

PERSONNEL COMMITTEE

19 September 2012

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING - QUARTER
1 2012/13

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER214](#) – Organisational Development Performance Monitoring Outturn Report
2011/12 – 11 June 2012

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 first 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

19 September 2012

ORGANISATIONAL DEVELOPMENT QUARTER 1 2012/13 PERFORMANCE MONITORING

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

2.3 At the request of Members a number of the charts now split the data between full-time and part-time staff.

2.4 It had been anticipated that an updated format would be provided at this time for the sickness absence charts. However, following a meeting at the end of July to discuss the specific data requirements, it has not been possible to extract the required data from the HR system. An alternative approach to extract the data has been discussed with the HR system supplier and with their support it is hoped that this will now be possible to update these charts in time for the next quarter's report.

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:

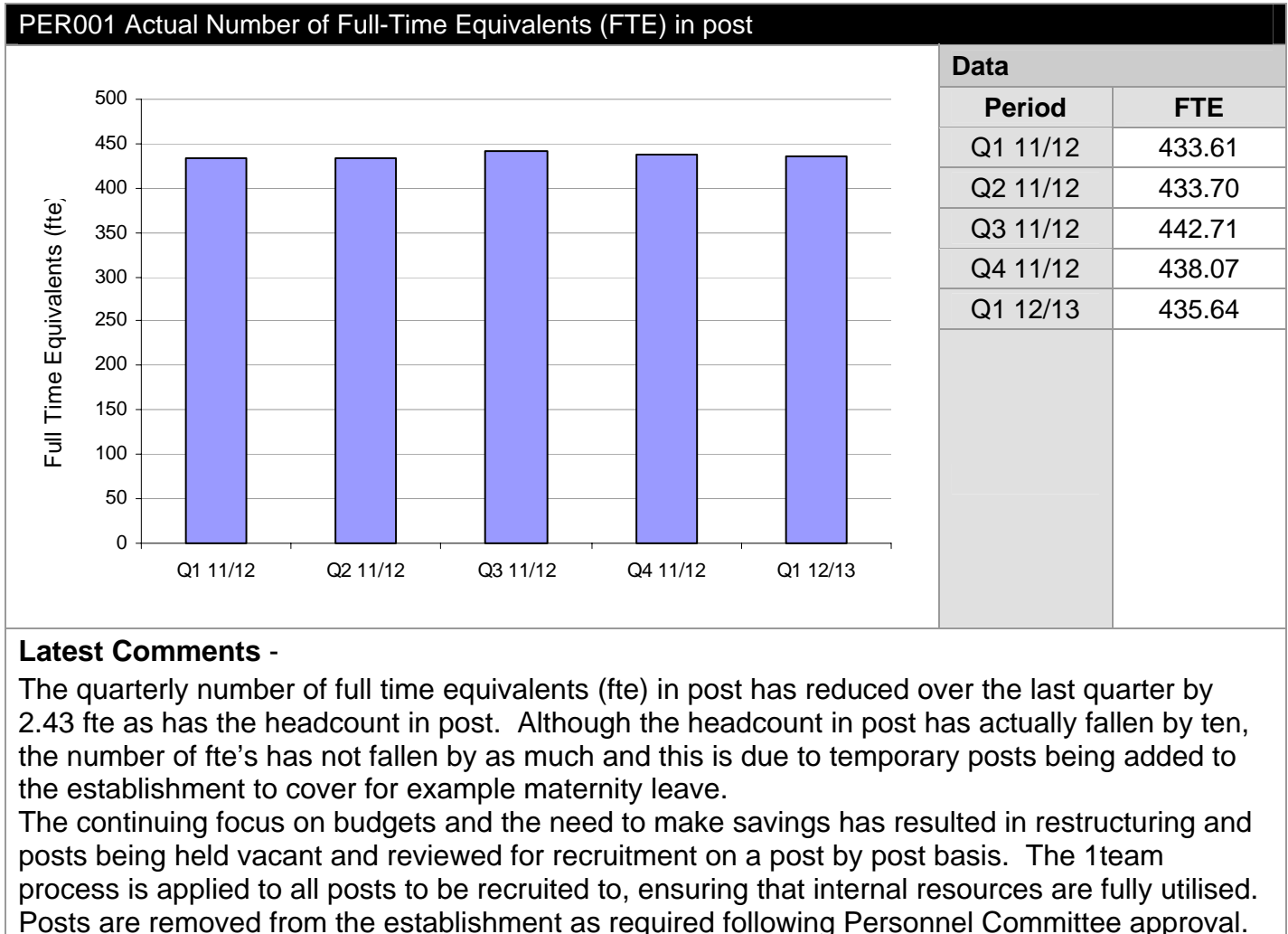
Held by the Organisational Development Team

APPENDICES:

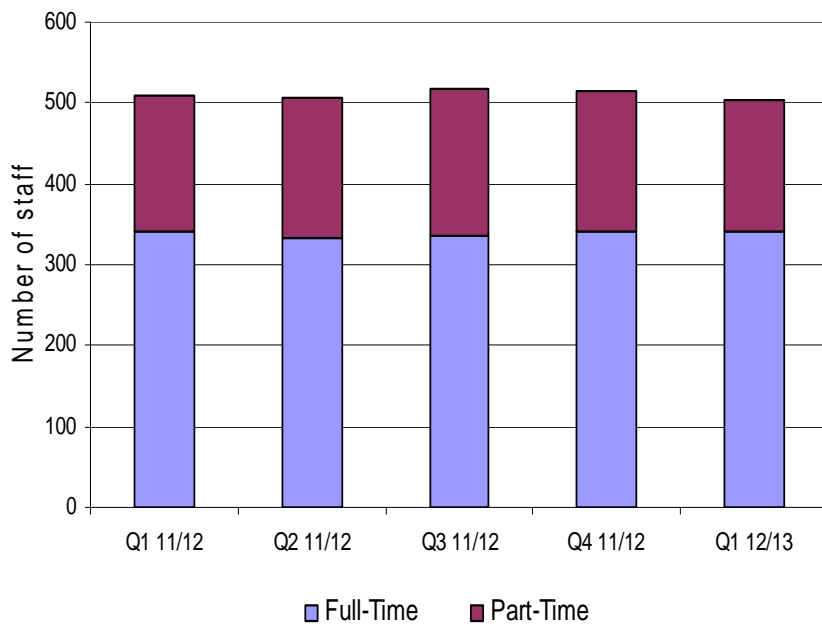
Appendix 1 Organisational Development Performance Indicators

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q1 2012/13 update

Establishment Indicators

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

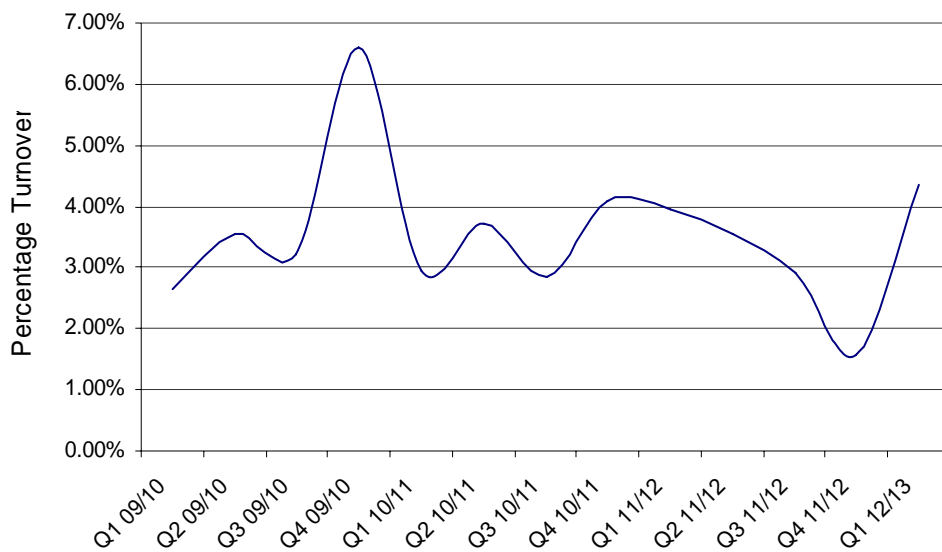


Data

| Period | Headcount | % |
|------------------|-----------|--------|
| Full Time | | |
| Q1 2011/12 | 341 | 67.13% |
| Q2 2011/12 | 333 | 65.68% |
| Q3 2011/12 | 335 | 64.67% |
| Q4 2011/12 | 340 | 66.15% |
| Q1 2012/13 | 341 | 67.66% |
| Part Time | | |
| Q1 2011/12 | 167 | 32.87% |
| Q2 2011/12 | 174 | 34.32% |
| Q3 2011/12 | 183 | 35.33% |
| Q4 2011/12 | 174 | 33.85% |
| Q1 2012/13 | 163 | 32.34% |

Latest Comments –

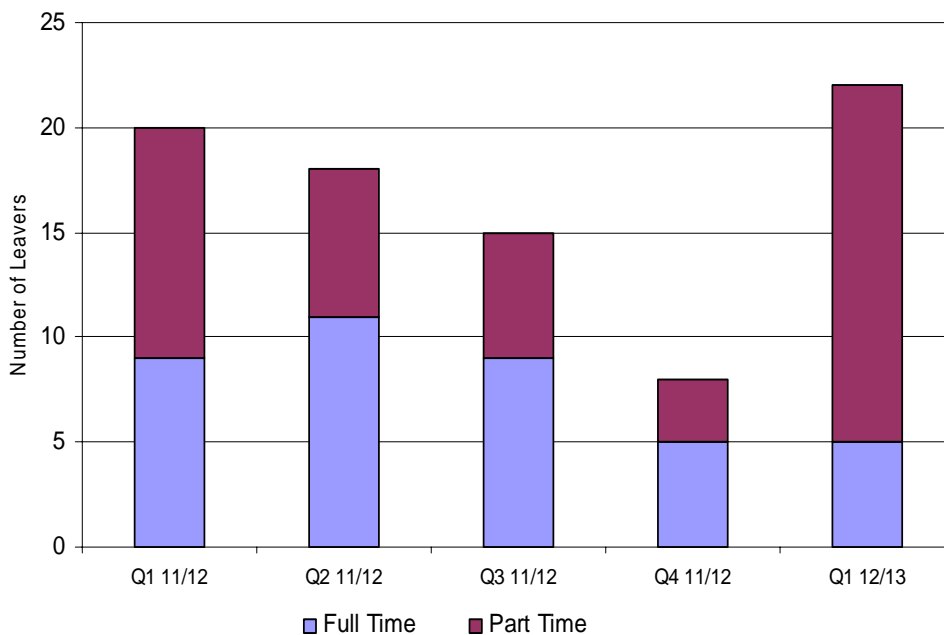
This chart shows the number and percentage of full-time and part-time staff employed by the Council. The total headcount at the end of quarter 1 was 504 which is a net decrease of 10 over the number at the end of the previous quarter. This decrease is in the main accounted for by the TUPE transfer of the Care Services Team within Housing Services to Radian Housing.

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

Data

| Period | Turnover |
|------------|----------|
| Q1 2009/10 | 2.65% |
| Q2 2009/10 | 3.54% |
| 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 | 3.55% |
| Q3 2011/12 | 2.90% |
| Q4 2011/12 | 1.56% |
| Q1 2012/13 | 4.37% |

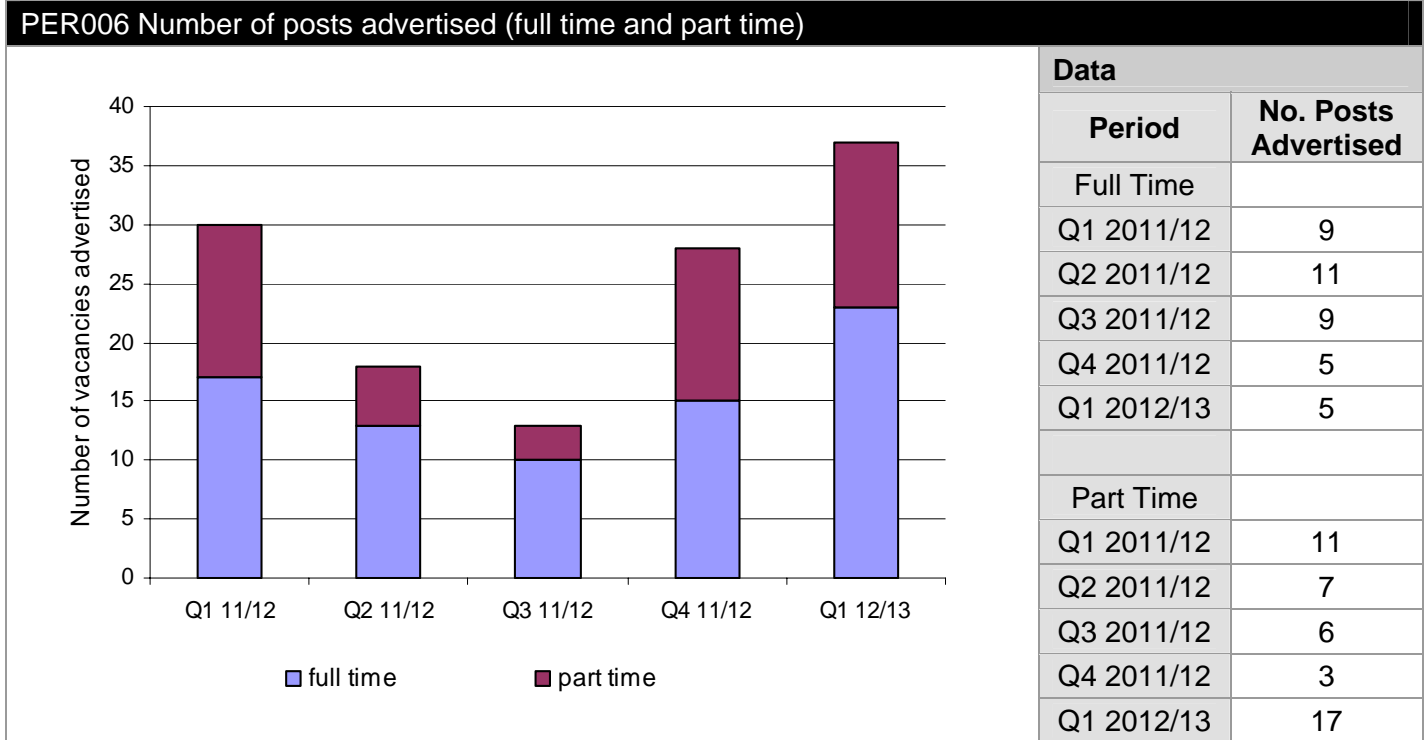
Latest Comments –

This chart presents the number of actual leavers per quarter as a percentage of the total headcount for the Council. This is particularly important as a high turnover figure may indicate low staff morale or problems within the organisation. The actual number of leavers is shown in the chart below.

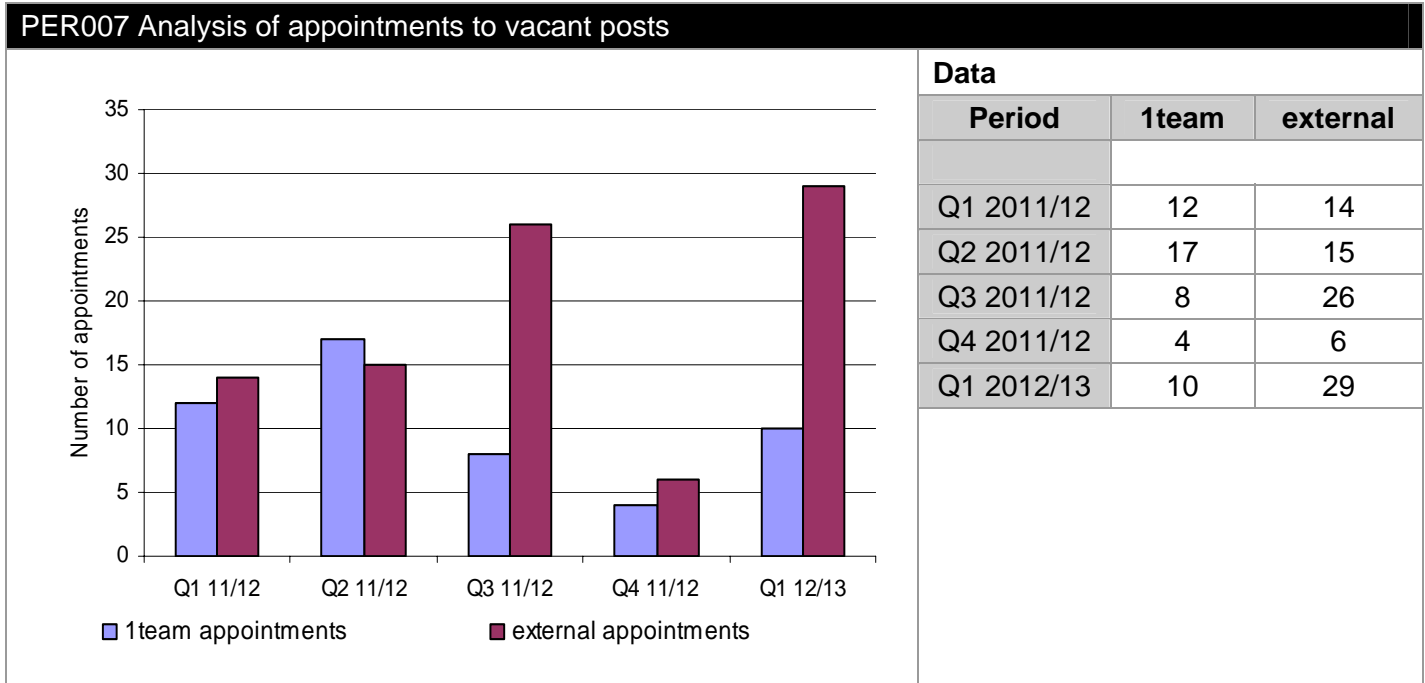
PER003 Number of Actual Leavers (Quarterly)

Data

| Period | No. Leavers |
|------------------|-------------|
| Full Time | |
| Q1 2011/12 | 9 |
| Q2 2011/12 | 11 |
| Q3 2011/12 | 9 |
| Q4 2011/12 | 5 |
| Q1 2012/13 | 5 |
| Part Time | |
| Q1 2011/12 | 11 |
| Q2 2011/12 | 7 |
| Q3 2011/12 | 6 |
| Q4 2011/12 | 3 |
| Q1 2012/13 | 17 |

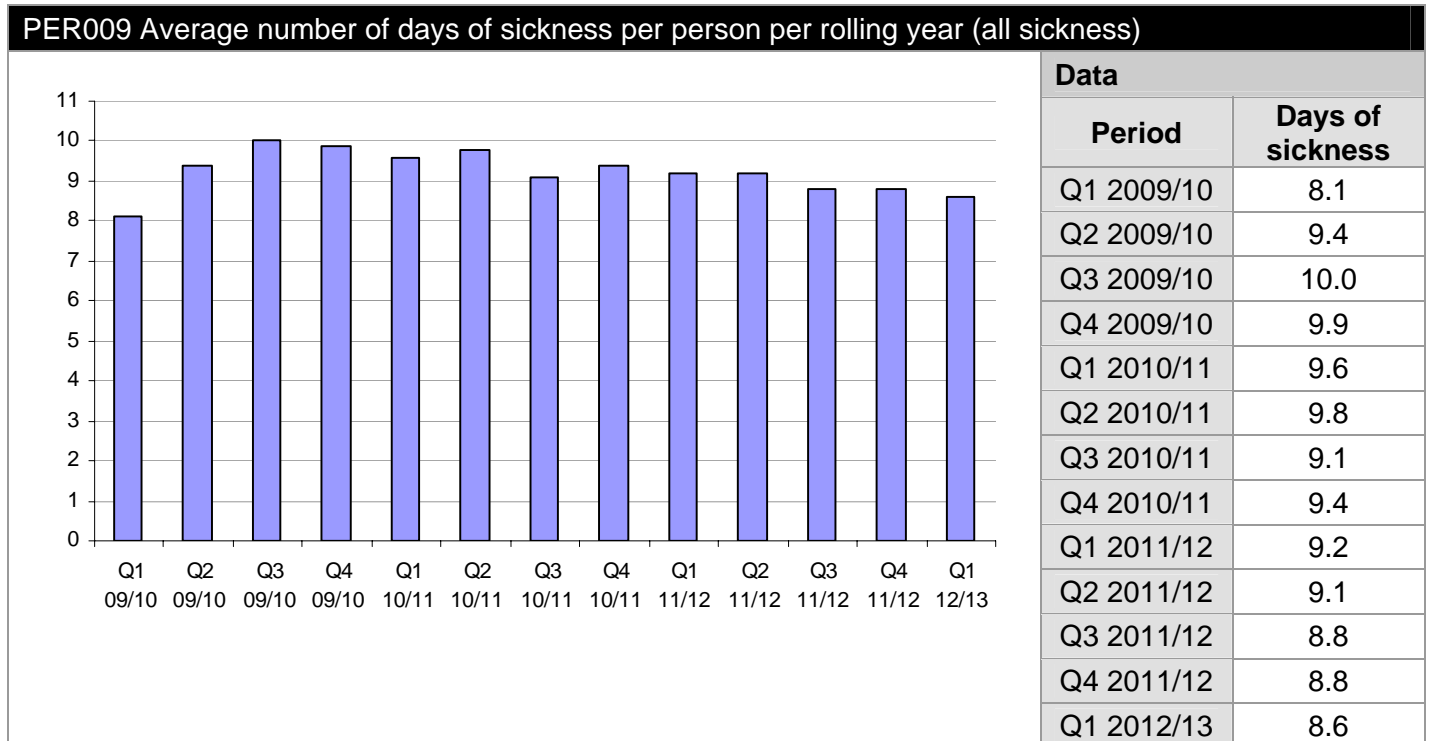
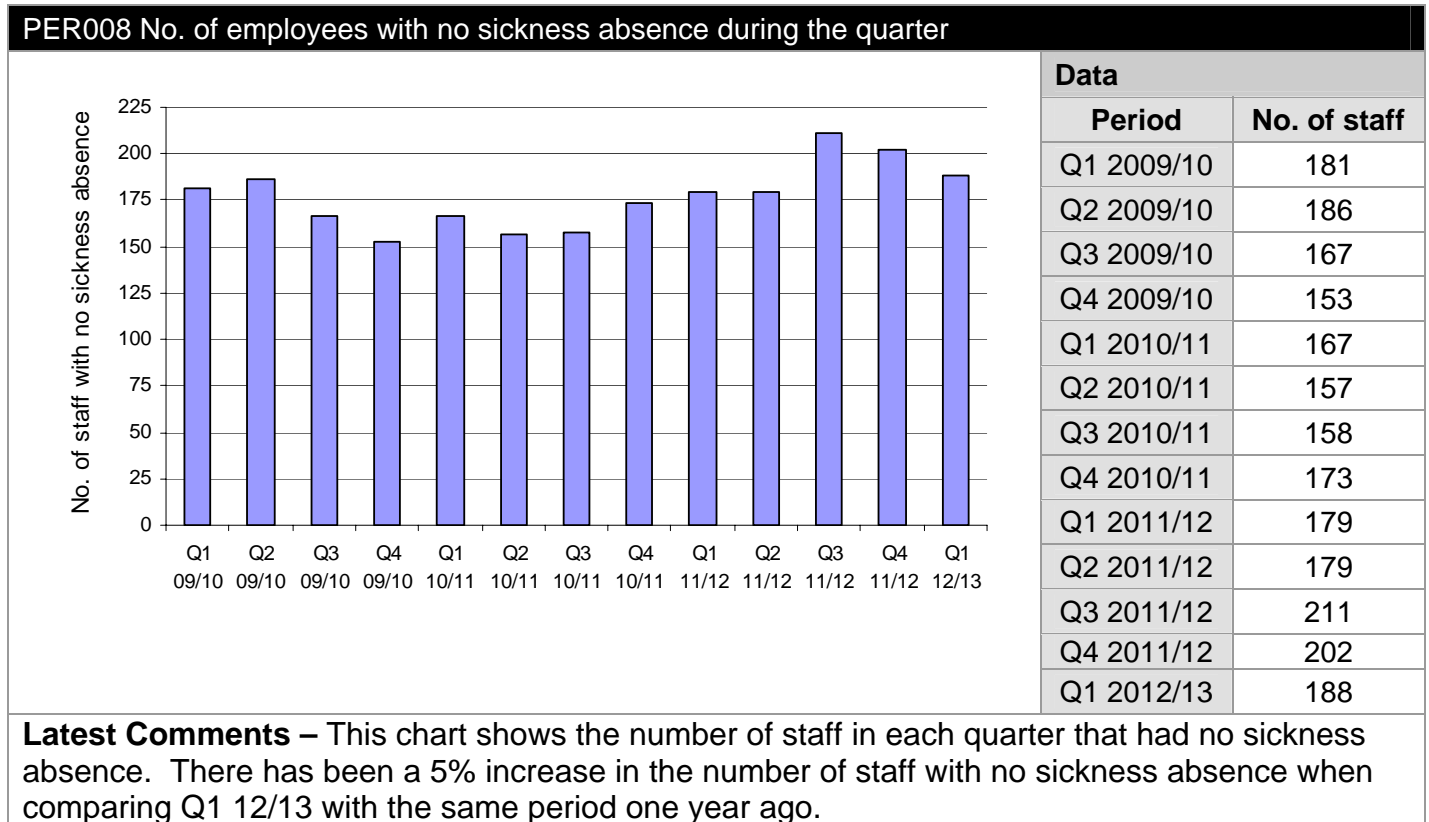
Latest Comments: There has been an increase in the number of staff leaving the authority when compared to the number in the previous quarter and this is in part due to the Care Services Team being TUPE transferred to Radian. The number of actual leavers had reduced during Quarter 4 and the use of the 1team enables resources to be allocated to priority areas. Exit questionnaires and interviews are completed with leavers and closely monitored to identify any trends in areas or reasons for leaving for example.



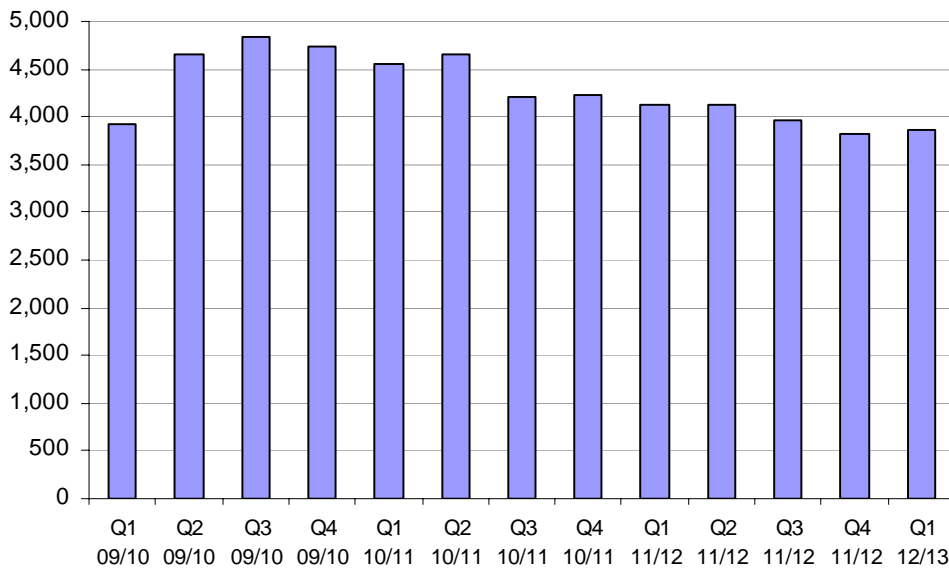
Latest Comments: This chart shows the number of posts that advertised by the Council for each quarter and the figures broken down into full time and part time posts. The majority of vacancies are advertised in the first instance internally for a 2 week period and then externally should the internal recruitment process not be successful.



Latest Comments: The majority of vacancies are advertised in the first instance internally for a 2 week period and then externally should the internal recruitment process not be successful. Since the 1 April 2011 on average 36 percent of vacant posts have been filled using internal candidates following the 1team process. 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 of recruitment process. The increase in the number of external appointments during quarter 1 relate to among others Guildhall catering assistants and summer assistants at the TIC

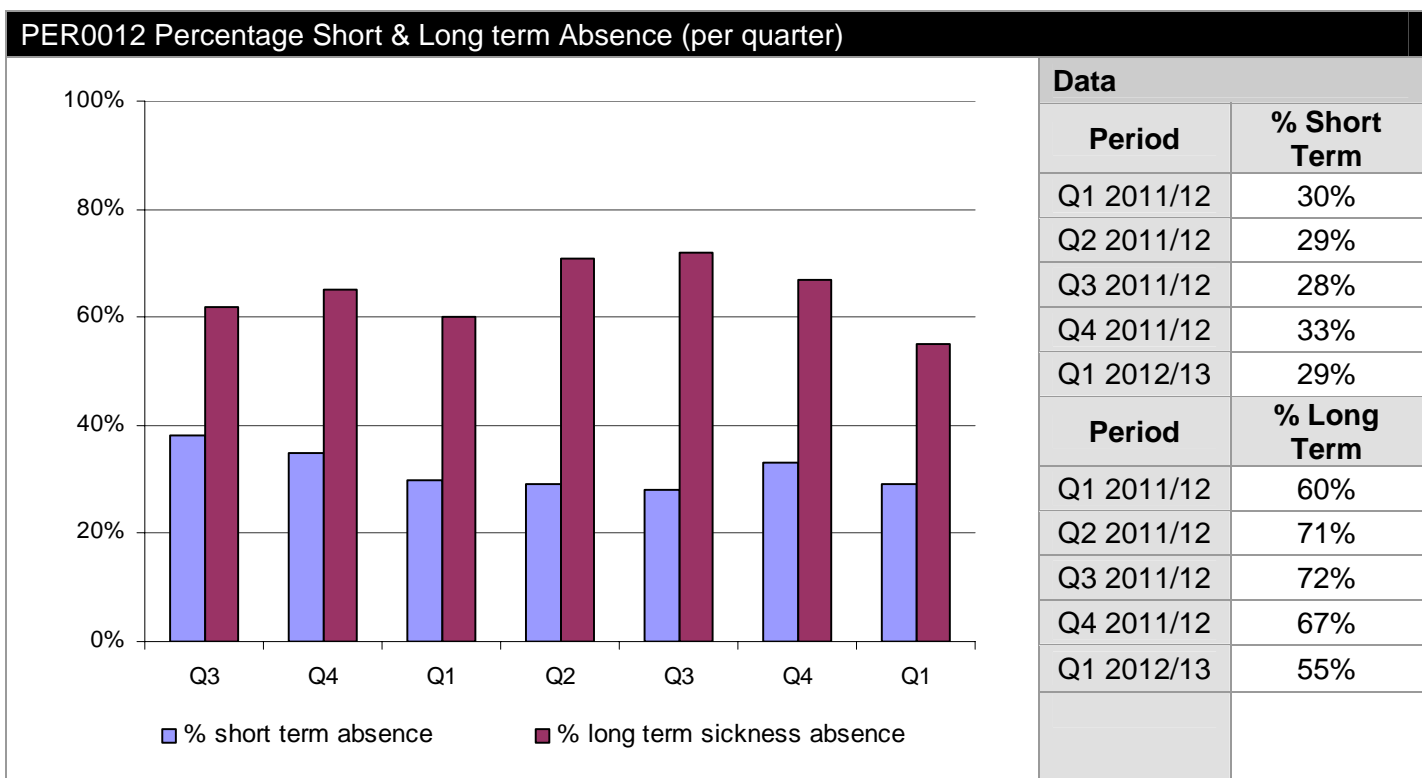
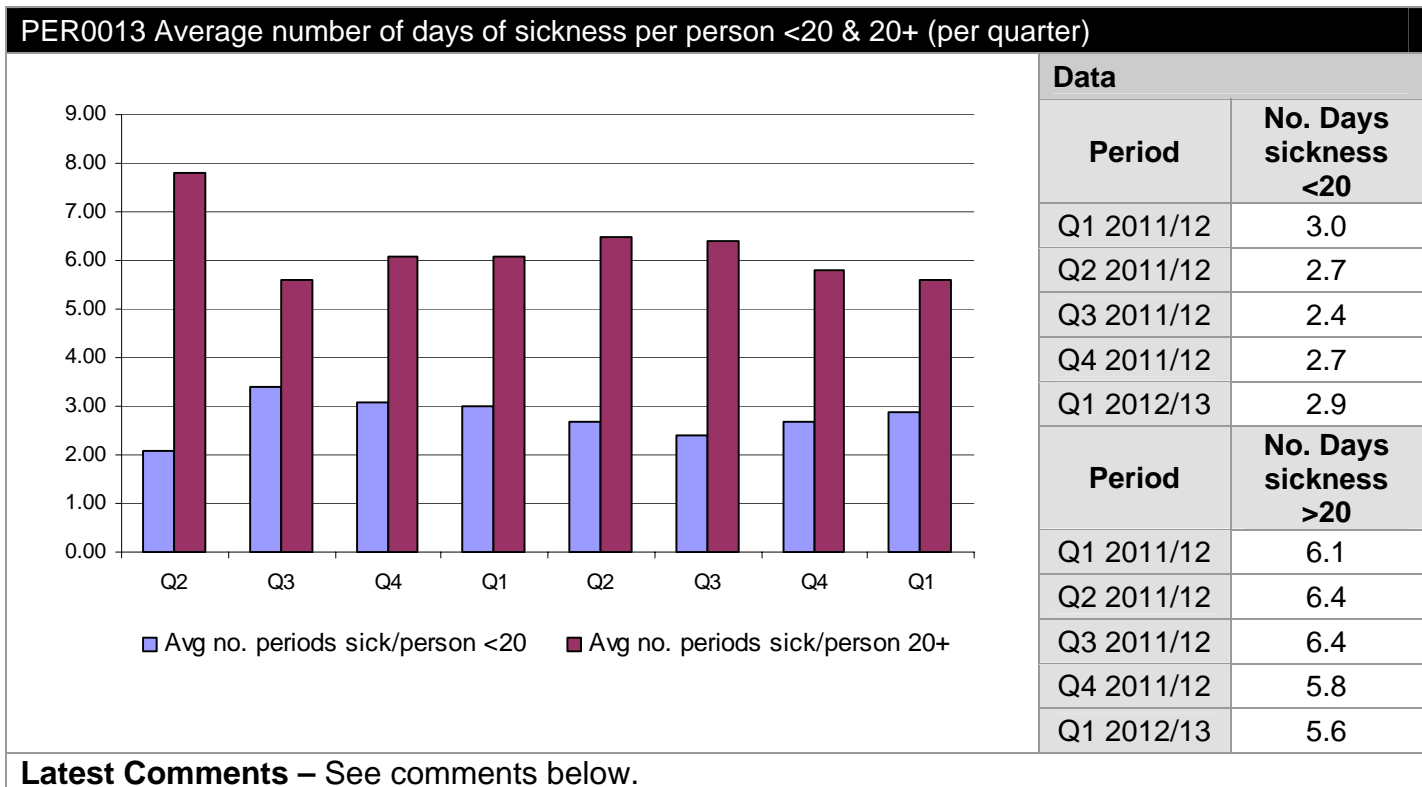
Attendance Indicators

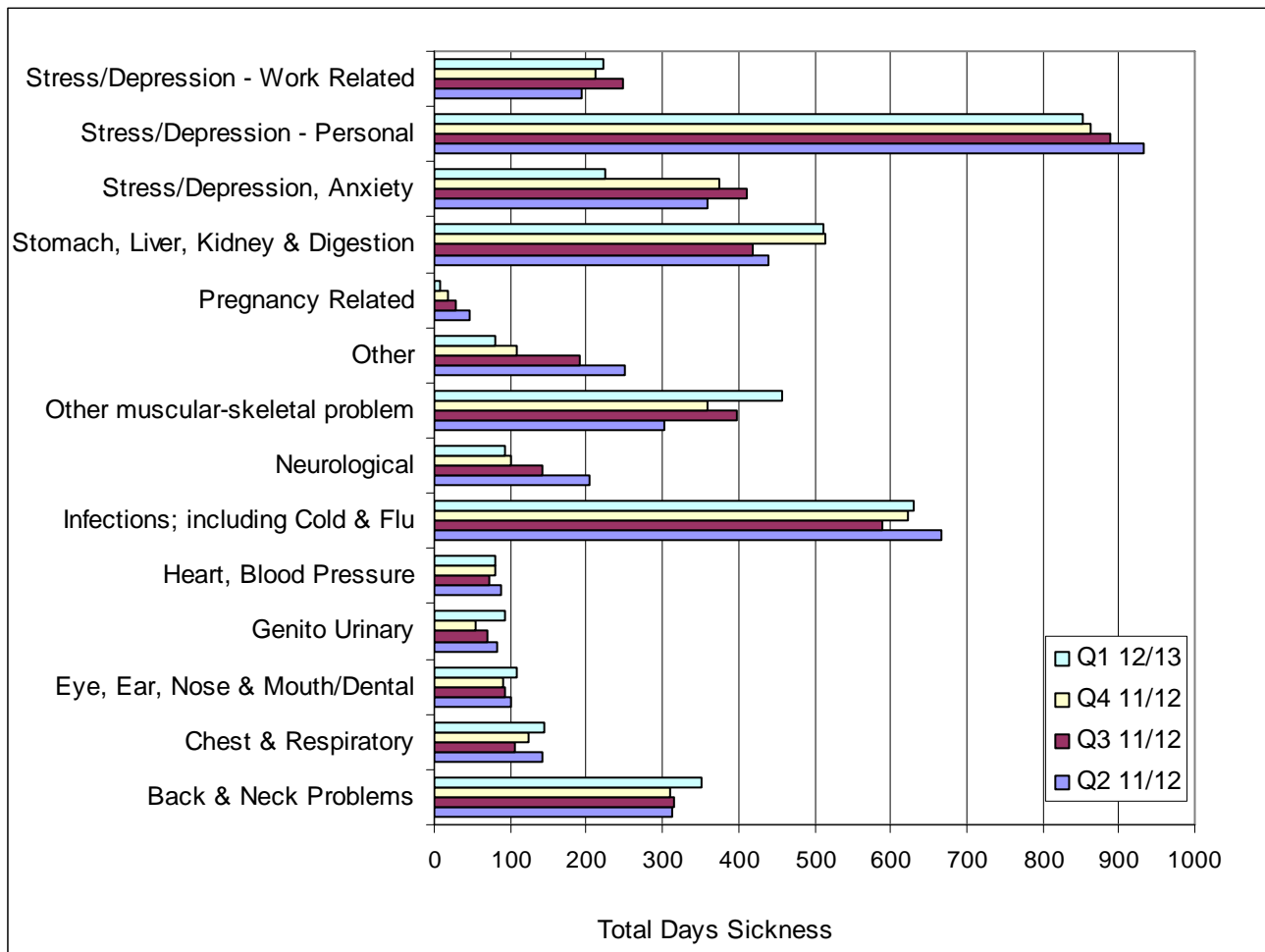
PER0011 Total Number of Days of Sickness absence (per quarter)



| Data | |
|------------|-------------------|
| Period | No. Days sickness |
| 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 |
| Q4 2011/12 | 3,825 |
| Q1 2012/13 | 3,863 |

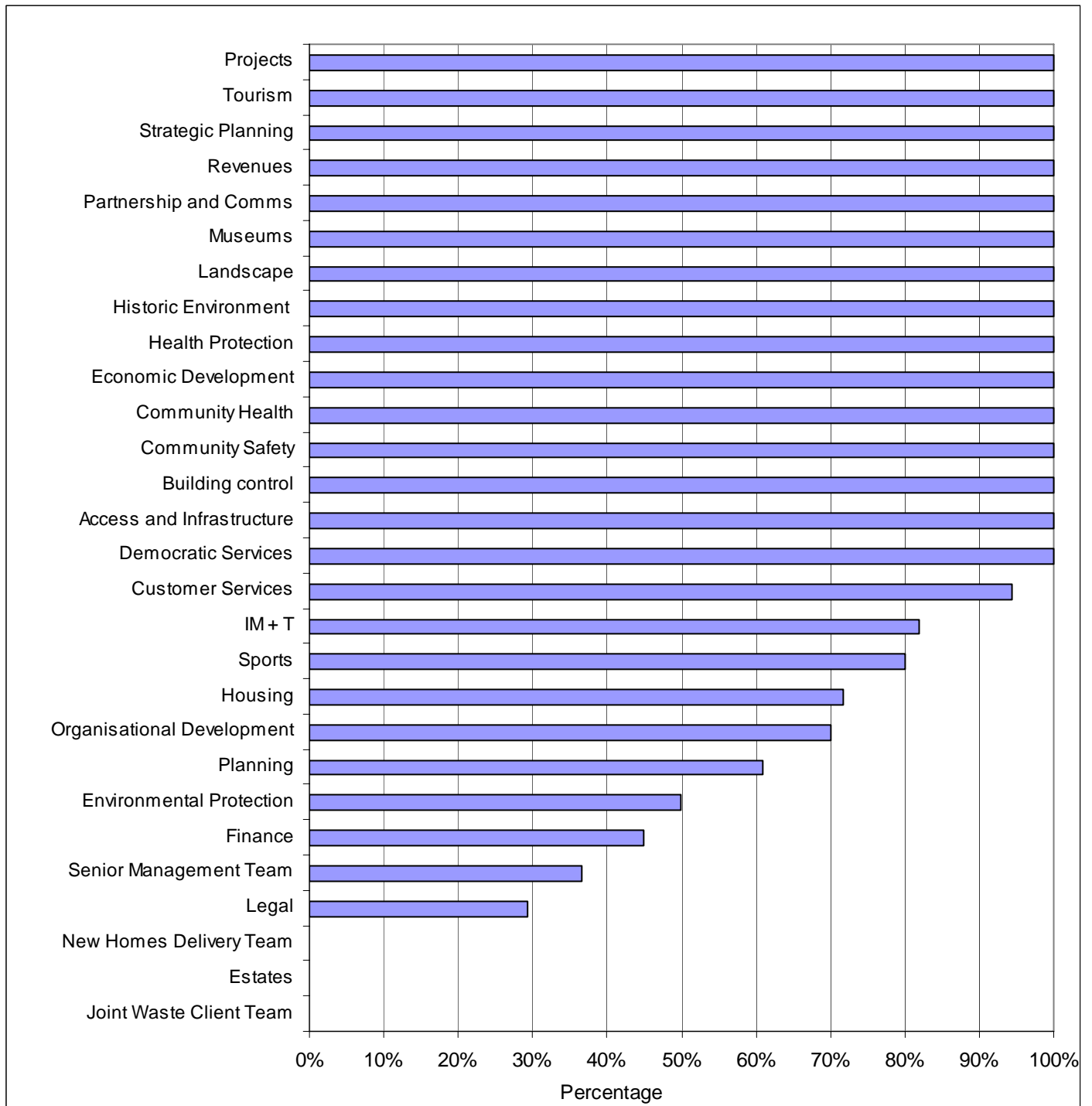
Latest Comments – This chart presents the total number of days taken as sickness absence in each quarter. The total number of days sickness and absence taken during the quarter has increased slightly when compared to the previous quarter, although has fallen when compared to same period a year ago. The revised Sickness and Absence Management Policy, designed to make further improvements to the management of this process is being implemented.



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 and personal reasons.

| All Sickness by Absence Reason | | | |
|---|-----------------------|-----------------------|-----------------------|
| Reason Summary | Q3 2011/12 | Q4 2011/12 | Q1 2012/13 |
| Stress/Depression - Personal | 22.4% | 22.5% | 22.1% |
| Stress - cause unknown | 10.4% | 9.8% | 5.8% |
| Back & Neck Problems | 7.9% | 8.1% | 9.1% |
| Other musculo-skeletal problem | 10.0% | 9.4% | 11.8% |
| Stress/Depression - Work Related | 6.3% | 5.5% | 5.8% |
| Stomach, Liver, Kidney & Digestion | 10.6% | 13.4% | 13.2% |
| Genito Urinary; inc Menstrual Problems | 1.8% | 1.5% | 2.4% |
| Heart, Blood Pressure & Circulation | 1.8% | 2.1% | 2.1% |
| Infections; incl Cold & Flu | 14.8% | 16.3% | 16.3% |
| Chest & Respiratory; incl Chest Infection | 2.7% | 3.2% | 3.7% |
| Eye, Ear, Nose & Mouth/Dental | 2.3% | 2.3% | 2.8% |
| Neurological; inc Headaches & Migraine | 3.6% | 2.6% | 2.4% |
| Pregnancy Related | 0.7% | 0.5% | 0.2% |
| Other | 4.8% | 2.8% | 2.1% |

Percentage of completed 2012/13 appraisals by Team**Latest Comment:**

To date the appraisal completion rate on Selima is 72%, which shows a small improvement on the 69% at the same time last year. Managers have been reminded on several occasions that all appraisals should have now been completed and the details entered onto Selima. Mid year reviews are due from September onwards, the timing dependent on when the full appraisal was conducted.