



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 2nd April, 2012 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

S Bentley	-	Weetwood;
A Blackburn	-	Farnley and Wortley;
J L Carter	-	Adel and Wharfedale;
B Chastney	-	Weetwood;
N Dawson	-	Morley South;
P Grahame (Chair)	-	Cross Gates and Whinmoor;
R Grahame	-	Burmantofts and Richmond Hill;
J Hardy	-	Farnley and Wortley;
A Lowe	-	Armley;
C Macniven	-	Roundhay;
R Wood	-	Calverley and Farsley;

Please note: Certain or all items on this agenda may be recorded

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AGENDA

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			PEOPLE PLAN REPORTING FRAMEWORK To consider a report by the Chief Officer HR which sets out the reporting arrangements to Scrutiny of the People Plan	1 - 12

Report of Chief Officer HR

Report to Scrutiny Board (Resources and Council Services)

Date: 2 April 2012

Subject: People Plan Reporting Framework

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The 2011-15 People Plan is being reported monthly and quarterly at council-wide and directorate levels and reports will be produced at a Chief Officer level from April. Scrutiny Board is asked to determine the format and frequency of how they would like to receive updates on People Plan performance. The overall council scorecards for February highlight use of agency workers, attendance and performance as current issues.

Recommendations

- 1.1 Scrutiny Board (Resources and Council Services) is asked to consider the People Plan scorecard results for February and provide guidance on its requirements for future People Plan reporting arrangements.

2 Purpose of this report

- 2.1 To provide the Scrutiny Board (Resources and Council Services) with February People Plan scorecard information and to allow the Scrutiny Board to consider the frequency, and format, of future People Plan progress reports.

3 Background information

- 3.1 On 5 March 2012 Scrutiny Board (Resources and Council Services) were provided with a copy of the 2011-2015 People Plan and a sample scorecard to show how organisational performance against the People Plan would be measured. This Board

asked to be provided with a copy of the next scorecards to review performance and agree the frequency and format of future updates.

- 3.2 Scorecards are produced by the 20th of the month with information on the previous month, so the attached February scorecards (appendices 1 to 8) were produced on 20 March. Scorecards are produced at council and directorate level, from April they will be produced at Chief Officer level as well. These scorecards are used to report People Plan performance at Directors appraisals, Directorate Leadership Teams and with Chief Officers. Scorecards are also used to report People Plan performance quarterly against the Business Plan, monthly at Corporate Leadership Team and at Chief Officer – HR briefings with the Leader of the Council and Executive Members.

4 Main issues

- 4.1 The scorecards report upon a range of measures linked to the 5 themes of the People Plan. On 5 March 2012, this Scrutiny Board set out an interest in appraisals, engagement, attendance, leadership development and equality and diversity. The Board is therefore asked if it would prefer, for instance, regular reports on all these areas or more-detailed reports on a rolling basis.
- 4.2 At the end of April, full-year performance information will be finalised and following this the scorecard measures will be updated to reflect 2012/13 People Plan objectives. It is proposed that 2011/12 performance position, updates on specific areas of interest and the new scorecards are presented to this Board in June 2012.
- 4.3 Scrutiny Board is also asked to determine the frequency of regular updates on People Plan performance during 2012/13.
- 4.4 A summary of the main issues identified in the council-wide February scorecard was presented to CLT on 27 March 2012. These was: an increasing use of agency workers; sickness absence is rising above the 9 day target; and the number of employees who have had appraisals.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 No implications

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 The Equality and Diversity Unit were key consultees during the preparation of the People Plan.

5.3 Council Policies and City Priorities

- 5.3.1 The HR service is key to supporting the business areas in the delivery of the Council outcomes and priorities.

5.4 Resources and Value for Money

5.4.1 A number of the current targets set in the People Plan are designed to assist the Council deliver it's services within the overall approved budget.

5.5 Legal Implications, Access to Information and Call In

5.5.1 No implications.

5.6 Risk Management

5.6.1 No implications.



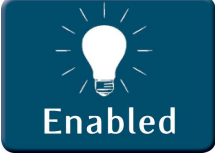


6 Recommendations

6.1 Scrutiny Board (Resources and Council Services) is asked to consider the People Plan scorecard results for February and provide guidance on future People Plan reporting arrangements.

7 Background documents

7.1 None

Appendix 1 - Council-wide People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status\ Direction of travel	
 Flexible	# FTE	13018.7	12897.3	12801.5	12671.8	12640.2	▲	
	£000s Staffing budget variation ¹	2,208	1,118	342	1,030	1,357	▲	
	Agency hours	249173	267262	229997	57897	70,201	▼	
	# voluntary leavers under ELI	74	22	211	16	12	▼	
	# average length of time in redeployment	6.9	13.1	7	7.8	5.7	▲	
	% BME employees at PO5+	10.25	10.29	10.75	10.64	10.71	▲	
	% disabled employees at PO5+	3.96	4.05	4.71	4.50	4.50	◀▶	
	% female employees at PO5+	51.5	49.33	52.35	52.61	52.79	▲	
 Healthy	# projected absence per FTE	9.05	9.06	8.73	9.05	9.21	▼	
	# accidents / incidents involving employees	660	686	594	287	150	▲	
	# accidents / incidents not involving employees	2800	1102	1439	486	312	▲	
	# incidents reportable under RIDDOR to HSE	79	30	42	22	13	▲	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	336	646	558	20	24	▼	
 Enabled	% of Directorate development budget spent/committed	-	20	60	63	71		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	-	-	-	-	8.4	◀▶	
	% of staff in talent pool with basic skills assessment	-	16.8	7	4	5	▲	
 Engaged	% staff who feel engaged	-	-	71	71	71	◀▶	
	% of services assessed against liP standard	-	80	100	100	100	◀▶	
	Average directorate score against liP standard	-	8.2	8.2	8.2	8.2	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	33	89	93	93	92	▼	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	60	26	28	1	4		
	# New disciplinaries	78	33	58	11	10		
	# New improving performance (formal stage 3)	5	5	4	0	0		

¹ Red equals under spend

Key

▼ deteriorating

▲ improving

◀▶ unchanged / static






G Green: on track

A Amber: just off track






R Red: off track

— Not measured, or no target set






Appendix 2 - Adult Social Care People Plan Scorecard – February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status direction of travel	
 Flexible	# (FTE)	2536.2	2509.8	2495.0	2451.9	2442.5	▲	
	£000s Staffing budget variation	804	492	1,084	1,115	1,083		
	Agency hours	58134	65749	65398	16070	18838	▼	
	# voluntary leavers under ELI	57	7	70	14	7	▼	
	# average length of time in redeployment	10	5	0	0	6	▼	
	% BME employees at PO5+	14.61	13.11	13.14	12.50	12.99	▲	
	% disabled employees at PO5+	3.92	3.98	4.57	3.98	3.95	▼	
% female employees at PO5+	60.11	59.66	58.86	57.95	58.19	▲		
 Healthy	# projected absence per FTE	13.64	14.57	14.11	14.30	14.63	▼	
	# accidents / incidents involving employees	95	134	113	47	16	▲	
	# accidents / incidents not involving employees	555	611	772	216	98	▲	
	# incidents reportable under RIDDOR to HSE	11	11	18	13	10	▲	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	3	3	7	1	0	▲	
 Enabled	% of Directorate development budget spent/committed	-	12	42	47	62		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	-	-	-	-	8.9	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	0	9	0	▼	
 Engaged	% staff who feel engaged			72	72	72	◀▶	
	% of services assessed against IIP standard	-	100	100	100	100	◀▶	
	Average directorate score against IIP standard	-	8.2	8.2	8.2	8.2	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	51	92	96	96	92	▼	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	25	2	2	0	1		
	# New disciplinaries	11	9	20	0	0		
	# New improving performance (formal stage 3)	0	0	0	0	0		






Appendix 3 - Children's Services People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status/ Direction of travel	
 Flexible	# FTE	2666.3	2600.2	2585.9	2559.3	2566.9	▼	
	£000s Staffing budget variation	392	205	917	1,686	2,358		
	Agency Hours	77226	85532	81010	21630	26146	▼	
	# voluntary leavers under ELI	3	5	23	0	1	▲	
	# average length of time in redeployment	3.5	16	6	0	1	▼	
	% BME employees at PO5+	12.04	12.69	12.63	12.63	12.53	▼	
	% disabled employees at PO5+	6.14	5.33	4.80	4.64	4.60	▼	
% female employees at PO5+	70.52	72.84	73.48	73.97	73.91	▼		
 Healthy	# projected absence per FTE	10.76	11.25	10.74	10.90	10.86	▲	
	# accidents / incidents involving employees	207	296	202	151	105	▲	
	# accidents / incidents not involving employees	1781	371	465	185	135	▲	
	# incidents reportable under RIDDOR to HSE	37	10	15	5	0	▲	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	0	6	26	7	4	▲	
 Enabled	% of Directorate development budget spent/committed	-	23	63	65	68		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work	-	-	-	-	8.8	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	1	0	0	◀▶	
 Engaged	% staff who feel engaged	-	-	72	72	72	◀▶	
	% of services assessed against liP standard	-	0	100	100	100	◀▶	
	Average directorate score against liP standard	-	0	8.3	8.3	8.3	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	18	87	88	88	88	◀▶	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	14	12	4	0	0		
	# New disciplinaries	21	4	14	2	4		
	# New improving performance (formal stage 3)	3	5	4	0	0		






Appendix 4 - City Development People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status\ direction of travel	
 Flexible	# FTE	2445.8	2416.6	2396.1	2368.6	2328.2	▲	
	£000s Staffing budget variation	173	451	181	66	61		
	Agency hours	10745	11643	9036	1910	2626	▼	
	# voluntary leavers under ELI	4	8	34	1	3	▲	
	# average length of time in redeployment	9	19	0	10.5	5	▲	
	% BME employees at PO5+	6.90	6.67	6.76	6.42	6.57	▲	
	% disabled employees at PO5+	3.02	3.11	3.15	3.21	3.29	▲	
	% female employees at PO5+	25.86	26.22	25.23	25.69	25.82	▲	
 Healthy	# projected absence per FTE	8.11	8.54	8.07	8.00	8.08	▼	
	# accidents / incidents involving employees	75	77	103	28	10	▲	
	# accidents / incidents not involving employees	308	307	299	78	74	▲	
	# incidents reportable under RIDDOR to HSE	7	6	7	0	2	▼	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	316	281	218	6	7	▼	
 Enabled	% of Directorate development budget spent/committed	-	17	46	50	59		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0-10)	-	-	-	-	8.1	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	2	0	0	◀▶	
 Engaged	% staff who feel engaged	-	-	70	70	70	◀▶	
	% of services assessed against liP standard	-	100	100	100	100	◀▶	
	Average directorate score against liP standard	-	8.5	8.5	8.5	8.5	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed including reviews	Being established for Q4						
 Performing	% employees who received an appraisal	34	95	95	95	95	◀▶	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	8	4	6	0	0		
	# New disciplinaries	11	6	4	3	0		
	# New improving performance (formal stage 3)	0	0	0	0	0		






Appendix 5 - Customer Access and Performance People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status/ Direction of travel	
 <p>Flexible</p>	# FTE	540.5	572.6	571.4	574.1	574.2	◀▶	
	£000s Staffing budget variation	0	0	184	191	200		
	Agency hours	-	-	202	36	190	▼	
	# voluntary leavers under ELI	13	1	5	0	0	◀▶	
	# average length of time in redeployment	0	0	0	0	3	▼	
	% BME employees at PO5+	11.49	10.00	11.11	11.11	11.36	▲	
	% disabled employees at PO5+	6.90	6.67	6.67	6.67	6.82	▲	
	% female employees at PO5+	55.17	54.44	51.11	51.11	51.14	▲	
 <p>Healthy</p>	# projected absence per FTE	10.51	11.82	11.61	11.88	12.04	▼	
	# accidents / incidents involving employees	17	25	23	7	1	▲	
	# accidents / incidents not involving employees	2	2	2	2	1	▲	
	# incidents reportable under RIDDOR to HSE	0	0	0	0	0	◀▶	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	0	0	0	0	0	◀▶	
 <p>Enabled</p>	% of Directorate development budget spent/committed	-	23	154	138	138		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work	-	-	-	-	8.2	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	0	17	0	▼	
 <p>Engaged</p>	% staff who feel engaged	-	-	71	71	71	◀▶	
	% of services assessed against liP standard	-	-	100	100	100	◀▶	
	Average directorate score against liP standard	-	-	9	9	9	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed (including reviews)	Being established for Q4						
 <p>Performing</p>	% employees who received an appraisal	63	94	99	97	95	▼	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	12	10	3	0	1		
	# New disciplinarys	0	0	0	0	1		
	# New improving performance (formal stage 3)	1	0	0	0	0		






Appendix 6 - Environments & Neighbourhoods People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status\ Direction of travel	
 Flexible	# FTE	1439.5	1440.3	1409.1	1402.6	1410.1	▼	
	£000s Staffing budget variation	442	1,653	1,849	1,562	2,080		
	Agency hours	67488	69291	42266	10522	9777	▲	
	# voluntary leavers under ELI	3	1	14	0	0	◀▶	
	# average length of time in redeployment	5.3	6.5	6.5	4.5	8.33	▼	
	% BME employees at PO5+	13.77	14.17	14.75	15.65	15.52	▼	
	% disabled employees at PO5+	7.25	5.51	5.74	5.22	5.17	▼	
	% female employees at PO5+	43.48	47.24	48.36	49.57	50.00	▲	
 Healthy	# projected absence per FTE	11.21	11.89	11.97	11.82	12.07	▼	
	# accidents / incidents involving employees	84	63	66	27	3	▲	
	# accidents / incidents not involving employees	9	1	2	3	0	▲	
	# incidents reportable under RIDDOR to HSE	9	3	5	2	1	▲	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	8	8	10	5	10	▼	
 Enabled	% of Directorate development budget spent/committed	-	27	20	23	32		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	-	-	-	-	8.3	◀▶	
	% of staff in talent pool with basic skills assessment	-	17.4	3	4	6	▲	
 Engaged	% staff who feel engaged	-	-	66	66	66	◀▶	
	% of services assessed against IIP standard	-	100	100	100	100	◀▶	
	Average directorate score against IIP standard	-	8	8	8	8	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	27	93	89	89	87	▼	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	7	4	4	1	2		
	# New disciplinaries	4	3	13	2	0		
	# New improving performance (formal stage 3)	1	0	0	0	0		

Appendix 7 - Legal Services People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status/ Direction of travel	
 Flexible	# FTE	102.3	107.2	132.9	134.4	132.4	▲	
	£000s Staffing budget variation	603	657	742	741	710		
	Agency hours	-	-	551	1004	99	▲	
	# voluntary leavers under ELI	19	0	3	0	0	◀▶	
	# average length of time in redeployment	0	0	0	0	0	◀▶	
	% BME employees at PO5+	15.56	15.56	14.89	14.58	14.58	◀▶	
	% disabled employees at PO5+	2.22	2.22	2.22	2.08	2.08	◀▶	
	% female employees at PO5+	75.56	73.33	77.47	75.00	75.00	◀▶	
 Healthy	# projected absence per FTE	7.63	7.69	6.86	6.95	6.27	▲	
	# accidents / incidents involving employees	0	0	1	0	0	◀▶	
	# accidents / incidents not involving employees	0	0	0	0	2	▼	
	# incidents reportable under RIDDOR to HSE	0	0	0	0	0	◀▶	
	# FTE days lost through incidents at work	Under development						
	# number of accident (insurance) claims lodged	0	0	0	0	0	◀▶	
 Enabled	% of Directorate development budget spent/committed	-	8	19	19	30		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	-	-	-	-	8.2	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	0	0	0	◀▶	
 Engaged	% staff who feel engaged	-	-	74	74	74	◀▶	
	% of services assessed against lIP standard	-	-	100	100	100	◀▶	
	Average directorate score against lIP standard	-	-	10	10	10	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	70	96	98	98	99	▲	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	0	0	0	0	0		
	# New disciplinaries	0	0	0	0	0		
	# New performance capability (formal stage 3)	0	0	0	0	0		

Appendix 8 - Resources People Plan Scorecard - February 2011/12

People Plan theme	Measure	Q1	Q2	Q3	Jan	Feb	Status\ Direction of travel	
 Flexible	# FTE	3280.3	3250.7	3211.3	3180.8	3185.9	▼	
	£000s Staffing budget variation	576	143	245	191	445		
	Agency hours	-	-	8922	12205	12493	▼	
	# voluntary leavers under ELI	142	19	62	1	1	◀▶	
	# average length of time in redeployment	5.3	8	0	9	0	▲	
	% BME employees at PO5+	7.79	8.20	8.09	7.92	7.90	◀▶	
	% disabled employees at PO5+	5.45	5.29	5.12	4.92	4.90	◀▶	
	% female employees at PO5+	42.60	42.33	41.78	41.80	41.69	▼	
 Healthy	# projected absence per FTE	8.48	8.94	8.76	8.80	8.92	▼	
	# accidents / incidents involving employees	65	63	73	27	15	▲	
	# accidents / incidents not involving employees	9	9	10	2	2	◀▶	
	# incidents reportable under RIDDOR to HSE	8	8	7	2	0	▲	
	# number of accident (insurance) claims lodged	3	3	10	1	2	▼	
 Enabled	% of Directorate development budget spent/committed	-	23	85	88	96		
	% of key and major decisions where equality is given due regard	To be established for Q4						
	# of employees who recognise the values in their colleagues work (0 – 10)	-	-	-	-	8.2	◀▶	
	% of staff in talent pool with basic skills assessment	-	-	1	0	8	▲	
 Engaged	% staff who feel engaged	-	-	71	71	71	◀▶	
	% of services assessed against lIP standard	-	-	100	100	100	◀▶	
	Average directorate score against lIP standard	-	-	8	8	8	◀▶	
	# Employee relations framework measures	Under development with trade unions						
	# number of CRB checks completed (including reviews)	Being established for Q4						
 Performing	% employees who received an appraisal	25	97	96	96	94	▼	
	% employees who received a quality appraisal	Being established for Q4						
	# New grievances	12	12	9	0	1		
	# New disciplinarys	13	14	7	4	4		
	# New improving performance (formal stage 3)	5	5	0	0	0		