

PERSONNEL COMMITTEE

7 MARCH 2016

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – THIRD
QUARTER 2015/16

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER278](#) – Organisational Development Performance Monitoring Second Quarter
2015/16 – 23 November 2015

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 2015/16 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.

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7 MARCH 2016

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – THIRD QUARTER 2015/16

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1. Introduction

1.1 This report sets out performance information for the human resources of the Council for the third quarter of 2015/16 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, 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. The data for these charts and graphs has been extracted from the Council's Selima HR system.

2.3 Annual staff appraisals for 2016/17 are now underway and data relating to the completion of these by team will be included in the next performance monitoring report.

3. Staff Sickness

3.1 Staff sickness continues to be monitored very closely with detailed reports made available to managers after the end of each month. Further high level reports are presented to Corporate Management Team on a monthly basis and Performance Management Team quarterly.

3.2 Significantly, the average number of days sickness taken during the 12 month period 1 January 2015 to 31 December 2015 is now at its lowest for a number of years. At an average of 6.39 days per member of staff, this is the lowest figure for the Council for over five years.

3.3 The Local Government Association (LGA) continues to collect quarterly data for a small number of performance indicators, including sickness absence

from authorities on a voluntary basis. The LGA has now most recently published data relating to the second quarter of 2015/16.

- 3.4 Provisional data is given for Winchester for quarter three of 2015/16 and has only recently been submitted to the LGA. Release of the data for this period for the other contributing authorities is expected later in March.
- 3.5 The table below provides a comparison of the quarterly data for Winchester and all English district local authorities, where the data has been submitted to the LGA.

Overall sickness absence (per FTE – excluding schools)				
	Winchester	Minimum for all English district Local Authorities	Average for all English district Local Authorities	Maximum for all English district Local Authorities
2014/15 Q2	1.7	0.7	2.0	3.6
2014/15 Q3	2.0	1.0	2.2	3.8
2014/15 Q4	2.4	0.9	2.4	14.0
2015/16 Q1	1.4	0.3	1.8	4.3
2015/16 Q2	1.6	0.6	1.9	8.5
2015/16 Q3	1.5	n/a	n/a	n/a

- 3.6 The most recently published data (period Q2 2015/16) shows that Winchester continues to have a lower sickness absence rate per fte than the average of the seventy district local authorities who have submitted their data for the same period which reflects the ongoing work of the Organisational Development Team to reduce the sickness levels at the Council.
- 3.7 The Committee requested at its November meeting that comparator information be provided with other major employers in Winchester, such as the Police and Hampshire County Council.
- 3.8 Following a request to the relevant organisations in Winchester it has not been possible to obtain this information. Efforts will continue to try and get this comparator information which hopefully can be presented at a future Committee meeting.
- 3.9 The Committee also requested that information showing the average number of days sickness per person per rolling year, excluding staff that had in excess of 20 days be added to the chart PER009. This additional information can be found on page 12 of Appendix 1 of the Report.

4. Staff Turnover

- 4.1 At the November meeting of this Committee, members requested that further information be provided on the reasons why staff had left the employment of

the Council, broken down between full-time and part-time staff and how the residual workload was managed by remaining staff until the vacancy was filled (minute 2, Personnel Committee, 23 November 2015 refers).

- 4.2 The table below provides an analysis of the reasons why staff had left the Council during the period 1 January 2015 to 31 December 2015, broken down between full time and part time staff. The total number of leavers during this period was 102.
- 4.3 The table shows that thirteen leavers were as a result of their temporary or fixed term contract coming to an end during the period. These contracts included cover for staff on maternity leave and positions providing temporary support in the Business Support Team, Tourism and Economy and Arts.
- 4.4 The two staff that left the Council due to a TUPE transfer worked in the Fraud Investigation Team and transferred to the Single Fraud Investigation Service at the Department of Work and Pensions (DWP) on 1 July 2015.
- 4.5 Of the twenty three staff who left the Council due to compulsory redundancy, twenty staff worked within Housing Services and three within the Communications Teams. These compulsory redundancies were approved by this Committee; reports PER264, 2 February 2015 and PER255, 6 October 2014 refer.

Reason for Leaving	No. full-time staff	No. part-time staff	Total
Death in Service	1		1
Dismissal	2		2
End of temporary/fixed term contract	5	8	13
Probation – unsatisfactory	1		1
Redundancy – Compulsory	10	13	23
Resignation – Childcare / Maternity	1		1
Resignation – Further Education		2	2
Resignation – Ill Health	1		1
Resignation – Moving out of Area	4		4
Resignation – Personal Reasons	6	2	8
Resignation – Private Sector App.t	6	4	10
Resignation – Public Sector Appt.	16	2	18
Resignation – Personal Reasons	7		7
Retirement – Early with WCC Consent		1	1
Retirement – Ill Health		1	1
Retirement – Normal/State Pension Age	2	3	5
Retirement – Voluntary Age 55+	2		2
TUPE Transfer	2		2
Grand Total	66	36	102

- 4.6 The residual workload between the time that someone leaves and the time a replacement starts is handled by Managers in a variety of ways, by initially prioritising and re-distributing work for example and in the event of ongoing difficulties with workload part-time staff can be asked if they wish to increase

their hours on a temporary basis, secondment opportunities are offered for staff with the required skill set through 1 Team and also the use of temporary staff.

OTHER CONSIDERATIONS:

5. COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

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

6. RESOURCE IMPLICATIONS:

6.1 Contained in the detail of the report.

7. RISK MANAGEMENT ISSUES

7.1 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:

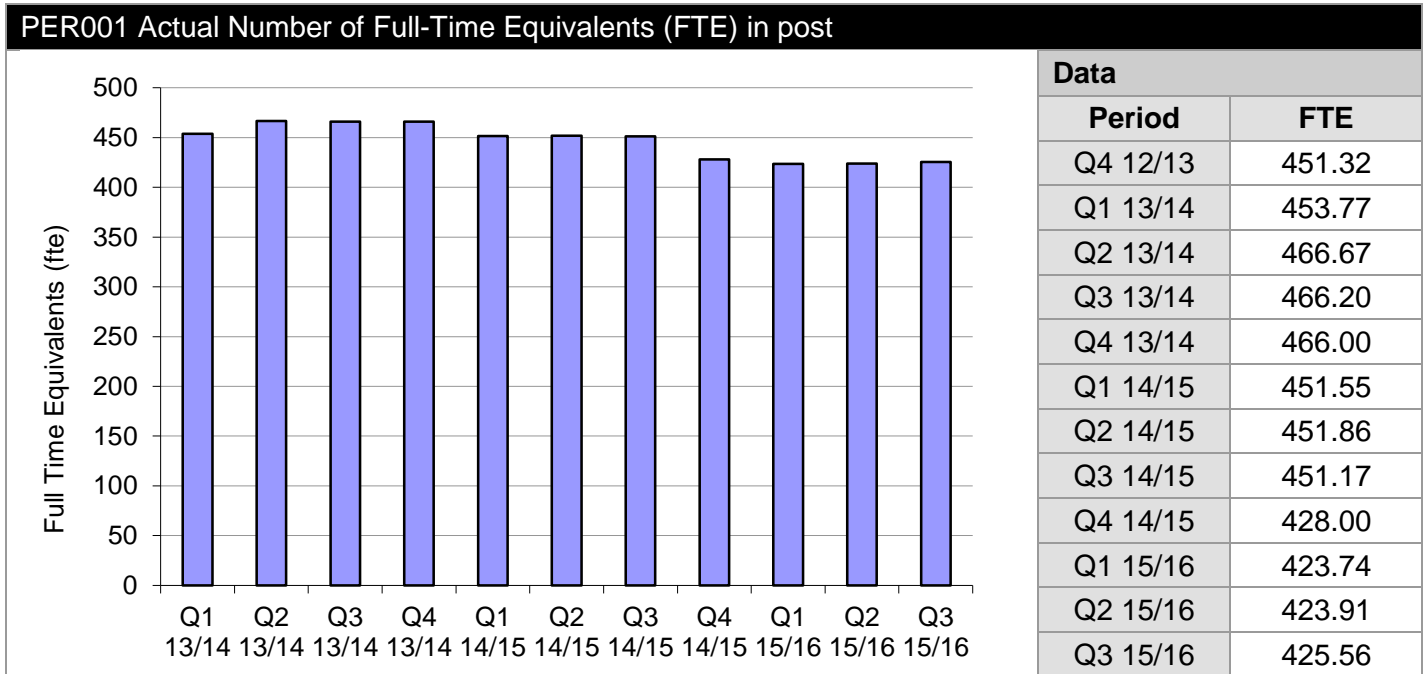
Performance data held within the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators.

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q3 2015/16 update

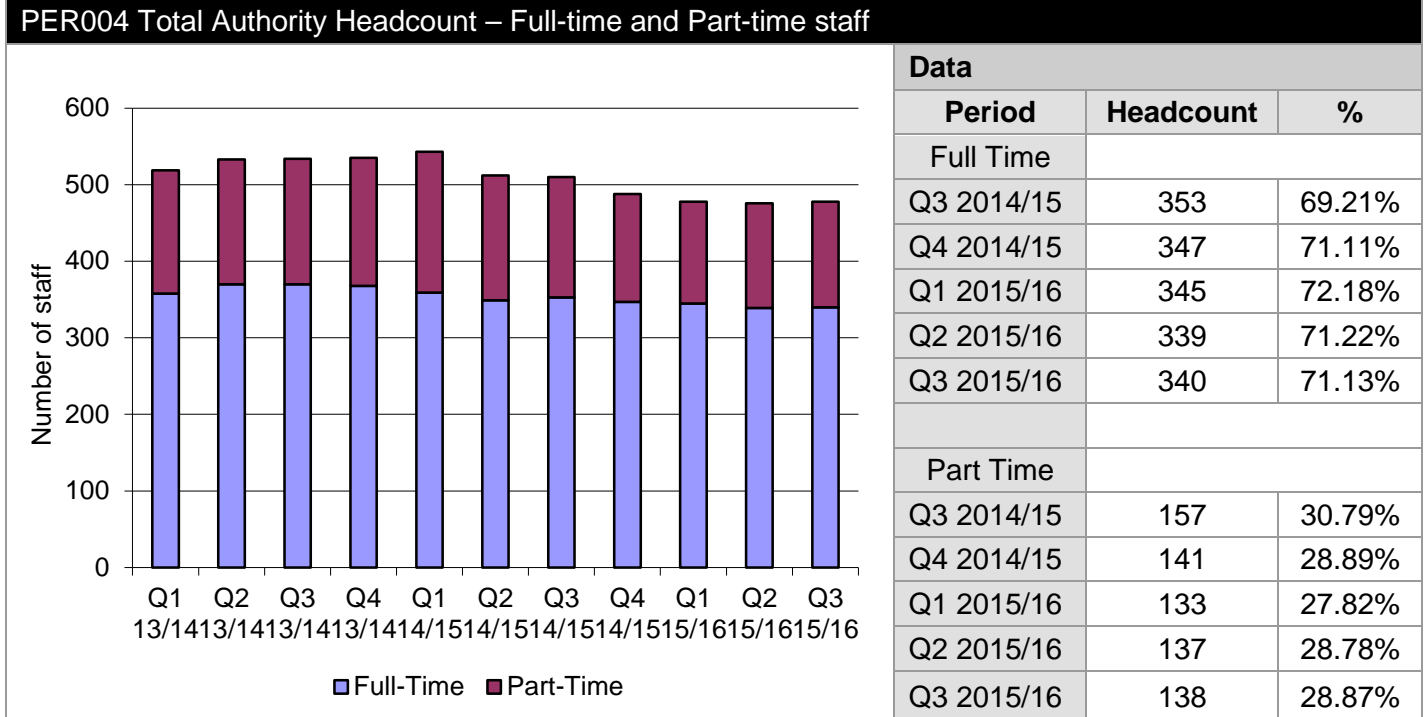
Establishment Indicators**Latest Comments -**

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 quarterly number of full time equivalents (fte) in post has increased very slightly during the three months by 1.65 fte.

The continuing focus on budgets and the need to make savings where possible has resulted in vacant posts being reviewed on an individual post basis before being recruited to.

Where possible vacant posts will be held with the 1team process applied to all posts ensuring that internal resources are fully utilised.

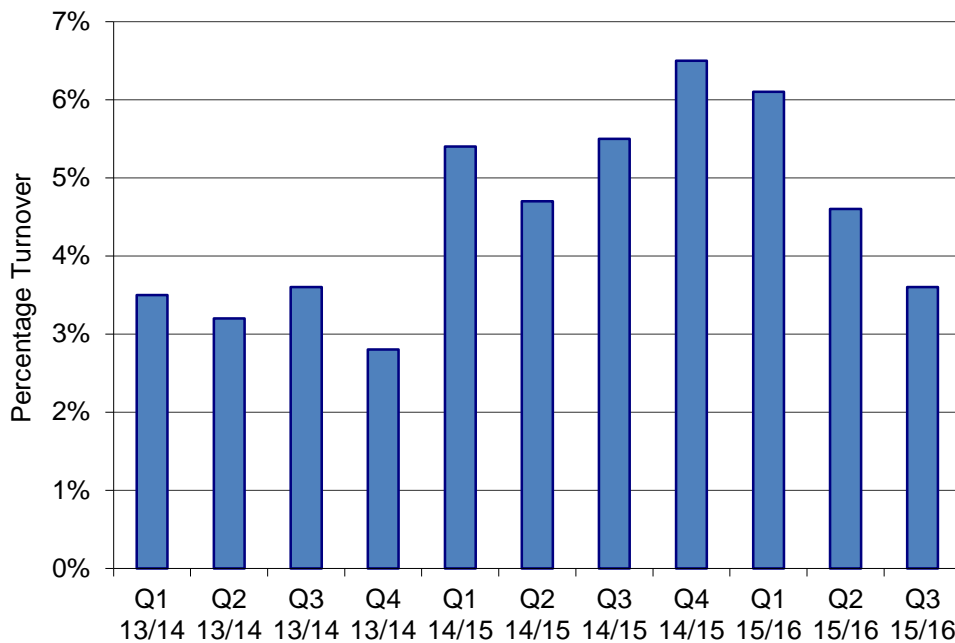


Latest Comments –

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 (30 June, 30 September and 31 December and 31 March).

The total headcount at the end of quarter three was 478 which shows a net increase of 2 when compared to the previous quarter.

This is a result of the staff appointments in the Revenues Team, Housing Services, Built Environment, Legal and Democratic Services, Communications, IM&T, Business Management, Estates, and Economy & Communities.

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time & Part Time – Quarterly)**Data**

Period	Turnover
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%
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%
Q1 2015/16	6.10%
Q2 2015/16	4.60%
Q3 2015/16	3.60%

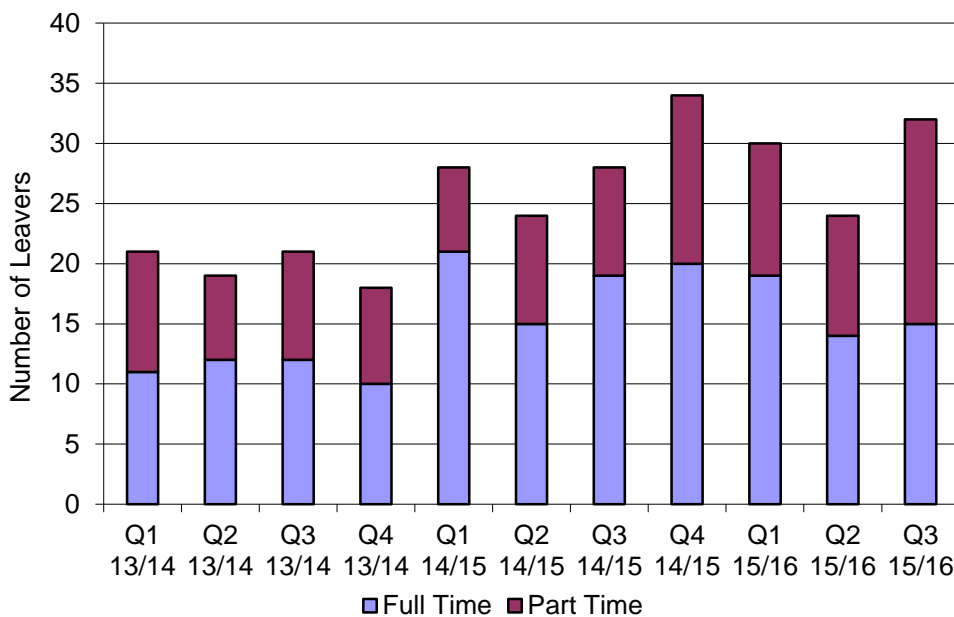
Latest Comments –

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 three was 32 compared to 24 for quarter two of 2015/16. More detail on the numbers of leavers is included in 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 other issues within the organisation.

PER003 Number of Actual Leavers (Quarterly)



Data

Period	No. Leavers
Full Time	
Q3 2014/15	19
Q4 2014/15	20
Q1 2015/16	19
Q2 2015/16	14
Q3 2015/16	15
Part Time	
Q3 2014/15	9
Q4 2014/15	14
Q1 2015/16	11
Q2 2015/16	10
Q3 2015/16	17

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.

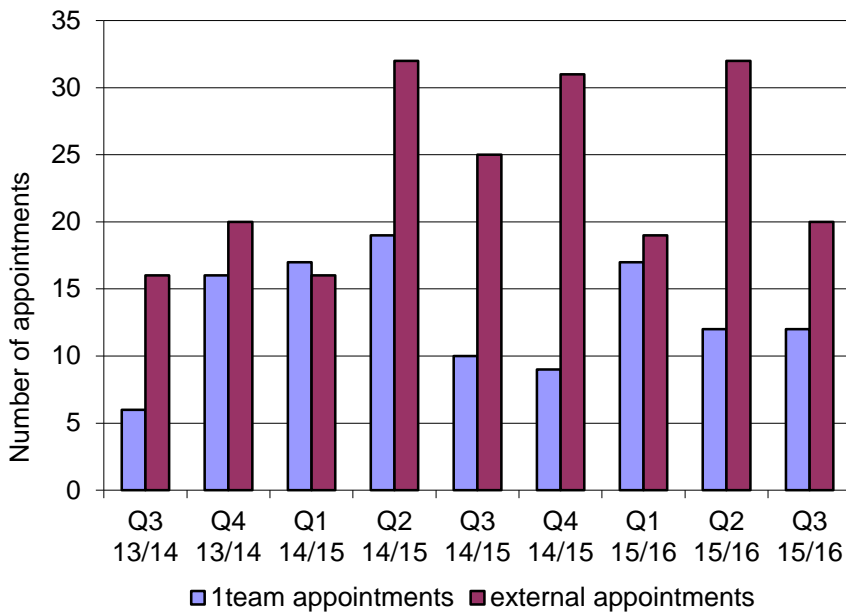
The number of leavers in the period October to December (Q3 2015/16) included 3 from Communications, 4 from Economic and Communities, 3 from Built Environment, 1 from IM&T, 1 from Legal and Democratic, 1 from Housing Services, 2 from Business Management and 2 from Revenues.

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 for example reasons for leaving.

A detailed analysis of the reasons for staff leaving during the period 1 January 2015 and 31 December 2015 is given in paragraph 4 of the main body of the Report.

PER007 Analysis of appointments to vacant posts (Quarterly)



Data		
Period	1team app't	External app't
Q1 2013/14	16	14
Q2 2013/14	11	36
Q3 2013/14	6	16
Q4 2013/14	16	20
Q1 2014/15	17	16
Q2 2014/15	19	32
Q3 2014/15	10	25
Q4 2014/15	9	31
Q1 2015/16	17	19
Q2 2015/16	12	32
Q3 2015/16	12	20

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 candidate.

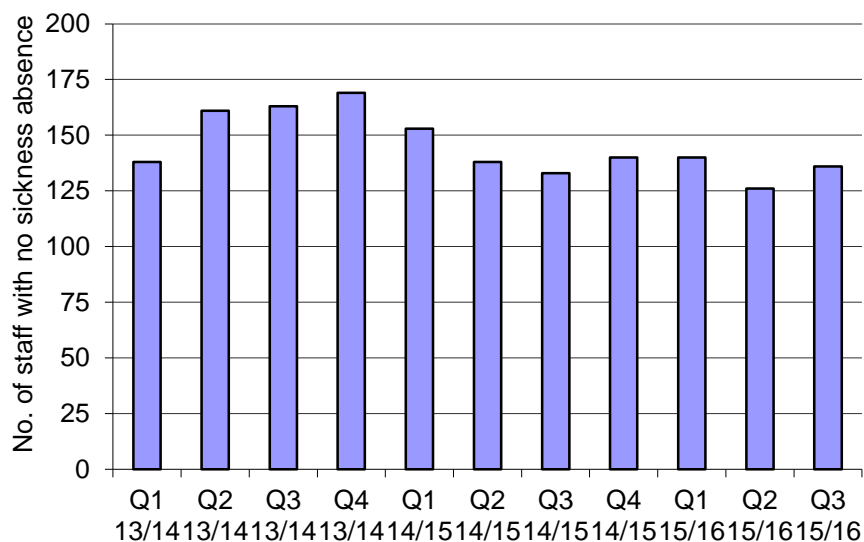
The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 an average 36% of vacant posts have been filled using internal candidates following the 1team process. 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 as a result of the recruitment and vacancy management process.

The total number of external appointments made during quarter one includes appointments to Built Environment, Communications, Revenues, Business Management, Economy & Communities, Estates, Legal & Democratic, IM&T, and Housing Services.

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

Attendance and Sickness Indicators

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



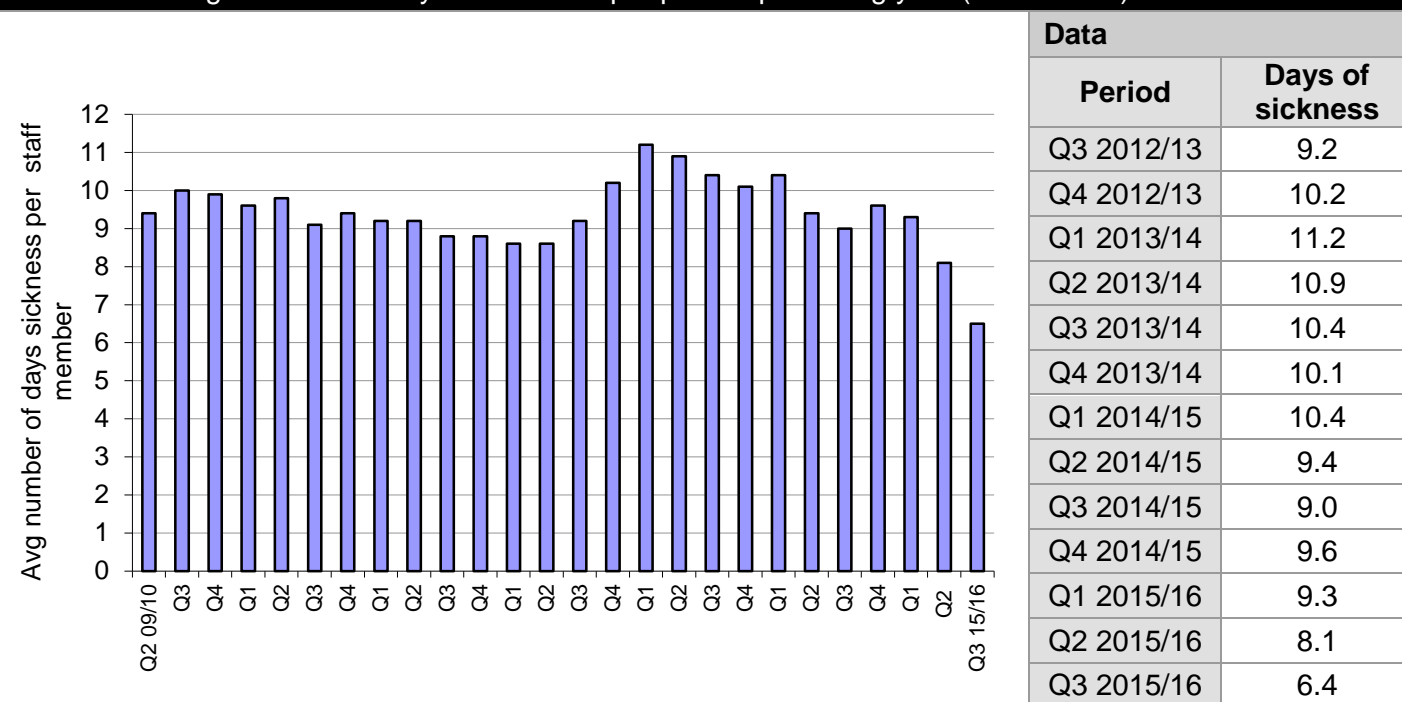
Data

Period	No. of staff	% of headcount
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%
Q4 2013/14	169	31.9%
Q1 2014/15	153	29.9%
Q2 2014/15	138	27.0%
Q3 2014/15	133	26.0%
Q4 2014/15	140	25.0%
Q1 2015/16	140	29.5%
Q2 2015/16	126	26.5%
Q3 2015/16	136	28.4%

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 (30 June, 30 September, 31 December and 31 March).

There has been a small reduction in the number of staff who have not taken any sickness in the twelve month period when compared to the previous period.

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



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).

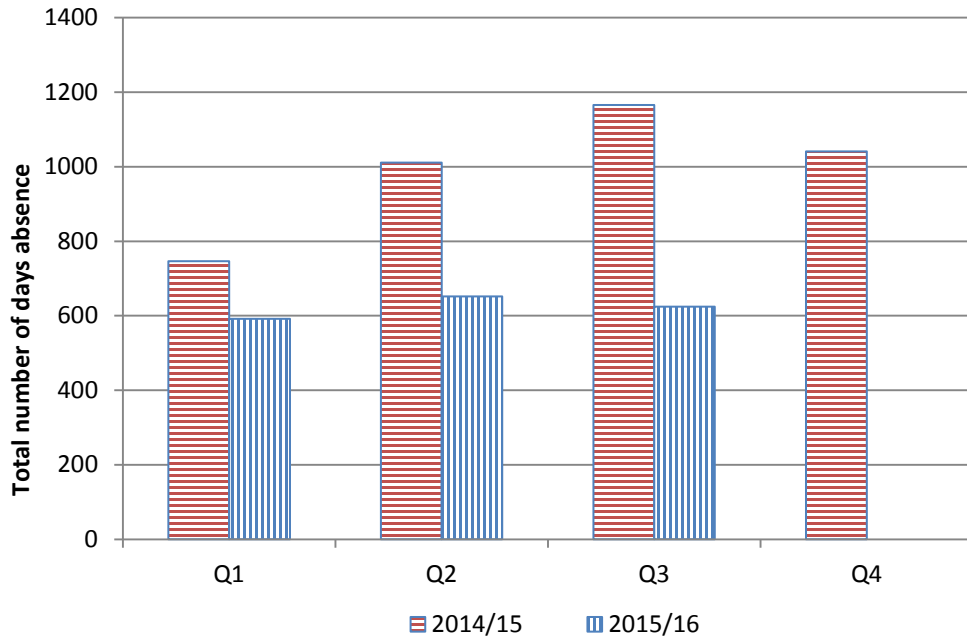
The sickness absence figure for the twelve month period ending 31 December 2015 (Q3 2015/16) is 6.4 days sickness per member of staff which is a decrease of 1.7 days when compared to the previous period.

At its November meeting, the Committee requested that additional information on the average number of days sickness per person per rolling year excluding staff that had in excess of 20 days sickness per annum.

The total number of days where the sickness exceeded 20 days per member of staff during the period 1 January 2015 and 31 December 2015 was 944.03 days. This sickness was taken by 27 staff (21 full-time and 6 part-time) with a full-time equivalent (fte) of 24.72.

The average sickness per member of staff, excluding staff with over 20 days sickness is 4.44 days for the period 1 January 2015 to 31 December 2015.

PER0011 Total Number of Days of Sickness absence – per quarter



Data	
Period	No. Days sickness
Q4 2013/14	995
Q1 2014/15	746
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592
Q2 2015/16	652
Q3 2015/16	624

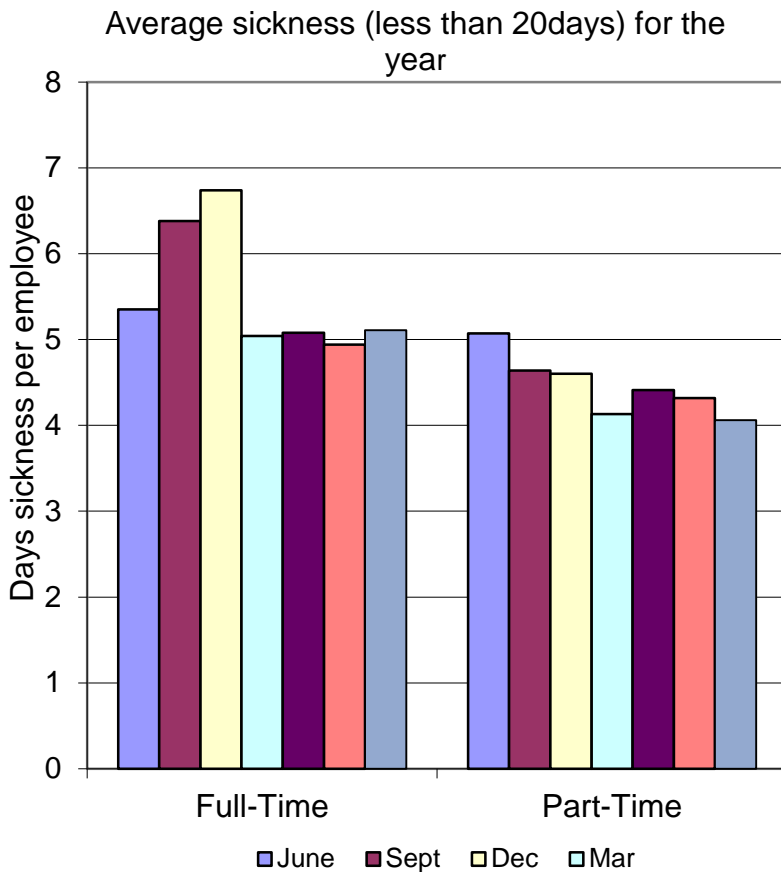
Latest Comments – This chart presents the total number of days taken as sickness absence by staff in each three month period (quarter) and was requested at the June 2015 meeting of the Committee.

The data at this level is only available on a quarterly basis going back to 1 January 2014.

Generally the number of days taken as sickness will increase during the winter months when staff are more likely to take absence due to colds, flu and infections and then fall during the spring and summer months.

However, when comparing like for like quarterly periods, the trend is downwards showing a reduction of 542 days taken as sickness absence during Q3 2015/16 when compared to Q3 2014/15.

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		
31 Mar	5.04	211
30 Jun	5.08	210
30 Sept	4.94	219
31 Dec	5.11	216
Part-Time		
Yr ending		
31 Mar	4.13	86
30 Jun	4.41	80
30 Sept	4.32	84
31 Dec	4.06	89
Combined		
Yr ending		
31 Mar	4.78	297
30 Jun	4.89	290
30 Sept	4.77	303
31 Dec	4.80	305

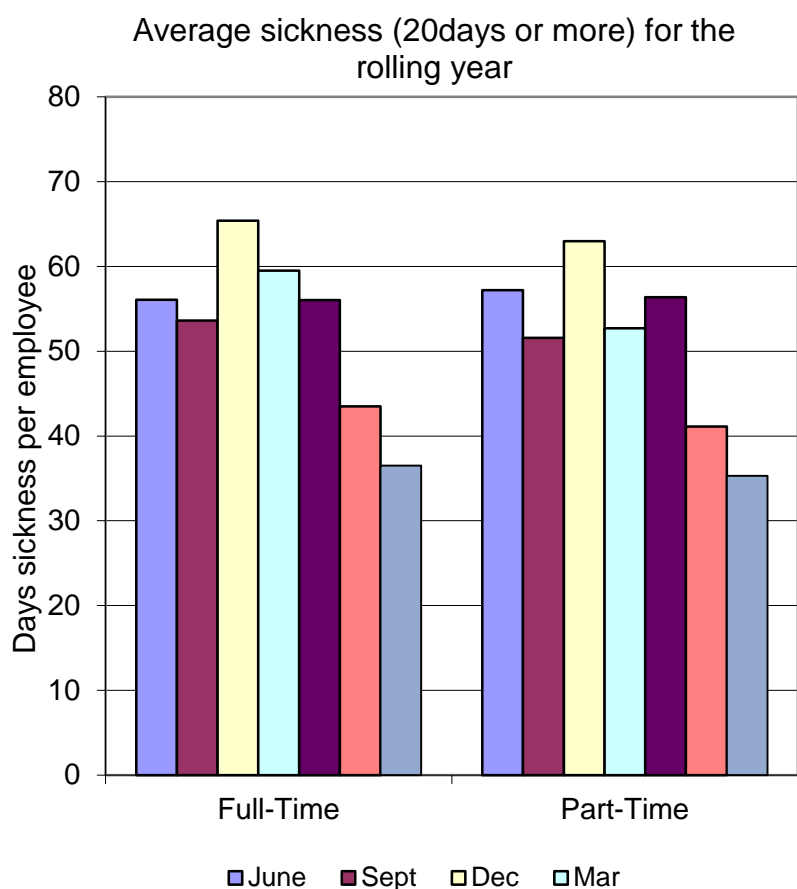
Latest Comments –

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 March, 30 June, 30 September and 31 December. 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 2015, 89 part-time and 216 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 1,465 days (1,104 days by full-time staff and 361 days by part-time staff). Please also refer to page 5 showing the total number of staff split between full time and part time.

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		
31 Mar	59.51	35
30 Jun	56.03	35
30 Sept	43.51	35
31 Dec	36.51	27
Part-Time		
Yr ending		
31 Mar	52.72	12
30 Jun	56.36	10
30 Sept	41.13	11
31 Dec	35.32	8
Combined		
Yr ending		
31 Mar	57.78	47
30 Jun	56.10	45
30 Sept	42.94	46
31 Dec	36.24	35

Latest Comments –

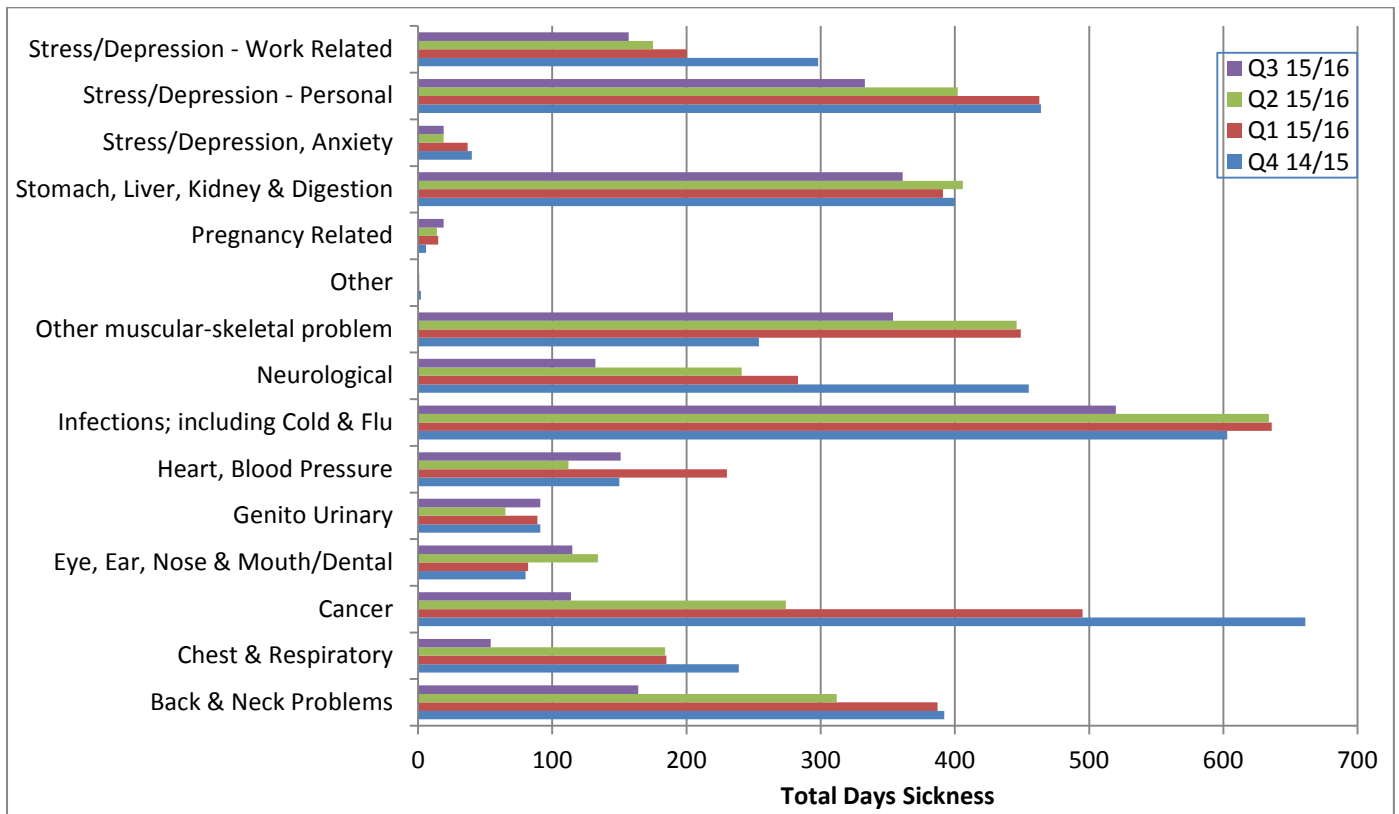
This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 30 June, 31 March, 31 December and 30 September. The data is further analysed between full-time and part-time staff.

For the year ending 31 December 2015, 8 part-time and 27 full-time staff each took 20 days or more sickness in the period.

The total number of days taken as sickness, where the total was 20 days or more per employee was 1,268 days (986 by full-time staff and 283 by part-time staff).

The average length of sickness for the year ending 31 December 2015 for both part-time and full-time staff, where the total was 20 days or more is 36.24 days.

Analysis of Sickness Absence by Reason (12 month rolling year)



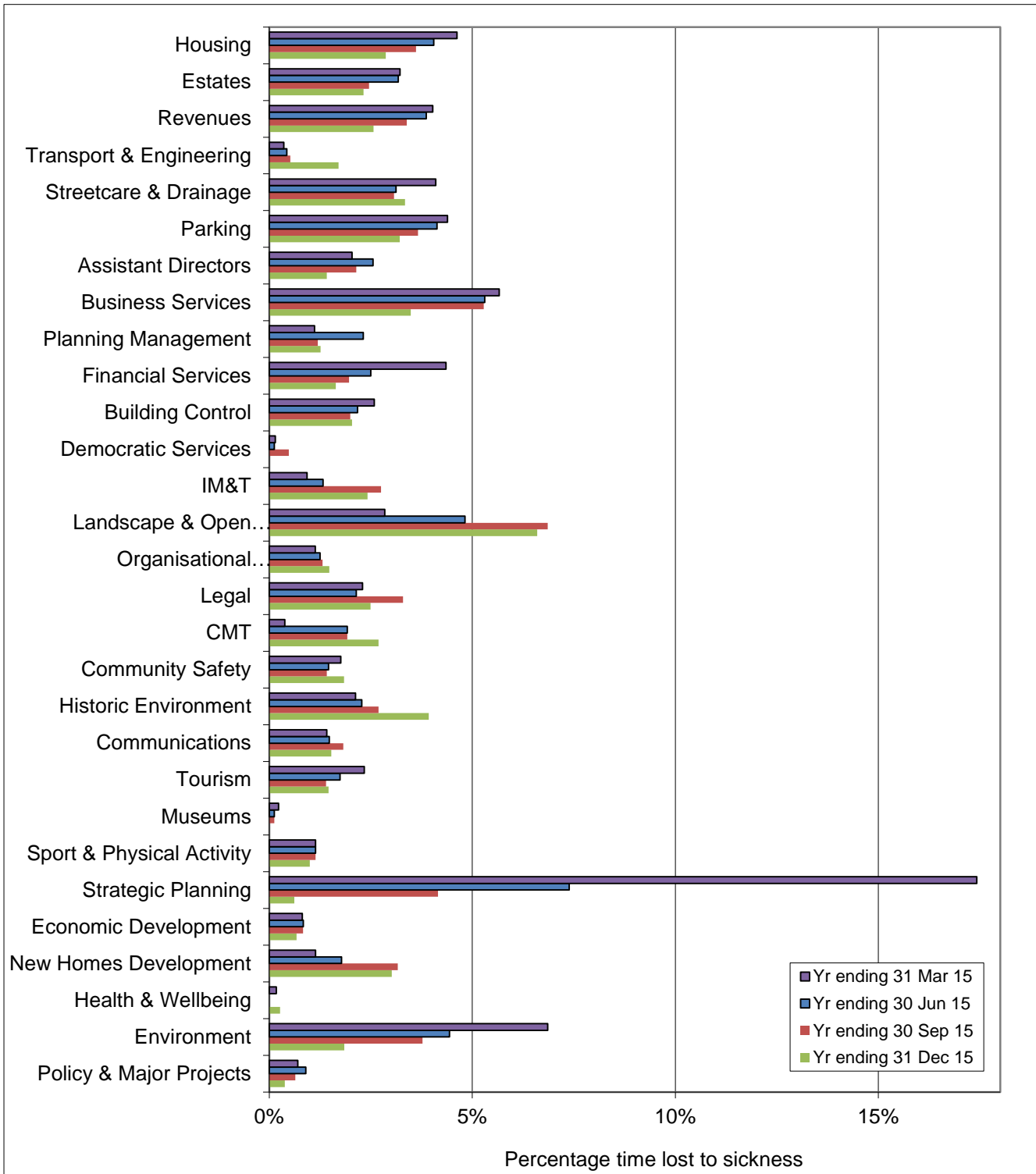
Latest Comment:

The reason for the highest combined of short term and long term sickness absence has in the past been stress and depression for personal reasons. Through regular monitoring of sickness absence and effective case management it was identified that a number of staff were undergoing treatment for cancer. This has led to the creation of a specific absence category being added to the system to record this type of absence. This allows Human Resources to ensure that appropriate support is available to the individual and colleagues. It should be noted that in these cases they can be shown in both long and short term absence where the Council facilitates the continued working alongside treatment following medical advice and any appropriate adjustments that are required.

All Sickness by Absence Reason (Days)					
Reason Summary	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Back & Neck Problems	213	392	387	312	236
Cancer	703	661	495	274	49
Chest & Respiratory; incl. Chest Infection	303	239	185	184	129
Eye, Ear, Nose & Mouth/Dental	100	80	82	134	109
Genito Urinary; inc Menstrual Problems	134	91	89	65	76
Heart, Blood Pressure & Circulation	98	150	230	112	158
Infections; including Cold & Flu	535	603	636	634	567
Neurological; inc Headaches & Migraine	212	455	283	241	137
Other musculo-skeletal problem	468	254	449	446	396
Other	3	2	1	1	0
Pregnancy Related	5	6	15	14	23
Stomach, Liver, Kidney & Digestion	366	400	391	406	375
Stress - cause unknown	41	40	37	19	24
Stress/Depression - Personal	615	464	463	402	293
Stress/Depression - Work Related	283	298	200	175	164

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 31 December 2015. By way of a comparison the figures for the twelve month period ending 30 September 2015, 30 June 2015 and 31 March 2015 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 2015. By way of a comparison the figures for the twelve month period ending 30 September, 30 June 2015 and 31 March 2015 have also been included.

