

PERSONNEL COMMITTEE

7 NOVEMBER 2011

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING REPORT  
2011/12 – QUARTER 2

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER196](#) – Organisational Development Performance Monitoring Report Q1 2011/12  
– 12 September 2011

EXECUTIVE SUMMARY:

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

RECOMMENDATION:

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.

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7 NOVEMBER 2011

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING  
2011/12 – QUARTER 2

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 second 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 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 more detailed comments on individual charts and graphs included within the appendix. These charts and graphs have all been drawn from the Council's performance management system; Covalent.

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 for the Council.

BACKGROUND DOCUMENTS:

Held by the Organisational Development Team

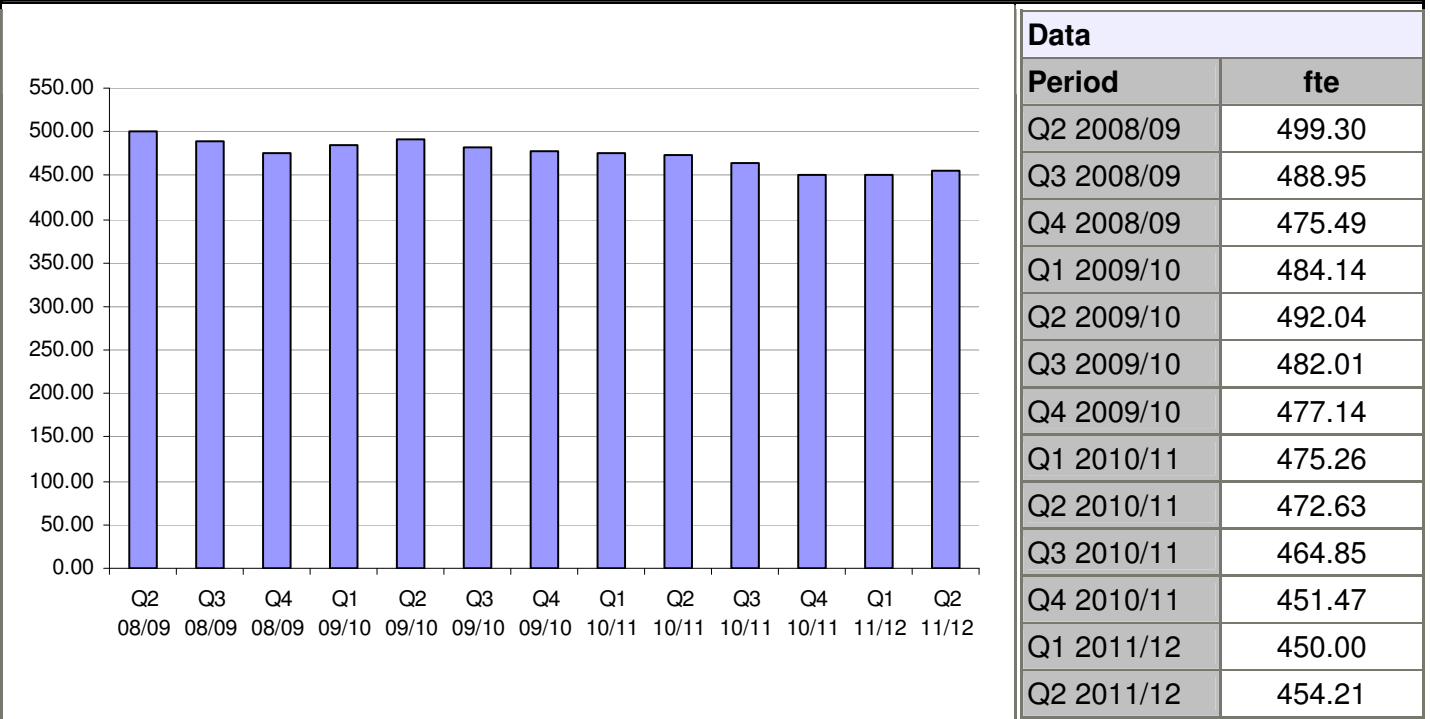
APPENDICES:

Appendix 1 Organisational Development Performance Indicators

Appendix 2 Organisational Development Team Business Plan Monitoring

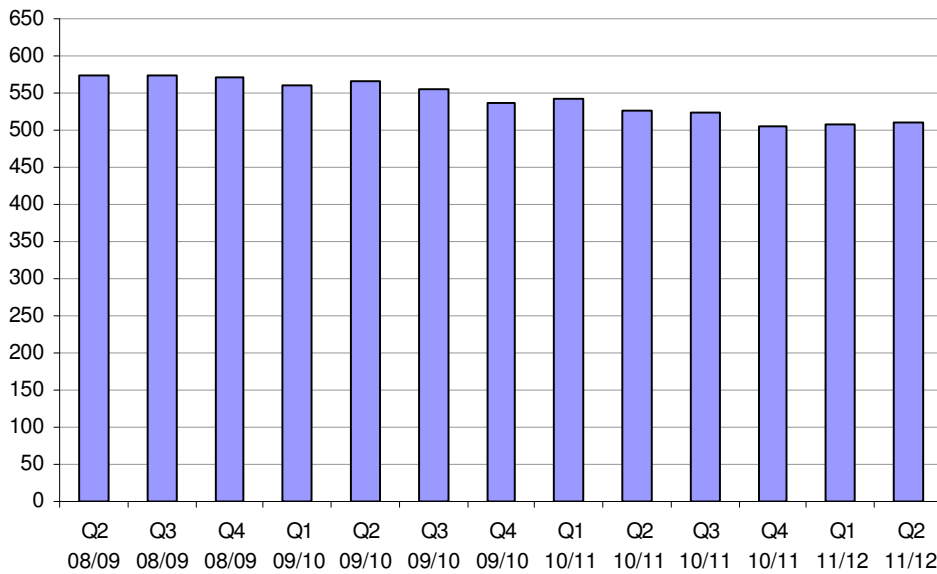
**PERSONNEL COMMITTEE**

Quarterly Performance Monitoring – Q2 2011/12 update

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

The quarterly average number of fte in post has increased slightly over the last quarter (four temporary fixed term contracts) as has the headcount in post. 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.

## PER004 Total Authority Headcount



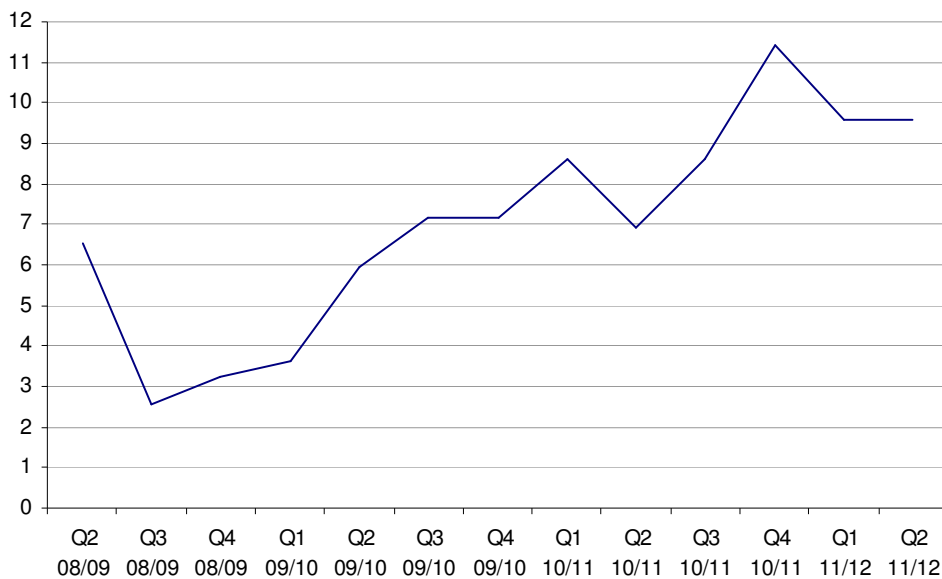
## Data

Period	Headcount
Q2 2008/09	574.00
Q3 2008/09	574.00
Q4 2008/09	571.00
Q1 2009/10	560.00
Q2 2009/10	567.00
Q3 2009/10	556.00
Q4 2009/10	537.00
Q1 2010/11	541.00
Q2 2010/11	527.00
Q3 2010/11	524.50
Q4 2010/11	505.00
Q1 2011/12	507.00
Q2 2011/12	510.00

**Latest Comments –**

The quarterly headcount has increased slightly over the last quarter due to four temporary fixed term contracts starting. 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.

## PER002 Percentage Vacancy Rate - fte (Quarterly)

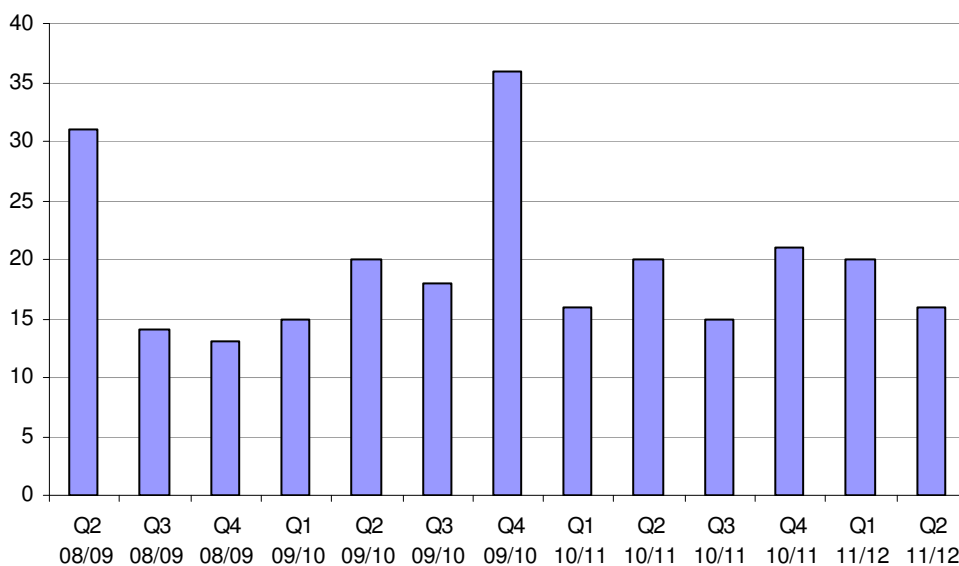


## Data

Period	%
Q2 2008/09	6.51
Q3 2008/09	2.55
Q4 2008/09	3.22
Q1 2009/10	3.61
Q2 2009/10	5.97
Q3 2009/10	7.18
Q4 2009/10	7.18
Q1 2010/11	8.60
Q2 2010/11	6.90
Q3 2010/11	8.60
Q4 2010/11	11.40
Q1 2011/12	9.60
Q2 2011/12	9.20

**Latest Comments** - The vacancy rate has reduced again in Quarter 2. 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 Actual Leavers (Quarterly)

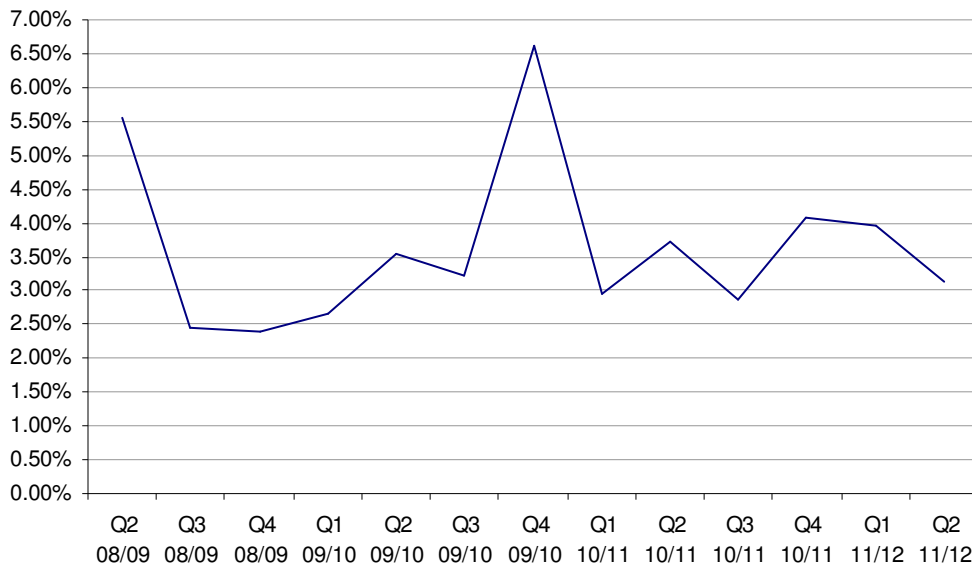


## Data

Period	No. Leavers
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
Q2 2011/12	16

**Latest Comments:** The number of leavers has reduced over Quarter 2 as the use of the 1team enables resources to be allocated to priority areas.

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



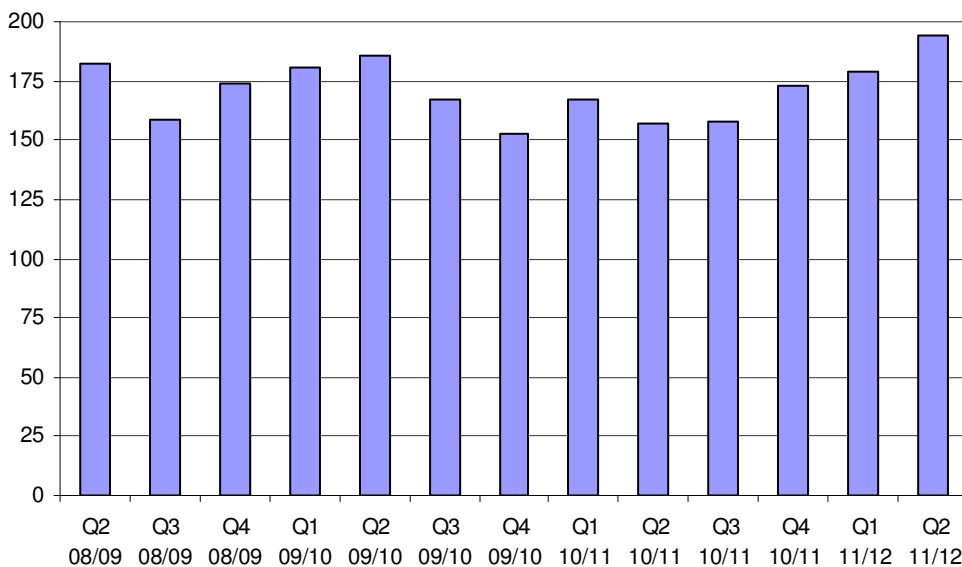
## Data

Period	% Turnover
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%
Q2 2011/12	3.14%

**Latest Comments** – The quarterly turnover figures have reduced again this quarter. The 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

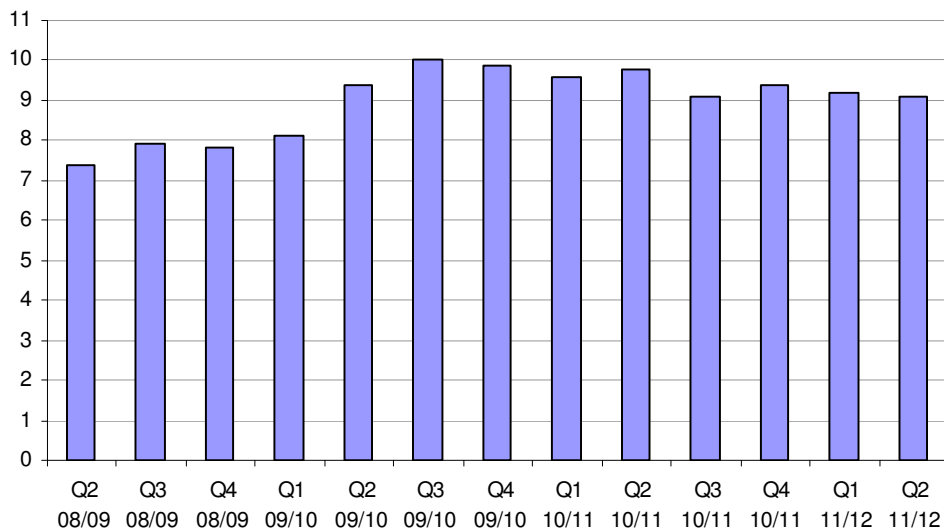
## PER008 No. of employees with no sickness absence during the quarter



## Data

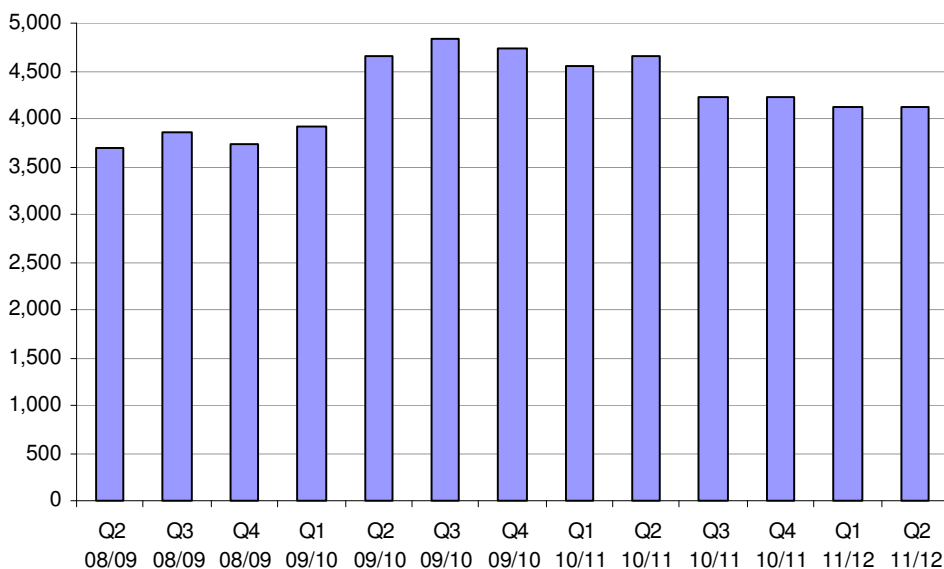
Period	No. staff
Q2 2008/09	182
Q3 2008/09	159
Q4 2008/09	174
Q1 2009/10	181
Q2 2009/10	186
Q3 2009/10	167
Q4 2009/10	153
Q1 2010/11	167
Q2 2010/11	157
Q3 2010/11	158
Q4 2010/11	173
Q1 2011/12	179
Q2 2011/12	194

**Latest Comments** – There has been a 3% increase in the number of staff who had no sickness absence in the last 12 months. In total there has now been a 5% 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
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
Q2 2011/12	9.1

**Latest Comments** - The sickness absence figure has slightly reduced this quarter. The organisational changes that are being made within the Council to make the most effective and efficient use of resources may influence this figure in the future. Management is working to ensure that the process of change is well managed to minimise any negative impact on staff.

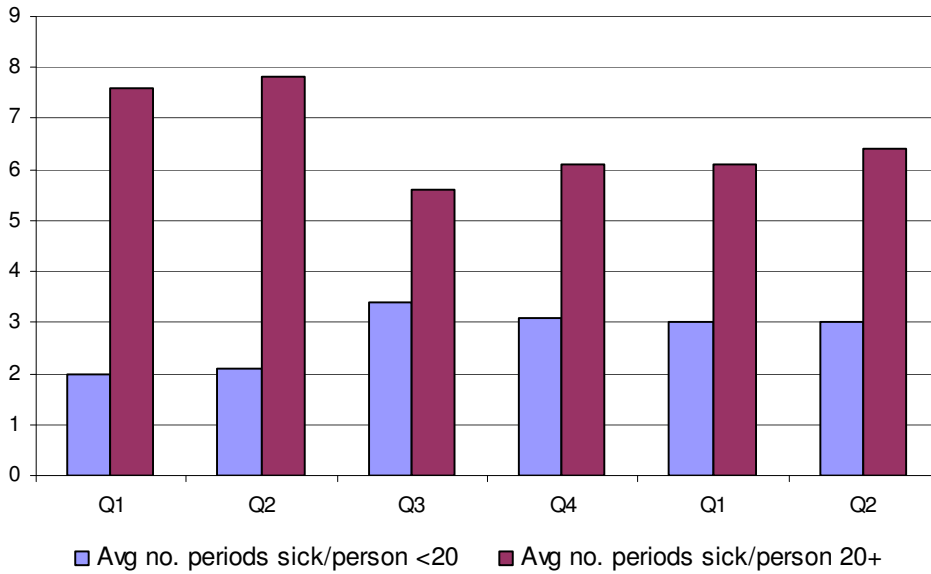
**PER0011 Total Number of Periods of Sickness absence (per quarter)****Data**

Period	No. periods sickness
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
Q2 2011/12	4,120

**Latest Comments** - The number of periods of sickness and absence has reduced during this quarter and a revised Sickness and Absence Management Policy, designed to make further improvements to the management of this process will be brought to the next meeting of this Committee.



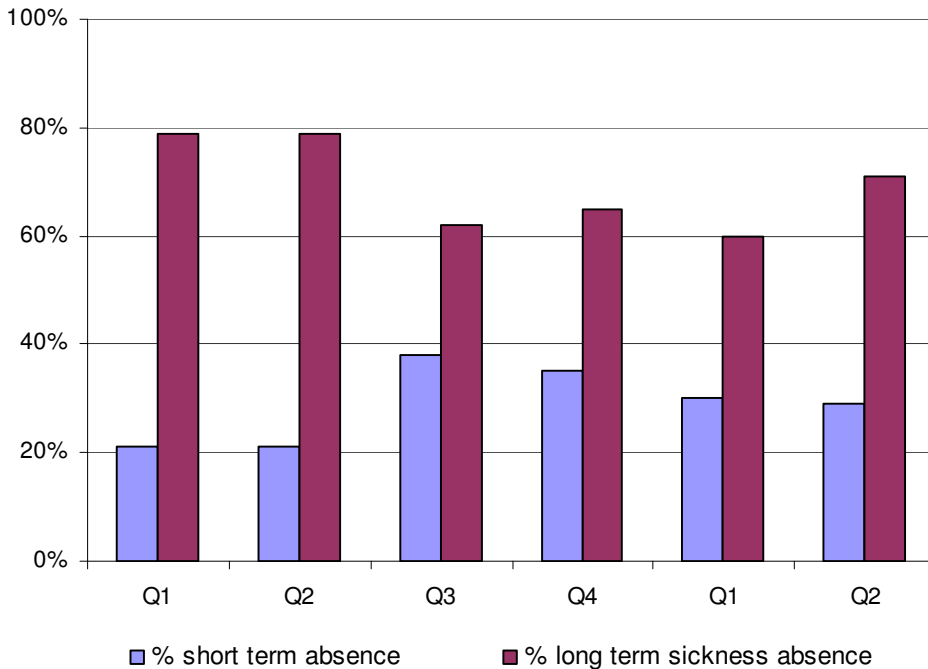
**PER0013 Average number of periods of sickness per person <20 & 20+ (per quarter)**



Data	
Period	No. periods sickness <20
Q2 2010/11	2.1
Q3 2010/11	3.4
Q4 2010/11	3.1
Q1 2011/12	3.0
Q2 2011/12	2.6
Period	No. periods sickness >20
Q2 2010/12	7.8
Q3 2010/11	5.6
Q4 2010/11	6.1
Q1 2011/12	6.1
Q2 2011/12	6.4

**Latest Comments** – See comments below.

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

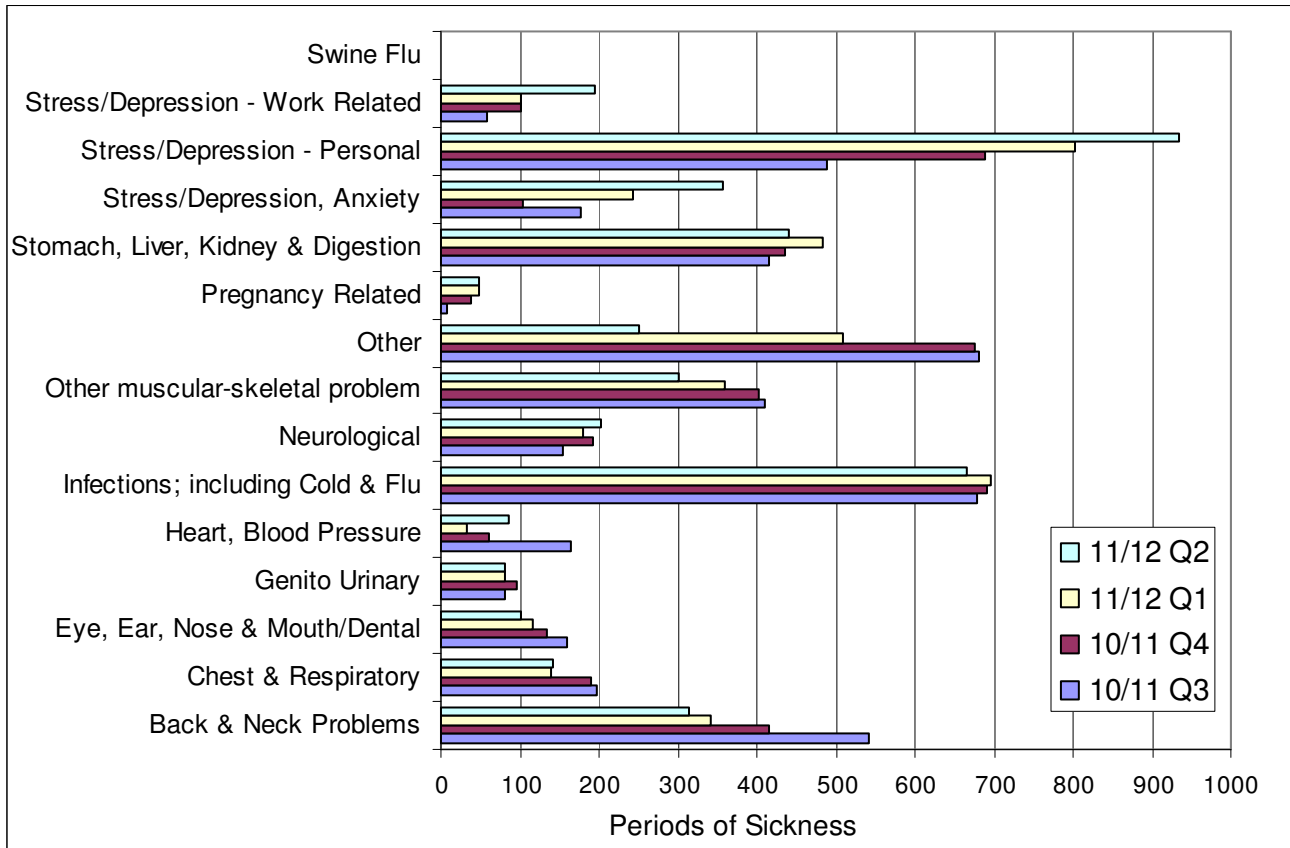


Data	
Period	% Short Term
Q1 2010/11	21%
Q2 2010/11	21%
Q3 2010/11	38%
Q4 2010/11	35%
Q1 2011/12	30%
Q2 2011/12	29%
Period	% Long Term
Q1 2010/11	79%
Q2 2010/11	79%
Q3 2010/11	62%
Q4 2010/11	65%
Q1 2011/12	60%
Q2 2011/12	71%

**Latest Comments** –

The percentage of long term sickness cases has increased by 11% in the last quarter and these are being dealt with through Occupational Services. The percentage of short term cases have reduced again since quarter one by 1% following management and Occupational Health interventions.

**Number of Periods of Sickness Absence by Reason (per quarter)**

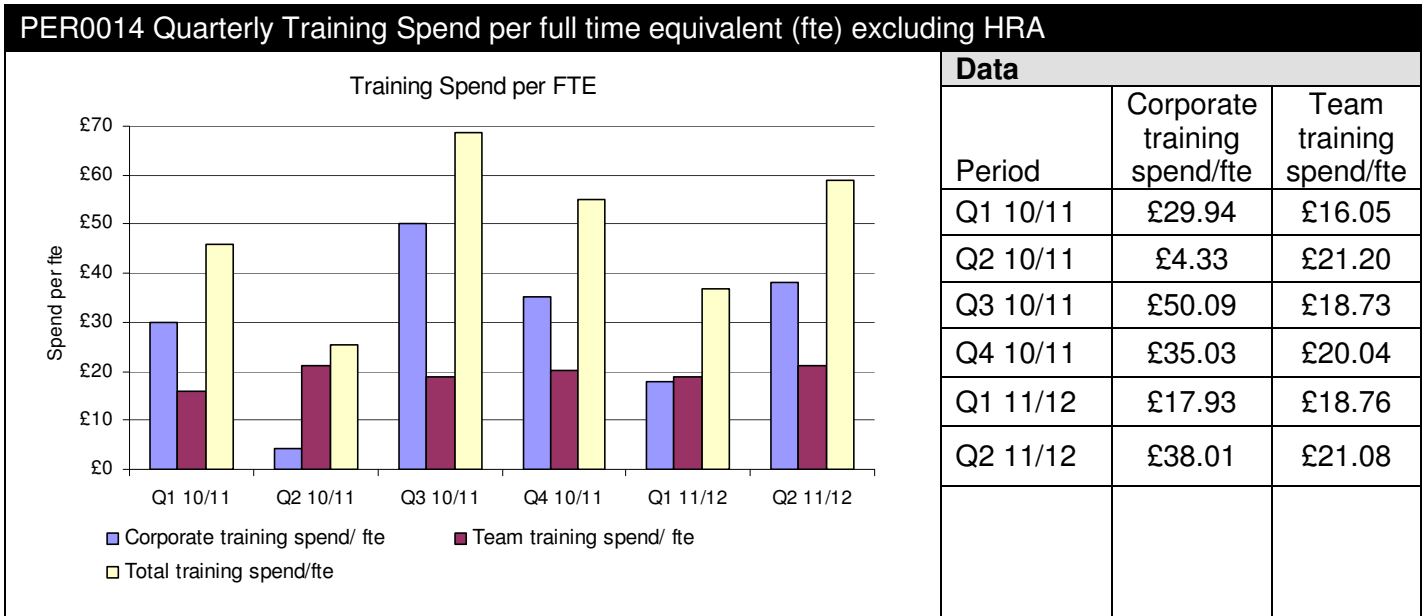


**Latest Comment:**

The highest combined short term and long term sickness absence reason has remained stress, depression and personal reasons. These are being proactively managed in conjunction with Occupational Health Services to resolve these issues.

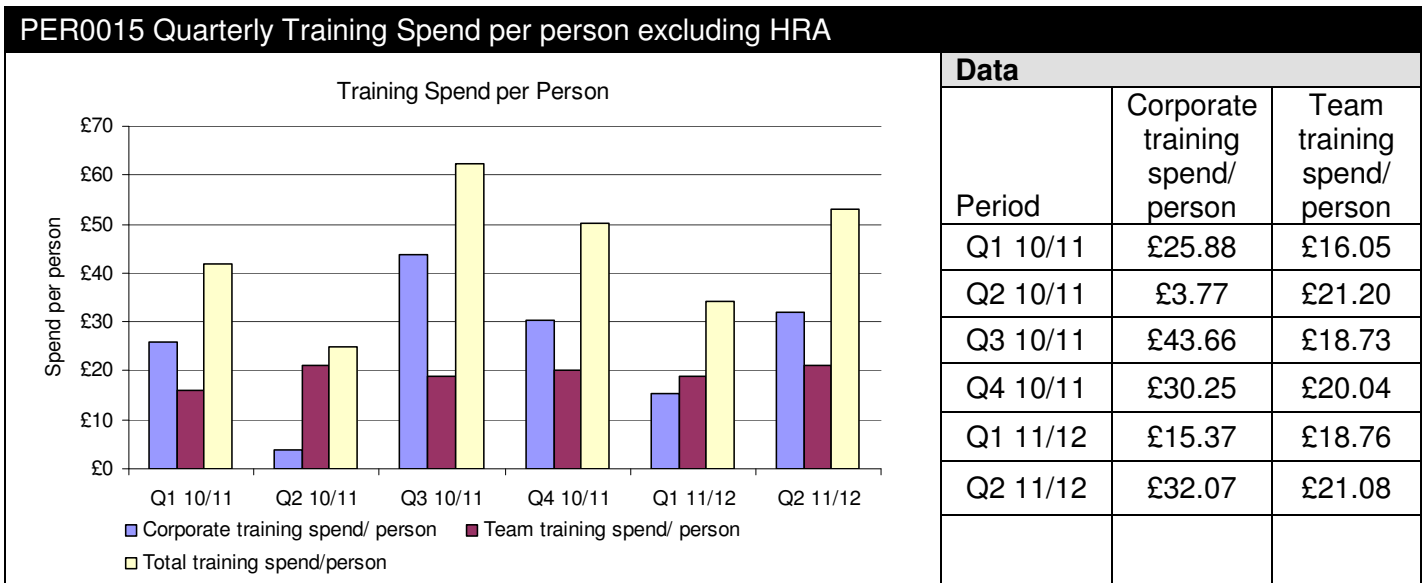
<b>20+ Periods of Sickness Absence by Reason</b>	<b>No. of periods of Sickness</b>	<b>Percentage</b>
<b>Quarter 2 2011/12</b>		
Stress/Depression - Personal	933.0	22.64%
Infections; including Cold & Flu	667.0	16.19%
Stomach, Liver, Kidney & Digestion	440.5	10.69%
Stress - cause unknown	358.0	8.69%
Back & Neck Problems	313.5	7.61%
Other muscular-skeletal problem	302.0	7.33%
Other	250.0	6.07%
Neurological; inc Headaches & Migraine	203.5	4.94%
Stress/Depression - Work Related	194.0	4.71%
Chest & Respiratory	142.5	3.46%
Eye, Ear, Nose & Mouth/Dental	100.5	2.44%
Heart, Blood Pressure & Circulation	87.0	2.11%
Genito Urinary; inc Menstrual Problems	81.5	1.98%
Pregnancy Related	47.5	1.15%
Swine Flu	0.0	0.00%
<b>Total</b>	<b>4,120.5</b>	<b>100.00%</b>

Training Indicators



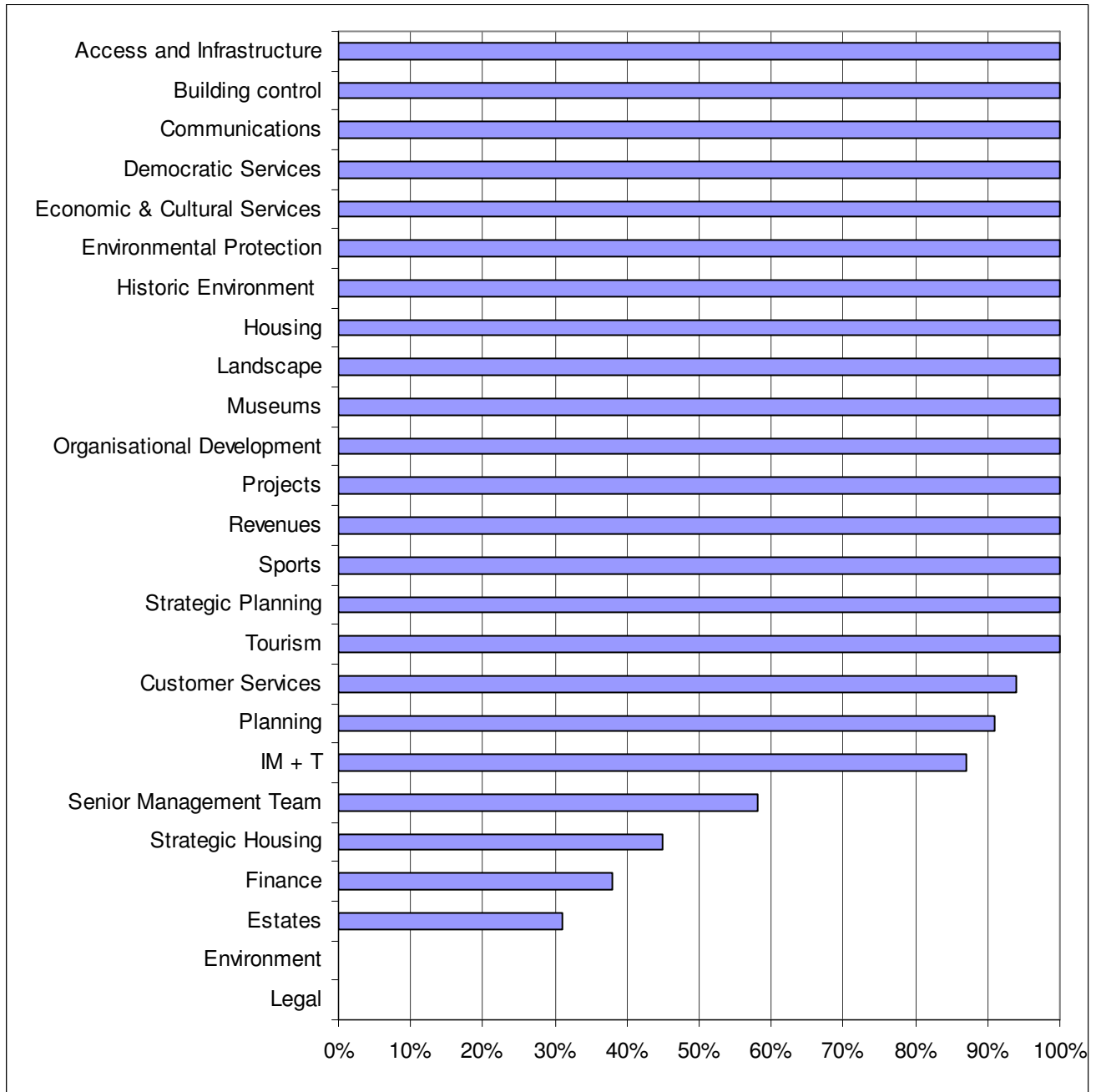
**Latest Comment:**

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 team also has an allocated training budget which is spent on department specific training and CPD. Training spend is being monitored monthly 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.

**Percentage of Completed 2011 Appraisals by Team****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 82% leaving 18% of staff appraisals either not completed or entered on to Selima.


<b>Team</b>	<b>Total no. appraisals due</b>	<b>Total no. appraisals completed</b>	<b>Percentage completed</b>
Access & Infrastructure	35	35	100%
Building Control	12	12	100%
Communications	6	6	100%
Democratic Services	10	10	100%
Environmental Protection	8	8	100%
Historic Environment	6	6	100%
Housing	101	101	100%
Landscape	9	9	100%
Museums	14	14	100%
Organisational Development	10	10	100%
Project Office	2	2	100%
Revenues	41	41	100%
Sports	3	3	100%
Strategic Planning	7	7	100%
Tourism	11	11	100%
Customer Services	17	16	94%
Planning	45	41	91%
IM & T	15	13	87%
Senior Management Team	33	19	58%
Strategic Housing	20	9	45%
Finance	24	9	38%
Estates	26	8	31%
Legal	15	0	0%
Environment	5	0	0%
<b>TOTAL</b>	<b>475</b>	<b>390</b>	<b>82%</b>




## 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 Human Resources (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	Ongoing	Ongoing		80 %	31-Mar-2012	

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
EEC/001.7a Continue our service redesign programme	All services are reviewed to ensure they provide value for money and are provided in the most efficient and effective way for its customers.	To be established once the next round of reviews is scoped	Ongoing	Ongoing		60 %	31-Mar-2012	
OD/OD/004 Total Reward and Engagement Strategy	Improved levels of recruitment and retention	Implementation of salary sacrifice scheme	31-Aug-2009	Yes		50 %	31-Mar-2012	
		Decision on extension of You at Work contract	25-Dec-2009	Yes				
		Decision on cafeteria benefits	31-Jan-2012	Not yet due				
		Implementation of Total Reward statement	31-Mar-2012	Not yet due				
OD/OD/007 HIOWLA Waste Project	Cost efficient provision of waste service	Initial consultation with affected staff	25-Aug-2009	Yes		100 %	01-Oct-2011	Project complete.
		Options report to Members	25-Aug-2009	Yes				
		Decision on options	31-Dec-2009	Yes				
		Preparation, review and completion of	06-Aug-10	Yes				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		tender Pre Qualification Questionnaires						
		Tenders to be reviewed	31-Dec-2010	Yes				
		Consultation with affected staff	01-Jun-2011	Yes				
		Consultation with affected staff, unions and contractors	01-Jun-2011	Yes				
		Feasibility study	01-Jul-2011	Yes				
		New client staff structure defined	01-Jul-2011	Yes				
		Implementation of joint working/contract	01-Oct-2011	Yes				