budget.

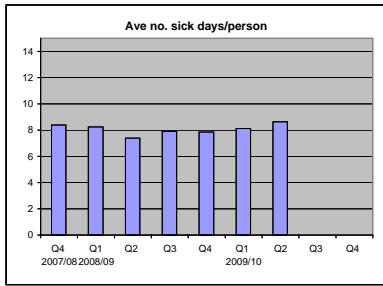


Quarterly turnover figures have again increased slightly this quarter but remain low as predicted. The annual turnover figures show an increase although as annual figures are based on the average headcount over 12 months, they will reflect the fluctuations in headcount over that period. Turnover figures are expected to remain low in quarter 3 although there may be increases as proposals for budget cuts are put into place.

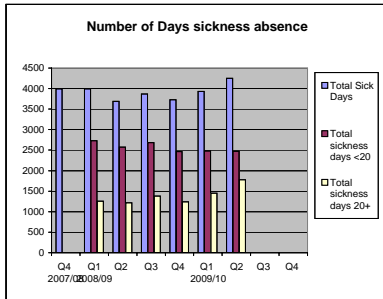


This indicator is currently reported annually. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management and the requirement for managed savings, has seen a reduction in the Council's agreed establishment over the last 2 years. This figure does not take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

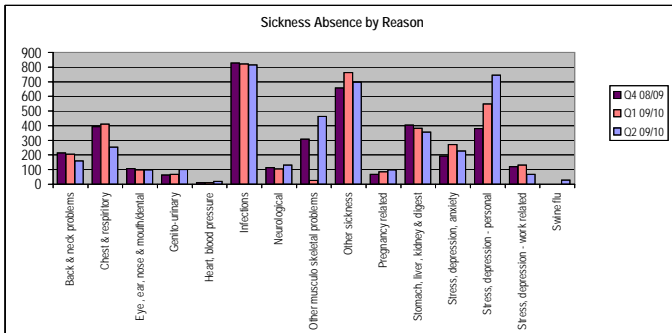
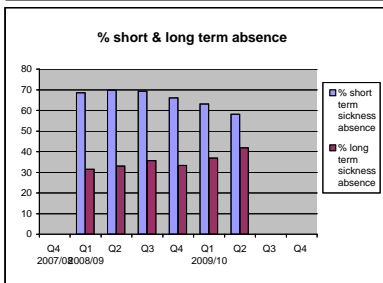




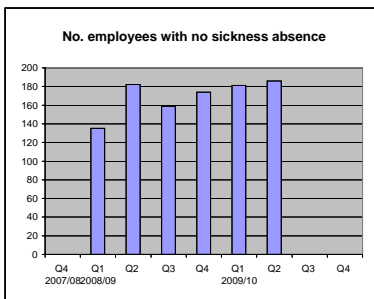
The average number of days sick per person has shown increase this quarter and is now significantly higher than over the previous year. The threat of swine flu predicted nationally has not impacted significantly on the absence figures, we could have expected to see an increase in the number of flu like illnesses, however, this does not appear to have been the case. The most significant rise has again been seen in stress related absence, which is long term. This continues to be concentrated in one area and action plans have been implemented for individual cases and an overall strategy is being developed to manage the causes of long term absence in that area and implement solutions to minimise the impact of absence.



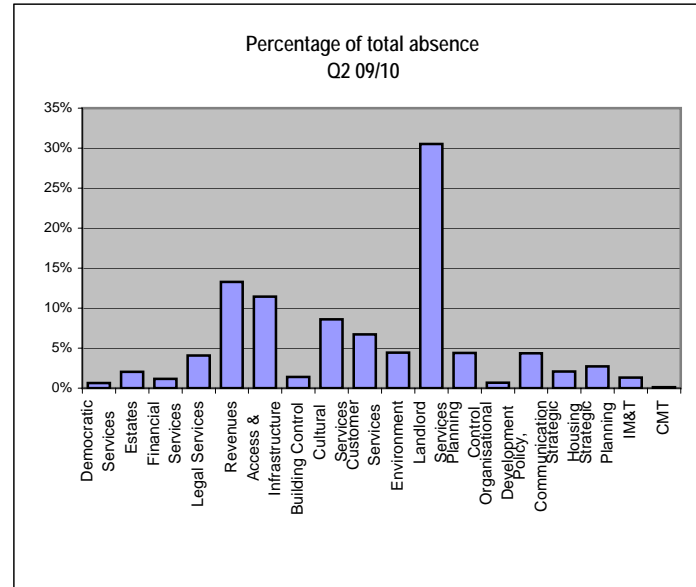
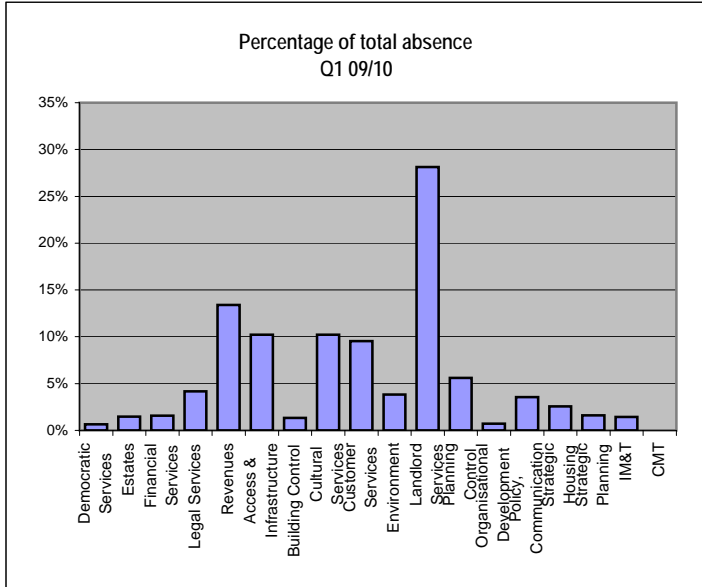
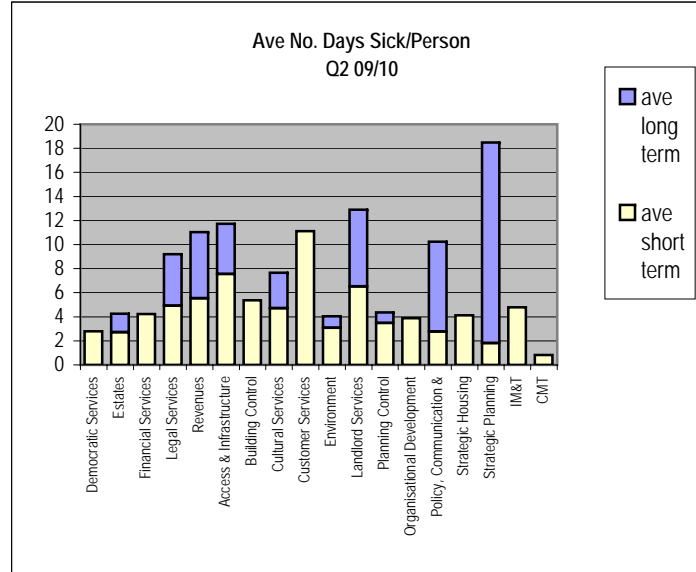
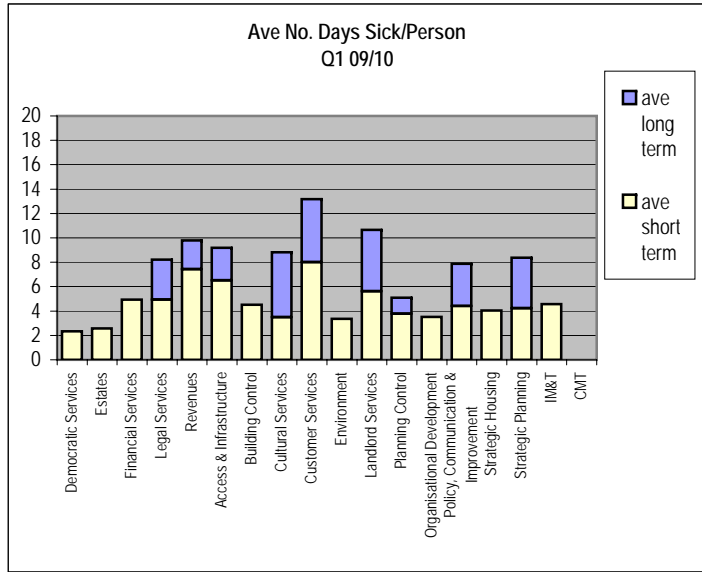
The percentage of the total absence figure attributable to short term sickness absence has again remained stable this quarter, despite the national predictions of an increase as a result of swine flu. To date only 27 days have been lost to swine flu. Long term absence has shown a further increase 332 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.

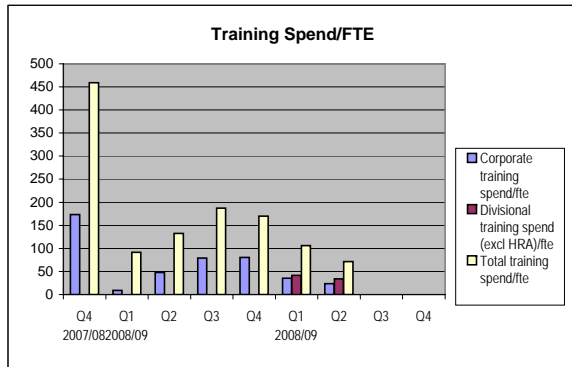


Stress related absence remains the highest cause of absence this quarter, with increases over all 3 categories personal, work related and general stress. Work related stress has decreased however personal stress has seen a significant increase, and this appears to be concentrated mainly in one area of the Council. Action plans have been 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 the Corporate Health and Safety group and CMT and SMG in Decem

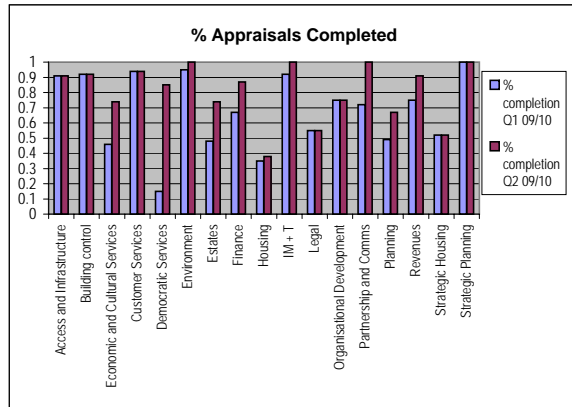
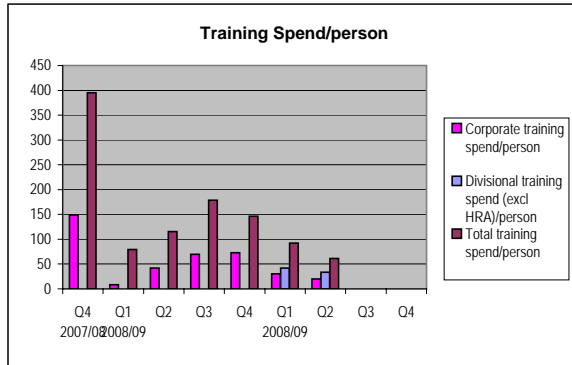


Despite the overall increase in absence levels, there has been a further increase in the number of staff who have had no sickness absence in the last 12 months. Taking this together with the stable level of short term sickness absence, this confirms that the increase is due to an increase in long term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





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 centralisation of the training budget has allowed training spend to be spread more consistently across the year.



The total number of appraisals completed has increased this quarter. The figures are taken from appraisals entered onto the on line appraisal system and there may be appraisals which have been completed but not yet entered onto the system.





HR Quarterly Business Plan Monitoring








Report Type: Actions Report
Generated on: 10 November 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	Draft talent management process in place with dedicated intranet support. Paper being drafted for CMT to link into flexible resource management.
OD/OD/02	Flexible Working Programme	Continued roll out of the flexible working programme	Continued reduction in the cost of office accommodation		100 %	31 Mar 2010	Car parks move to City Offices completed
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		33 %	30 Jun 2010	Key areas identified within national strategy to link to local priorities.
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	Data retrieval and checking underway for implementation of Total Reward statement.
OD/OD/05	Budget Management	Improve management of training, overtime and agency staff budgets	Reduce the cost to the Council 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 %	02 Apr 2010	Developing links for management information.
OD/OD/07	HLOWLA Waste Project	Support the implementation of the HLOWLA waste management	Cost efficient provision of waste service		50 %	31 Mar 2010	Discussions continuing with HLOWLA group to consider business case for options

		contract					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		57 %	31 Mar 2010	Staff transferred from TVBC. Consultation underway for restructuring within department.
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		80 %	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		50 %	31 Dec 2010	Discussions continuing with HCC and other local authorities into options for shared HR service.

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