

PERSONNEL COMMITTEE

2 FEBRUARY 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – SECOND
AND THIRD QUARTERS 2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel: 01962 848 233 Email: agavin@winchester.gov.uk

RECENT REFERENCES:

[PER256](#) – Organisational Development Performance Monitoring First Quarter
2014/15 – 6 October 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 second and third quarters 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.

PERSONNEL COMMITTEE

2 FEBRUARY 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – SECOND AND THIRD QUARTERS 2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report sets out performance information for the human resources of the Council for the second and third quarters 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 for individual charts and graphs included within Appendix 1. These charts and graphs have all been drawn from the Council's Covalent performance management system.
- 2.3 Members at the last meeting were informed that a new category for sickness would be created on the Selima system to record sickness absence related to cancer. This has now been completed and the charts on page 14 of the report show separately the number of days taken by staff due to cancer.

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 and the deliver of the Council's priority outcomes.

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 and deliver priority outcomes.

BACKGROUND DOCUMENTS:

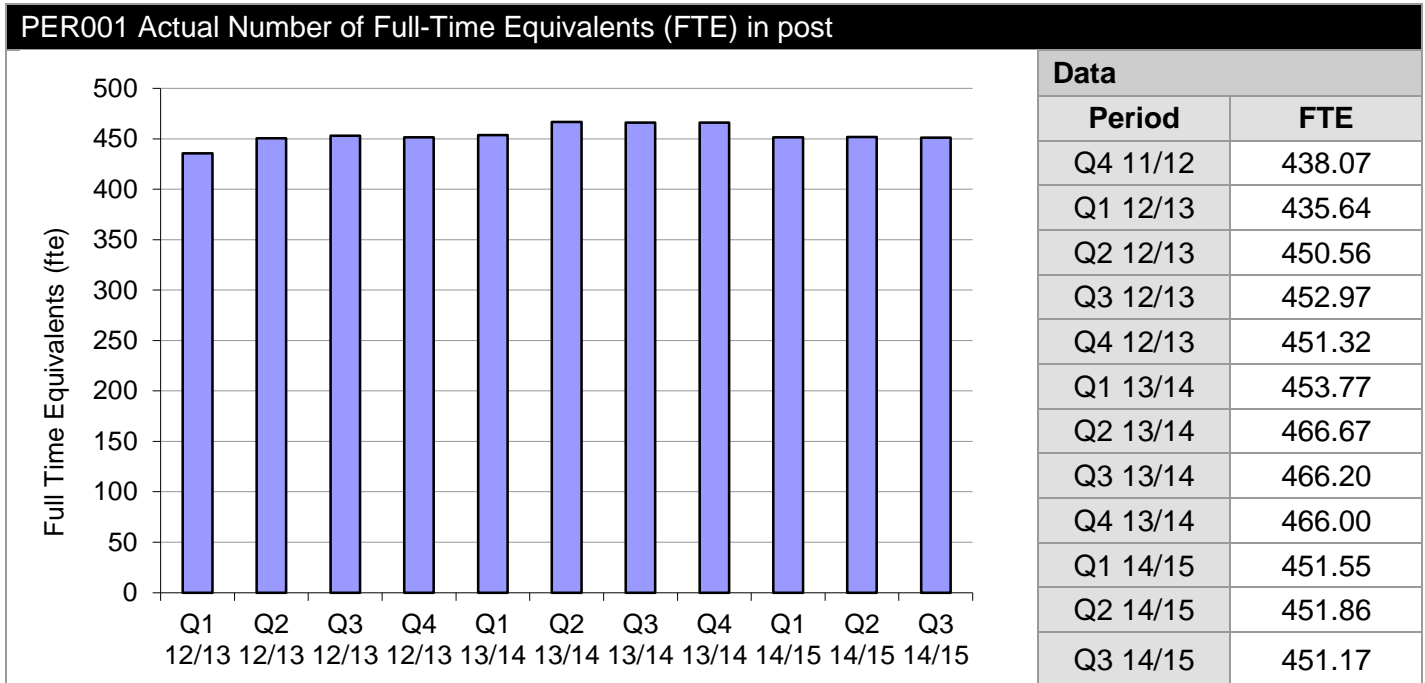
Performance data held within the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators.

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q2 & Q3 2014/15 update

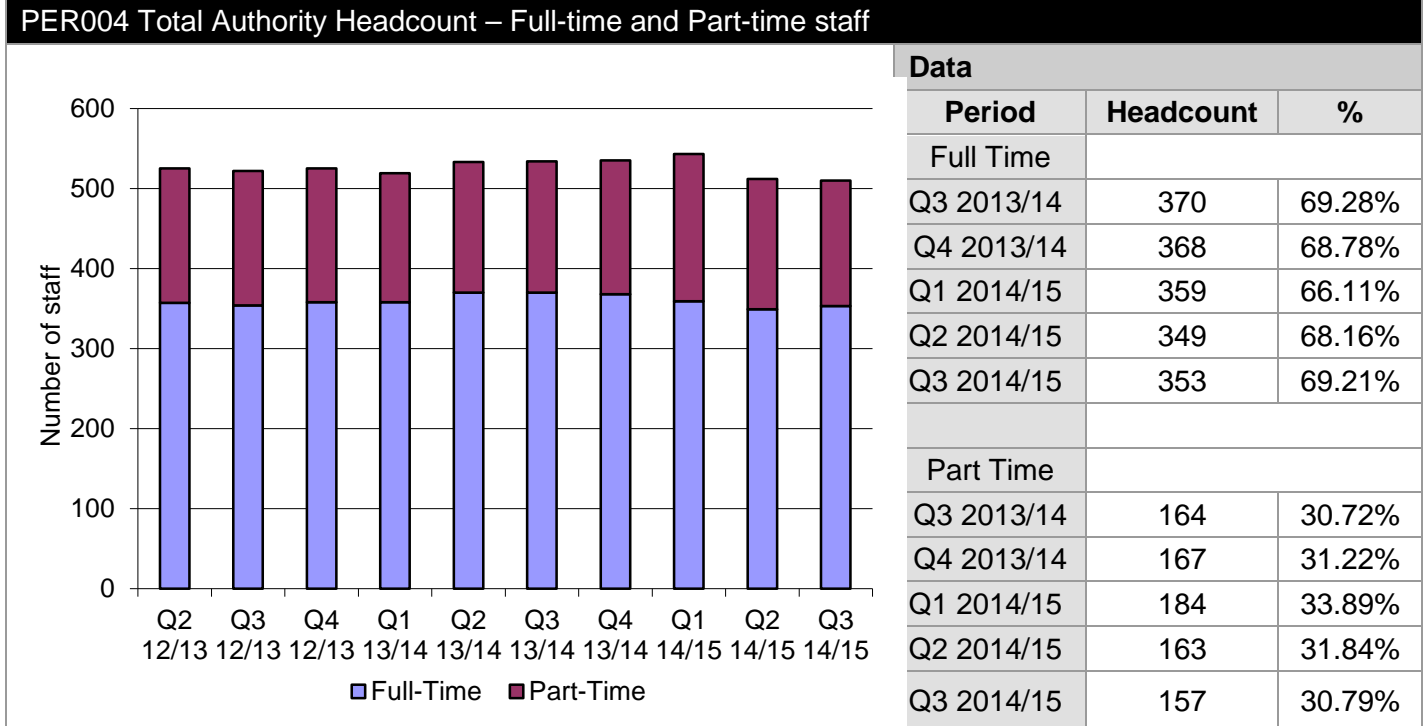
Establishment Indicators**Latest Comments -**

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 slightly over the last quarter by 0.69 fte. Further details are provided in the following tables.

The continuing focus on budgets and the need to make savings where possible 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.

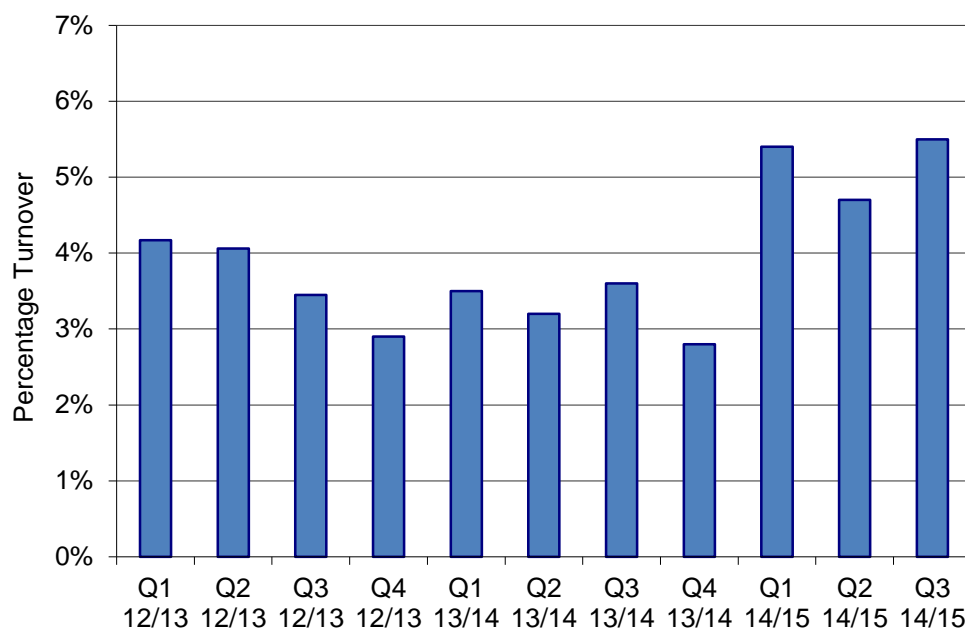
It should be noted that permanent change/adjustments to the established number of full time equivalent posts are currently presented to Committee in the Establishment report which is presented annually at Personnel Committee for approval. It is proposed to also show the approved establishment of full time equivalent posts per quarter which will reflect the increases and decreases approved by Personnel Committee.



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 three was 510 which shows a small decrease of 2 when compared to the previous quarter.

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


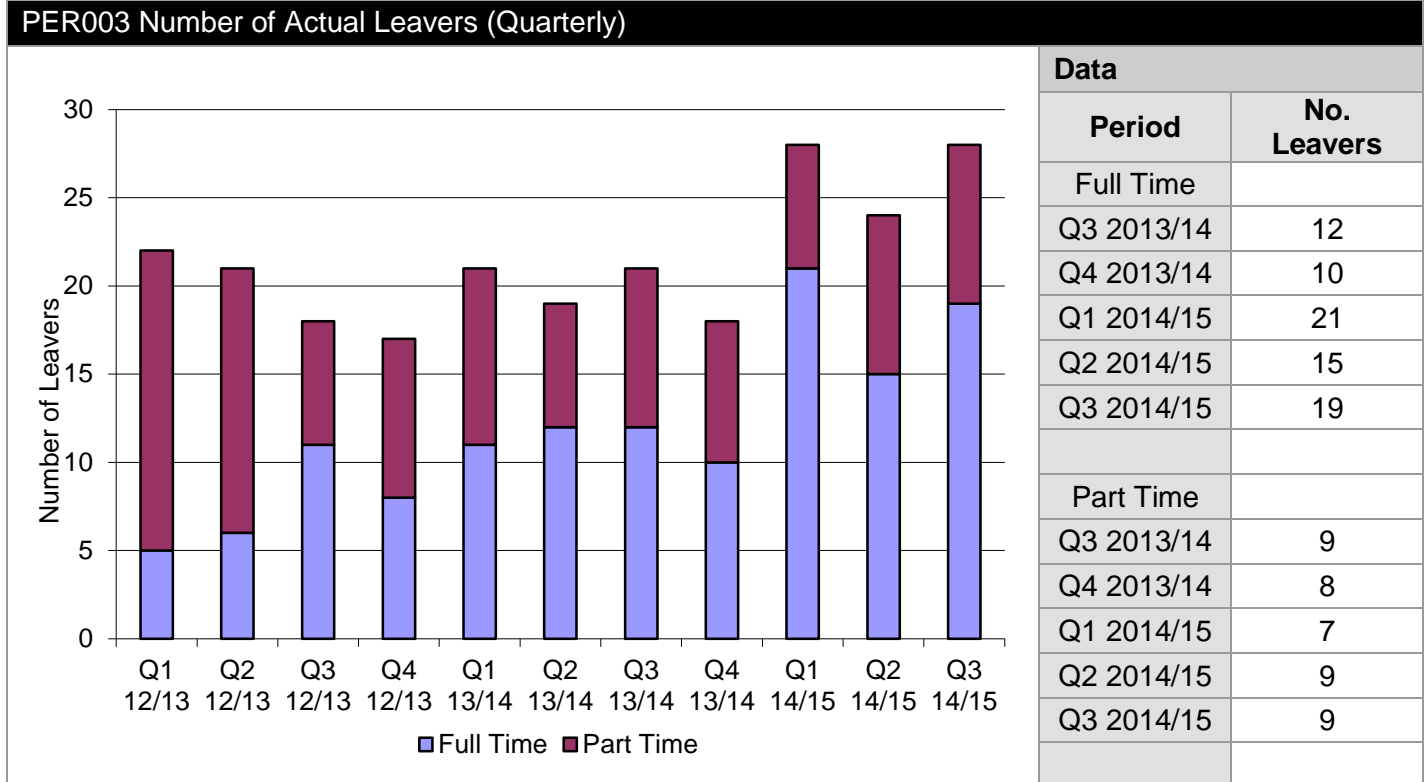
Data	
Period	Turnover
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%
Q1 2013/14	3.50%
Q2 2013/14	3.20%
Q3 2013/14	3.60%
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%

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 three was 28. More detail is included with the chart on the next page. The main reason for the increase in the number of leavers is that 14 staff were TUPE transferred from Museum services to the Hampshire Cultural Trust at the end of November 2014. It should be noted that if these 14 leavers were taken out of the equation it would reduce the turnover to 2.8%. A further 5 employees left because their maternity cover /fixed term contracts came to an end. If these 5 were also taken out of the equation then the turnover reduces still further to 1.8% for this quarter period.

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:

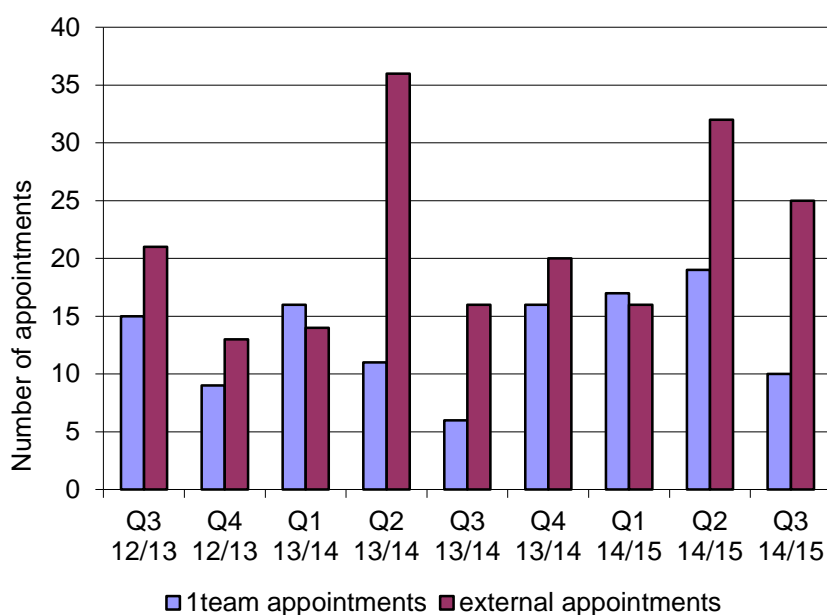
This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff.

The number of leavers in the period October to December (Q3 2014/15) included 2 from Housing Services and 4 from Built Environment. The figure also includes the TUPE transfer of Museums staff to the new Hampshire Cultural Trust. There were further leavers in the following teams; Democratic and Legal Services, Revenues, Business Management, Strategic Planning and IM&T.

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
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
Q2 2014/15	19	32
Q3 2014/15	10	25

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.

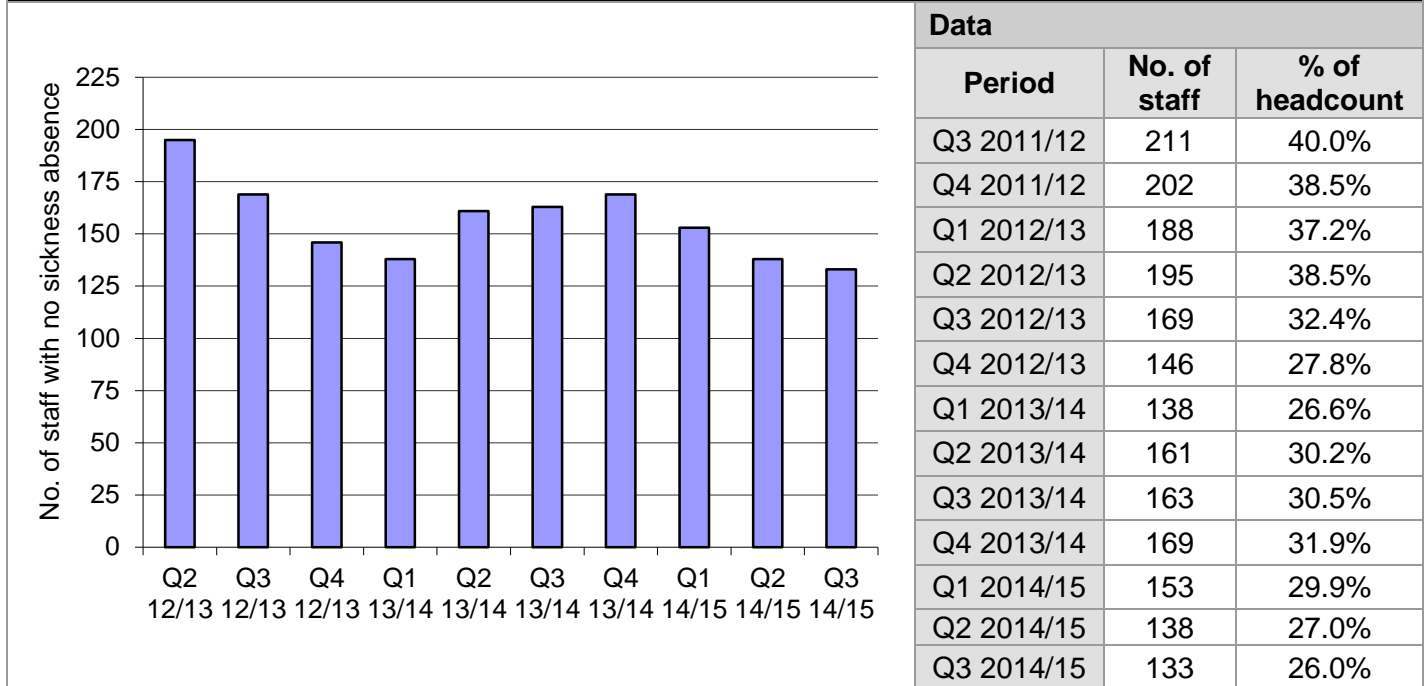
The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 on average 39% of vacant posts have been filled using internal candidates following the 1team process. 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 three includes appointments to Built Environment, Business Management, 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 and Estates teams.

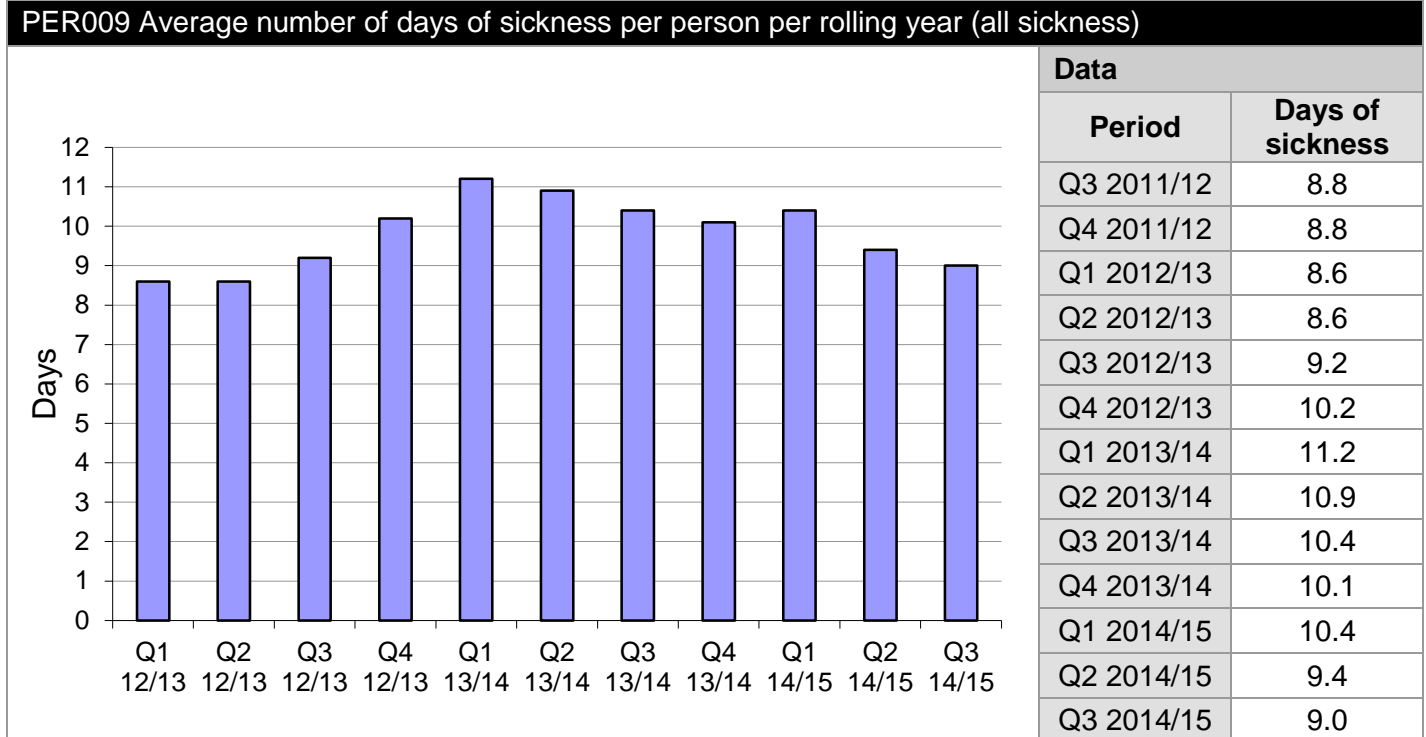
Attendance and Sickness Indicators

PER008 No. of employees with no sickness absence during the 12 month period



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).

There has been a small decrease in the number of staff with no sickness absence when compared with the previous quarter although the average sickness per member of staff has also fallen.



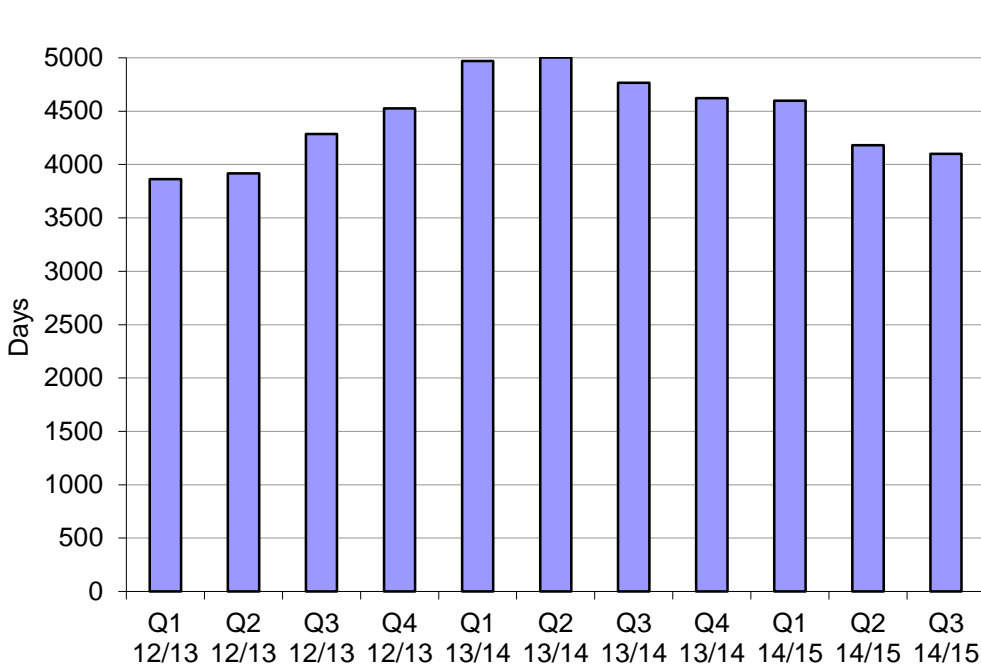
Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December).

The sickness absence figure for the twelve month period ending 31 December 2014 (Q3 2014/15) is 9.0 days sickness per member of staff which is a decrease of 0.4 days when compared to the previous period.

The 9.0 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 the figure. Human Resources advisors have resolved a number of long term sickness cases recently, either by the employee leaving the organisation or returning to work.

One of the largest single reasons for long term sickness absence is 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)



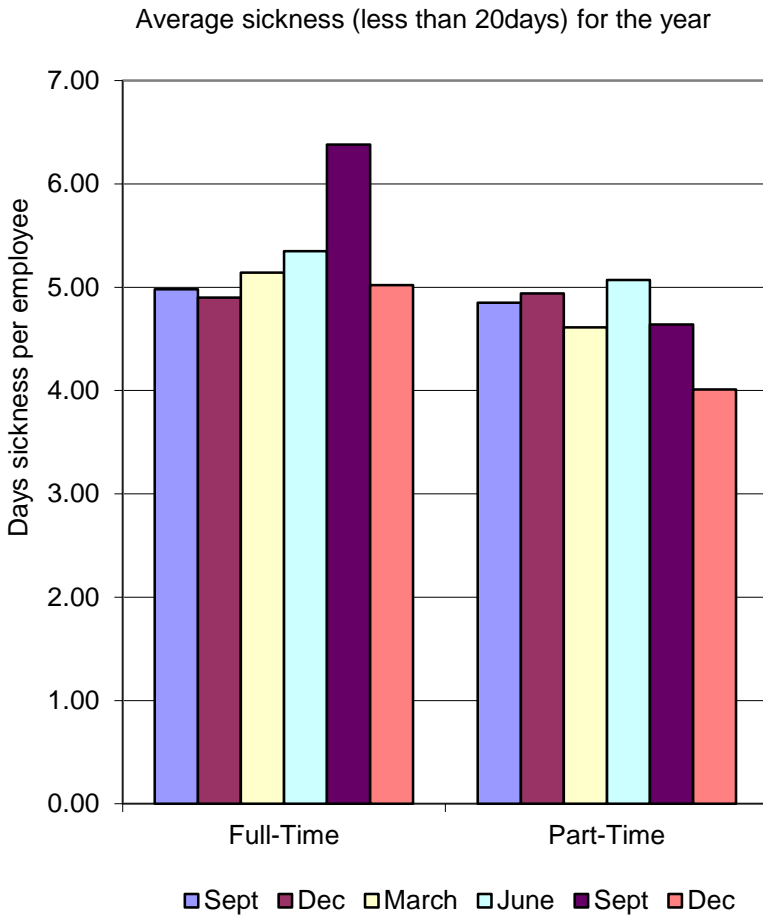
Data	
Period	No. Days sickness
Q3 2011/12	3,970
Q4 2011/12	3,825
Q1 2012/13	3,863
Q2 2012/13	3,917
Q3 2012/13	4,287
Q4 2012/13	4,525
Q1 2013/14	4,971
Q2 2013/14	5,004
Q3 2013/14	4,765
Q4 2013/14	4,622
Q1 2014/15	4,599
Q2 2014/15	4,089
Q3 2014/15	4,081

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 31 December 2014 (Q3 2014/15) has further decreased when compared to the previous quarter.

An analysis of the total number of periods of sickness (4,081 days for the twelve months ending 31 December 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)



Data		
	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
31 Mar	5.14	196
30 Jun	5.35	187
30 Sept	6.38	189
31 Dec	5.02	199
Part-Time		
Yr ending		
31 Mar	4.61	86
30 Jun	5.07	87
30 Sept	4.64	95
31 Dec	4.01	88
Combined		
Yr ending		
31 Mar	4.98	282
30 Jun	5.26	274
30 Sept	5.79	284
31 Dec	4.71	287

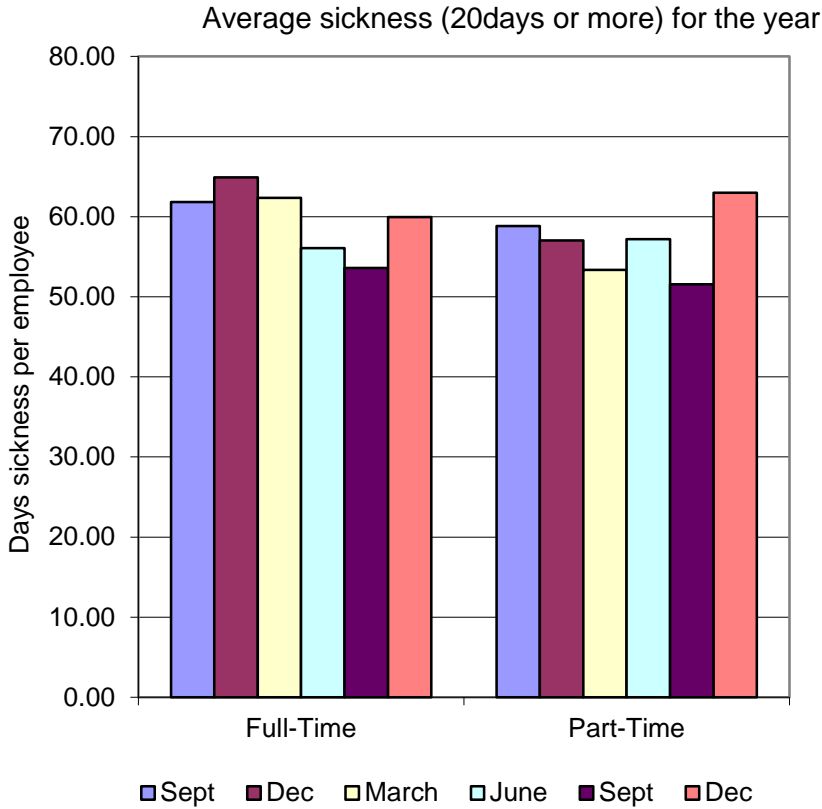
Latest Comments –

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.

For the year ending 31 December 2014, 88 part-time and 199 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 1,351 days (998 days by full-time staff and 353 days 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		
31 Mar	62.35	37
30 Jun	56.06	40
30 Sept	53.60	35
31 Dec	59.94	34
Part-Time		
Yr ending		
31 Mar	53.36	17
30 Jun	57.19	16
30 Sept	51.58	11
31 Dec	62.98	11
Combined		
Yr ending		
31 Mar	59.58	54
30 Jun	56.38	56
30 Sept	53.12	46
31 Dec	60.68	45

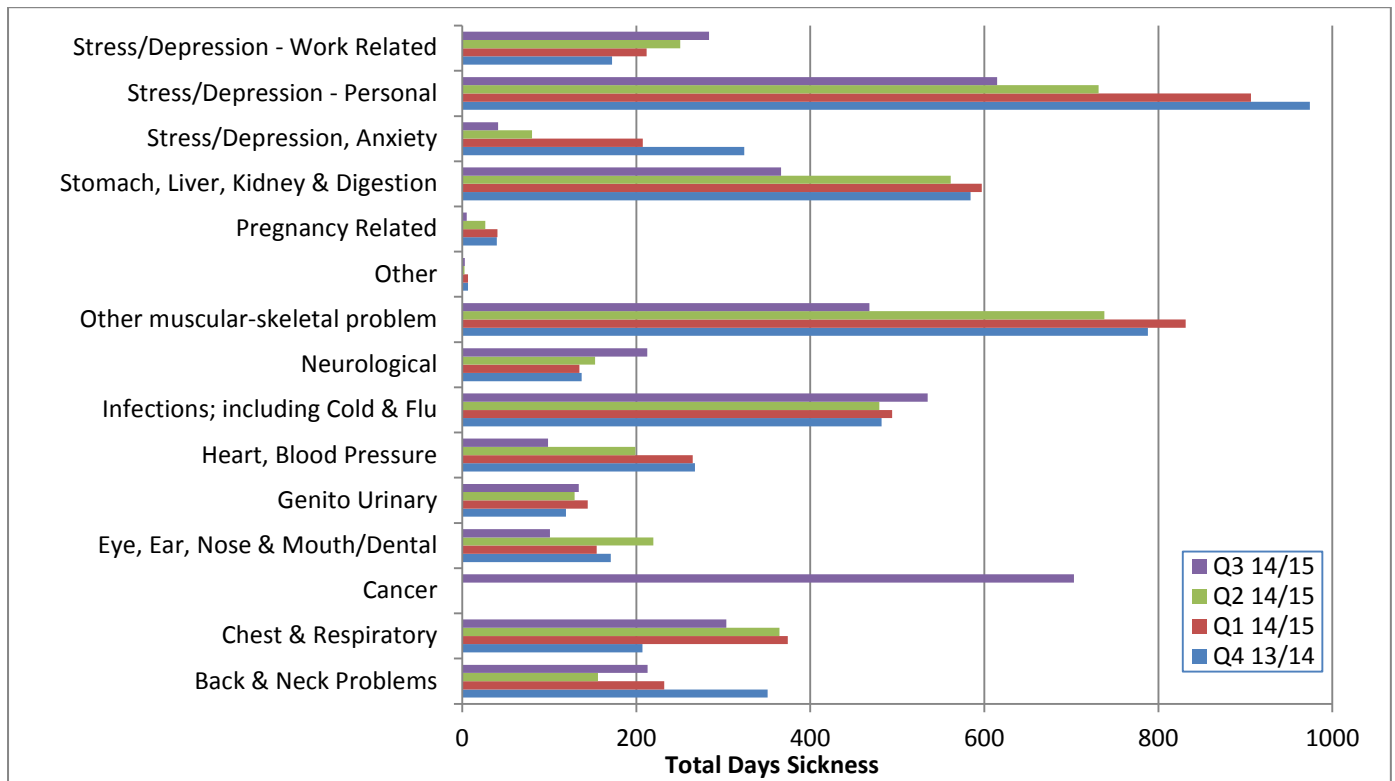
Latest Comments –

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, 30 September and 31 December. The data is further analysed between full-time and part-time staff.

For the year ending 31 December 2014, 11 part-time and 34 full-time staff each took 20 days or more sickness in the period.

The total number of days taken as sickness, where the total was 20 days or more per employee was 2,731 days (2,038 by full-time staff and 693 by part-time staff).

The average length of sickness for the year ending 31 December 2014 for both part-time and full-time staff, where the total was 20 days or more is 60.68 days.

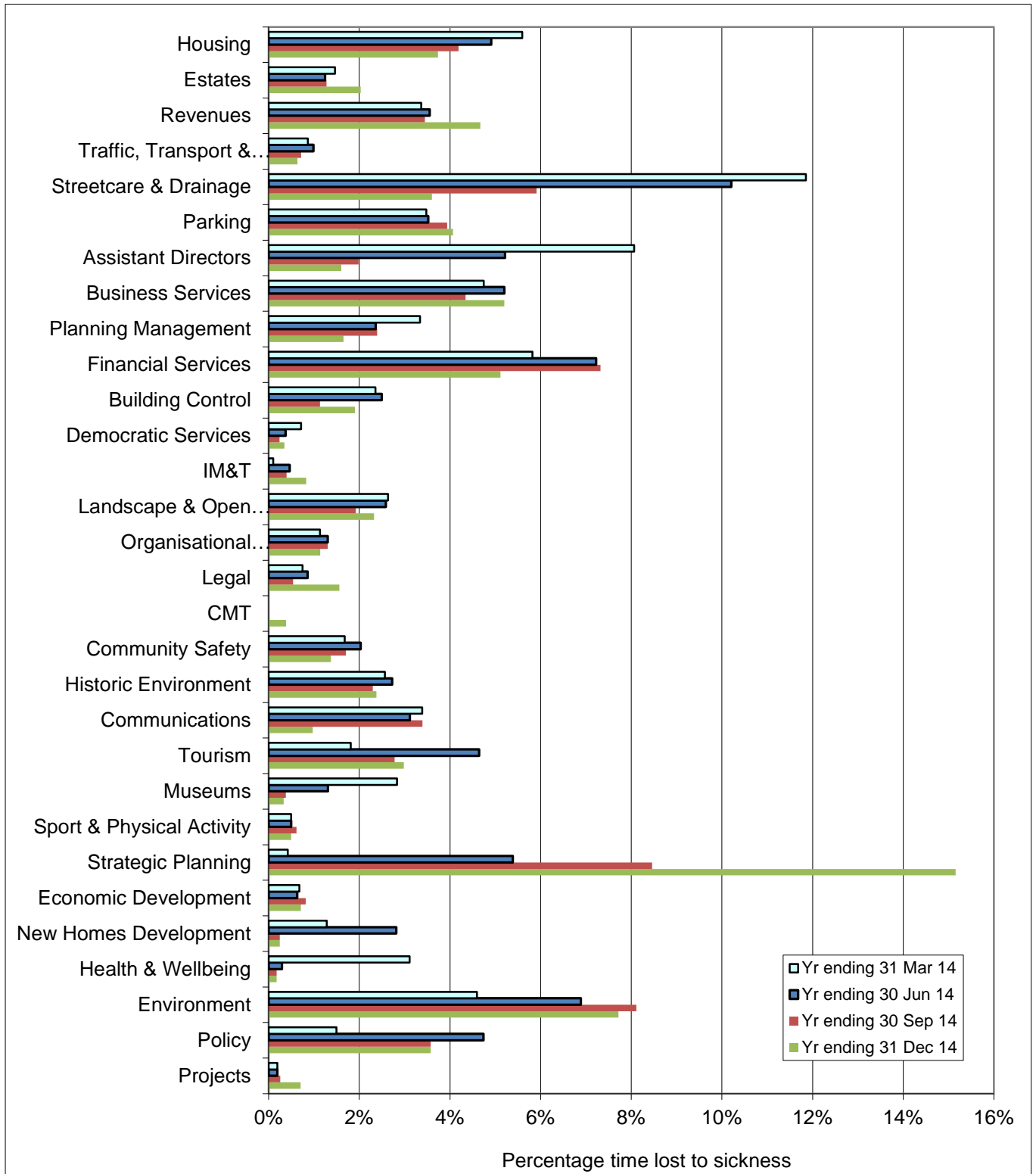
Analysis of Sickness Absence by Reason (12 month rolling year)**Latest Comment:**

The reason for the highest combined of short term and long term sickness absence has in the past been stress and depression for personal reasons. However, through regular monitoring of sickness absence and effective case management it was identified that a number of staff were undergoing treatment for cancer. This has led to the creation of a specific absence category being added to the system to record this type of absence. This allows Human Resources to ensure that appropriate support is available to the individual and colleagues. 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.

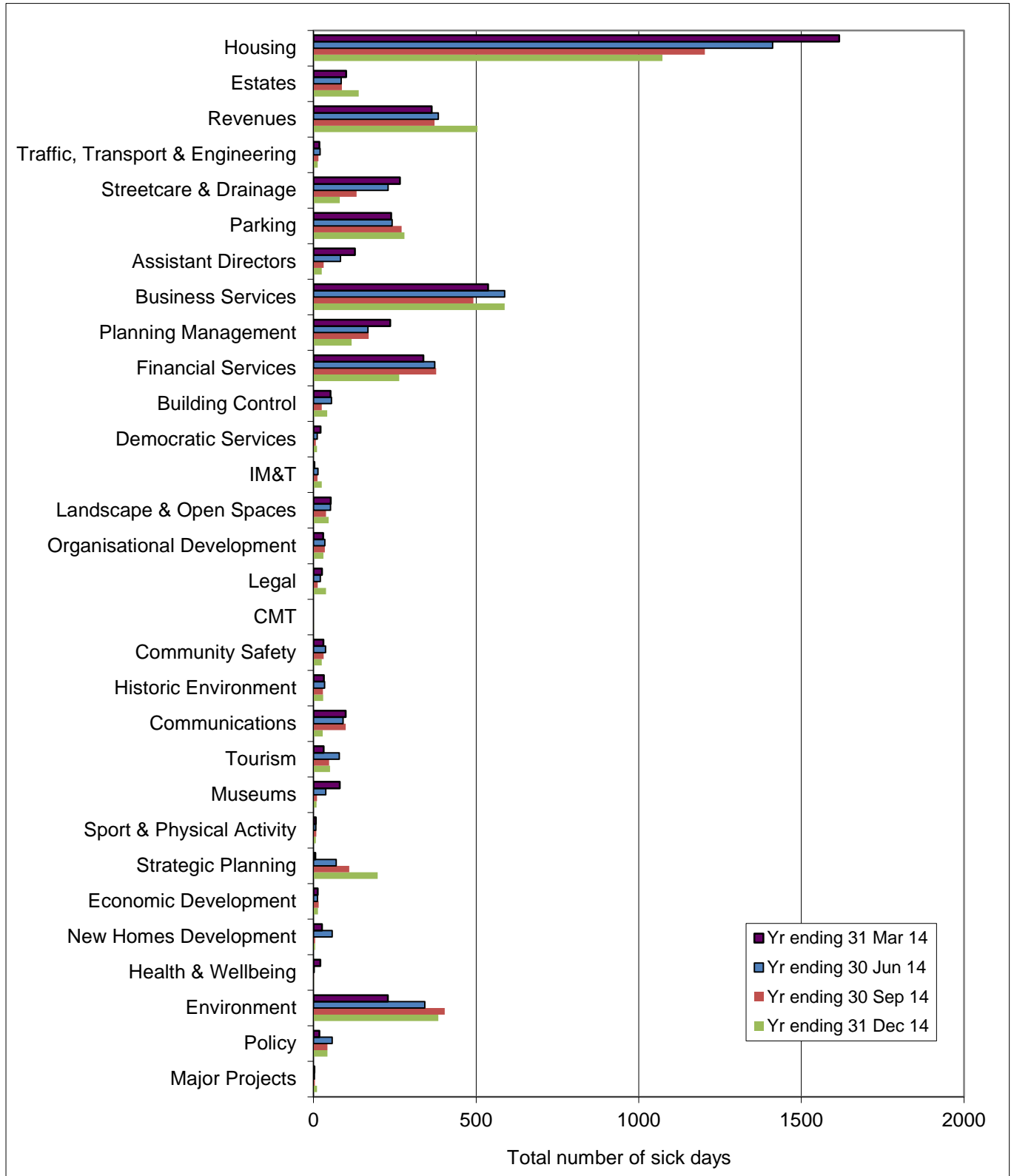
All Sickness by Absence Reason					
Reason Summary	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15
Stress/Depression - Personal	17.5%	18.2%	21.1%	17.9%	15.1%
Stress - cause unknown	9.8%	8.3%	7.0%	2.0%	1.0%
Back & Neck Problems	12.4%	10.3%	7.6%	3.8%	5.2%
Other musculo-skeletal problem	10.7%	14.1%	17.0%	18.0%	11.5%
Stress/Depression - Work Related	3.6%	3.9%	3.7%	6.1%	6.9%
Stomach, Liver, Kidney & Digestion	16.1%	15.0%	12.6%	13.7%	9.0%
Genito Urinary; inc Menstrual Problems	2.1%	2.1%	2.6%	3.1%	3.3%
Heart, Blood Pressure & Circulation	2.0%	4.3%	5.8%	4.9%	2.4%
Infections; including Cold & Flu	15.2%	12.3%	10.4%	11.7%	13.1%
Chest & Respiratory; incl. Chest Infection	4.8%	4.7%	4.5%	8.9%	7.4%
Eye, Ear, Nose & Mouth/Dental	2.6%	2.7%	3.7%	5.4%	2.5%
Neurological; inc Headaches & Migraine	2.2%	3.0%	3.0%	3.7%	5.2%
Pregnancy Related	0.9%	0.9%	0.9%	0.7%	0.1%
Cancer	Data not recorded				17.2%
Other	0.1%	0.2%	0.1%	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 31 December 2014. By way of a comparison the figures for the twelve month period ending 30 September, 30 June 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 31 December 2014. By way of a comparison the figures for the twelve month period ending 30 September, 30 June and 31 March 2014 have also been included.



Percentage of completed appraisals by Team

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

