

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Organisational Development & Human Resources

Period: Quarter 4 1st January – 31st March 2011

1.0 Introduction

This monitoring report covers the Human Resources Division fourth quarter period up to 31st March 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The departments quarter 4 Financial Statement will be prepared once the Council's year-end accounts have been finalised and will be made available via the intranet by 30th June.

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

2.0 Key Developments

During its first year the Human Resources and Learning and Development Centre of Excellence achieved a number of notable successes. These include the Investors in People re-assessment where the inspectors commented on the "outstanding training opportunities" available and the H.R. contribution to both the Adults Inspection and the Children's Safeguarding Inspection which noted that H.R. practice in these areas was "exemplary".

There have been significant restructuring exercises following the budget proposals resulting in large numbers of employees leaving the organisation through voluntary redundancy and voluntary early retirement. This has involved considerable consultation with the trade unions. Training was provided for managers in the application of the redundancy selection process and compulsory selection meetings have been held.

Employees placed at risk of redundancy were supported by a comprehensive suite of training programmes and through H.R. and Learning and Developments attendance at a series of road shows.

The Learning and Development Team have promoted literacy and numeracy ELEV8Te, in conjunction with the Adult learning Team and have developed E-learning across the organisation.

In addition, a Coaching Forum network has been developed with a view to increasing performance coaching within each Directorate.

Work has continued through Wave Two of the Efficiency Programme which involves a review of transactional H.R. processes and it is hoped to shortly go live with an automated "I want H.R." establishment control process for Amendments to Establishment.

Through consultation with employees and the trade unions, it has been agreed that we will implement a Christmas closedown this year and the quarter has also seen significant work involved in the TUPE transfer of two schools who are becoming Academies.

3.0 Emerging Issues

Work will continue with managers and trade unions as we begin to consider the next round of budget proposals. This will involve union consultation, training for managers and members, road shows to support employees who may be placed at risk and estimates for VER/VR. In addition, work will soon begin on reviewing the Staffing Protocol.

Discussions have commenced concerning the transfer of the Public Health function into the Council, which will potentially see a considerable number of people transferring into the Council.

The new Organisational Development Group, which replaces the Corporate Staff Development Group and Flexible Working Group, has started work on a new People Strategy and the Learning & Development Team are developing a Skills for Change for Managers Course to complement the current course for at risk employees.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	5		5		0		0
--------------	----------	---	----------	---	----------	---	----------

All key objectives milestones were achieved as planned although the high level organisational restructure has meant that some IT development work has been re-programmed. Additional information is provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	-		-		-		-
-------	---	---	---	---	---	---	---

There are no 'other' objectives / milestones for the service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		2		0		4
-------	---	---	---	---	---	---	---

A number of targets, relating the employment of disabled / BME employees have marginally failed to achieve their planned year-end target although none have shown a significant deterioration over the preceding year. Additional details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	0		0		0		0
-------	---	---	---	---	---	---	---

There are no 'other' performance indicators 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.

As a result 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 Explanation of the 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 Q4	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by Dec 2010	Refer comment	Work concerning process requirements is now complete but there continue to be some reconfiguration of this as, in effect, the post structure and lines of reporting in Trent have had to be rebuilt as we moved to three Directorates. This will impact on levels of authority to act, which will need to be reflected in this process.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by Feb 2011 .		As above

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

Milestones	Progress Q4	Supporting Commentary
Implement further modules of manager / employee self-serve		The Training modules have been rolled out further than Open Spaces and consideration is being given, through the Transactional Process Review Work Stream to implement car mileage claims through the self serve module.
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 H.R. processes and is hoped to shortly go live with an I

Appendix 1: Progress Against 'key' objectives / milestones

		Want H.R. portal.
--	--	-------------------





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

Milestones	Progress Q4	Supporting Commentary
Establish ICT infrastructure requirements October 2010	<input checked="" type="checkbox"/>	E- Learning is now in place for both employees with existing internet access and arrangements have been made for equipment to be available for employees who do not personally have internet access.
Deliver pilot project within Adults and Community Directorate by Dec 2010	<input checked="" type="checkbox"/>	Pilot completed and courses rolled out.
Evaluate opportunities for further development by March 2011	<input checked="" type="checkbox"/>	Road shows planned to further market existing courses and develop opportunities for new E-Learning courses.









Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------



Corporate Health

<u>ODHR LI 1</u>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	9.68			Although the target has been marginally missed the development of appropriate management interventions continues to impact positively upon this measure.
<u>ODHR LI 2a</u>	Total FTE Establishment	4431	N/A	4269			The purpose of these measures is to monitor vacancies/leavers to establish trends in order that any developing situation can be proactively managed. The number of leavers in the period includes school staff, which following previous trends, increases at the end of the academic school year.
<u>ODHR LI 2b</u>	Total Staff (head count)	N/A	N/A	5642			
<u>ODHR LI 3</u>	Current advertised vacancies	N/A	N/A	52			
<u>ODHR LI 4</u>	Current Leavers (head count)	N/A	N/A	189			

Fair Access




<u>ODHR LI 5</u>	The percentage of top 5% of earners that are						The numbers of staff within these discrete groups has remained relatively constant over recent years and is not presently showing any cause for concern.
	a) women	46.81	45.00	51.37			
	b) From BME communities.	0.86	2.00	2.22			
	c) With a disability	2.01	3.30	1.45			
<u>ODHR LI 6</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50	1.15			Performance remains in line with the levels of 2009 – 10 although the annual target has not been achieved.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<u>ODHR LI 7</u>	Minority Ethnic community staff as % of total workforce.	0.77	1.00	0.82			Although the annual target has not been achieved in relation to this measure it remains proportionate to the local population.
<u>ODP LI 8</u>	% Of economically active disabled people in LA area.	13.6	N/A	14.8	N/A	N/A	These measures are included within the report to provide a context to staffing levels indicated above.
<u>ODP LI 9</u>	Economically active BME population in LA area.	1.0	N/A	0.9	N/A	N/A	




Appendix 3: Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
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.	<i>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.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>