

PERSONNEL COMMITTEE

11 MARCH 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – THIRD
QUARTER 2012/13

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER224](#) – Organisational Development Performance Monitoring Quarter 2 2012/13
– 3 January 2013

EXECUTIVE SUMMARY:

This report sets out a range of performance information relating to the human resources of the Council. This includes an update covering the third quarter of 2012/13 against performance indicators for absence, appraisals and the Council's staff establishment.

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.

PERSONNEL COMMITTEE

11 March 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – THIRD QUARTER 2012/13

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 third quarter of 2012/13 by way of a range of key performance indicators.
- 1.2 The performance information in this report gives an overview of the personnel aspects of the whole organisation and gives an insight into the Council's performance in managing the workforce efficiently and effectively. A selection of this information is presented to the Corporate Management Team and Heads of Teams on a monthly basis to assist in the management of the organisation.

2. Performance Indicators

- 2.1 Appendix 1 sets out performance monitoring information for a range of performance indicators relating to staff attendance and the Council's staff establishment.
- 2.2 Members will note more detailed comments on individual charts and graphs included within Appendix 1. These charts and graphs have all been drawn from the Council's performance management system; Covalent.
- 2.3 Due to recent problems arising with the quality of the data reported by the HR Selima system for December 2012, Q3 figures included in Appendix 1 relate only to the end of November rather than to the end of December 2012. The software supplier is working on a solution to the issues arising so that the quality of the data reported by the system can be restored as quickly as possible. It is anticipated that the full data set for Q3 will be available with the next quarter's monitoring report.
- 2.4 At the last meeting of this Committee, Members resolved to establish a Sickness and Appraisal Informal Group to consider the reasons and possible remedies for the relatively high sickness and non completion of appraisals. The Informal Group was tasked with providing a report to this meeting of the Committee and this appears elsewhere on the agenda for this Committee (Report PER234 refers).

OTHER CONSIDERATIONS:

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

- 3.1 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.

4. RESOURCE IMPLICATIONS:

- 4.1 Contained in the detail of the report.

5. RISK MANAGEMENT ISSUES

- 5.1 Increased levels of absence impacts on the productivity and the ability to deliver a cost effective service for the Council.

BACKGROUND DOCUMENTS:

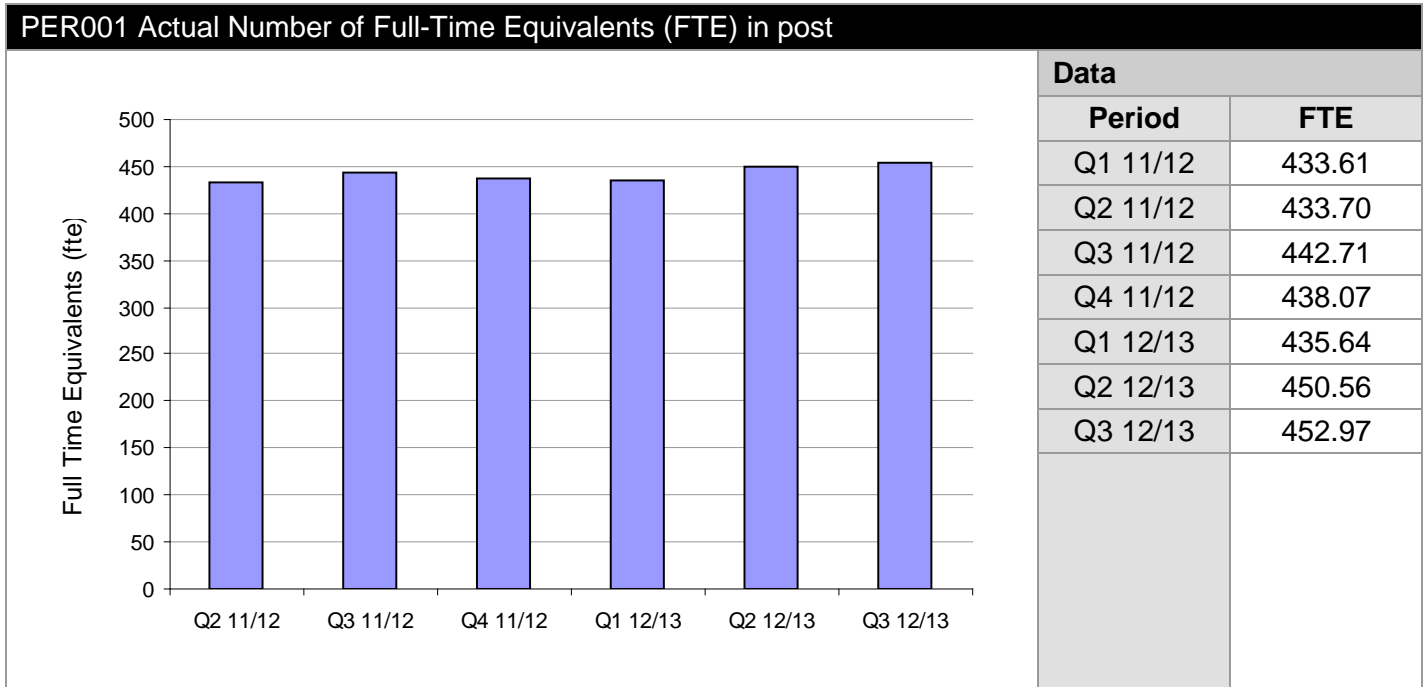
Held by the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q3 2012/13 update

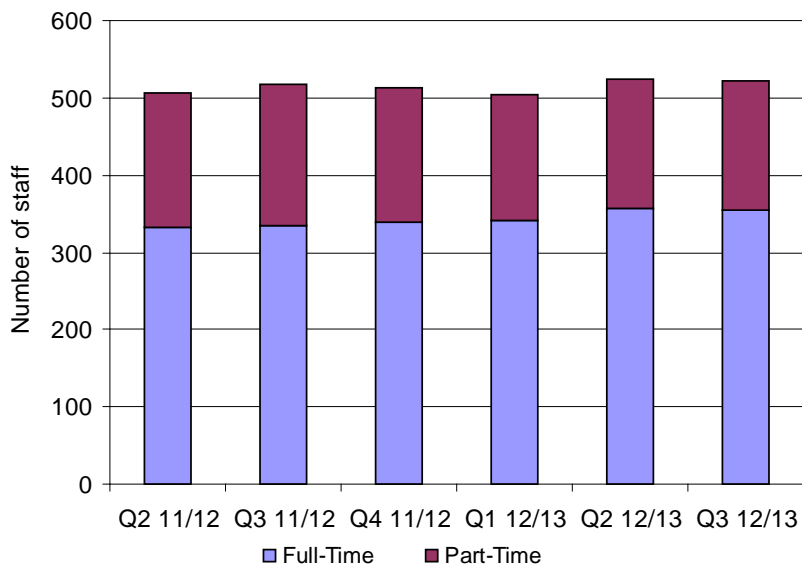
Establishment Indicators**Latest Comments -**

This chart shows the actual number of full-time equivalents that are in post at the end of each quarter (31 March, 30 June, 30 September and 31 December) and includes temporary posts that are covering for example, maternity leave and other vacancies. The number also takes into account vacant posts and unfilled parts of posts.

The quarterly number of full time equivalents (fte) in post has increased slightly over the last quarter by 2.41 fte. This is accounted for by temporary posts being added to the establishment to cover maternity leave.

The continuing focus on budgets and the need to make savings has resulted in staff 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 recruited to, ensuring that internal resources are fully utilised. Permanent posts are only removed from the establishment if required following Personnel Committee approval.

PER004 Total Authority Headcount – Full-time and Part-time staff



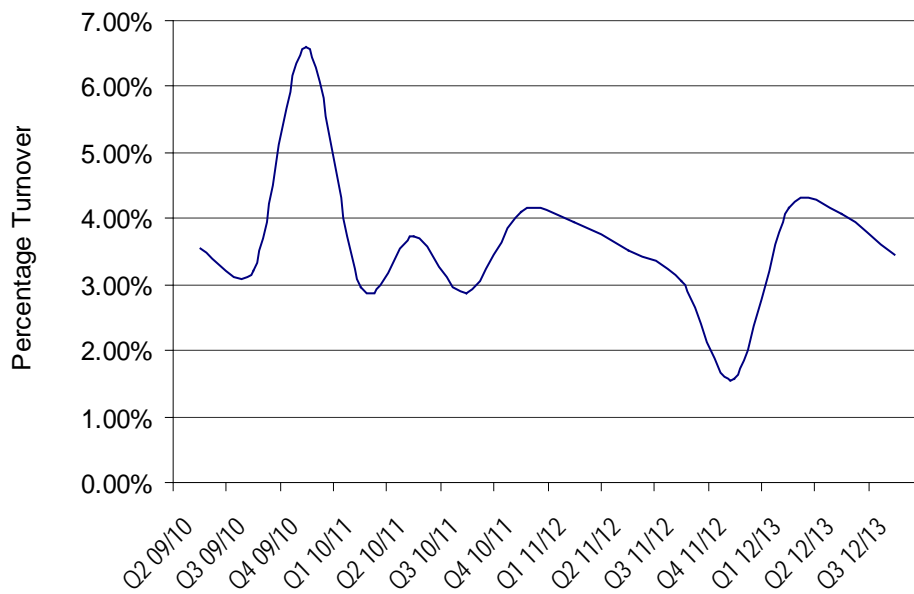
Data

Period	Headcount	%
Full Time		
Q3 2011/12	335	64.67%
Q4 2011/12	340	66.15%
Q1 2012/13	341	67.66%
Q2 2012/13	357	68.00%
Q3 2012/13	354	62.82%
Part Time		
Q3 2011/12	183	35.33%
Q4 2011/12	174	33.85%
Q1 2012/13	163	32.34%
Q2 2012/13	168	32.00%
Q3 2012/13	168	33.46%

Latest Comments –

This chart shows the actual number and percentage of full-time and part-time staff employed by the Council at the end of each quarter (31 March, 30 June, 30 September and 31 December).

The total headcount at the end of quarter three was 522 which is a net decrease of 3 over the number at the end of the previous quarter.

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time and Part Time)

Data

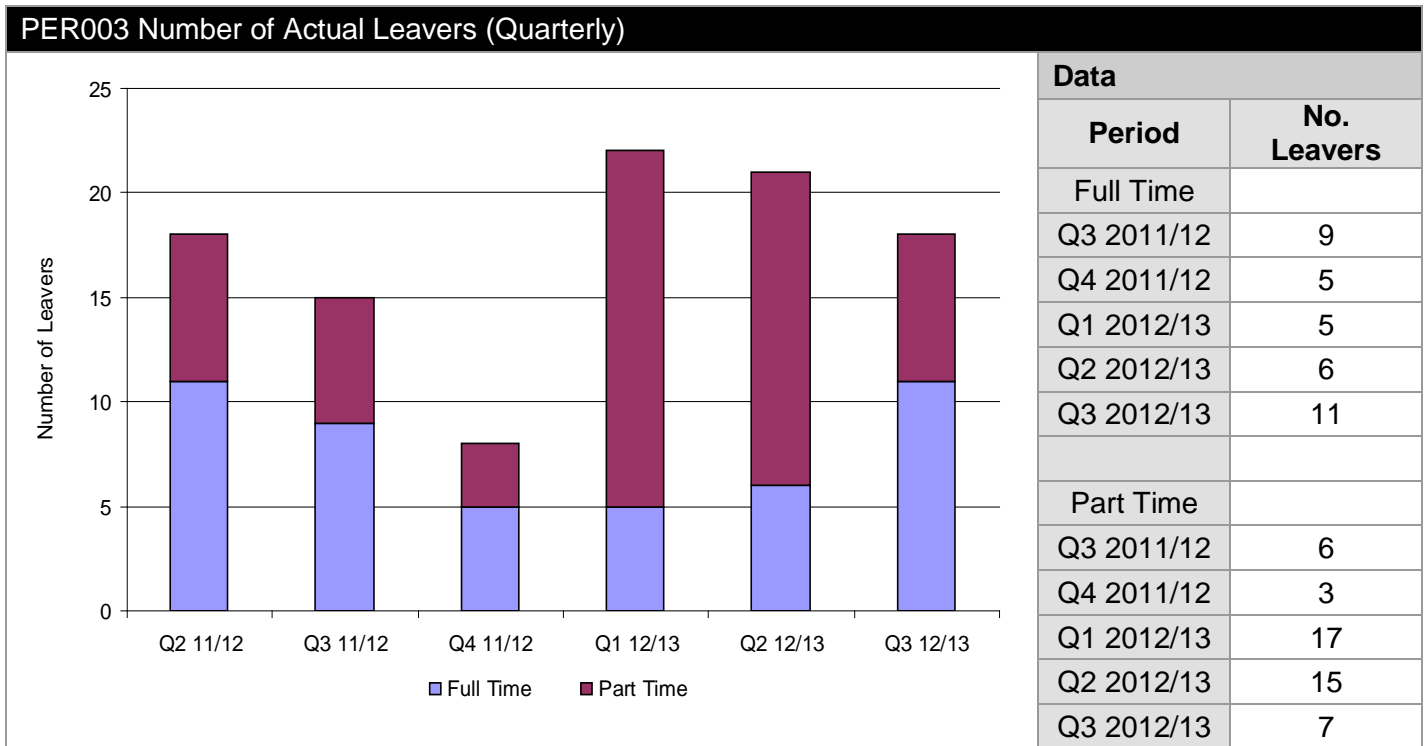
Period	Turnover
Q3 2009/10	3.21%
Q4 2009/10	6.61%
Q1 2010/11	2.95%
Q2 2010/11	3.73%
Q3 2010/11	2.86%
Q4 2010/11	4.09%
Q1 2011/12	3.94%
Q2 2011/12	3.53%
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%

Latest Comments –

This chart presents the number of actual leavers per quarter as a percentage of the total headcount for the Council. Any internal moves between posts and departments are not shown as leavers within this data.

The actual number of leavers in quarter three was 18 and more detail is included with the chart on the next page.

The regular monitoring of staff turnover is particularly important as a high turnover figure may indicate low staff morale or problems within the organisation.



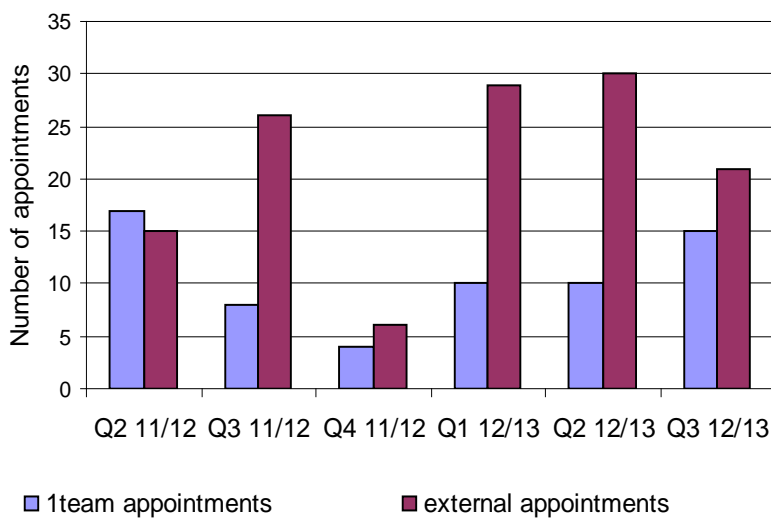
Latest Comments: This chart shows the number of actual leavers per quarter (Jan-Mar, Apr-Jun, Jul-Sept and Oct-Dec) and is broken down between full-time and part-time staff

The number of leavers in the period October to December (Q3) included four temporary staff whose fixed term contracts came to an end and one member of staff who was covering maternity leave in Access and Infrastructure. Of the remaining thirteen leaver's five of whom worked in Guildhall Services, three in Access & Infrastructure and one in Customer Services, Economic, Housing, Planning and Revenues.

The continued use of the 1team process enables resources to be allocated to priority areas if required after someone leaves.

Exit questionnaires are completed and interviews held with leavers and the results or comments closely monitored so as to identify any trends in areas or reasons for leaving for example.

PER007 Analysis of appointments to vacant posts



Data

Period	1team app't	External app't
Q1 2011/12	12	14
Q2 2011/12	17	15
Q3 2011/12	8	26
Q4 2011/12	4	6
Q1 2012/13	10	29
Q2 2012/13	10	30
Q3 2012/13	15	21

Latest Comments:

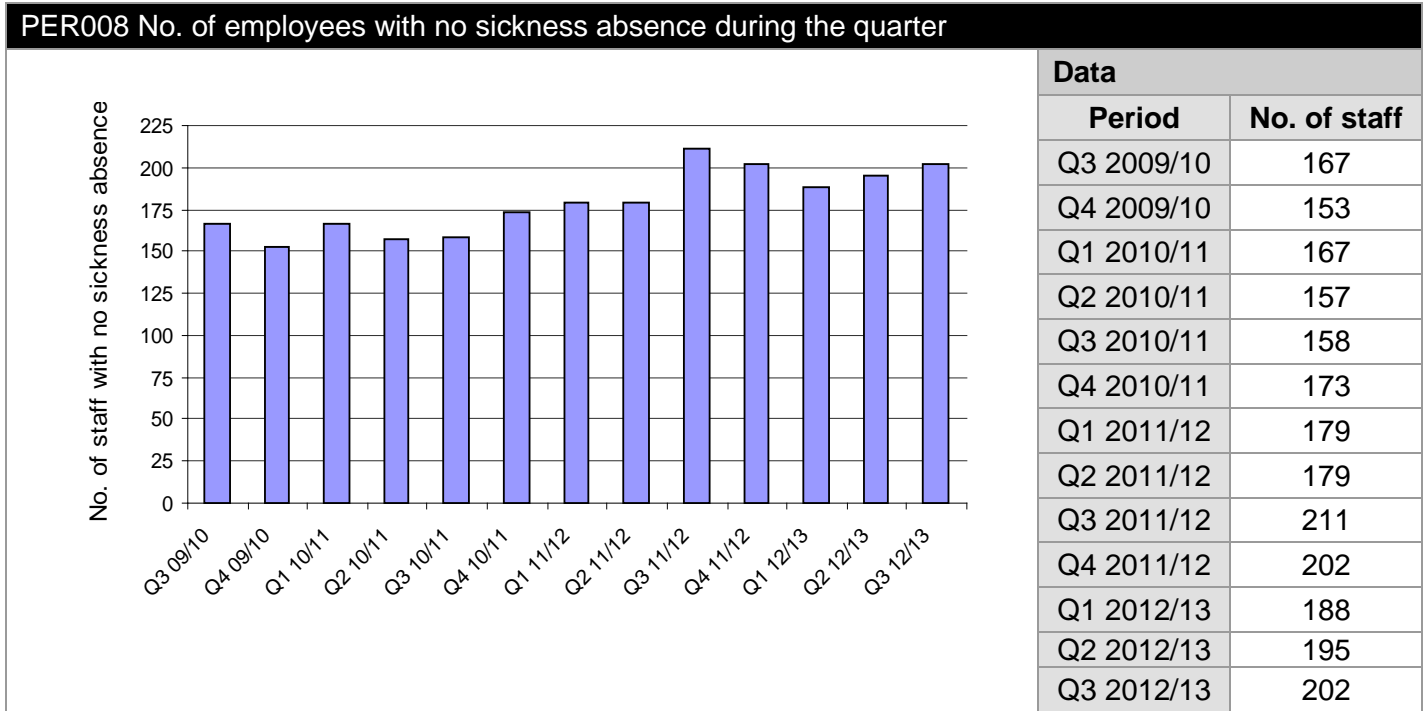
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidates.

The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2011 on average 53% of vacant posts have been filled using internal candidates following the 1team process. It should be noted that the number of staff appointed in each quarter does not reconcile with the number of posts advertised in the same period due to the length of time the recruitment process can take and vacancy management.

The total number of external appointments made during quarter three includes appointments to Access & Infrastructure, Communications, Customer Services, Economic & Cultural Services, Estates, Housing, Legal and Planning.

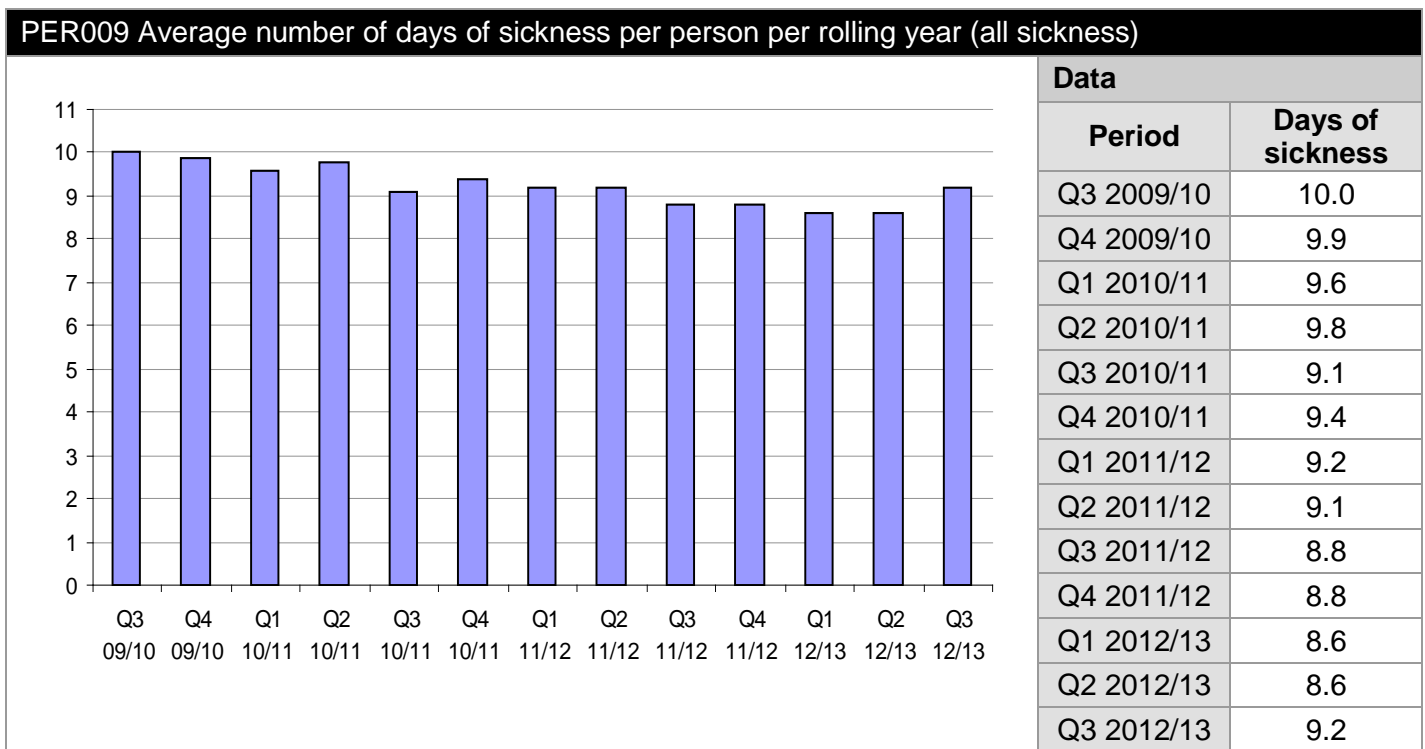
Included in the number of staff who have been appointed following the 1team process includes Access & Infrastructure, Communications, Customer Services, Democratic Services, Economic & Cultural Services, Environment, Finance, Housing and Planning.

Attendance and Sickness Indicators



Latest Comments – This chart shows the number of staff in each quarter that had no sickness absence.

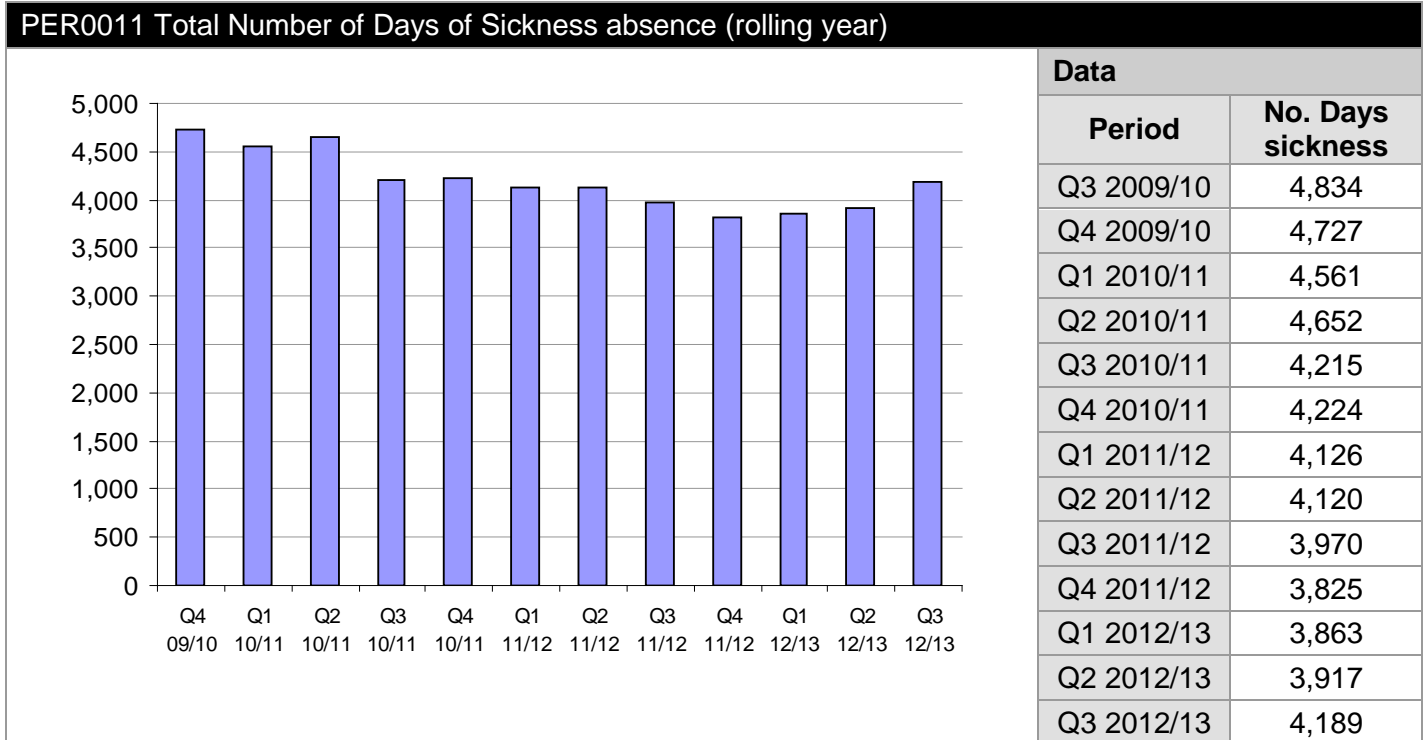
There has been an increase in the number of staff with no sickness and absence when compared with the previous quarter. However there has been a 4% reduction in the number of staff with no sickness absence when comparing Q3 2012/13 with the same period one year ago.



Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December)

The sickness absence figure for the twelve month period ending November 2012 (Q3 2012/13) is 9.2 days sickness per member of staff and an increase of 0.6 when compared to the previous quarter. However the figure is comparable with quarter 3 for the previous year which reflects the seasonal variation shown in a winter quarter.

At the last meeting of the Committee, Members established a Sickness and Appraisal Informal Group to consider the reasons and possible remedies for the relatively high sickness and non completion of appraisals. The Group was tasked with providing a report to this meeting of the Committee and this appears elsewhere on the agenda for this Committee (Report PER234 refers).

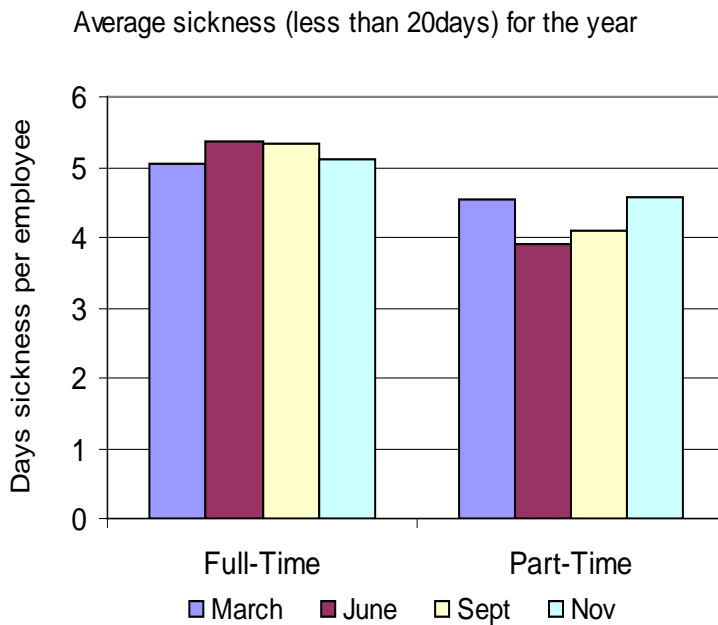


Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 31 March, 30 June, 30 September and 31 December.

The total number of days sickness absence taken during the twelve month period ending November 2012 (Q3 2012/13) has increased when compared to the previous quarter.

An analysis of the total number of days taken as sickness (4,189 days for the twelve months ending 30 November 2012) is given in the next two charts and includes a breakdown between full-time and part-time staff and absence of less than 20 days and more than 20 days.

PER0015 Analysis of staff sickness absence of less than 20 days (Full-time and Part-time staff)



Data		
	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 June	5.35	188
30 Sept	5.33	188
30 Nov	5.12	195
Part-Time		
Yr ending		
30 June	3.89	82
30 Sept	4.08	83
30 Nov	4.57	97
Combined		
Yr ending		
30 June	4.87	270
30 Sept	4.95	271
30 Nov	4.93	292

Latest Comments –

This chart shows the average number of days sickness absence per City Council employee where the total absence was **less** than 20 days in the twelve month period ending the 30 June, 30 September 2012 and 30 November 2012. Staff that had no sickness in the period are excluded from these figures. The data is further analysed between full-time and part-time staff.

For the year ending 30 November 2012, 97 part-time and 195 full-time staff each took a total of less than 20 days sickness in the 12 month period.

The total number of days taken as sickness, where the total was less than 20 days per employee was 1,440.5 days (997.5 by full-time staff and 443.0 by part-time staff).

The average length of sickness for the year ending 30 November 2012 for both part-time and full-time staff, where the total was less than 20 days per employee is 4.93 days (down from 4.95 days at the end of the previous quarter).

PER0016 Analysis of staff sickness absence of 20 days or more (Full-time and Part-time staff)



Data		
	Average no. of working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 June	56.02	30
30 Sept	57.47	31
30 Nov	50.53	39
Part-Time		
Yr ending		
30 June	61.25	14
30 Sept	46.71	17
30 Nov	64.88	12
Combined		
Yr ending		
30 June	57.68	44
30 Sept	53.66	48
30 Nov	53.90	51

Latest Comments –

This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 30 June, 30 September and 30 November 2012. The data is further analysed between full-time and part-time staff.

For the year ending 30 November 2012, 12 part-time and 39 full-time staff each took 20 days or more sickness in the period.

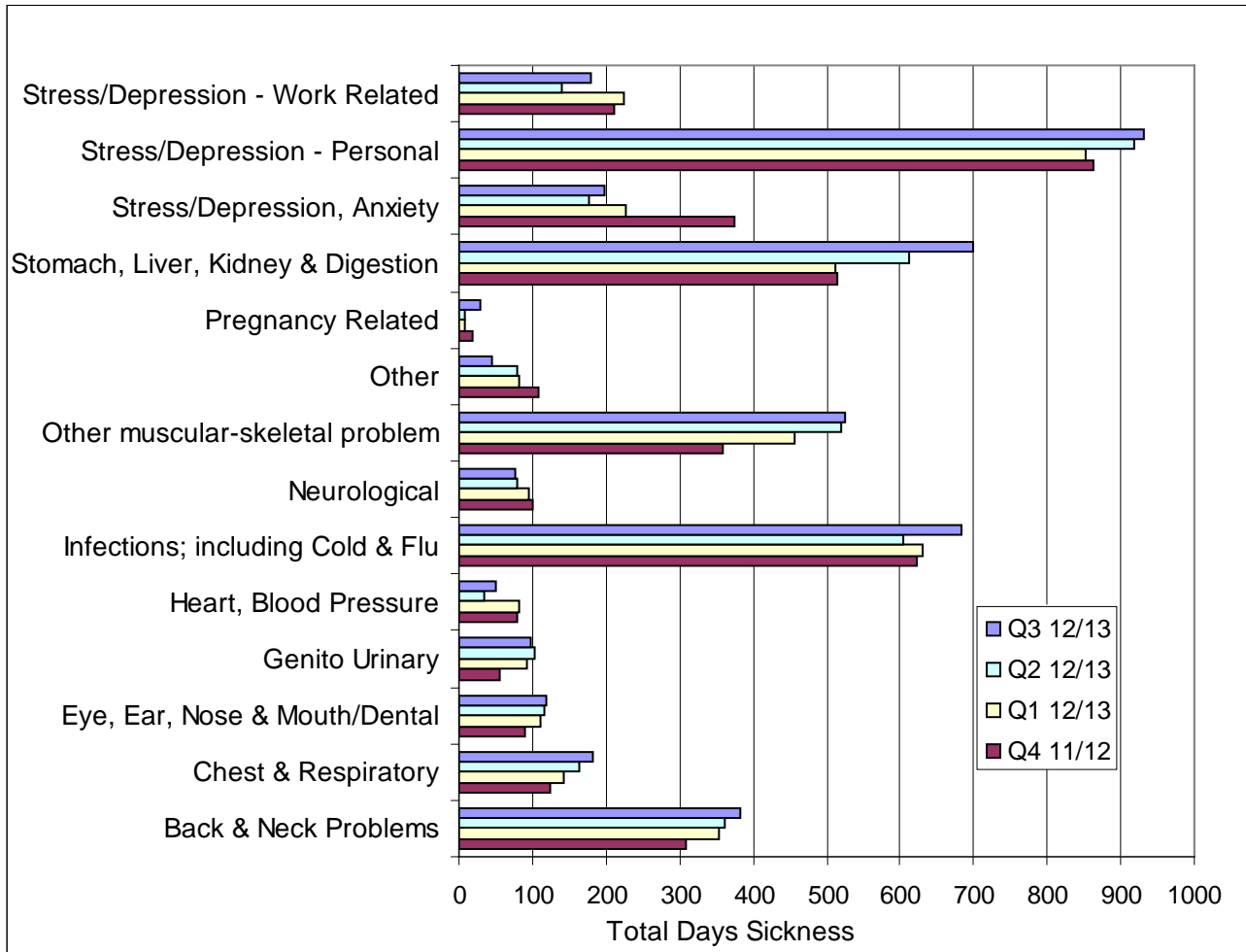
The average number of days sickness taken for part time staff has risen significantly from 46.71 days as at the end of the previous quarter to 64.88 days at the end of November.

The total number of days taken as sickness, where the total was 20 days or more per employee was 2,749 days (1970.5 by full-time staff and 778.5 by part-time staff).

The average length of sickness for the year ending 30 November 2012 for both part-time and full-time staff, where the total was 20 days or more is 53.90 days.

The average number of days sickness for all sickness absence for the year ending 30 November 2012 was 12.21 days per employee down from 12.28 days at the end of the previous quarter.

Analysis of Sickness Absence by Reason (per quarter)



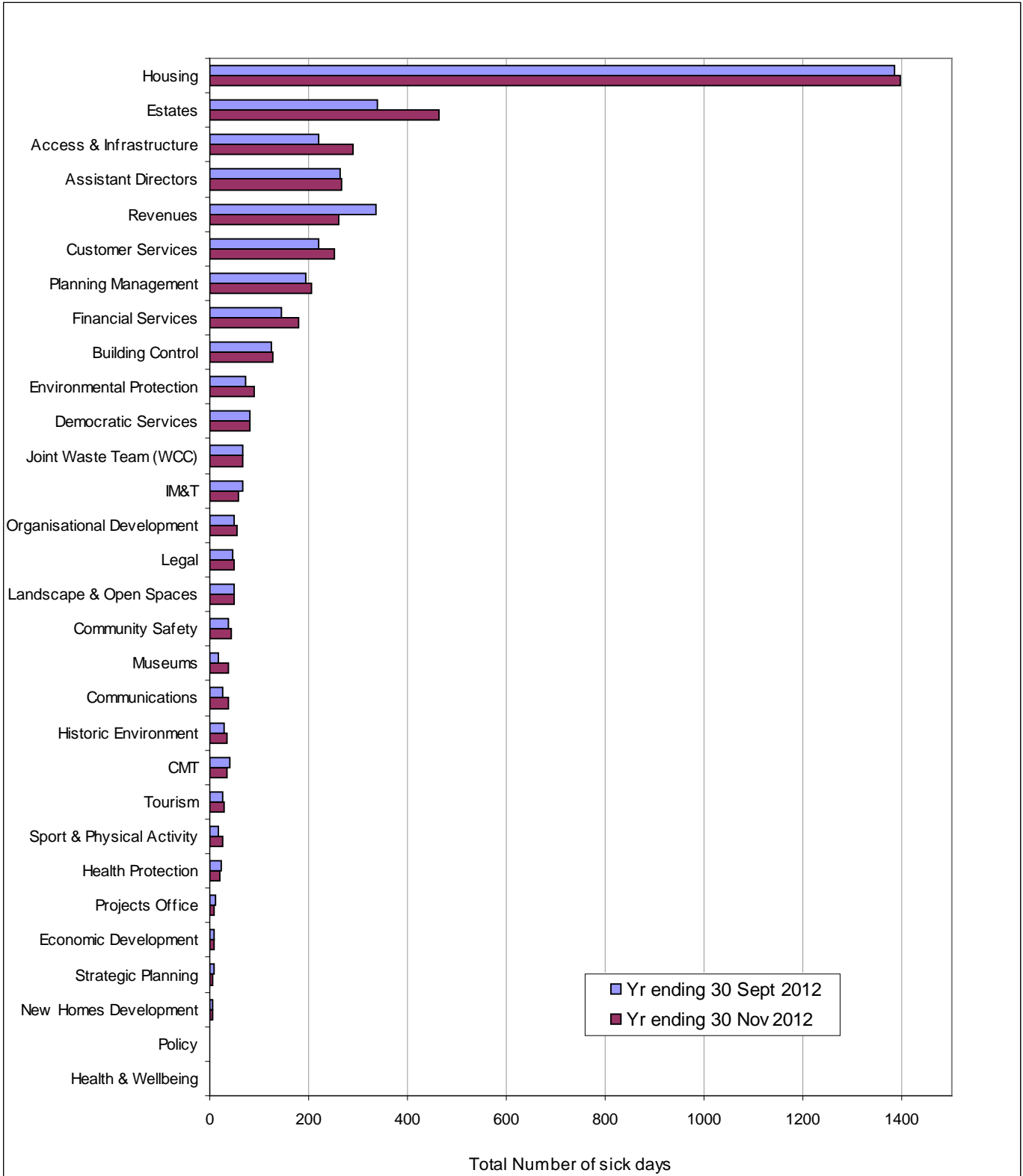
Latest Comment:

The highest combined short term and long term sickness absence reason has remained stress, depression for personal reasons.

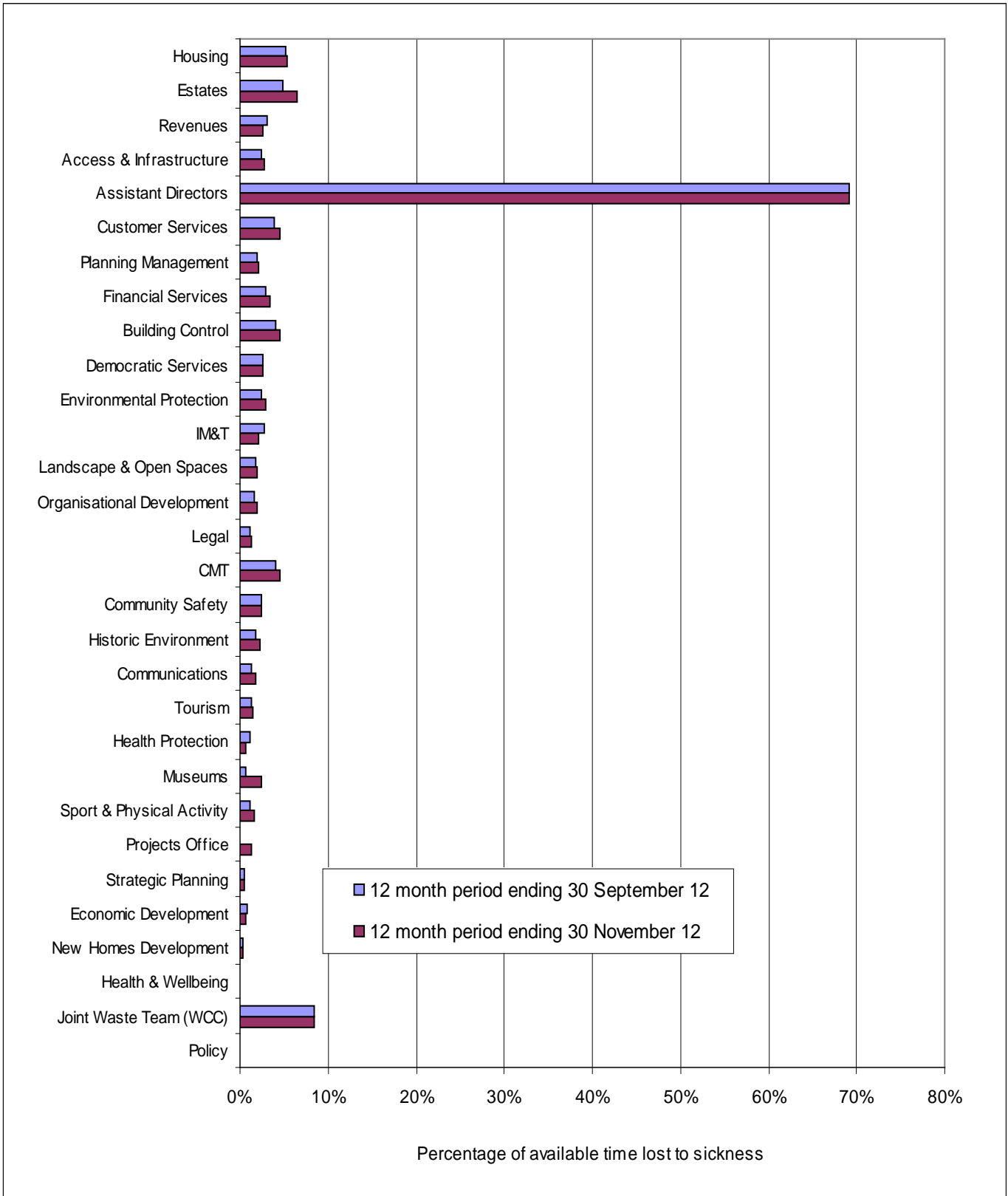
All Sickness by Absence Reason				
Reason Summary	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13
Stress/Depression - Personal	22.5%	22.1%	23.4%	22.2%
Stress - cause unknown	9.8%	5.8%	4.5%	4.7%
Back & Neck Problems	8.1%	9.1%	9.2%	9.1%
Other musculo-skeletal problem	9.4%	11.8%	13.2%	12.5%
Stress/Depression - Work Related	5.5%	5.8%	3.6%	4.3%
Stomach, Liver, Kidney & Digestion	13.4%	13.2%	15.6%	16.7%
Genito Urinary; inc Menstrual Problems	1.5%	2.4%	2.6%	2.3%
Heart, Blood Pressure & Circulation	2.1%	2.1%	0.9%	1.2%
Infections; including Cold & Flu	16.3%	16.3%	15.4%	16.3%
Chest & Respiratory; incl. Chest Infection	3.2%	3.7%	4.2%	4.3%
Eye, Ear, Nose & Mouth/Dental	2.3%	2.8%	2.9%	2.8%
Neurological; inc Headaches & Migraine	2.6%	2.4%	2.0%	1.8%
Pregnancy Related	0.5%	0.0%	0.2%	0.7%
Other	2.8%	2.1%	2.0%	1.0%

Sickness Absence – further information

The chart below gives details of the total number of sickness days absence by team as a percentage of total available days for the 12 month period ending 30 November 2012. By way of a comparison the figures for the twelve month period ending 30th September 2012 have also been included.

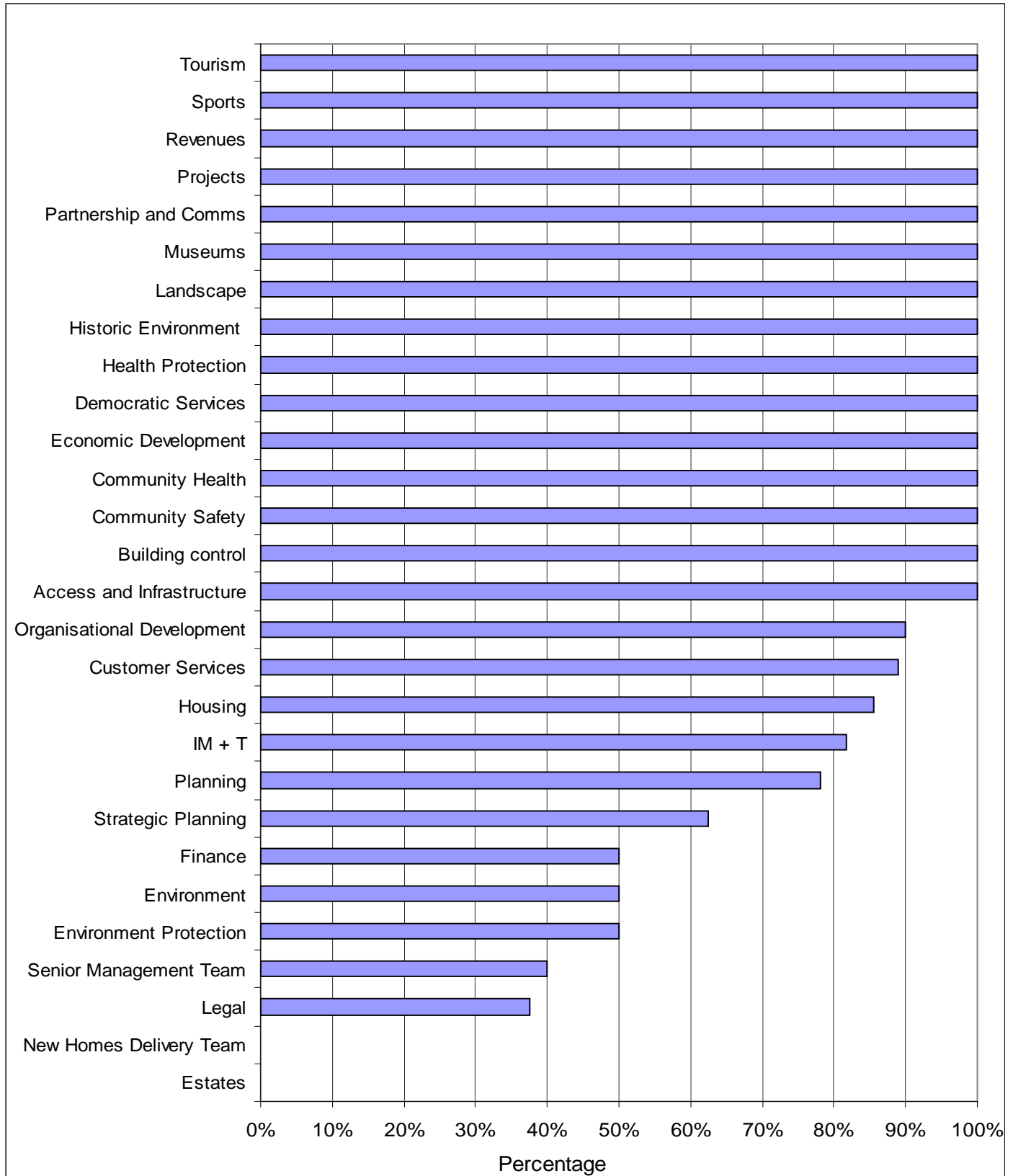


The following chart gives details of the total number of sickness days by team for the 12 month period ending 30 November 2012. By way of a comparison the figures for the twelve month period ending 30 September 2012 have also been included.



Percentage of completed 2012/13 appraisals by Team

This chart shows the percentage of appraisals completed for the 2012/13 year.

**Latest Comment:**

To date the appraisal completion rate for 2012/13 on Selima is 78%. Managers continue to be reminded that all appraisals for 2012/13 need to be undertaken to set objectives for 2013/14 and these need to be recorded on Selima when completed.