

Departmental Quarterly Monitoring Report

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| <u>Directorate:</u> | Policy and Resources |
| <u>Department:</u> | Human Resources & Learning Development |
| <u>Period:</u> | Quarter 2 - 1 st July to 30 th September 2011 |

1.0 Introduction

This monitoring report covers the Human Resources Division second quarter period up to 30th September 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which the traffic light symbols and direction of travel indicators have been used to reflect progress is explained within the Appendix of the covering report.

2.0 Key Developments

During the second quarter, the H.R. & Learning and Development (L&D) Centre of Excellence continues to play an active part in supporting managers through periods of organisational change, both in terms of advice and guidance to managers when consulting with trade unions on restructuring changes and in the delivery of effective change management training courses.

Work has also continued on negotiations to changes to terms and conditions as part of the budget savings process and progress has been made with regard to standardising casual pay and some other premium payments. An internal group has been established which will liaise with managers on premium payments and local agreements.

Negotiations on revised terms of the Staffing Protocol have been concluded and a report will be considered by the Appointments Committee in November.

A successful invest to save bid was approved to enable workflow and document imaging to be introduced across all H.R. and L&D and a project team has been established to lead this work.

Discussions have commenced on the transfer of the public health service and the appointment of a Director of Public Health and it is envisaged that this work will be

on-going through the rest of the year and into 2012.

The L&D Team have developed additional courses to add to the Training Calendar including Coaching Skills Level 3 & level 5, and new E Learning courses specifically for Halton such as Affordable Warmth, Data Protection, Dignity in Care and the Bribery Act.

In addition, they have been successful in securing funding for NVQ in Skills for Care and have signed up 56 apprentices onto this course.

3.0 Emerging Issues

As Efficiency Work streams and budget proposals see posts being deleted from the Council's structures and as negotiations on changes to terms and conditions reach critical stages, there will be increased work consulting and negotiating with both trade unions and employees on all changes. Training will be delivered for managers and members to ensure that statutory requirements are adhered to and staff are treated fairly and consistently.

The Employee Self Serve process for mileage claims is currently being rolled out and will shortly be followed by more automated processes for transactional work such as advertising posts, changes to the staffing establishment etc.

During Quarter 3 and into Quarter 4, the project team undertaking the document imaging/workflow work will have ensured that all personnel files and other key documents will be scanned and workflow will be developed to ensure more efficiency in H.R. processes.

Due to external changes imposed by HMRC and pensions opt out processes, the payroll function is being examined to ensure that it can meet the demands being placed upon it.

It is anticipated that the transfer of the public health service will accelerate during this period.

In addition, advice and guidance has been delivered to managers and head teachers on the potential impacts of a national day of strike action and the handling of this will be key for H.R. in terms of advice and liaison with senior managers and the trade unions.

The L&D Team are developing Food Safety Courses at level 2 & 3 and are working with the Chartered Institute for Environment Health as there are currently no training providers in the Borough who offer this essential training. It is hoped therefore that this will be a source of income generation for the Council.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

| | | | | | | | |
|-------|---|---|---|---|---|---|---|
| Total | 7 |  | 6 |  | 1 |  | 0 |
|-------|---|---|---|---|---|---|---|

All objectives/milestones are progressing as planned although at this stage it is uncertain whether all potential equal pay claims can be settled within the financial year.

4.2 Progress against 'other' objectives / milestones

| | | | | | | | |
|-------|---|---|---|---|---|---|---|
| Total | 0 |  | 0 |  | 0 |  | 0 |
|-------|---|---|---|---|---|---|---|

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

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

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

Two of the six key performance indicators, relating to staff with disabilities, may not achieve their annual target and additional details are provided within Appendix 2

5.2 Progress Against 'other' performance indicators

| | | | | | | | |
|-------|---|---|---|---|---|---|---|
| Total | 2 |  | 1 |  | 1 |  | 0 |
|-------|---|---|---|---|---|---|---|

Whilst the attendance of delegates for training remains high the return of Personal Action Plans to the central team is low. Additional details are provided within

Appendix 3.

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 Progress against 'other' performance indicators
- Appendix 4 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 Q2 | 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>Investigations are underway to accredit the Coaching Skills Training with the Institute of Leadership & Management, at level 3 & 5</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 an organisational requirement.</p> <p>The L&D Officers are currently developing specific e-learning modules on Dignity in Care, Affordable Warmth, Data Protection & Bribery Act</p> |
| Further promote and develop 'skills for life' programme March 2012 |  | <p>In addition to the Maths & English Level 2, the L&D Team sourced funding to enrol 56 colleagues onto the National Apprenticeship Scheme in Business Administration & Customer Care. The qualifications include Maths & English as mandatory modules, therefore enhancing Halton's skill 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 Q2 | Supporting Commentary |
|---|---|--|
| Investigate and reconfigure business processes to further develop the HR Self-serve portal Sept 2011 |  | Work is complete on mileage self serve and other transactional processes will be added now that the I Want HR portal is live. |
| Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol Dec 2011 |  | Negotiations are complete on the revised Terms of the Staffing Protocol and have been recommended to members for adoption. |
| Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2011 |  | VER/VR applications have been actioned in year to elicit savings and it is expected that more will be received as consultations in regard to restructure proposals as a result of budget savings commence in Q3. |
| Conclude the settlement of outstanding Equal Pay claims March 2012 |  | Claims continue to be dealt with through the Council's legal advisers with some cases being settled as talks progress. There is a preliminary hearing review scheduled in October 2011 to look at one of the outstanding categories. Following that meeting more detail will be known regarding the outstanding claims and whether they can be settled before the end of the financial year. |

Appendix 2: Progress Against Key Performance Indicators

| Ref | Description | Actual 2010/11 | Target 2011/12 | Quarter 2 | 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 | 4.10 |  |  | Sickness absence and employee welfare continues to be a focus of attention for the Division and current rates are positive. However this measure will be subject to some degree of seasonal variation. |
| <u>HRLD LI 2a</u> | Total FTE Establishment | 4269 | N / A | 3925 | N / A | N / A | As posts are being removed from the Council's Staffing establishment we can see a consequential reduction in these numbers. |
| <u>HRLD LI 2b</u> | Total Staff (head count) | 5642 | N / A | 5210 | N / A | N / A | |
| <u>HRLD LI 3</u> | Current advertised vacancies | N / A | N / A | 33 (exc, schools) | N / A | N / A | The number of advertised vacancies and leavers has reduced since the same period last year as would be expected within the current operating climate. |
| <u>HRLD LI 4</u> | Current leavers (head count) | N / A | N / A | 68 (exc, schools) | N / A | N / A | |

Appendix 2: Progress Against Key Performance Indicators

| Ref | Description | Actual 2010/11 | Target 2011/12 | Quarter 2 | 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 | 57.04 |  |  | There has been some upward movement in the % top women earners and BME communities although there has been a further decrease since last quarter on the % of earners with a disability. |
| | b) From BME communities. | 2.22 | 1.0 | 2.70 |  |  | |
| | 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 |  |  | There has been a very slight increase on the last quarter of 0.01% it is too early to say whether the annual target will be achieved. |
| <u>HRLD LI 9</u> | Minority Ethnic community staff as % of total workforce. | 0.82 | 1.00 | 0.84 |  |  | There has been a very slight increase on the last quarter however overall the workforce profile remains broadly in line with the BME representation within the wider population. |
| HRLD LI 10 | % Of economically active disabled people in LA area. | 14.8 | N/A | 16.9 | N / A | N / A | These measures provide context to the two measures above concerning organisational employment levels. These measures are reported to provide context and therefore targets are inappropriate. |
| HRLD LI 11 | Economically active BME population in LA area. | 0.9 | N/A | 1.4 | N / A | N / A | |

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

Appendix 3: Progress Against Other Performance Indicators

| Ref | Description | Actual 2010/11 | Target 2011/12 | Quarter 2 | Current Progress | Direction of Travel | Supporting Commentary |
|-----|-------------|----------------|----------------|-----------|------------------|---------------------|-----------------------|
|-----|-------------|----------------|----------------|-----------|------------------|---------------------|-----------------------|

| Cost & Efficiency | | | | | | | |
|------------------------------|--|-----------------------------|------|------|---|-----|--|
| HRLD LI 5 | % of Employee Development Review / Personal Action Plan returns | New measure for 2011 - 2012 | 50 | 6.8% |  | N/A | The return of Personal Action Plans (PAPs) is monitored from the Employee Development Review (EDR) Process. Whilst it is recognised that EDR's may be being completed at a service level the proportion of returns to the L & D team is disappointingly low and therefore the achievement of the annual target remains uncertain. |
| a) | Communities Directorate | | | | | | |
| b) | Children & Enterprise Directorate | | | | | | |
| c) | Corporate, Policy, & Planning Directorate | 50 | 8.0% | | | | |
| HRLD LI 6 | % of training delegates attending as proportion of places reserved | New for 2011 - 12 | 80% | 92% |  | N/A | The rate of attendance remains positive and may in part have resulted from revised charging arrangements for non-attendance. |

Appendix 4: Financial Statement

Revenue Budget as at 30th September 2011

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|------------------------------------|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <i>Expenditure</i> | | | | |
| Employees | 1,961 | 995 | 1,025 | (30) |
| Employee Training | 520 | 126 | 70 | 56 |
| Supplies & Services | 68 | 34 | 19 | 15 |
| Total Expenditure | 2,549 | 1,155 | 1,114 | 41 |
| <i>Income</i> | | | | |
| Fees & Charges | -23 | -16 | -57 | 41 |
| School SLA's | -269 | 0 | 0 | 0 |
| Total Income | -292 | -16 | -57 | 41 |
| Net Operational Expenditure | 2,257 | 1,139 | 1,057 | 82 |
| <u>Recharges</u> | | | | |
| Premises Support | 451 | 225 | 225 | 0 |
| Transport Recharges | 20 | 10 | 10 | 0 |
| Central Support Recharges | 539 | 269 | 269 | 0 |
| Support Recharges Income | -3,229 | -1,614 | -1,614 | 0 |
| Net Total Recharges | -2,219 | -1,110 | -1,110 | 0 |
| Net Departmental Total | 38 | 29 | -53 | 82 |

Comments on the above figures:

In overall terms, spending is below budget profile at the end of the quarter 2.

Regarding expenditure, Employee costs are over budget as at the end of September. This is due to the time delay of implementing the 2011-12 savings item to reduce the occupational health budget. It is anticipated that as a result of this delay spending on employees will be above budget by the end of the year.

Employee Training expenditure 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.

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 in line with the budget at the end of the year.