

PERSONNEL COMMITTEE

12 SEPTEMBER 2011

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING REPORT –  
QUARTER 1 2011/12

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER189](#) – Organisational Development Outturn Report 2010/11 – 6 June 2011

EXECUTIVE SUMMARY:

This report sets out the performance information related to the Business Plan for the Organisational Development Team and reports against the local performance indicators covering the period 1 April 2011 to 30 June 2011.

RECOMMENDATIONS:

That the Committee raises with the Portfolio Holder any issues arising from the performance information included in the report, and considers whether any items of significance need to be drawn to the attention of Cabinet.

## PERSONNEL COMMITTEE

12 September 2011

### ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – QUARTER 1 2011/12

#### REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

##### DETAIL:

#### 1 Introduction

1.1 This report sets out performance information for the Organisational Development Team for the first quarter of 2011/12 and includes figures for the performance indicators for the same period.

1.2 As Members are aware, a new local performance indicator set was introduced from April 2008, replacing the previous set of Best Value performance indicators. Performance against these indicators will continue to be monitored through the year and will be reported on an annual basis. Other performance indicators continue to be developed where additional information is considered to be useful for monitoring purposes.

#### 2. Performance Indicators

2.1 Appendix 1 includes performance monitoring information for a range of performance indicators relating to staff attendance, the Council's staff establishment and training.

2.2 Members will note the new format for the charts and graphs included in the appendix compared to those included in previous quarterly monitoring reports. These charts and graphs have all been drawn from the Council's performance management system; Covalent.

2.3 The new format provides more detailed information for each of the indicators as well as improving the clarity and readability of each of the charts.

#### 3 Business Plan Performance

3.1 Work continues on the projects outlined in the business plan and the progress to date is shown in Appendix 2. Where progress is not on target, an explanation has been given. Projects have been amended where appropriate to reflect the changing priorities during the year.

##### OTHER CONSIDERATIONS:

#### 4. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

4.1 The need to make the best use of all available resources by continued clear financial planning within the City Council is an integral part of the Community Strategy.

5. RESOURCE IMPLICATIONS:

5.1 Contained in the detail of the report.

6. RISK MANAGEMENT ISSUES

6.1 Increased levels of absence impact on productivity and the ability to deliver a cost effective service.

BACKGROUND DOCUMENTS:

Held by the Organisational Development Team

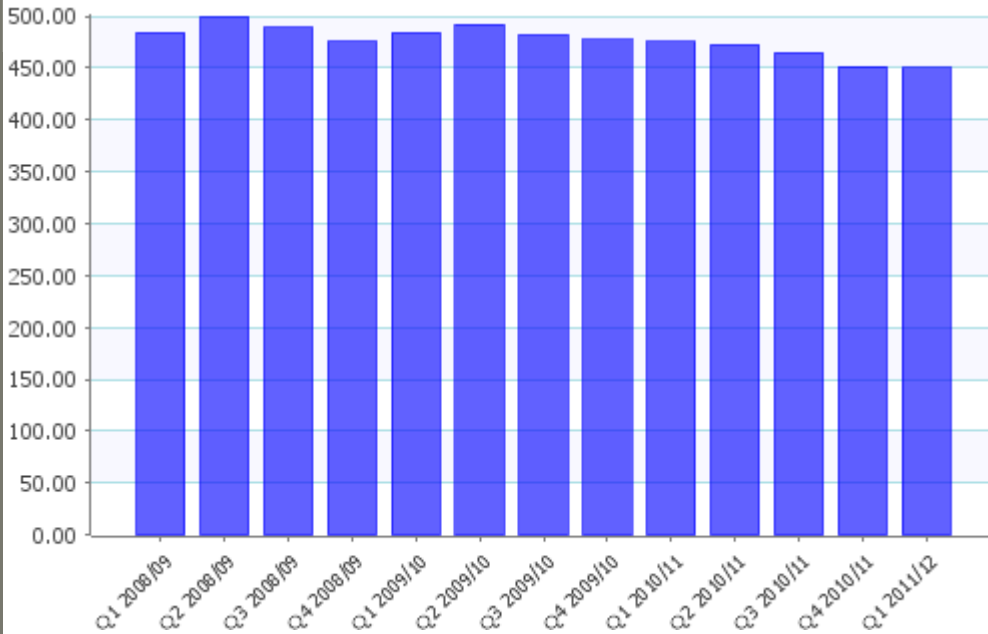
APPENDICES:

Appendix 1            Organisational Development Performance Indicators

Appendix 2            Organisational Development Team Business Plan  
Monitoring

**PERSONNEL COMMITTEE**

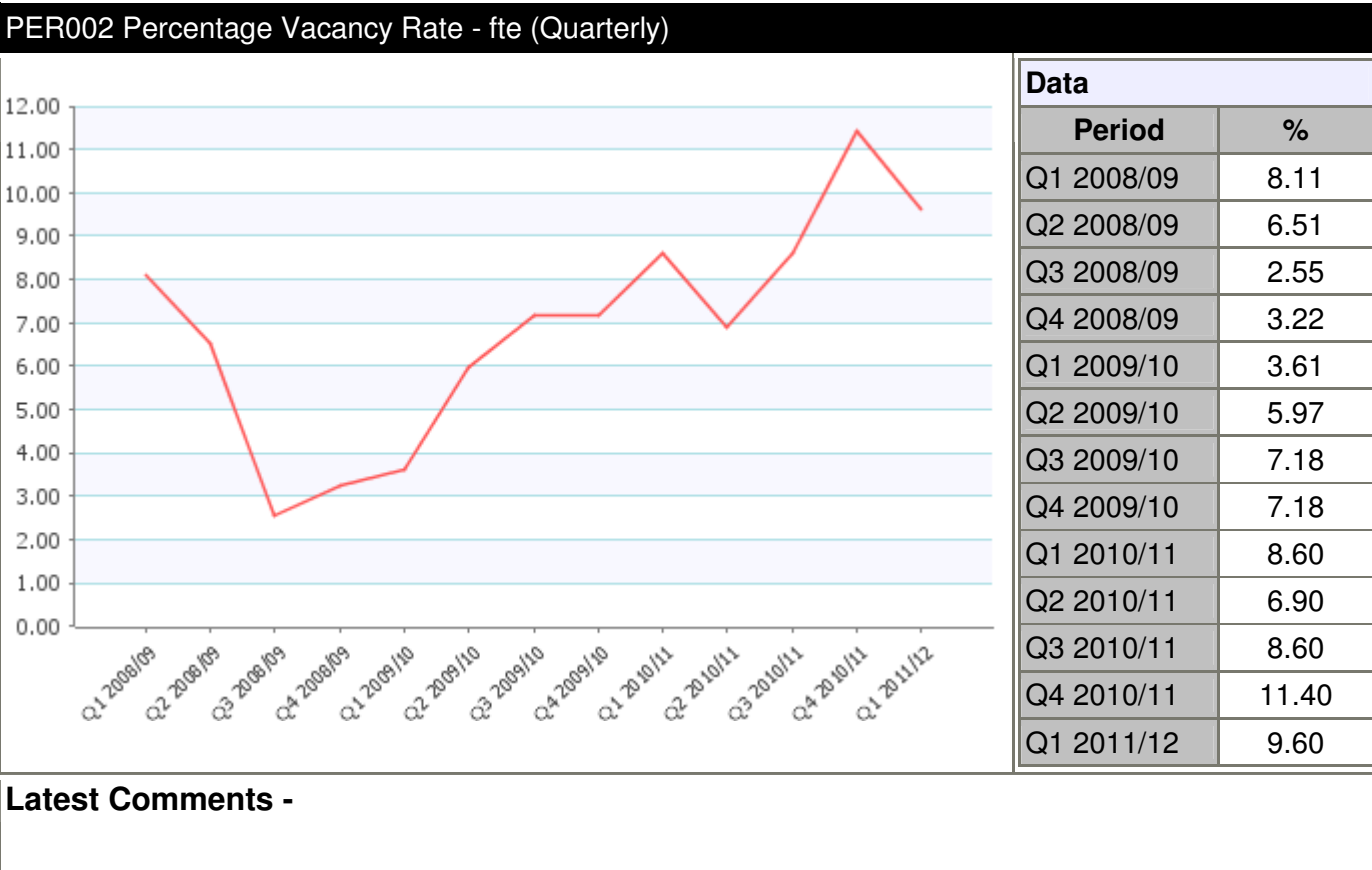
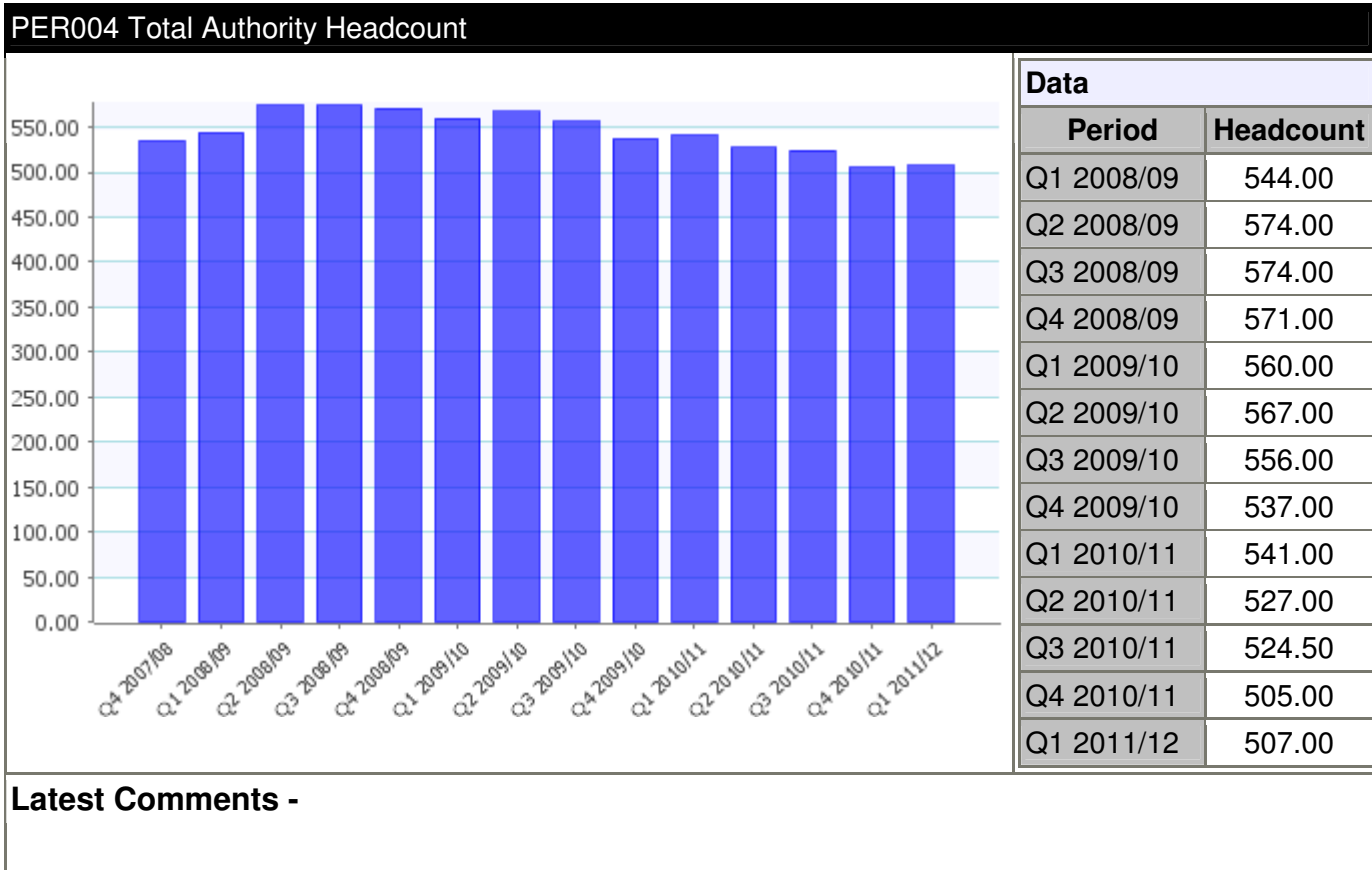
Quarterly Performance Monitoring – Q1 2011/12 update

Establishment Indicators**PER001 Average Full-Time Equivalents (FTE) in post (Quarterly)****Data**

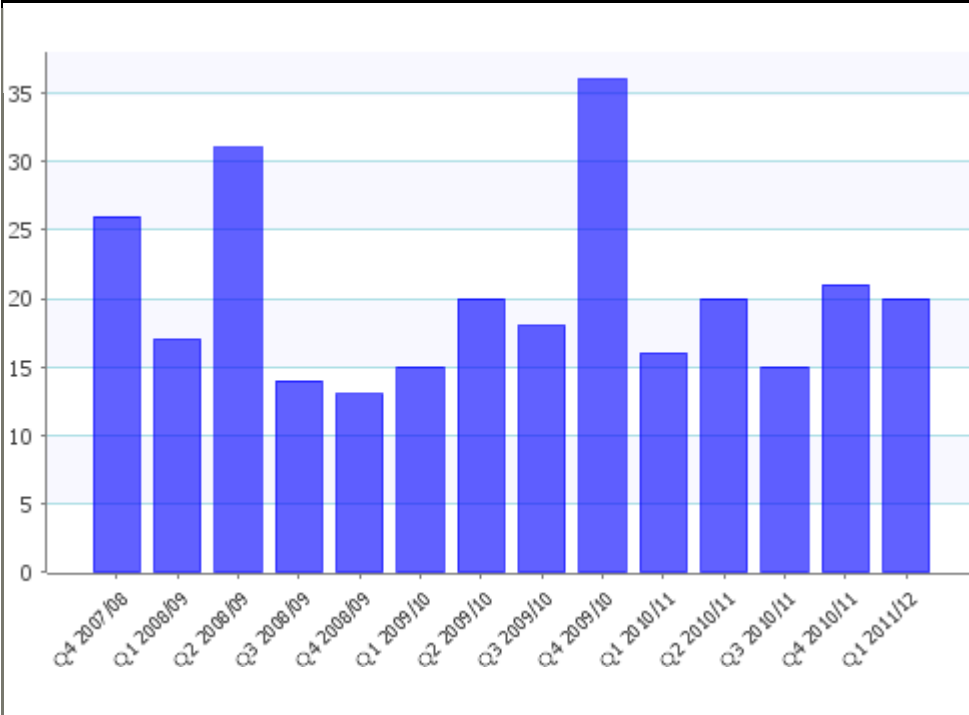
Period	fte
Q1 2008/09	484.14
Q2 2008/09	499.30
Q3 2008/09	488.95
Q4 2008/09	475.49
Q1 2009/10	484.14
Q2 2009/10	492.04
Q3 2009/10	482.01
Q4 2009/10	477.14
Q1 2010/11	475.26
Q2 2010/11	472.63
Q3 2010/11	464.85
Q4 2010/11	451.47
Q1 2011/12	450.00

**Latest Comments -**

The annual average number of fte in post has decreased over the last year, as has the headcount in post. The vacancy rate has reduced in Quarter 1. The continuing focus on budgets and the need to make savings has resulted in restructuring and posts being held vacant and reviewed for recruitment on a post by post basis. The 1team process is applied to all posts to be recruitment to, to ensure that internal resources are fully utilised. Posts are disestablished when appropriate.



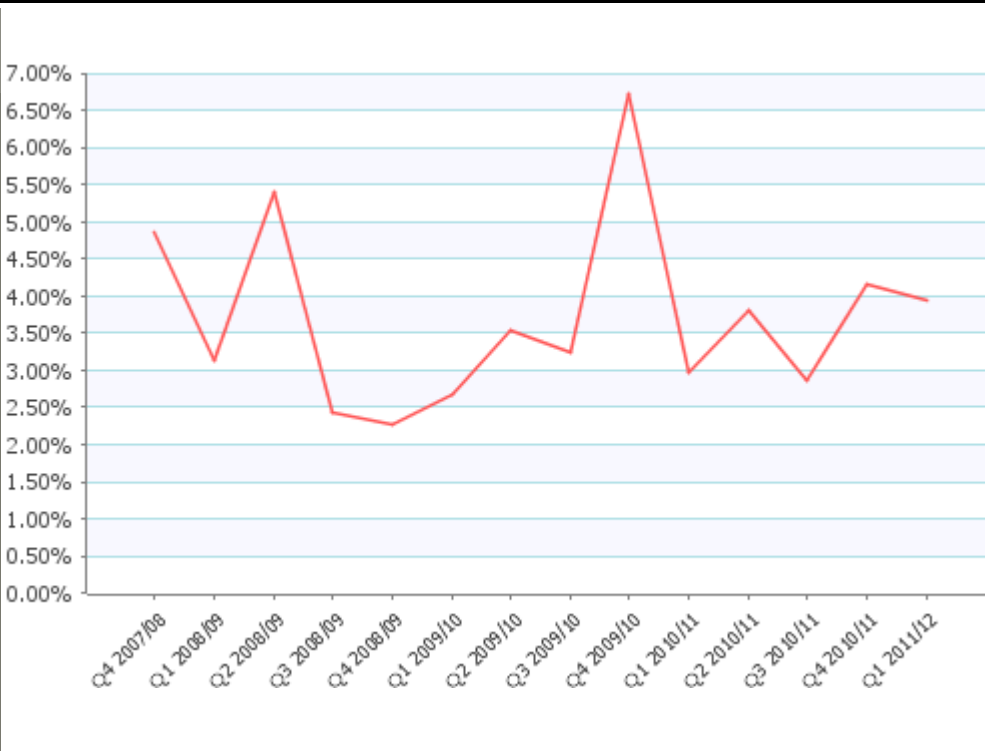
**PER003 Number of Leavers (Quarterly)**



Data	
Period	No. Leavers
Q1 2008/09	17
Q2 2008/09	31
Q3 2008/09	14
Q4 2008/09	13
Q1 2009/10	15
Q2 2009/10	20
Q3 2009/10	18
Q4 2009/10	36
Q1 2010/11	16
Q2 2010/11	20
Q3 2010/11	15
Q4 2010/11	21
Q1 2011/12	20

**Latest Comments:**

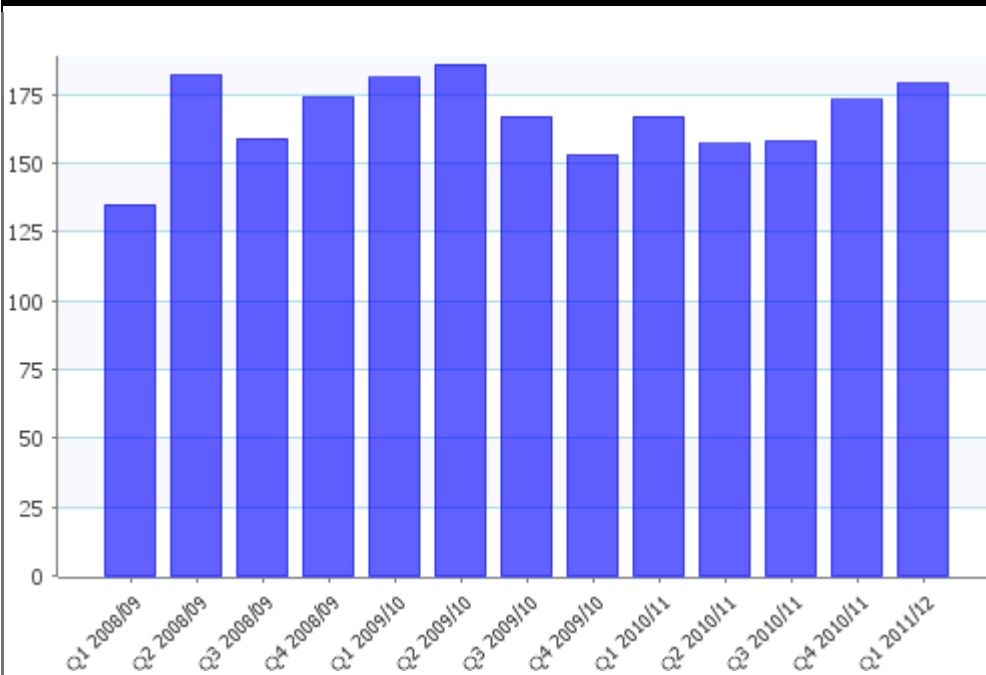
**PER005 Turnover rate– No. of leaver/headcount (Quarterly)**



Data	
Period	% Turnover
Q1 2008/09	3.21%
Q2 2008/09	5.55%
Q3 2008/09	2.44%
Q4 2008/09	2.40%
Q1 2009/10	2.65%
Q2 2009/10	3.54%
Q3 2009/10	3.21%
Q4 2009/10	6.61%
Q1 2010/11	2.95%
Q2 2010/11	3.73%
Q3 2010/11	2.86%
Q4 2010/11	4.09%
Q1 2011/12	3.95%

**Latest Comments –**

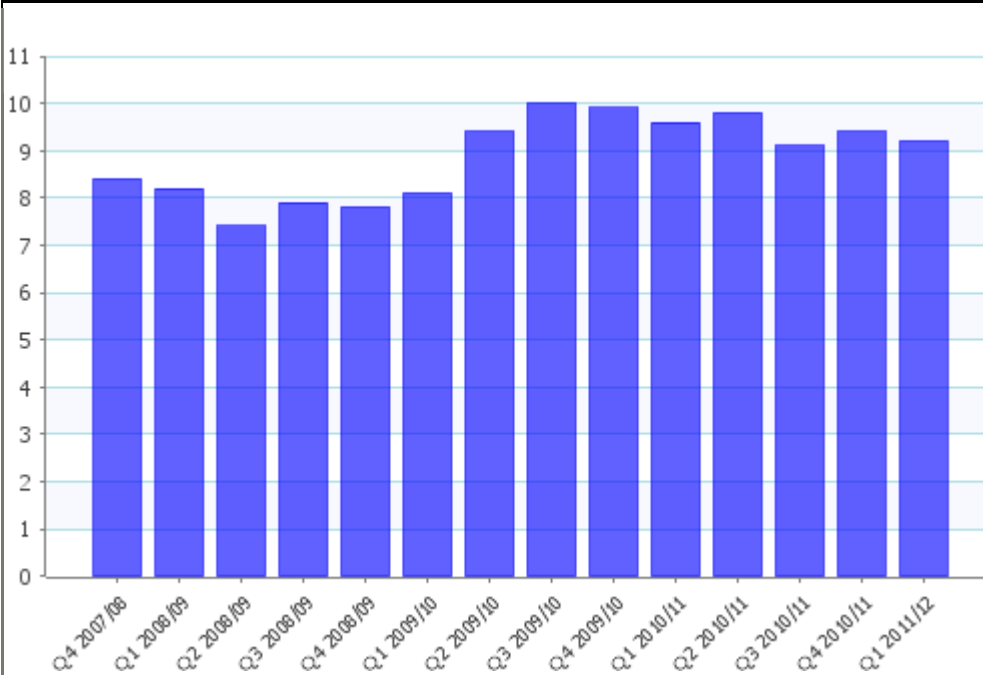
The quarterly & annual turnover figures have both reduced this quarter. Annual figures are based on the average headcount over 12 months; they will reflect the fluctuations in headcount over that period. This also reflects the use of 1 Team to fill vacant posts.

Attendance Indicators**PER008 No. of employees with no sickness absence during the quarter****Data**

Period	No. staff
Q1 2008/09	135
Q2 2008/09	182
Q3 2008/09	159
Q4 2008/09	174
Q1 2009/10	181
Q2 2009/10	186
Q3 2009/10	167
Q4 2009/10	153
Q1 2010/11	167
Q2 2010/11	157
Q3 2010/11	158
Q4 2010/11	173
Q1 2011/12	179

**Latest Comments –**

There has been a 1% increase in the number of staff who have had no sickness absence in the last 12 months. In total there has now been a 3% increase in the last 6 months of employees who have had no sickness.

**PER009 Average number of periods of sickness per person per rolling year (all sickness)**

**Data**

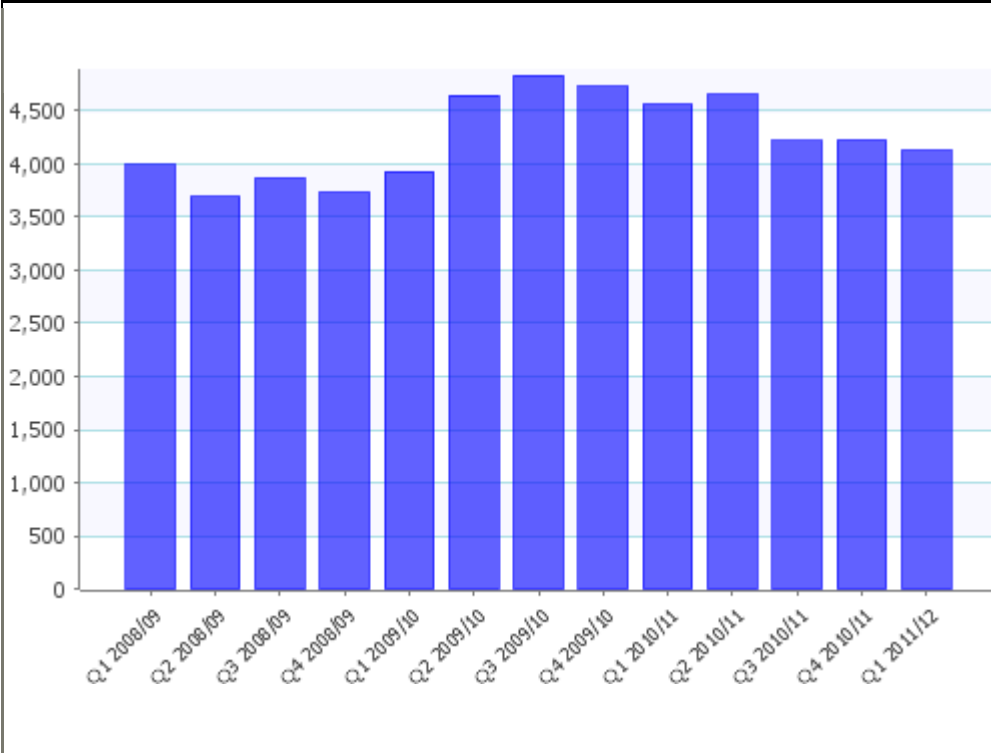
Period	Days
Q1 2008/09	8.2
Q2 2008/09	7.4
Q3 2008/09	7.9
Q4 2008/09	7.8
Q1 2009/10	8.1
Q2 2009/10	9.4
Q3 2009/10	10
Q4 2009/10	9.9
Q1 2010/11	9.6
Q2 2010/11	9.8
Q3 2010/11	9.1
Q4 2010/11	9.4
Q1 2011/12	9.2

**Latest Comments –**

There is continued increase in stress/personal (long term) possibly linked to the economic climate and uncertainty that puts a strain on peoples personal resources.



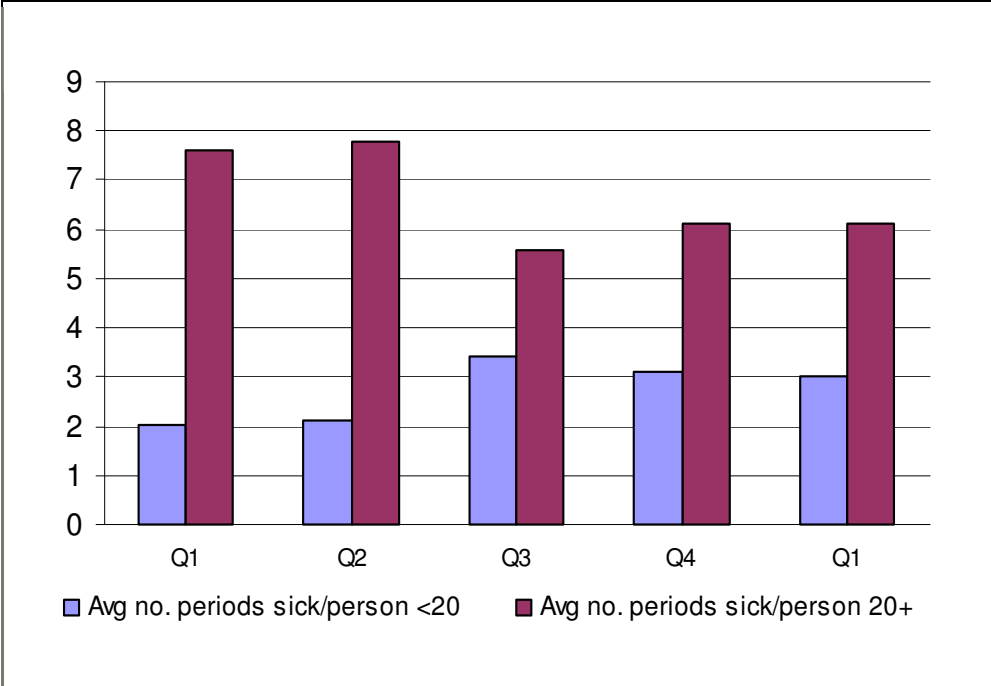
**PER0011 Total Number of Periods of Sickness absence (per quarter)**



Data	
Period	No. periods sickness
Q1 2008/09	3,991
Q2 2008/09	3,691
Q3 2008/09	3,865
Q4 2008/09	3,730
Q1 2009/10	3,928
Q2 2009/10	4,646
Q3 2009/10	4,834
Q4 2009/10	4,727
Q1 2010/11	4,561
Q2 2010/11	4,652
Q3 2010/11	4,215
Q4 2010/11	4,224
Q1 2011/12	4,126

Latest Comments -

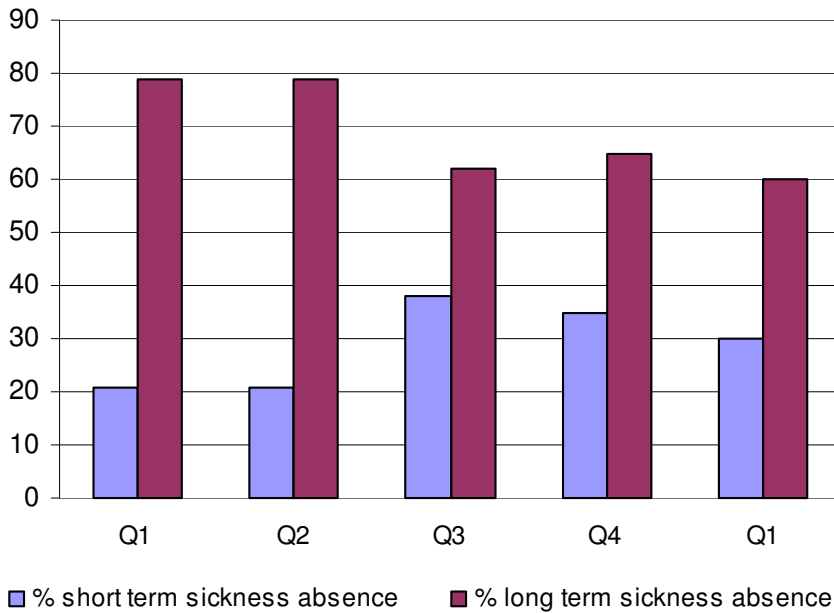
**PER0013 Average number of periods of sickness per person <20 & 20+ (per quarter)**



Data	
Period	No. periods sickness <20
Q1 2010/11	2.0
Q2 2010/11	2.1
Q3 2010/11	3.4
Q4 2010/11	3.1
Q1 2011/12	3.0
Period	No. periods sickness >20
Q1 2010/11	7.6
Q2 2010/12	7.8
Q3 2010/11	5.6
Q4 2010/11	6.1
Q1 2011/12	6.1

Latest Comments -

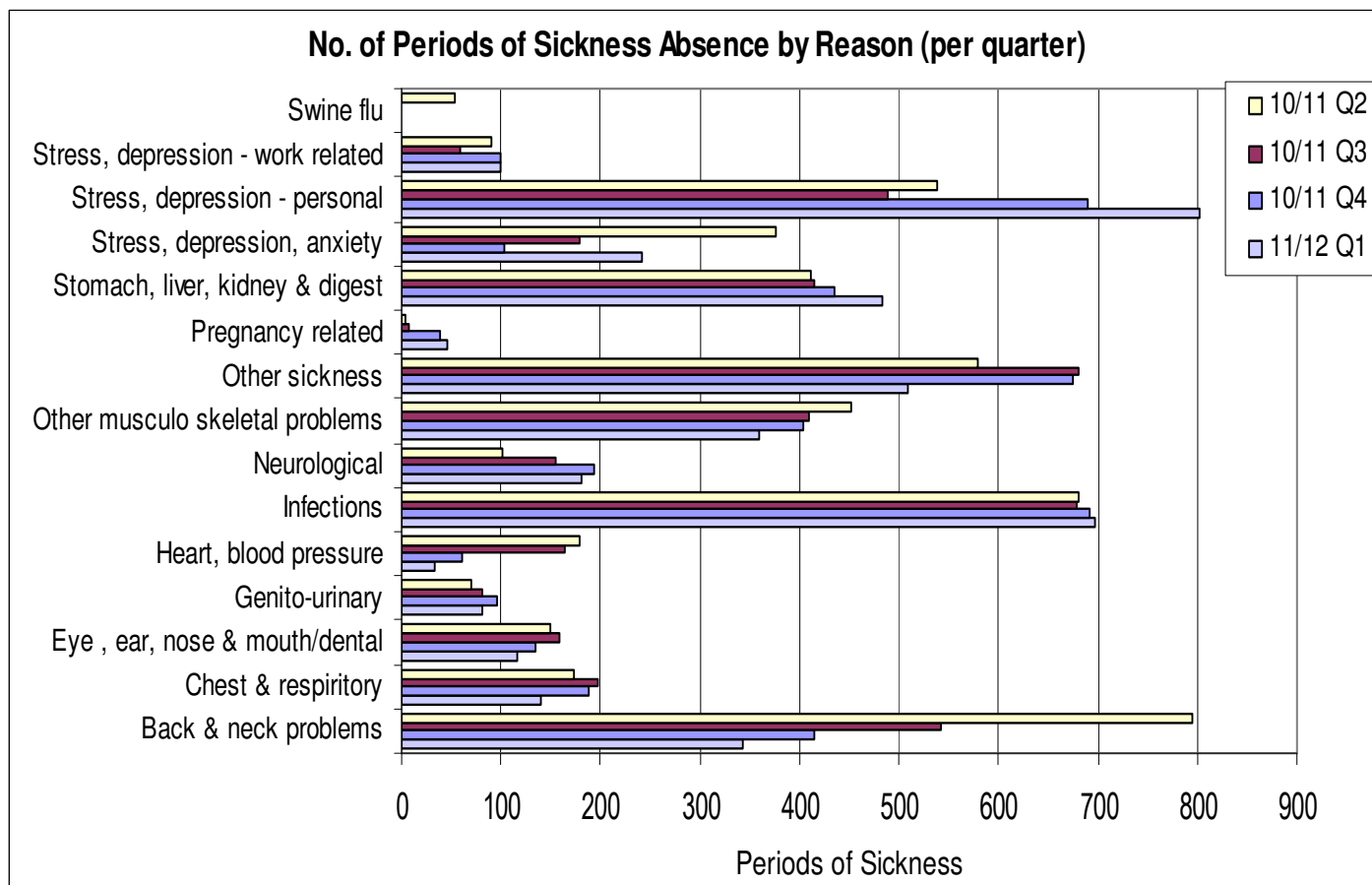
**PER0012 Percentage Short & Long Term Absence (per quarter)**



Data	
Period	% Short Term
Q1 2010/11	21%
Q2 2010/11	21%
Q3 2010/11	38%
Q4 2010/11	35%
Q1 2011/12	30%
Period	% Long Term
Q1 2010/11	79%
Q2 2010/12	79%
Q3 2010/11	62%
Q4 2010/11	65%
Q1 2011/12	60%

**Latest Comments –**

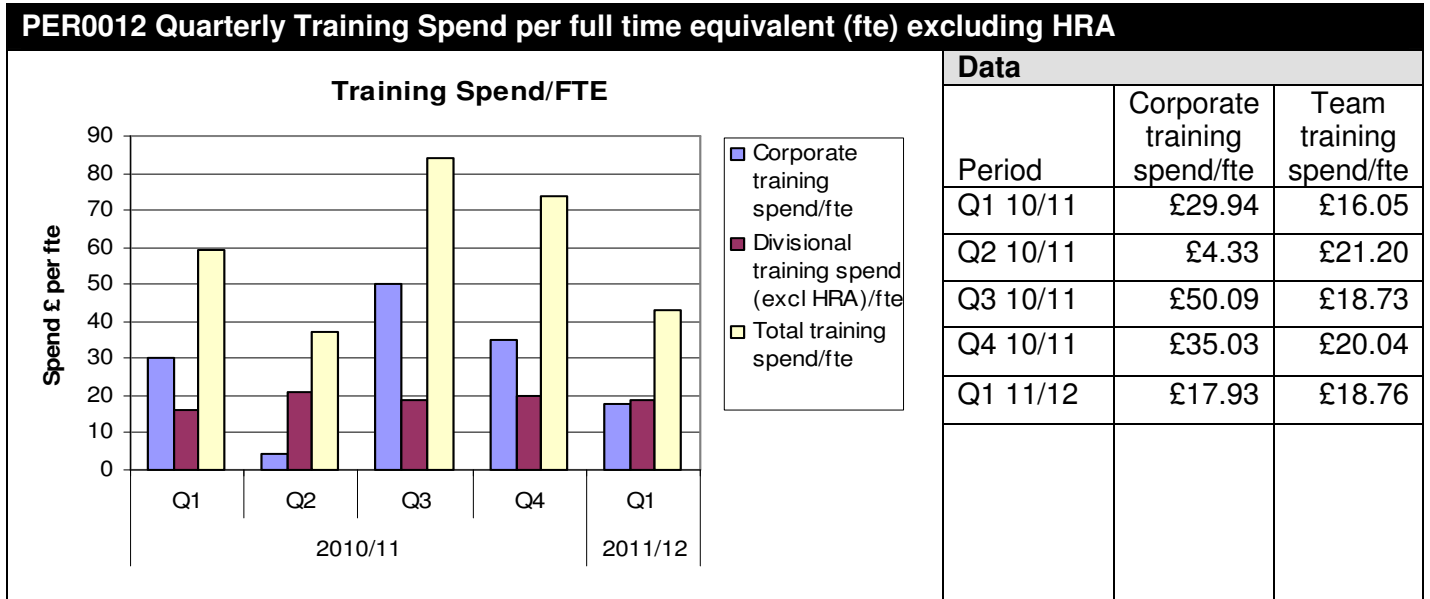
The percentage of long term sickness cases has increased by 10 days in the last quarter and these are being dealt with through Occupational Services. The percentage of short term cases has reduced again by 108 days following management and Occupational Health interventions. Since quarter 3 10/11 short term sickness has reduced by 234.5 days.

**Latest Comment:**

The highest combined short term and long term sickness absence reason has remained stress, depression and personal reasons, there are a number of long term cases that have caused this change. These are being proactively managed in conjunction with Occupational Health services to resolve these issues.

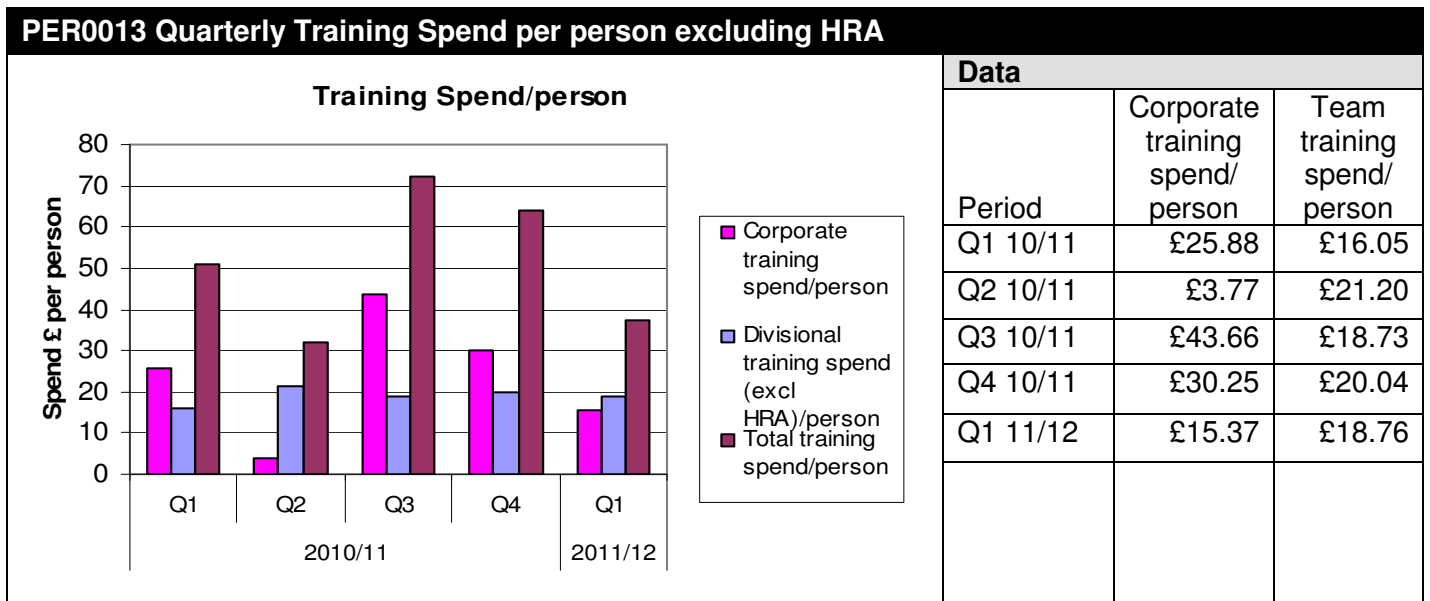
20+ Periods of Sickness Absence by Reason	No. of periods of Sickness	Percentage
<b>Quarter 1 2011/12</b>		
Stress/Depression - Personal	802.5	19.41%
Infections; including Cold & Flu	697.0	16.86%
Other	508.5	12.30%
Stomach, Liver, Kidney & Digestion	483.5	11.70%
Back & Neck Problems	342.5	8.29%
Other muscular-skeletal problem	359.0	8.69%
Stress - cause unknown	242	5.85%
Neurological; inc Headaches & Migraine	180.0	4.35%
Chest & Respiratory	140.5	3.40%
Eye, Ear, Nose & Mouth/Dental	116	2.81%
Stress/Depression - Work Related	100.5	2.43%
Genito Urinary; inc Menstrual Problems	81.5	1.97%
Pregnancy Related	47	1.14%
Heart, Blood Pressure & Circulation	33	0.80%
Swine Flu	0	0.00%
<b>Total</b>	<b>4,133.5</b>	<b>100.00%</b>

Training Scorecard



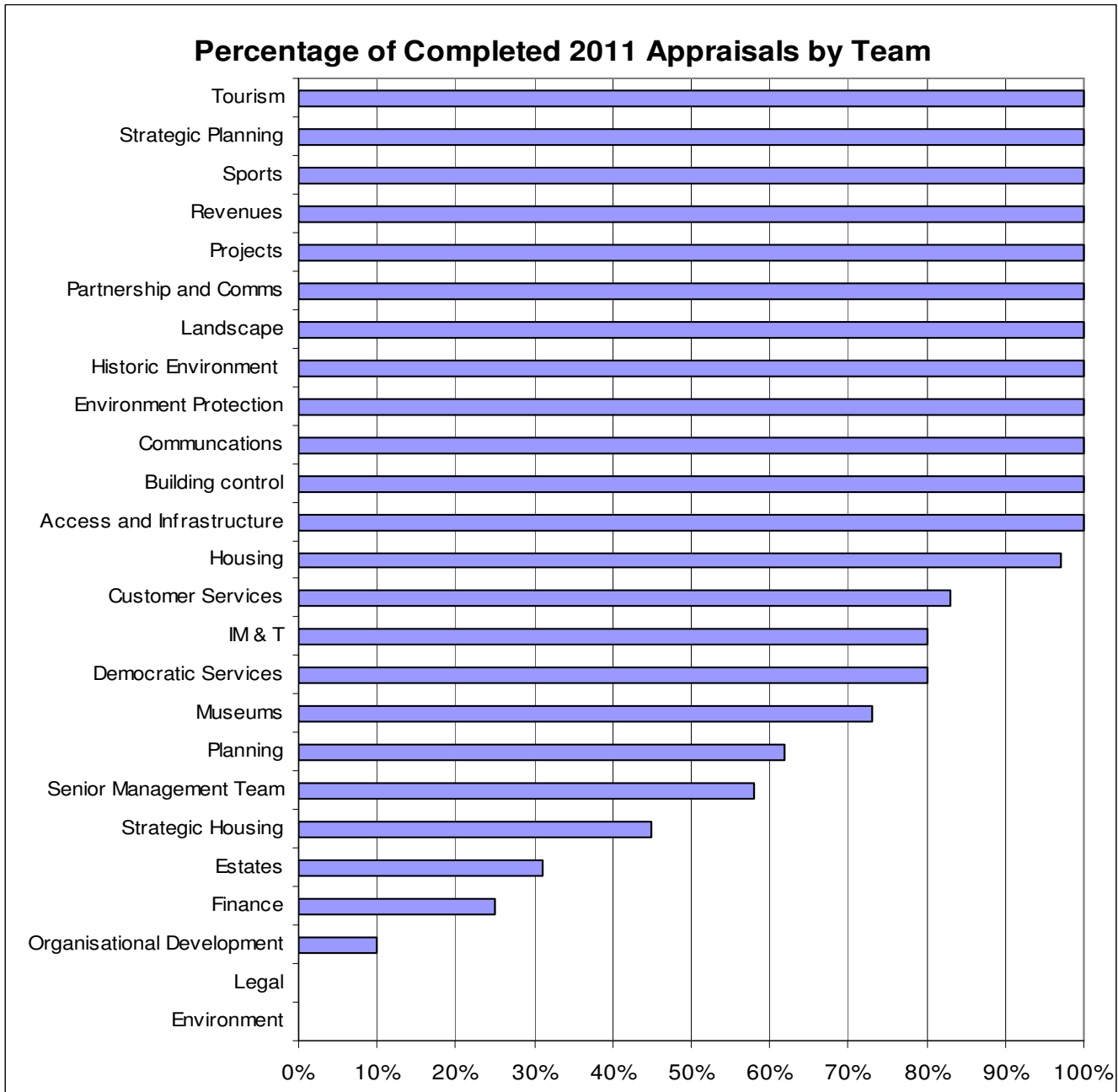
**Latest Comment:**

The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified both in the Corporate Training Plan and in annual appraisals in line with corporate priorities. Each division also has an allocated training budget which is spent on department specific training and CPD. Changes in accounting practices have now enabled training spend to be monitored on a quarterly basis both for corporate and divisional training spend and a further review will be undertaken to ensure the efficient and effective use of resources. The training needs for the Council are identified through the appraisal process and specific requests for training will be considered against departmental and corporate priorities.



**Latest Comment:**

As comment above.








**Latest Comment:**



Since June 2011 Committee, Managers have been reminded on several occasions that all appraisals should have now been completed and entered on Selima. To date the appraisal completion rate on Selima is 69% leaving 31% of staff appraisals either not completed or entered on to Selima.



## Organisational Development Team - Business Plan 2011/12 Monitoring Report




### Key to Status Icons

Action Status	
 Action Completed	 Overdue – Due date passed before action completed
 Action In Progress within due date	 Action Cancelled
 Check Progress – action approaching due date or associated milestone not yet complete and passed due date; Action Not Started	

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
<b>HR Shared Service Project</b>								
EEC/001.3a HR Shared Service Projects - including Occupational Health, Recruitment, Employee Law advice & Learning & Development Services	An efficient HR service is provided and financial savings made	Individual milestones and key dates for each element of the project are held within the project plan		No		45 %	31-Mar-2012	Employee law advice project is awaiting proposals from HCC. All other projects are progressing well.
EEC/001.7a Continue our	All services are reviewed to ensure they	To be established once the next round of		No		0 %	31-Mar-2012	

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
service redesign programme	provide value for money and are provided in the most efficient and effective way for its customers.	reviews is scoped						
OD/OD/004 Total Reward and Engagement Strategy	Improved levels of recruitment and retention	decision on extension of You at Work contract	25-Dec-2009	Yes		60 %	31-Mar-2011	To be reviewed.
		Decision on cafeteria benefits	31-Jan-2011	No				
		Implementation of Total Reward statement	31-Mar-2011	No				
		Implementation of salary sacrifice scheme		Yes				
		Implementation of Total Reward System		Yes				
OD/OD/007 HIOWLA Waste Project	Cost efficient provision of waste service	Initial consultation with affected staff	25-Aug-2009	Yes		85 %	01-Oct-2011	Process ongoing for contract. Start date October 1 <sup>st</sup> 2011.
		Options report to Members	25-Aug-2009	Yes				
		Decision on options	31-Dec-2009	Yes				
		Tenders to be reviewed	31-Dec-2010	No				
		Consultation with	01-Oct-	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		affected staff	2011					
		Consultation with affected staff, unions and contractors	01-Oct-2011	No				
		Implementation of joint working/contract	01-Oct-2011	No				
		Feasibility study		Yes				
		New client staff structure defined		Yes				
		Preparation, review and completion of tender PQQ's		Yes				
		Action Plan developed	21-Jul-2010	No				
		Associated training plan developed	30-Sep-2010	No				
		Delivery of supported training	30-Nov-2011	No				
OD/OD/014 Safeguarding children, young people and vulnerable adults		Process and document mapping	30-Jun-2010	No		0 %	30-Nov-2011	This area of work is now led by the Assistant Director (Active Communities). Training is planned for staff and members, and the Safeguarding Policy is going to Cabinet in September for approval.