REPORT TITLE: ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – SECOND QUARTER 2016/17

PERSONNEL COMMITTEE

16 JANUARY 2017

PORTFOLIO HOLDER: CLLR BYRNES – (PORTFOLIO HOLDER FOR TRANSPORT AND PROFESSIONAL SERVICES)

REPORT OF ASSISTANT DIRECTOR (ORGANISATIONAL & SERVICE DEVELOPMENT)

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WARDS: GENERAL

PURPOSE:

This report sets out a range of performance information relating to the human resources of the Council. This includes an update covering the second quarter of 2016/17 against performance indicators for sickness absence, staff turnover and the Council's staff establishment.

RECOMMENDATION:

That any issues arising from the performance information included in the report be raised with the Portfolio Holder and consideration be given to whether any items of significance need to be drawn to the attention of Cabinet.

IMPLICATIONS:

1. COMMUNITY STRATEGY OUTCOME

1.1 The need to manage and monitor the staff resources at the Council is essential in delivering front line services to the residents of the District and achieving the outcomes as set out in the Community Strategy.

2. FINANCIAL IMPLICATIONS

2.1 There are no direct financial implications arising from this report.

3. LEGAL AND PROCUREMENT IMPLICATIONS

3.1 None.

4. WORKFORCE IMPLICATIONS

4.1 This report presents monitoring data relating to the workforce of the Council including sickness absence, staff turnover and numbers of new starters and leavers. Increased or excessive staff sickness can have an impact on the Council to be able to deliver effectively front line services and deliver the projects and actions that are included in Portfolio Plans.

4.2 High staff turnover within the Council can lead to increased costs arising from the employment of agency staff used to cover vacancies and the cost of recruitment.

5. PROPERTY AND ASSET IMPLICATIONS

5.1 None.

6. CONSULTATION AND EQUALITY IMPACT ASSESSMENT

6.1 None.

7. RISK MANAGEMENT

| Risk	Mitigation	Opportunities
Property		
Community Support		
Timescales		
Project capacity		
Financial / VfM	Regular monitoring of staffing costs ensures that actual expenditure is kept within budget.	
Legal		
Innovation		
Reputation		
Other		

8.   SUPPORTING INFORMATON:

Introduction

8.1   This report sets out performance information for the human resources of the Council for the second quarter of 2016/17 by way of a range of key performance indicators.

8.2   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.

9.   Performance Indicators

9.1   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.

9.2   Charts are included in the Appendix that provide a detailed analysis of sickness absence broken down by long-term (more than 20 days) and short-term (less than 20 days) sickness. This data is further analysed between part-time and full-time staff.

9.3   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.

10.   Staff Sickness

10.1   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.

10.2   The staff sickness during the 12 month period ending 30 September 2016 continues to show that the reason for the highest number of days absence is stress and depression. The Council continues to provide support through the Counselling Service and signposting to other support groups as appropriate.

10.3   The following chart provides an analysis of the reasons for sickness taken during the 12 month period to 30 September 2016. Further information and a comparison with previous reporting periods are included on page 16 of Appendix 1.

All sickness by absence reason (days)
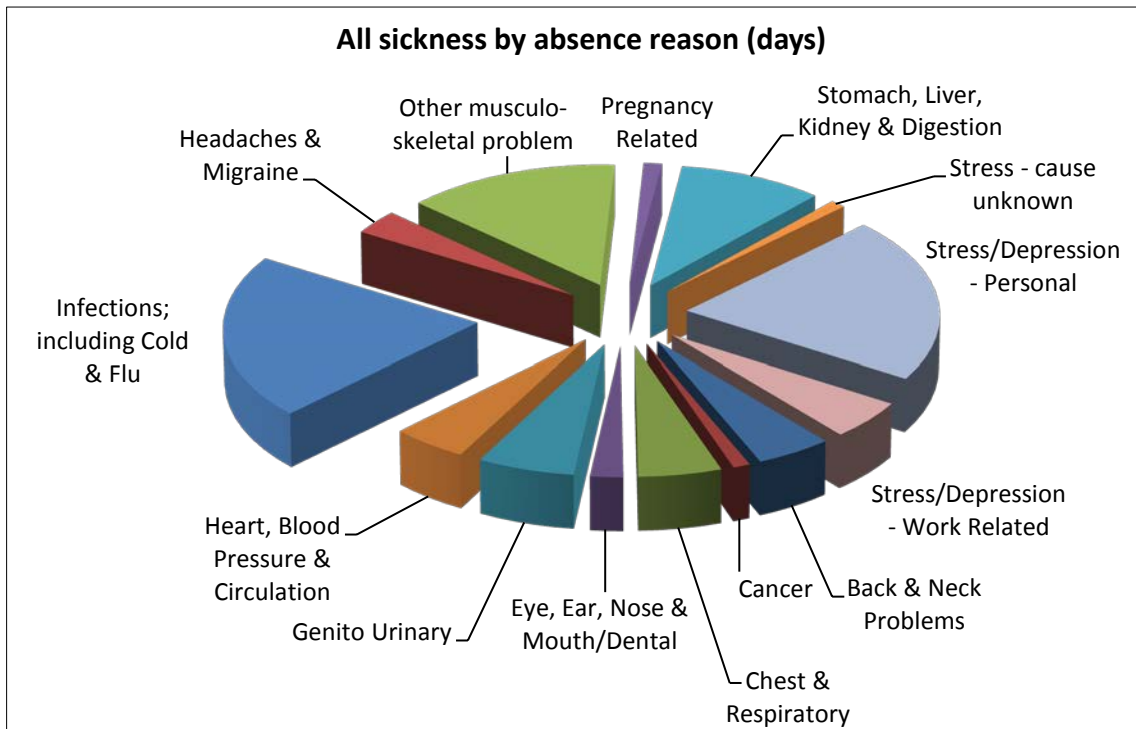
10.4 The Local Government Association (LGA) continues to collect quarterly data for a small number of performance indicators, including sickness absence from authorities on a voluntary basis. The most recent data published by the LGA relates to the first quarter of 2016/17.

10.5 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) - quarterly
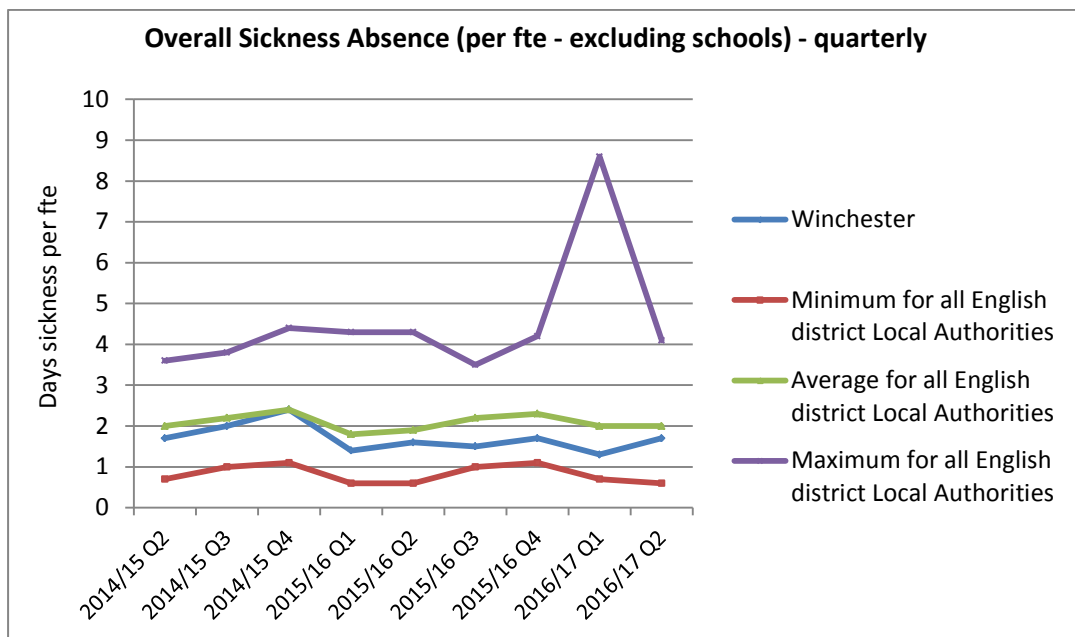
10.6 The data (period Q2 2016/17) shows that Winchester continues to have a lower sickness absence rate (1.7 days per fte) than the average (2 days per

fte) of all the local authorities who have submitted their data for the same period which reflects the ongoing work of the Organisational Development Team and Managers to reduce the sickness levels at the Council.

11.   OTHER OPTIONS CONSIDERED AND REJECTED:

11.1   Not required.

BACKGROUND DOCUMENTS

Previous Committee Reports:-

PER290   Organisational Development First Quarter Performance Monitoring
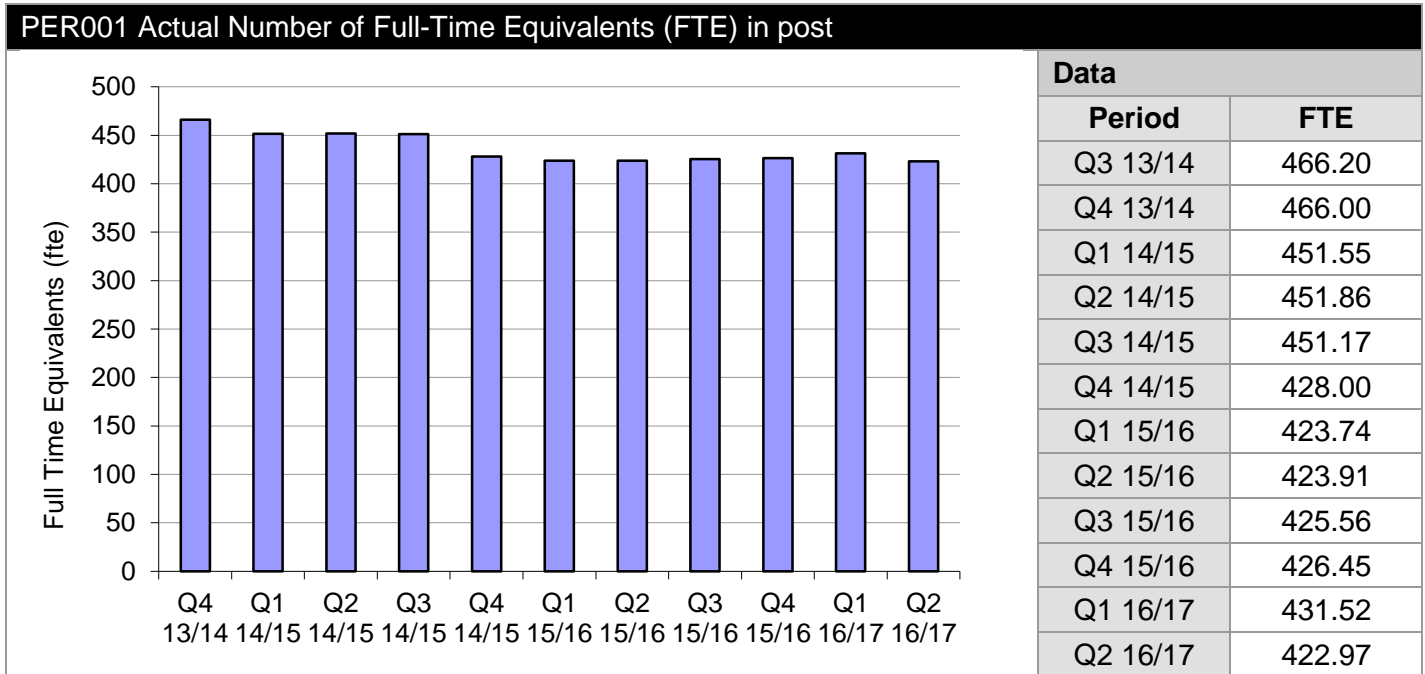
Other Background Documents:-

None.

APPENDICES:

Appendix 1   Organisational Development Performance Report.

PERSONNEL COMMITTEE
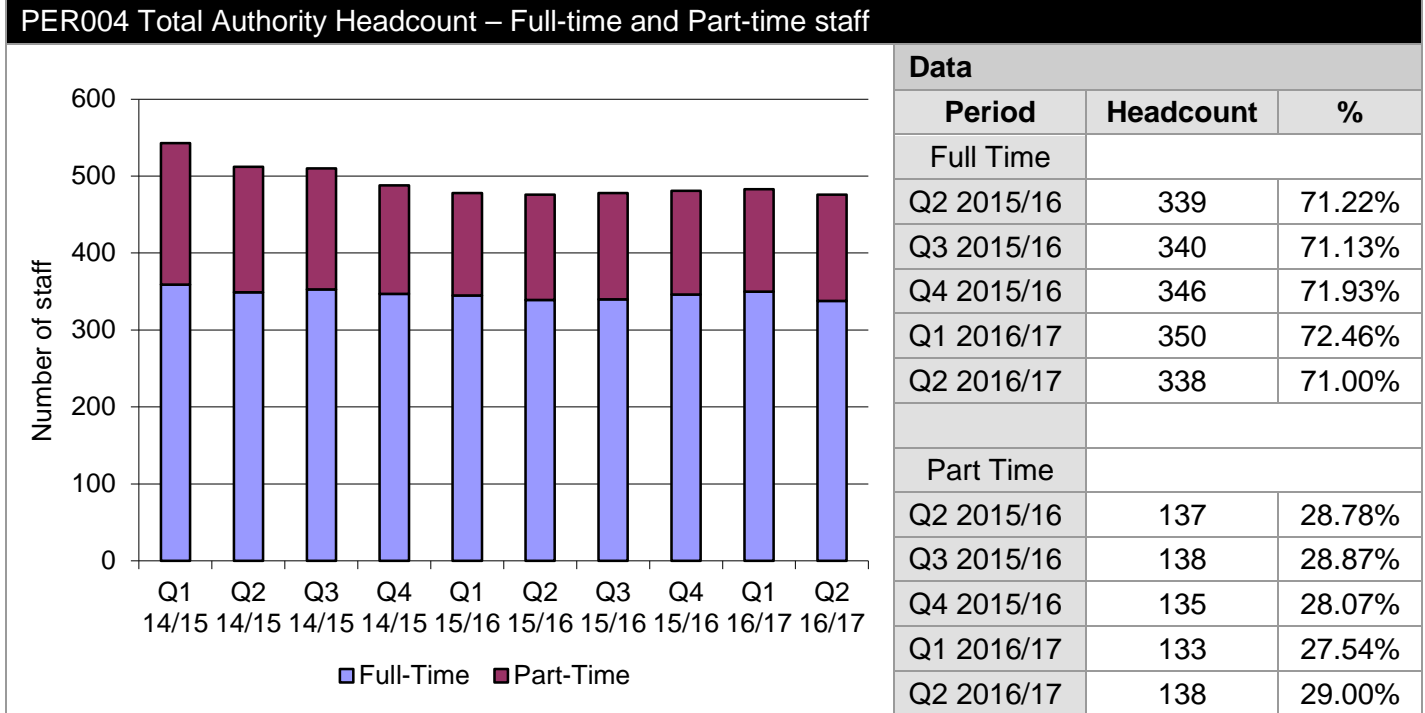
Quarterly Performance Monitoring – Q2 2016/17 update

Establishment Indicators

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

Data	
Period	**FTE**
Q3 13/14	466.20
Q4 13/14	466.00
Q1 14/15	451.55
Q2 14/15	451.86
Q3 14/15	451.17
Q4 14/15	428.00
Q1 15/16	423.74
Q2 15/16	423.91
Q3 15/16	425.56
Q4 15/16	426.45
Q1 16/17	431.52
Q2 16/17	422.97

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 during the three months by 8.55fte and will fluctuate both up and down due to the needs of the Council.

The continuing focus on budgets and the need to manage staff costs within budget 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.

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

Data		
Period	**Headcount**	**%**
Full Time		
Q2 2015/16	339	71.22%
Q3 2015/16	340	71.13%
Q4 2015/16	346	71.93%
Q1 2016/17	350	72.46%
Q2 2016/17	338	71.00%
Part Time		
Q2 2015/16	137	28.78%
Q3 2015/16	138	28.87%
Q4 2015/16	135	28.07%
Q1 2016/17	133	27.54%
Q2 2016/17	138	29.00%

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 two was 476 which shows a net decrease of 7 when compared to the previous quarter.

This is a net result of the staff appointments in the Revenues Team, Housing Services, Built Environment, Legal and Democratic Services, Estates, Policy and Planning, and Economy & Communities which is offset by leavers during the period (further details on page of the Report).

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time & Part Time – Quarterly)
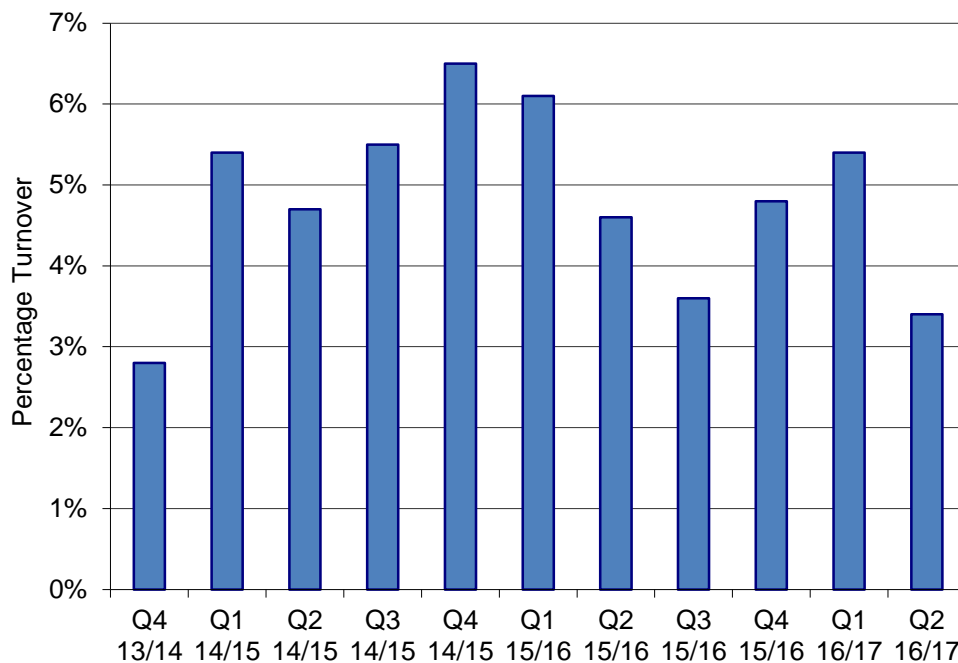
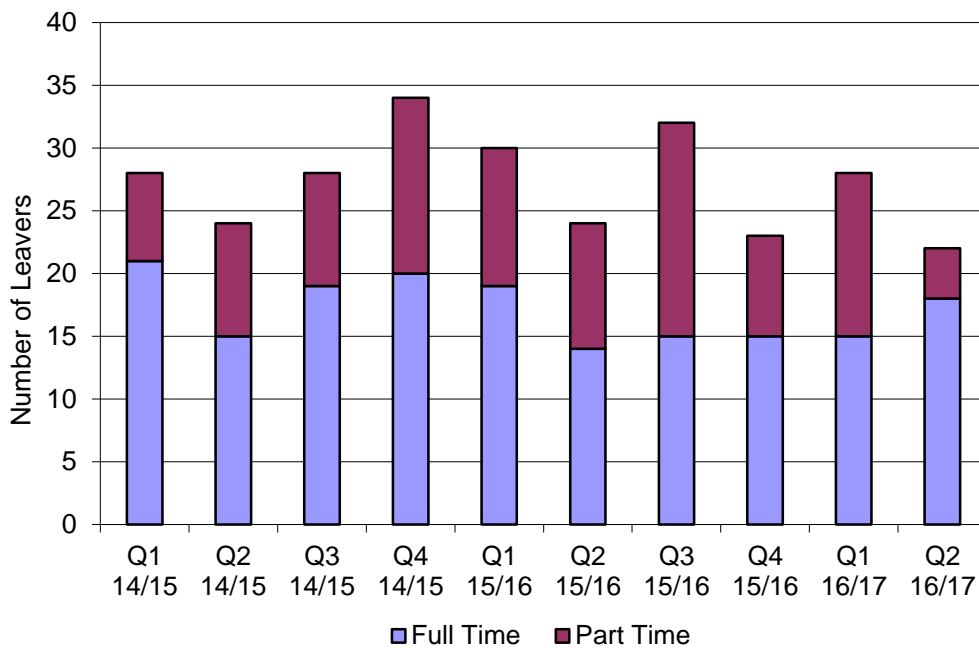| Data	
Period	**Turnover**
Q2 2013/14	3.20%
Q3 2013/14	3.60%
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%
Q1 2015/16	6.10%
Q2 2015/16	4.60%
Q3 2015/16	3.60%
Q4 2015/16	4.80%
Q1 2016/17	5.40%
Q2 2016/17	3.40%

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

The actual number of leavers in quarter two was 22 compared to 28 for quarter one of 2016/17. More detail on the numbers of leavers is included in the chart on the next page.

PER003 Number of Actual Leavers (Quarterly)

Data	
Period	**No. Leavers**
Full Time	
Q2 2015/16	14
Q3 2015/16	13
Q4 2015/16	15
Q1 2016/17	15
Q2 2016/17	18
Part Time	
Q2 2015/16	10
Q3 2015/16	4
Q4 2015/16	8
Q1 2016/17	13
Q2 2016/17	4

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 July to September(Q2 2016/17) included 4 from Business Management, 1 from the Chief Executives Unit, 3 from Economic and Communities, 6 from Built Environment, 1 from IM&T, 1 from Finance, 3 from Estates and 3 from Revenues.

The reasons for leaving during Q2 2016/17 can be summarised as:

End of temporary or fixed term contract	2
Resignation due to new employment	7
Resignation – other	9
Retirement	2
Other	2

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.

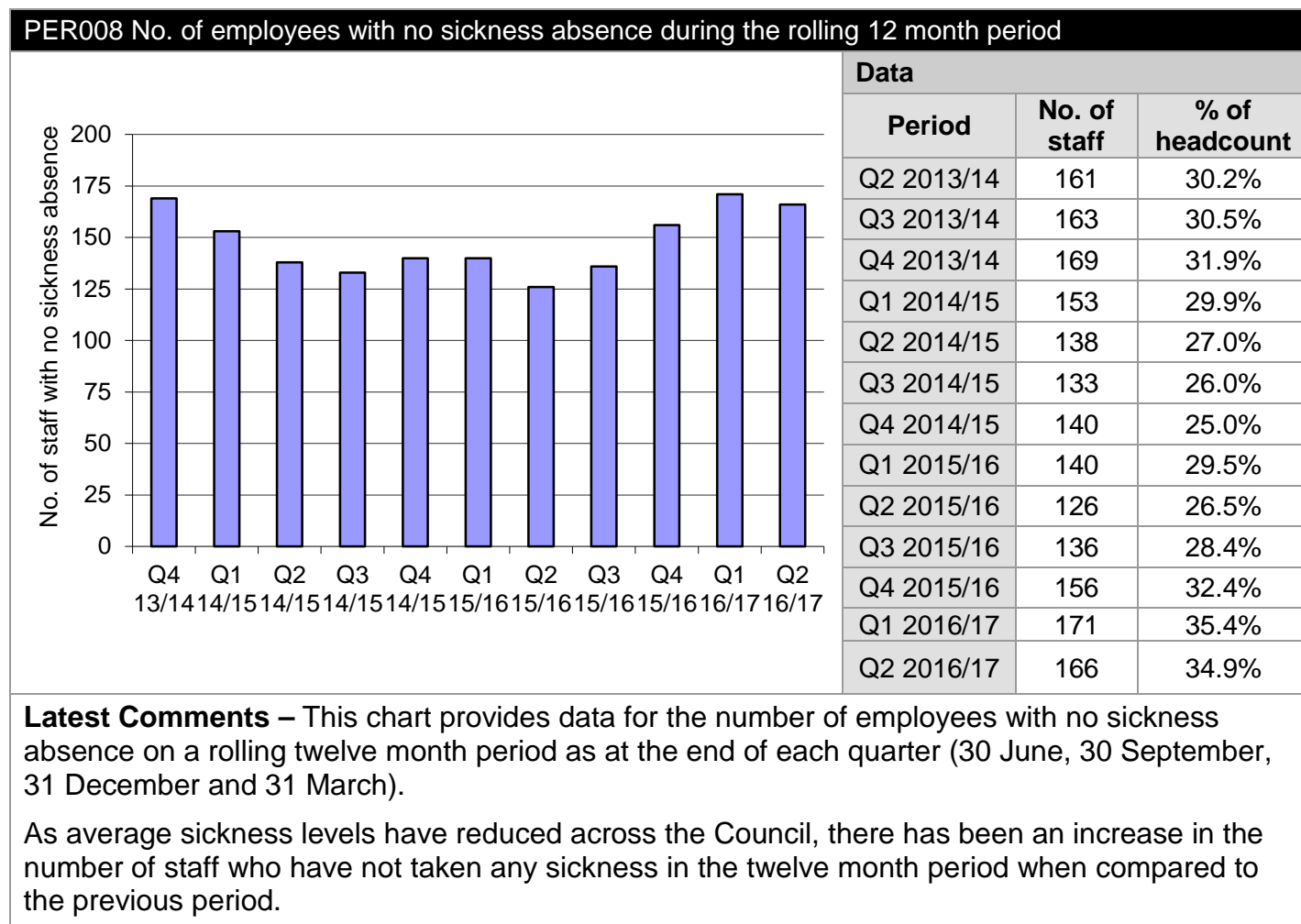**PER007 Analysis of appointments to vacant posts (Quarterly)**
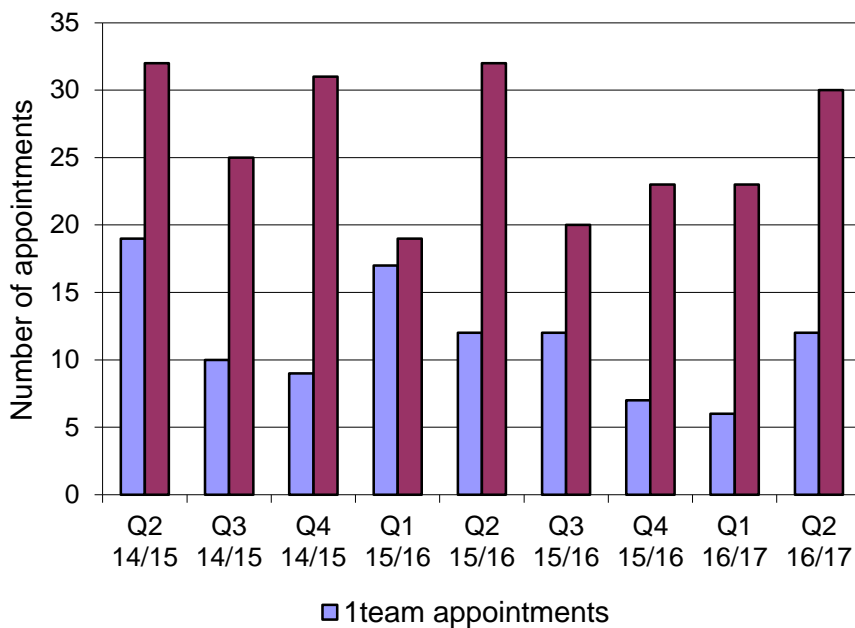
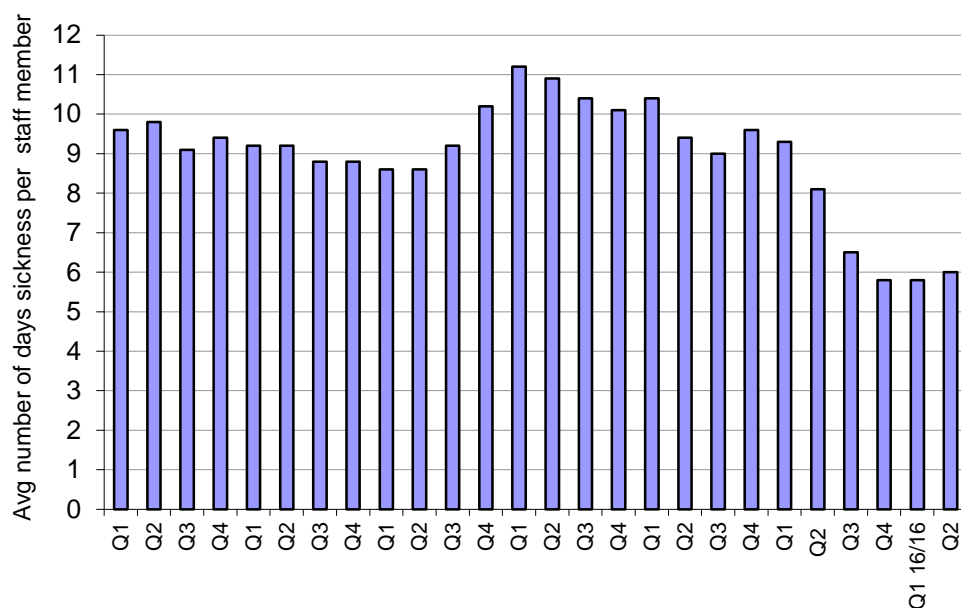| Data		
Period	**1team app't**	**External app't**
Q3 2013/14	6	16
Q4 2013/14	16	20
Q1 2014/15	17	16
Q2 2014/15	19	32
Q3 2014/15	10	25
Q4 2014/15	9	31
Q1 2015/16	17	19
Q2 2015/16	12	32
Q3 2015/16	12	20
Q4 2015/16	7	23
Q1 2016/17	6	23
Q2 2016/17	12	30

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.

Included in the number of staff who have been appointed following the 1team process includes moves to Built Environment, Environment and Licensing, Revenues and Economy and Communities.

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**
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%
Q4 2015/16	156	32.4%
Q1 2016/17	171	35.4%
Q2 2016/17	166	34.9%

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).

As average sickness levels have reduced across the Council, there has been an increase 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)

Data	
Period	**Days of sickness**
Q2 2013/14	10.9
Q3 2013/14	10.4
Q4 2013/14	10.1
Q1 2014/15	10.4
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6
Q1 2015/16	9.3
Q2 2015/16	8.1
Q3 2015/16	6.4
Q4 2015/16	5.8
Q1 2016/17	5.8
Q2 2016/17	6.0

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 30 Sept 2016 (Q2 2016/17) is 6.0 days sickness per member of staff which is an increase of .2 days when compared to the previous period.

PER0011 Total Number of Days of Sickness absence – per quarter
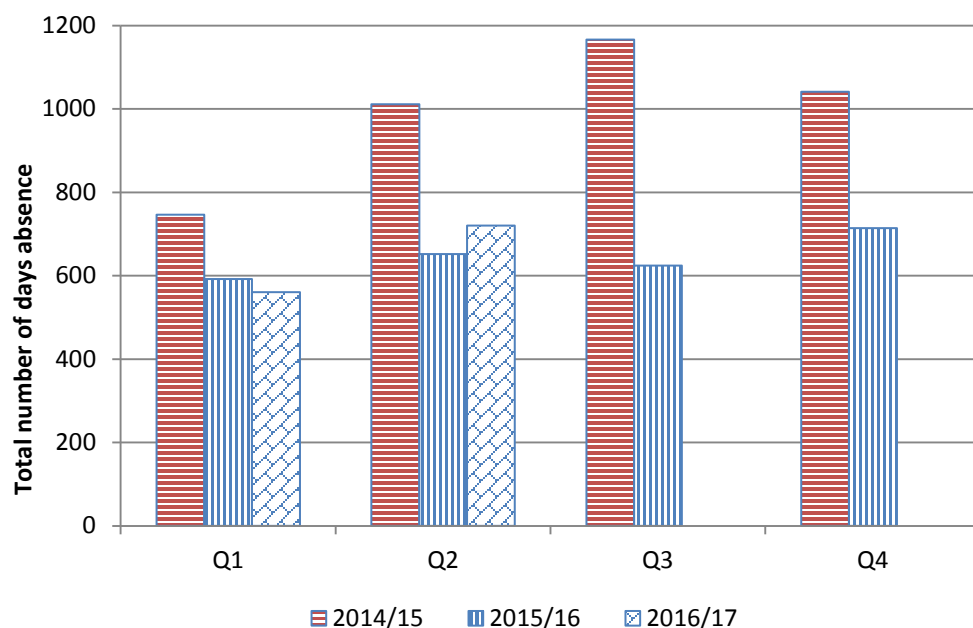
Data	
Period	**No. Days sickness**
Q4 2013/14	995
Q1 2014/15	746
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592
Q2 2015/16	652
Q3 2015/16	624
Q4 2015/16	714
Q1 2016/17	560
Q2 2016/17	720

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 recorded as sickness will be higher during the winter months. This is because there is an increase in the number of staff who have colds, flu and infections during this period, although this usually deceases during the spring and summer months.

The Council continues to provide free flu vaccinations to front line staff and this year for the first time; this offer was extended to include all staff.

In the run up to Christmas 2016, 102 staff requested flu vaccinations, compared to 52 last year.

The absence figures will be monitored to try and assess the impact this may have on the levels of sickness absence.

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
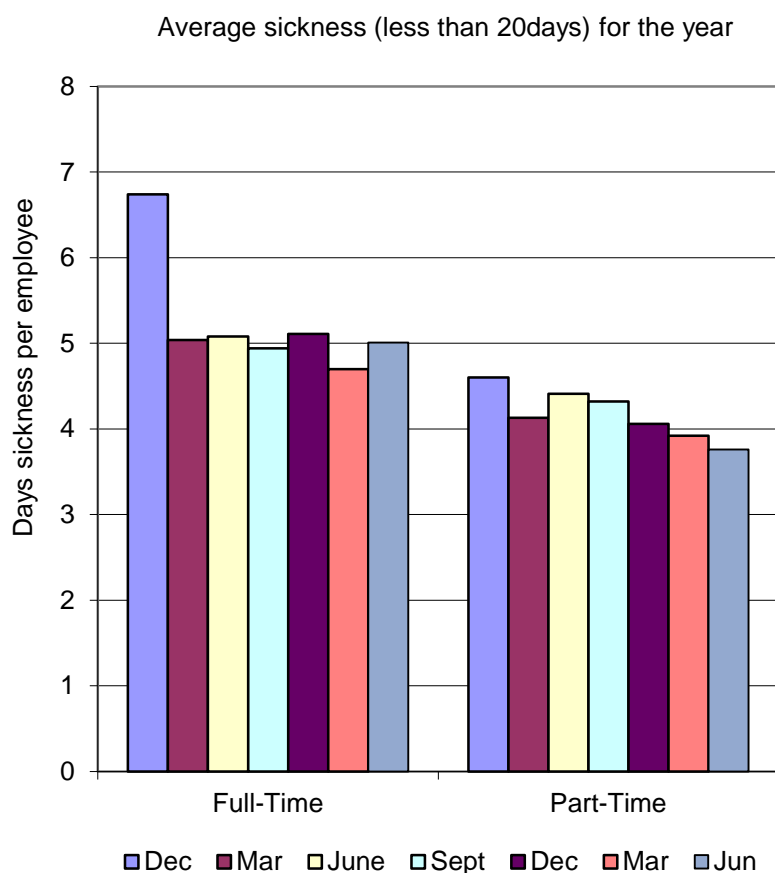
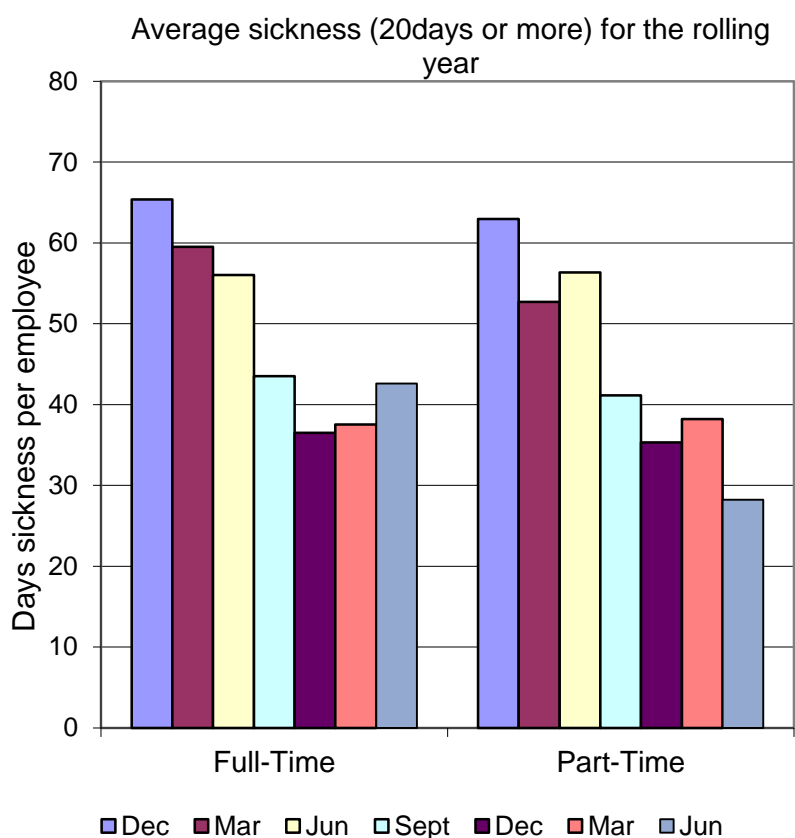| Data		
	Average no. working days taken as sick	**No. of staff with sickness**
Full-Time		
Yr ending		
31 Dec 15	5.11	216
31 Mar 16	4.70	209
30 June 16	5.01	199
30 Sept 16	5.25	195
Part-Time		
Yr ending		
31 Dec 15	4.06	89
31 Mar 16	3.92	87
30 June 16	3.76	85
30 Sept 16	3.11	90
Combined		
Yr ending		
31 Dec 15	4.80	305
31 Mar 16	4.49	296
30 June 16	4.63	283
30 Sept 16	4.57	285

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.

The figures show that there has been a significant decrease in the number of full-time staff (195 compared to 216 staff at the end of December 2015) taking short term sickness absence which has resulted in a reduction in the total number of days sickness taken.

For part-time staff, the numbers are much the same as at the end of December 2015 (90 staff compared to 89).

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

Average sickness (20days or more) for the rolling year

Days sickness per employee (y-axis 0–80)

Full-Time | Part-Time

☐Dec ■Mar ☐Jun ☐Sept ■Dec ■Mar ☐Jun

Data		
	Average no. of working days taken as sick	**No. of staff with sickness**
Full-Time		
Yr ending		
31 Dec 15	36.51	27
31 Mar 16	37.54	24
30 June 16	42.63	24
30 Sept 16	50.74	23
Part-Time		
Yr ending		
31 Dec 15	35.32	8
31 Mar 16	38.23	5
30 June 16	28.24	5
30 Sept 16	26.46	5
Combined		
Yr ending		
31 Dec 15	36.24	35
31 Mar 16	37.66	29
30 June 16	40.18	29
30 Sept 16	46.40	28

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.

The figures show that there has been a significant decrease in the number of full-time staff (23 compared to 27 staff at the end of December 2015) taking long term sickness absence which has resulted in a reduction in the total number of days sickness.

There has also been a similar decrease in the number of part-time staff having taken long term sickness absence (5 staff compared to 8).

The average number of days taken for sickness during the year ending 30 September 2016 for both part-time and full-time staff, where the total was 20 days or more is 46.40 days.

The HR Team continue to advise managers, providing statistics relating to sickness, training, referral to Occupational Health and case management.

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

| All Sickness by Absence Reason (Days)					
Reason Summary	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Direction of Travel
Back & Neck Problems	236	77	120	121	⬆
Cancer	49	31	27	27	⬌
Chest & Respiratory; incl. Chest Infection	129	120	106	132	⬆
Eye, Ear, Nose & Mouth/Dental	109	113	105	52	⬇
Genito Urinary; inc Menstrual Problems	76	94	114	154	⬆
Heart, Blood Pressure & Circulation	158	93	106	121	⬆
Infections; including Cold & Flu	567	580	560	540	⬇
Neurological; inc Headaches & Migraine	137	139	95	81	⬇
Other musculo-skeletal problem	396	283	265	361	⬆
Pregnancy Related	23	17	21	31	⬆
Stomach, Liver, Kidney & Digestion	375	338	294	245	⬇
Stress - cause unknown	24	14	25	26	⬆
Stress/Depression - Personal	293	396	479	544	⬆
Stress/Depression - Work Related	164	140	164	127	⬇

Latest Comment:

The reason for the highest combined short term and long term sickness absence has in the past been stress and depression for personal reasons. This remains to be the case and the figure referred to above relates to a small number of individuals who have experienced extreme personal circumstances during the reporting period. The absence has been managed through HR Business Partners working closely with Heads of Teams. Human Resources ensure that those absent with stress related absence are referred to Occupational Health early for support. They are also reminded of the support available to them through the Counselling Service and from time to time, other therapeutic services are engaged on a case by case basis where more specific support is deemed appropriate by the Occupational Health Consultant. This allows Human Resources to ensure that appropriate support is available to the individual and to assist with return to work at the earliest opportunity.
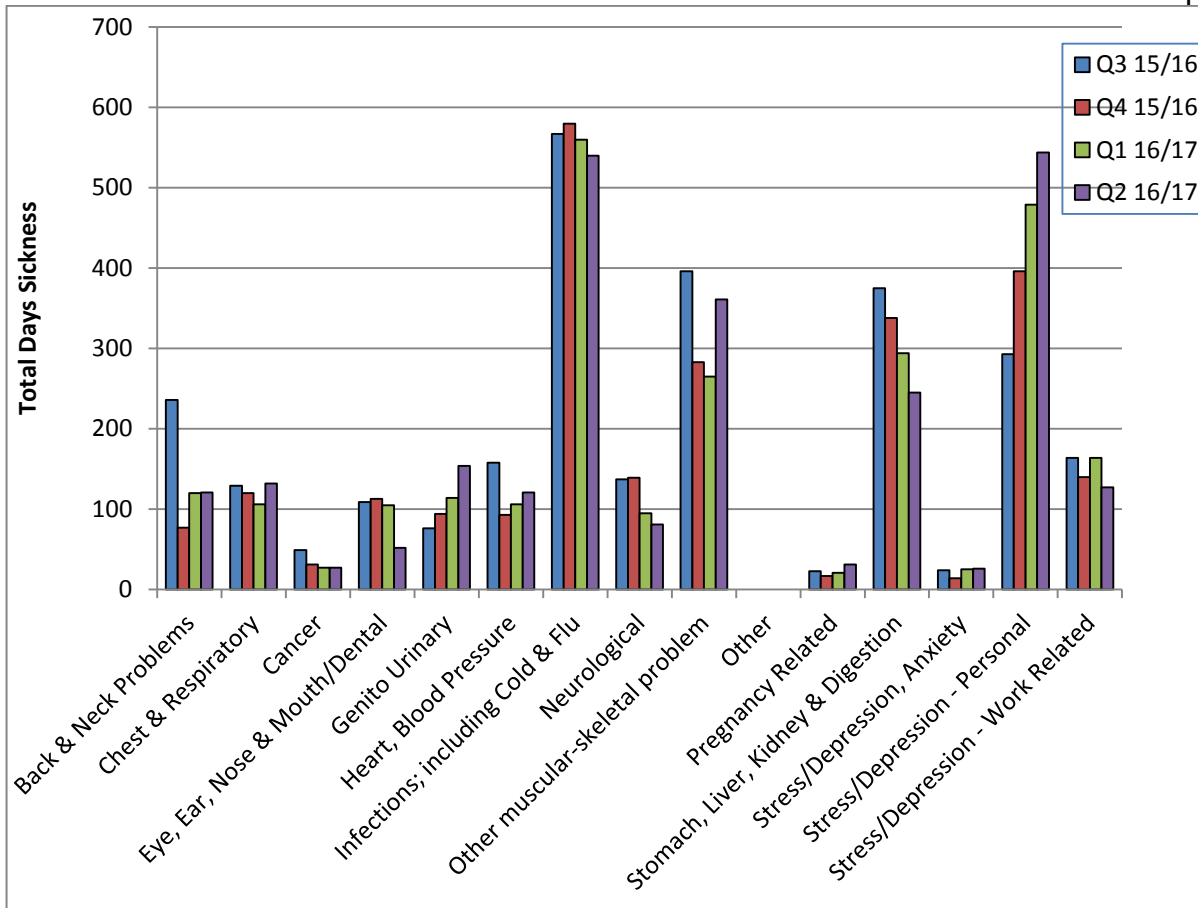
Sickness Absence – further information

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 2016. By way of a comparison the figures for the twelve month period ending 30 June 2016, 31 March 2016 and 31 December 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
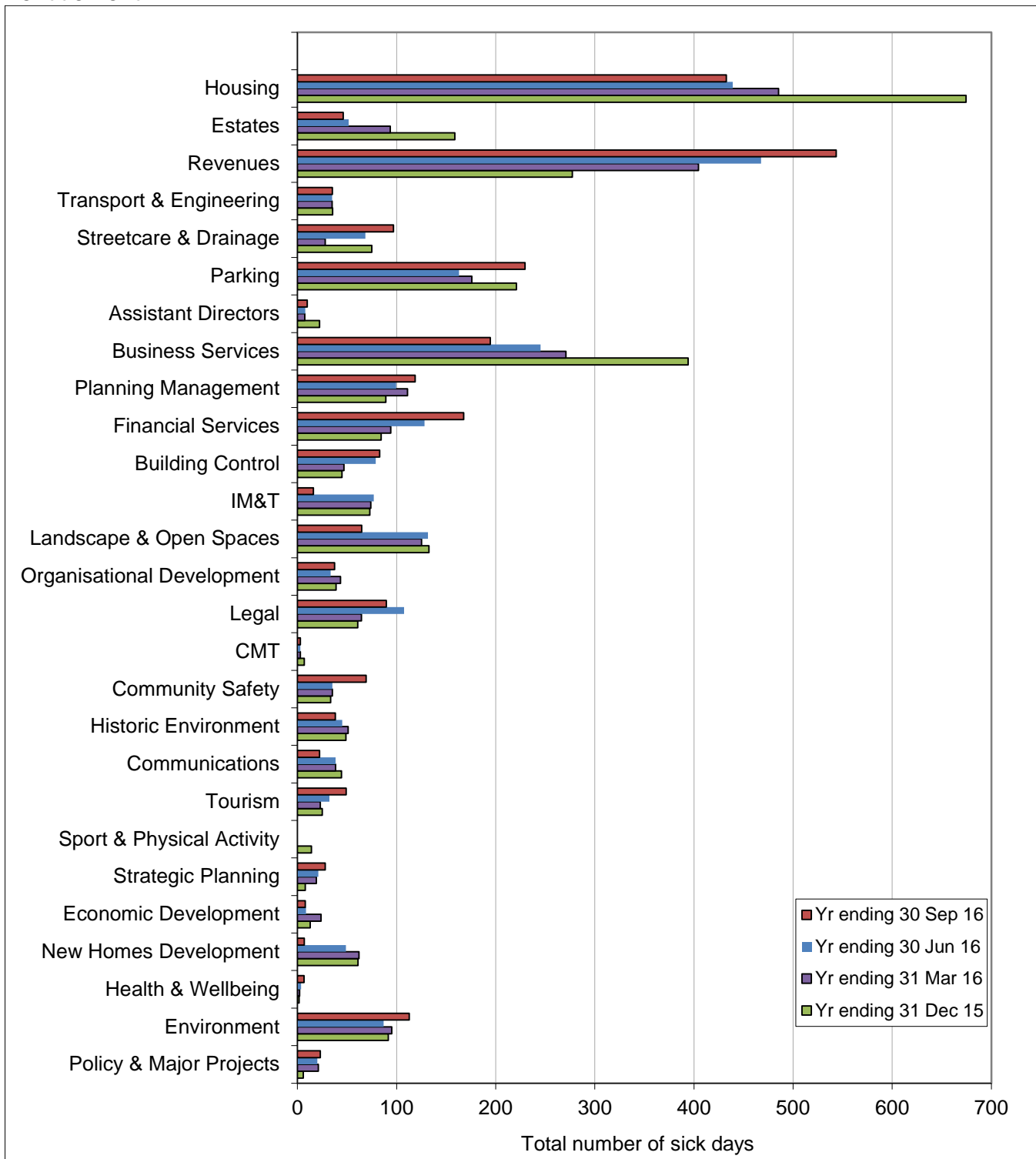
The following chart gives details of the total number of sickness days by team for the 12 month period ending 30 September 2016. By way of a comparison the figures for the twelve month period ending 30 June 2016, 31 March 2016 and 31 December have also been included.

Percentage time lost to sickness

Legend:
- Yr ending 30 Sep 16
- Yr ending 30 Jun 16
- Yr ending 31 Mar 16
- Yr ending 31 Dec 15