

## NOTTINGHAM CITY HOMES

HR & REMUNERATION  
COMMITTEE  
17 MAY 2010

### REPORT OF DIRECTOR OF ORGANISATIONAL DEVELOPMENT

#### ANNUAL PERFORMANCE MANAGEMENT UPDATE - HR

#### 1 SUMMARY

- 1.1 The company has a variety of performance reports which monitor whether appropriate action is taken in a timely manner. This report deals with performance in the Human Resources function.

#### 2 RECOMMENDATIONS

- 2.1 That the report is noted.

#### 3 STATISTICAL REPORT

##### 3.1 Workforce Statistics

- 3.1.1 The first table as shown at [Appendix A](#) breaks down all NCH employees by grade, gender, disability and BME background. Workforce has remained relatively stable over the past 12 months, decreasing only by 2 from 1074 to 1072. In terms of gender, both male and female figures reduced by one each to 711 and 361 respectively. Turnover itself was relatively low at 7%.
- 3.1.2 There has been a 2.28% increase in the number of BME employees although this can be attributed mainly to the Administrative trainees currently working in the organisation. NCH has started to look at ways of attracting BME managers into the organisation and already advertises senior posts in appropriate media.
- 3.1.3 There has also been an increase of 18% in the number of people registering themselves as having a disability. This increase has occurred across all salary levels. A Disability and Carers Forum has recently been set up to represent employees' interests in this area.
- 3.1.4 A breakdown of all employees by age is attached at [Appendix B](#). 36-50 year olds form the largest category across all departments. There has been little change across all of the age bands over the past twelve months. Any future Government is likely to remove the existing barriers to people who want to work beyond the age of 65 years which could increase the age profile of the workforce. At the same time NCH will also look to introduce the number of "trainee" posts in the organisation which

may in turn increase the numbers of employees within the 16-35 year range. The Organisational Development Department has already restructured accordingly and has seen the percentage of those employed in the 16-35 year range jump by 10%.

3.1.5 The existing recruitment freeze has been lifted although only vacancies which are approved by the Chief Executive are being filled.

3.1.6 A desk top equal pay audit was carried out for the year ending for all employees excluding craft workers and apprentices. Details are attached at Appendix C. A summary of the audit is set out below.

3.1.7 Gender by Full and Part time employees (page 1)

This analysis shows that female staff are paid 9.4% less than male employees in the same band (full time and part time combined). This reduces when separating out full time and part time employees.

3.1.8 Gender by Grade (page 2)

The figures in this category show that while in the majority of cases the gap between male and female staff is relatively small, in all bar one case males earn more than females. This means, for example, that at Chief Officer and PO1 to PO5 levels a greater percentage of males are employed in the higher paid grades. There is no evidence to suggest that male employees are paid more where they are employed on the same grade as female employees.

3.1.9 BME by Grade (page 3)

The gaps here are relatively small with the exception of the Chief Officer category. The figures are skewed here because there is only one BME person employed in this category.

3.1.10 Disability by Grade (page 4)

Figures in this category are positive with the exception of the PO1 –PO5 grade.

## **3.2 Sickiness Absence**

3.2.1 The Company's average absence figure for the period was 12.45 days per employee, a decrease of 0.8 days (6%) per employee from last year. While this is a reasonable improvement there is still some way to go before NCH reaches the Top Quartile figure of 9.75 days per employee per annum.

3.2.2 Long term absence is the main reason behind the relatively high level of sickness. While the figure has been reduced by 1 day per employee in the past twelve months it still remains at 8.31 days. This is 2-3 days per annum higher than would normally be expected.

3.2.3 The Company is also taking some time to adjust its approach to managing sickness absence. For example an instruction was given to Quarterly Managers eight months ago that each absence case must be reviewed formally and that formal cautions should be issued. This has led to a significant increase in number of formal cautions issued but this number is still only 40% of all absence cases.

3.2.4 On a more positive note managers are now starting to be more proactive with absence management and there is a major push currently taking place in the Property Services DLO. The existing policy is being re-written and training on the new policy will be rolled out to managers later on in the year. The HR Team now meet more frequently to review long term absence cases with a view to closing them down quicker.

### 3.3 Disciplinary

3.3.1 There were 28 disciplinary cases held over the past 12 months, 10 less than in the previous year. Details are set out below.

Directorate	A1	B1	C1	M1	W1	Total
Housing		5	1	1	6	13
Property	2	2			11	15
Total	2	7	1	1	17	28

A1 Indian, B1 Black Caribbean, C1 Chinese, M1 White and BL Carib  
W1 White British

3.3.2 The main decrease occurred in Housing Management where there were eight less disciplinaries. The Property Services Department conducted two less cases during the period although this number is likely to increase in the next twelve months as a result of investigations currently being carried out in the DLO. The disciplinary code is due to be revised this year.

### 3.4 Grievance

3.4.1 95 grievances were lodged this year, 30 more than last year. 60 were not upheld and 17 withdrawn. The majority of these cases concerned working conditions in the Property Services DLO. These are currently under review.

## 4. Key HR initiatives - 2010/11

4.1 The HR priorities for 2010/11 can be found in the Organisational Development Department's Strategy document set out in a separate item to this Committee. Some initiatives which impact on this particular report are set out below.

## 4.2 Recruitment

The Recruitment policy and related procedures are currently under review. The aim is to make them more suitable to the company's needs. The second phase of e-recruitment is also currently being implemented. This will make NCH's recruitment from advertisement to appointment entirely on-line.

## 4.3 Policy Reviews

Other than recruitment, four key company policies are planned for review this year – capability, absence, disciplinary and grievance. The review of the capability procedure is almost complete (although the unions have refused to sign it off). Work on the absence management policy will start shortly.

## 4.4 Company Reviews

The HR Team continues to work with operational+ managers to support service delivery. The Head of HR is currently devoting 50% of her time to the Property Services Best Practice Review and work will start shortly on the review of Tenancy and Estate Management. A new post of Employee Relations Manager was created as part of last year's restructure to provide more support at a senior level. Recruitment to this post has started.

## 4.5 Target Setting

The HR Team has been working with the Head of Equality and Diversity to set employment targets across the company. Once these have been agreed a positive action plan will be put in place to attract a more diverse workforce for NCH.

## **5 OTHER OPTIONS**

5.1 None.

## **6 FINANCIAL AND RISK IMPLICATIONS**

6.1 Detailed employment management information will assist financial planning.

## **7 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES**

7.1 Effective management of people has a positive impact on NCH's performance, as well as on related Key Lines of Enquiry (KLOEs).

## **8. VALUE FOR MONEY AND EFFICIENCY ISSUES**

8.1 People are one of NCH's biggest costs and their effective management is key to the performance of the company.

## **9 EQUALITY AND DIVERSITY IMPLICATIONS**

9.1 Effective performance monitoring will assist the company eliminate equality and diversity concerns.

## **10 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

10.1 None

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