Personnel and Equalities - Executive Summary

Challenge

- There are many benefits to the current arrangements. The system works well with good relationships between Corporate Personnel and equalities and Derby Homes Personnel.
- The disadvantages of the current service focuses on the strategic element of the service. Derby Homes has little influence in the development of new policies and they are not tailored to meet our specific needs. In addition there is a duplication of effort as Derby Homes has to establish its own collective agreements. This can delay the implementation of policies.
- There are options available in providing the service in a different way each would have its advantages and disadvantages.

Compare

We have received comparable data from 6 of the 7 first round ALMOs and from Commercial Services Department.

- Based on the number of employees Derby Homes is the third smallest ALMO.
- The personnel structures of ALMOs vary considerably but they provide a similar service. All Personnel sections have a HR or Personnel Manager. The grade varies from our P03 to a maximum of £50,000.
- City West Housing and Ashfield Homes have no links with their Council. Most other ALMOs reported that they do receive support from their Council but this is "rare and limited to strategic issues such as Policy Development or help with hearing appeal. All but one report that they want to be independent of their Council within the next 12 months.
- Other ALMOs have charges for Corporate Services varying from £17,000 to £59,000. Our recharge is £87,000 - £248 per employee and CSDs is £287,000 £191 per employee. Equalities is £17,000 per annum. Derby Homes pays the highest central recharge but was the third smallest ALMO. There are also non specified additional costs within the Service Level Agreement.
- Most ALMOs do not use other sources of expert advice such as consultants. Where these are used it is more likely to be to support the

training function. We have used consultants to assist with training and grading issues.

None of the ALMOs had a separate Equalities advisor or a SLA for Equalties. This service is seen to be part and parcel of the personnel function. Derby Homes pays an additional £17,000 and Commercial Services Department £57,000 ie £38 per employee. They do not have an Equalities advisor in post.

Consult

- At the point of delivery our services are considered to be good or excellent by both our stakeholders and our customers.
 - We seem to be performing less well in the area of training strategy and training delivery.
 - Where managers have used the service for support for grievances and disciplinaries they have rated the service highly.
 - 12% of customers could not rate the attendance management service. Attendance management is key to every managers role and these results could indicate a weakness in our service.
 - The majority of customers receive the service from Derby Homes Personnel. This is consistent with the current model. They consistently report that the service is good, offers support and has a "can do attitude". Having an on site Personnel service is popular.
 - Customers did not understand the costings of the service and were not always clear about the role of Corporate Personnel.
 - We received a lower response to the equalities section of the questionnaire. Comments made include "I find this to be a hidden service". However 44% did rated the service as good or excellent. The highest performing areas were advice on race and disability and the least successful "religion". This is an area of the service that needs to be established as more high profile within the organisation.
 - Some areas of the Service received from Corporate Personnel is used more than others eg Policy development and Appeals.
 - The service from Corproate Personnel is designed to meet the needs of varying Departments and is not tailored specifically for the needs of Derby Homes. This causes duplication of effort and delays in implementation of some issues.

Compete

- The service has never been the subject of open competition.
- The current charge of £87,000 plus other costs not yet determined is very high in comparison to other ALMOs. When number of employees is used as a unit cost our charges are higher than Commercial Services.
- Other ALMOs do not have an additional charge for Equalities
- There are alternatives that could be explored that might present better value for money.
- Other ALMOs do have different models of service provision that appear to be more cost effective.

Conclusion

The quality of service of the Personnel and equalities function at the point of delivery is considered by service users and stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and by Commercial services Department. Overall the service does not represent value for money.

SSUG	The qu stakeh Corpor addition Comme	The quality of service of the Pestakeholders as good or excell Corporate Personnel and Derby addition the cost of the service Commercial services Departme	The quality of service of the Personnel function at the point of delivery is considered by service users stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and k Commercial services Department. Overall the service does not represent value for money.	unction at the polever the review has Personnel. This lesive in comparise II the service doe	The quality of service of the Personnel function at the point of delivery is considered by service users stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and Commercial services Department. Overall the service does not represent value for money.	sidered by service tion of effort between the service provisied ed by other ALMC	e users and een on. In is and by
Proposed Option	Personr	nel Services pur	rchased from Corpor	ate Personnel is b	Personnel Services purchased from Corporate Personnel is based on a pick and mix approach.	ix approach.	
Key Risks	(S	Likelihood		lm	Impact		Quantified
			Community	Finance	Derby Homes Objectives	Organisational	Risk
Quality of service provision provided by Derby Homes will suffer.	ce ded by vill	2	7	2	2	2	10
The City Council may not wish to offer the service.	il may r the	m	2	2	, CO	2	12
Loss of key personnel staff Derby Homes	sonnel	2	2	2	2	2	10
Relationships with the Council Personnel team will deteriorate	rith the nel rrate	7	. 2	2	2	2	10
How will it improve	prove	Increase value for money.	e for money.			TOTAL	
the service?	6. 9.						
Public Outcomes	omes	A more flexible	A more flexible service based on actual need	ıctual need.			
Resources/Costs	Sosts	Fixed over hea	Fixed over head costs should reduce. If other services have to be purchased additional costs would be	ice. If other service	s have to be purchas	ed additional costs	ad bliow

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Issue	The qui	The quality of service of the Pestakeholders as good or excell Corporate Personnel and Derbaddition the cost of the service Commercial services Department	of the Personnel for excellent. Hower and Derby Homes he service is expen Department. Overa	unction at the po ever the review has Personnel. This la sive in comparise all the service doc	The quality of service of the Personnel function at the point of delivery is considered by service users and stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and by Commercial services Department. Overall the service does not represent value for money.	idered by service on of effort betwo ne service provisi ed by other ALMO e for money.	users and sen on. In s and by
Proposed Option	Personn at the er	Personnel Services purchased at the end of the financial year.	rchased from Corporal year.	rate Personnel is b	Personnel Services purchased from Corporate Personnel is based on actual services received with payment made at the end of the financial year.	s received with pa	ment made
Key Risks	ks	Likelihood		트	Impact		Quantified
			Community	Finance	Derby Homes Objectives	Organisational	Risk
Poor budgetary control	y control	က	.́ю	က	m	က	15
Increased administration		က	င	က	က	က	15
Increased monitoring	iitoring	က	E	က	က	က	. 15
Service delays		2	က	ဗ	က	က	14
						TOTAL	ָּ
How will it improve the service?	nprove se?	Increase value for money.	le for money.			1	
Public Outcomes	semos	A more flexible service		based on actual need.			
Resources/Costs	Costs	Fixed over hea unpredicatable	ead costs should red	uce. If other servic	Fixed over head costs should reduce. If other services have to be purchased additional costs would be unpredicatable	ed additional costs	would be

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Issue	The qua stakeho Corpora addition Comme	The quality of service of the Pestakeholders as good or excell Corporate Personnel and Derbaddition the cost of the service Commercial services Departme	of the Personnel for or excellent. Hower and Derby Homes he service is expendent. Overa	unction at the poi ever the review ha Personnel. This le sive in comparisc Ill the service doe	The quality of service of the Personnel function at the point of delivery is considered by service users and stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and by Commercial services Department. Overall the service does not represent value for money.	sidered by service ion of effort betwe ne service provisi ed by other ALMO e for money.	users and een on. In s and by
Proposed Option	Derby H	omes provides	its own Personnel S	service and is self a	Derby Homes provides its own Personnel Service and is self sufficient from the Council.	ncil.	
Key Risks	S)	Likelihood		ml	Impact		Quantified
			Community	Finance	Derby Homes Objectives	Organisational	Risk
Loss of key staff from Derby Homes Personnel	ff from	7	7	7	7	7	10
Difficult Personnel issues uses all available resources	nel rces	N	7	က	7	7	12
Additional personnel resources unavailable to meet needs	onnel railable	2	2	2	. 2	2	10
Service fails to keep up with new legislative changes and policies fall out of date.	keep up ative olicies	2	2	2	2	2	10
				-			
						TOTAL	52
How will it improve the service?	nprove se?	Increase valu	Increase value for money.				
Public Outcomes	omes	A more flexible service		based on actual need.			
Resources/Costs	Costs	Additional Pe	ersonnel resources o	r consultants would	Additional Personnel resources or consultants would be needed to enhance current service.	se current service.	

Proposed TI Option	takeho torpora ddition commer	The quality of service of the Pestakeholders as good or excell Corporate Personnel and Derbaddition the cost of the service Commercial services Departme The Services provided by the Cols	The quality of service of the Personnel function at the point of delivery is considered by service users and stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and by Commercial services Department. Overall the service does not represent value for money. The Services provided by the Council is placed out to tender. Services provided by the Council is placed out to tender.	unction at the poi ever the review ha Personnel. This le sive in compariso III the service doe ced out to tender.	The quality of service of the Personnel function at the point of delivery is considered by service users at stakeholders as good or excellent. However the review has identified duplication of effort between Corporate Personnel and Derby Homes Personnel. This leads to delays in some service provision. In addition the cost of the service is expensive in comparison to services received by other ALMOs and by Commercial services Department. Overall the service does not represent value for money. The Services provided by the Council is placed out to tender.	sidered by service ion of effort between service provisied by other ALMO e for money.	users and sen on. In s and by
			Community	Finance	Derby Homes Objectives	Organisational	Risk
Costs of service increases		2	2	2	2	2	10
Service remains the same.	the	2	2	2	2	2	10
City Council do not tender	ot	~		_		~	က
New service provider is unable to deliver a satisfactory service	ider is	2	ဇ	ന	က	т	15
						TOTAL	45
How will it improve the service?	rove ?	Choice of servi of the contract.	vice is based on que	ality and value for n	Choice of service is based on quality and value for money. Derby Homes would be able to set the terms of the contract.	would be able to se	et the terms
Public Outcomes	nes	A more flexible service		based on actual need.			
Resources/Costs	sts	Outcome is u	inpredictable and the	erefore positive out	Outcome is unpredictable and therefore positive outcome cannot be guaranteed.	anteed.	

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