

PERSONNEL COMMITTEE

6th June 2011

ORGANISATIONAL DEVELOPMENT – OUTTURN REPORT 2010/11

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER185 Human Resources Directorate Performance Monitoring 28th February 2011

PER171 Human Resources Directorate Outturn Report 2010 – 7 June 2010

EXECUTIVE SUMMARY:

This report sets out the outturn information related to the Business Plan for Organisational Development Division setting out the performance indicators covering the period 1 April 2010 to 31 March 2011.

RECOMMENDATIONS:

1. That the outturn figures 2010/11 Organisational Development be noted.
2. 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 - OUTTURN 2010/11

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report covers the Business Plan outturn information for 2010 – 2011 for the Organisational Development Division and includes the outturn figures for the performance indicators for that period.
- 1.2 The performance indicators used give an overview of the Corporate Health of the organisation and give an insight into the Council's performance in managing the workforce efficiently and effectively. A selection of this information is presented to the Corporate Management Team and Heads of Teams on a monthly basis to assist in the management of the organisation.

2. Performance Indicators

2.1 Establishment Scorecard

- 2.1.1 There has been a process of vacancy management introduced called 1team which has run for the last 6 months of the year. This has enabled a significantly improved control over the use of people resources in the organisation and has applied flexible working practices at every opportunity.
- 2.1.2 Every vacant post is reviewed to establish if it is a priority area and should be recruited to. When this is established a skills match register is looked at and internal moves on a temporary, part time or permanent basis are considered, as well as the potential to undertake roles on a secondment or project work basis. This has enabled savings to be made and has increased the resilience of the organisation and the opportunities available to staff.
- 2.1.3 The average number of FTE in post has dropped in quarters 2, 3, and 4. The vacancy rate has increased over the last half of the year with vacancies recruited to mainly internally on a flexible basis, with the headcount figure dropping from 503.11 (2009) to 482.55 (2010). Turnover at the end of the year sits at 17.5% which is an increase showing the internal recruitment and Flexible Resource Management in action. As part of the budget savings process work continues through vacancy management to consider each vacancy as it arises with the view to Council priorities and where savings can be achieved. The use of Flexible

Resource Management remains a priority to enable the Council to flexibly use the staff resources to meet priority needs across the organisation. The full establishment report for the Council for 2011, will be presented to this Personnel Committee (PER 188).

2.2 Absence Scorecard

- 2.2.1 The sickness absence figures at outturn stand at 9.4 per person which shows a slight decrease over the year. Absence information, including information of cost of absence for each member of staff, continues to be produced on a Divisional basis ensuring that the profile of absence management remains high. Those staff identified with high levels of absence will be managed through the appropriate absence management process with a view to further reducing absence levels.

2.3 BVPI Scorecard

- 2.3.1 Although there is no longer a requirement to publish these national corporate health indicators, they provide useful monitoring information and therefore continue to be collected and provided to Personnel Committee on an annual basis.

There is little change in the BVPIs and the overall numbers of staff employed will impact on the end of year figures.

2.4 Training Scorecard

- 2.4.1 The training budget has traditionally been split into corporate training, managed centrally by the Learning and Development Advisor, and Divisional budgets managed by Heads of Division. The central budget has been used to put in place corporate training needs identified through appraisal and individual development plans whilst the Divisional training budget is used for specific Divisional training needs, professional training and CPD.

From April 2009, the training budgets were combined and managed centrally. Training needs will be identified through appraisal using the on line appraisal system and any specific requests for training will be considered against departmental and corporate priorities. With the centralisation of the budget, savings of £60,000 were identified for 2009/10. A further saving during the year on training spend resulted in a total of £68,500 savings. Changes in the financial monitoring systems also mean that training spend can be monitored on a monthly basis enabling training spend to be allocated more effectively this will be developed further in the coming year.

2.5 Profile Scorecard

- 2.5.1 The profile information is produced on an annual basis and used to inform workforce development plans. As part of this process a number of indicators including age, gender and service are considered and used to develop workforce plans which will ensure that workforce has the skills and capacity to enable the Council to meet the business priorities of the future.

2.6 Occupational, Health and Safety and Welfare Review

- 2.6.1 Appendix 2 shows the review for 2010/2011 for this service.

2.7 Training and Development Review

- 2.7.1 Appendix 3 shows the review for 2010/2011 for this service.

2.8 Business Plan Performance

- 2.8.1 The HR Business Plan for 2010/11 was agreed by Resources Scrutiny Panel and by the Portfolio Holder for Finance and Resources in March 2010. Appendix 4 to this report details the progress made against the 2010/11 Key Priorities. The monitoring information shows that the Team has made good progress against the majority of the targets set with the main outcomes detailed below. Where corporate priorities have changed, the Team's limited resources have been diverted from other projects which have caused slippage in some areas. Where appropriate, these targets have been included in the 2011/12 Service Plan as priorities for the coming year.
- 2.8.2 The Human Resources Team continues to develop the workforce monitoring information including increased working with Finance to ensure accurate employment costs are available, resulting in monthly workforce reports being reported to CMT on a monthly basis to complement the budget information reported. Heads of Teams receive monthly workforce monitoring reports including information on absence, establishment and workforce profiling. In addition, regular benchmarking is carried out both across the region and nationally for workforce monitoring and to ensure that the HR Team continues to offer an effective and efficient service.
- 2.8.3 There have been some developments in employment legislation over the last year and as a result the Council's relevant policies and procedures will be reviewed.
- 2.8.4 The Flexible Working Project and the 1team Project, Changing Working Practices, which forms part of the Transformation Agenda, has been rolled out across the Council and continues to be monitored to maximise the usage of the corporate buildings and resources.

- 2.8.5 The new on-line appraisal continues to be monitored, reports can now be produced to ensure that appraisals are taking place across the Council and skills matches made for 1team. The online appraisal scheme allows information to be produced to help focus corporate training plans and divisional training requirements to meet both business and individual needs and for the training budget to be allocated effectively.
- 2.8.6 Whilst a significant amount of the work of the HR Team is reactive and demand led, the Business Plan provides information on the key priorities identified for the year. Project work has also been undertaken which was not included in the Business Plan. This additional work related to changes in the Teams, legislation and national requirements which have arisen during the year, partnership working and contract renewals.

OTHER CONSIDERATIONS:

2.9 CORPORATE STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 2.9.1 The monitoring of the establishment for the Council helps to support the City Council's priorities in terms of the effective and efficient Council.

3 RESOURCE IMPLICATIONS:

- 3.1 These are contained in the detail of the report.

4 RISK MANAGEMENT ISSUES

- 4.1 This report is for information purposes so the Council's Risk Management approach does not need to be included.

BACKGROUND DOCUMENTS:

Held in the Organisational Development Division

APPENDICES:

Appendix 1a-f	Human Resources Performance Indicators
Appendix 2	Health and Safety Outturn
Appendix 3	Training and Development Outturn
Appendix 4	Human Resources Division Business Plan Monitoring