

PERSONNEL COMMITTEE

3 JANUARY 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING - QUARTER
2 2012/13

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER220](#) – Organisational Development Performance Monitoring Quarter 1 2012/13
– 19 September 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 second 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

3 January 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING - QUARTER 2 2012/13

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 second 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 Appendix 1. These charts and graphs have all been drawn from the Council's performance management system; Covalent.
- 2.3 Furthermore, included within Appendix 1 are updates to the charts that were circulated as an addendum at the last meeting of the Committee on 19 September. These updated charts include details on sickness absence by team and an analysis of short and long term sickness.

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:

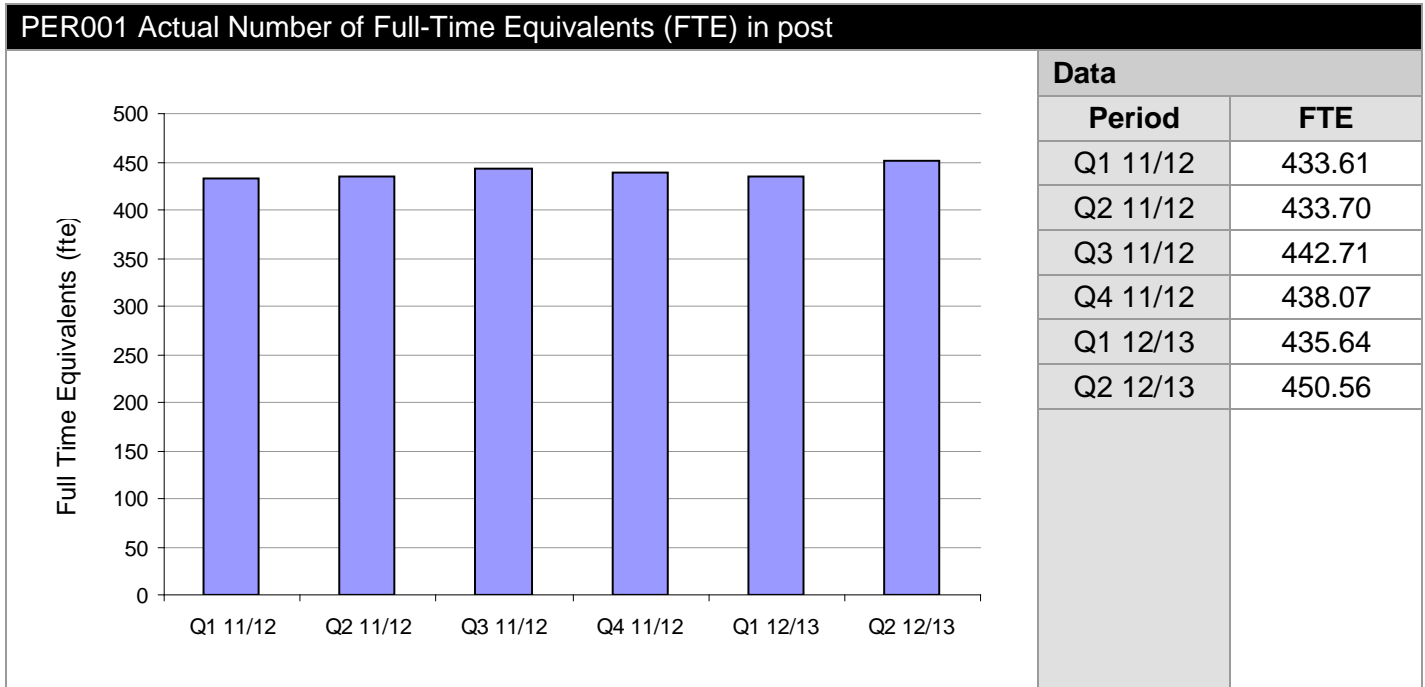
Held by the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q2 2012/13 update

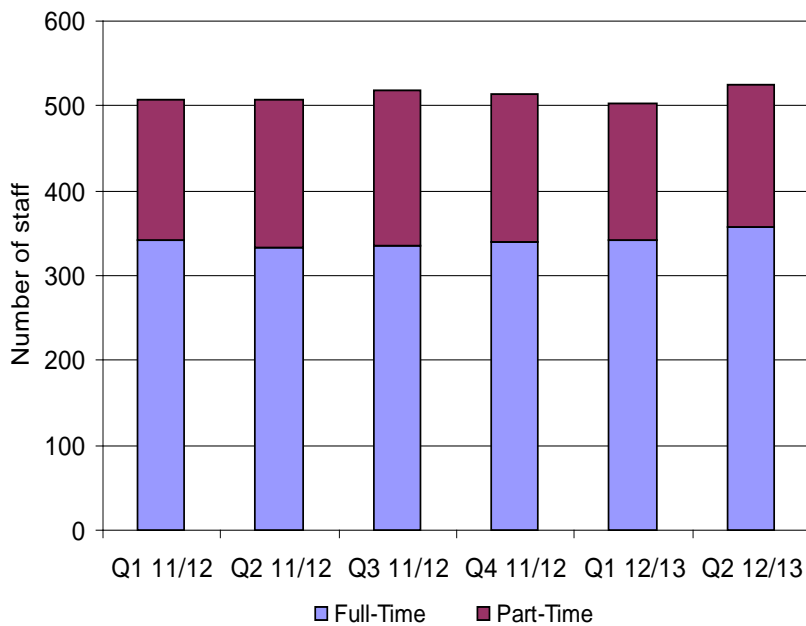
Establishment Indicators**Latest Comments -**

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 number also takes into account vacant posts and unfilled parts of posts.

The quarterly number of full time equivalents (fte) in post has increased over the last quarter by 14.92 fte as has the headcount in post. This increase is in the main accounted for by the arrival of the eleven full-time apprentices that started at the Council in August (report [PER210](#), 28 March 2012 refers) and also temporary posts being added to the establishment to cover for example maternity leave.

The continuing focus on budgets and the need to make savings has resulted in staff 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 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

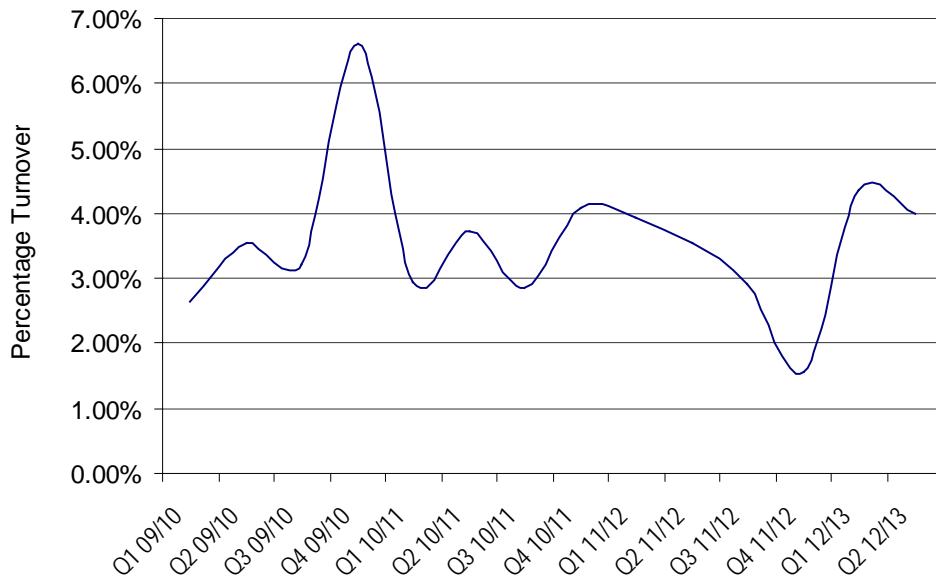
Period	Headcount	%
Full Time		
Q2 2011/12	333	65.68%
Q3 2011/12	335	64.67%
Q4 2011/12	340	66.15%
Q1 2012/13	341	67.66%
Q2 2012/13	357	68.00%
Part Time		
Q2 2011/12	174	34.32%
Q3 2011/12	183	35.33%
Q4 2011/12	174	33.85%
Q1 2012/13	163	32.34%
Q2 2012/13	168	32.00%

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

The total headcount at the end of quarter two was 525 which is a net increase of 21 over the number at the end of the previous quarter.

This increase is in the main accounted for by the arrival of the eleven full-time apprentices that started at the Council in August (report [PER210](#), 28 March 2012 refers).

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

Data

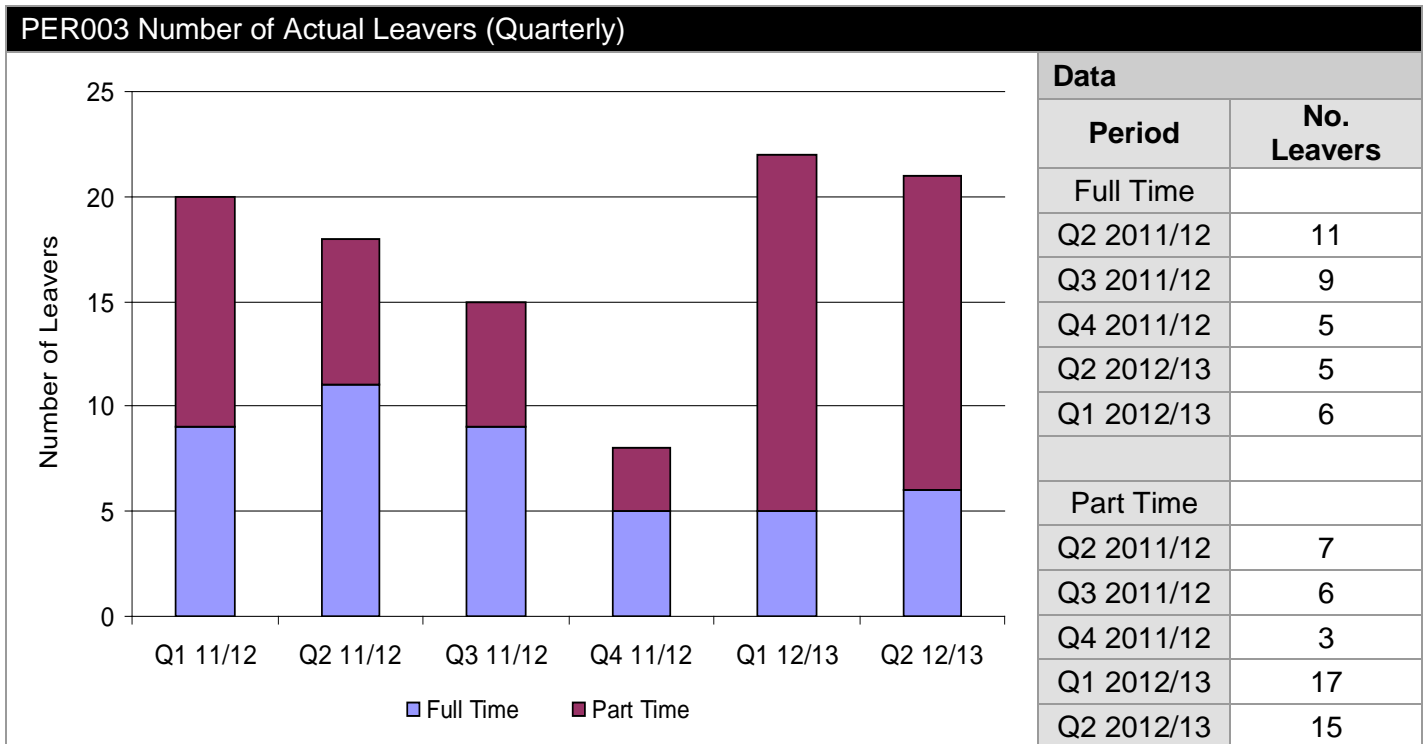
Period	Turnover
Q2 2009/10	3.54%
Q3 2009/10	3.21%
Q4 2009/10	6.61%
Q1 2010/11	2.95%
Q2 2010/11	3.73%
Q3 2010/11	2.86%
Q4 2010/11	4.09%
Q1 2011/12	3.94%
Q2 2011/12	3.55%
Q3 2011/12	2.90%
Q4 2011/12	1.56%
Q1 2012/13	4.37%
Q2 2012/13	4.00%

Latest Comments –

This chart presents the number of actual leavers per quarter as a percentage of the total headcount for the Council.

The actual number of leavers in quarter two was twenty one and 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.



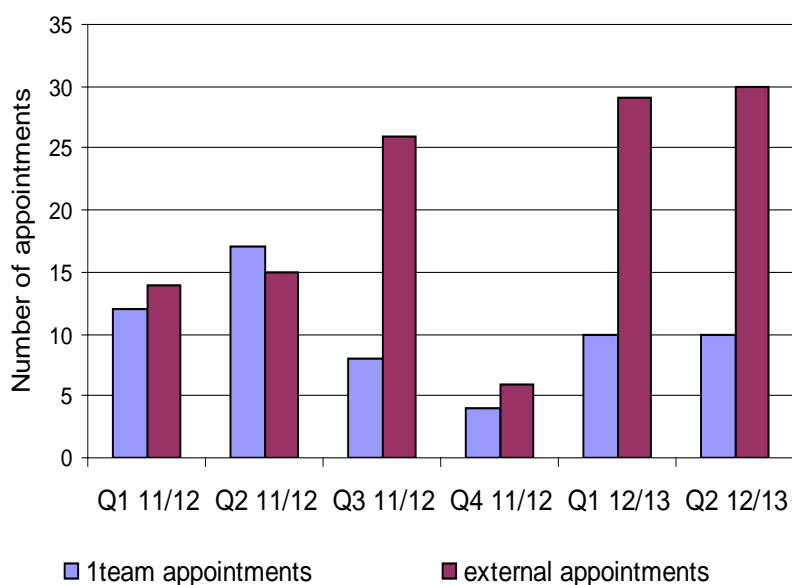
Latest Comments: This chart shows the number of actual leavers per quarter (Jan-Mar, Apr-Jun, Jul-Sept and Oct-Dec) and is broken down between full-time and part-time staff

The number of leavers in the period July to September (Q2) included five temporary staff whose fixed term contract came to an end and two staff who were employed on a causal basis. Of the remainder there were three leavers in Housing Services, three in Estates and two in the Museums Team (Visitor Assistants).

The 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 reasons for leaving for example.

PER007 Analysis of appointments to vacant posts



Data

Period	1team app't	External app't
Q1 2011/12	12	14
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

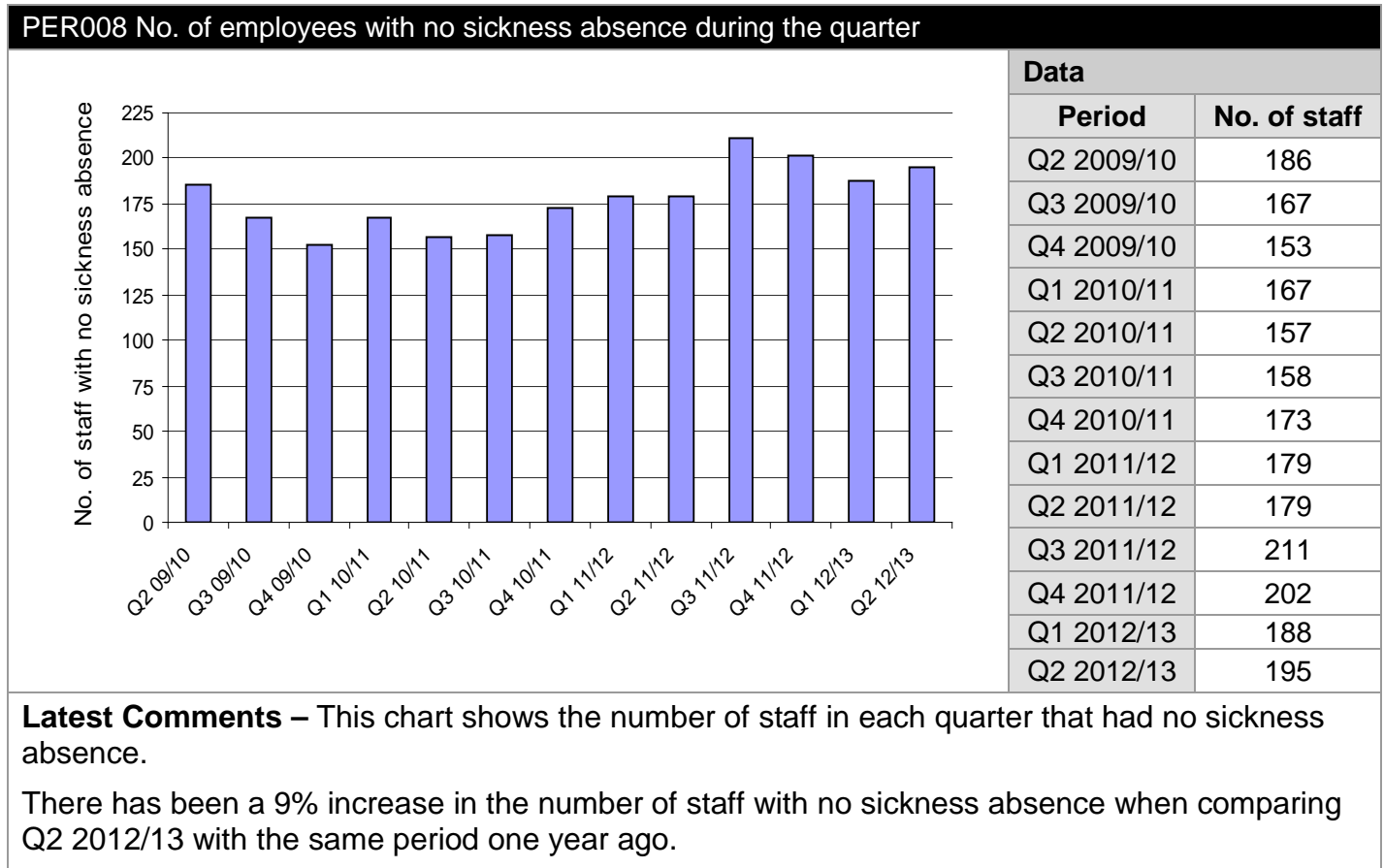
Latest Comments:

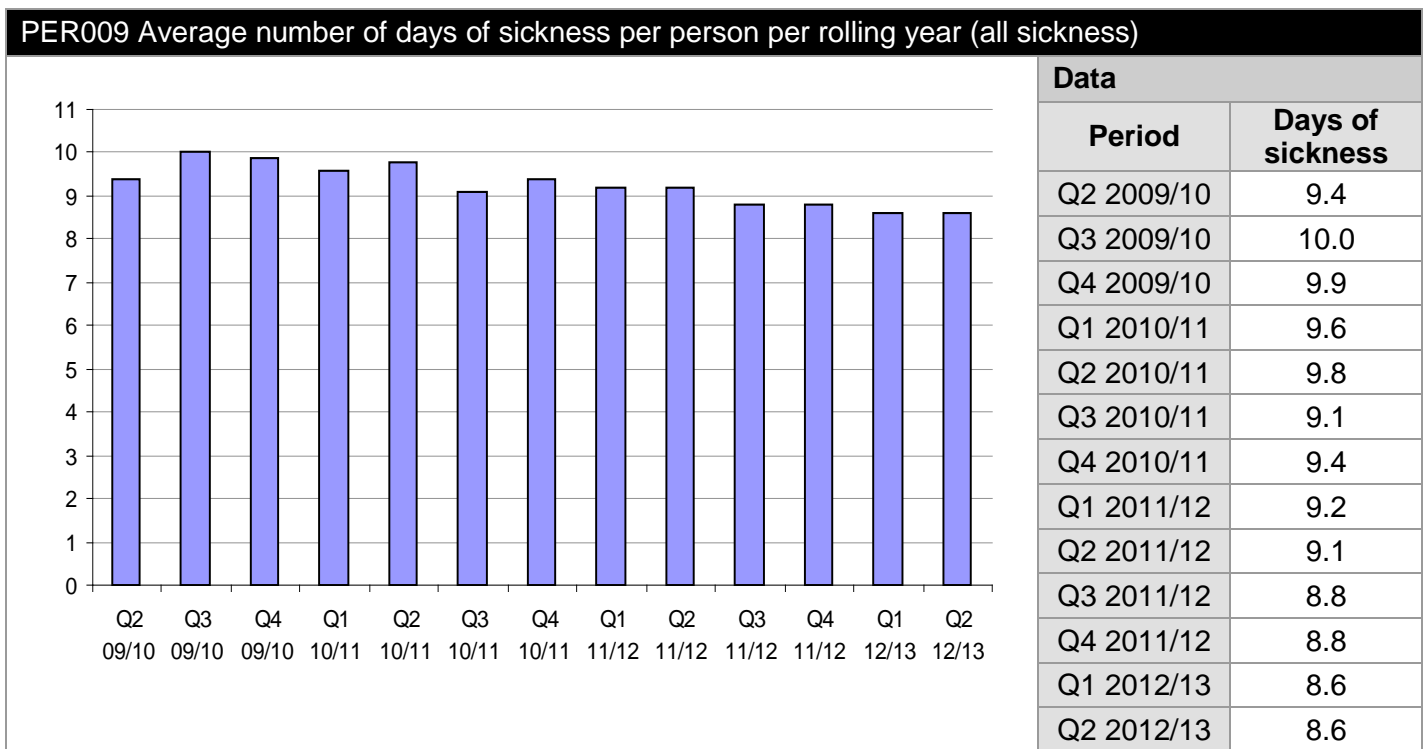
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidate.

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 2011 on average 34% 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.

The total number of external appointments made during quarter two includes the eleven apprentices that started at the Council during August, two National Management Graduate trainees plus further staff in teams around the Council filling the posts vacated by staff who have previously left.

Included in the number of staff who have been appointed following the 1team process include three staff in Customer Services, two in Planning Management along with individual staff in Building Control, Environment, Legal, Revenues and the New Homes Delivery Team.

Attendance and Sickness Indicators

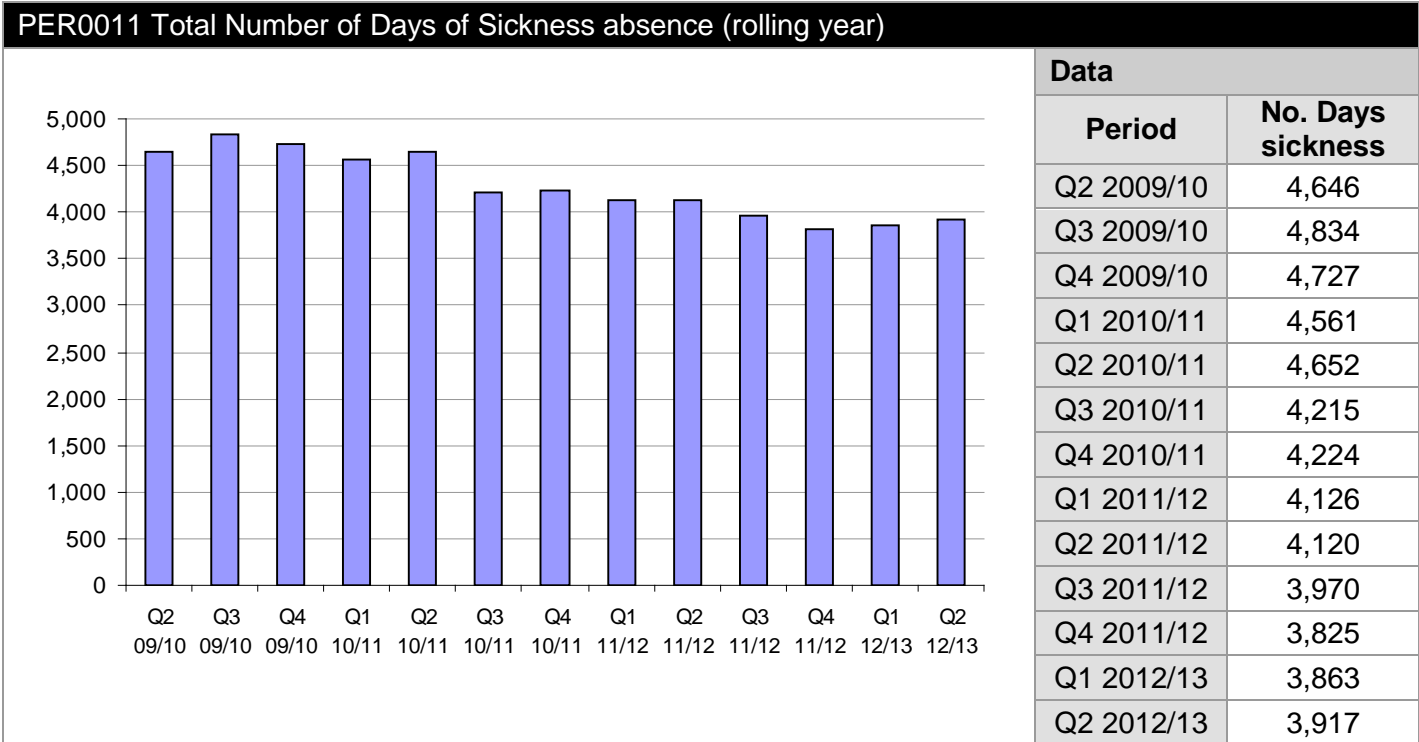


Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December)

The sickness absence figure for the twelve month period ending September 2012 (Q2 2012/13) is the same as for the previous quarter at an average of 8.6 days sickness per member of staff.

Organisational changes that have been made in the past and proposed changes in the future to make the most efficient and effective use of resources may have an influence on this figure, particularly as the reason for the highest sickness absence rate is personal stress and depression. The Organisational Development Team and Corporate Management Team (CMT) continue to work closely together to ensure that the process of change is well managed to minimise any negative impact on staff.

Following the introduction of the revised [Sickness and Absence Policy](#) additional training has been undertaken to support managers in managing sickness and absence within their teams.

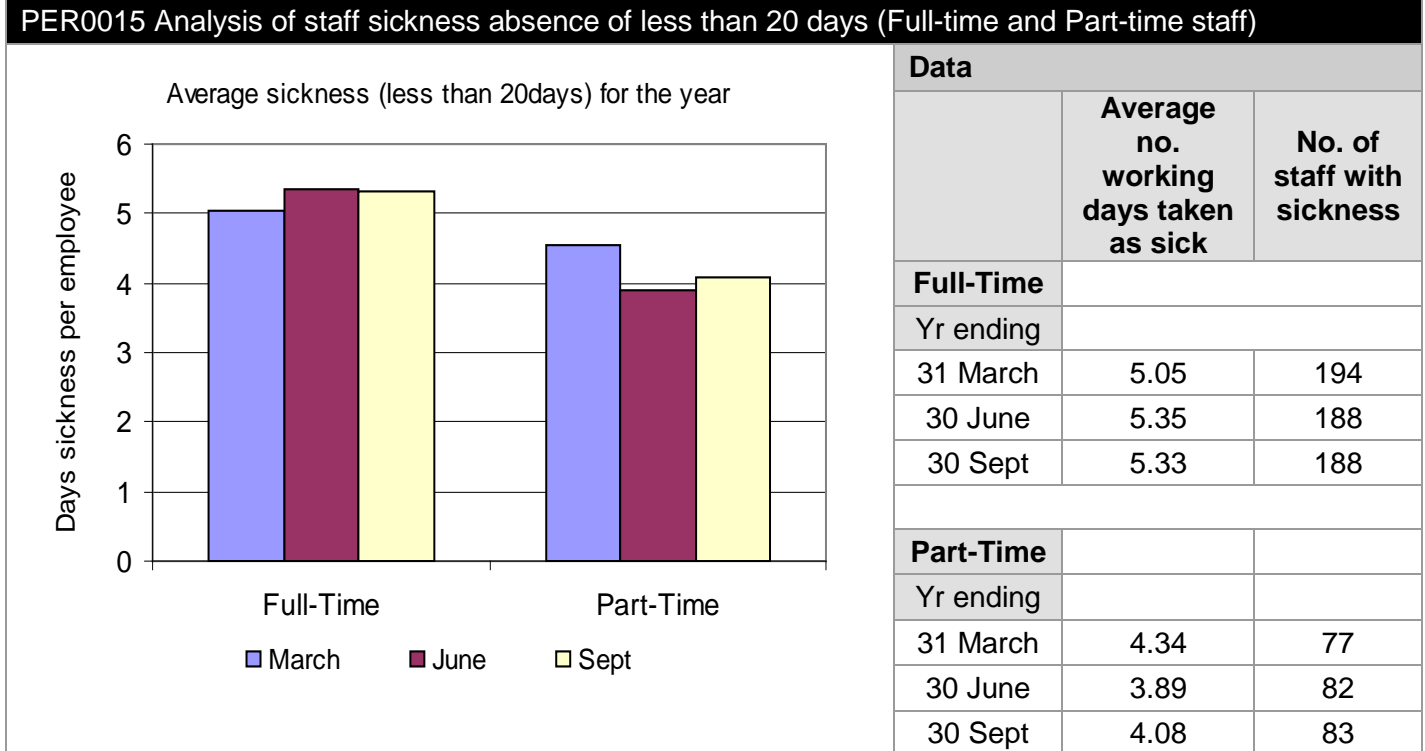


Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 31 March, 30 June, 30 September and 31 December.

The total number of days sickness absence taken during the year ending September (Q2 2012/13) has increased slightly when compared to the previous quarter, although is lower than the comparable period last year.

An analysis of the total number of days taken as sickness (3,917 days for the twelve months ending 31 September 2012) 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.

The revised Sickness and Absence Management Policy, designed to make further improvements to the management of this process has been implemented.



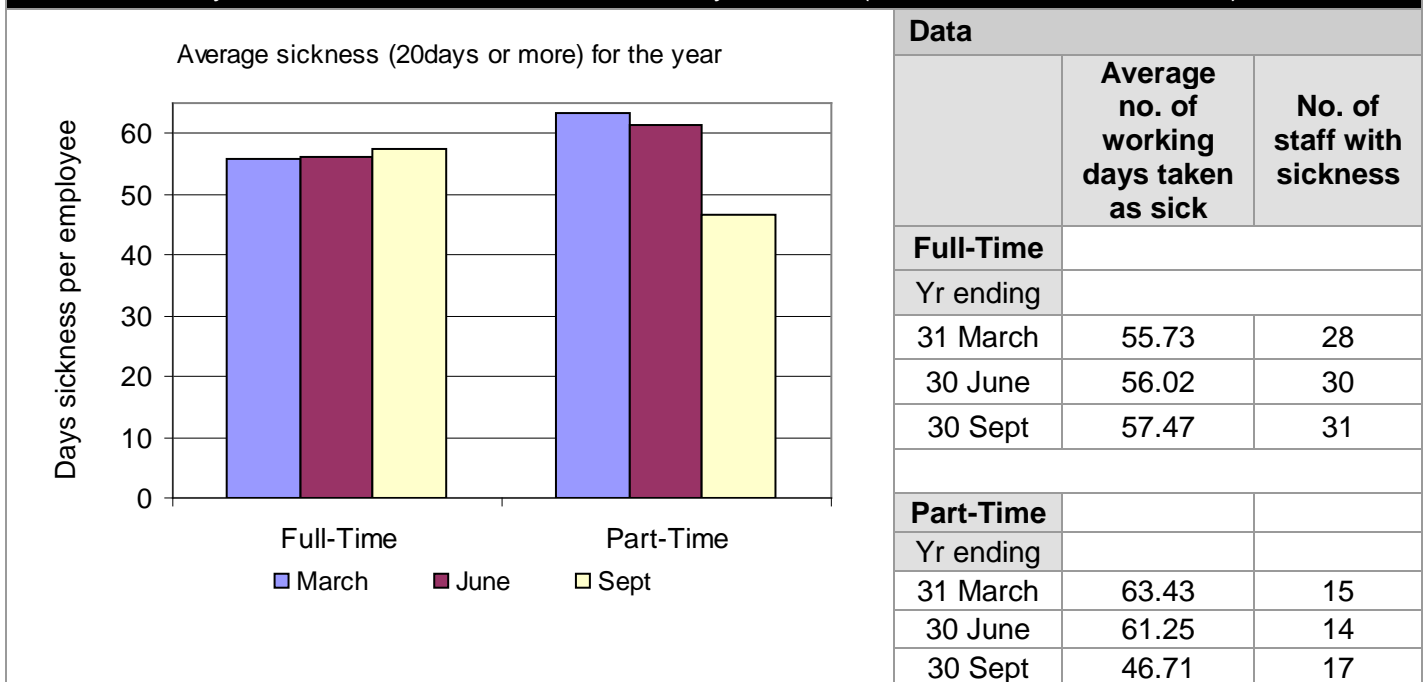
Latest Comments –

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 and 30 September 2012. 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 30 September 2012, 83 part-time and 188 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 1341.5 days (1002.5 by full-time staff and 339.0 by part-time staff).

The average length of sickness for the year ending 30 September 2012 for both part-time and full-time staff, where the total was less than 20 days per employee is 4.95 days (up from 4.91 days at the end of the previous quarter).

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

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 March, 30 June and 30 September 2012. The data is further analysed between full-time and part-time staff.

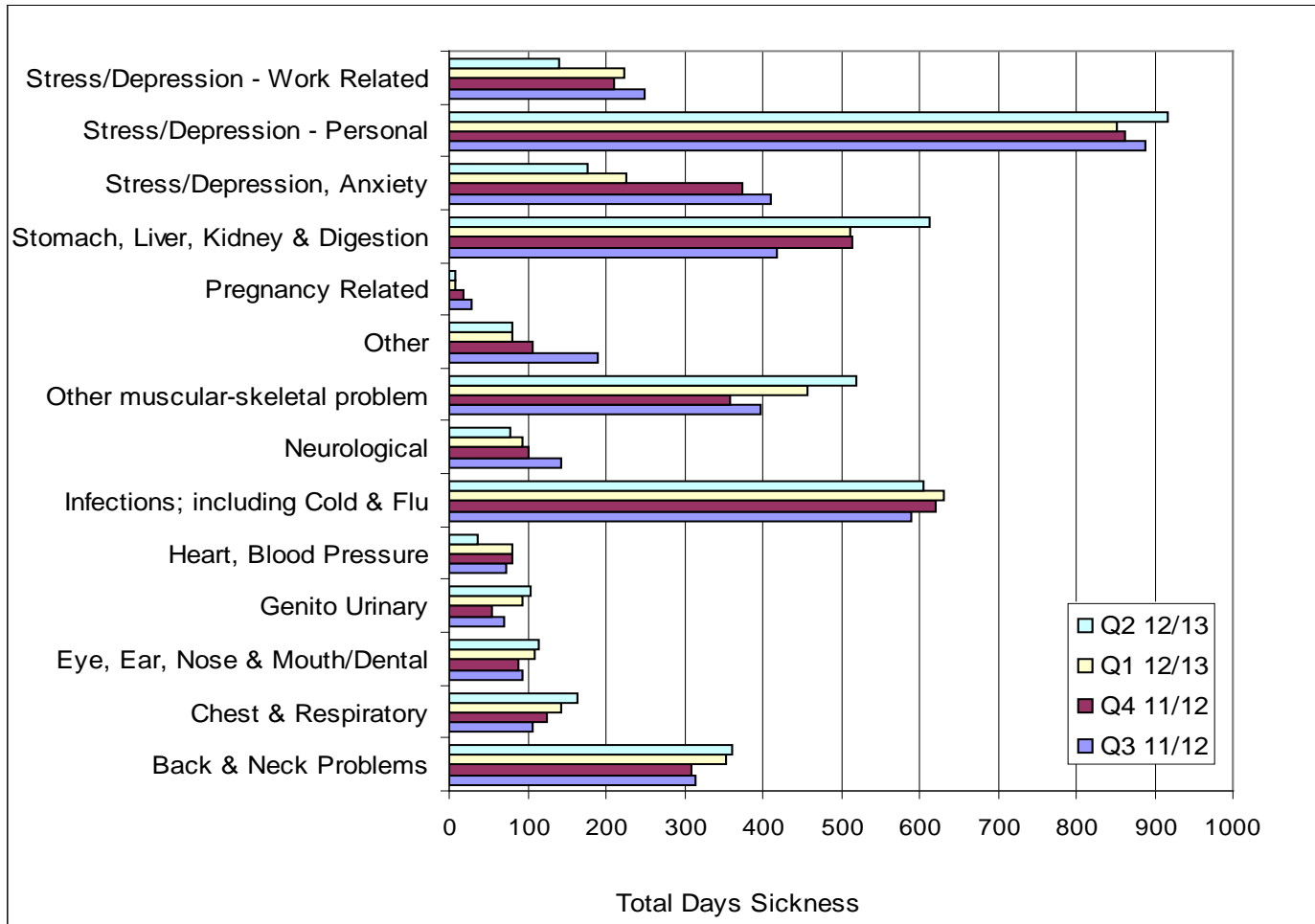
For the year ending 30 September 2012, 17 part-time and 31 full-time staff each took 20 days or more sickness in the period.

The average number of days sickness taken for part time staff has reduced significantly from 61.25 days as at the end of the previous quarter. This is due to part time staff leaving and also part time staff that have returned from a period of sick leave.

The total number of days taken as sickness, where the total was 20 days or more per employee was 2,575.5 days (1781.5 by full-time staff and 794 by part-time staff).

The average length of sickness for the year ending 30 September 2012 for both part-time and full-time staff, where the total was 20 days or more is 53.66 days.

The average number of days sickness for all sickness absence for the year ending 30 September 2012 was 12.28 days per employee down from 12.30 days at the end of the previous quarter.

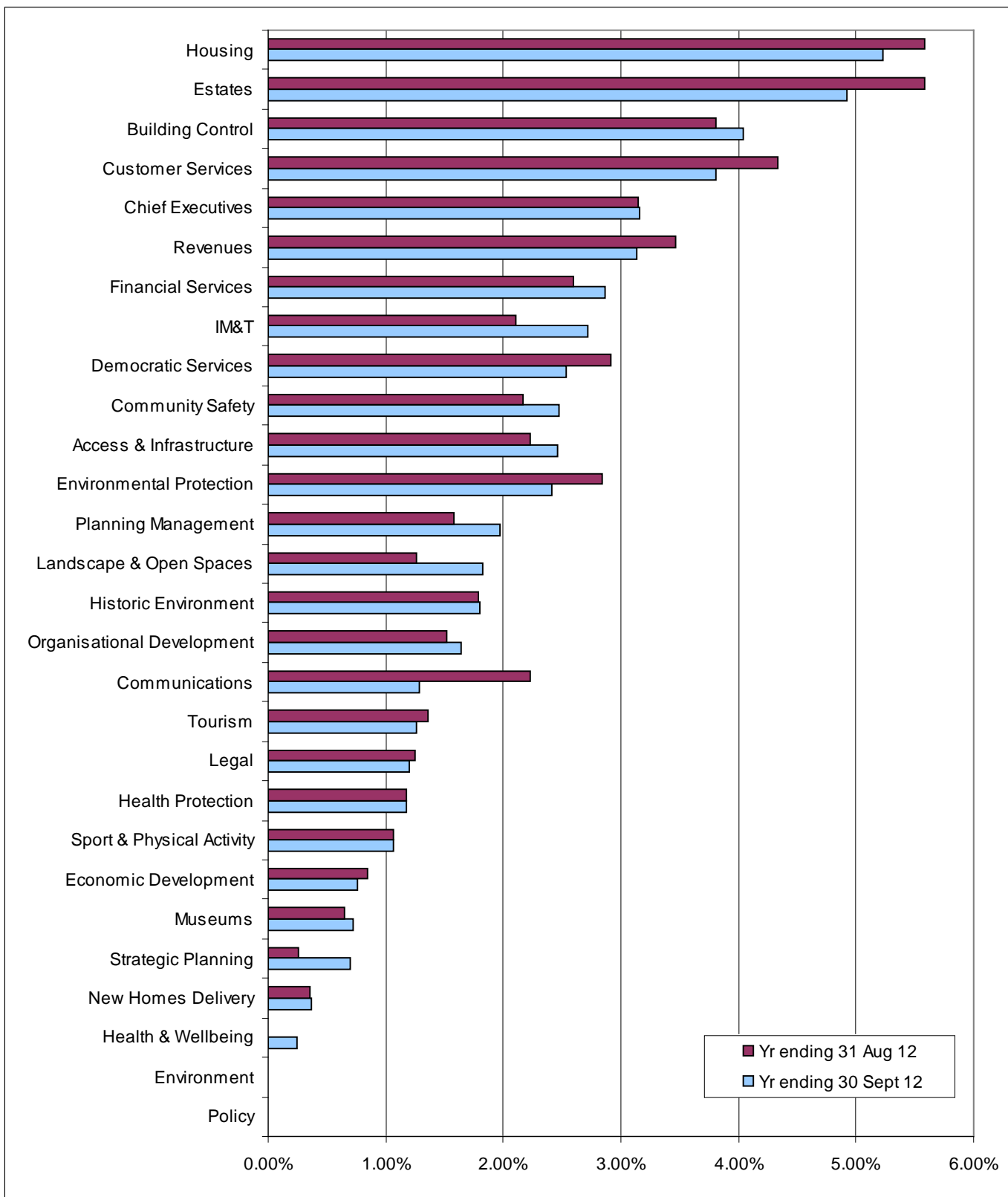
Analysis of Sickness Absence by Reason (per quarter)**Latest Comment:**

The highest combined short term and long term sickness absence reason has remained stress, depression for personal reasons.

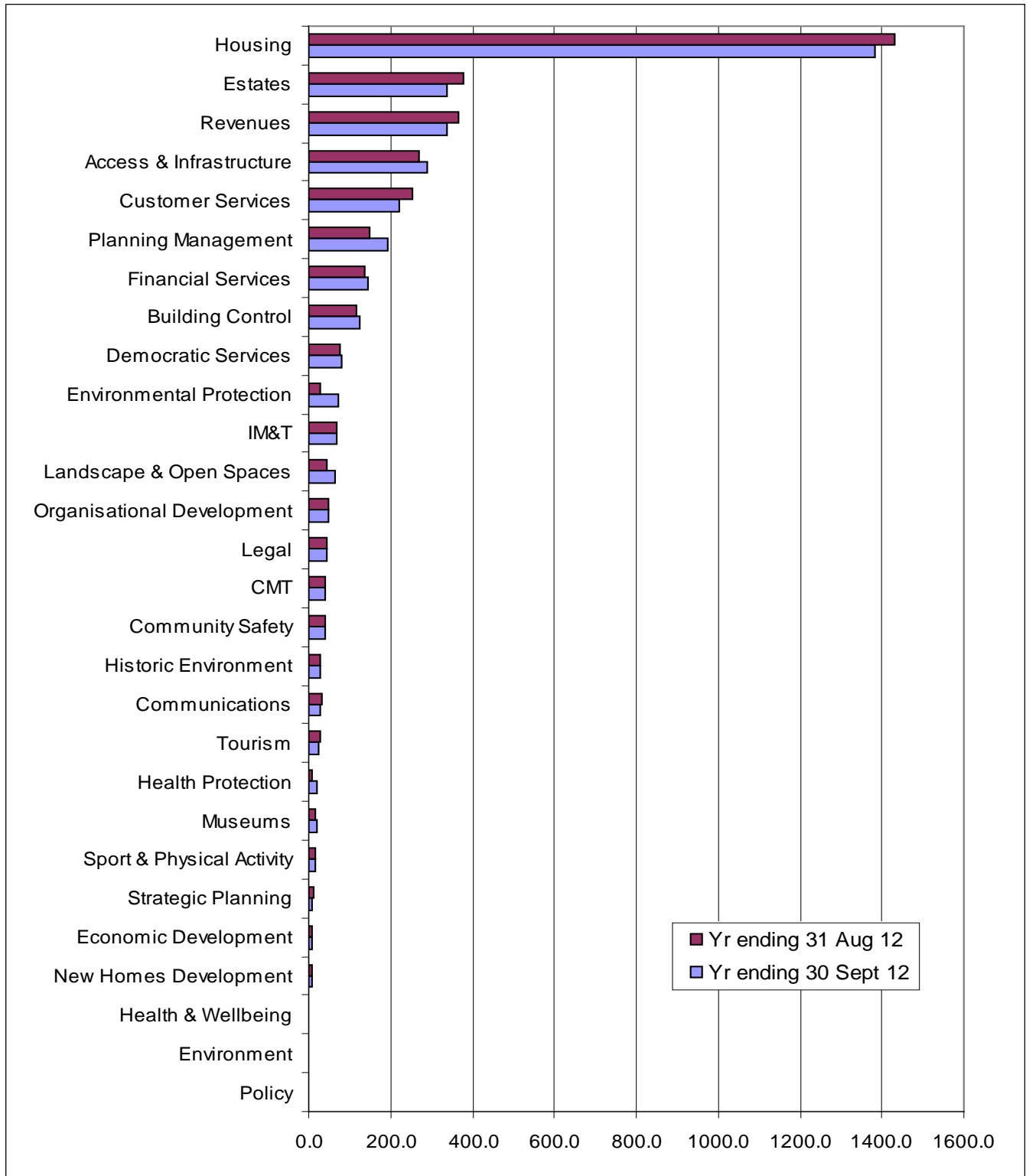
All Sickness by Absence Reason				
Reason Summary	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13
Stress/Depression - Personal	22.4%	22.5%	22.1%	23.4%
Stress - cause unknown	10.4%	9.8%	5.8%	4.5%
Back & Neck Problems	7.90%	8.1%	9.1%	9.2%
Other musculo-skeletal problem	10.0%	9.4%	11.8%	13.2%
Stress/Depression - Work Related	6.3%	5.5%	5.8%	3.6%
Stomach, Liver, Kidney & Digestion	10.6%	13.4%	13.2%	15.6%
Genito Urinary; inc Menstrual Problems	1.8%	1.5%	2.4%	2.6%
Heart, Blood Pressure & Circulation	1.8%	2.1%	2.1%	0.9%
Infections; including Cold & Flu	14.8%	16.3%	16.3%	15.4%
Chest & Respiratory; incl. Chest Infection	2.7%	3.2%	3.7%	4.2%
Eye, Ear, Nose & Mouth/Dental	2.3%	2.3%	2.8%	2.9%
Neurological; inc Headaches & Migraine	3.6%	2.6%	2.4%	2.0%
Pregnancy Related	0.7%	0.5%	0.0%	0.2%
Other	4.8%	2.8%	2.1%	2.0%

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 2012. By way of a comparison the figures for the twelve month period ending 31 August 2012 have also been included.

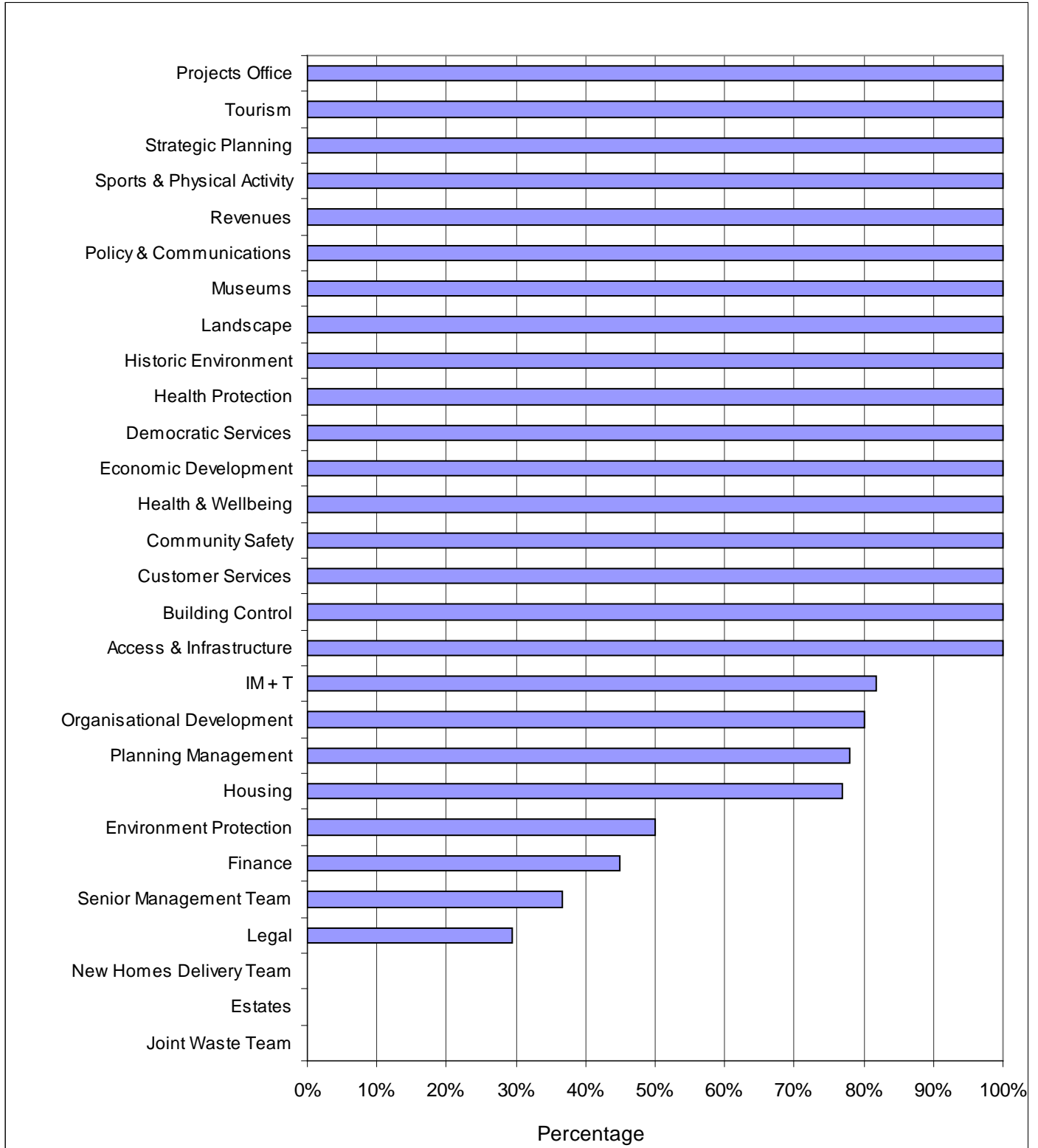


The chart below gives details of the total number of sickness days by team for the 12 month period ending 30 September 2012. By way of a comparison the figures for the twelve month period ending 31 August 2012 have also been included.



Percentage of completed 2012/13 appraisals by Team

This chart shows the percentage of appraisals completed for the 2012/13 year.



Latest Comment:

To date the appraisal completion rate on Selima is 75%. Managers continue to be reminded that all appraisals should have now been completed and the details entered onto Selima.