

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 16 JULY 2008

REPORT BY HEAD OF PEOPLE AND ORGANISATION DEVELOPMENT

8. HUMAN RESOURCES MANAGEMENT STATISTICS 2007/8

WARD(S) AFFECTED: None

'D' RECOMMENDATION - that (A) Human Resources Management Statistics 2007/8 report, be noted; and

(B) that the proposed reporting of Human Resources Statistics for the Financial Year 2008/9 be approved.

1.0 Purpose/Summary of Report

1.1 This report considers the Human Resources performance indicators (both national and local) for the financial year 2007/8

1.2 The report also recommends a series of Human Resources Management Data reports which will be submitted to the Human Resources Committee each financial year.

2.0 Contribution to the Council's Corporate Priorities/Objectives

2.1 Through the collection of HR Management Data the Council's retention, training, sickness levels and performance management can be analysed and action put in place for improvement. This contributes to the following Corporate Objective:

Fit for purpose, services fit for you

Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.

3.0 Background

3.1 Until March 2008 The Government required local authorities to monitor the performance of their services according to a specified list of national (best value) performance indicators which are determined by Central Government and Local Performance

Indicators which are determined by individual local authorities. This report details the outturns for the 2007/8 HR BVPI's and LPI's.

3.2 Human Resources Committee requested a breakdown of analysis and this has been included. All data is based on the Financial Year 2007/8.

4.0 Report

Turnover

4.1 The average turnover rate for the Council in 2007/8 was 12.24%. No BVPI or LPI target. However the turnover rate was below the CIPD average turnover rate for public sector of 13.7%.

4.2 The voluntary leavers rate was 9.51% (SPI 7.7) above the target of 8%.

4.3 The majority of the voluntary leavers (42%) left for promotional reasons or pay. This suggests we need to consider the internal career paths of our employees to ensure that where we are 'growing our own' we are able to retain talent.

4.4 The second most popular reason for voluntary leavers was career change. This accounted for 36% of voluntary leavers.

4.5 It is recommended that the average turnover target for 2008/9 is 13.7% (CIPD target for public sector) and voluntary turnover target is 8%.

Sickness Absence

4.6 The Number of Sickness Absence Days per FTE employee in post 2007/8 was 9.6 days compared to BVPI target of 6 days (BVPI 12). This is comparable to the Herts District Group (HDG) average of 9.3 days. A number of the long-term sickness recorded was due to hospitalisation and surgery and the others are being monitored and resolved by HR and Occupational Health.

4.7 The Council's Absence Management Policy is currently being reviewed to ensure that the triggers and guidelines are inline with best practice for the management of sickness absence.

- 4.8 It is recommended that the Number of Sickness Absence Days per FTE employee target for 2008/9 is 8.5 days (CIPD target for local government organisations).

Training and Development / Performance Management

- 4.9 The percentage of new starters receiving Corporate Inductions (SPI 7.10) was well above target at 85.29% compared to 51%. The feedback from these sessions showed that the vast majority of attendees found the course useful. It is recommended that the target be increased to 100% for the forthcoming year.
- 4.10 The Percentage of Staff with a Training Plan (SPI 7.11) was 20.17%, this was below the target of 29%. The percentage of staff receiving PDRS in either July (LPI 7.12a) 7.76% or January (LPI 7.12b) 18.73% was also below the target of 80%. However, the PDRS Review and Investors in People Action Plans have highlighted the fact that some managers were not routinely sending completed PDRS and Training Plans to HR and therefore these have not been logged. Consequently these figures are not a true representation for the last financial year. It is estimated that the actual percentage of staff who have had a PDRS is closer to 35%. The IIP Action Plan is addressing the issues of completing PDRS and Training Plans and reporting back to HR. A new process is being implemented in 2008/9.
- 4.11 41% of employees participated in the Corporate Training programme organised by the Council in 2007/8. This figure does not include those who took advantage of other learning and development initiatives, for example professional development, mentoring, coaching, shadowing, team training, on-the-job training and secondments.
- 4.12 It is recommended the percentage of new starters receiving corporate induction target 2008/9 is 100%. The target for eligible staff to have a PDRS 2008/9 is 100%. A new target of eligible staff having a learning and development plan 2008/9 is set at 100% and an increase is achieved on the number of staff who participate in the Corporate Training programme.

Equalities Monitoring

4.13 *Gender*

East Herts workforce is predominately female with 60.06% of female employees. Women are well represented throughout all levels of the organisation. Council has met its BVPI target for the percentage of Women in the Top 5% of Earners (BVPI 11a). East Herts achieved 41.18% against a target of 41.17%. The Council also compares favourably to the Herts District Group Average (HDG Average) where only 22.57% of the Top 5% of Earners are Women.

4.14 *Disability Status*

The percentage of staff declaring they are disabled is 1.46% (BVPI 16a). This is below both the Council's target (5.21%) and HDG Average (2.83%). The figure was obtained through the Paragon survey earlier this year. It is possible that there are more disabled employees than declared and work needs to be done to explain to staff why the monitoring is done, that it is confidential and the full definition of Disability under the Disability Discrimination Act.

The percentage of the Top 5% of Earners with a Disability (BVPI 11c) was also below target for 2007/8, 5.88% compared to a target of 11.76%. This may be for the same reasons as above. However it is important to note that due to the small number of staff in this group 5.88% equates to one person. East Herts is also well above the HDG Average of 2.48% for this indicator.

4.15 *Ethnicity*

The overall percentage of Black and Minority Ethnic (BME) employees (BVPI 17a) was above target at 3.30% against 2.30%. However there were no employees from BME backgrounds in the Top 5% of Earners (BVPI 11b) so the target of 5.88% was not reached.

4.16 It is recommended that the targets for equalities monitoring remain unchanged for 2008/9.

5.0 Proposed Reports

- 5.1 A review of the current HR Management Statistics has been undertaken and it has been recognised that further detail and more timely reporting is required to ensure the service is managed proactively.
- 5.2 The BVPI's were converted into National Indicators this year and none of the Human Resources indicators have been retained by Government. However these provide valuable information about the Council and it is proposed to continue monitoring them on a local level. As no national targets will be set it is proposed to use relevant local targets informed by the HDG Average and CIPD best practice as recommended in the report. It is also recommended that other comparison research is completed to ensure that the Council is using the correct comparison group.
- 5.3 It is proposed that moving forward the HR Committee are presented with the following reports:
- (i) Quarterly:
Management Statistics as outlined in Appendix 'A8'
(Pages 8.7 - 8.9)
- (ii) Annually:
- a Review of all HR Management Statistics for the previous Financial Year as outlined in Appendix A
 - an Equalities Monitoring Report as defined by the statutory duty on Public Authorities which is outlined in the Race Relations (Amendment) Act 2000. See Appendix 'B8' (Page 8.10) for further information.

6.0 Consultation

- 6.1 The BVPIs and LPIs have been verified by the Performance Management Team. No further consultation has been undertaken

7.0 Legal Implications

None

8.0 Financial Implications

None

9.0 Human Resource Implications

None

10.0 Risk Management Implications

None

Background Papers

None

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HR MANAGEMENT STATISTICS 2007/8

Appendix 'A8'

	Herts District Group Average	East Herts Target	2007/8 Outturns
ESTABLISHMENT			
Total Headcount of Established Posts	N/A	N/A	343
FTE of Established Posts	N/A	N/A	288.37
FTE of Staff in Post	N/A	N/A	255.11
Percentage of Funded Vacant Posts (SPI 7.8)	N/A	10%	12%
EQUALITIES MONITORING			
Percentage of Top 5% of Earners with a Disability (BVPI 11c)	2.48%	11.76%	5.88%
Percentage of Staff with Disabilities (BVPI 16a)	2.83%	5.21%	1.46%
Percentage of Top 5% Earners from BME (BVPI11b)	6.72%	5.88%	0%
Percentage of BME Employees (BVPI 17a)	8.00%	2.30%	3.30%
Percentage of Top 5% Earners that are Women (BVPI11a)	28.57%	41.17%	41.18%
Percentage of Women Employees	N/A	N/A	60.06%
Percentage of Men Employees	N/A	N/A	39.65%
TURNOVER			
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	N/A	N/A	12.24%
Voluntary Leavers as a Percentage of Staff in Post (SPI 7.7)	N/A	8%	9.51%
Percentage of Early Retirements (BVPI 14)	0.73%	3.23%	0%
Percentage of Ill Health Retirements (BVPI 15)	0.08%	3.23%	0%
SICKNESS ABSENCE			
No. of sickness absence days per FTE staff in post(BVPI12)	9.3 days	6 days	9.6 days
TRAINING			
Percentage of New Starters receiving Corporate Inductions (SPI 7.10)	N/A	51%	85.29%
Percentage of Staff with a Training Plan (SP17.11)	N/A	29%	20.17%
Percentage of PDRS (review) completed by end of July (LPI 7.12A)	N/A	80%	7.78%
Percentage of PDRS (full) completed by end of January (LPI 7.12B)	N/A	80%	18.73%
Percentage of Staff that have received Corporate Training (SPI 7.9)	N/A	N/A	41.63%

KEY

Herts District Group
 Average: Broxbourne
 East Herts
 Hertsmere
 North Herts
 St Albans
 Stevenage
 Three Rivers
 Watford
 Welwyn
 Hatfield

HR MANAGEMENT STATISTICS

Definitions

ESTABLISHMENT		
Total Headcount of Established Posts	Total number of posts in the Council's Organisational Chart	As at 31st March
FTE of Established Posts	Full Time Equivalent of Headcount of Established Posts	As at 31st March
FTE of Staff in Post	Full Time Equivalent of Headcount of Established Posts which have an employee in place	As at 31st March
Percentage of Funded Vacant Posts (SPI 7.8)	Number of FTE Funded Vacant Posts expressed as a percentage of FTE of established posts	As at 31st March
EQUALITIES MONITORING		
Percentage of Top 5% of Earners with a Disability (BVPI 11c)	As stated, top 5% includes CE, Directors and Heads of Service	As at 31st March
Percentage of Staff with Disabilities	Percentage of Staff with Disabilities	As at 31st March
Percentage of Top 5% Earners from BME (BVPI11b)	As stated, top 5% includes CE, Directors and Heads of Service	As at 31st March
Percentage of BME Employees (BVPI 17a)	Percentage of BME Staff	As at 31st March
Percentage of Top 5% Earners that are Women (BVPI11a)	As stated, top 5% includes CE, Directors and Heads of Service	As at 31st March
Percentage of Women	Percentage of Women	As at 31st March
Percentage of Men	Percentage of Men	As at 31st March
TURNOVER		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	All Leavers (for the Year 1st April - 31st March) as a percentage of the headcount of staff in post	As at 31st March
Voluntary Leavers as a Percentage of Staff in Post (SPI 7.7)	Percentage of Voluntary Leavers as a percentage of established posts	For the year 1 st April – 31 st March
Percentage of Early Retirements (BVPI 14)	Number of Staff Taking Early Retirement (excluding ill-health) expressed as a percentage of FTE staff in post	Total number of Early Retirements throughout the year (April 1st - March 31st) divided by FTE Staff in Post x 100
Percentage of Ill Health Retirements (BVPI 15)	Number of Staff Taking Ill Health Retirement expressed as a percentage of FTE staff in post	Total number of IHR throughout the year (April 1st - March 31st) divided by FTE Staff in Post x 100
SICKNESS ABSENCE		
Number of sickness absence days per FTE staff in post	Full Time Equivalent of the number of sickness days	Total number of FTE sickness days taken in the year 1st April - 31st March
TRAINING		
Percentage of New Starters	Percentage calculated using training records	For the year 1 st

receiving Corporate Inductions (SPI 7.10)	and new starter data for the year 1 st April – 31 st March	April – 31 st March
Percentage of Staff with a Training Plan (SP17.11)	Percentage calculated using number of Training Plans for the year 1 st April – 31 st March and the headcount at 31 st March	For the year 1 st April – 31 st March
Percentage of PDRS (full) completed by end of July (SPI 7.12A)	Percentage calculated using number of PDRS (full) completed by end of July and the headcount.	For the year 1 st April – 31 st March
Percentage of PDRS (review) completed by end of January (SPI 7.12B)	Percentage calculated using number of PDRS (review) completed by end of Jan and the headcount.	For the year 1 st April – 31 st March
Percentage of Staff that have received Corporate Training (SPI 7.9)	Percentage of Staff that been on a Corporate Training session during the year 1 st April – 31 st March	For the year 1 st April – 31 st March

Race Relations (Amendment) Act 2000 Statutory Duty

The RR(A) 2000 places a statutory duty on Public Authorities to promote Race Equality.

This includes:

- Eliminating unlawful discrimination
- Promoting equality of opportunity
- Promoting good race relations between persons of different racial groups

The Act introduced specific duties with regards to employment to help public authorities to meet the general duty to promote race equality.

All public authorities must monitor by racial group the following:

- Existing Staff
- Applicants for Jobs
- Promotions

In addition to the specific duty all authorities with more than 150 full time staff are required to monitor and analyse by racial group:

- Grievances
- Disciplinary Action
- Performance Appraisal (when leading to benefits or penalties)
- Training
- Staff Leaving the Authority

It is best practice to also report on the other equalities areas (Gender, Faith & Religion, Disability Status, Age and Sexual Orientation) within this report.