

Departmental Quarterly Monitoring Report

Directorate: Policy and Resources

Department: Human Resources & Learning Development

Period: Quarter 3 - 1st October to 31st December 2011

1.0 Introduction

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

2.0 Key Developments

The H.R. and L&D teams have been actively involved in negotiations with trade unions and managers as the impacts of the budget proposals became known. They have advised managers on the legislative processes to be followed and held a series of training sessions for managers on "How to Undertake Union Consultations". Additionally, during this period, agreement was reached on the revised terms for voluntary redundancy/voluntary early retirement/pay protection and this was approved by the Appointments Committee.

Discussions have progressed regarding the transfer of the Public Health Service into the Authority and a draft job description and advertisement was drawn up which has since received approval.

The project to streamline transactional processes has gathered pace and all personal files have now been scanned. Work continues to define workflow requirements. Additionally, during this quarter, the H.R. self serve portal went live and employees can now input car mileage directly. Other services will be added to this during the final quarter.

Offers of equal pay settlements were made and accepted by 14 staff and further work continues in settling outstanding claims.

To comply with the requirements of the Localism Act, the Council must agree a Pay Policy Statement by 31st March 2012.

3.0 Emerging Issues

Employees who were placed at risk of redundancy on 1st January are being supported to find alternative employment within the Council but also through the provision of a number of learning and development interventions. The Employee Relations Team are actively monitoring the at risk position and advising managers on the application of the Redundancy Criteria matrix, ring fenced interviews etc.

An initial review of the Employee self serve process for mileage is to be undertaken after the first month of the system being live and new H.R processes will be added.

Training will be undertaken for all H.R. staff on the document imaging systems and as work flow is finalised.

Initial discussions will be held around the need to review the capabilities of the Trent system to cope with the new requirements around real time tax reporting for HMRC and auto enrolment of pensions.

The appointment of the Director of Public Health will be undertaken during this quarter and it is envisaged that the transfer process will accelerate.

Consultations have commenced with the trade unions around the reconfiguration of Adult Services and H.R. are actively involved in both this and the provision of advice to managers.



4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		7		0		0
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All key objectives / milestones for the service are presently progressing as planned and additional details are provided within Appendix 1

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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There are no 'other' objectives / milestones for the service.



5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		3		1		2
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It is unlikely at this stage as to whether the number of staff with a disability, including those within the top 5% of earners, will achieve the annual target. Additional information for all six 'key' indicators for the service are provided within Appendix 2

5.2 Progress Against 'other' performance indicators

Total	2		2		0		0
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The remaining indicators for the service are on presently on track to achieve their annual target and therefore are not being reported by exception at this time.

6.0 Risk Control Measures

During the development of the 2011 -12 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 2011 – 2012

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 1: Progress Against 'key' objectives / milestones

Ref	Objective
HRLD O1	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>





Milestones	Progress Q3	Supporting Commentary
To enhance individual learning opportunities through the design and delivery of a programme of coaching Dec 2011		<p>The L&D Team have developed and deliver Coaching Skills for Managers course that is available through the L&D Calendar.</p> <p>Accreditation for Coaching Skills training with the Institute of Leadership & Management at levels 3 & 5 will take place on 28.2.12</p>
Further develop capacity for e-learning opportunities and undertake promotional activities Dec 2011		<p>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.</p> <p>The range of e-learning courses has increased and L&D officers have now been trained to design and deliver specific courses that have been identified as organisational requirements.</p> <p>The L&D Officers are currently developing specific e-learning modules on Dignity in Care, Affordable Warmth, Data Protection, Bribery Act, Safer Recruitment within Adult Services.</p>
Further promote and develop 'skills for life' programme March 2012		<p>The L&D Team have organised, in conjunction with the Adult Learning Team, another Skills for Life Programme. Start date is 20th Feb. for 9 weeks. The programme includes Maths and English modules, therefore enhancing Halton skills levels.</p>

Appendix 1: Progress Against 'key' objectives / milestones











Ref	Objective
HRLD O2	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>

Milestones	Progress Q3	Supporting Commentary
Investigate and reconfigure business processes to further develop the HR Self-serve portal Sept 2011		The H.R Portal is now live and work is complete on mileage self serve. Other transactional processes will now be added.
Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol Dec 2011		Negotiations are continuing on revised terms and conditions as part of the budget proposals.
Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2011		Managers have been briefed on conducting union consultations and continue to receive advice as changes to structures are implemented. Expressions of interest for both at risk and non at risk staff continue to be actioned.
Conclude the settlement of outstanding Equal Pay claims March 2012		Some claims have been settled and others continue to be dealt with through the Council's legal advisers.

Appendix 2: Progress Against Key Performance Indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
<u>HRLD LI 1</u>	The number of working days / shifts lost due to sickness (Corporate)	9.68	9	6.54			This measure is subject to seasonal variation although the measure is lower (8.28) than the same period last year.
<u>HRLD LI 2a</u>	Total FTE Establishment	4269	N / A	3918	-		As would be expected in light of both Efficiency work streams and budget proposals, this measure is 286 FTE's lower than the same period last year. Headcount has reduced by 455 FTE from 2009/10 This measure is 357 head count lower than the same period last year.
<u>HRLD LI 2b</u>	Total Staff (head count)	5642	N / A	5134	-		
<u>HRLD LI 3</u>	Current advertised vacancies	N / A	N / A	26	-	-	Slight increase in the number of leavers will be as a result of voluntary redundancy/retirements leaving in December.
<u>HRLD LI 4</u>	Current leavers (head count)	N / A	N / A	51		-	

Appendix 2: Progress Against Key Performance Indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Fair Access							
<u>HRLD LI 7</u>	The percentage of top 5% of earners that are ¹						
	a) women	51.37	50	58.27			There is some movement in these figures with a) and b) increasing and exceeding targets although c) has decreased. Based upon current staff turnover, it is unlikely that this will change and therefore unlikely that this target will be achieved.
	b) From BME communities.	2.22	1.0	2.75			
	c) With a disability	1.45	3.50	0.61			
<u>HRLD LI 8</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.15	5.00	1.16			The current target is marginally below that for the same period last year and it remains uncertain whether the annual target will be achieved.
<u>HRLD LI 9</u>	Minority Ethnic community staff as % of total workforce.	0.82	1.00	0.85			The current situation sees an improvement on the figure for the same period last year (0.75%) and may see the achievement of the target by the end of the year.
HRLD LI 10	% Of economically active disabled people in LA area.	14.8	N/A		-	-	These measures are reported for contextual purposes only.
HRLD LI 11	Economically active BME population in LA area.	0.9	N/A		-	-	

¹ Performance targets for these measures take account of local demographic profiles

Appendix 3: Financial Statement

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 31st December 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<i>Expenditure</i>				
Employees	2,015	1,492	1,497	(5)
Employee Training	280	215	180	35
Supplies & Services	69	53	48	5
Contribution to Reserves	240	240	240	0
Total Expenditure	2,604	2,000	1,965	35
<i>Income</i>				
Fees & Charges	-23	-19	-68	49
School SLA's	-374	0	0	0
Transfers from Reserves	-54	-54	-54	0
Total Income	-451	-73	-122	49
Net Operational Expenditure	2,153	1,927	1,843	84
<u>Recharges</u>				
Premises Support	433	324	324	0
Transport Recharges	20	15	15	0
Central Support Recharges	865	649	649	0
Support Recharges Income	-3,469	-2,601	-2,601	0
Net Total Recharges	-2,151	-1,613	-1,613	0
Net Departmental Total	2	314	230	84

Comments on the above figures:

In overall terms, spending is below budget profile at the end of the quarter 3.

Regarding expenditure, Employee Training is lower than the budget at the end of the quarter due to efficiencies in the delivery of training courses. It is anticipated that this trend will continue to the end of the year.

In-year Departmental savings have been used as one-off Contributions to Reserves which are to be used to upgrade the Trent payroll system (£140k) and to temporarily fund posts in connection with delivering the Councils' existing training commitments (£100k).

Regarding Income, Fees and Charges income is above budget, which is mainly due to charges made to Schools for the provision of additional HR support services.

It is expected that overall spending will be within budget at the end of the year.