

## NOTTINGHAM CITY HOMES

HUMAN RESOURCES  
COMMITTEE  
14 JULY 2009

### REPORT OF DIRECTOR OF ORGANISATIONAL DEVELOPMENT

#### 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 It is recommended that the report is noted.

#### **3 EMPLOYMENT STATISTICS**

##### **3.1 Workforce Statistics**

- 3.1.2 The first table as shown at Appendix A breaks down all our employees by grade, gender, disability and if they are from a BME background.
- 3.1.3 The first quarter of the year shows a slight increase in the %age of BME staff overall compared to the previous quarter.
- 3.1.4 NCH is highly representative in Housing Services at almost 27% but remain under represented in both Property Services and Support Services (Page 2 of Appendix A).
- 3.1.5 We are currently recruiting both craft and business apprentices which have a residency requirement. It is therefore expected that there will be a positive outcome in terms of both appointing BME's and from within Nottingham communities. Progress will be reported at the next meeting.
- 3.1.6 The recruitment panels for the apprentice recruitment have representatives from the EME forum, HR staff and managers from across the organisation.
- 3.1.7 Please refer to the Change Management Progress report which highlights key employment statistics for the apprentice recruitment.
- 3.1.8 A significant amount of recruitment has been undertaken over the last 3 months which is reported at Appendix B.
- 3.1.9 The number of BME applications received (27.9%) compares

favourably (proportionately) with the Nottingham Ethnicity Census of 2001 which for the BME population is 15%. However, the number of applicants subsequently offered positions falls short of our internal target of 20%.

- 3.1.10 Despite a slight increase in the number of staff with a disability in comparison to the previous quarter, we have still received a low volume of applications and appointments of those who applied.
- 3.1.11 The number of female applicants and appointments compares favourably with the males.
- 3.1.12 The number of employees, who are City/Greater Nottingham Residents remains high at 94.4%.
- 3.1.13 Positive Action - Remedial Actions to help address under representation
  - 3.1.13.1 To support our positive action campaign it would be beneficial to advertising our senior level vacancies in the National Guardian. This media has the highest readership among BME professionals. There are budget implications, however on balance, it is something worth pursuing. Progress will be closely monitored and reported on with regards to its success.
  - 3.1.13.2 Other recruitment initiatives such as Bestwood Job Club, Work Trials and Jobs Pledge are reported more fully in the Tackling Worklessness report at Item 7.
  - 3.1.13.3 HR Advisors will be involved in a proportionate number of recruitment panels which will help enhance the skills of other panel members, add impartiality and quality to the process.
  - 3.1.13.4 Train all new managers in On Merit Recruitment and offer refresher training to existing staff.
  - 3.1.13.5 HR and Equality and Diversity staff to work together on a positive action plan detailing all 6 E&D strands.
  - 3.1.12.6 Review the current situation with Remploy in terms of the low numbers of disabled candidates and take corrective action.
  - 3.1.13.7 Review of the current "On Merit" Recruitment policy.
- 3.1.14 The outstanding item from the last meeting regarding the ethnicity and gender of the 35 agency/fixed term workers who were made permanent is as follows:-
  - Agency - 23 appointed (from 67) of which 7 were of an BME background, and 13 females
  - Fixed Term Contract – 12 appointed (from 23) 3 were from a BME background and 7 females

## 4 SICKNESS ABSENCE

4.1 For this quarter this element can be found in the report of Director of Organisational Development.

## 5 DISCIPLINARY CASEWORK

5.1 At the HRC in April it was reported that out of the 38 Disciplinary cases for the 08/09 year there were still 17 to be concluded.

5.2 A further 5 of these 17 cases have now been concluded which leaves 12 cases still open (6 are related to the DA report). This has altered the length of time to close disciplinary cases in 08/09 from 119 days 112.

5.3 From April 09 to end June 09 there have been an additional 6 disciplinary cases. All but one of the cases is still under investigation. It took 4 days to close that particular case as it was eventually dealt with informally.

5.4 The average length of time taken for disciplinary investigations which commenced in the 09/10 year is currently running at 35 days.

5.5 The reasons for the 6 cases that commenced from April 09 can be categorised as follows:-

- 2 breach of company procedures (08/09 4 cases – Appendix D)
- 2 Absence related (08/09 10 cases)
- 1 Abusive behaviour (08/09 4 cases)
- 1 Inappropriate behaviour involving tenants (08/09 nil)

5.6 The ethnicity, gender and disability breakdown of 09/10 disciplinary casework is as follows:-

Ethnicity		Gender		Disability	
W1	2	Female	2	No	5
B1	3	Male	4	Yes	1
M1	1				
<b>Total</b>	<b>6</b>		<b>6</b>		<b>6</b>

A copy of the ethnicity codes is attached at Appendix C.

## 6 GRIEVANCE CASEWORK

6.1 At the HRC in April it was reported that out of the 46 Grievance cases for the 08/09 year there were still 25 to be concluded.

6.2 21 of these 25 cases have now been concluded which has altered the length of time to close grievance cases from 62 to 70 days. 4 cases remain to be completed but all of these employees are currently off sick.

6.3 From April 09 to the end of June 09 there are 14 grievances involving

23 members of staff. 1 case has been closed which took 21 days.

6.4 The average length of time for dealing with open grievances in the first quarter of the 09/10 year is currently running at 41 days.

6.5 The reasons for the 14 grievance cases can be categorised as follows:-

- 1 Access to a bonus scheme (involving 8 staff)
- 4 Payments in relation to sick pay – CR101
- 5 movement of staff to another section
- 1 car allowance
- 2 procedural issues relating to sickness absence
- 1 reimbursement of holidays whilst sick

The latter 4 grievance cases are ah-hoc. The first two cases relate to contractual issues that have surrounded the company for the past 4 years.

6.6 The ethnicity, gender and disability breakdown of 09/10 grievance casework is as follows:-

<b>Ethnicity</b>		<b>Gender</b>		<b>Disability</b>	
B1	1	Female		No	17
W1	22	Male	22	Yes	5*
<b>Total</b>	<b>22</b>		<b>22</b>		<b>22</b>

\*Please note that of the 5 disabled cases 4 relate to the same individual.

6.7 In addition to the collective Employment Tribunals for sick pay we have 2 ETs others which are race related.

6.8 I have done some initial research with regards to Disciplinary and Grievances casework in the Housing Sector. Unfortunately the time taken to conclude casework is not available, but the average number of cases per 1000 employees across the sector is as follows:-

- Disciplinary 17.2
- Grievances 6.2

6.9 The average number of NCH employees in 08/09 was 1050. Based on the Housing Sector average, Disciplinary case work should have been circa 18 cases for NCH when in actual fact we had 38 cases in 08/09. This represents 100% more case work than the Housing Sector average.

6.10 Based on the same average number of employees the average Grievance case load should be around 6.5. NCH actual case load was 46. This represents 607% more than the Housing Sector average.

(Source DLA Piper) Housing Sector Report 2008

- 6.11 Remedial action to address the length of time to close work
- 6.11.1 We are currently organising some investigation skills training of which we have had 15 staff across the organisation wishing to participate. This is an encouraging response which will have a positive impact on reducing the timescales to conclude investigations and improve the quality of investigation reports.
- 6.11.2 We will also be recruiting a 2<sup>nd</sup> Senior HR Advisor which will add further experience in managing Disciplinary and Grievance casework as well as supporting managers to deal with these matters in a timely manner.
- 6.11.3 To further support both the HR team and managers we are currently recruiting HR Administrators where we have proposed that these posts are career graded. When the administrators have the appropriate experience they will handle low risk case work. Thus enabling them not only to develop their skills, but also supporting managers in case work which will also assist in reducing timescales.
- 6.11.4 A review of the disciplinary procedure is currently underway with a proposal to incorporate an informal approach in dealing with disciplinary matters.
- 6.11.5 It is proposed that an impact assessment will be carried out on each disciplinary matter before any formal action is taken and where appropriate HR will work with the E&D team.
- 6.11.6 Both Disciplinary and Grievance casework is raised and discussed at the joint Chief Executive and Trade Union meetings.

## **7 JOB EVALUATION**

- 7.1 Budget approval has been sought for the introduction of a new Job Evaluation Scheme to support and address any equal pay differences. It is anticipated that procurement will commence at around September 09.

## **8 E RECRUITMENT**

- 8.1 E Recruitment Phase II. Budget approval has also been sought for the second phase of e recruitment. This will enable us to speed up the recruitment processes from short listing applicants to offers of appointment. Managers will be able to do this on line as opposed to the current time consuming paper based system.
- 8.2 Phase II will also enable us to analyse workforce profiling data in more detail.
- 8.3 Further updates will be provided in future reports on both Job Evaluation and E Recruitment.

## **9 POLICIES**

- 9.1 All of the HR 92 policies, procedures and guides are currently being reviewed to ensure legal compliancy and fit for purpose.
- 9.2 All of the 4 trade unions are involved in this process.

## **10 FINANCIAL AND RISK IMPLICATIONS**

- 10.1 The costs for advertising can be contained within the existing budgets.

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

- 11.1 The implications for NCH have been included in the report.

## **12 VALUE FOR MONEY AND EFFICIENCY ISSUES**

- 12.1 The value for money and efficiency issues have been included in the report.

## **13 EQUALITY AND DIVERSITY IMPLICATIONS**

- 13.1 NCH applies its policies equally to all employees.

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

- 14.1 NONE

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**Date: 10 July 2009**

## APPENDIX B

### RECRUITMENT MONITORING 4.3.09 TO 30.6.09 (EXCLUDING CRAFT AND ADMINISTRATIVE APPRENTICES)

<b>Number of Posts</b>	<b>49</b>
Still Open	1
Interviews arranged	4
Awaiting short listing	6

<b>Applications Received by Gender</b>				
<b>Female</b>		<b>Male</b>		<b>Total</b>
<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
656	45.5	786	54.5	1442

<b>Applications Received by BME</b>						
<b>BME</b>		<b>Not Stated</b>		<b>Non BME</b>		<b>Total</b>
<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
402	27.9	13	0.9	1027	71.2	1442

<b>Applications Received by Disability</b>				
<b>Disabled</b>		<b>Non Disabled</b>		<b>Total</b>
<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
71	4.9	1371	95.1	1442

<b>Applications Received by Residency</b>						
<b>City Resident</b>		<b>Greater Nottingham</b>		<b>Outside Nottingham</b>		<b>Total</b>
<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
704	48.8	543	37.7	195	13.5	1442

Note: The following totals differ from above as there are still 11 posts which has not completed the recruitment cycle

<b>All Posts where Offers/Appointments Made</b>					
	<b>Female</b>		<b>Male</b>		<b>Total</b>
	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
Short listed	67	42.5	87	56.49	154
Not short listed	397	42.4	540	57.63	937
<b>Total</b>	464	42.5	627	57.47	1091
Appointed	15	46.9	17	53.1	32

<b>All Posts where offers/appointments made</b>							
	<b>BME</b>		<b>Not Stated</b>		<b>Non BME</b>		<b>Total</b>
	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
Short listed	41	26.6	0	0.0	113	73.4	154
Not Short listed	258	27.5	5	0.5	674	71.9	937
<b>Total</b>	299	27.4	5	0.5	787	72.1	1091
Appointed	5	15.6	0	0.0	27	84.4	32

<b>All Posts where Offers/Appointments Made</b>					
	<b>Disabled</b>		<b>Non Disabled</b>		<b>Total</b>
	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
Short listed	13	8.4	141	91.6	154
Not short listed	36	3.8	901	96.2	937
<b>Total</b>	49	4.5	1042	95.5	1091
Appointed	0	0.0	32	100.0	32

<b>All Posts where offers/appointments made</b>							
	<b>City Resident</b>		<b>Greater Nottingham</b>		<b>Outside Nottingham</b>		<b>Total</b>
	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	<b>No</b>	<b>%</b>	
Short listed	63	40.9	65	42.2	26	16.9	154
Not Short listed	471	50.3	340	36.3	126	13.4	937
<b>Total</b>	534	48.9	405	37.1	152	13.9	1091
Appointed	12	37.5	16	50.0	4	12.5	32

**APPENDIX C**

<b>Code</b>	<b>Ethnic Origin</b>
A1	Indian
A2	Pakistani
A3	Bangladeshi
A4	Other Asian
B1	Black Caribbean
B2	Black African
B3	Other Black
C1	Chinese
C2	Other Racial Group
M1	White & Black Caribbean
M2	White & Black African
M3	White & Asian
M4	Other Mixed
W1	White British
W2	White Irish
W3	Other White

**CATEGORIES OF DISCIPLINARY CASE WORK 08/09**

<b>CATEGORY</b>	<b>NUMBER</b>
Breach of T&Cs (implied trust/Confidentiality matters)	3
Breach of Health and Safety Policy	1
Breach of IT Policy	3
Financial Irregularities/Deception	6
Abusive/Threatening Behaviour	4
Abusive Behaviour involving tenants	0
Poor Performance	3
Absence	10
Racial complaints	1
Other	7
<b>Total</b>	<b>38</b>