Report of the Chief Executive

PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS – SUPPORT SERVICE AREAS – HUMAN RESOURCES – OUTTURN REPORT 2020/21

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1. Purpose of report

    To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

    The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

    The latest Business Plan for Resources and the other support service areas was approved by Council on 4 March 2020. This includes performance management actions and data for Human Resources relevant to this Committee.

3. Performance Management

    As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against an appropriate Business Plans. This will include a detailed annual report where performance management is considered following the year-end.

    This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Business Plans for the Human Resource service. It provides a summary of the progress made to date on Critical Success Indicators (CSI), key tasks and priorities for improvement in 2020/21 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans and the outturn performance indicators for 2020/21.

Background papers
Nil

PERFORMANCE MANAGEMENT

1.   Corporate Plan

     The Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

     The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2.   Business Plans

     Business Plans linked to the five corporate priority areas and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by respective Committees at meetings held in January/February 2020. The support services provide support to the key services to assist them in achieving the priorities and objectives.

     The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3.   Performance Management

     As part of the Council's performance management framework, this Committee receives regular reports of progress against the Business Plans for the Human Resources element of the support service areas. This report provides the quarterly data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).

     The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana Risk performance reports is as follows:

Action Status Key

Icon	Status	Description
✅	Completed	The action/task has been completed
▶	In Progress	The action/task is in progress and is currently expected to meet the due date
⚠	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
⬟	Overdue	The action/task has passed its due date
❌	Cancelled	This action/task has been cancelled or postponed

Performance Indicator Key

Icon	Performance Indicator Status
⬟	Alert
⚠	Warning
✅	Satisfactory
❓	Unknown
📈	Data Only

Key Tasks and Priorities for Improvement for Human Resources 2020/21

Status/ Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
Completed	Review payroll processes to include the introduction of e-forms and expand employee self-service system **(HR1417_03)**	Streamlining of processes, reduced paperwork and achievement of efficiencies for employees and managers	**100%**	Mar-2020	E-forms for mileage and expenses claims introduced April 2018 improved efficiency. The creation of further e-forms is continually reviewed.
Overdue	Introduce six new online Broxtowe Learning opportunities in 2020/21 **(HR1720_01)**	Expand the range of opportunities to develop employee skills by adding a further 20 modules to Broxtowe Learning Zone by March 2021	**71%**	Mar-2021	Three new courses were launched in 2020/21. Two further courses have been developed along with the Subject Matter Experts, One course is being tested by managers prior to release.
In Progress	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme (**HR1922_01**)	Become a champion within local/ business communities in terms of appointing, keeping and developing disabled employees	**89%**	Mar-2021	Level 2 renewed until September 2023. The Level 3 submission was sent to DWP in March 2021 – awaiting validation and review.
Completed	Produce Organisational Development Strategy **(HR2023_01)**	Promotion of well-being of employees; empowerment and active; engaging employees in the vision and mission of the Council; developing top level performance; developing skills in attracting retaining and developing talent and succession planning.	**100%**	Jun-2020	Report on Organisational Development Strategy was presented to Personnel Committee on 30 June 2020.

Status/ Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
Completed ✅	Introduce adequate data capture methods to allow production of new performance information from the People Strategy **(HR2023_02)**	Up-to-date reliable data is available to inform the themes within the People Strategy	**100%**	Jun-2020	Performance indicators have been set up in the Pentana Risk performance management system and data collection methods are in place.

Critical Success Indicators – Personnel 2020/21

Status	Code & Short Name	Frequency	Outturn 2018/19	Outturn 2019/21	Achieved 2020/21	Target 2020/21	Latest Note
Red 🔴	**BV12** Working days lost due to sickness absence (rolling annual figure)	Monthly	8.69	10.88	7.89	7.50	Figure includes absences due to COVID-19, but excludes data relating to periods of self-isolation.
Green ✅	**HRLocal_17** Working Days lost for short term absence	Quarterly	3.22	3.34	2.33	2.50	Due to COVID-19 restrictions traditional short term sickness (cold, stomach bug, etc) appears to have decreased.
Red 🔴	**HRLocal_18** Working Days lost for long term absence	Quarterly	5.47	7.54	5.56	5.00	There was a reduction however the target was not achieved.

Key Performance Indicators for Human Resources 2020/21

Status	Code & Short Name	Frequency	Outturn 2018/19	Outturn 2019/20	Achieved 2020/21	Target 2020/21	Latest Note
Amber ⚠	**BV16a** Employees with a Disability %	Quarterly	6.9%	6.25%	6.92%	10%	Improvement on previous year despite recruitment slowing during pandemic. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters.
Green ✅	**BV17a** Ethnic Minority representation in the workforce %	Quarterly	6.4%	7.24%	8.24%	8%	Improvement on the previous year and throughout year despite recruitment slowing down during pandemic. 7.8% individuals within the borough are from a BAME background.
Green ✅	**HRLocal_06** Annual employee turnover %	Quarterly	14.0%	10.32%	5.06%	12%	Employee turnover has decreased considerably and exceeded target.
Amber ⚠	**HRLocal_07** Employees qualified to NVQ Level 2 and above %	Quarterly	85%	87%	86%	87%	Overall skills level has remained stable. Nearly all new starters have achieved a minimum of NVQ Level.2 (or equivalent).