

NOTTINGHAM CITY HOMES

HUMAN RESOURCES
COMMITTEE
14 OCTOBER 2008

REPORT OF INTERIM 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 It is recommended that the Human Resources (HR) Committee note the contents of this report.

3 REPORT

3.1 Workforce Statistics – appendix A

- 3.2 The first table breaks down all our employees by grade, gender, disability and if they are from a BME background. As the Committee can see there has been a slight increase on June's figures of the number of females employed (+5) and a reduction in the number of males (-19).

- 3.3 The divide between male and female when it comes to senior posts (PO1 – Chief Officer), is quite evenly split which clearly shows the commitment of the Company to equality in employment.

- 3.4 The percentage of disabled and BME groups are also representative of the community, although further analysis of ethnicity is needed as we do appreciate that our Asian community maybe slightly under-represented.

As part of our positive action campaigns, on Saturday the 11th October there will be a recruitment event in the Council House. The main aim is of the recruitment event is to attract potential candidates to enable us to fill the call centre vacancies and the remainder of posts which exist as a result of the restructure. Remploy are also assisting us in publicising the recruitment fair to the disabled community.

The added benefits will be to market NCH as an employer of choice, attract talent from our local communities and promote the nature of work that we do for our communities.

- 3.5 The turnover for the Company at June was 9.6% which is below the average turnover rate for the public sector which currently stands at

13.7%¹ However there has been a significant increase in the turnover in July and August due to the restructure. The current figure of 6.56% would be forecasted to an annual figure of 15.74%. However the number of employees leaving the company should even out again over the forthcoming months and therefore the turnover levels should reduce to around 10%.

4 Sick Absence – appendix B

4.1 Appendix B gives a breakdown of average number of working days lost to sickness per employee. As the Committee can see the Company financial year end figure for 08 was 15.49 average working days lost per employee.

4.2 August 08/09 year to date average days lost was 5.12 days. The predicted year end figure is therefore 12.29 days lost. This is a significant reduction on last year's figure of 3 days per employee which is equivalent to an additional 3,300 days of productivity.

The highest causation remains to be 'Mental Health – Neuroses' which accounts for 27% of our long term sick employees.

The final table at Appendix B gives a split by 'short' and 'long' term absences.

4.3 The first sickness pilot with Diagnostic Health Solutions (DHS) commenced in June 08 and there are approximately 300 employees in this pilot. Whilst June and July did not see any decrease in absence in the pilot areas, August saw a significant reduction of 45% of reported absence.

The second pilot with Active Health Partnership (AHP) commences in October and will involve 400 staff.

5 Disciplinary

5.1 From April to September 08 there have been 10 disciplinary cases, 2 of which are multiple cases – 1 involving 5 employees and the other involving 2. There are therefore 15 employees for monitoring purposes.

Of these 10 cases:-

- 3 employees were suspended
- 6 cases are still ongoing
- 1 no case to answer
- 1 resigned before investigation taking place
- 1 dismissal in probationary period
- 1 written warning

¹www.cipd.co.uk

5.2 Further analysis of these figures shows that:

- 12 were White British (80%)
- 2 were Black Caribbean (13.3%)
- 1 was Chinese (6.66%)

6 Health and Safety - appendix C

6.1 Appendix C attached shows a year to date breakdown of incident types by reportable. These are then split into each service area and gives a comparison with last year.

6.2 Although the number of reported incidents has been falling consistently this year, there is an across the board increase on the year to date figures compared with the same period in 2007.

6.3 Significant increases are in Property Services ["other kind of accident" and "vehicle related incidents"] and Housing Services ["struck by moving object", "near miss" and "threat of violence"]

6.4 "Other kind of accidents" are mainly injuries that are reported but are due to an unknown occurrence, e.g. eye injury, back pain, knee injury etc. These indicate a need to review and improve the incident reporting and investigation procedures, and a formal review is scheduled for 2009 in the company health & safety strategy.

6.5 "Vehicle related incidents" are minor knocks and scrapes, and there has been a marked increase in reporting as the new vehicle fleet has been introduced, as people report very minor damage that would previously have gone unnoticed. Furthermore, the relocation of all Property Services operations to Harvey road has increased traffic congestion at this location, causing an increase in minor damage accidents. Initiatives to improve traffic flow and parking are in progress.

6.6 "Struck by moving object" refers to various incidents in which Housing Services employees have been struck by items such as gates, bin chute doors and a fire extinguisher. A new schedule of health and safety inspections in workplaces and communal areas of buildings will serve to identify items that are likely to cause injury.

6.7 "Near misses" are incidents that could, but do not result in injury. The reported near misses all relate to the ejection of items from high rise buildings. A new clause has been added to the Tenant Handbook to warn that this is an antisocial act that will result in eviction if proven.

6.8 "Threats of violence" are unrelated threats against employees during the course of their business. The local housing manager writes to identified aggressors to warn them about their behaviour, and further action, including eviction, can be taken in severe or repeat incidents.

6.9 The Company's health and safety strategy includes a commitment to

review and improve the way we report accident statistics to the HR Committee and throughout the Company. Although this is scheduled for early 2010 [so that a budget could be set aside], the health and safety team will investigate the possibility of developing an in-house system early next year, with the aim of bringing this target forward.

- 6.10 The Board has requested that insurance claim information is presented to the HR Committee. Nottingham City Council has reached an agreement with the City Council's insurance and risk management service relating to the handling and administration of personal injury claims, and monthly reports from the City Council are expected from October 2008. These will be collated into reports for the HR Committee and will be available from the next meeting.
- 6.10 The company's health and safety strategy for 2008-2011 was approved at the full Board meeting in September. The aim of this strategy is to review and improve the way health and safety is managed across the company, and to then apply for formal accreditation to BS EN 18001 (Occupational Health and Safety Management Systems).
- 6.11 A health and safety inspection was carried out at Harvey Road in September by a team including the Chief Executive Officer, other senior managers and health and safety team and employee representatives. This high profile visit was the first of a new schedule of inspections which will be published shortly. Board members will be invited to take part in these inspections.
- 6.12 The health and safety team has been working with recognised trade unions to promote health and safety at NCH. As part of this initiative, an employee health and safety survey has been prepared for launch at the company's PRIDE road show in October, with a prize draw for seats in a box at a Nottingham Panthers ice hockey match in November and a signed ice hockey stick generously donated by the GMB union. Results from the survey will be circulated in November / December, and further promotional activities to be sponsored by the other trade unions will take place over the next two years.
- 6.13 A programme of fire risk assessments has recently been completed in sheltered schemes and a selection low rise flats in Nottingham. Although the full report is pending, the surveyors have notified us of an immediate risk at Stepney Court, which is attached to the Aspley area housing office. This risk relates to the storage of paper in an area of unprotected timber construction. Access to this area has been restricted pending improvements to reduce the fire risk.
- 6.14 A programme of accessibility audits in the communal parts of sheltered schemes has been planned with the City Council, and will commence in October 2008. The health and safety team is reviewing the programme to ensure that all other similar areas that are managed by the company but are not attached to sheltered schemes are included.

7 Change Management and Development – appendix D

- 7.1. The team has developed an Employee Development Handbook, which is currently being piloted in Housing Operations. Each employee will receive a copy of their training records, policy and procedures relevant to accessing training, skills matrix and pre and post training discussion documents. Each manager is required to meet with each of their employees and agree a personal development plan for action by the Change team. The Handbook has been developed to ensure greater employee ownership of their individual learning and to create improved accessibility to training.
- 7.2 The team have been working with City partners, tenants and leaseholders, Board members and NCH employees to develop a NCH Tackling Worklessness strategy. The working draft is to be discussed by the project team before a further consultation exercise is undertaken in December 2008.
- 7.3 Nottingham City Home's Let's Make The Difference programme has been featured in a national human resource magazine called IDS. The article has prompted a request by the Local Government East Midlands (LGEM) agency for a show case event for local authorities situated in the region. The event will take place in early 2009.

8 FINANCIAL & RISK IMPLICATIONS

- 8.1 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.

9 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES

- 9.1 The management of all of 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).
- 9.2 Any Learning and Development experience an employees encounters within the Company will be in line with achieving the Company's objectives.

10 VALUE FOR MONEY & EFFICIENCY ISSUES

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

11 EQUALITY & DIVERSITY IMPLICATIONS

- 11.1 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.

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

12.1 None.

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