

PERSONNEL COMMITTEE

30 September 2010

HUMAN RESOURCES – PERFORMANCE MONITORING REPORT – QUARTER 1
20010/11

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER171 - Human Resources Division 2009/10 Performance Outturn - 7 June 2010

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 2010 to 30 June 2010.

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 COMMITTEE30 September 2010HUMAN RESOURCES – PERFORMANCE MONITORING – QUARTER 1
2010/11REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENTDETAIL: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 that 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 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 2010 to 30 June 2010 is shown in Appendix 1.

2.3 The split on the average number of days short term and long term for sickness and absence are shown in the table below and will be included in future reports.

	08/09	09/10				10/11
	Q4	Q1	Q2	Q3	Q4	Q1
Ave no. sick days/person <20	5.2	5.1	6.9	6.2	5.0	2.0
Ave no. sick days/person 20+	2.6	3	2.6	3.7	4.3	7.6

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. Projects have been amended where appropriate to reflect the changing priorities during the year.

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.

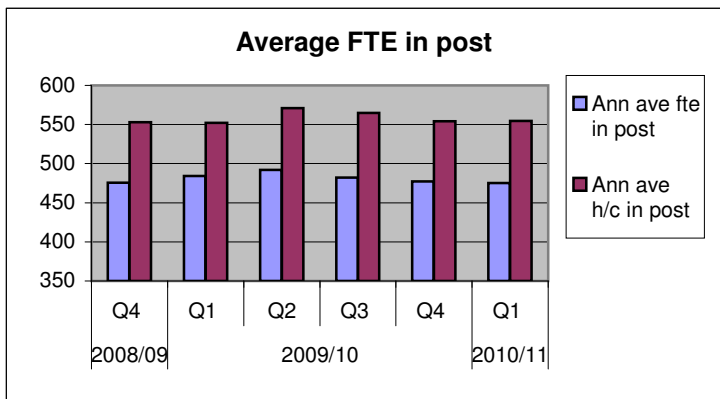
BACKGROUND DOCUMENTS:

Held in the Human Resources Division

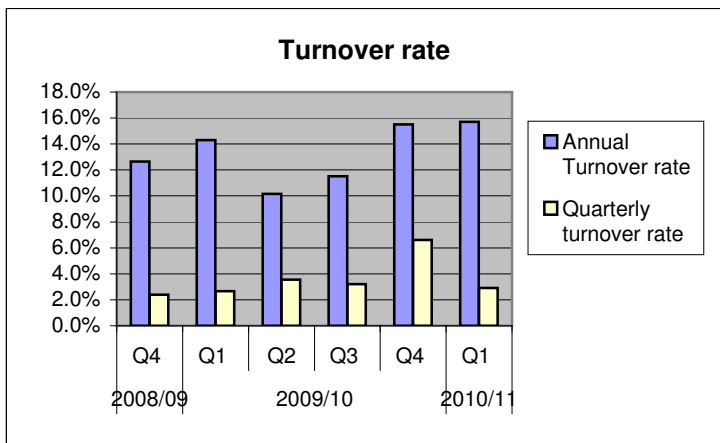
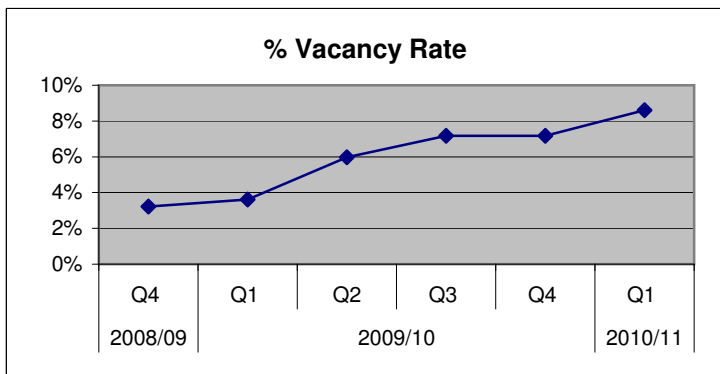
APPENDICES:

Appendix 1a - e Human Resources Performance Indicators

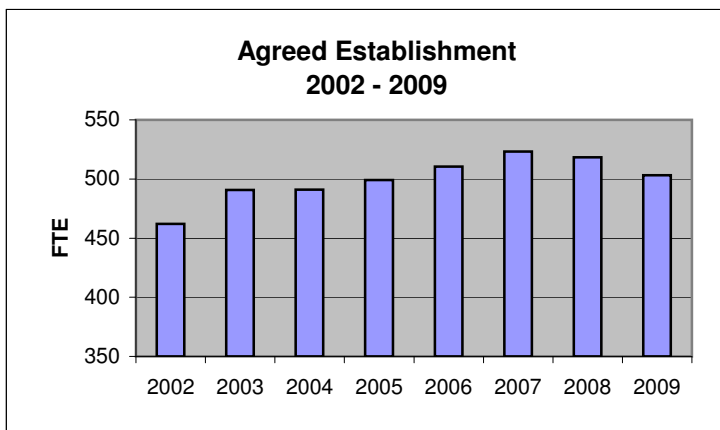
Appendix 2 Human Resources Division Business Plan Monitoring



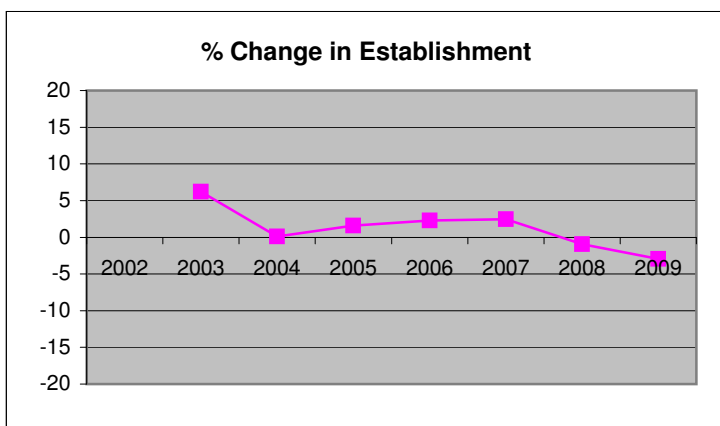
The annual average number of fte in post has decreased over the last quarter, as has the headcount in post. The vacancy rate has increased over the quarter. The continuing focus on budgets and the need to make savings has resulted in posts being held vacant for a period of time as part of a vacancy management 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.



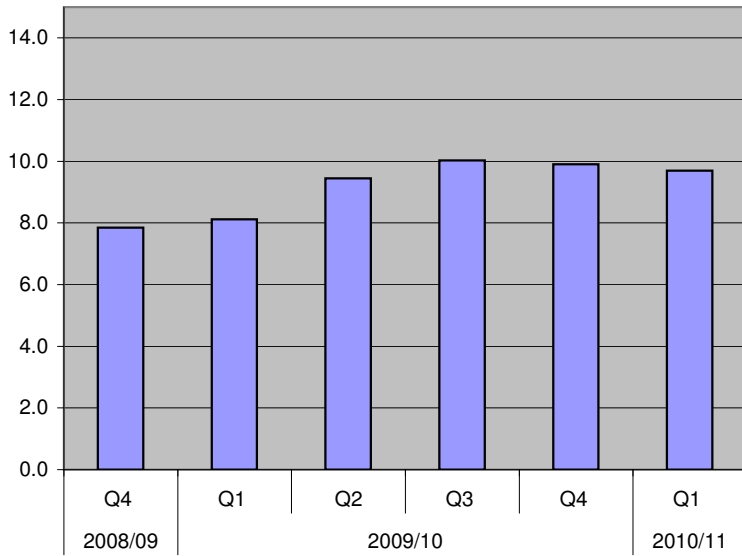
Quarterly turnover figures have decreased this quarter. The annual turnover figures show an increase although, as annual figures are based on the average headcount over 12 months, they will reflect the fluctuations in headcount over that period.



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 Establishment report for 2010/2011 is presented to this committee (PER 179).

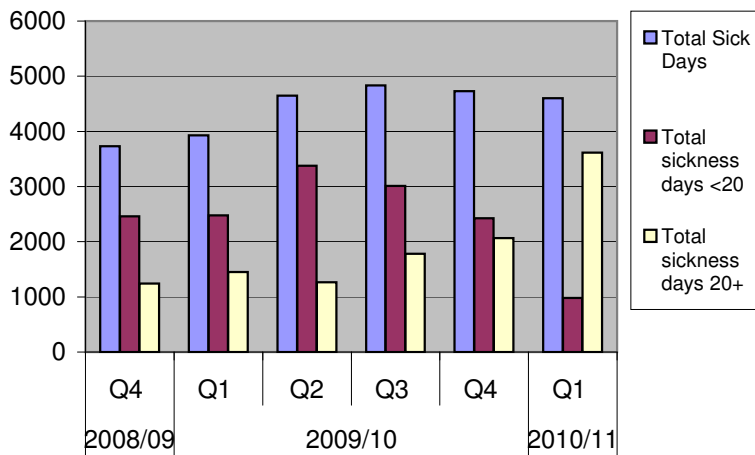


Ave no. sick days/person



The average number of days sick per person has shown a continuing increase 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.

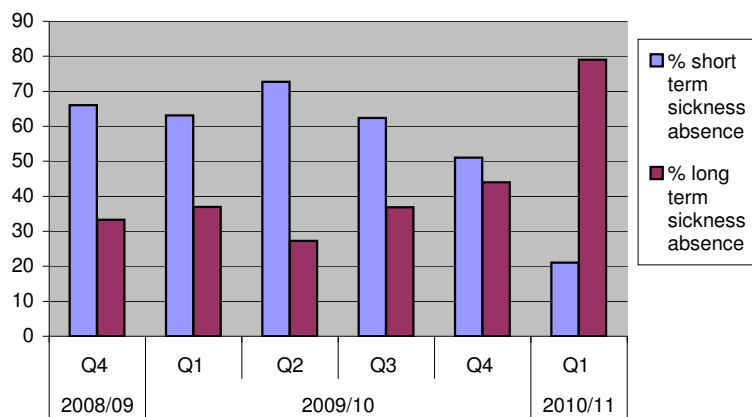
Number of Days sickness absence



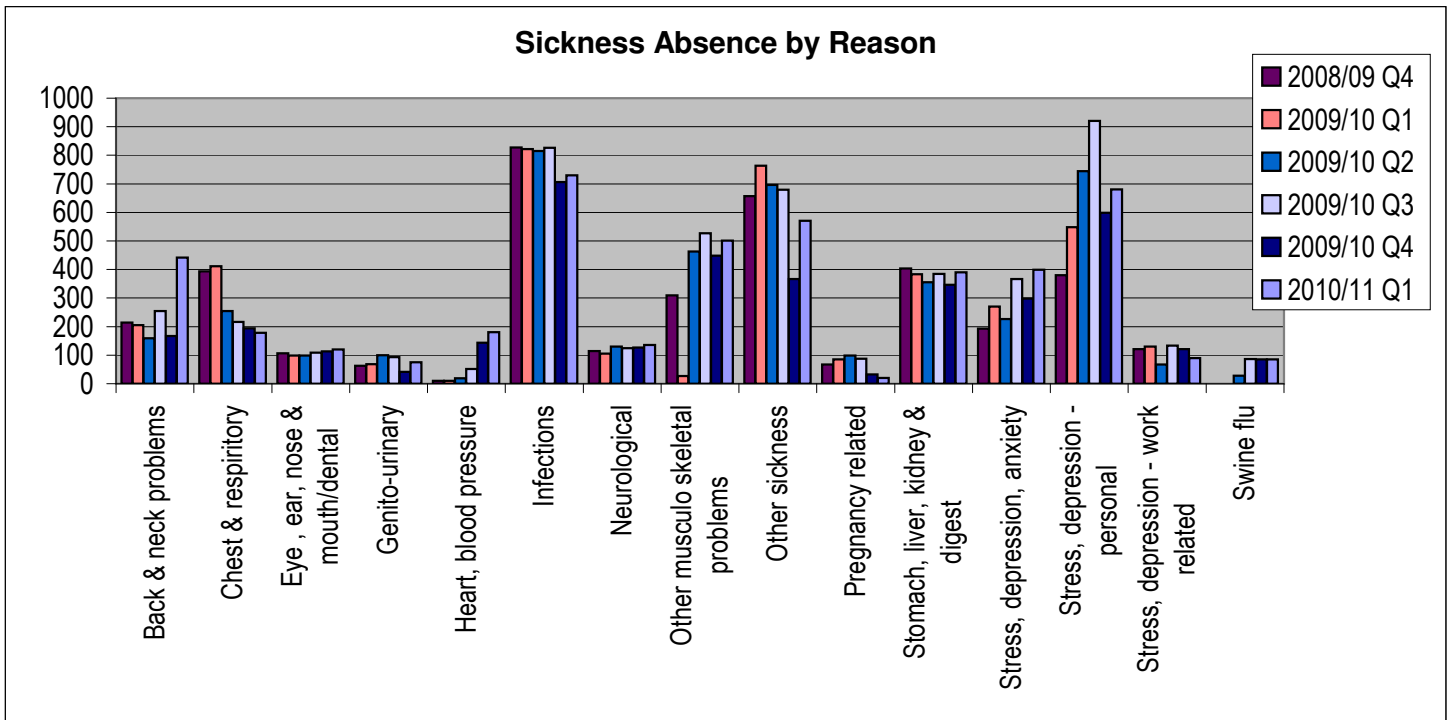
The reporting for sickness and absence has been reviewed and improved to gain better clarity of the information recorded. This improvement has led to a more accurate way of reporting the split between long term and short term sickness and absence which help focus the actions taken to reduce both sets of sickness absence. There is a change in the graphs for the period of April – June 2010 (Q1). The increase in long-term sickness periods are explained by two factors.

Firstly, the HR system records sickness absence on a twelve month rolling calendar and there have been some continuous periods of sickness shown as split periods, so the absence was previously not shown as single long-term periods of 20 or more days.

% short & long term absence



Secondly, the new report process takes account of sickness before and after the reporting periods specified where any part of that sickness period falls between the reporting dates specified and outside the rolling twelve month period. This ensures that the information provided is now more accurately being reported as the correct sickness periods for the intention of reporting on long-term sickness. The IMOG has also reviewed and reported on sickness and absence within the organisation in detail.

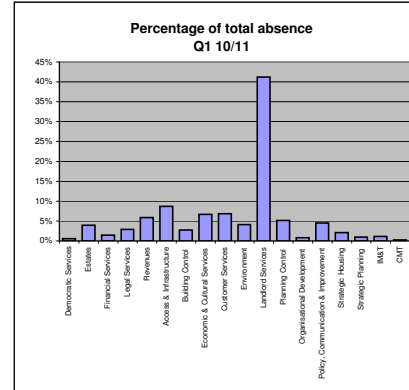
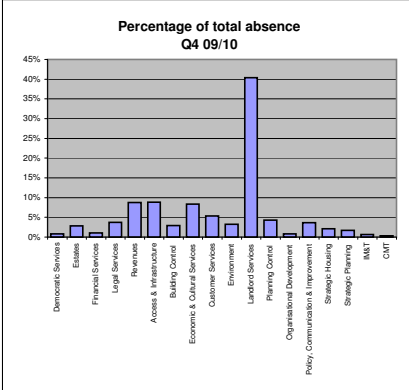
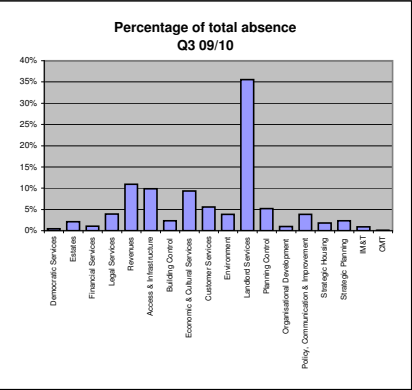
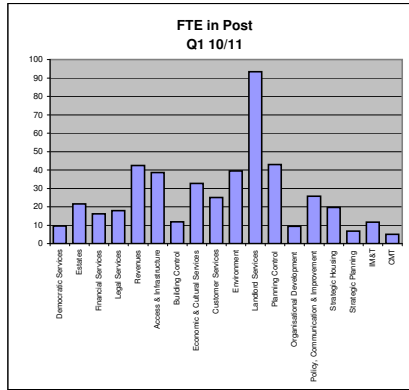
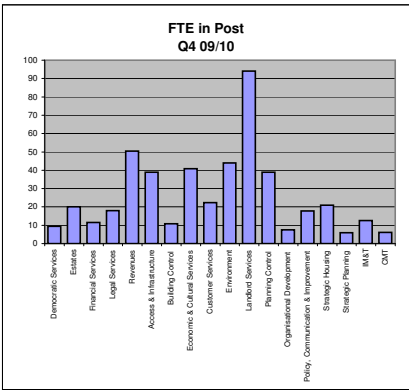
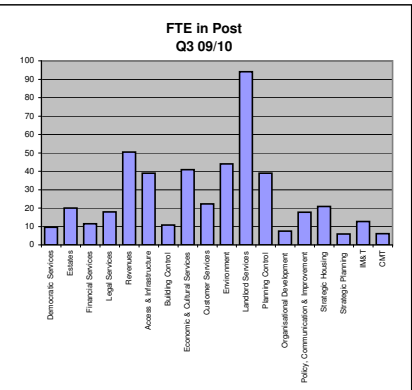
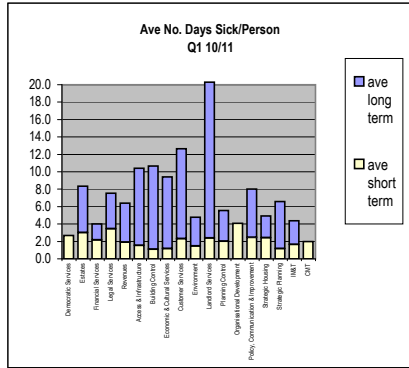
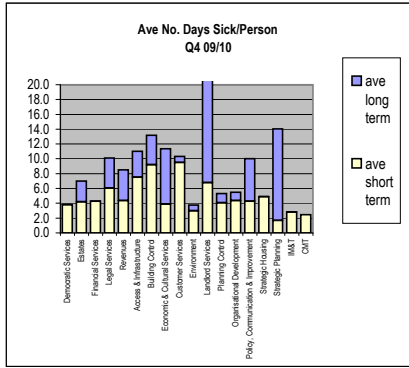
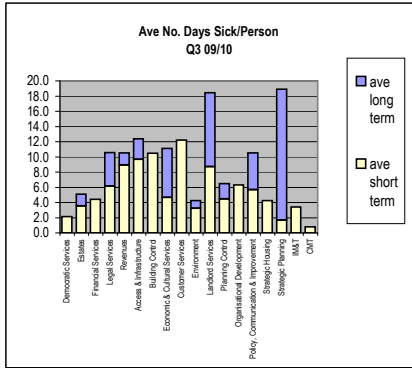


Stress related absence (personal) continues to be the highest cause of absence this quarter, with increases over all 3 categories personal, work related and general stress although work related stress remains the lowest of all three categories. Action plans are being drawn up to address this with the 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.

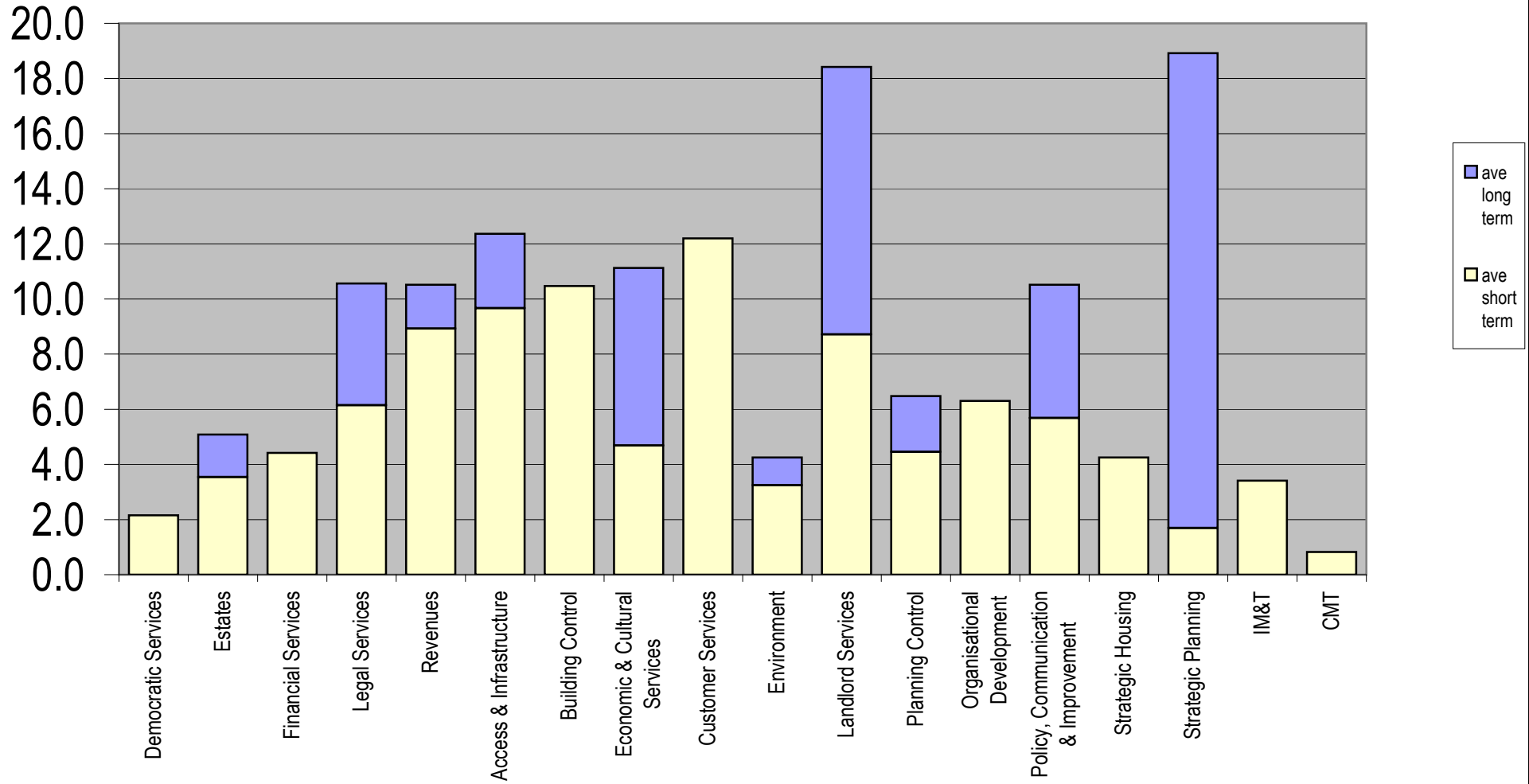


There has been a very slight increase in the number of staff who have had no sickness absence in the last 12 months. This is likely to continue to be the case in the summer period.

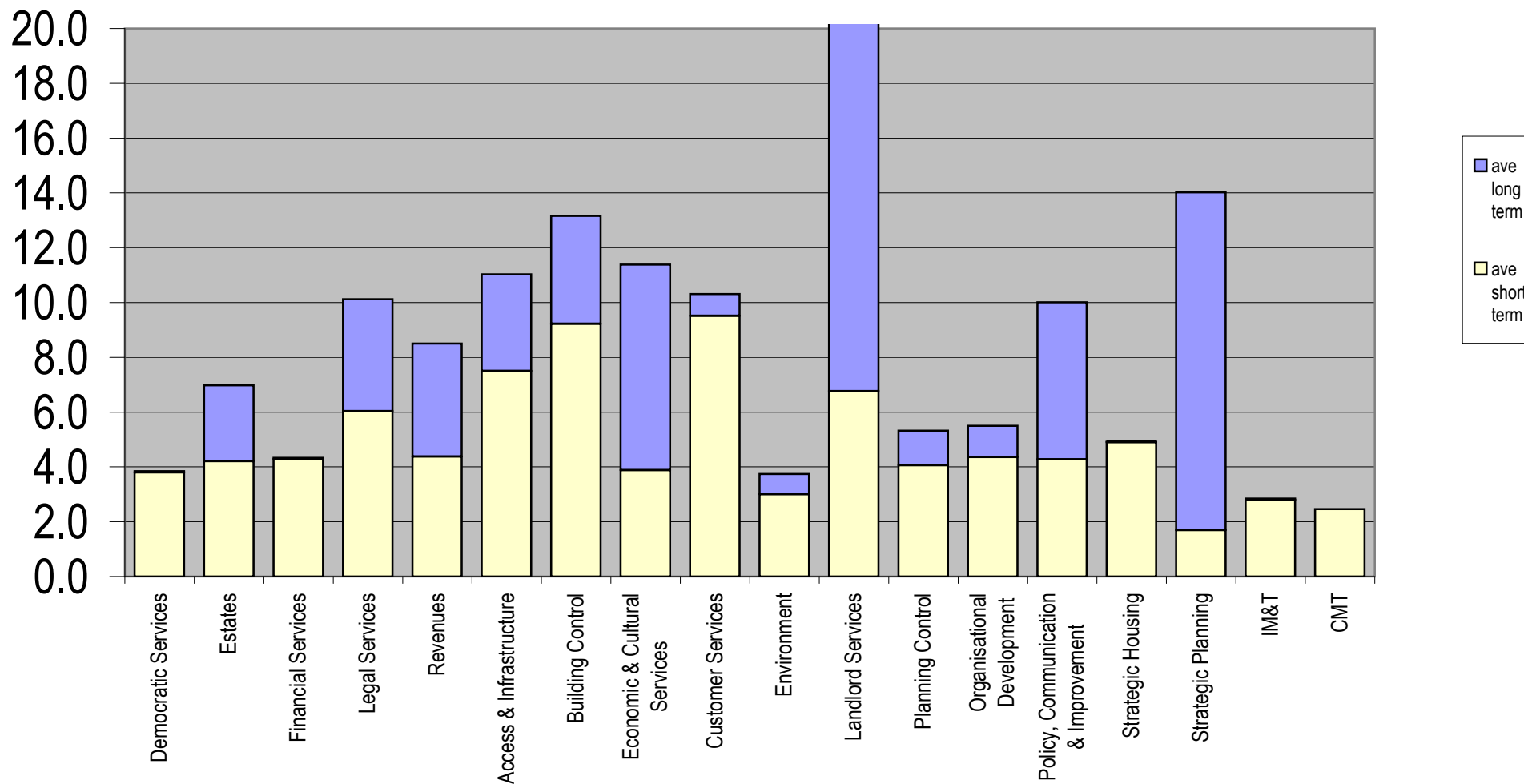
DIVISIONAL ABSENCE SCORECARD



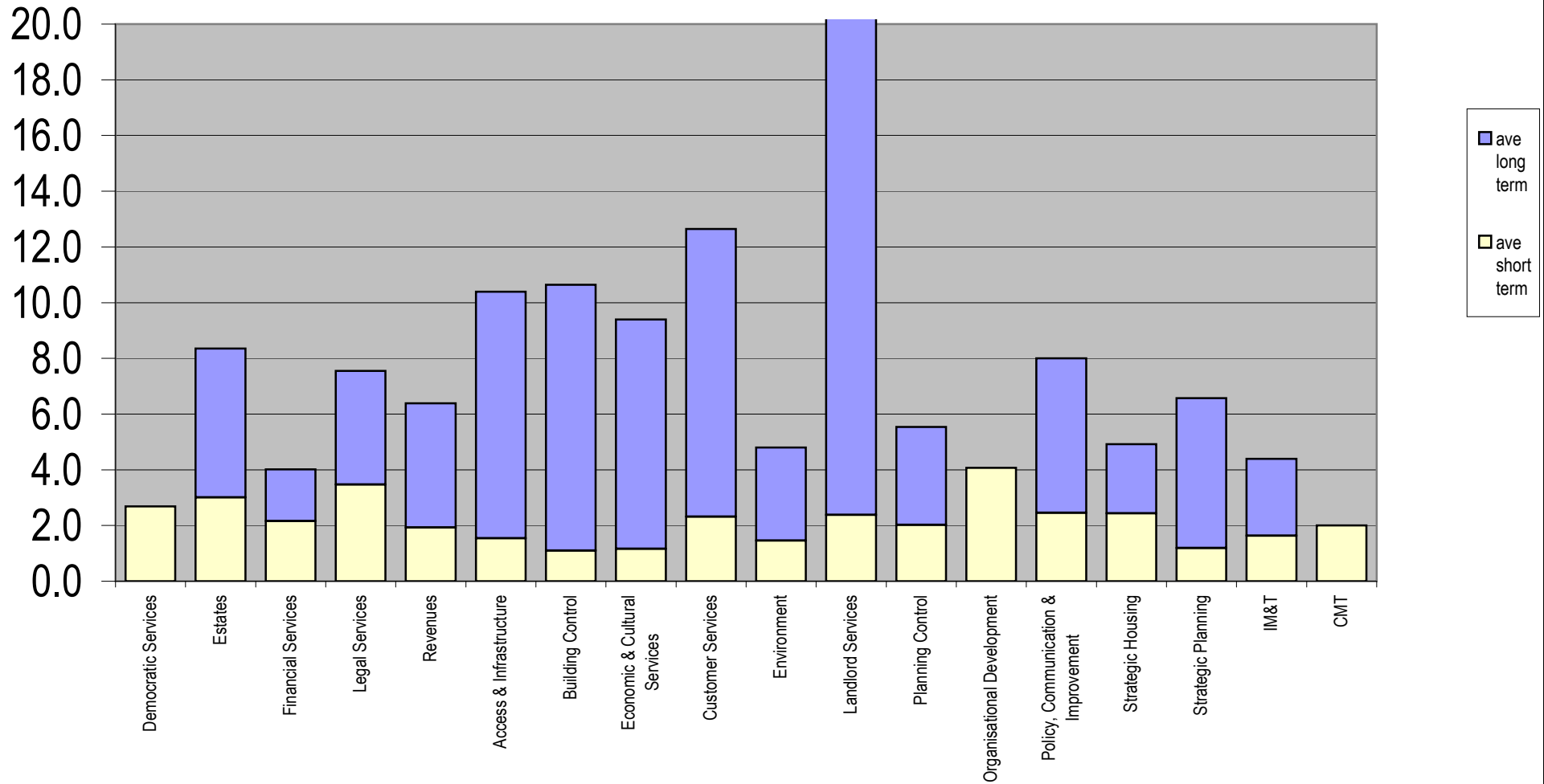
Ave No. Days Sick/Person Q3 09/10



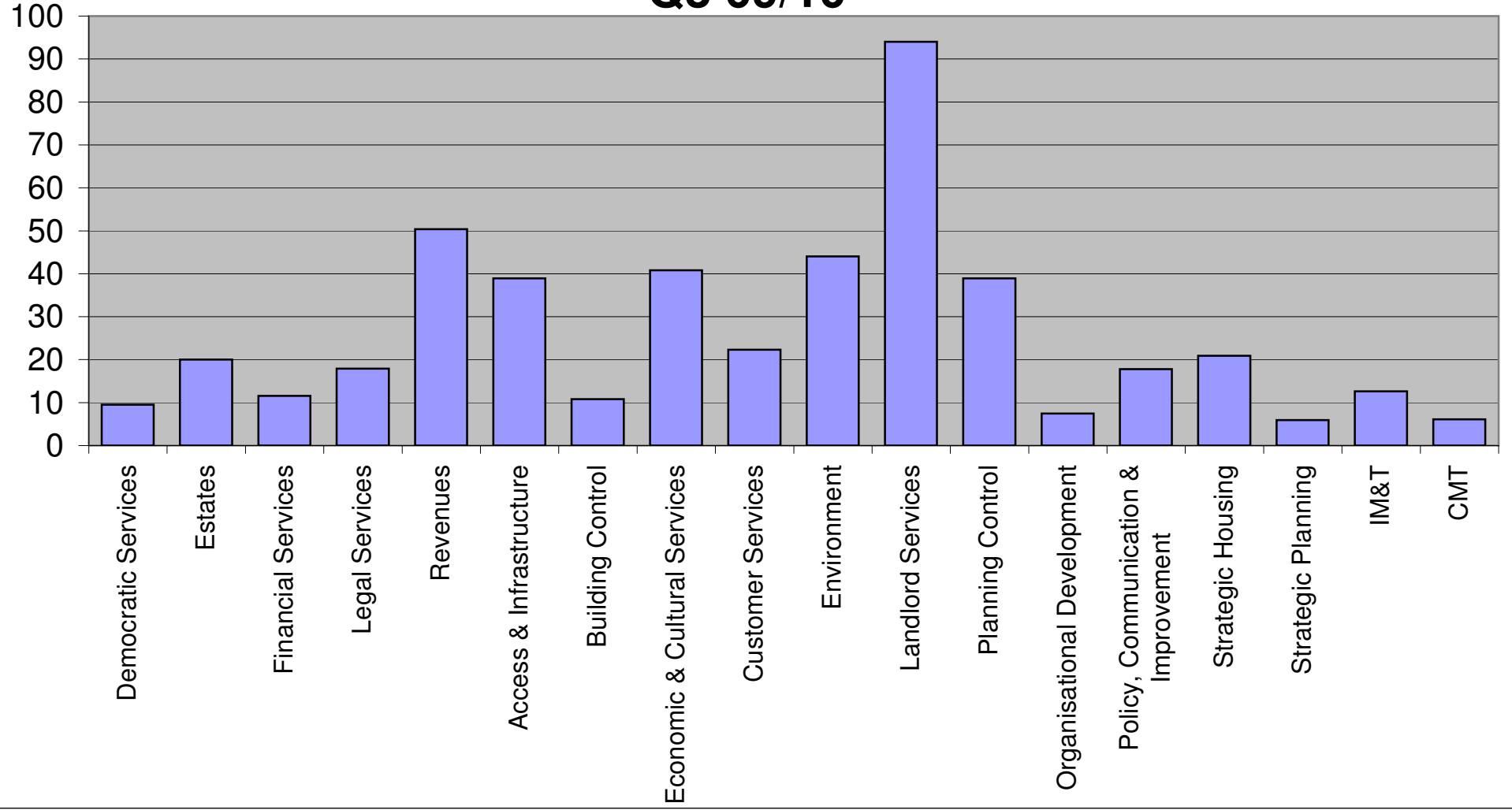
Ave No. Days Sick/Person Q4 09/10



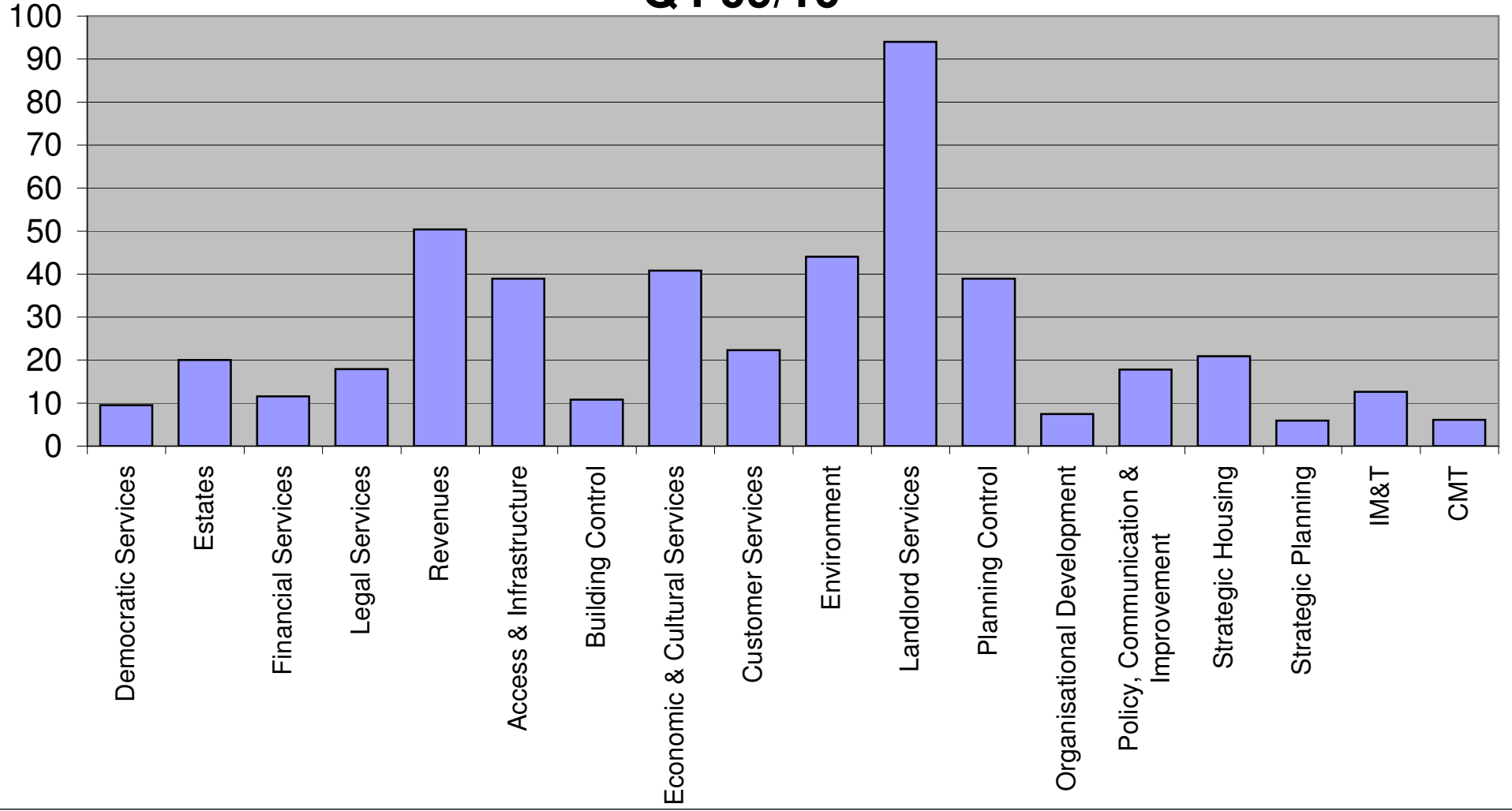
Ave No. Days Sick/Person Q1 10/11



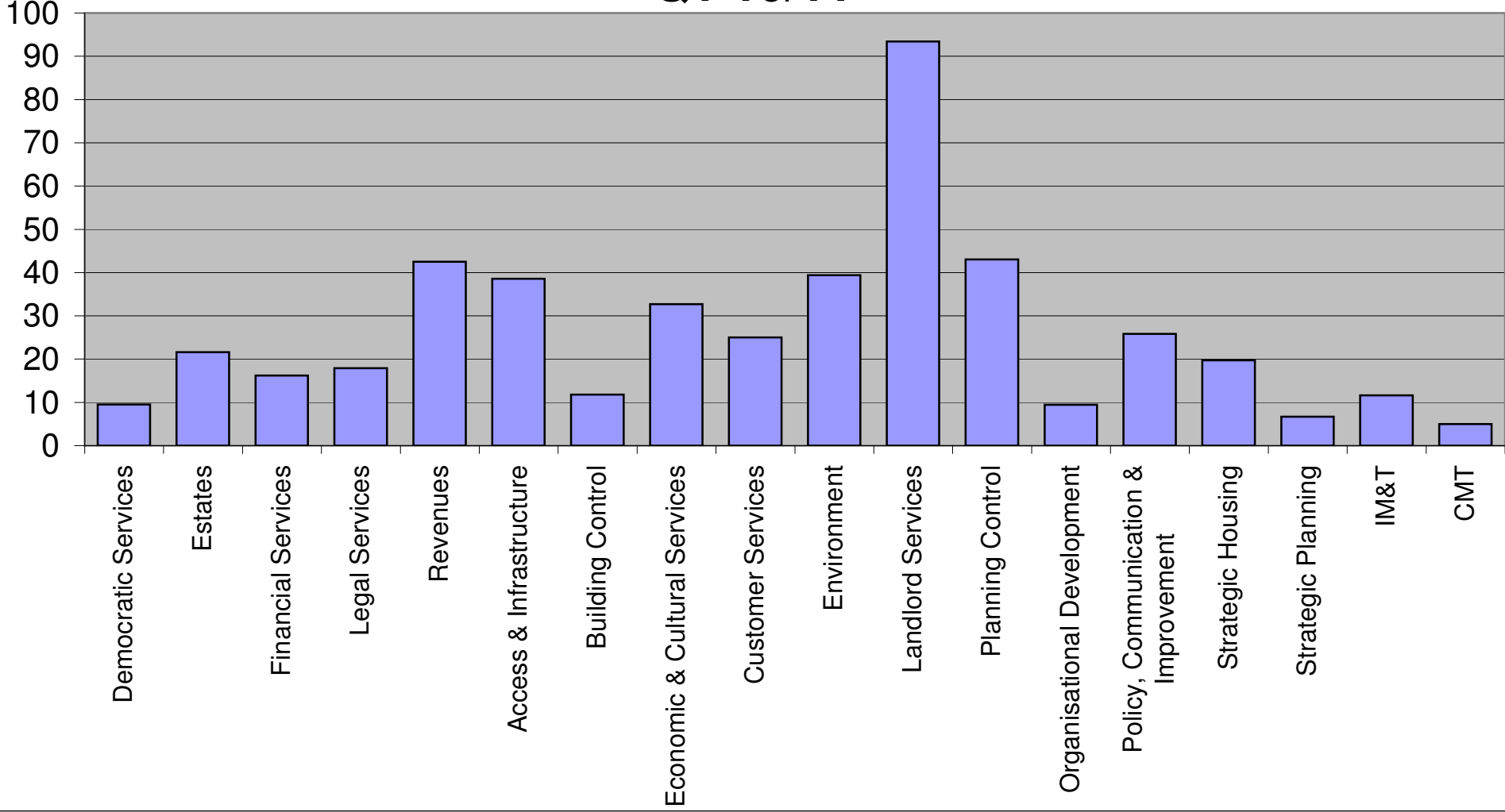
FTE in Post Q3 09/10



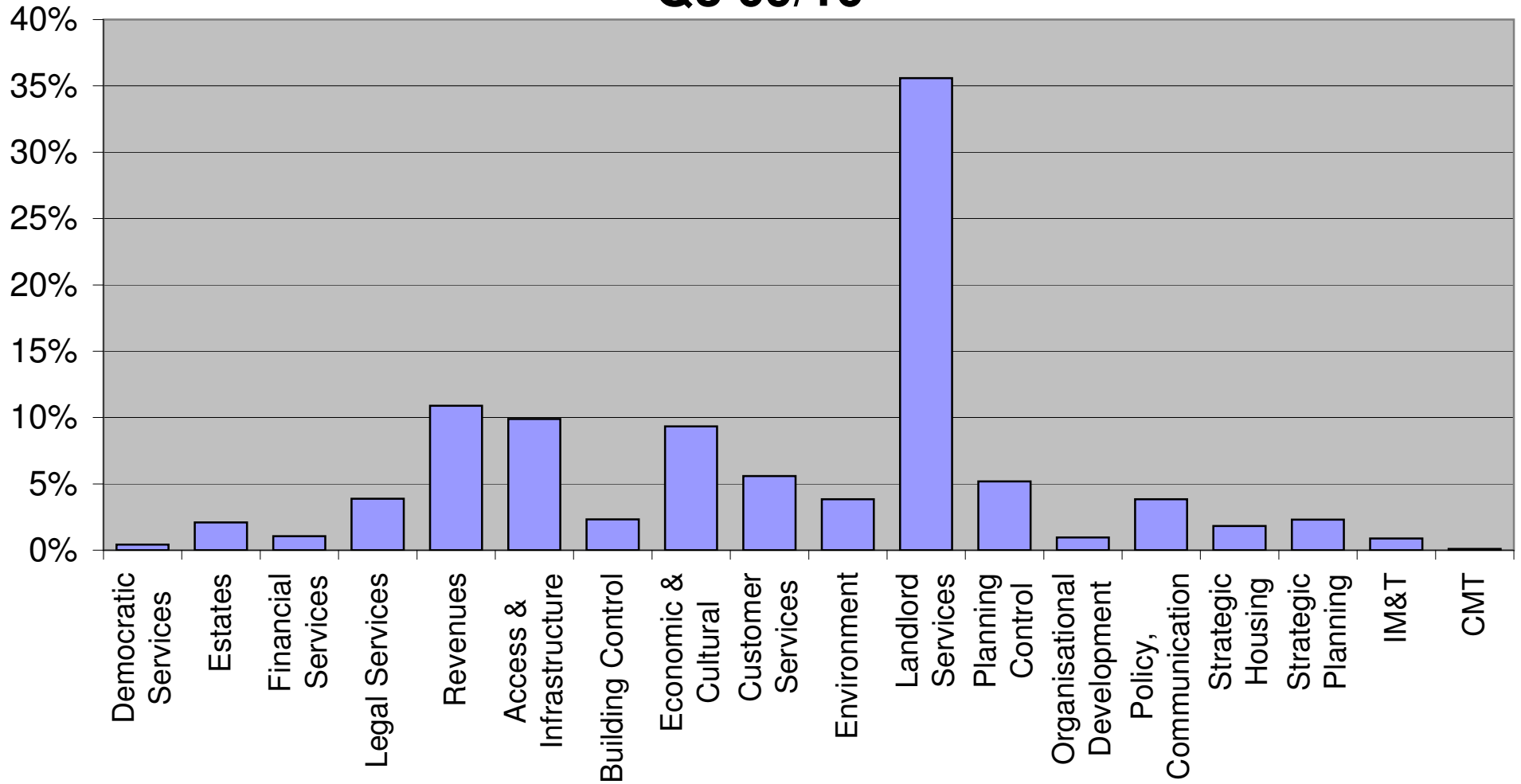
FTE in Post Q4 09/10



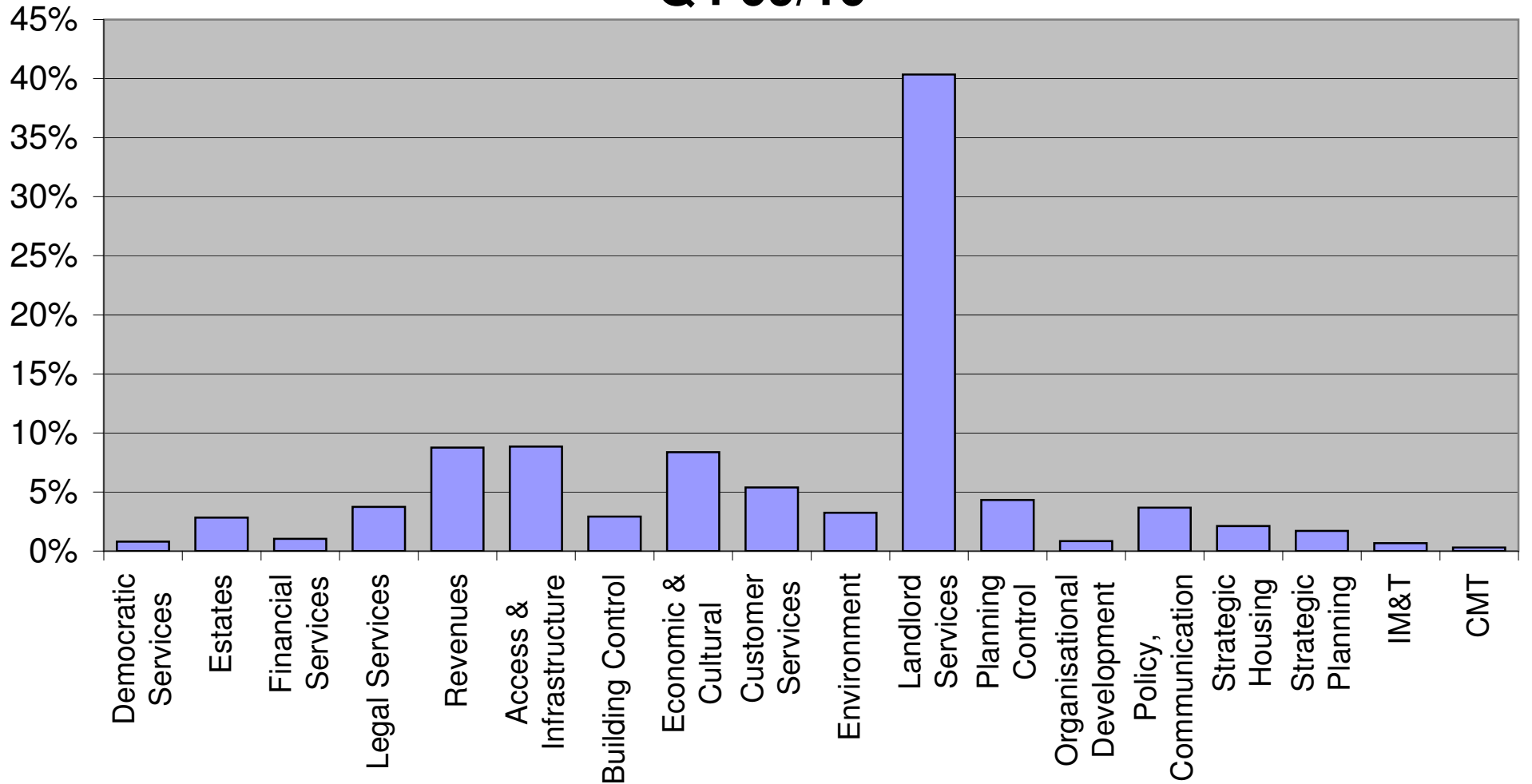
FTE in Post Q1 10/11



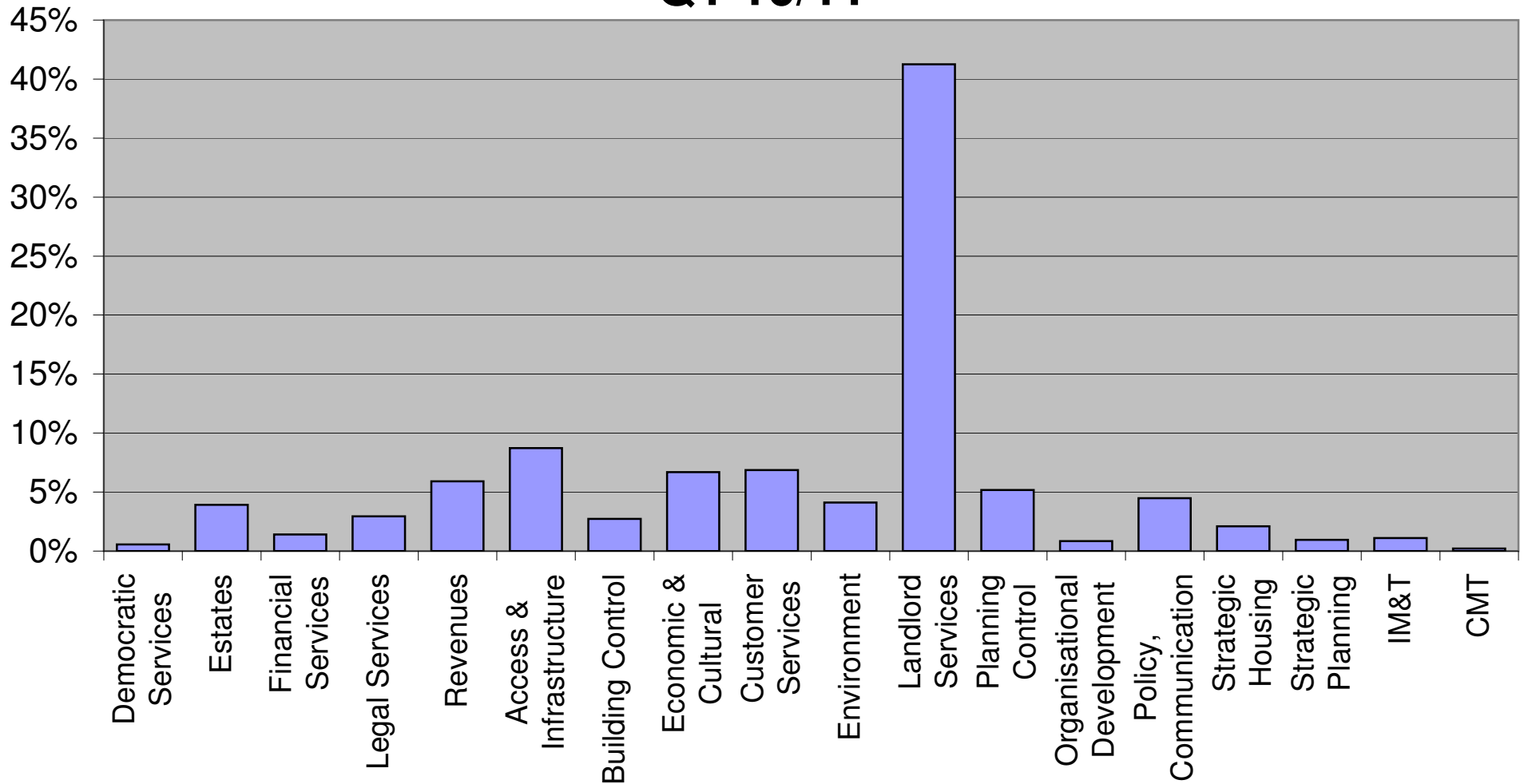
Percentage of total absence Q3 09/10

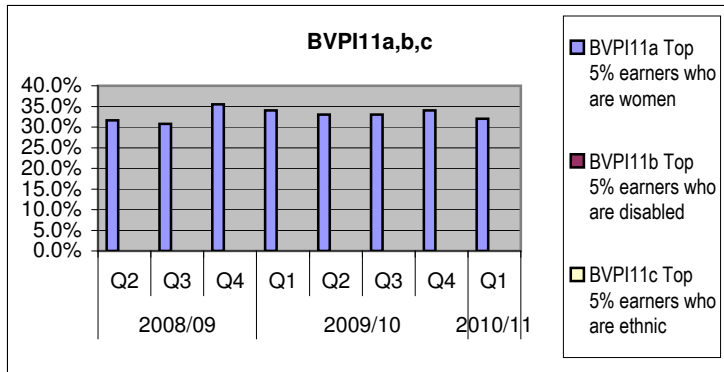


Percentage of total absence Q4 09/10

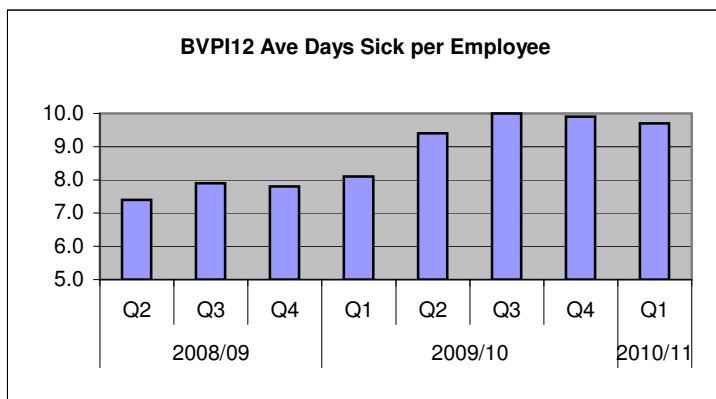


Percentage of total absence Q1 10/11

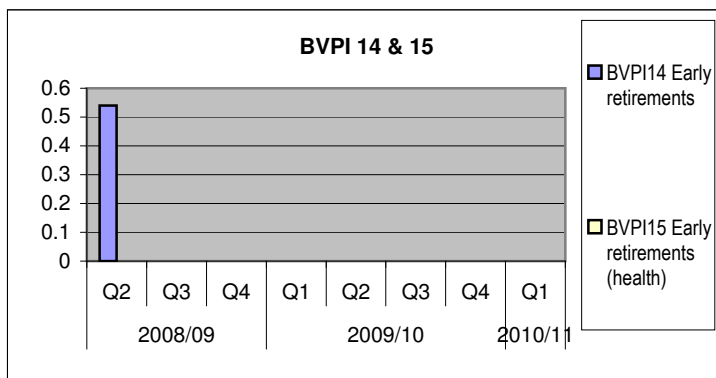




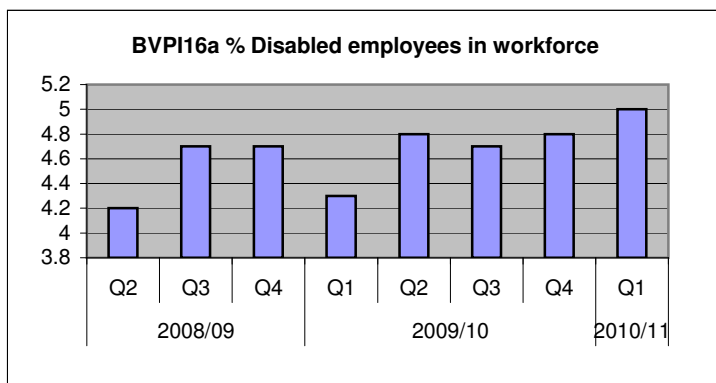
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this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



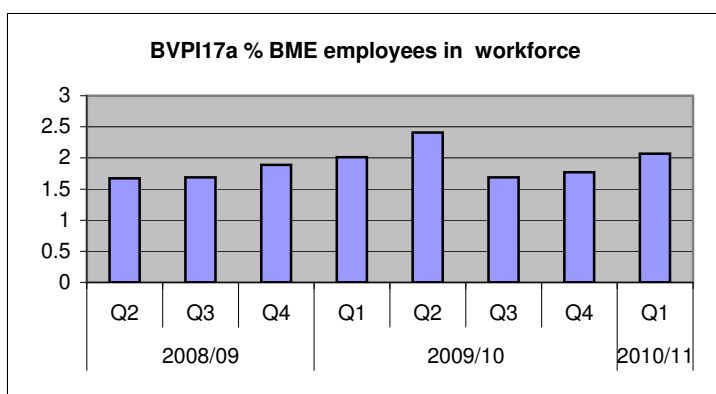
The average number of days sick per person has shown a slight decrease this quarter. The most significant rise has been seen in stress related absence, which is long term. This appears to be concentrated in one area and action plans are being set up to understand the causes of this increase and to deal with the absence.



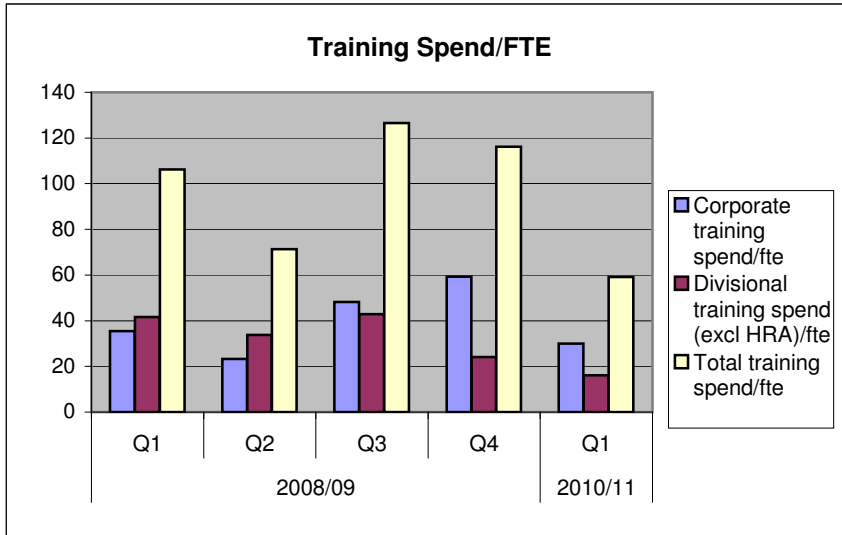
There have been no early retirements over the last 4 quarters either as a result of ill health or redundancy. With ongoing organisational change anticipated, there is a possibility that there may be early retirements in the coming year.



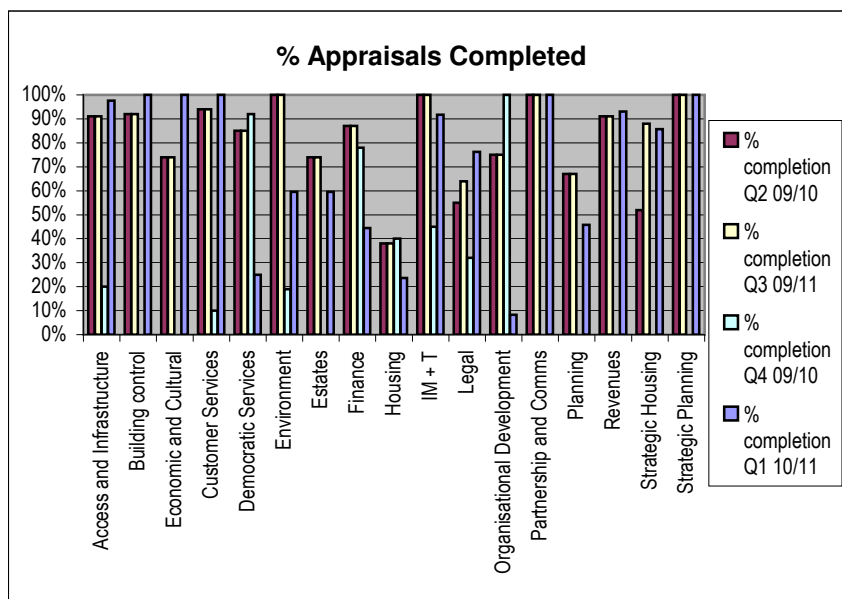
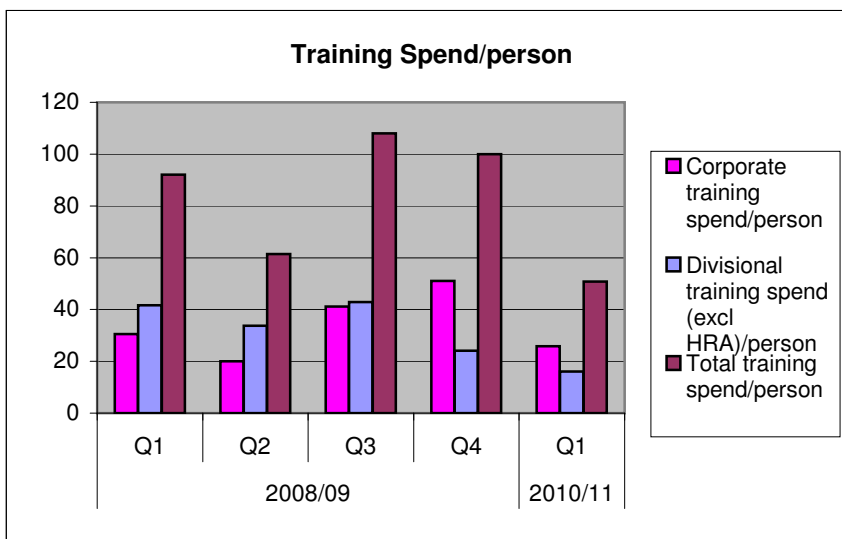
The percentage of disabled staff employed has increased this quarter. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations. The management of absence policy ensures that every effort is made to keep staff who are able to work in suitable employment.



There has been a slight increase in the percentage of staff from ethnic minority groups. 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 in line with corporate priorities. Each division also has an allocated 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 appraisals are being developed and the learning interventions carried out throughout the rest of the year. 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 needs for the Council will be identified through the appraisal process and specific requests for training will be considered against departmental and corporate priorities.









Appraisal completion is expected to show a consistent increase over the first 3 quarters of the year. The process starts again in Q4 when appraisals for the next financial year are completed in line with business planning. Hence the completion levels fall in Q4. Completion levels for the Housing division remain lower as some staff do not have access to the on-line appraisal system and retain paper records.



Organisation Development – Quarter 1 Business Plan 2010/11 Monitoring Report











Key to Status Icons



Action Status	
	Action Completed
	Action In Progress within due date
	Check Progress – action approaching due date or associated milestone not yet complete and passed due date; Action Not Started
	Overdue – Due date passed before action completed
	Action Cancelled

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
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 2011	Strategy in draft form, ready to launch early in 2010/11
		Decision on cafeteria benefits	31 Jan 2011	No				
		Implementation of Total Reward statement	31 Mar 2011	No				
		Implementation of salary sacrifice scheme		Yes				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		Implementation of Total Reward System		Yes				
OD/OD/06 Support new Finance Systems	Improved workforce information	Preparation of user forum training	19 Feb 2010	Yes		75 %	01 Oct 2010	Training underway for end users and due to be completed by the end of September before the system goes live.
		Delivery of training to user forums	26 Feb 2010	Yes				
		Preparation of end user training	31 Mar 2010	Yes				
		Delivery of end user training	01 Oct 2010	No				
OD/OD/07 HIOWLA Waste Project	Cost efficient provision of waste service	Initial consultation with affected staff	25 Aug 2009	Yes		60 %	01 Oct 2011	Options developed in line with project timetable. Draft Revised Client Structure prepared and costed. Preparation for Tender evaluation and TUPE assessment underway
		Options report to Members	25 Aug 2009	Yes				
		Decision on options	31 Dec 2009	Yes				
		Tenders to be reviewed	31 Dec 2010	No				
		Consultation with affected staff	01 Oct 2011	No				
		Consultation with affected staff, unions and contractors	01 Oct 2011	No				
		Implementation of joint working/contract	01 Oct 2011	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		Feasibility study		Yes				
		New client staff structure defined		Yes				
		Preparation, review and completion of tender PQQ's		Yes				
OD/OD/013 Organisational Development		Implement new structure	01 Apr 2010	Yes		66 %	31 Mar 2011	Data downloaded, however difficulty in utilisation of HSE reporting tools have prevented full reports to CMT and Heads of operational Teams for action planning.
		Staff survey results feedback	30 Apr 2010	Yes				
		IDEA review & change support	31 May 2010	Yes				
		Stress survey feedback	31 May 2010	No				
		Develop change plan	01 Jun 2010	Yes				
		Implementation of plan linked to key activities	31 Mar 2011	No				
OD/OD/014 Safeguarding children, young people and vulnerable adults		Process and document mapping	30 Jun 2010	No		0 %	30 Nov 2011	This area of work is being reviewed and may be reassigned
		Action Plan developed	21 Jul 2010	No				
		Associated training plan developed	30 Sep 2010	No				
		Delivery of supported training	30 Nov 2011	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/15 Renew of Housing maintenance contract						0 %	01 Oct 2011	Tender Evaluation and TUPE preparation underway
OD/OD/016 HR Shared Service Projects		Senate approval and Chief Executive approval		Yes		16 %	31 Jul 2011	See detail below
		Timetable and PID agreed for priority areas with detailed milestones for each project area		No				
OD/OD/016a Occupational Health services						0 %	31 Jul 2011	HIOWLA Shared service project PID & Project Plan Developed
OD/OD/016b Recruitment						0 %	31 Jul 2011	Project Plan agreed and draft report prepared
OD/OD/016c Employment Law advice						0 %	31 Jul 2011	Specification being developed
OD/OD/016d Learning & Development Services						0 %	31 Jul 2011	HIOWLA project still in development phase

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/017 Supporting service redesign and reviews						0 %	31 Mar 2012	Ongoing work and support for all phases being given to CMT, Managers & staff and Union consultation
OD/PROJ/003 1team	To develop and recruit staff to meet changing priorities whilst achieving efficiencies	Establish project board and work streams	30 Apr 2010	Yes		11 %	29 Apr 2011	7/9 - update given to SMT on use of appraisals for identifying competencies. Draft process created for requesting resources to be presented to CMT 28/9.
		Resources prioritisation process to be agreed with CMT	14 Sep 2010	No				
		Work stream project plans developed	30 Sep 2010	No				
		Launch of process to SMT	05 Oct 2010	No				
		Roll out of 1 Team	01 Apr 2011	No				