

NOTTINGHAM CITY HOMES

HUMAN RESOURCES
COMMITTEE
15 JULY 2008

REPORT OF DIRECTOR OF ORGANISATIONAL DEVELOPMENT

PERFORMANCE MANAGEMENT UPDATE

1 SUMMARY

- 1.1 The Company has a variety of performance monitoring reports which enables it to monitor company performance to ensure that appropriate action is being taken in a timely manner.

2 RECOMMENDATIONS

- 2.1 HR Committee are asked to note the contents of this report.

3 REPORTS

3.1 Workforce Statistics - Appendix A

- 3.2. The Committee regularly receives information that profiles the workforce. This is important in terms of ensuring the Company complies with best practice and is representative of the community we serve. Analysis of the data should prompt specific actions to make any improvements necessary. The information can also be compared to other ALMO's in order to identify the best performers and learn from them. Appendix B provides some comparison information from other larger or local ALMO's using best value performance data for 2007/8 provided to Housemark.

- 3.3. The table highlights the following:

- 3.3.1 The overall gender balance shows we employ significantly more males than females largely due to the large Property Services Section. For more senior posts this is evenly split. Appendix B shows that 27% of NCH top earners are female. This compares favourably with other ALMO's in the sample and ranks the company at 26 out of 42 from the full Housemark dataset.

Action: This analysis indicates that the company should ensure its revised Recruitment and Selection Policy and Procedure uses the powers within the sex Discrimination Act to target under representation at all levels of the organisation.

- 3.3.2 The BME percentage is broadly representative of the community,

although the Asian Community is still underrepresented within this group. Appendix B shows that 14.3% of NCH top earners are from the BME community and that this compares favourably with other ALMO's in the sample and ranks the company 7 out of 41 in the total sample.

Action - 1. The Company should ensure its new R&S Policy encourages the targeted advertising to the BME/Asian community. 2. That recruitment initiatives such as the apprenticeship scheme are actively promoted to the BME/Asian community under the Race Relations Act. 3. That specific BME targets are set as part of the new R&S Policy.

3.3.3. Employment of people with disability shows good performance in this area. The percentage of employees declaring a disability compares favourably with other ALMO's in the survey. With regards to top 5% of earners with a disability 3.7% ranks NCH 15 out of 37 in the total sample. The recently achieved "Two Ticks" Disability symbol should enhance the company's reputation and performance further.

3.3.4 The table shows turnover at 2.37% for the first quarter. This is in line with last years figure and other ALMO's. It is also below the public sector which currently stands at 13.7%.

Action – It is recommended that exit interviews are introduced as part of the new Recruitment and Selection Policy as a way of collecting feedbacks on how the organisation is doing and to support the "Employer of Choice" brand.

4. Sickness Absence – Appendix C

4.1. Appendix C gives a breakdown of an average number of working days lost to sickness per employee. As you can see the current performance shows an improvement. It is felt that in order to more effectively assess the impact of initiatives such as the Diagnostic Health Scheme (DHS) monitoring should take place on an annual basis, i.e. April to March. This is also how best value performance is monitored.

4.1.1 For this year to date the average monthly absence is 1.03 days per FTE. If this continues the annual outturn will be 12.36 days per FTE. If we compare this performance to other ALMO's (Appendix B) this will be a positive improvement on last year's performance.

4.2. There is no doubt that the strategy adopted by the HR team of effective monitoring; manager training; strict adherence to trigger guidelines and the active support of HR professionals, has had an impact on absence rates this year. The D.H.S pilot will also be closely monitored for its impact on the monthly figures.

4.3. The analysis of benchmarking information has prompted discussions with Sandwell Housing who have applied a number of strategies to reduce their absence. A meeting will be arranged to learn from their experiences and to then apply this to NCH.

5. Disciplinary

- 5.1. The last Committee received details on cases from 1/1/07 to 31/3/08, when there were 53 cases. Since 1/4/08 there have been 8 further cases of which 7 are still open and one is closed.

6. Strike

- 6.1 The Unison and Unite strike will take place on the 16th and 17th June. Around 23 % of the workforce are in unions is union members affected, although it is likely other union members and non-members will not cross any picket lines. As a consequence “life and Limb” exemptions for key services are being negotiated and guidance has been issued to staff with regards to the consequences of not reporting for work. A further update can be given at the committee meeting.

7. Agency Staff

- 7.1 There are approximately 98 agency staff at present. Once the restructure has been completed this will reduce.

8. Health & Safety – Appendix D

- 8.1 Appendix D compares incident statistics between April 1st and June 30th 2008 with the same period in 2007.
- 8.2 Although the incident rates in Property and Corporate Services have remained stable, there has been a significant increase in incidents reported by Housing Services. This may in part be due to an increased awareness of the reporting procedure since the H&S Team became a corporate service.
- 8.3 The largest single rise in incident statistics is near misses reported by Housing Services. These relate to the ejection of articles from high rise blocks, which is an ongoing issue.
- 8.4 The Head of Health & Safety post has now been filled. This appointment has coincided with the completion of the gap analysis and recommendations for improvement prepared by National Britannia. This will be developed into a H&S strategy that will include a review of the way incidents are reported and investigated, and the way remedial actions are followed up.

9. Learning & Development – Appendix E

- 9.1 Appendix E shows the monitoring on learning and development broken down by gender, disability, part time/full time working and ethnicity year on year 2006/7 and for 2007/8 partial figures for the 1st quarter of 2008/9 are also provided (1st April 2008 to 20th June 2008).

- 9.2. Available figures show that in 2008/90 there has been a 19.59% increase in training activity compared to 2007/8 with 80% of employees receiving training in 2007/8 compared to 2006/7 has also increased.

See NCH Workforce Learning & Development Plan 2008/9 for information about the current financial year.

- 9.3. In early May 2008 NCH completed the company wide 'Lets Make The Difference' programme. The outcomes are currently being evaluated and will be made available at the next meeting of the HR Committee.
- 9.4. The Governance Team are currently working with Organisational Development in developing a programme of training for Board Members. This will include a calendar of training events, which Board Members can opt into.
- 9.5. The Company is part way through a recruitment drive for a construction based traineeship in partnership with Stephenson College. NCH is also in discussion with New College Nottingham to develop a non-construction based traineeship scheme. See NCH Apprenticeship and Traineeship scheme report.

10. **FINANCIAL & RISK IMPLICATIONS**

- 10.1. By improving our management information and ensuring that our policies and procedures are consistently delivered, it should have positive impact on financial and risk implications.

11. **IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES**

- 11.1. The management of all the Company's policies and procedures will have a positive impact on the organisations objectives, as well as the Value for Money KLOE (Key Line of Enquiry).
- 11.2. Any Learning and Development experience an employees encounters within the Company will be in line with achieving the Company's objectives.

12 **VALUE FOR MONEY & EFFICIENCY ISSUES**

- 12.1. Having the right people in the right jobs at the right time will demonstrate effective Value for Money and therefore ensure optimum efficiency.

13. **EQUALITY & DIVERSITY IMPLICATIONS**

Through effective performance monitoring the Company will eliminate any equality and diversity implications. It should also be noted that all policies and procedures have an impact assessment before implementation.

**14. BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS
REFERRED TO IN COMPILING THIS REPORT**

None.

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