Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Organisational Development & Human Resources

Period: Quarter 3 - 01st Oct – 31st December 2010

1.0   Introduction

This monitoring report covers the Human Resources Division third quarter period up to 31st December 2010. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 3.

2.0   Key Developments

The Human Resources & Learning & Development Centre of Excellence continues to establish itself and is undertaking an integral role in supporting the Council through a difficult period in terms of organisational restructuring and associated H.R. processes including consultations with trade unions, and the continuing implementation of the Efficiency programme.

Consultations have taken place with trade unions and employees to agree the move to new senior management structures in particular the change to three Directorates. Further work will be required as and when the full structural implications of budgets proposals becomes clear.

A comprehensive range of training courses to support employees at risk of redundancy or going through change management processes is available and additional courses have been added to the package for employees and managers

In addition, the Learning and Development Team have added a new course to the series of ILM courses currently on offer, an ILM Level Two, Team Leader Award.

A recent inspection by the ILM External Verifier produced very favourable feedback particularly relating to the standards and quality of student assignments. This has enabled the Team to retain their ILM accreditation.

Preparations are also being made to hold a series of roadshows to further promote and encourage the take up of e-learning modules that re presently available.

With a growing number of employees likely to be affected by the ongoing need to reduce organisational operating costs additional support has been allocated through the provision of further roadshows providing assistance and advice to all staff who may be affected by such changes.

In addition, the Team is currently actively involved in the Wave Two efficiency work streams through a review of services to schools and through the Transactional and Non-Transactional processes review, which is exploring manager and employee self serve options through an "I Want H.R." portal. In preparation for this, the inputting of mileage claims has now come into the Technical Services Team as we move towards developing this self serve module of the portal.

A revised Staffing Protocol has been agreed with the trade unions to incorporate a Redundancy Selection Process and training for managers and elected members is currently being developed.

3.0 Emerging Issues

Work will continue with managers and trade unions as we begin to transition to new structures and deal with any potential job losses as the proposed budget cuts and other efficiency savings are agreed.

Changes to structures, particularly the move to three Directorates, will mean considerable work to reflect such changes in the post structures on Trent and to maintain an up-to-date post establishment for the Council.

As more detail becomes available regarding budget constraints, a very labour intensive period of work is anticipated for example to provide training for managers and members, roadshows to support employees who may be placed at risk, possible redeployment opportunities and estimates for VR/VER,.

A number of schools have expressed an interest in becoming Academies and therefore work is commencing in preparation for large scale voluntary transfers and other TUPE related issues.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	**7**	✔	5	?	0	✘	2

In light of the impending organisational restructure taking effect from April there has been a need to re-programme work relating to electronic management systems and financial structural databases. All other objectives for the service are progressing as planned and additional details are provided in Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	-	✔	-	?	-	✘	-

There are no 'other' objectives milestones to be reported for the service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	**6**	✔	3	?	3	✘	0

It is questionable at this stage whether the annual targets for a number of measures relating to the workforce profile will be achieved. These measures relate to minority employment statistics which can be subject to a wide variety of influences including those external to the Council. Additional details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	-	✔	-	?	-	✘	-

There are no other performance indicators to be reported for the service.

6.0 Risk Control Measures

During the development of the 2010 -11 service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

8.0 Data quality statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, sourced externally, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

9.0 Appendices

Appendix 1   Progress against 'key' objectives / milestones

Appendix 2   Progress against 'key' performance indicators

Appendix 3   Financial Statement

Appendix 3   Explanation of use of symbols

Appendix 1:   Progress Against 'key' objectives / milestones

Ref	Objective
HROD O1	Review existing establishment and organisational control and information processes to ensure business architecture remains effective and robust.

Milestones	Progress Q 3	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by **Dec 2010**	✖	Work concerning process requirements is now complete but there is a need for some reconfiguration in light of revised organisational structures and integration with Wave 2 transactional review of HR processes and the use of a web based portal. It is likely that both milestones will be achieved by year-end.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by **Feb 2011**.	✖	

Ref	Objective
HROD O2	Improve transactional HR processes through the delivery and extension of manager 'self-serve' systems

Milestones	Progress Q 3	Supporting Commentary
Implement further modules of manager / employee self-serve	✔	The addition of training records is presently being trialled within Open Spaces. However due to findings of transactional Wave 2 workstreams an alternative method of employee self-serve is being developed through the I Want IT portal
Implement workflow system to further exploit efficiency gains through the use of 'Trent' software application	✔	This work is being reviewed as part of Wave Two Review of Transactional Processes for HR.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
HROD O3	Enhance existing training and development calendar through the expansion of e-learning opportunities.

Milestones	Progress Q3	Supporting Commentary
Establish ICT infrastructure requirements **October 2010**	✓	E-Learning now in place for employees with existing internet access and additional equipment being acquired to extend provision across the wider workforce.
Deliver pilot project within Adults and Community Directorate by **Dec 2010**	✓	Pilot underway in the safeguarding module as planned; courses advertised and already accessed by employees with access to the internet.
Evaluate opportunities for further development by **March 2011**	✓	Preparations are currently underway to deliver a series of road shows to further develop awareness and uptake of e-learning opportunities.

Appendix 2:   Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
ODHR LI 1	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	8.28	✔	⬇	Although absence levels are slightly higher than the same period last year (7.55) it is anticipated that annual target will be achieved.
ODHR LI 2a	Total FTE Establishment	4431	N/A	4232	N/A	N/A	As would be anticipated the numbers of total staff FTE and head count continue to decrease as do the number of advertised vacancies. The number of leavers during the period is also lower than that at Quarter 2.
ODHR LI 2b	Total Staff (head count)	N/A	N/A	5533	N/A	N/A	
ODHR LI 3	Current advertised vacancies	N/A	N/A	31	N/A	N/A	
ODHR LI 4	Current Leavers (head count)	N/A	N/A	96	N/A	N/A	

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Fair Access							
ODHR LI 5	The percentage of top 5% of earners that are						
	a) women	46.81	45.00	50.71	✔	⬆	Situation has remained static between quarters two and three and annual target is likely to be achieved / exceeded.
	b) From BME communities.	0.86	2.00	2.24	✔	⬆	Current position would suggest annual target is likely to be achieved although the nature of the measure and the local demographics means that it is very sensitive to very small changes in absolute numbers.

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Fair Access cont'd							
ODHR LI 5 cont'd	The percentage of top 5% of earners c) With a disability	2.01	3.30	1.46%	?	⬆	Based upon current staff numbers it is uncertain whether annual target will be achieved.
ODHR LI 6	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50	1.28%	?	⬌	The current figure is marginally above that for the same period last year and it remains uncertain whether the annual target will be achieved.
ODHR LI 7	Minority Ethnic community staff as % of total workforce.	0.77	1.00	0.75%	?	⬌	The current situation is similar to that for the same period last year and is within tolerance taking account of the local community profile.
ODP LI 8	% Of economically active disabled people in LA area.	13.6	N/A	13.5	N/A	N/A	These measures provide context to the two measures above concerning organisational employment levels.
ODP LI 9	Economically active BME population in LA area.	1.0	N/A	1.0	N/A	N/A	

Appendix 3: Financial Statement

HUMAN RESOURCES DIVISION

Revenue Budget as at 31st December 2010

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance** **To Date** (overspend) £'000	Actual Including Committed Item £'000
Expenditure					
Employees	2,158	1,625	1,634	(9)	1,641
Employee Training	580	179	171	8	243
Supplies & Services	63	48	66	(18)	77
Total Expenditure	**2,801**	**1,852**	**1,871**	**(19)**	**1,961**
Income					
Fees and Charges	-23	-17	-19	2	-19
Government Grants	0	0	-13	13	-13
Other Grants & Reimbursements	0	0	-16	16	-16
SLA to Schools	-209	-209	-289	80	-289
Capital Financing	-50	0	0	0	0
Total Income	**-282**	**-226**	**-337**	**111**	**-337**
Net Controllable Expenditure	**2,519**	**1,626**	**1,534**	**92**	**1,624**
Recharges					
Premises	532	399	399	0	399
Transport	22	16	16	0	16
Central Support Services	582	436	436	0	436
Support Service Income	-3,611	-2,707	-2,707	0	-2,707
Net Total Recharges	**-2,475**	**-1,856**	**-1,856**	**0**	**-1,856**
Net Department Total	**44**	**-230**	**-322**	**92**	**-232**

Comments on the above figures:

In overall terms, spending is below the budget at the end of the third quarter. Regarding expenditure, employee costs are slightly over budget at the end of the period which is due to the additional work being carried in relation to job evaluation.

In terms of income, a recent review of Service Level Agreements with Schools has been carried out which has resulted in the generation of additional income in excess of the annual budget. The annual budget will be revised to reflect the increase in SLA to Schools charges as part of the 2011/12 budget setting process.

Appendix 3: Financial Statement

In overall terms spending is £92,000 below the net Divisional budget to date and is expected to be similarly below budget by year-end. This will contribute towards the £0.5m underspend target which has been set for the Resource Directorate.

Symbols are used in the following manner:

Progress		**Objective**	***Performance Indicator***
Green	✓	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	*Indicates that the annual target <u>is on course to be achieved</u>.*
Amber	?	Indicates that it is <u>uncertain or too early to say at this stage</u>, whether the milestone/objective will be achieved within the appropriate timeframe.	*Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.*
Red	✗	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	*Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.*

Direction of Travel Indicator

Where possible <u>performance measures</u> will also identify a direction of travel using the following convention

Green	⬆	*Indicates that performance **is better** as compared to the same period last year.*
Amber	⬍	*Indicates that performance **is the same** as compared to the same period last year.*
Red	⬇	*Indicates that performance **is worse** as compared to the same period last year.*
N/A		*Indicates that the measure cannot be compared to the same period last year.*