

PERSONNEL COMMITTEE

6 OCTOBER 2014

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – FIRST
QUARTER 2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER250 – Organisational Development Performance Monitoring Outturn 2013/14 –
8 July 2014

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 2014/15 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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ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – FIRST QUARTER 2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report sets out performance information for the Organisational Development Team and the Council for the first quarter of 2014/15 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 and the Portfolio Holder 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. These charts and graphs have all been drawn from the Council's performance management system; Covalent.

OTHER CONSIDERATIONS:

3. COMMUNITY STRATEGY AND PORTFOLIO 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 or staff turnover impacts on the productivity and the ability to deliver a cost effective service for the Council.

BACKGROUND DOCUMENTS:

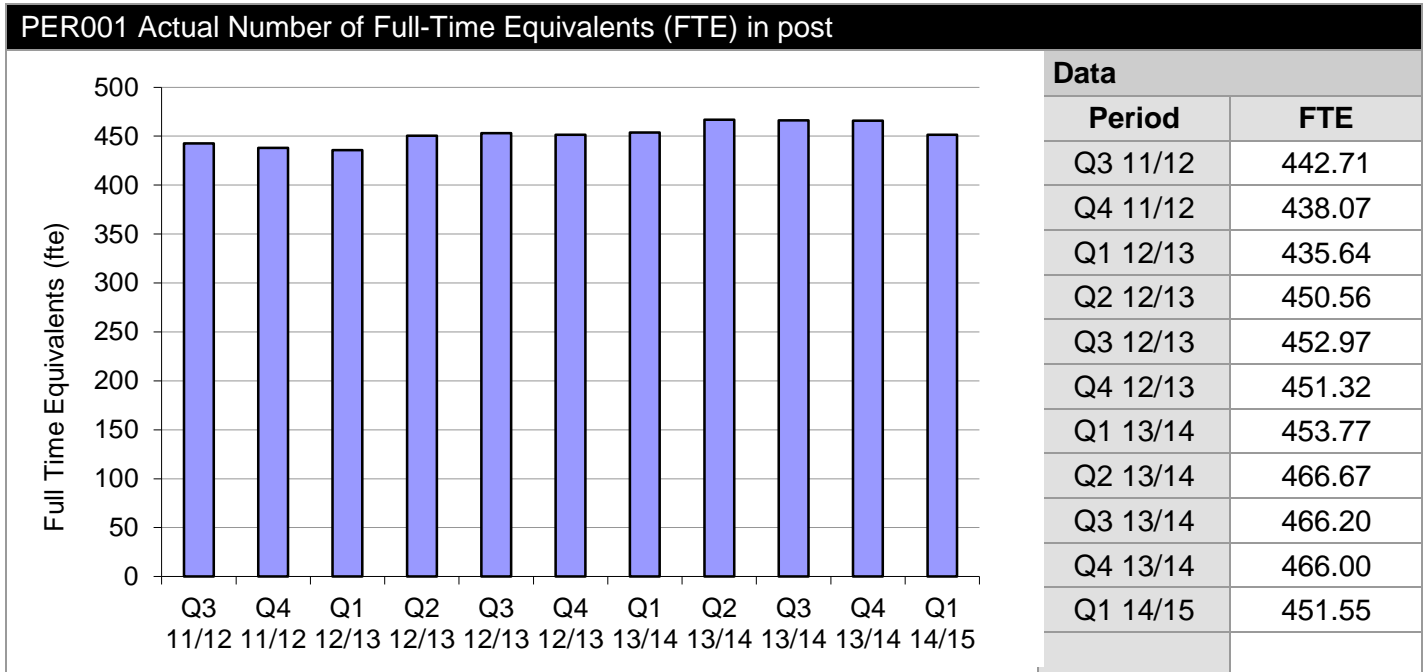
Held within the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators.

PERSONNEL COMMITTEE

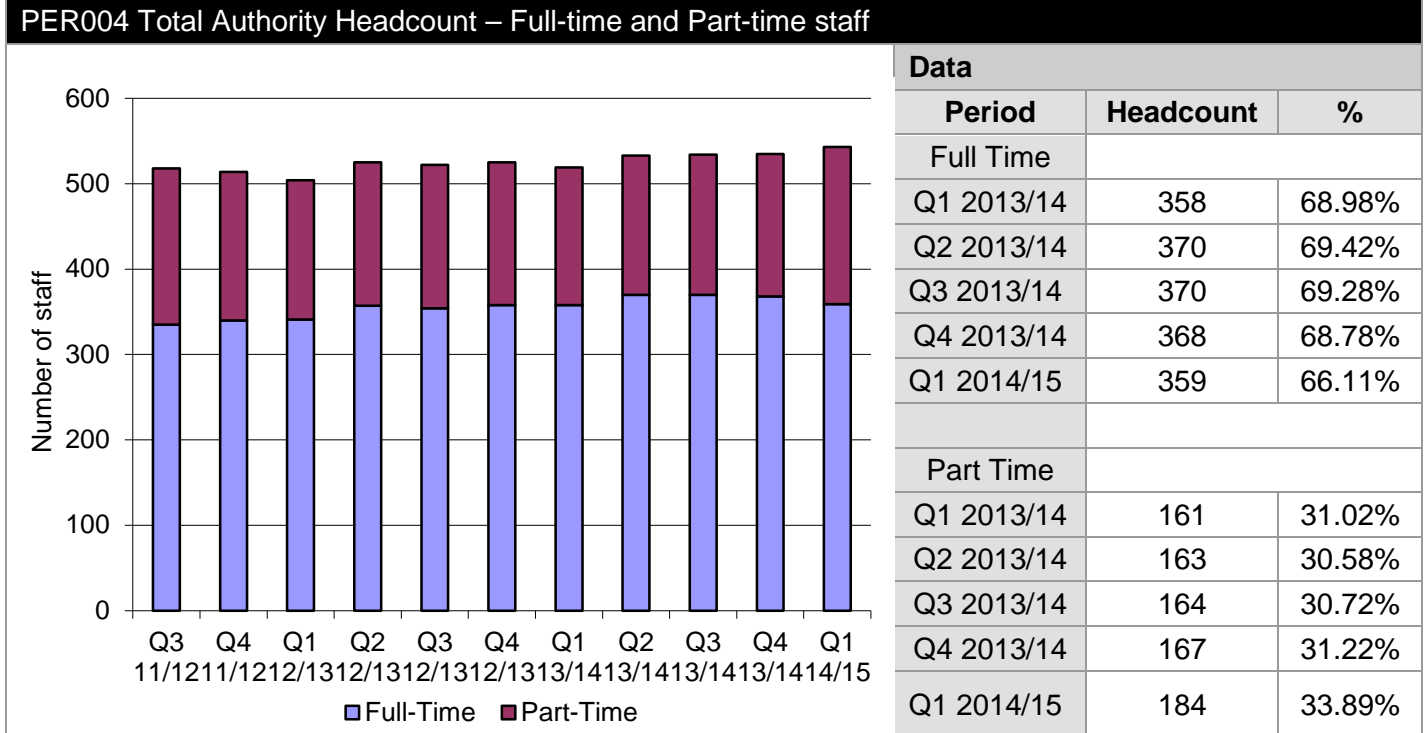
Quarterly Performance Monitoring – Q1 2014/15 update

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 decreased over the last quarter by 14.45 fte. Further details are provided in the following tables.

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.



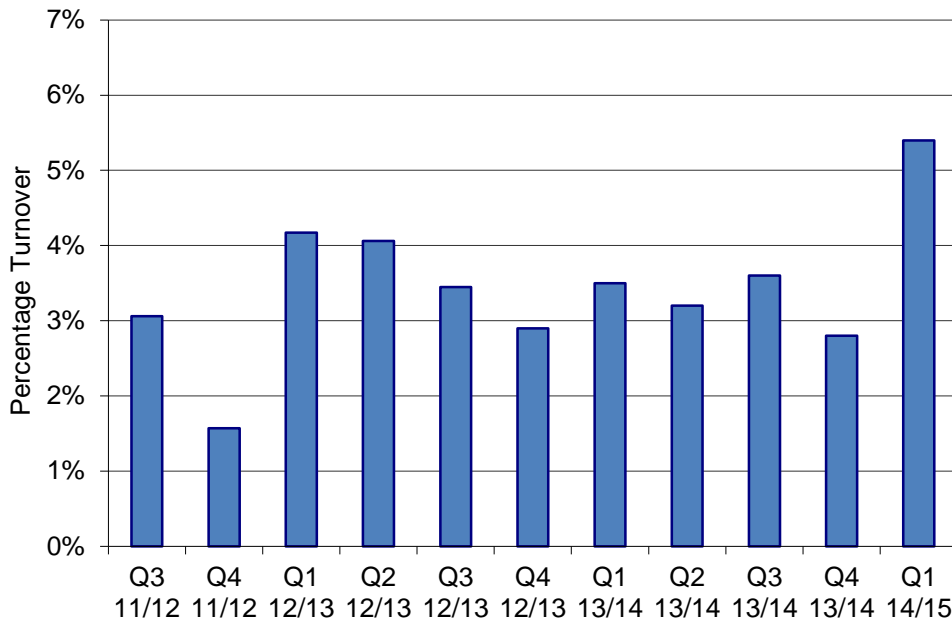
Latest Comments –

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 one was 543 which shows an increase of 8 when compared to the previous quarter.

The main reason for the increase in the headcount relates to an increase in the number of starters filling an increased number of vacant posts.

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



Data	
Period	Turnover
Q1 2011/12	3.94%
Q2 2011/12	3.53%
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
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%

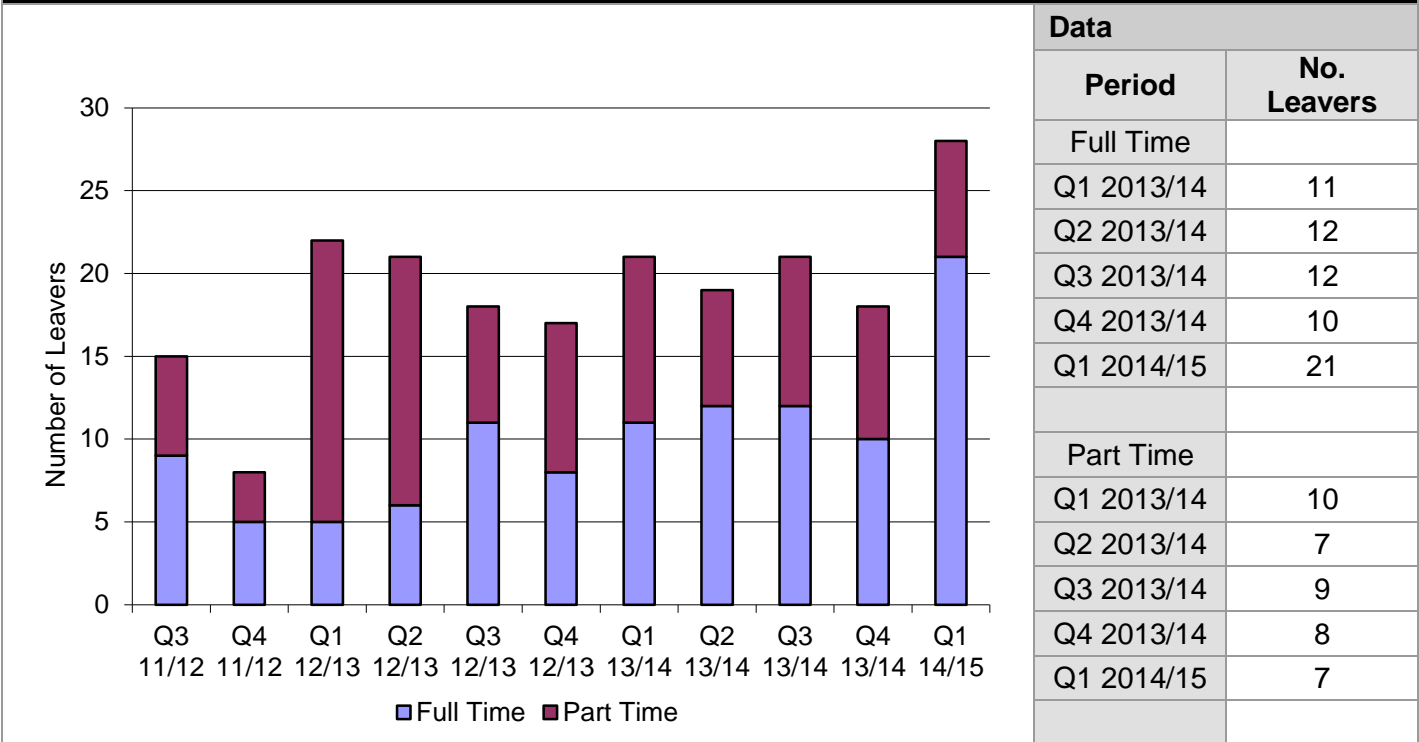
Latest Comments –

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 one was 28 compared to 18 for quarter four of 2013/14. More detail is included with the chart on the next page. The main reason for the increase in the number of leavers is a change in the economic conditions with all local government authorities seeing an increase in the turnover of staff.

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

PER003 Number of Actual Leavers (Quarterly)



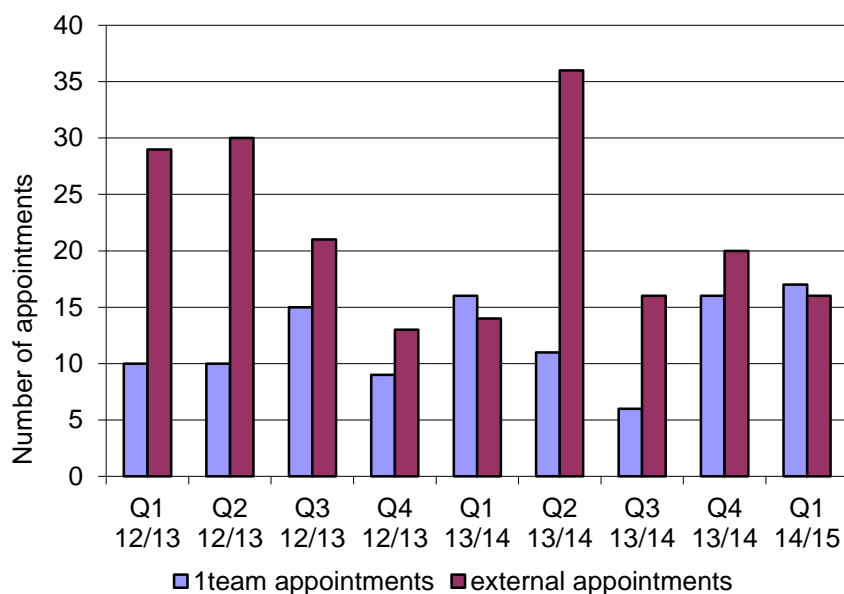
Latest Comments: This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff.

The number of leavers in the period April to June (Q1 2014/15) included 7 from Housing Services, 4 from Financial Services, 3 from Economic & Communities, Neighbourhood & Environment and Revenues, and 2 from, Built Environment, Business Management, Estates and Legal & Democratic Services.

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 2011/12	8	26
Q4 2011/12	4	6
Q1 2012/13	10	29
Q2 2012/13	10	30
Q3 2012/13	15	21
Q4 2012/13	9	13
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

Latest Comments:

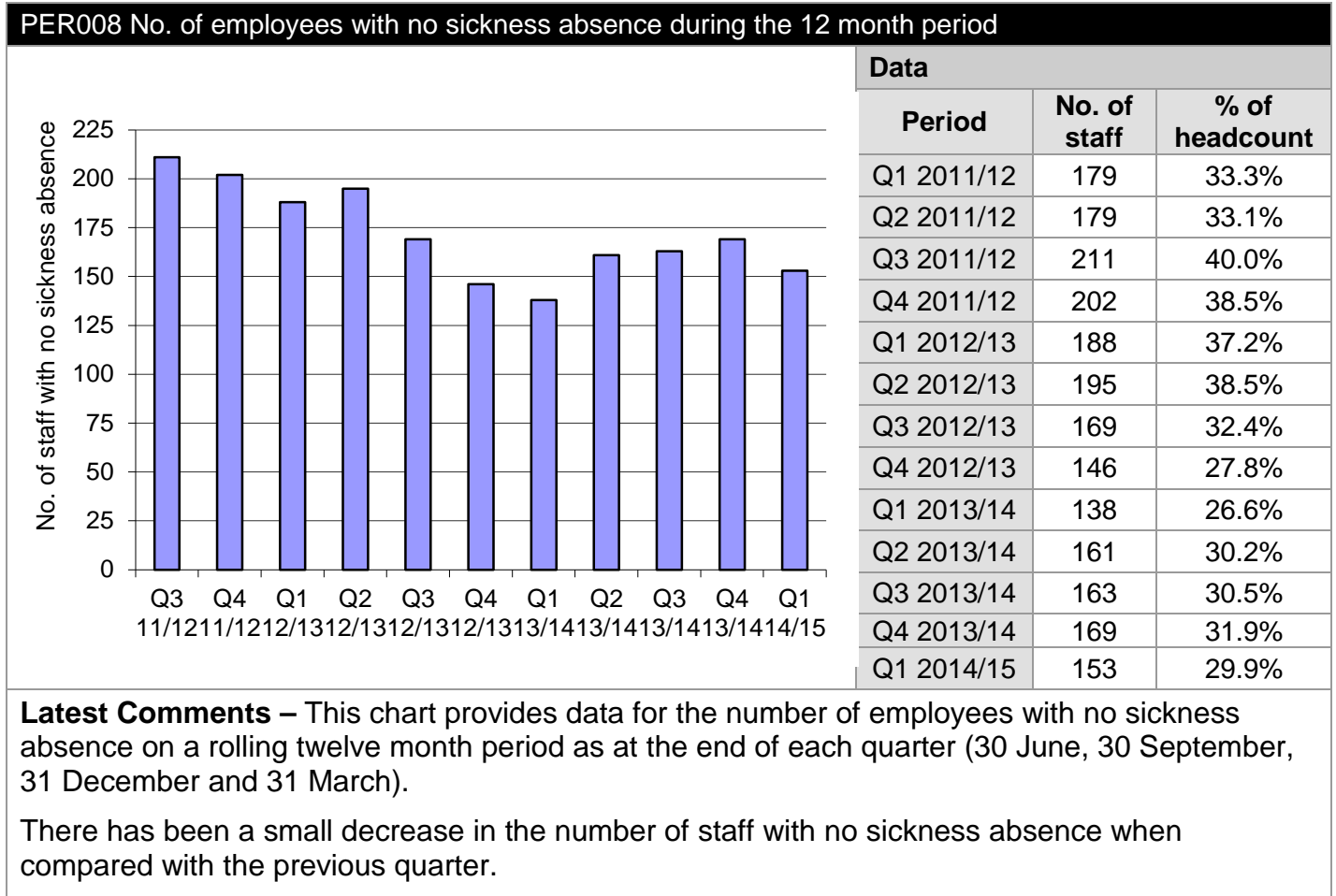
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidates.

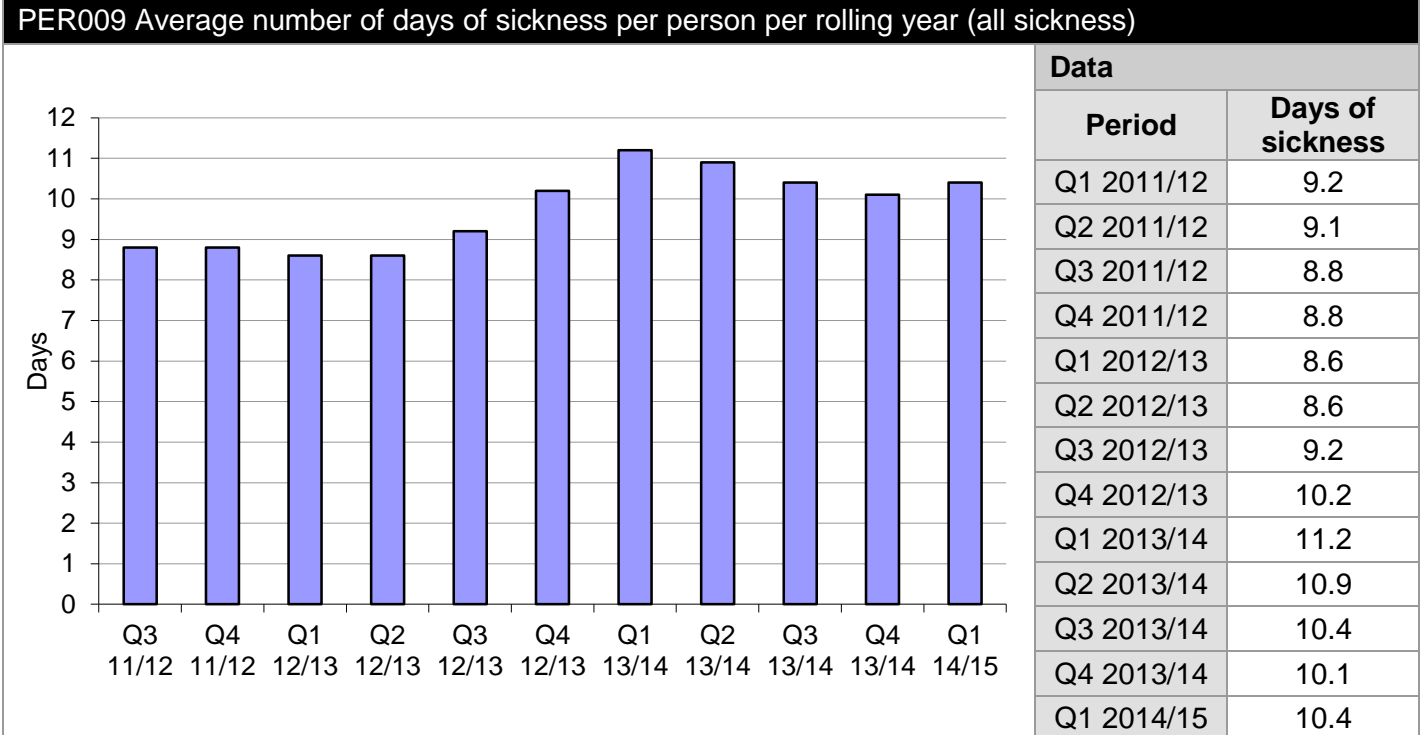
The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 on average 39% of vacant posts have been filled using internal candidates following the 1team process. 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 and vacancy management.

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

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

Attendance and Sickness Indicators





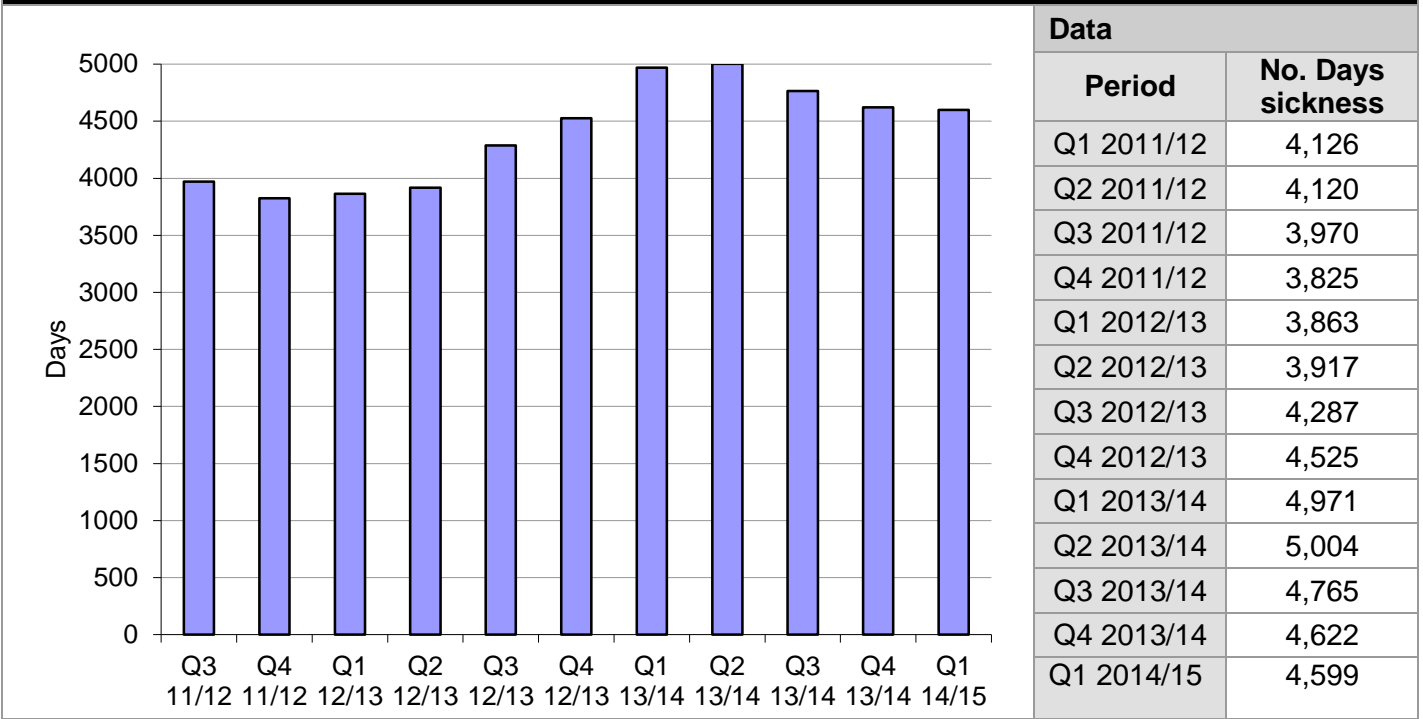
Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December).

The sickness absence figure for the twelve month period ending June 2014 (Q1 2014/15) is 10.4 days sickness per member of staff which is an increase of 0.3 days when compared to the previous period.

The 10.4 days includes a number of staff who have been off on long term sick during the twelve month period and this has a significant impact on this figure. A number of the long term sickness cases have been resolved working with Human Resources, either by the employee leaving the organisation or by returning to work.

The largest single sickness absence reason for the long term cases was personal stress and depression. All cases reported relating to stress either of a personal nature or work related are dealt with in a swift and robust manner. More details on the reasons for sickness absence are included on page 14 of the Report.

PER0011 Total Number of Days of Sickness absence (rolling year)



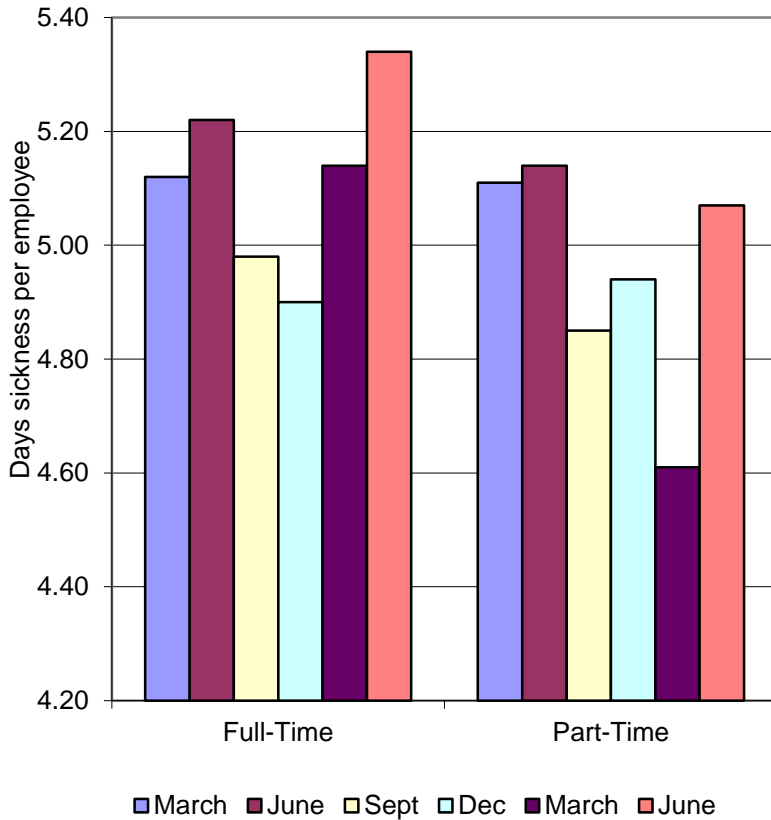
Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 30 June, 30 September, 31 December and 31 March.

The total number of days sickness absence taken during the twelve month period ending 30 June 2014 (Q1 2014/15) has further decreased (23 days) when compared to the previous quarter.

An analysis of the total number of periods of sickness (4,599 days for the twelve months ending 30 June 2014) 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.

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		
30 Sept	4.98	219
31 Dec	4.90	212
31 Mar	5.14	196
30 Jun	5.35	187
Part-Time		
Yr ending		
30 Sept	4.85	90
31 Dec	4.94	85
31 Mar	4.61	86
30 Jun	5.07	87
Combined		
Yr ending		
30 Sept	4.94	309
31 Dec	4.91	297
31 Mar	4.98	282
30 Jun	5.26	274

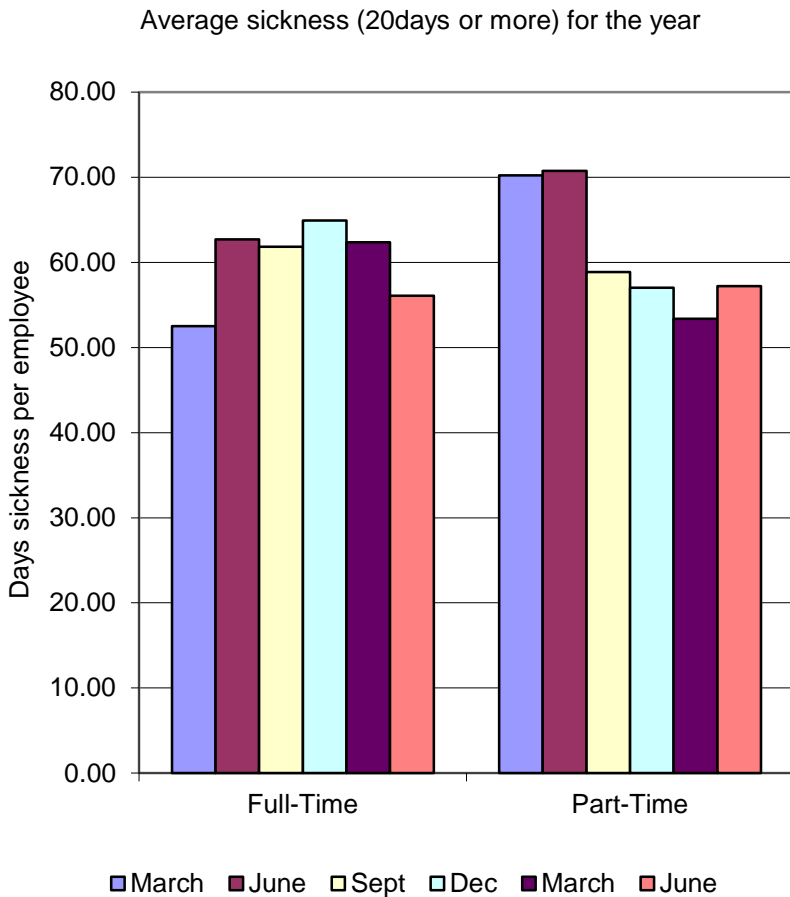
Latest Comments –

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 30 September 2013, 30 June, 31 March and 30 June. 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 June 2014, 87 part-time and 187 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 1,442 days (1,000.5 by full-time staff and 441.5 by part-time staff).

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		
30 Sept	61.83	41
31 Dec	64.92	36
31 Mar	62.35	37
30 Jun	56.06	40
Part-Time		
Yr ending		
30 Sept	58.84	16
31 Dec	57.03	17
31 Mar	53.36	17
30 Jun	57.19	16
Combined		
Yr ending		
30 Sept	60.99	57
31 Dec	62.39	53
31 Mar	59.58	54
30 Jun	56.38	56

Latest Comments –

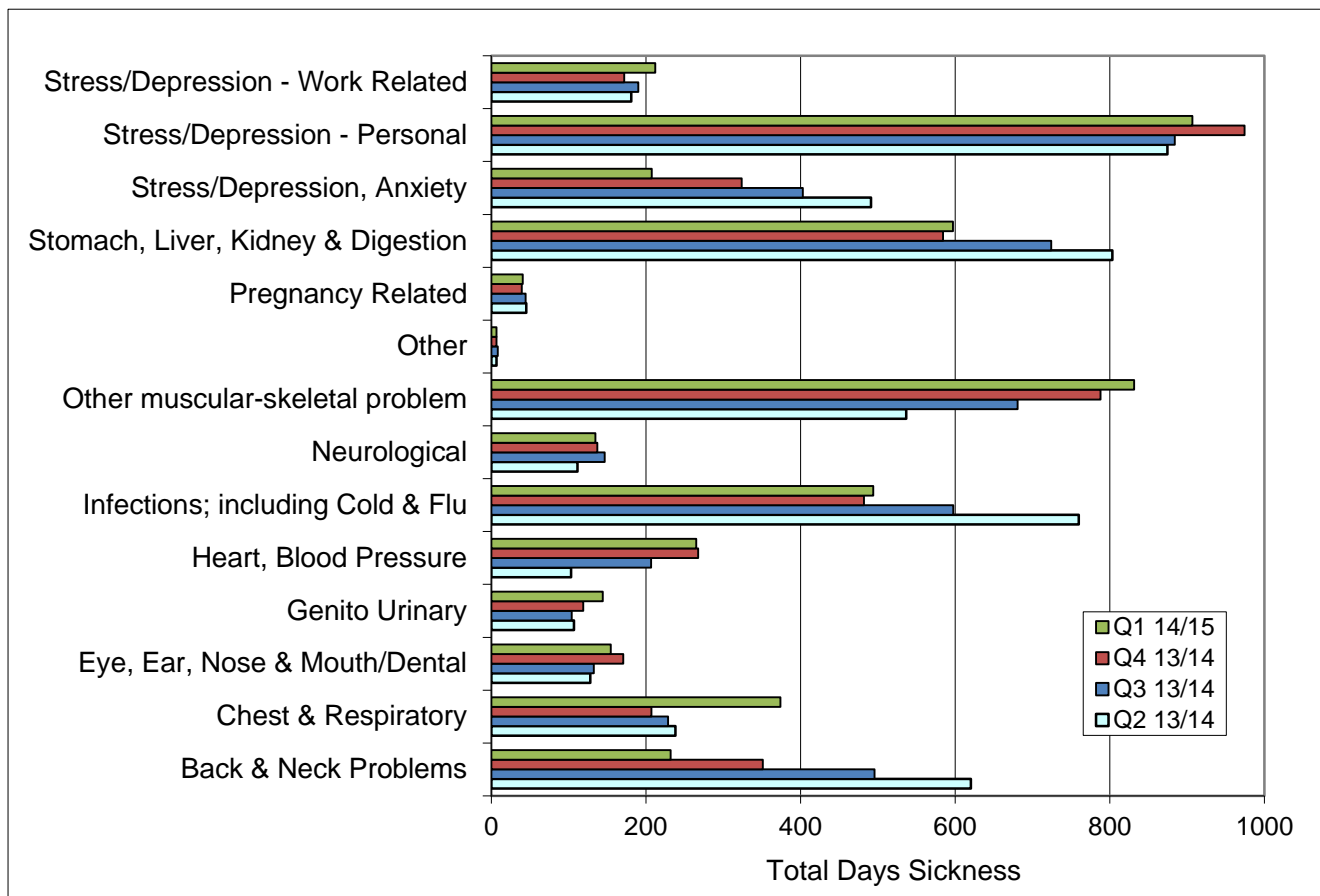
This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 30 September, 31 December, 31 March and 30 June 2014. The data is further analysed between full-time and part-time staff.

For the year ending 30 June 2014, 16 part-time and 40 full-time staff each took 20 days or more sickness in the period.

The average number of days sickness taken for full time has now reduced to an average of 56.06 days.

The total number of days taken as sickness, where the total was 20 days or more per employee was 3,157.5 days (2,242.5 by full-time staff and 915 by part-time staff).

The average length of sickness for the year ending 30 June 2014 for both part-time and full-time staff, where the total was 20 days or more is 56.38 days.

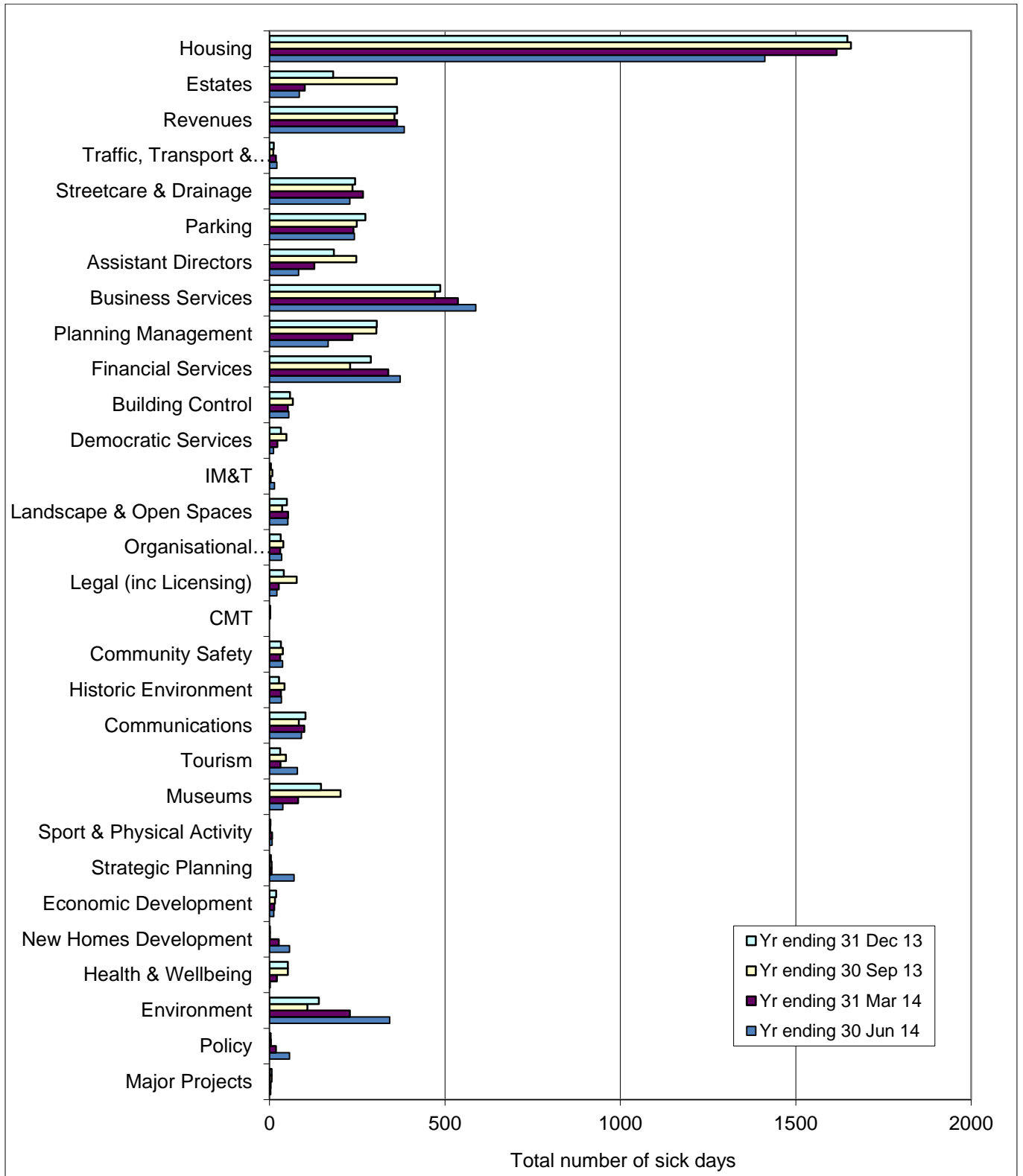
Analysis of Sickness Absence by Reason (12 month rolling year)**Latest Comment:**

The highest combined short term and long term sickness absence reason has remained stress, depression for personal reasons. There has been an increase in the number of cases where cancer is the main reason for absence and as a result of this a new absence category has been added to the system to record this absence. 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.

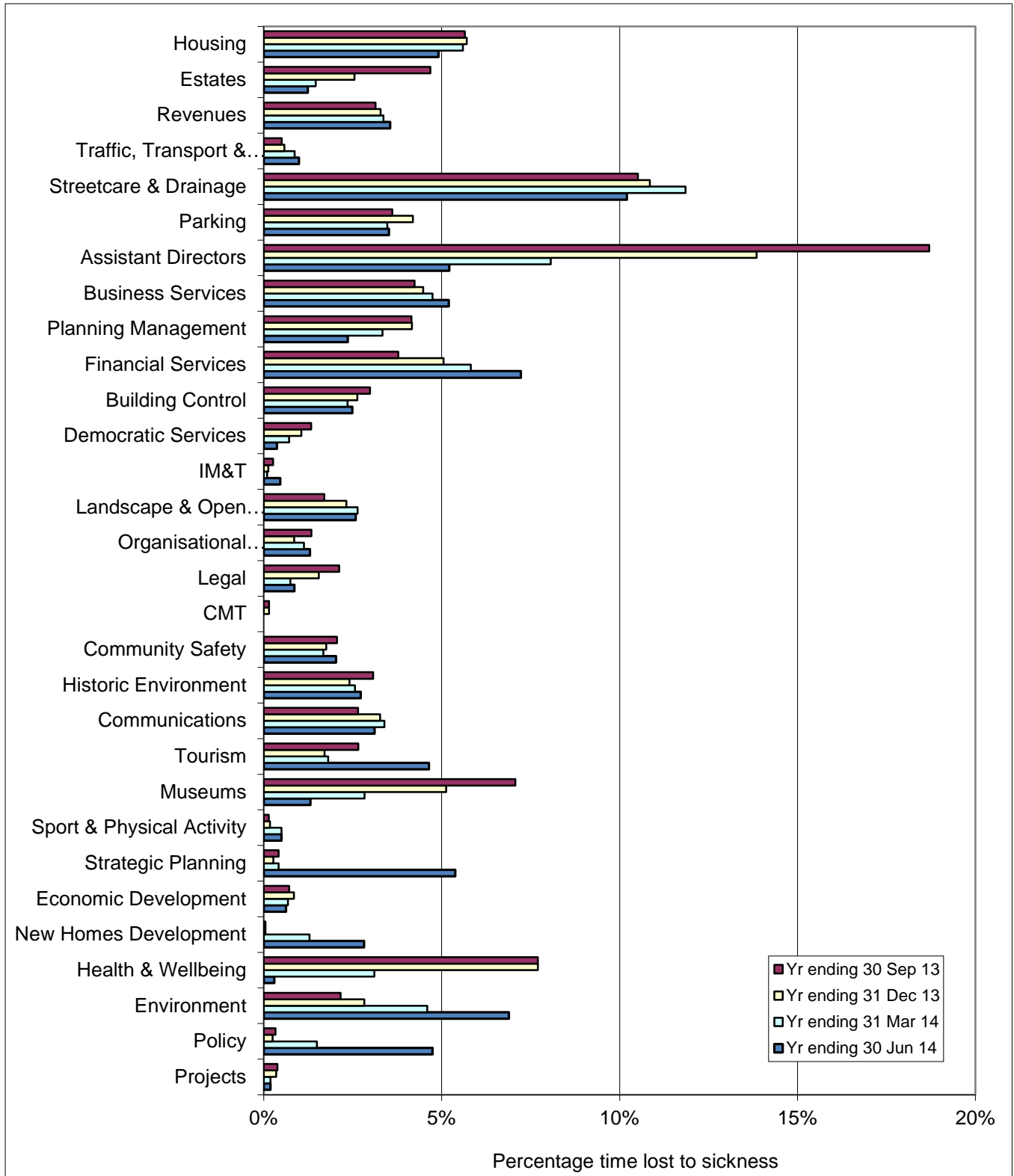
All Sickness by Absence Reason					
Reason Summary	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15
Stress/Depression - Personal	16.6%	17.5%	18.2%	21.1%	19.7%
Stress - cause unknown	10.6%	9.8%	8.3%	7.0%	4.5%
Back & Neck Problems	12.1%	12.4%	10.3%	7.6%	5.0%
Other musculo-skeletal problem	8.5%	10.7%	14.1%	17.0%	18.1%
Stress/Depression - Work Related	4.9%	3.6%	3.9%	3.7%	4.6%
Stomach, Liver, Kidney & Digestion	17.9%	16.1%	15.0%	12.6%	13.0%
Genito Urinary; inc Menstrual Problems	1.9%	2.1%	2.1%	2.6%	3.1%
Heart, Blood Pressure & Circulation	1.1%	2.0%	4.3%	5.8%	5.8%
Infections; including Cold & Flu	16.0%	15.2%	12.3%	10.4%	10.7%
Chest & Respiratory; incl. Chest Infection	5.0%	4.8%	4.7%	4.5%	8.2%
Eye, Ear, Nose & Mouth/Dental	2.6%	2.6%	2.7%	3.7%	3.4%
Neurological; inc Headaches & Migraine	2.0%	2.2%	3.0%	3.0%	2.9%
Pregnancy Related	0.7%	0.9%	0.9%	0.9%	0.9%
Other	0.1%	0.1%	0.2%	0.1%	0.1%

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 June 2014. By way of a comparison the figures for the twelve month period ending 30 September, 31 December and 31 March 2014 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 June 2014. By way of a comparison the figures for the twelve month period ending 30 September, 31 December and 31 March 2014 have also been included.



Percentage of completed appraisals by Team

This chart shows the percentage of appraisals completed as at 25 September 2014 compared to those completed as at 31 March 2014.

