

PERSONNEL COMMITTEE

28-March 2012

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING REPORT
2011/12 – QUARTER 3

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER197](#) – Organisational Development Performance Monitoring Report Q2 2010/11
– 7 November 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 31 December 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.

PERSONNEL COMMITTEE

28 March 2012

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING 2011/12 – QUARTER 3

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 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 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 the Appendix. These charts and graphs have all been drawn from the Council's performance management system; Covalent.

2.3 Following the meeting of the Committee on 7 November 2011, Members resolved that the Chairman together with Councillors Phillips and Nelmes meet with officers to agree ways to standardise and improved the presentation of information within future Monitoring Reports (see [Minute 3](#), Personnel Committee, 7 November 2011 refers.)

2.4 Members and officers subsequently met to discuss the ways of improving the performance monitoring information and agreed a number of improvements to the presentation of the appendices to the report. It was agreed that the changes and improvements to the report including showing staff numbers split between full time and part time be introduced from the 1 April 2012 and will appear in the next monitoring report.

- 2.5 Members will note that no training indicators are included within this report which was agreed by the Personnel Committee Task Group. An update on these figures will be reported on an annual basis and will now be included in the Quarter 4 monitoring report.

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:

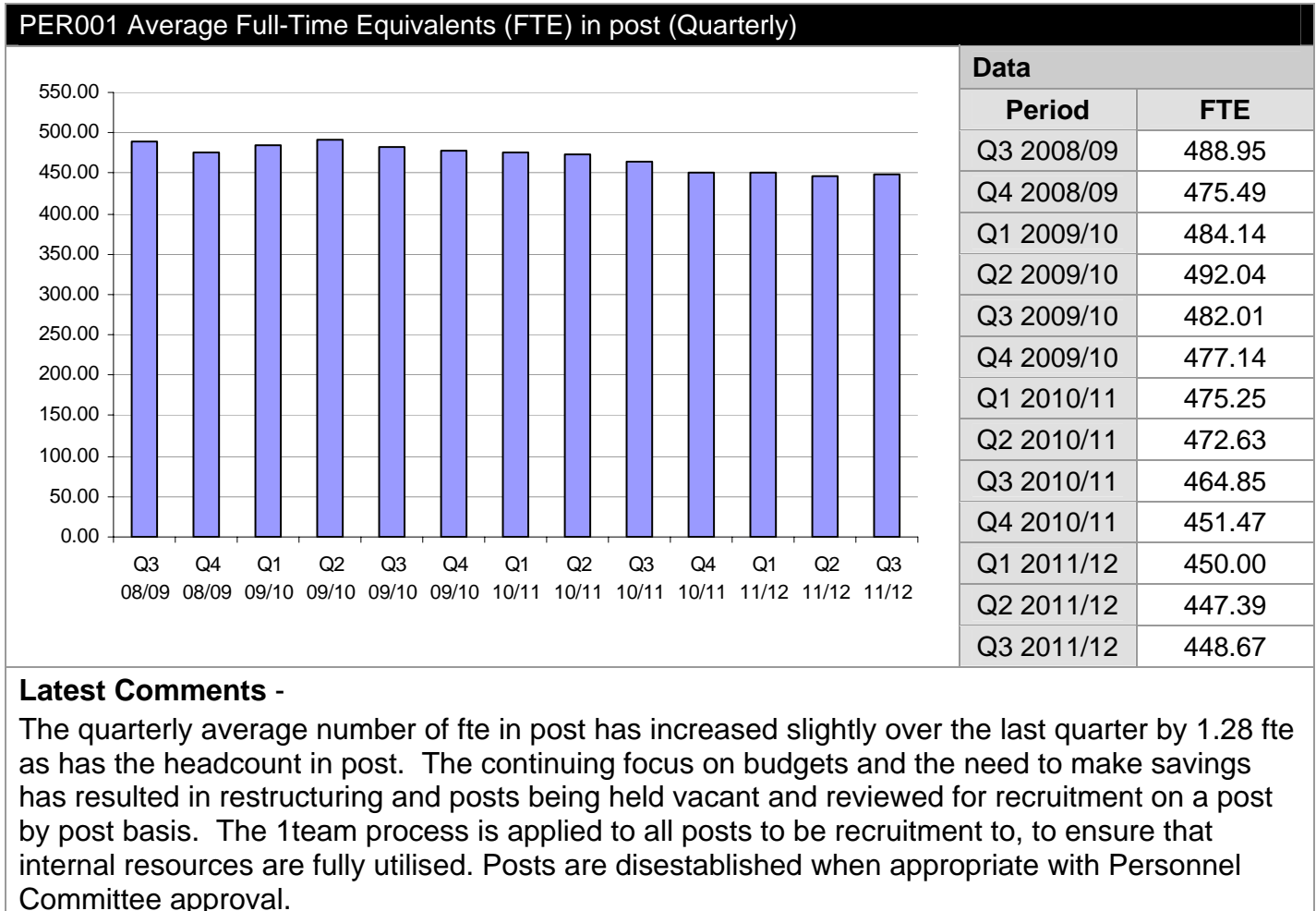
Held by the Organisational Development Team

APPENDICES:

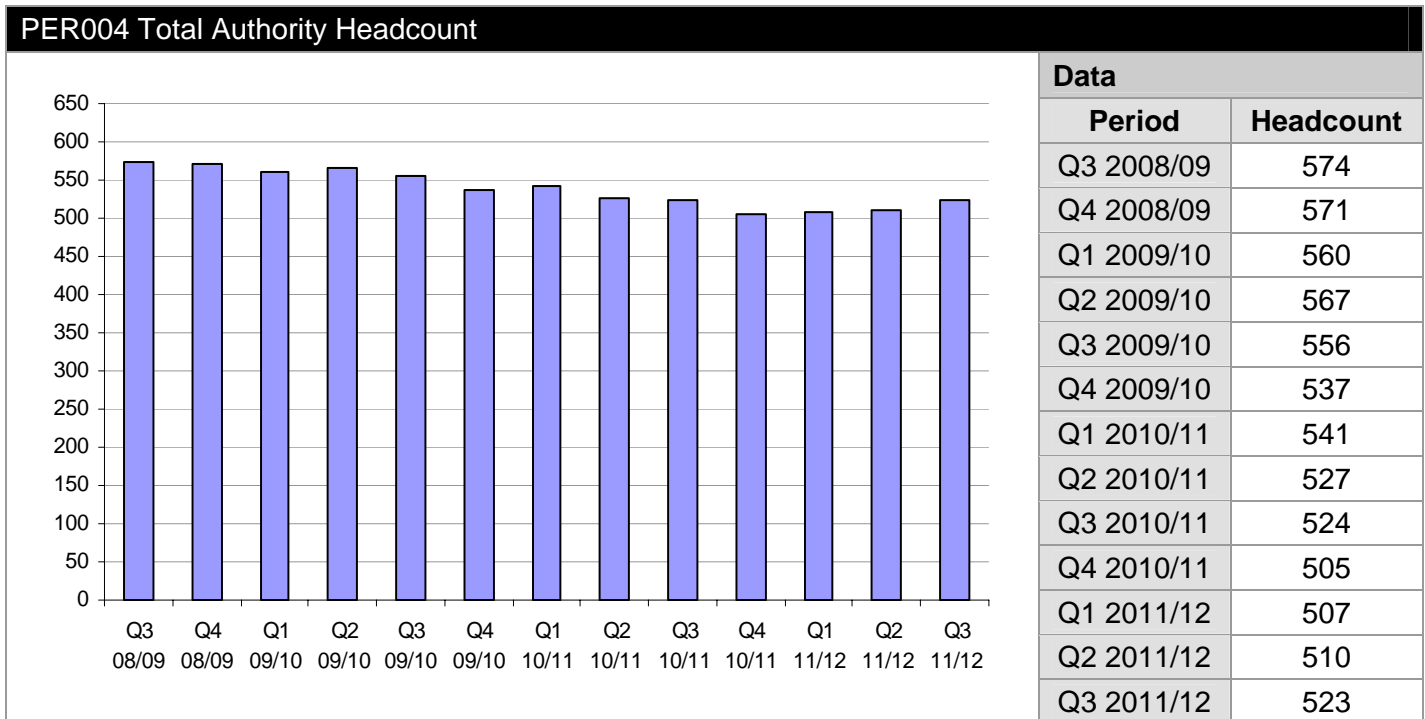
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| Appendix 1 | Organisational Development Performance Indicators |
| Appendix 2 | Organisational Development Team Business Plan Monitoring |

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q3 2011/12 update

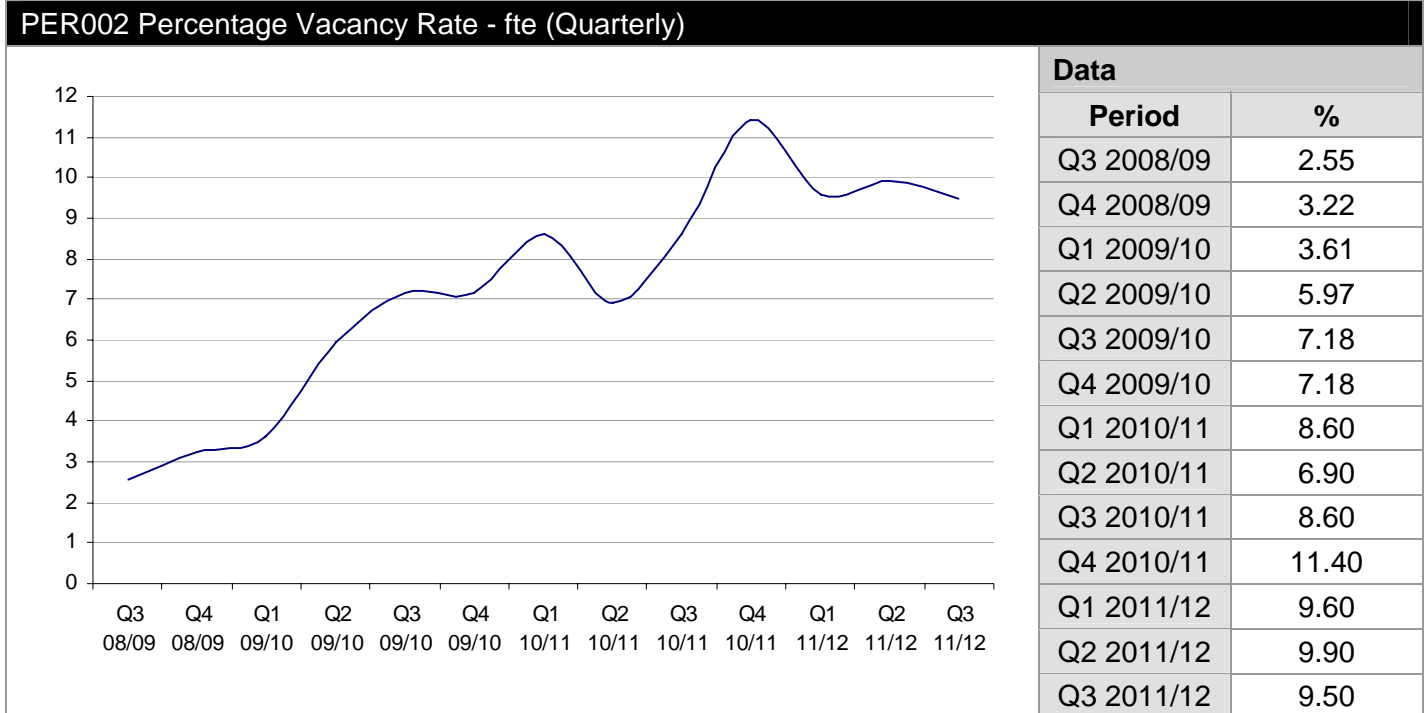
Establishment Indicators**Latest Comments -**

The quarterly average number of fte in post has increased slightly over the last quarter by 1.28 fte 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 with Personnel Committee approval.

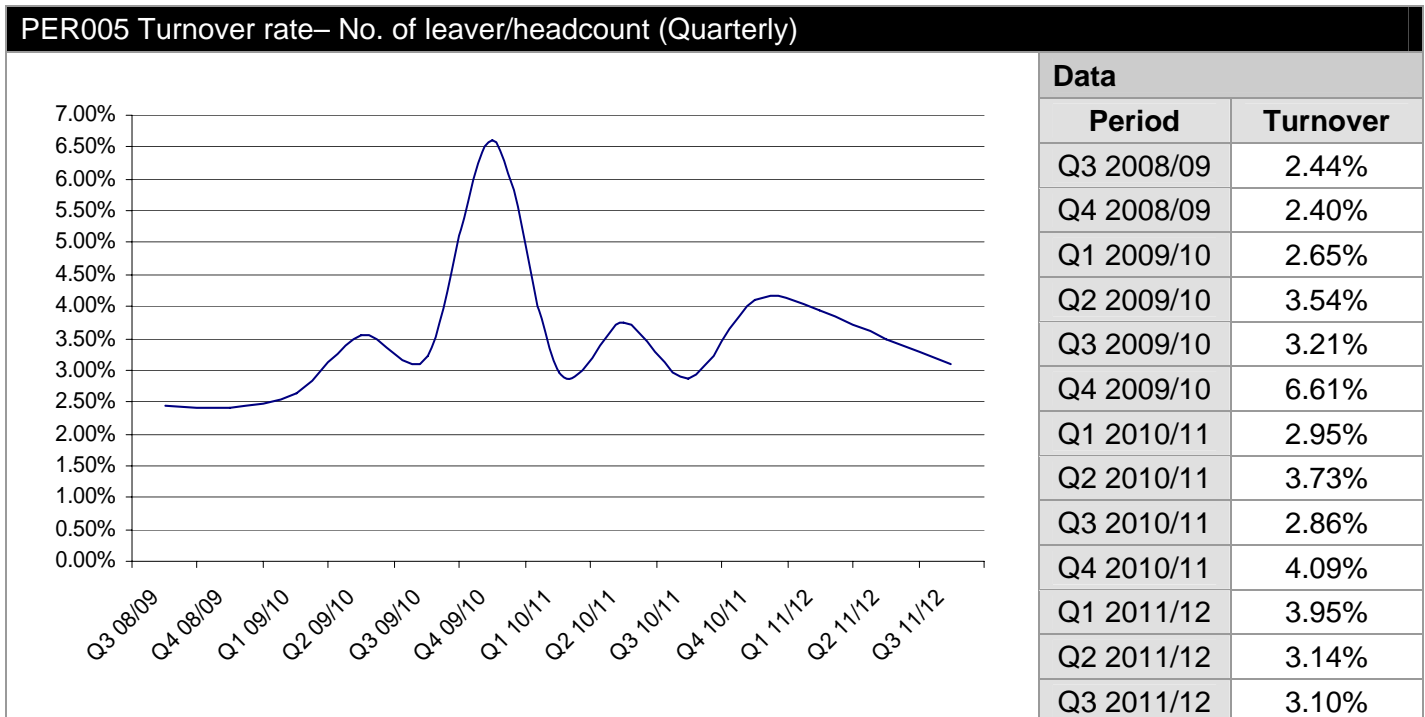


Latest Comments –

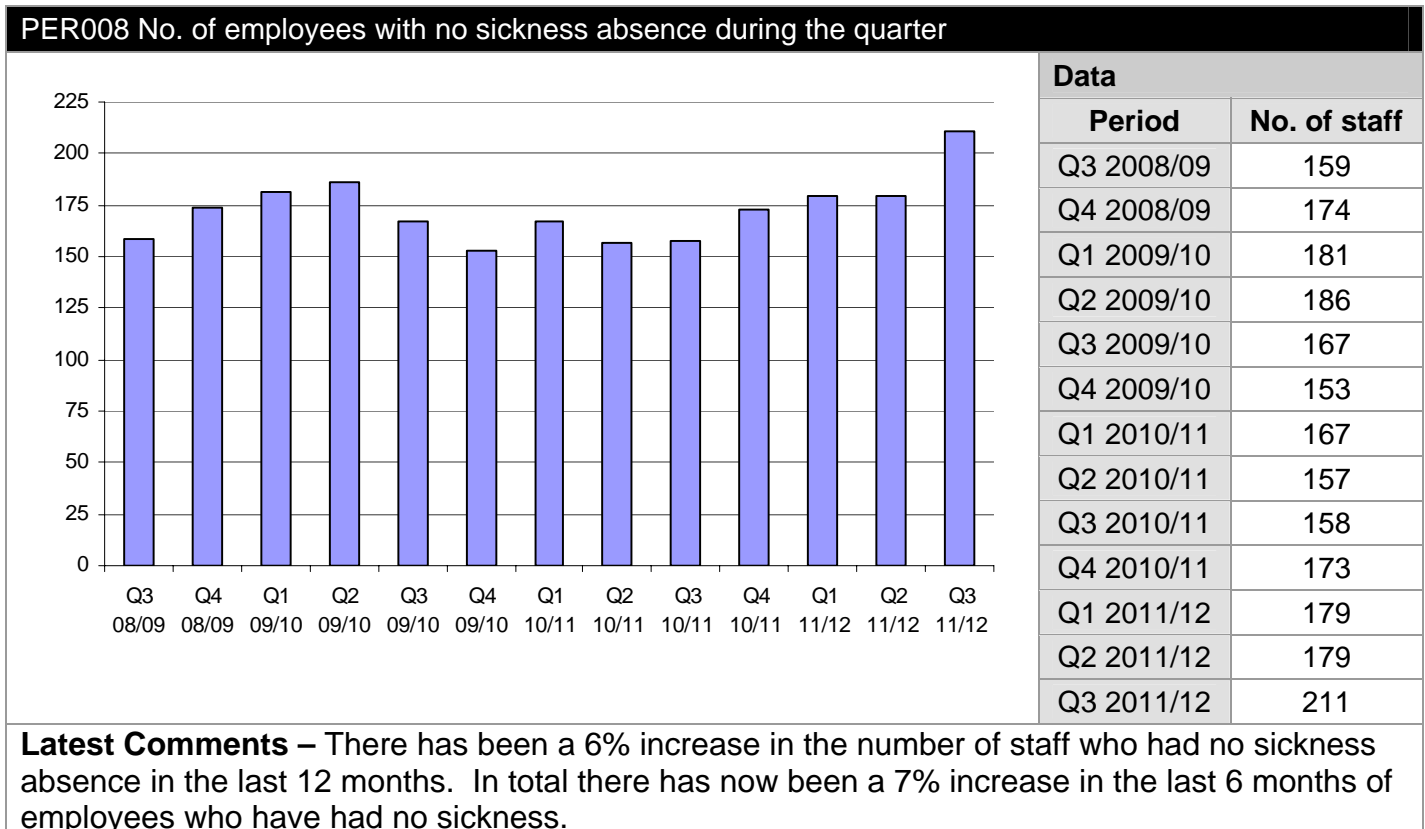
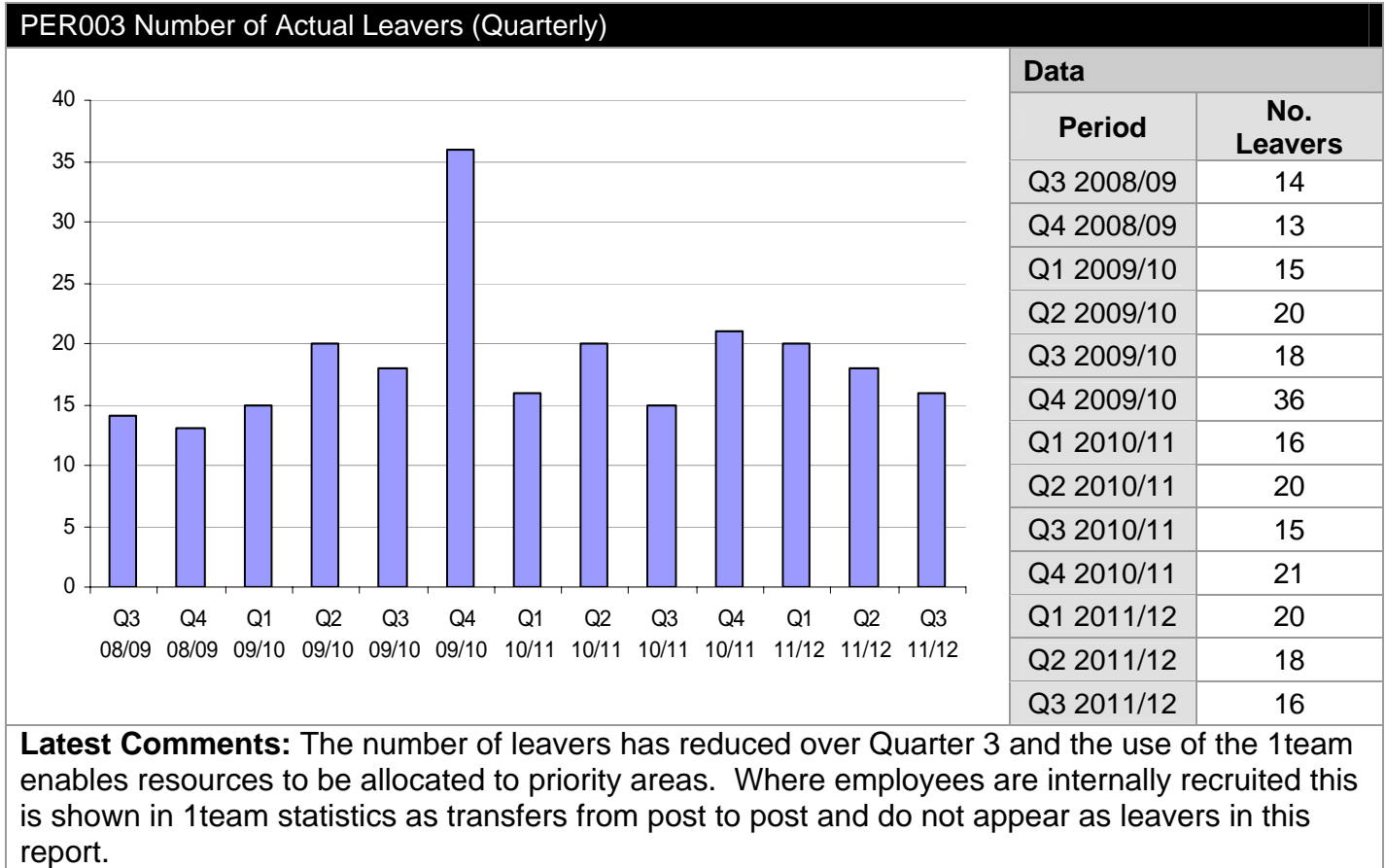
The quarterly headcount has increased over the last quarter mainly due to the Environment TUPE Transfer which took place in October 2012. The continuing focus on budgets and the need to make savings has resulted in restructuring and posts being held vacant and reviewed for recruitment on a post by post 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.

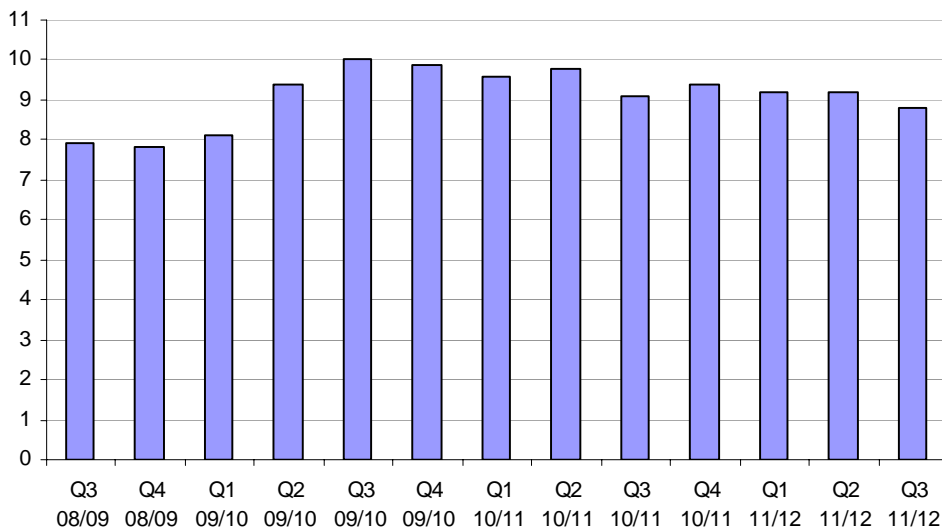


Latest Comments - The vacancy rate has reduced in Quarter 3. The continuing focus on budgets and the need to make savings has resulted in restructuring and posts being held vacant and reviewed for recruitment on a post by post basis. The 1team process is applied to all posts to be recruitment to, to ensure that internal resources are fully utilised. Posts are disestablished when appropriate.



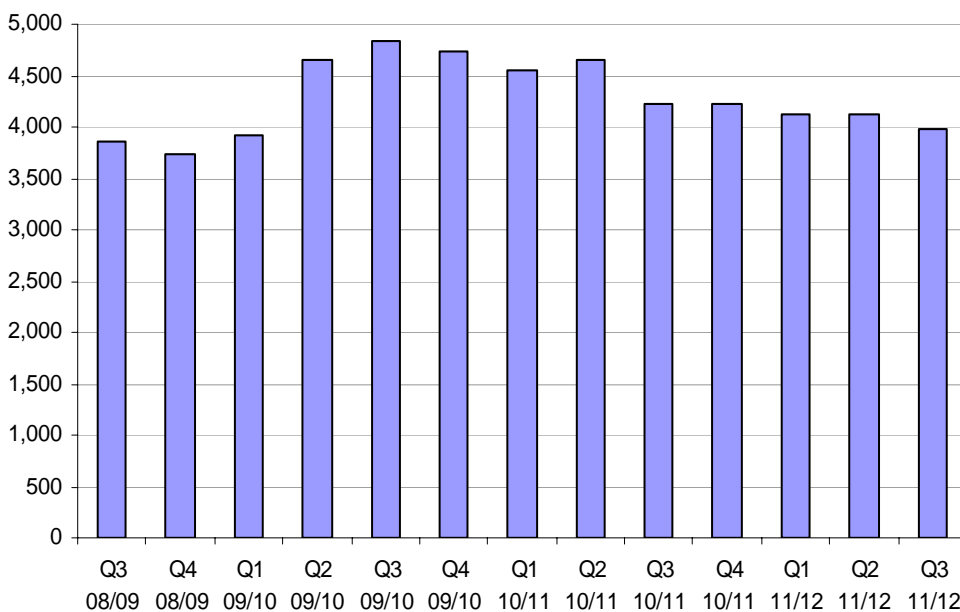
Latest Comments – The quarterly turnover figures have reduced again this quarter. The figures are based on the average headcount over 12 months; they will reflect the fluctuations in headcount over that period. This also reflects the use of 1 Team to fill vacant posts.

Attendance Indicators

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

Data

Period	Periods of sickness
Q3 2008/09	7.9
Q4 2008/09	7.8
Q1 2009/10	8.1
Q2 2009/10	9.4
Q3 2009/10	10.0
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
Q3 2011/12	8.8

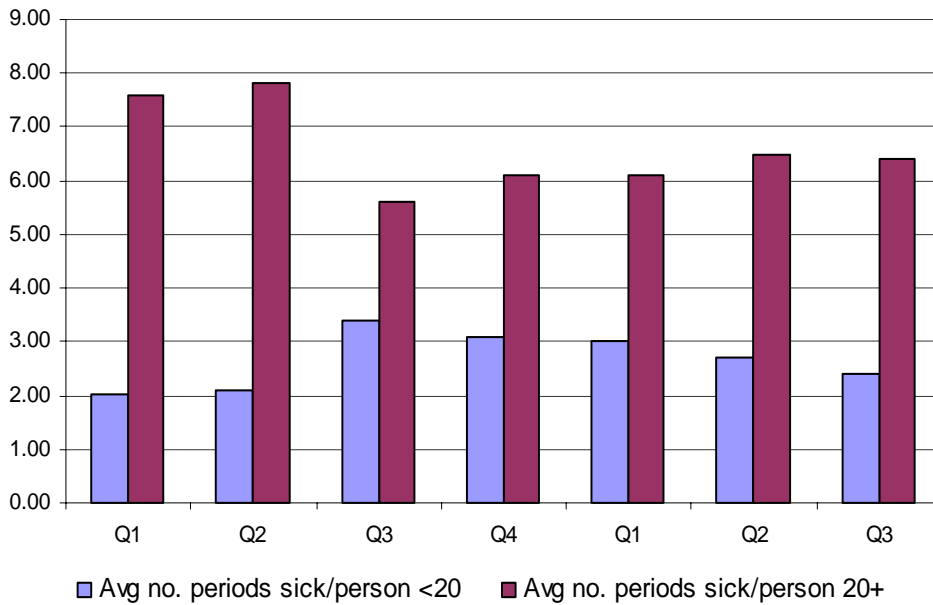
Latest Comments - The sickness absence figure has slightly reduced this quarter. The organisational changes that are being made within the Council to make the most effective and efficient use of resources may influence this figure in the future. Management is working to ensure that the process of change 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
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
Q3 2011/12	3,970

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 this Committee elsewhere on the agenda.

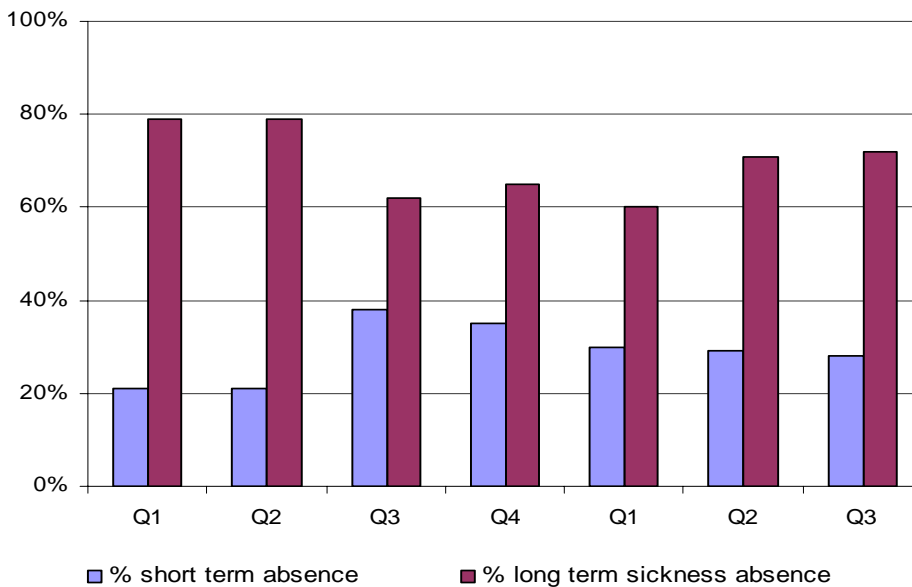
PER0013 Average number of periods of sickness per person <20 & 20+ (per quarter)



Data	
Period	No. Periods sickness <20
Q3 2010/11	3.4
Q4 2010/11	3.1
Q1 2011/12	3.0
Q2 2011/12	2.7
Q3 2011/12	2.4
Period	No. Periods sickness >20
Q3 2010/11	7.8
Q4 2010/11	5.6
Q1 2011/12	6.1
Q2 2011/12	6.1
Q3 2011/12	6.4

Latest Comments – See comments below.

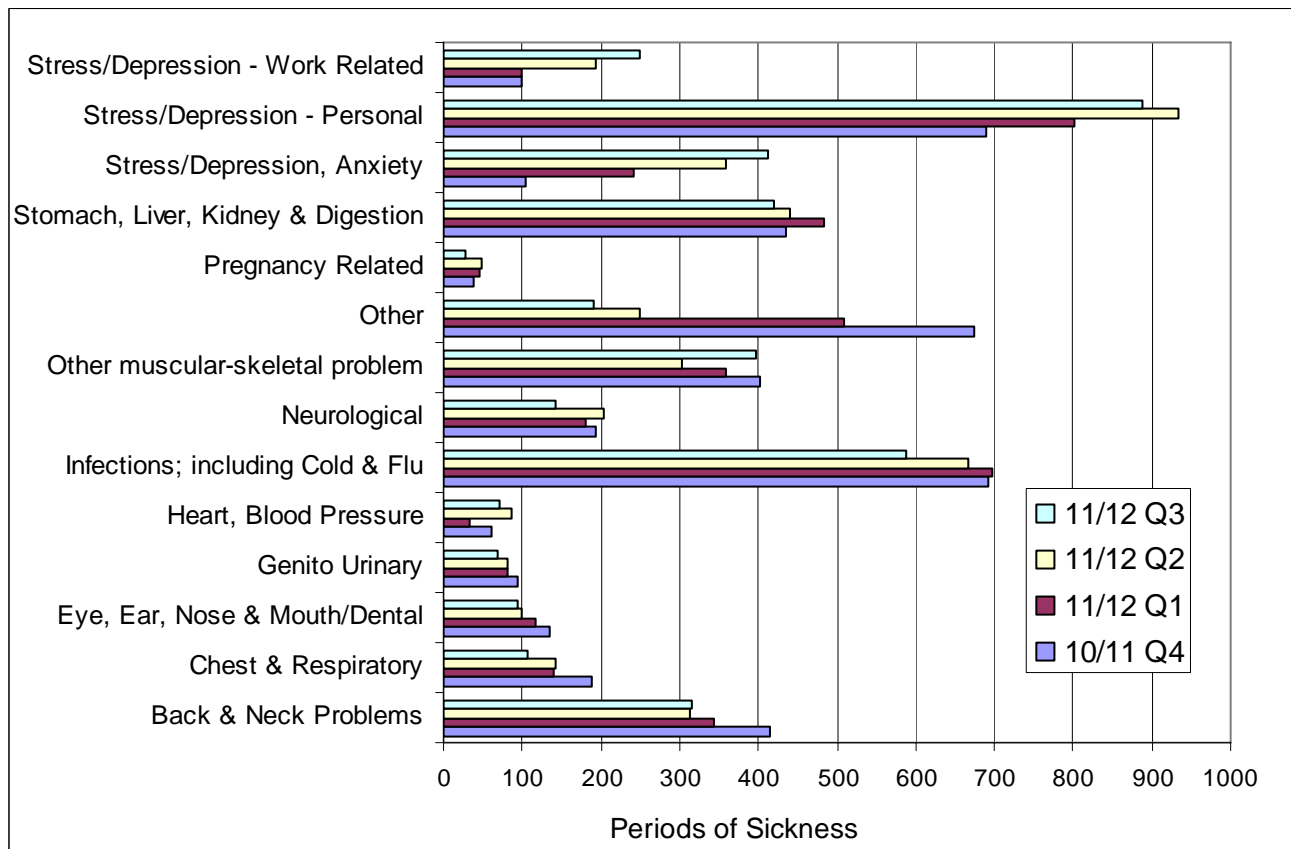
PER0012 Percentage Short & Long term Absence (per quarter)



Data	
Period	% Short Term
Q3 2010/11	38%
Q4 2010/11	35%
Q1 2011/12	30%
Q2 2011/12	29%
Q3 2011/12	28%
Period	% Long Term
Q3 2010/11	62%
Q4 2010/11	65%
Q1 2011/12	70%
Q2 2011/12	71%
Q3 2011/12	72%

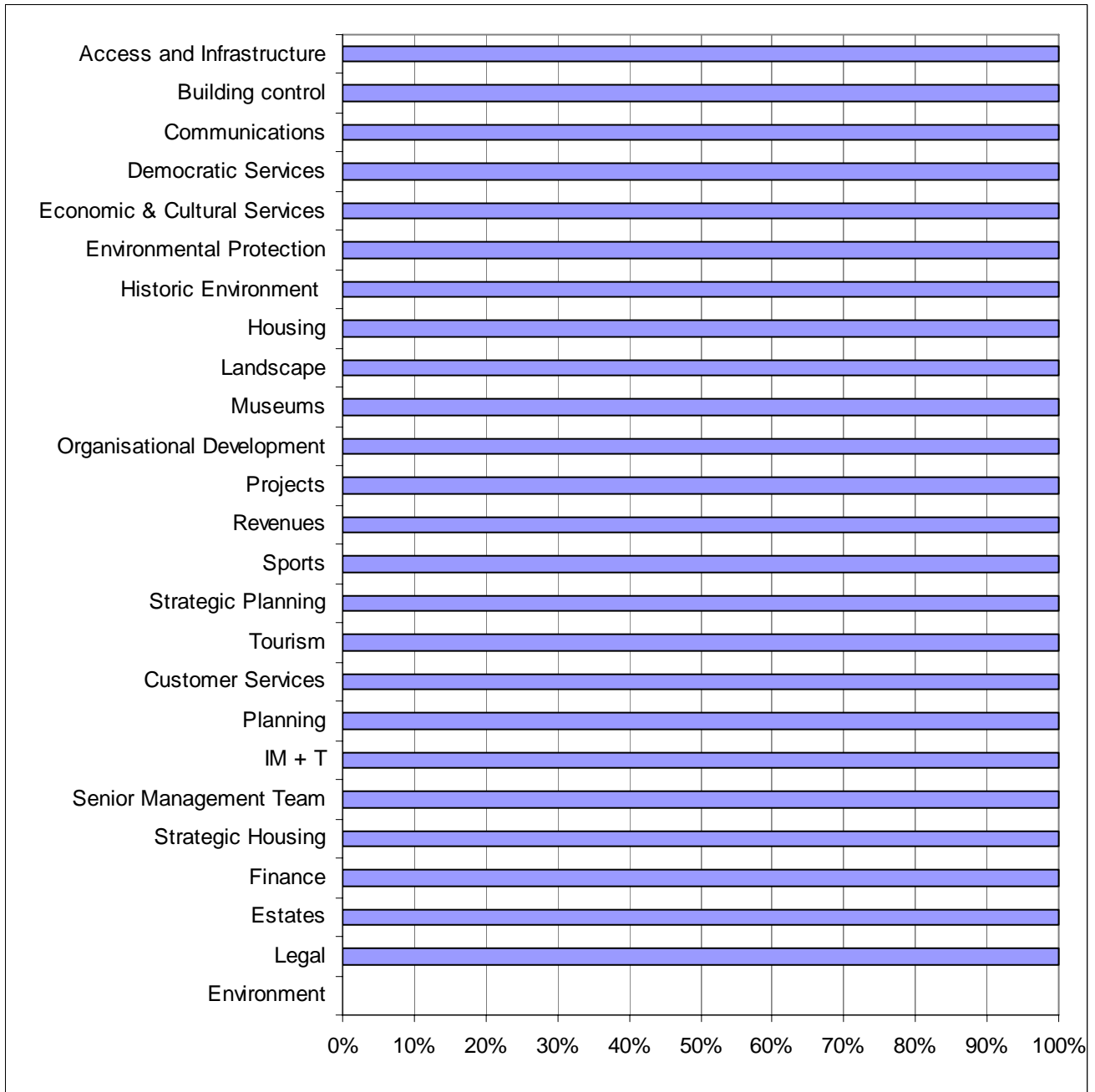
Latest Comments –

The percentage of long term sickness cases has increased by 1% 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.

20+ Periods of Sickness Absence by Reason	No. of periods of Sickness	Percentage
Quarter 3 2011/12		
Stress/Depression - Personal	888.5	22.38%
Infections; including Cold & Flu	588.5	14.82%
Stomach, Liver, Kidney & Digestion	419.0	10.55%
Stress - cause unknown	411.0	10.35%
Other muscular-skeletal problem	398.0	10.03%
Back & Neck Problems	314.5	7.92%
Stress/Depression - Work Related	249.0	6.27%
Other	190.0	4.79%
Neurological; inc Headaches & Migraine	143.0	3.60%
Chest & Respiratory	106.0	2.67%
Eye, Ear, Nose & Mouth/Dental	93.0	2.34%
Genito Urinary; inc Menstrual Problems	81.5	1.98%
Heart, Blood Pressure & Circulation	72.5	1.83%
Pregnancy Related	27.5	0.69%
Total	3,970.0	100.00%






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 only outstanding appraisals are from the Environment Team. Senior Managers are investigating this matter. Appraisals have begun within the organisation for 2012/13 and progress will be monitored and reported back to this Committee.



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
HR Shared Service Project								
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	<p>Employee law advice - HCC lead. No actions at this point.</p> <p>Recruitment Portal – to tender for new contract in 2012/13. Current contract extended to accommodate this for a 12 month period.</p>

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
								<p>Occupational Health – Specification completed, tender process undertaken, tender evaluation completed. Tender withdrawn, cost of service prohibitive to complete contract award.</p> <p>Learning & Development – HCC lead authority. No further actions to report.</p>
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	HR Service proposed changes set out in PER206 elsewhere on the agenda.
OD/OD/004 Total Reward and Engagement Strategy	Improved levels of recruitment and retention	Review of current Strategy	31-Jul-2012	Not yet due		25 %	31-Mar-2013	
		Develop principles for new Strategy	30-Sept-2012	Not yet due				
		Start consultation	01-Oct-2012	Not yet due				
		Consultation	31-Jan-	Not yet due				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		completed	2013					
		CMT approval	28-Feb-2013	Not yet due				
		Member approval	31-Mar-2013	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 tender Pre Qualification Questionnaires	06-Aug-10	Yes				
		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				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		New client staff structure defined	01-Jul-2011	Yes				
		Implementation of joint working/contract	01-Oct-2011	Yes				