QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate & Policy**

SERVICE: **Personnel Services**

PERIOD: **Quarter 4 to period end 31st March 2008**

1.0   INTRODUCTION

This Monitoring Report covers the Personnel Services fourth quarter period up to period end 31st March 2008. It describes key developments and progress against 'all' objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period, which will be made available in due course, has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

The way in which traffic light symbols have been used to reflect progress is explained within Appendix 5.

2.0   KEY DEVELOPMENTS

Following completion of the initial Job Evaluation (JE) process the majority of staff have now received back pay entitlements, with a small number of leavers who will receive payment during the course of June. Premium payments are the subject of ongoing negotiation between North West Employers and the Unions.

3.0   EMERGING ISSUES

The pay award for 2008 – 09 is presently under negotiation with the latest offer being 2.45%.

It is anticipated that the review of the existing National Agreement will be completed by December 2008 as will the NJC agreement on pay settlements for 2009 and 2010. Additional information will be provided as and when this becomes available.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	6		5		0		1

With the exception of implementing additional modules of the payroll software system all key objectives for the service were achieved as planned. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	3		3		0		0

All of the remaining objectives for the service have progressed as planned and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

There are no issues relating to service review to be reported at this time.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	8		5		0		3

Three of the key performance indicators have not achieved their forecast and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	4		4		0		0

All of the remaining indicators for the service achieved their annual target and additional details are provided within Appendix 4.

7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA Targets related to the service.

8.0 RISK CONTROL MEASURES

During the production of the 2007-08 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

None of the Key Service Objectives for this service were assessed as having associated High Risk, there is no progress to report.

9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2006 / 07 the service was required to undertake an Equality Impact Assessment. Progress against any actions identified during that assessment with associated High priority, is to be reported in the quarterly monitoring report in quarters 2 and 4.

No actions have been identified as high priority for the service.

10.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
Appendix 2 - Progress against 'other' Objectives/ Milestones
Appendix 3 - Progress against Key Performance Indicators
Appendix 4 - Debtor Summary Statistics
Appendix 5 - Use of traffic light symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PS01	To ensure the Council's strategic approach to the management of Human Resources is reviewed and is consistent with best practice and reflects a modern, excellent authority.	Implement Priority Actions identified within the new Human Resources Strategy by **March 2008**	(green)	As a result of emerging issues, and to ensure synergy and consistency with best practice, the Human Resources Strategy has now become an integral part of the Peoples Strategy currently under development.
PS 02	To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system	Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise by **March 2008**	(green)	As reported in Quarter 3 the implementation of the outcomes of the pay and grading review has progressed as planned. All appeals have now been lodged and work has commenced in prioritising applications for review.
PS 03	To ensure that the Council has a modern and effective Human Resource management IT system to improve the relevance, availability and use of HR information	Implement a full merger of the existing payroll and personnel functions **September 2007** Implement remaining modules of the Trent IT system. **December 2007**	(green) (red)	As reported previously all major components of the system have been installed As reported previously, and as a consequence of technical and staffing issues the completion of the remaining modules will now continue into late spring / summer.
PS 04	Ensure that School Governors, Heads and teachers are fully equipped and competent to undertake their roles, and as required by legislation, in relation to performance management of schools	In partnership with colleagues from the Children's and Young Peoples Directorate, devise, develop and deliver an appropriate training programme. **March 2008.**	(green)	As reported in quarter 3 this objective was achieved as planned with training being delivered throughout the year.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Personnel Services)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PS 05	Ensure that Managers are equipped with the skills to manage projects competently and in an effective and efficient manner	Develop and introduce an on-line support tool to augment the Council's in-house project management training and encourage and facilitate consistent organisational good practice. **December 2007**		As reported previously an on-line support tool is now available to assist managers in effective project management delivery.

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PS 06	Ensure a pro-active approach on the part of the Council Managers to the health, safety and welfare of employees	Implement procedural changes arising from the review of the management of sickness absence and devise and deliver appropriate training for managers. **March 2008**		As reported previously a number of procedural changes have now been implemented as planned. Further work is now being undertaken to make better use of the data that can be generated from the Trent payroll software system in order to enhance the quality of the intelligence available to managers in relation to sickness absence.
PS 07	To ensure that the Council employs best practice in maintaining employee records and complies with CSCI requirements	In partnership with Senior Managers in Health & Community Services, carry out an audit of personnel files for staff in this Directorate and reconfigure files according to CSCI requirements. **August 2008**		As reported in quarter 3 this work has now been completed successfully.
PS 08	To expand and improve the extensive range of development opportunities provided by the Corporate Training section and to ensure that managers, both existing and potential, are equipped with a skills and knowledge base that optimises their performance	Devise, develop and implement a Management Induction Programme for all new Managers joining the Council. **July 2007**		As reported previously this objective has now been achieved with the programme being extended to all managers. The programme has proved extremely successful with demand for places remaining extremely high with evidence of positive feedback from participants.

APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Personnel Services)

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 4 Year-end	Progress	Commentary
BVPI 11	The percentage of top 5% of earners that : -					
	Are women	38. 39	39. 00	46.86		'Performance' for the year is ahead of that projected. Although it is too early to say at this stage this may have been influenced by HR issues such as the development of the authority's family friendly policies.
	Are from black and ethnic minority communities	1. 00	1. 50	1.84		Again 'performance' against this measure is ahead of projected level.
	Have a disability	3. 13	3. 20	3.05		The number of staff declaring disability has fallen marginally below annual targeted level. Through the Council's equality and diversity work this situation will be kept under review to ensure that are policies and processes in relation to employment encourage and facilitate application from all minority groups.

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 4 Year-end	Progress	Commentary
BVPI 12	The number of working days / shifts lost due to sickness	11. 76	11. 50	12.46	(red)	The number of days lost to sickness has increased since last year. As noted earlier in this report further work is now being undertaken to utilise the data from the new HR/Payroll system to provide more informative intelligence regarding underlying trends to enable appropriate actions to be developed to respond effectively to this situation.
BVPI 14	Early retirements (excluding ill-health) as a percentage of the total workforce.	0. 24	0. 22	0.08	(green)	The number of early retirements has fallen considerably since the previous year which to some extent is reflective of more efficient structural arrangements being implemented.
BVPI 15	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0. 13	0. 11	0.15	(red)	There has been a marginal increase in ill-health retirements since 2006 – 07.
BVPI 16a	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce	1. 29	1. 40	1.41	(green)	There has been a marginal increase in the number of employees declaring that they meet DDA.
BVPI 17a	Minority Ethnic community staff as % of total workforce	0. 60	0. 70	0.79	(green)	Although there has been a rise in the number of employees from BME communities and the annual target has been achieved the figure is proportionally low in relation to the most recent population estimate of 1.8%. Work will continue to ensure that the authority's equality and diversity policies facilitate the opportunity for all groups and individuals to access and sustain employment with the Council.

APPENDIX THREE– PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Personnel Services)

Progress against 'other' performance indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 4 Year-end	Progress	Commentary
PS LI 1	Percentage of requests for advertisements received by Tuesday noon in any week will be advertised internally by Friday of the same week and if required by Friday of the following week in external newspapers etc.	100 %	100 %	100 %		Levels of performance have been maintained throughout the year with the annual target being achieved.
PS LI 2	Percentage of candidates attending interview who are unsuccessful informed within five working days.	100 %	100 %	100 %		As above
PS LI 3	% Of enquiries for work answered in writing within one week.	100 %	100 %	100 %		As above
PS LI 4	Percentage of requests to amend the establishment received from Operational Directors considered by the Executive Board member for Corporate Services on two specific days in the same month if received 10 days prior to these days (second and last Wednesday of each month).	100 %	100 %	100 %		As above

APPENDIX FOUR– PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Personnel Services)

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state <u>whether the target is on course to be achieved.</u>
Red		Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.	Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.