PERSONNEL COMMITTEE

10 MARCH 2014

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – QUARTER 3 2013/14

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER240 –   Organisational Development Performance Monitoring Quarter 1 and
            Quarter 2 2013/14 – 25 November 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 2013/14 against performance indicators for sickness absence, staff turnover 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.

<u>PERSONNEL COMMITTEE</u>

<u>10 March 2014</u>

<u>ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING –
QUARTER 3 2013/14</u>

<u>REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT</u>

<u>DETAIL</u>:

1   <u>Introduction</u>

1.1   This report sets out performance information for the Organisational
        Development Team for the third quarter of 2013/14 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.   <u>Performance Indicators</u>

2.1   Appendix 1 sets out performance monitoring information for a range of
        performance indicators relating to staff attendance, staff turnover 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.

<u>OTHER CONSIDERATIONS</u>:

3.   <u>SUSTAINABLE COMMUNITY STRATEGY AND PORTFOLIO PLANS
        (RELEVANCE TO)</u>:

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.   <u>RESOURCE IMPLICATIONS</u>:

4.1   Contained in the detail of the report.

5.   <u>RISK MANAGEMENT ISSUES</u>

5.1   Increased levels of absence or staff turnover impacts on the productivity and
        the ability to deliver a cost effective service for the Council.
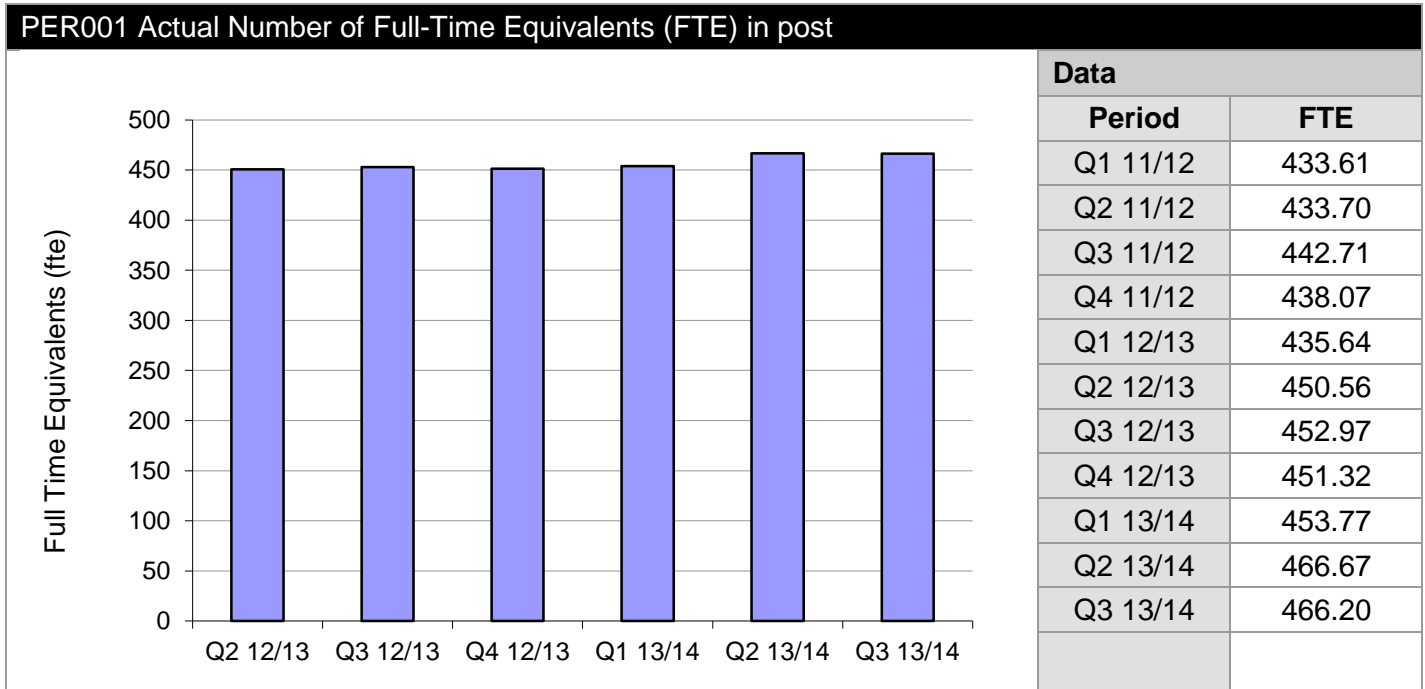
BACKGROUND DOCUMENTS:

Held within the Organisational Development Team.

APPENDICES:

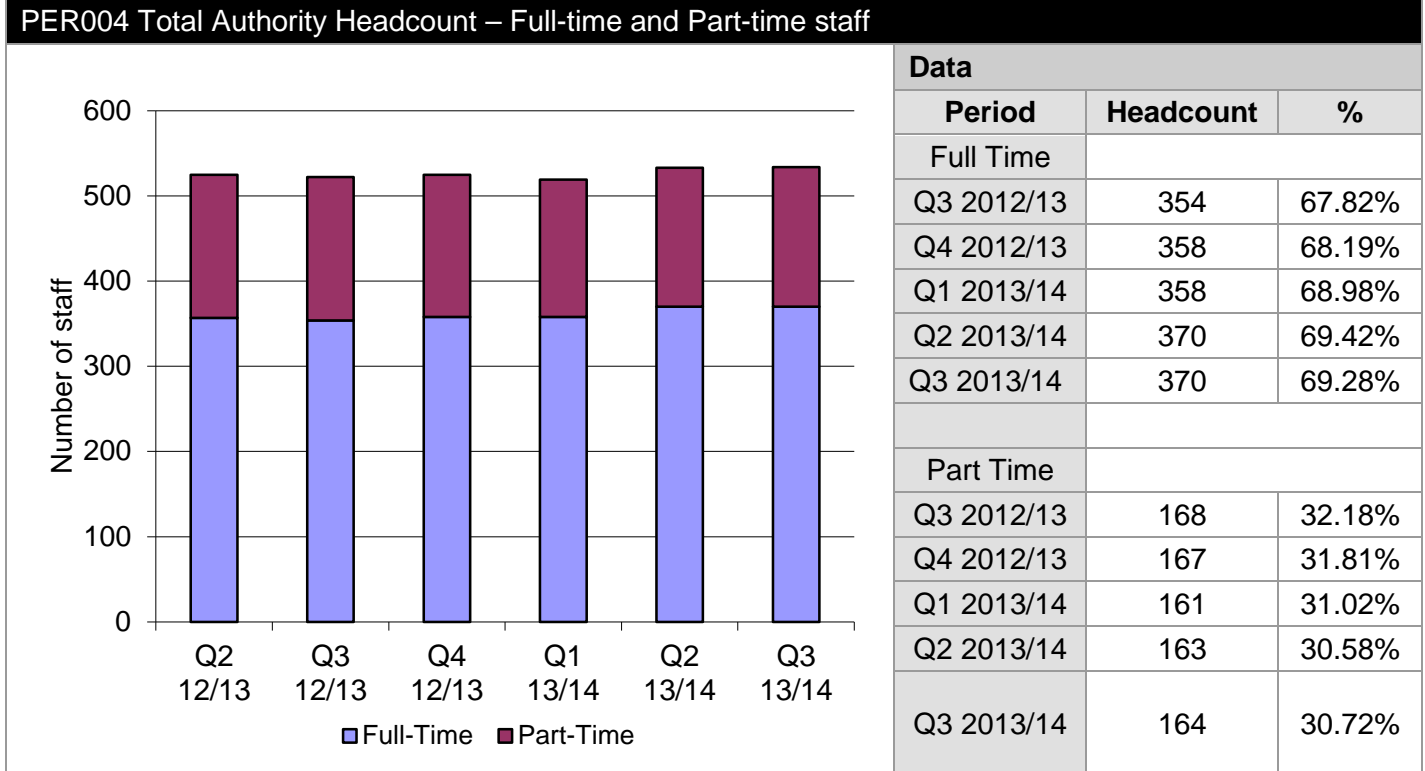Appendix 1   Organisational Development Performance Indicators.

PERSONNEL COMMITTEE
Quarterly Performance Monitoring – Q3 2013/14 update

<u>Establishment Indicators</u>

PER001 Actual Number of Full-Time Equivalents (FTE) in post

Data	
Period	**FTE**
Q1 11/12	433.61
Q2 11/12	433.70
Q3 11/12	442.71
Q4 11/12	438.07
Q1 12/13	435.64
Q2 12/13	450.56
Q3 12/13	452.97
Q4 12/13	451.32
Q1 13/14	453.77
Q2 13/14	466.67
Q3 13/14	466.20

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 quarterly number of full time equivalents (fte) in post has decreased over the last quarter by 0.47 fte.

With a focus on the budget and the need to make savings posts continue to be held vacant and reviewed 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 2012/13	354	67.82%
Q4 2012/13	358	68.19%
Q1 2013/14	358	68.98%
Q2 2013/14	370	69.42%
Q3 2013/14	370	69.28%
Part Time		
Q3 2012/13	168	32.18%
Q4 2012/13	167	31.81%
Q1 2013/14	161	31.02%
Q2 2013/14	163	30.58%
Q3 2013/14	164	30.72%

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 534 which shows an increase of 1 when compared to the previous quarter.

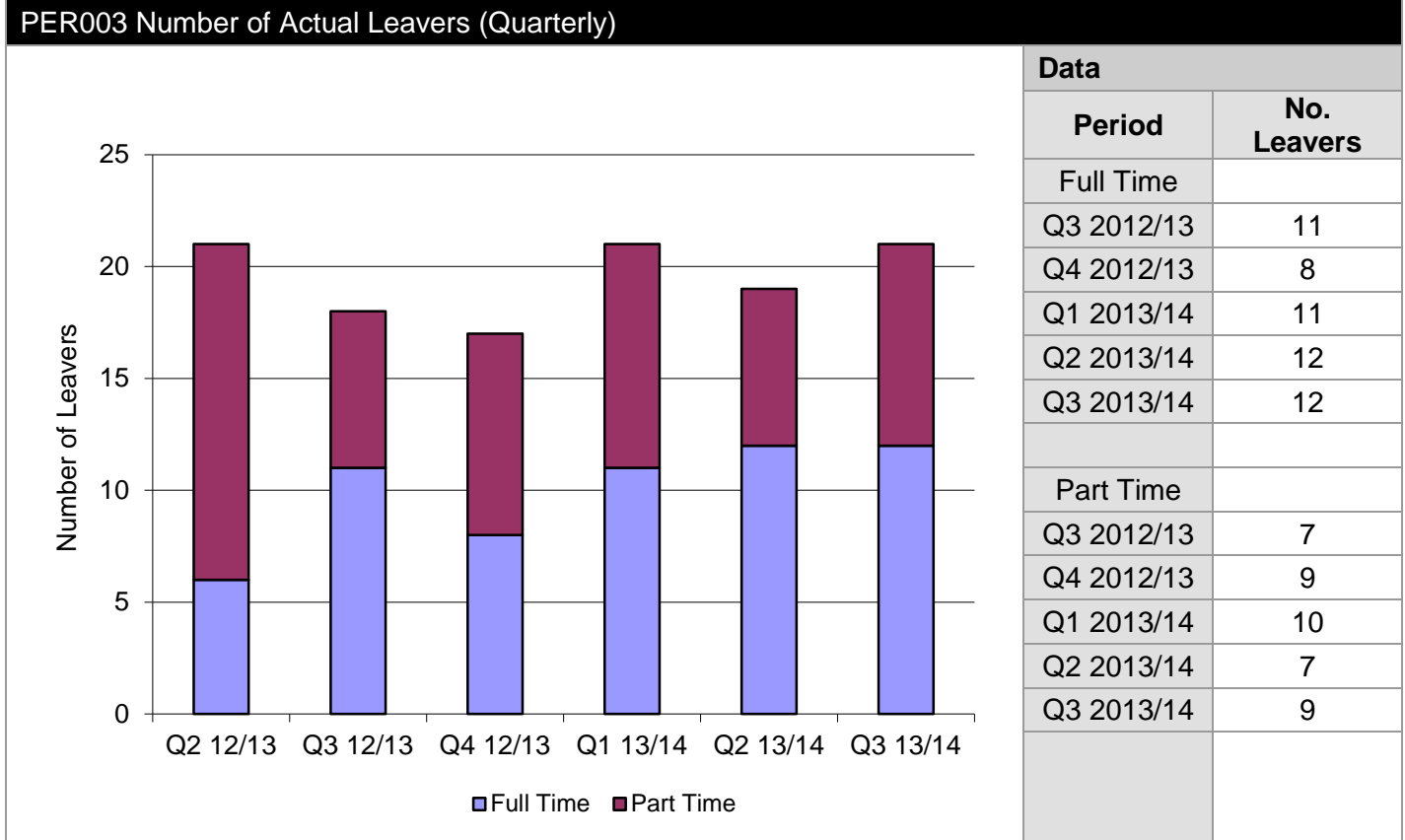## PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time and Part Time)
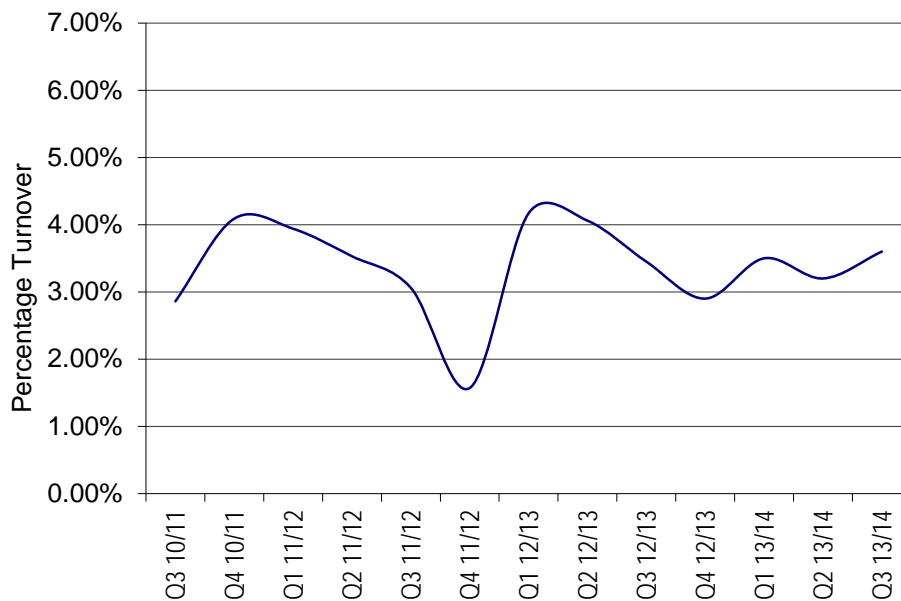
Data	
Period	**Turnover**
Q3 2010/11	2.86%
Q4 2010/11	4.09%
Q1 2011/12	3.94%
Q2 2011/12	3.53%
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%
Q1 2013/14	3.50%
Q2 2013/14	3.20%
Q3 2013/14	3.60%

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 one was 21 and for quarter 2 was 19. 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.

PER003 Number of Actual Leavers (Quarterly)

Data	
Period	**No. Leavers**
Full Time	
Q3 2012/13	11
Q4 2012/13	8
Q1 2013/14	11
Q2 2013/14	12
Q3 2013/14	12
Part Time	
Q3 2012/13	7
Q4 2012/13	9
Q1 2013/14	10
Q2 2013/14	7
Q3 2013/14	9

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

The number of leavers in the period September to December (Q3 2013/14) included seven temporary staff whose fixed term contracts came to an end. Of the remaining fourteen leaver's three of whom were from Estates (Guildhall), two from Business Management, Housing Services, Neighbourhood & Environment and Revenues and one from Built Environment, Democratic Services, Economic & Communities.

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 for example reasons for leaving.

PER007 Analysis of appointments to vacant posts
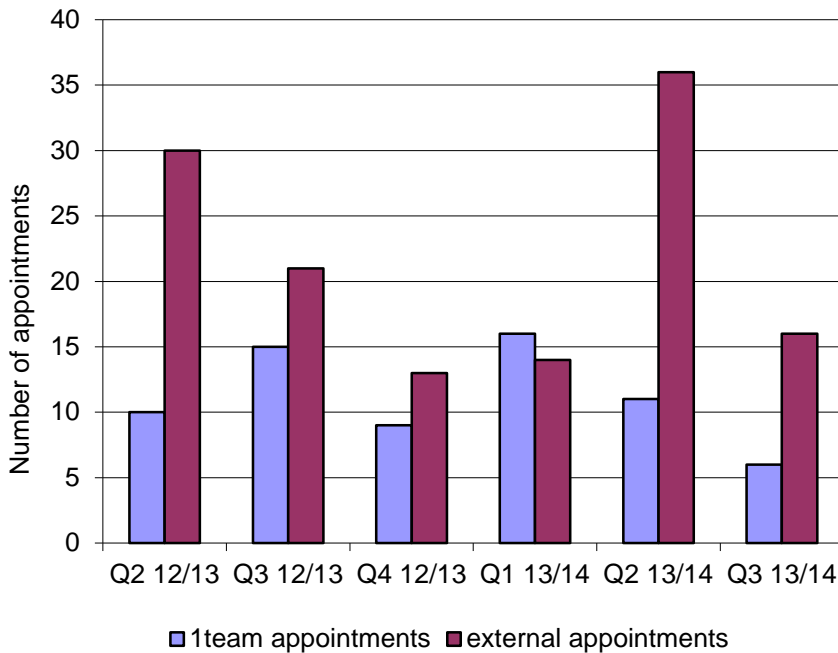
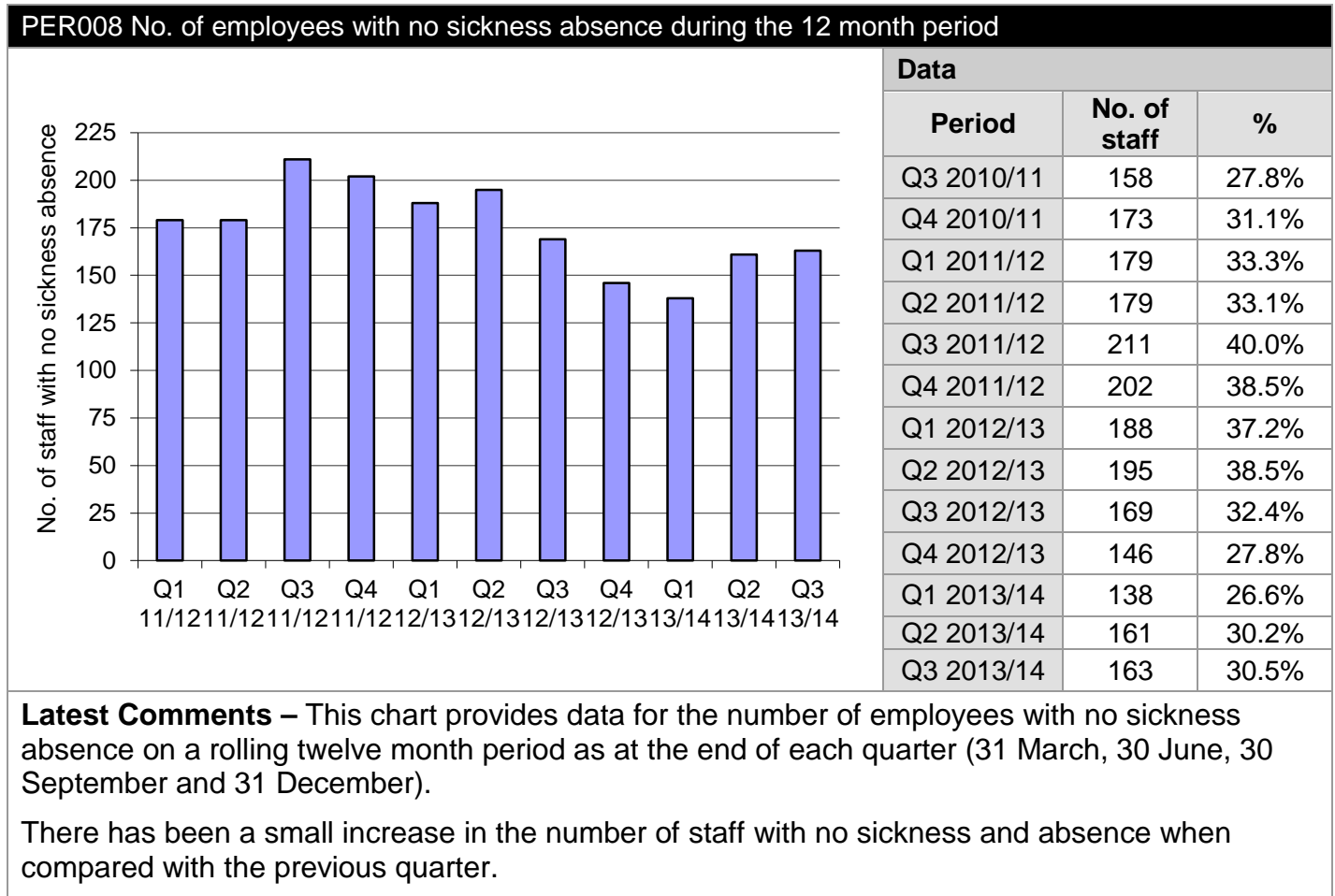| Data		
Period	**1team app't**	**External app't**
Q2 2011/12	17	15
Q3 2011/12	8	26
Q4 2011/12	4	6
Q1 2012/13	10	29
Q2 2012/13	10	30
Q3 2012/13	15	21
Q4 2012/13	9	13
Q1 2013/14	16	14
Q2 2013/14	11	36
Q3 2013/14	6	16

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.
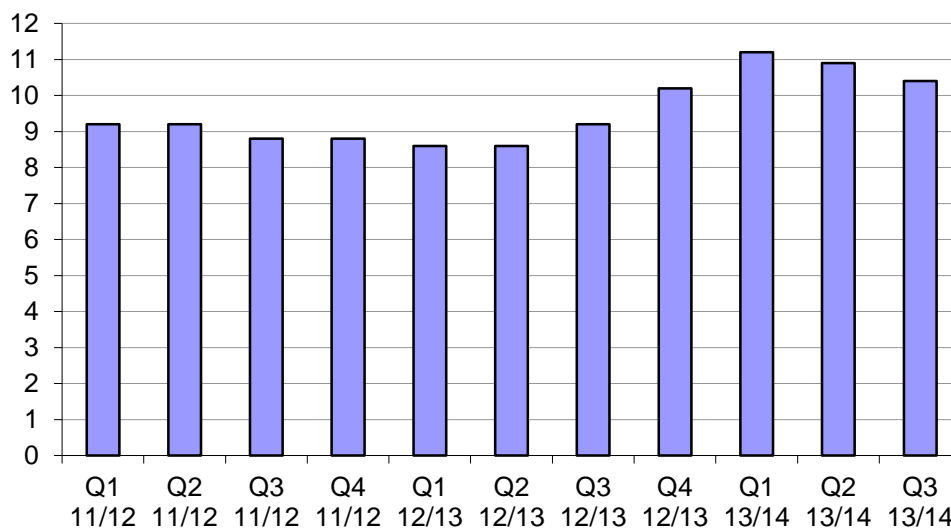
The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 on average 32% of vacant posts have been filled using internal candidates following the 1team process. 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 Built Environment, Business Management, Economic & Communities, Estates, Financial Services, Housing Services, Legal Services, Organisational Development.

Included in the number of staff who have been appointed following the 1team process includes moves to Business Management, Democratic Services and Housing Services.

Attendance and Sickness Indicators

PER008 No. of employees with no sickness absence during the 12 month period

Data		
Period	**No. of staff**	**%**
Q3 2010/11	158	27.8%
Q4 2010/11	173	31.1%
Q1 2011/12	179	33.3%
Q2 2011/12	179	33.1%
Q3 2011/12	211	40.0%
Q4 2011/12	202	38.5%
Q1 2012/13	188	37.2%
Q2 2012/13	195	38.5%
Q3 2012/13	169	32.4%
Q4 2012/13	146	27.8%
Q1 2013/14	138	26.6%
Q2 2013/14	161	30.2%
Q3 2013/14	163	30.5%

Latest Comments – This chart provides data for the number of employees with no sickness absence on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December).

There has been a small increase in the number of staff with no sickness and absence when compared with the previous quarter.

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

Data	
Period	**Days of sickness**
Q3 2010/11	9.1
Q4 2010/11	9.4
Q1 2011/12	9.2
Q2 2011/12	9.1
Q3 2011/12	8.8
Q4 2011/12	8.8
Q1 2012/13	8.6
Q2 2012/13	8.6
Q3 2012/13	9.2
Q4 2012/13	10.2
Q1 2013/14	11.2
Q2 2013/14	10.9
Q3 2013/14	10.4

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 December 2013 (Q3 2013/14) is 10.4 days sickness per member of staff which is a decrease of 0.5 days when compared to the previous quarter.

The 10.4 days includes a number of staff who have been off on long term sick during the twelve month period and this has a significant impact on this figure. A number of the long term sickness cases have been resolved working with Human Resources, either by the employee leaving the organisation or by returning to work.

As previously reported, during the twelve month period a number of staff who have been absent on long term sickness (over 20 days) have left the organisation following close working between the individual, Human Resources and Occupational Health to resolve the issues, these cases are the equivalent to an average of 3.3 days sickness for the twelve month period. After allowing for these resolved long term cases the average sickness per member of staff would be 7.60 days.

PER0011 Total Number of Days of Sickness absence (rolling year)

Data	
Period	**No. Days sickness**
Q3 2010/11	4,215
Q4 2010/11	4,224
Q1 2011/12	4,126
Q2 2011/12	4,120
Q3 2011/12	3,970
Q4 2011/12	3,825
Q1 2012/13	3,863
Q2 2012/13	3,917
Q3 2012/13	4,287
Q4 2012/13	4,525
Q1 2013/14	4,971
Q2 2013/14	5,004
Q3 2013/14	4,765
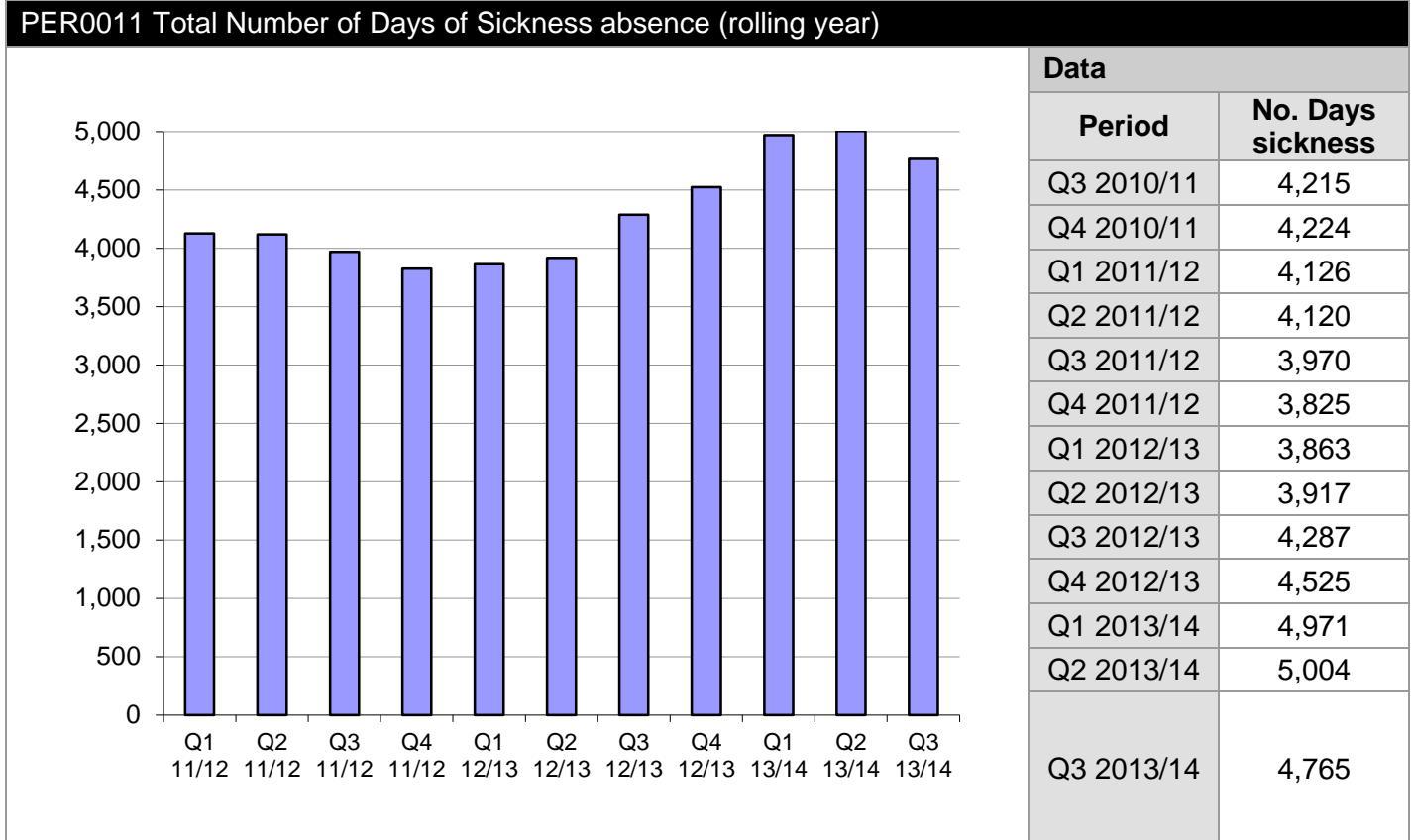
Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 31 March, 30 June, 30 September and 31 December.

The total number of days sickness absence taken during the twelve month period ending December 2013 (Q3 2013/14) has decreased (239 days) when compared to the previous quarter.

An analysis of the total number of days taken as sickness (4,765 days for the twelve months ending 31 December 2013) 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)

Average sickness (less than 20days) for the year
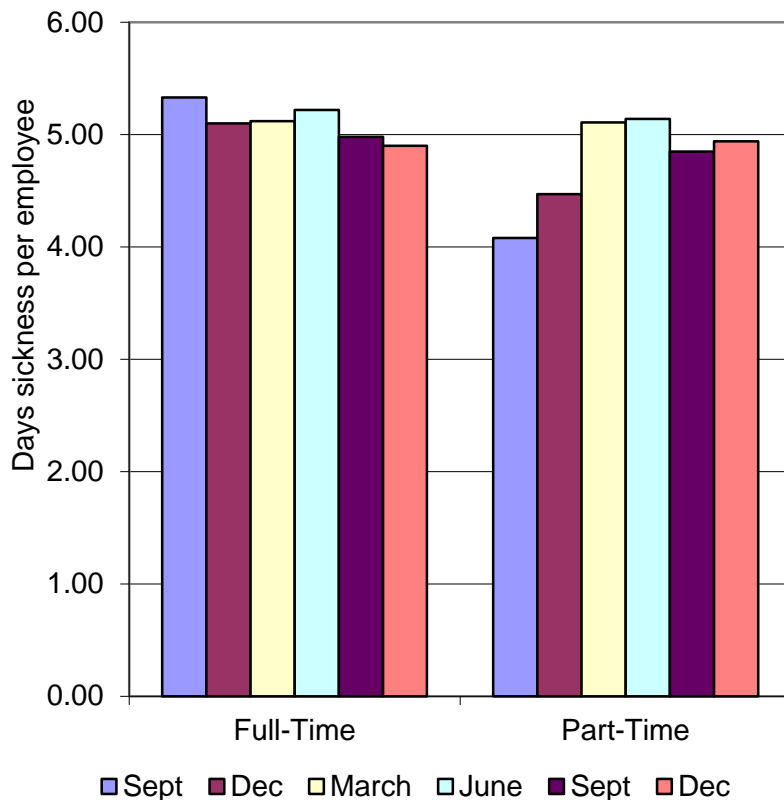
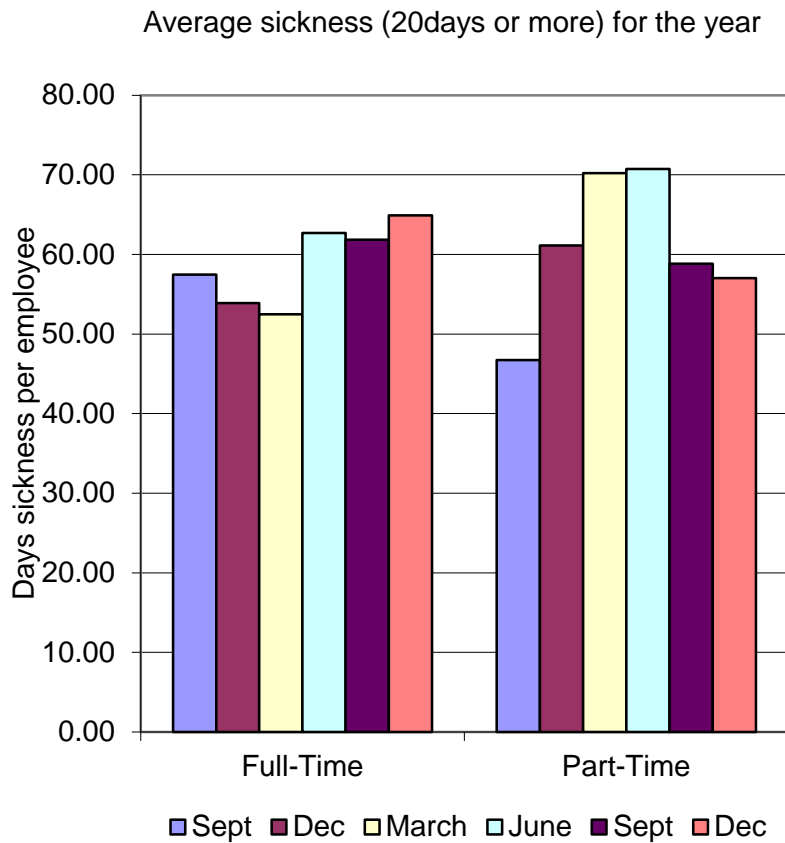| Data		
	Average no. working days taken as sick	**No. of staff with sickness**
Full-Time		
Yr ending		
31 Mar	5.12	217
30 June	5.22	215
30 Sept	4.98	219
31 Dec	4.90	212
Part-Time		
Yr ending		
31 Mar	5.11	96
30 June	5.14	97
30 Sept	4.85	90
31 Dec	4.94	85
Combined		
Yr ending		
31 Mar	5.11	313
30 June	5.19	312
30 Sept	4.94	309
31 Dec	4.91	297

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 31 December, 30 September 2013, 30 June and 31 March. 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 31 December 2013, 85 part-time and 212 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 1,459 days (1,039 by full-time staff and 420 by part-time staff).

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

Average sickness (20days or more) for the year

Days sickness per employee

☐Sept ■Dec ☐March ☐June ■Sept ☐Dec

| Data	Average no. of working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
31 Mar	52.49	37
30 June	62.69	39
30 Sept	61.83	41
31 Dec	64.92	36
Part-Time		
Yr ending		
31 Mar	70.21	14
30 June	70.75	12
30 Sept	58.84	16
31 Dec	57.03	17
Combined		
Yr ending		
31 Mar	57.35	51
30 June	64.59	51
30 Sept	60.99	57
31 Dec	62.39	53

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 31 December, 30 September, 30 June and 31 March 2013. The data is further analysed between full-time and part-time staff.

For the year ending 31 December 2013, 17 part-time and 53 full-time staff each took 20 days or more sickness in the period.

The average number of days sickness taken for part time staff continues to reduce and is now an average 57.03 days.

The total number of days taken as sickness, where the total was 20 days or more per employee was 3,306.5 days (2,337 by full-time staff and 969.5.50 by part-time staff).

The average length of sickness for the year ending 31 December for both part-time and full-time staff, where the total was 20 days or more is 62.39 days.

Analysis of Sickness Absence by Reason (12 month rolling year)
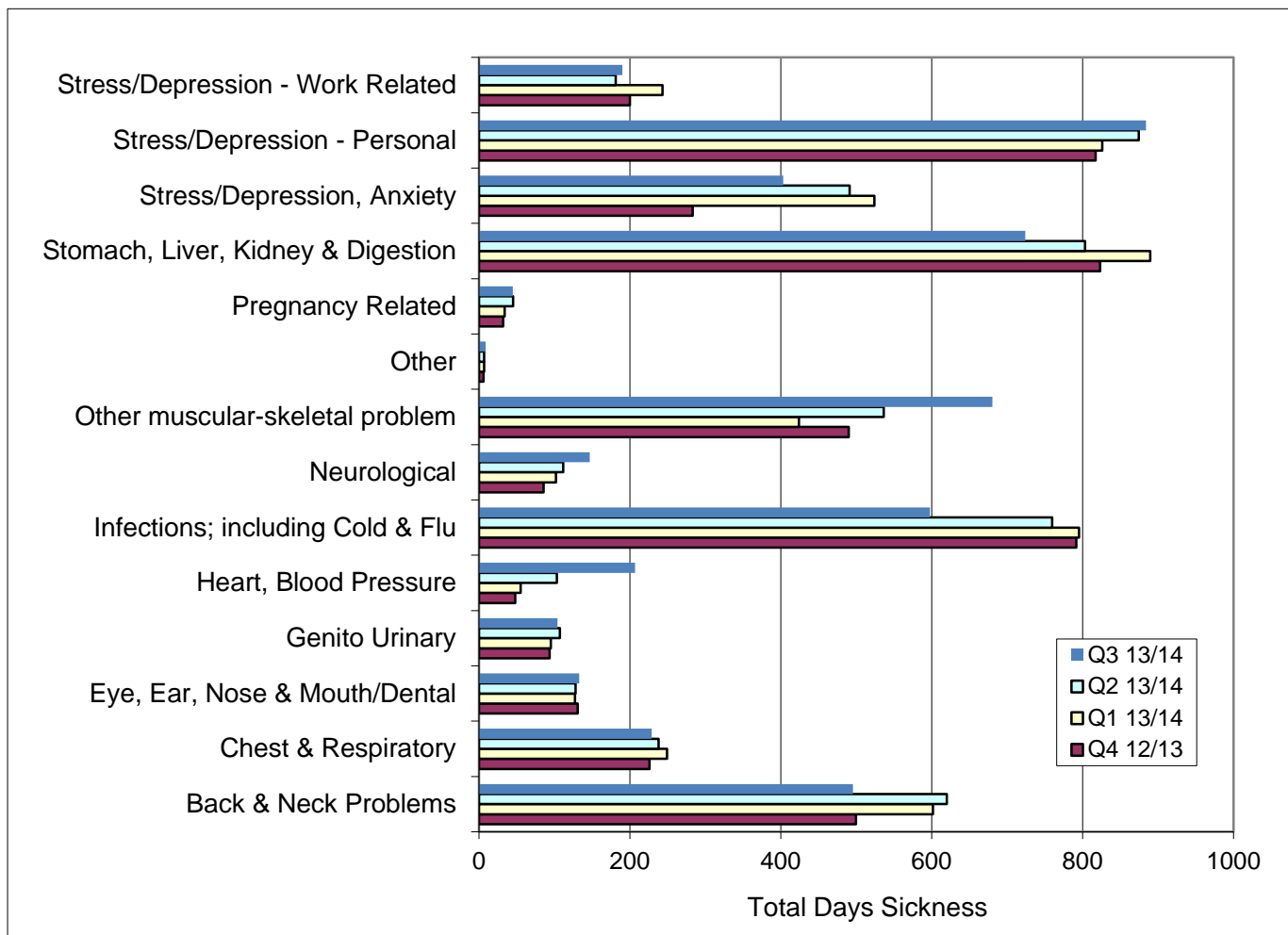
Latest Comment:
The highest combined short term and long term sickness absence reason has remained stress, depression for personal reasons.

All Sickness by Absence Reason					
Reason Summary	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14
Stress/Depression - Personal	22.3%	18.0%	16.6%	17.5%	18.2%
Stress - cause unknown	4.7%	6.3%	10.6%	9.8%	8.3%
Back & Neck Problems	9.1%	11.0%	12.1%	12.4%	10.3%
Other musculo-skeletal problem	12.5%	10.8%	8.5%	10.7%	14.1%
Stress/Depression - Work Related	4.3%	4.4%	4.9%	3.6%	3.9%
Stomach, Liver, Kidney & Digestion	16.7%	18.2%	17.9%	16.1%	15.0%
Genito Urinary; inc Menstrual Problems	2.3%	2.1%	1.9%	2.1%	2.1%
Heart, Blood Pressure & Circulation	1.2%	1.1%	1.1%	2.0%	4.3%
Infections; including Cold & Flu	16.3%	17.5%	16.0%	15.2%	12.3%
Chest & Respiratory; incl. Chest Infection	4.3%	5.0%	5.0%	4.8%	4.7%
Eye, Ear, Nose & Mouth/Dental	2.8%	2.9%	2.6%	2.6%	2.7%
Neurological; inc Headaches & Migraine	1.8%	1.9%	2.0%	2.2%	3.0%
Pregnancy Related	0.7%	0.7%	0.7%	0.9%	0.9%
Other	1.0%	0.1%	0.1%	0.1%	0.2%

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 September 2013. By way of a comparison the figures for the twelve month period ending 30 June and 31 March 2013 and 31 December 2012 have also been included. The total number of days available per member of staff does not take account of public holidays or annual leave entitlement.
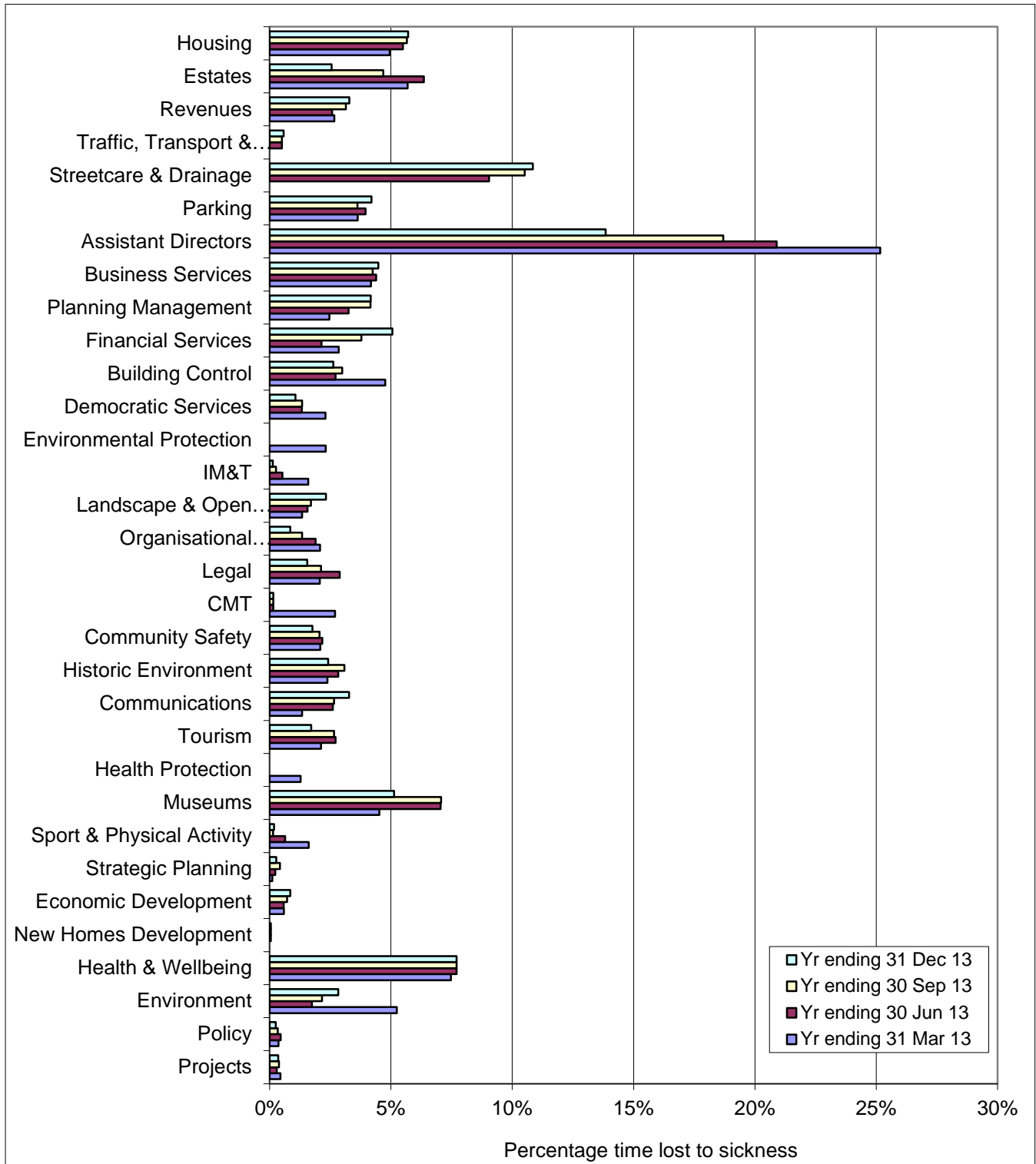
The following chart gives details of the total number of sickness days by team for the 12 month period ending 31 December 2013. By way of a comparison the figures for the twelve month period ending 30 September, 30 June and 31 March 2013 have also been included.
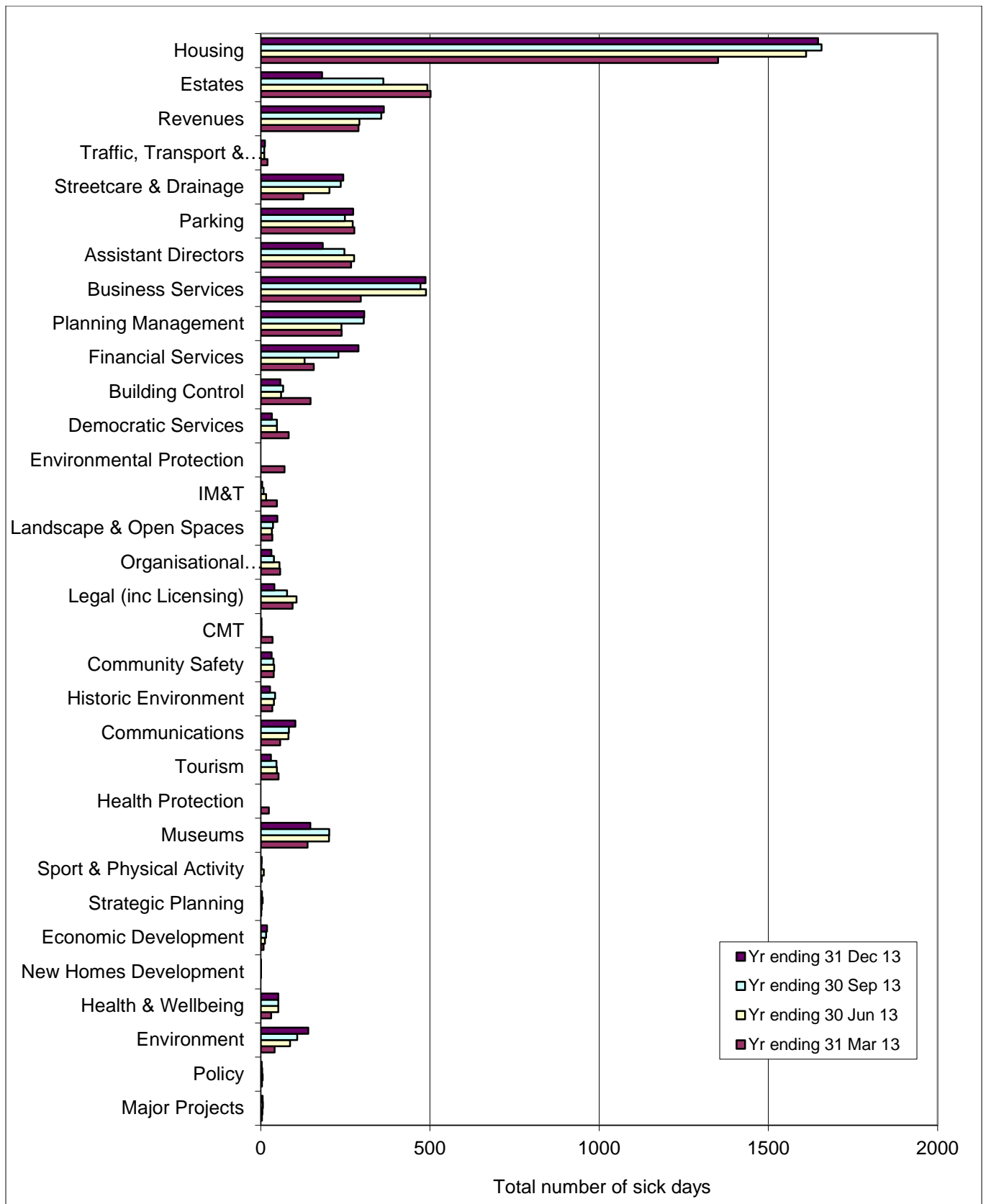
Percentage of completed appraisals by Team

This chart shows the percentage of appraisals completed as at 31 December in 2013 compared those completed in 2012. The next round of appraisals is from January 2014 and completion rates will be reported to the next Personnel Committee.