

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Organisational Development & Human Resources
<b><u>Period:</u></b>	Quarter 2 01 <sup>st</sup> June – 30 <sup>th</sup> September 2010

### 1.0 Introduction

This monitoring report covers the Human Resources Division second quarter period up to 30<sup>th</sup> September 2010. It describes key developments and progress against all 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 first six months of the Human Resources & Learning & Development Centre of Excellence has not only seen the new team settle in with business continuing as normal, but has continued to develop and expand its services with the introduction of manager self serve on Trent (The Council's integrated HR/Pay system) for absence management and the roll out of E-Learning courses.

In addition, the Team is currently actively involved in two of the Wave Two efficiency work streams through a review of services to schools via a service level agreement and through the Transactional and Non-Transactional processes review.

Support has also been given to the newly formed ICT service as they have undergone their review of structures and corresponding contractual and payroll changes have been implemented.

The Employee Relations Team and the Technical Services Team have co-ordinated the requests for Expressions of Interest for voluntary early retirement, voluntary redundancy and voluntary reductions in hours and continue to work with Directorate Management Teams to progress these matters. In addition, the Employee Relations Team has undertaken a great deal of background work in preparation for anticipated announcements following the Comprehensive Spending Review and potential impacts on employees.

Furthermore work continues with trade union colleagues regarding protocols for handling any redundancy situations.

Both the Employee Services Team and the Learning and Development Teams have worked closely with colleagues in Adults and Community on the safeguarding inspection with very favourable feedback. Work is now underway with colleagues within the Children & Young Peoples Directorate regarding the anticipated children's inspection.

A separate payroll has been established to provide payroll services to the Ormiston and Bollingbroke Academy.

### 3.0 Emerging Issues

Testing is currently underway and it is anticipated that the first module of employee self serve on Trent will shortly be available to employees for car mileage claims.

Work is on-going with managers and trade unions in preparation for the H.R. implications of the proposed budget cuts and other efficiency savings and two separate negotiating groups have been formed to deal with this.

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

### 4.0 Service Objectives / milestones

#### 4.1 Progress against 'key' objectives / milestones

<b>Total</b>	<b>7</b>		<b>7</b>		<b>0</b>		<b>0</b>
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All of the 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	-		-		-		-
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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		2		4		0
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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	-		-		-		-
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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 4 Explanation of the use of symbols

## Appendix 1: Progress Against 'key' objectives / milestones

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




Milestones	Progress Q 2	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by <b>Dec 2010</b>		An analysis of the process requirements is now complete and this piece of work will be one of the first to be implemented as part of the Transactional review of HR processes.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by <b>Feb 2011</b> .		Changes to the Council's staffing establishment are tracked in relation to both HR and finance and recorded to enable a definitive set of structures/budgets to be maintained. This will be further enhanced by the above process.

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



Milestones	Progress Q 2	Supporting Commentary
Implement further modules of manager / employee self-serve		The first module of manager self serve has successfully been implemented and embedded and the first module of employee self serve is due to go live within the next month
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
<b>HROD O3</b>	Enhance existing training and development calendar through the expansion of e-learning opportunities.

Milestones	Progress Q2	Supporting Commentary
Establish ICT infrastructure requirements <b>October 2010</b>		E-Learning now in place for employees with existing internet access. Additional equipment has now been ordered and is awaiting delivery to extend provision across the wider workforce.
Deliver pilot project within Adults and Community Directorate by <b>Dec 2010</b>		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 <b>March 2011</b>		The opportunity to extend the pilot to Children & Young Peoples Directorate is being investigated and opportunities to undertake other modules are being pursued with other Directorates.







**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Corporate Health</b>							
<b><u>ODHR LI 1</u></b>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	4.59			This measure is slightly below the 2.91 days recorded at the same period last year. Work continues to analyse, monitor and actively manage staff absence in a supportive and consistent manner through for example manager training.
<b><u>ODHR LI 2a</u></b>	Total FTE Establishment	4431	N/A	4204	N/A	N/A	The Quarter 2 position reflects a further reduction in establishment posts since the previous quarter and 09/10 year end.
<b><u>ODHR LI 2b</u></b>	Total Staff (head count)	N/A	N/A	5491	N/A	N/A	This information has been included for quarter 2 in order to provide context to the number of leavers below.
<b><u>ODHR LI 3</u></b>	Current advertised vacancies	N/A	N/A	48	Refer comment		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.
<b><u>ODHR LI 4</u></b>	Current Leavers (head count)	N/A	N/A	346			





**Appendix 2: Progress Against 'key' performance indicators**

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**Fair Access**

<b>ODHR LI 5</b>	The percentage of top 5% of earners that are						
	a) women	46.81	45.00	52.7%			At the half-year stage annual target is on track to be achieved.
	b) From BME communities.	0.86	2.00	1.54%			The quarter 2 position is slightly higher than the same period last year.
	c) With a disability	2.01	3.30	1.36%			Although the figure represents a decrease of 2% over the same period last year it remains higher than that for the workforce as a whole.

**Fair Access cont'd**

<b>ODHR LI 6</b>	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.
<b>ODHR LI 7</b>	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.



**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b><u>ODP LI 8</u></b>	% Of economically active disabled people in LA area.	13.6	N/A	14.6	N/A	N/A	These measures provide context to the two measures above concerning organisational employment levels.
<b><u>ODP LI 9</u></b>	Economically active BME population in LA area.	1.0	N/A	1.0	N/A	N/A	

## Appendix 3: Financial Statement

### HUMAN RESOURCES

#### Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	2,114	1,086	1,127	(41)	1,134
Employee Training	581	60	56	4	154
Supplies & Services	63	32	40	(8)	50
<b>Total Expenditure</b>	<b>2,758</b>	<b>1,178</b>	<b>1,223</b>	<b>(45)</b>	<b>1,338</b>
<b><u>Income</u></b>					
Fees and Charges	-23	-11	-4	(7)	-4
Government Grants	0	0	-13	13	-13
SLA to Schools	-209	-209	-269	60	-269
Capital Financing	-50	0	0	0	0
<b>Total Income</b>	<b>-282</b>	<b>-220</b>	<b>-286</b>	<b>66</b>	<b>-286</b>
<b>Net Controllable Expenditure</b>	<b>2,476</b>	<b>958</b>	<b>937</b>	<b>21</b>	<b>1,052</b>
<b><u>Recharges</u></b>					
Premises	0	0	0	0	0
Transport	22	11	11	0	11
Central Support Services	0	0	0	0	0
Support Service Income	-351	0	0	0	0
<b>Net Total Recharges</b>	<b>-329</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>
<b>Net Department Total</b>	<b>2,147</b>	<b>969</b>	<b>948</b>	<b>21</b>	<b>1,063</b>

#### **Comments on the above figures:**

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




Regarding expenditure, employee costs are over budget as at the end of September which is due to the additional work being carried out in relation to job evaluation. It is anticipated that this additional cost will be offset by a contribution from reserves.

In terms of income, a recent review of Service Level Agreements with Schools has been carried out which has resulted in the generation of 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.

At the stage it is anticipated that total net spending will be within budget at the end of the financial year.




## Appendix 4: 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 whether the annual target is on course to be achieved</u>.</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 unless there is an intervention or remedial action taken</u>.</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 <b>is better</b> as compared to the same period last year.</i>
Amber		<i>Indicates that performance <b>is the same</b> as compared to the same period last year.</i>
Red		<i>Indicates that performance <b>is worse</b> 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>