

PERSONNEL COMMITTEE

22 February 2010

HUMAN RESOURCES – QUARTER 3 PERFORMANCE 2009/10

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER167 - Human Resources – Quarter 2 Performance 2009/10 - 23 November 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 October 2009 to 31 December 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 – QUARTER 3 PERFORMANCE 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 a 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 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.

2.2 The performance information for the period 1 October 2009 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. 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

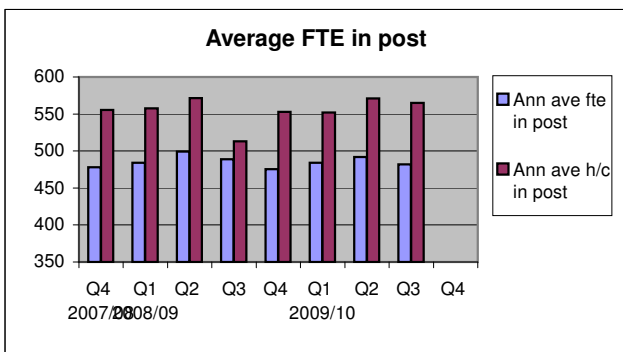
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

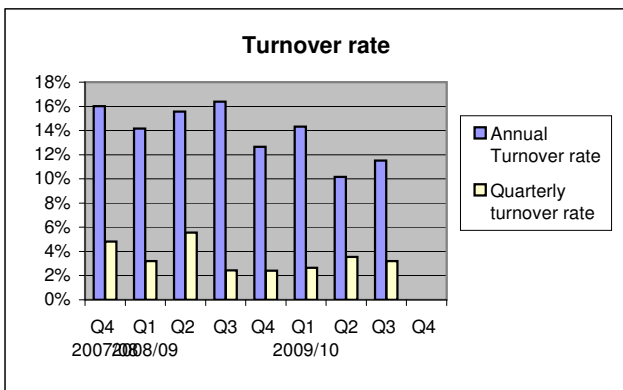
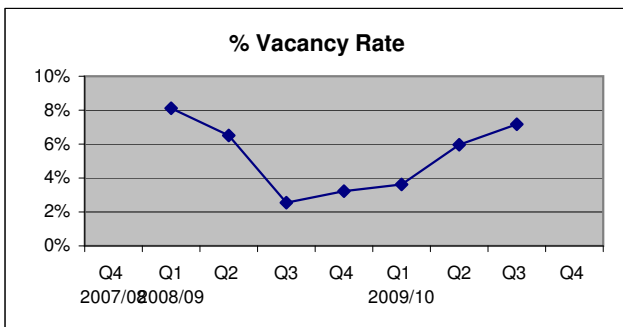
APPENDICES:

Appendix 1a - d Human Resources Performance Indicators

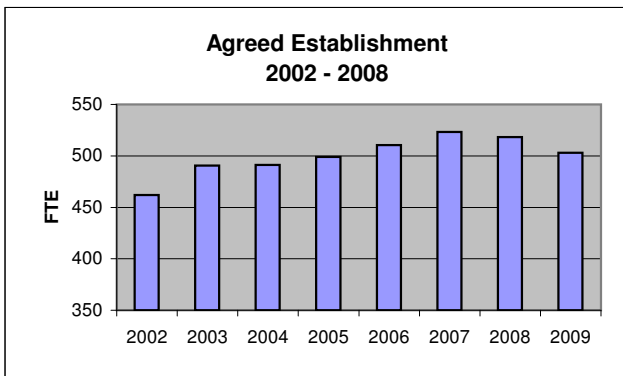
Appendix 2 Human Resources Division Business Plan Monitoring



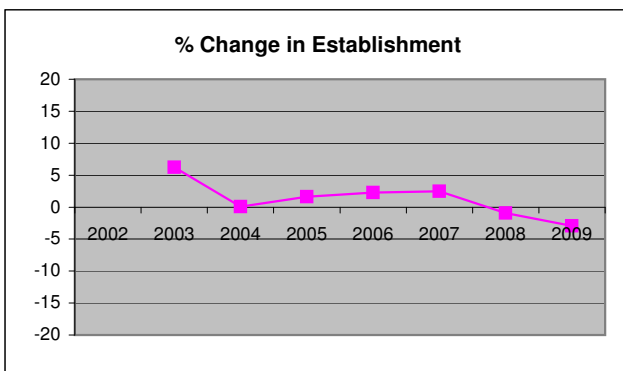
The annual average number of fte in post has decreased over the last quarter, as has the headcount in post. The vacancy rate has increased over the quarter. The continuing focus on budgets and the need to make savings has resulted in posts being held vacant for a period of time as part of a vacancy management process. Whilst a number of vacancies have been released for recruitment, the majority are being recruited to internally and therefore the vacancy rate has not decreased.

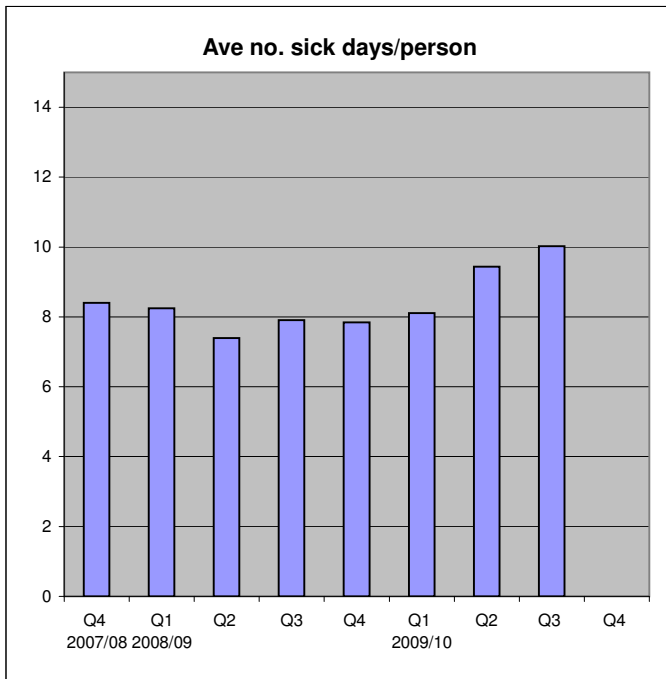


Quarterly turnover figures have decreased slightly this quarter which is not unusual during the third quarter. Turnover figures may well increase in quarter 4 as staff start a new year with a start in a new job. The annual turnover figures show an increase although, as annual figures are based on the average headcount over 12 months, they will reflect the fluctuations in headcount over that period. Turnover figures are expected to remain low in quarter 4 as the job market continues to be challenging.



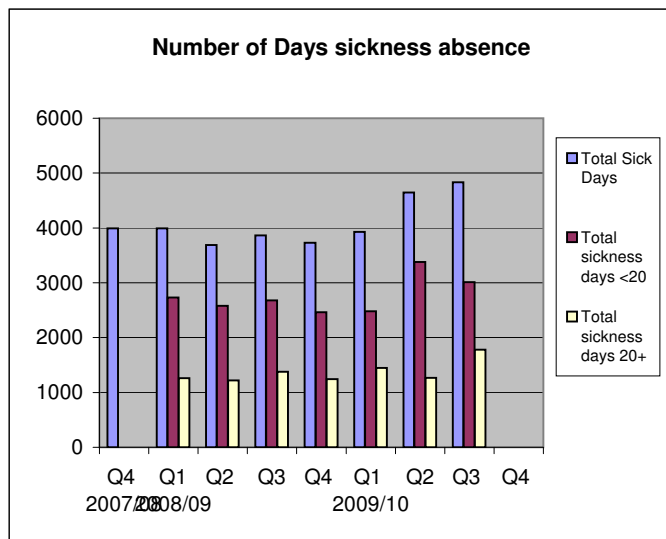
This indicator is currently reported annually. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management and the requirement for managed savings, has seen a reduction in the Council's agreed establishment over the last 2 years. This trend will continue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



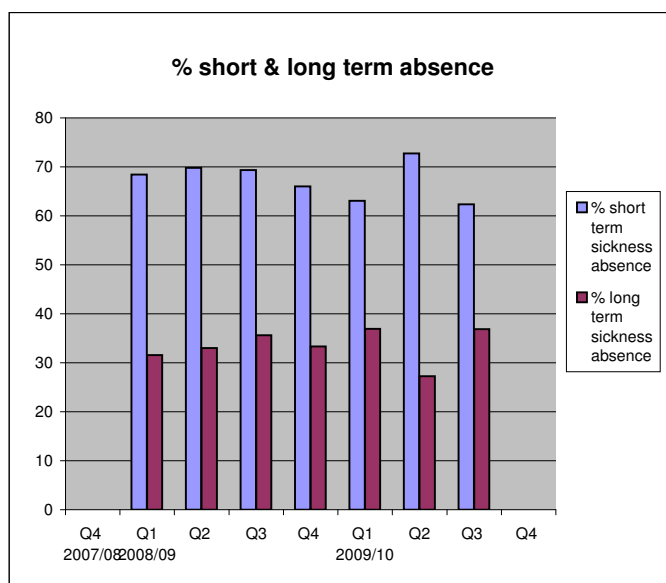


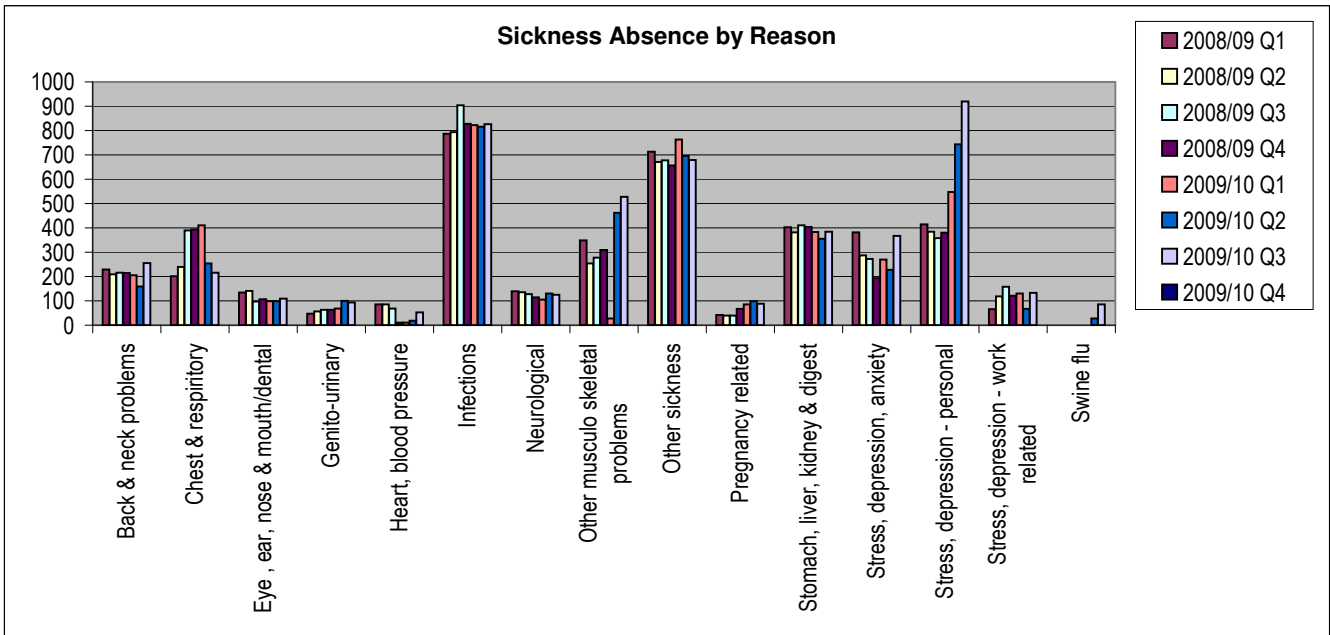
The average number of days sick per person has shown a continuing increase this and has now reached the highest level for the last 3 years. The reason behind the increase appears to be an increase in the level of long term sickness absence, mostly stress related absence. It is not unanticipated that the sickness absence figures would continue to increase this quarter as the recession and the uncertainty that brings continues to put strain on peoples personal resources. This is likely to continue until the financial climate improves and the organisational changes that are being made within the Council to make the most effective and efficient use of resources may compound this. Management is working to ensure that the process of change is well managed to minimise the negative impact on staff. A number of the long term cases are no longer sickness absence cases, either because of a managed return or through dismissal. Taking these into account would reduce the sickness absence levels to 9.4 days per person. Additional focus will be placed on the management sickness absent

absence management policy, the use of occupational health services, absence reporting and the advice given to managers with the aim of achieving a significant reduction in the levels of sickness absence over the coming year.



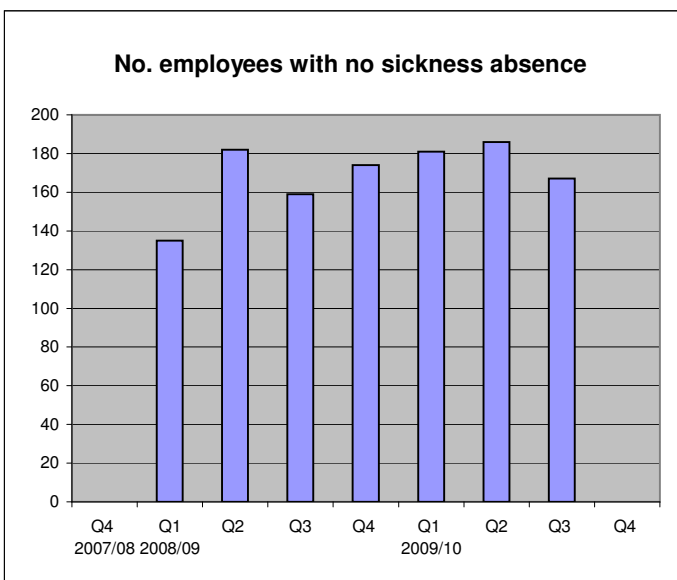
The percentage of the total absence figure attributable to short term sickness absence has increased this quarter, which is expected over a winter quarter. The increase in absence levels may also have been affected by the severe weather over the Christmas period when nationally short term sickness absence levels increased, however, this is difficult to say for sure. We may therefore see a continuation of these levels of short term sickness absence in the final quarter as a result of the continued severe weather in January. Long term absence has shown an increase 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. Of a total of 29 cases of long term sickness absence which are reported for the 12 month period to the end December 2010, only 7 cases remain currently open. The remaining cases have been either effectively managed back to work or in a minority of cases, dismissed on health grounds.



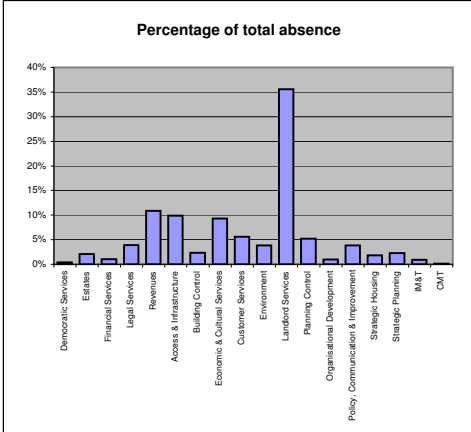
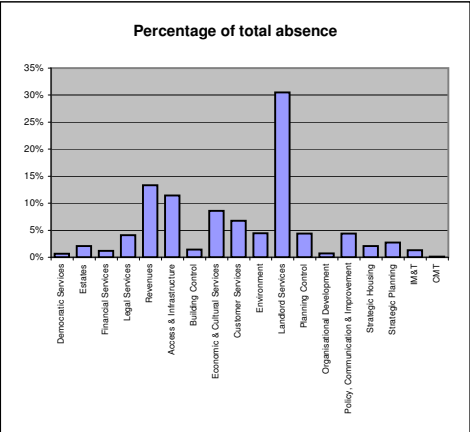
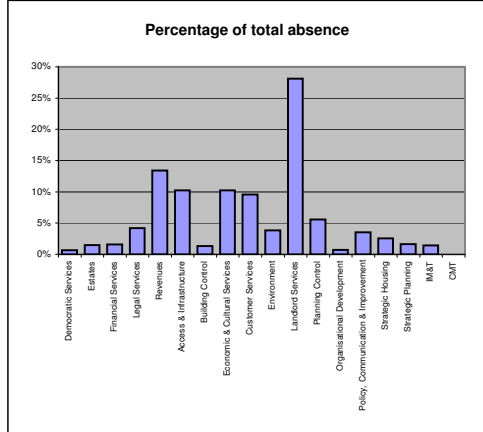
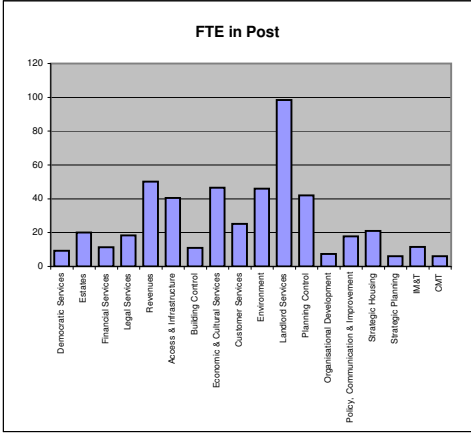
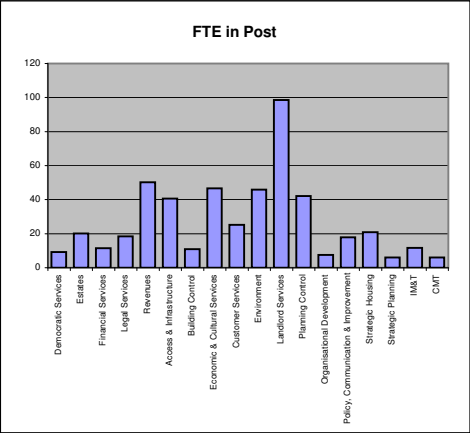
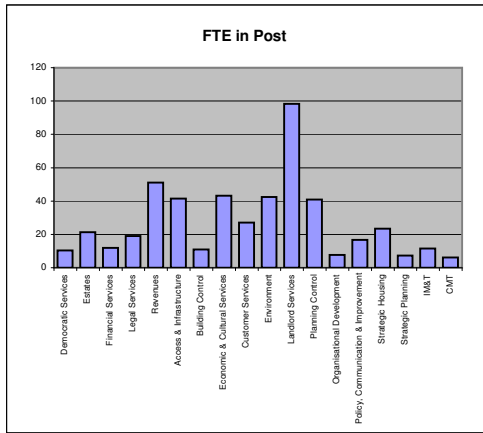
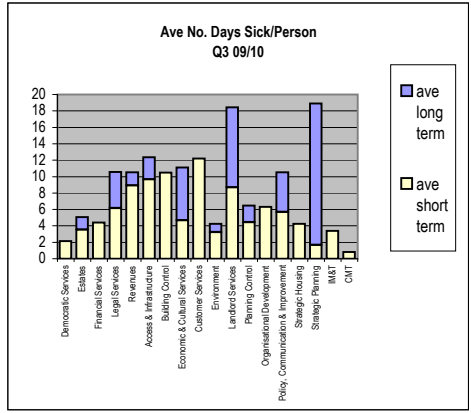
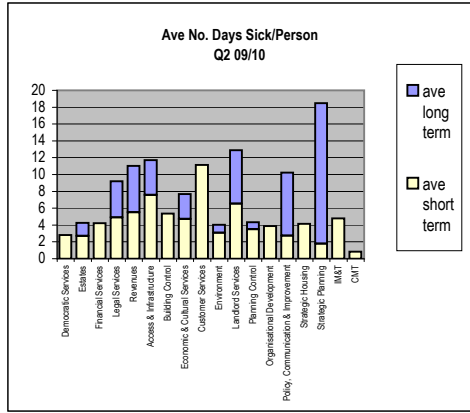
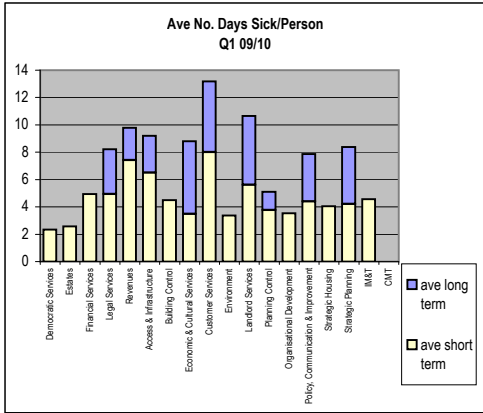


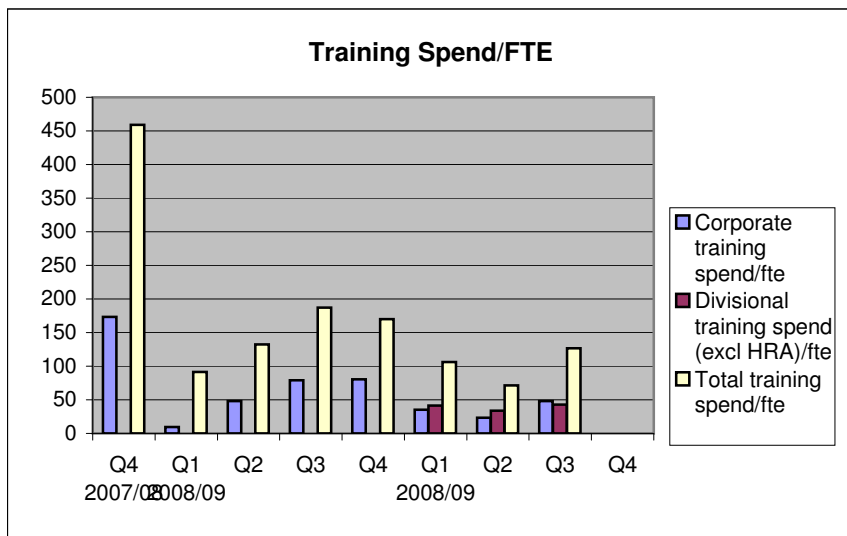
Stress related absence continues to be the highest cause of absence this quarter, with increases over all 3 categories personal, work related and general stress although work related stress remains the lowest of all three categories. A number of the cases of stress related absence are concentrated in one area and relate to the employee reaction to change at work. 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. A number of cases have been resolved under the management of absence procedure and the employee has returned to work. In a small number of cases, and where remedial action has been unsuccessful, the employee has been dismissed on the grounds of ill health. 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. The results of the recent stress audit have been collated for discussion at CMT and SMG.

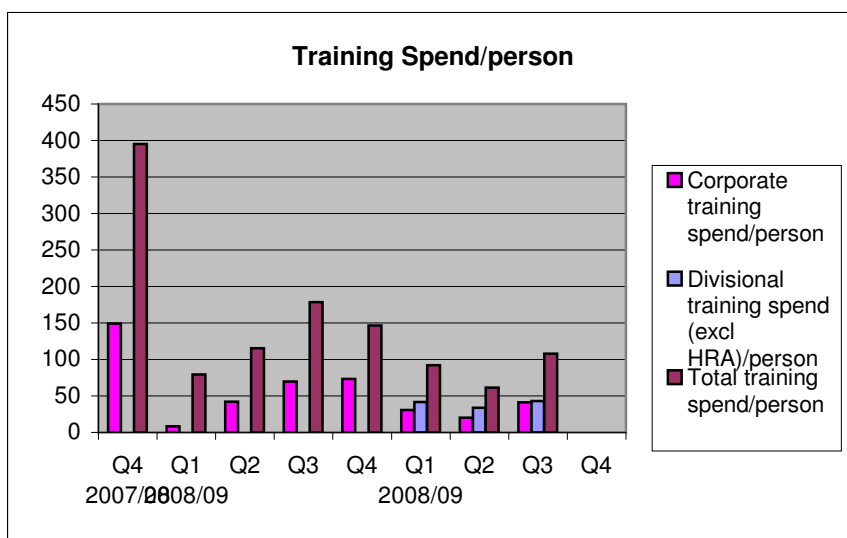


As expected over a winter quarter there has been a decrease in the number of staff who have had no sickness absence in the last 12 months. This is likely to continue to be the case in the final quarter.

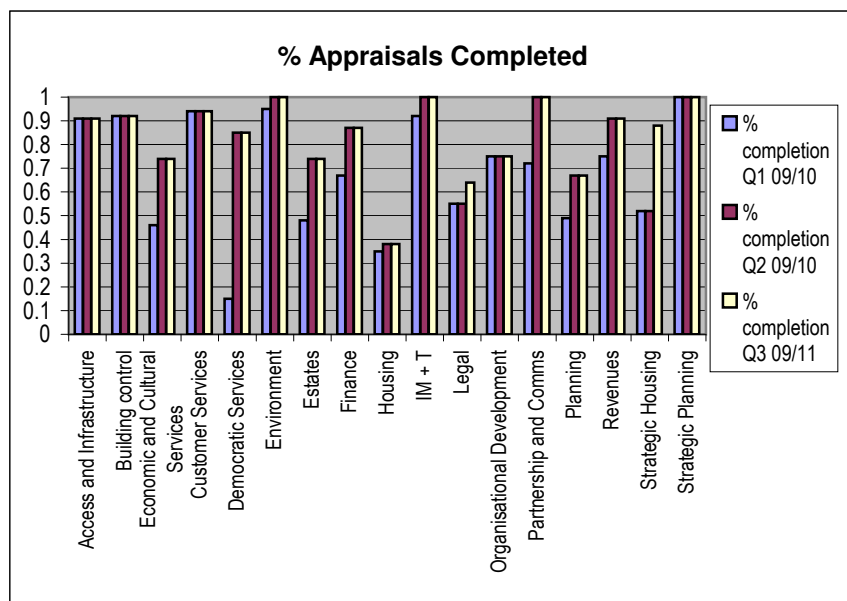




The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified both in the Corporate Training Plan and in annual appraisals. Each division also has a training budget which is spent on department specific training and CPD. 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 for training will be considered against departmental and corporate priorities.



Organisational Development







Report Type: Actions Report





Generated on: 29 January 2010






Rows are sorted by Code

Responsible OUs **Organisational Development**

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Latest Note Date	Assigned To
OD/OD/03	People Strategy & Workforce Development Plan	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	Review Local Government Workforce Strategy	25 Jun 2009	Yes		33 %	30 Jun 2010	Further development of actions for workforce development plan being considered in light of flexible resources management project identified for 2010/11 and recent proposals for organisational development.	25 Jan 2010	Vicki Finlay; Alison Gavin
			Review current workforce development plan	31 Aug 2009	Yes						
			Development of principals of workforce strategy to support flexible workforce	25 Mar 2010	No						
			Consultation with managers of workforce strategy	30 Apr 2010	No						
			CMT agreement	30 May 2010	No						
			Member agreement	30 Jun 2010	No						
OD/OD/04	Total Reward and Engagement Strategy	Improved levels of recruitment and retention	decision on extension of You at Work contract	25 Dec 2009	Yes		60 %	31 Mar 2010	Data retrieval and checking underway for implementation of Total Reward statement.	10 Nov 2009	Vicki Finlay
			Implementation of Total Reward statement	31 Dec 2009	No						
			Decision on cafeteria benefits	25 Mar 2010	No						
			Implementation of salary sacrifice scheme		Yes						
			Implementation of Total Reward System		Yes						
OD/OD/05	Budget Management	Reduce the cost to the Council of overtime and agency staff. Improve allocation of training budget to ensure consistent spend	Centralisation of training budget	01 Apr 2009	Yes		66 %	31 Mar 2010	Training budget allocated in accordance with CPD requirements and development needs identified on appraisal system. Planned savings identified.	30 Jun 2009	Marian Ives
			quarterly reporting of training spend	30 Jun 2009	Yes						
			improved monitoring of agency staff	25 Mar 2010	No						

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Latest Note Date	Assigned To
OD/OD/06	Support new Finance Systems	Improved workforce information	Preparation of user forum training	19 Feb 2010	No		0 %	02 Apr 2010	Developing links for management information.	30 Jun 2009	Vicki Finlay
			Delivery of training to user forums	26 Feb 2010	No						
			Preparation of end user training	31 Mar 2010	No						
			Delivery of end user training	02 Apr 2010	No						
OD/OD/07	HIOWLA Waste Project	Cost efficient provision of waste service	Consultation with affected staff	25 Aug 2009	Yes		66 %	31 Mar 2010	Decision made on options. Consultation continuing with staff.	25 Jan 2010	Alison Gavin
			Options report to Members	25 Aug 2009	Yes						
			Decision on options	31 Dec 2009	Yes						
			Consultation with affected staff	25 Mar 2010	No						
			Implementation of joint working/contract	31 Mar 2010	No						
			Feasibility study		Yes						
OD/OD/08	Revenues shared service option	Cost efficient provision of Revenues & Benefits service	Report to Members	30 Jun 2009	Yes		100 %	31 Mar 2010	Staff transferred from TVBC. Consultation underway for restructuring within department.	10 Nov 2009	Vicki Finlay; Alison Gavin
			Ongoing Consultation with staff	28 Feb 2010	Yes						
			Ongoing Consultation with unions	28 Feb 2010	Yes						
			Appointment of staff to new roles	31 Mar 2010	Yes						
			Transfer of staff	31 Mar 2010	Yes						
			initial consultation with staff		Yes						
			New job descriptions produced		Yes						
OD/OD/09	Support changes to Supported Housing Service	Cost effective provision of Housing service	development of hubs for sheltered housing	31 Jul 2009	Yes		83 %	31 Mar 2010	Service changes implemented to provide working hubs for sheltered housing service	25 Aug 2009	Alison Gavin
			Proposals for changes to supported housing developed	25 Aug 2009	Yes						
			Consultation with staff		Yes						
			Consultation with unions		Yes						
			implementation of changes		Yes						
			Tender of contract for provision of supported housing services		No						

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Latest Note Date	Assigned To
OD/OD/10	Appraisal system	An appraisal process which supports the continued engagement and development of staff and the provision of meaningful information	Feedback to CMT		Yes		100 %	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.	25 Aug 2009	Marian Ives
			Focus groups to review revised appraisal scheme		Yes						
			Monthly monitoring of completed appraisals		Yes						
			Monthly reporting to managers		Yes						
			Quarterly reporting to members		Yes						
OD/OD/11	Action Plan for Partnership working	Planned approach to the development of partnership working and delivering services with other authorities	Project plan developed to investigate and implement partnership working and shared service	25 Dec 2010	No		50 %	31 Dec 2010	Discussions continuing with HCC and other local authorities into options for shared HR service.	10 Nov 2009	Alison Gavin
			Discussions with neighbouring authorities		Yes						
OD/PROJ/01	Flexible Resource Management	A more flexible approach to matching resources to service needs across the Council	development of talent management and secondment process	31 Dec 2009	Yes		100 %	31 Mar 2010	Talent management process developed and agreed. Identification and use of internal talent being further developed as part of organisational development and change management	25 Jan 2010	Vicki Finlay; Alison Gavin
			development of strategy to be agreed by CMT	23 Mar 2010	Yes						
			Further development of vacancy management process		Yes						
OD/PROJ/02	Flexible Working Programme	Continued reduction in the cost of office accommodation	Transfer of Environment to City Offices	25 Aug 2009	Yes		100 %	31 Mar 2010	Car parks move to City Offices completed	02 Nov 2009	Alison Gavin
			Consultation with car parks for transfer		Yes						
			Transfer of car parks to city offices		Yes						

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