PERSONNEL COMMITTEE

29 SEPTEMBER 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – FIRST QUARTER 2015/16

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER265 – Organisational Development Performance Monitoring Outturn 2014/15 – 15 June 2015

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 2015/16 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

29 SEPTEMBER 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – FIRST QUARTER 2015/16

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 first quarter of 2015/16 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, 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. The data for these charts and graphs has been extracted from the Council's Selima HR system.

2.3   At this Committee's last meeting, it was agreed that the average number of days sickness (rolling year) would be presented as the total number days sickness absence **per quarter** for future reports. The chart on page 11 of the Report has been updated and now provides the number of days sickness absence per quarter. Data is only available in this form from 1 January 2014 so it is not possible to make comparisons or identify trends between the quarter and years at this stage.

2.4   The possibility of including benchmarking data as part of the performance monitoring report was also discussed at the last meeting of this Committee. The Local Government Association (LGA) is collecting quarterly data for a small number of performance indicators, including sickness absence from authorities on a voluntary basis. The LGA has so far collected data relating to four quarterly periods and has now published provisional data for the first quarter of 2015/16. The table below provides a comparison of the quarterly data for Winchester and all English district local authorities, where the data has been submitted to the LGA.

Overall sickness absence (per FTE – excluding schools)				
	Winchester	Minimum for all English district Local Authorities	Average for all English district Local Authorities	Maximum for all English district Local Authorities
2014/15 Q2	1.7	0.7	2.0	3.6
2014/15 Q3	2.0	1.0	2.2	3.8
2014/15 Q4	2.4	0.9	2.4	14.0
2015/16 Q1	1.4	0.3	1.8	4.3

2.5   The data for the most recent period (Q1 2015/16) shows that Winchester now has a lower sickness absence rate per fte than the average of the seventy district local authorities who have submitted their data for the same period which reflects the ongoing work of the Organisational Development Team to reduce the sickness levels at the Council.

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 for the delivery 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:

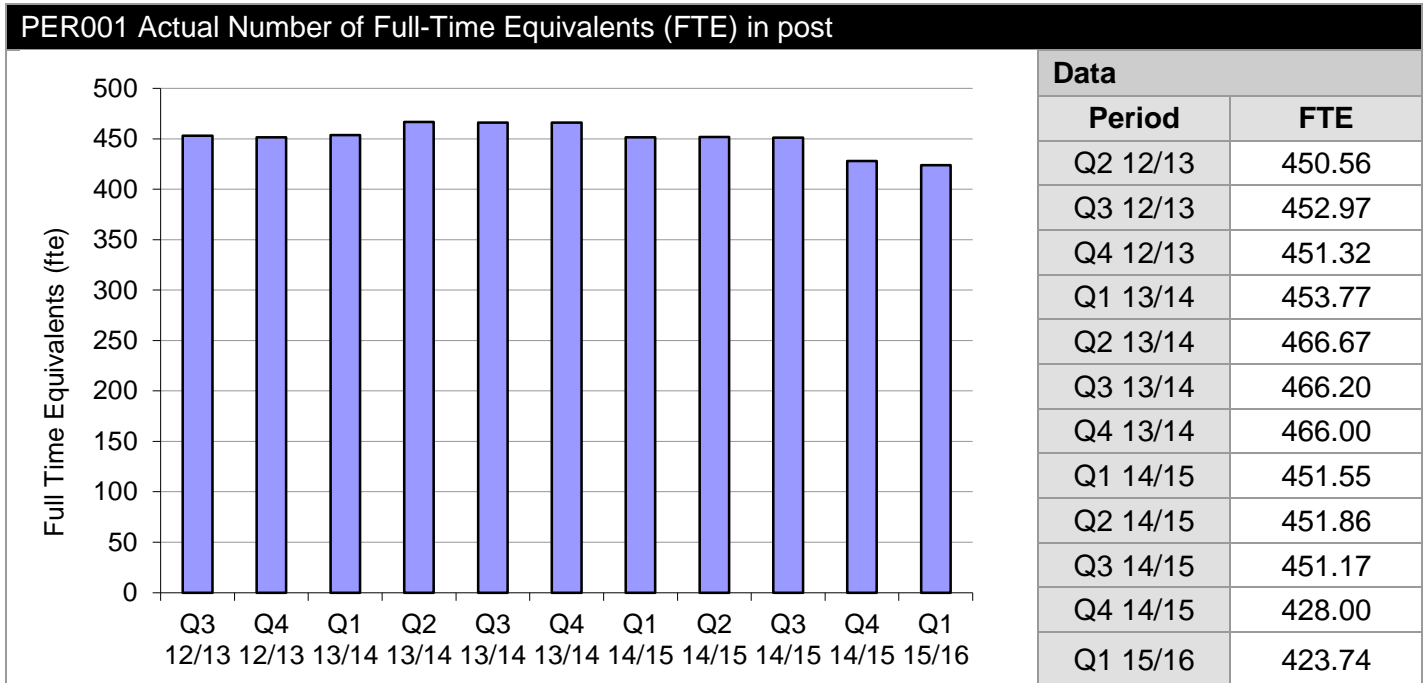Performance data held within the Organisational Development Team.

APPENDICES:

Appendix 1   Organisational Development Performance Indicators.

PERSONNEL COMMITTEE
Quarterly Performance Monitoring – Q1 2015/16 update

Establishment Indicators

PER001 Actual Number of Full-Time Equivalents (FTE) in post

Data	
Period	**FTE**
Q2 12/13	450.56
Q3 12/13	452.97
Q4 12/13	451.32
Q1 13/14	453.77
Q2 13/14	466.67
Q3 13/14	466.20
Q4 13/14	466.00
Q1 14/15	451.55
Q2 14/15	451.86
Q3 14/15	451.17
Q4 14/15	428.00
Q1 15/16	423.74

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 during the three months by 4.26fte. This is primarily due to the TUPE transfer of 3 posts from the Revenues Team and leavers in Housing Services, Built Environment, Business Management, Estates, Legal, IMT and Economy & Communities.

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.

## PER004 Total Authority Headcount – Full-time and Part-time staff
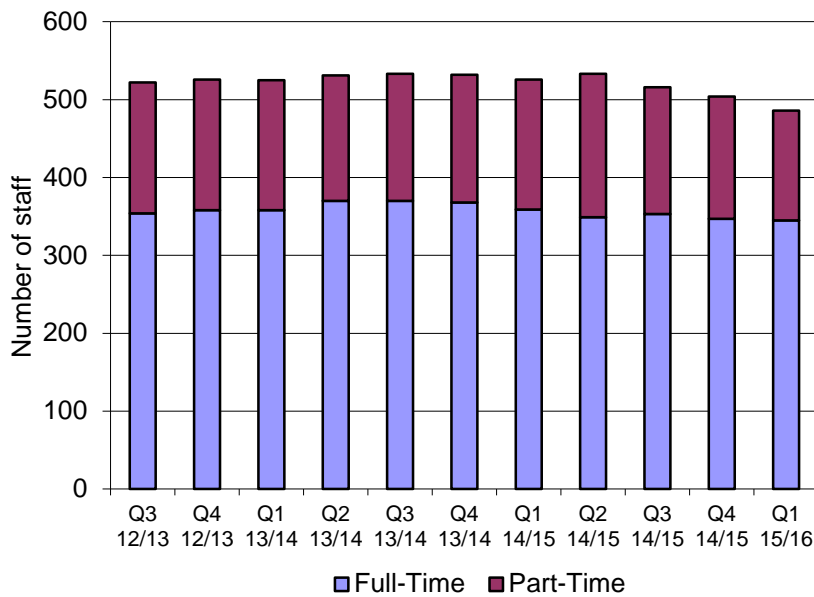
Data		
Period	**Headcount**	**%**
Full Time		
Q1 2014/15	359	66.11%
Q2 2014/15	349	68.16%
Q3 2014/15	353	69.21%
Q4 2014/15	347	71.11%
Q1 2015/16	345	72.18%
Part Time		
Q1 2014/15	184	33.89%
Q2 2014/15	163	31.84%
Q3 2014/15	157	30.79%
Q4 2014/15	141	28.89%
Q1 2015/16	133	27.82%

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 478 which shows a decrease of 10 when compared to the previous quarter.

This is a result of the staff reductions in the Revenues Team, Housing Services, Built Environment, Business Management, Estates, Legal, IMT and Economy & Communities

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time & Part Time – Quarterly)
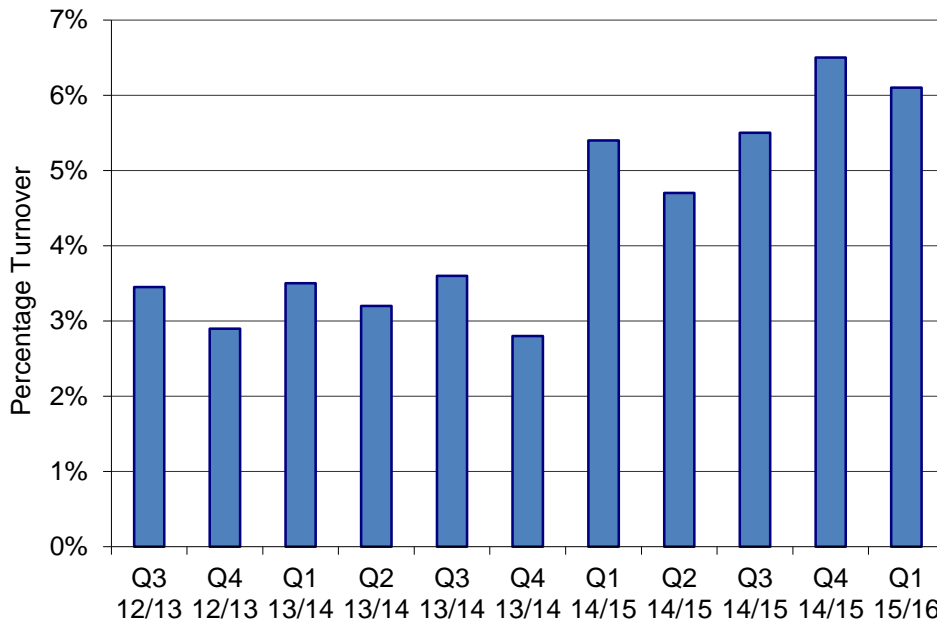
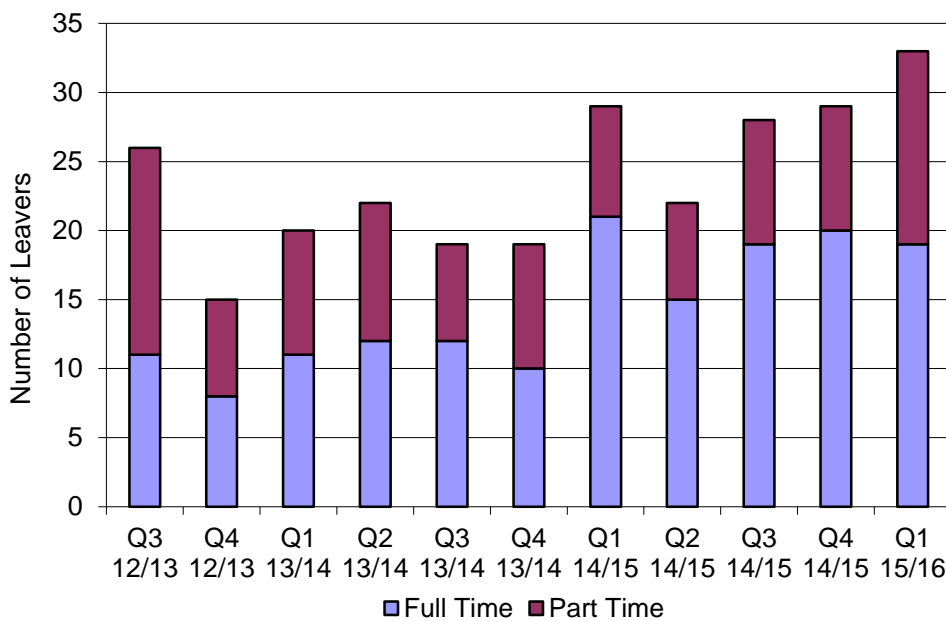| Data	
Period	**Turnover**
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%
Q1 2013/14	3.50%
Q2 2013/14	3.20%
Q3 2013/14	3.60%
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%
Q1 2015/16	6.10%

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 30 compared to 34 for quarter four of 2014/15. More detail is included with the chart on the next page. More detail on the numbers of leavers is included in 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 other issues within the organisation.

PER003 Number of Actual Leavers (Quarterly)

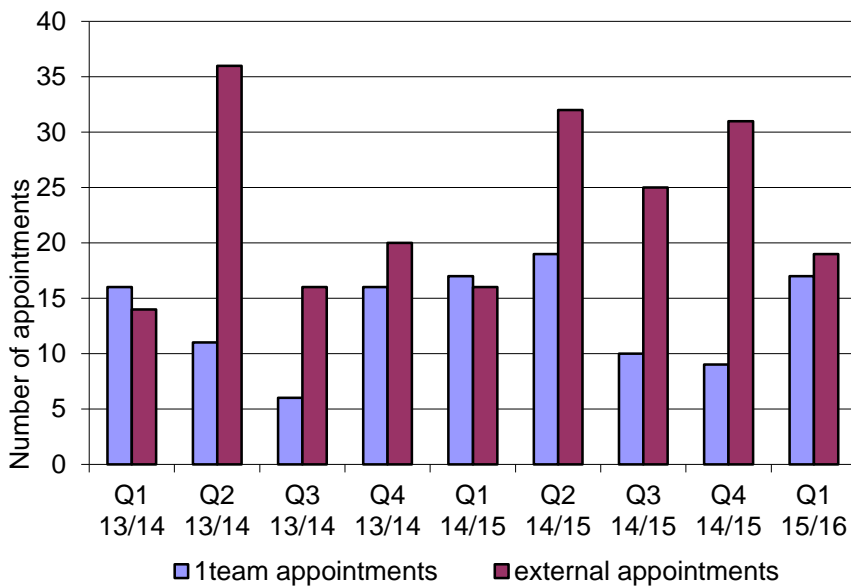| Data	
Period	**No. Leavers**
Full Time	
Q1 2014/15	21
Q2 2014/15	15
Q3 2014/15	19
Q4 2014/15	20
Q1 2015/16	19
Part Time	
Q1 2014/15	7
Q2 2014/15	9
Q3 2014/15	9
Q4 2014/15	14
Q1 2015/16	11

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 2015/16) included 2 from IM&T, 4 from Housing Services, 2 from Estates, 3 from Legal and Democratic Services, 3 from Revenues, 1 from Economy & Communities, 7 from Built Environment and 6 from Business Management.

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

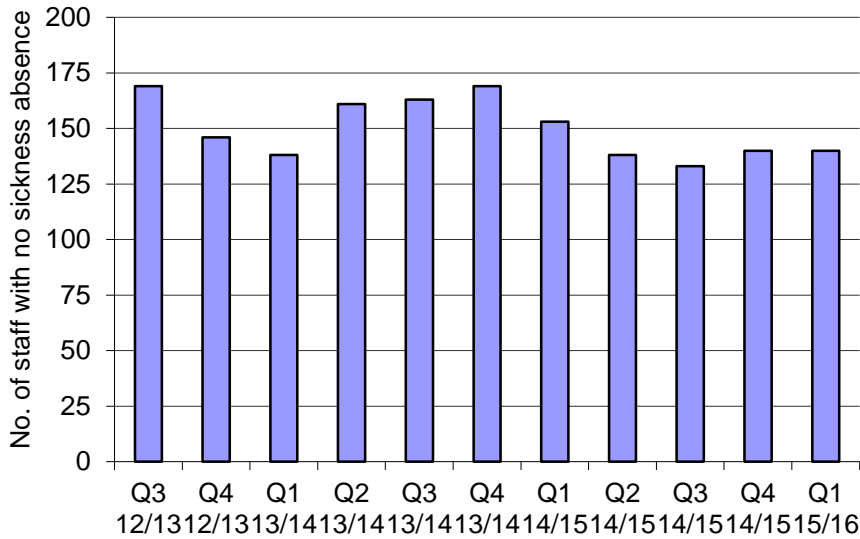| Period	1team app't	External app't
Q3 2012/13	15	21
Q4 2012/13	9	13
Q1 2013/14	16	14
Q2 2013/14	11	36
Q3 2013/14	6	16
Q4 2013/14	16	20
Q1 2014/15	17	16
Q2 2014/15	19	32
Q3 2014/15	10	25
Q4 2014/15	9	31
Q1 2015/16	17	19

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 as a result of the recruitment and vacancy management process.

The total number of external appointments made during quarter four includes appointments to Built Environment, Business Management, Economy & Communities, Estates, Housing Services, and Revenues.

Included in the number of staff who have been appointed following the 1team process includes moves to Built Environment, Revenues, Economy & Communities, Housing Services and the CX Unit.

Attendance and Sickness Indicators

PER008 No. of employees with no sickness absence during the rolling 12 month period		
Data		
Period	**No. of staff**	**% of headcount**
Q1 2012/13	188	37.2%
Q2 2012/13	195	38.5%
Q3 2012/13	169	32.4%
Q4 2012/13	146	27.8%
Q1 2013/14	138	26.6%
Q2 2013/14	161	30.2%
Q3 2013/14	163	30.5%
Q4 2013/14	169	31.9%
Q1 2014/15	153	29.9%
Q2 2014/15	138	27.0%
Q3 2014/15	133	26.0%
Q4 2014/15	140	25.0%
Q1 2015/16	140	29.5%

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 no change in the number of staff who have not taken any sickness in the twelve month period when compared to the previous period, although the percentage has increased due to the reduction in the Council's headcount.

PER009 Average number of days of sickness per person per rolling year (all sickness)
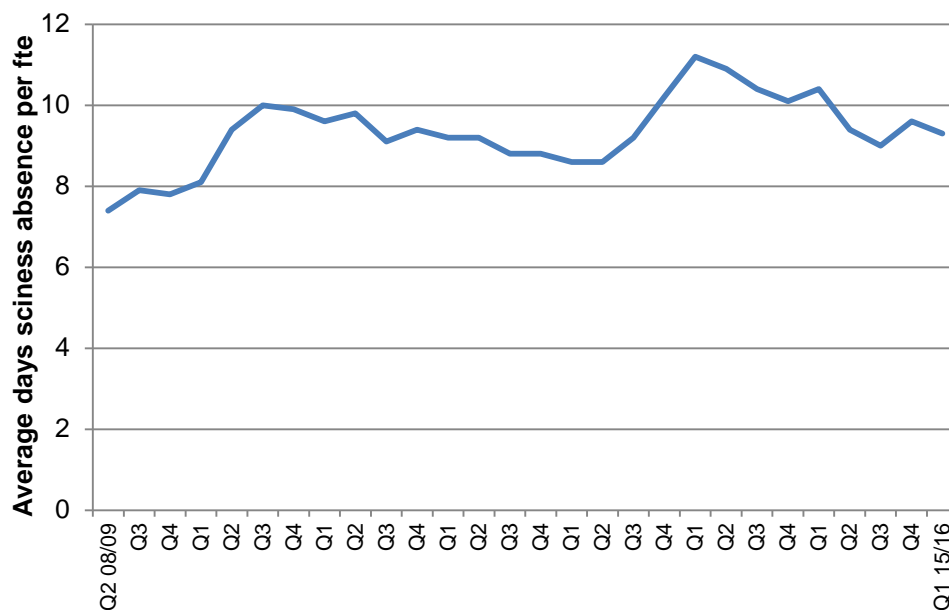
Data	
Period	**Days of sickness**
Q1 2012/13	8.6
Q2 2012/13	8.6
Q3 2012/13	9.2
Q4 2012/13	10.2
Q1 2013/14	11.2
Q2 2013/14	10.9
Q3 2013/14	10.4
Q4 2013/14	10.1
Q1 2014/15	10.4
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6
Q1 2015/16	9.3

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 30 June 2015 (Q1 2015/16) is 9.3 days sickness per member of staff which is a decrease of 0.3 days when compared to the previous period.

The 9.3 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.

The average number of days sickness for the year 1 July 2014 to 30 June 2015 compares favorably with the previous year which was 10.4 days.

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 – per quarter
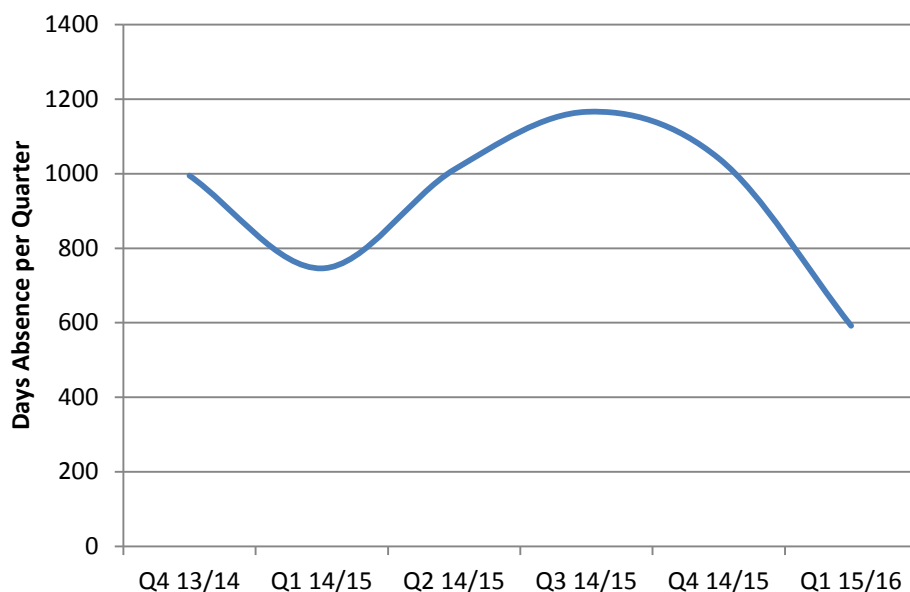
Data	
Period	**No. Days sickness**
Q4 2013/14	995
Q1 2014/15	746
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592

Latest Comments – This chart presents the total number of days taken as sickness absence by staff in during each three month period (quarter) and was requested at the last meeting of the Committee.

Currently, due to the availability of the data at this level, it is only possible to report on the quarterly periods back to 1 January 2014.

Generally the number of days taken as sickness will increase during the winter months when staff are more likely to take absence due to colds, flu and infections and fall during the spring and summer months.

However, when comparing like for like quarterly periods, the trend is downwards showing a reduction of 154 days taken as sickness absence for Q1 2015/16 when compared to Q1 2014/15.

PER0015 Analysis of staff sickness absence of less than 20 days (Full-time and Part-time staff)

Average sickness (less than 20days) for the rolling year

Days sickness per employee

Legend: Dec, Mar, June, Sept, Dec, Mar, June
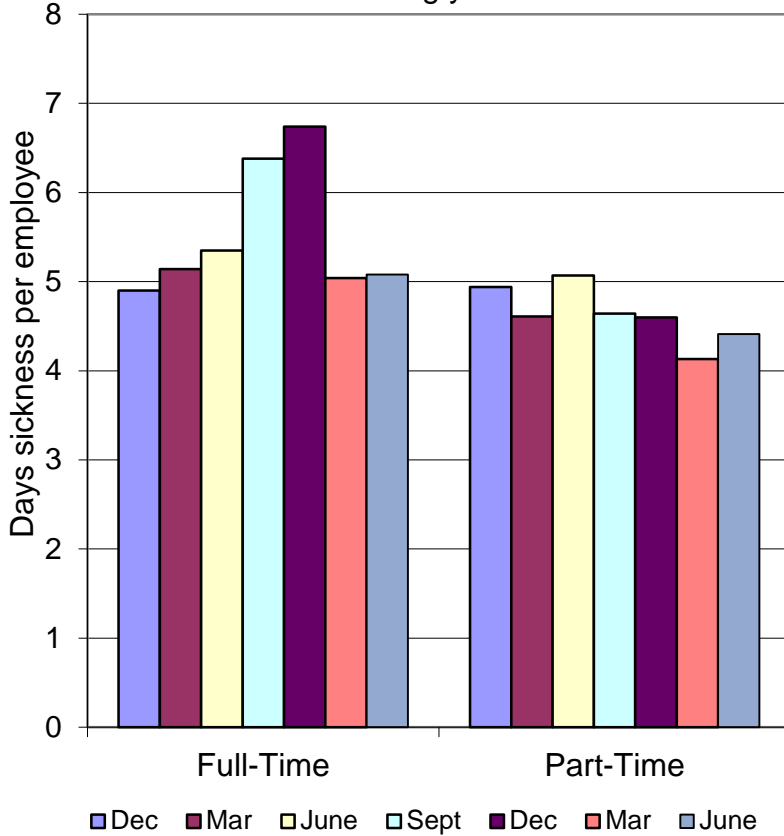
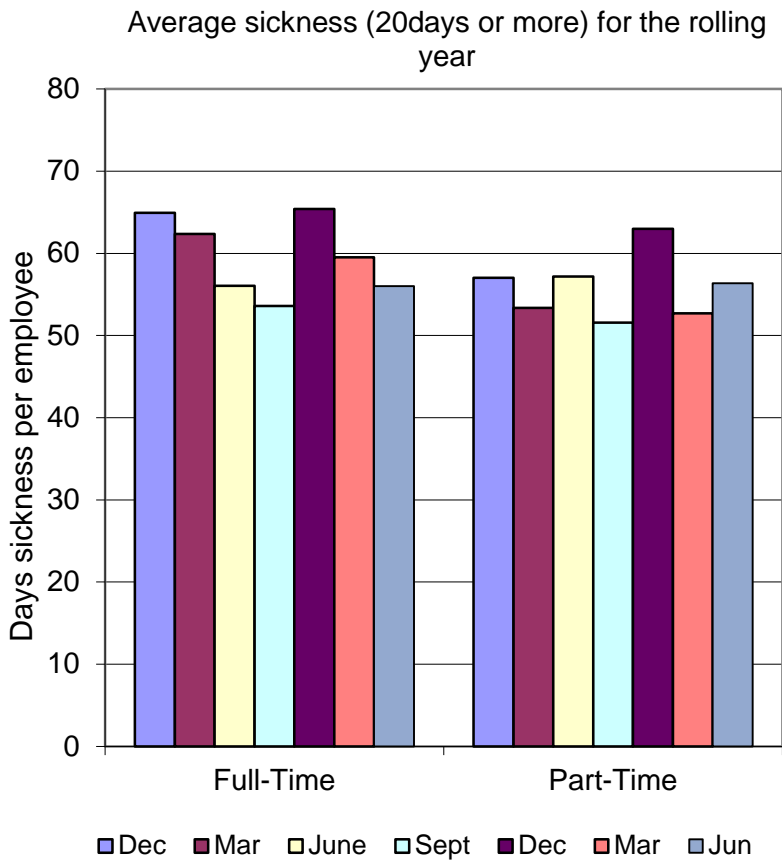| Data	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 Sept	6.38	189
31 Dec	6.74	208
31 Mar	5.04	211
30 Jun	5.08	210
Part-Time		
Yr ending		
30 Sept	4.64	95
31 Dec	4.60	89
31 Mar	4.13	86
30 Jun	4.41	80
Combined		
Yr ending		
30 Sept	5.79	284
31 Dec	6.10	297
31 Mar	4.78	297
30 Jun	4.89	290

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 30 June 2015, 80 part-time and 210 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 1,419 days (1,066 days by full-time staff and 353 days by part-time staff). Please also refer to page 5 showing the total number of staff split between full time and part time.

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

Average sickness (20days or more) for the rolling year

| Data		
	Average no. of working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 Sept	53.60	35
31 Dec	65.40	25
31 Mar	59.51	35
30 Jun	56.03	35
Part-Time		
Yr ending		
30 Sept	51.58	11
31 Dec	57.81	11
31 Mar	52.72	12
30 Jun	56.36	10
Combined		
Yr ending		
30 Sept	53.12	46
31 Dec	63.08	36
31 Mar	57.78	47
30 Jun	56.10	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 30 June, 31 March, 31 December and 30 September. The data is further analysed between full-time and part-time staff.

For the year ending 30 June 2015, 10 part-time and 35 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 2,524 days (1,961 by full-time staff and 563 by part-time staff).

The average length of sickness for the year ending 30 June 2015 for both part-time and full-time staff, where the total was 20 days or more is 56.10 days.

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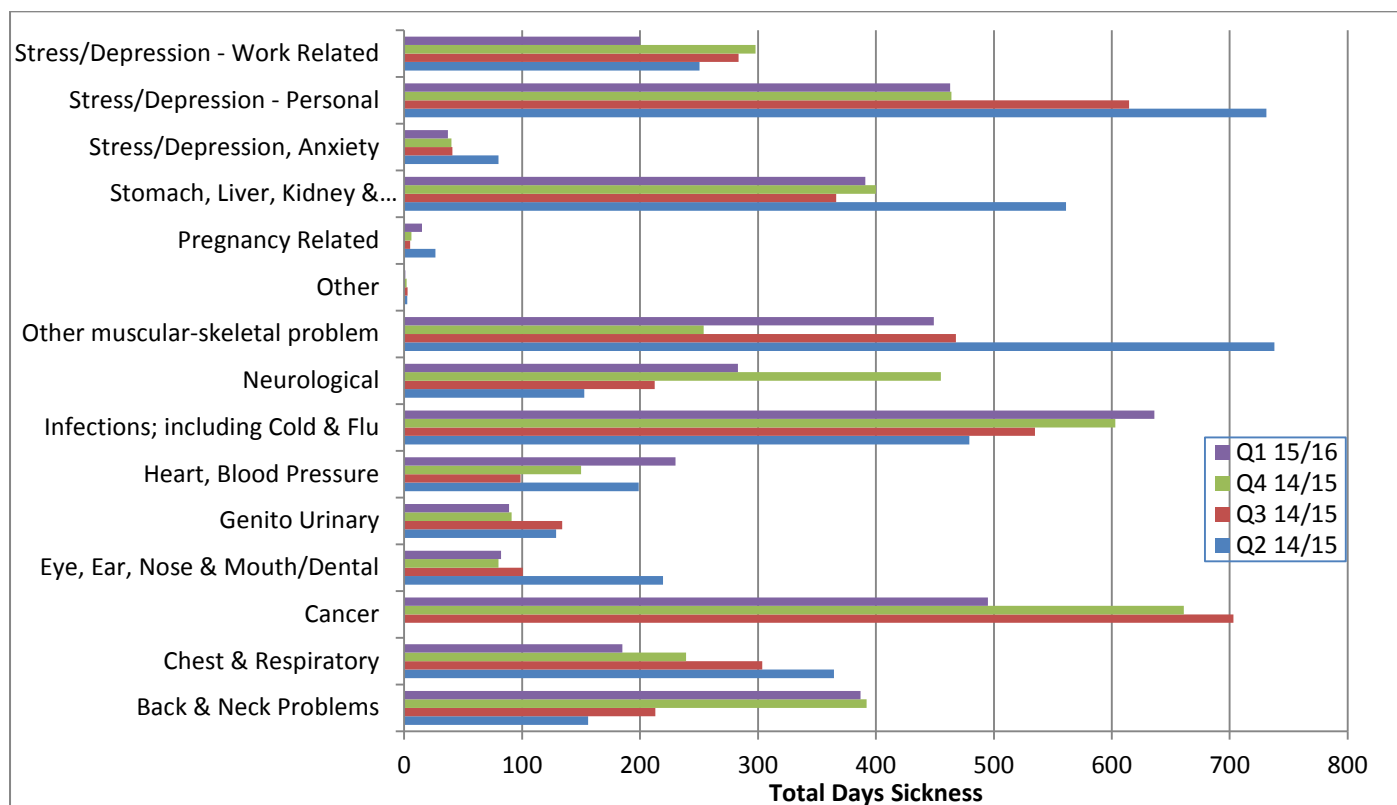
Latest Comment:

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. 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 (Days)					
Reason Summary	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16
Back & Neck Problems	232	156	213	392	387
Cancer	n/a	n/a	703	661	495
Chest & Respiratory; incl. Chest Infection	374	364	303	239	185
Eye, Ear, Nose & Mouth/Dental	154	219	100	80	82
Genito Urinary; inc Menstrual Problems	144	129	134	91	89
Heart, Blood Pressure & Circulation	265	199	98	150	230
Infections; including Cold & Flu	494	479	535	603	636
Neurological; inc Headaches & Migraine	134	152	212	455	283
Other musculo-skeletal problem	831	737	468	254	449
Other	6	3	3	2	1
Pregnancy Related	40	26	5	6	15
Stomach, Liver, Kidney & Digestion	597	561	366	400	391
Stress - cause unknown	207	80	41	40	37
Stress/Depression - Personal	906	731	615	464	463
Stress/Depression - Work Related	212	250	283	298	200

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 2015. By way of a comparison the figures for the twelve month period ending 31 March 2015, 31 December and 30 September 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
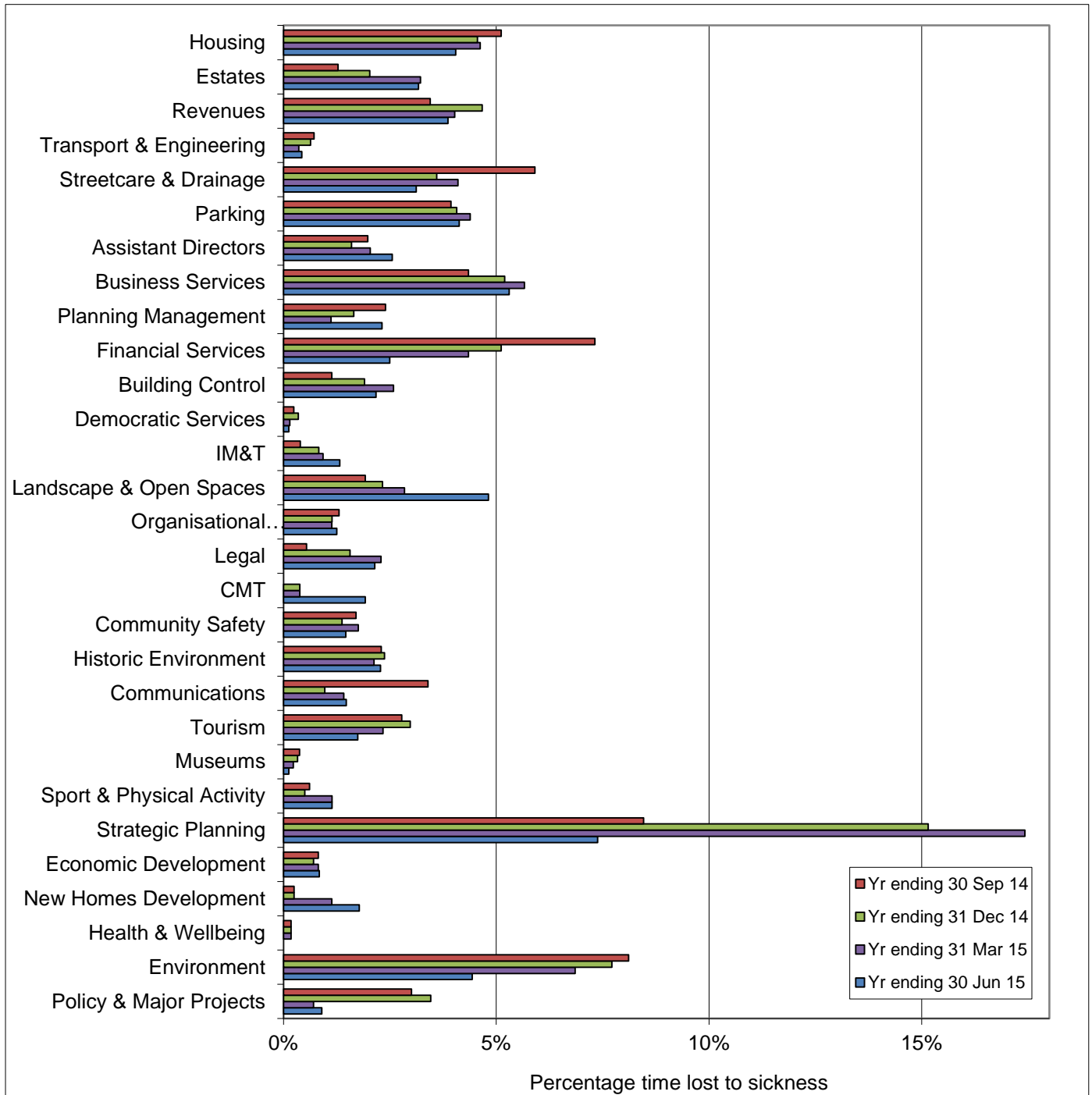
The following chart gives details of the total number of sickness days by team for the 12 month period ending 30 June 2015. By way of a comparison the figures for the twelve month period ending 31 March 2015, 31 December and 30 September 2014 have also been included.
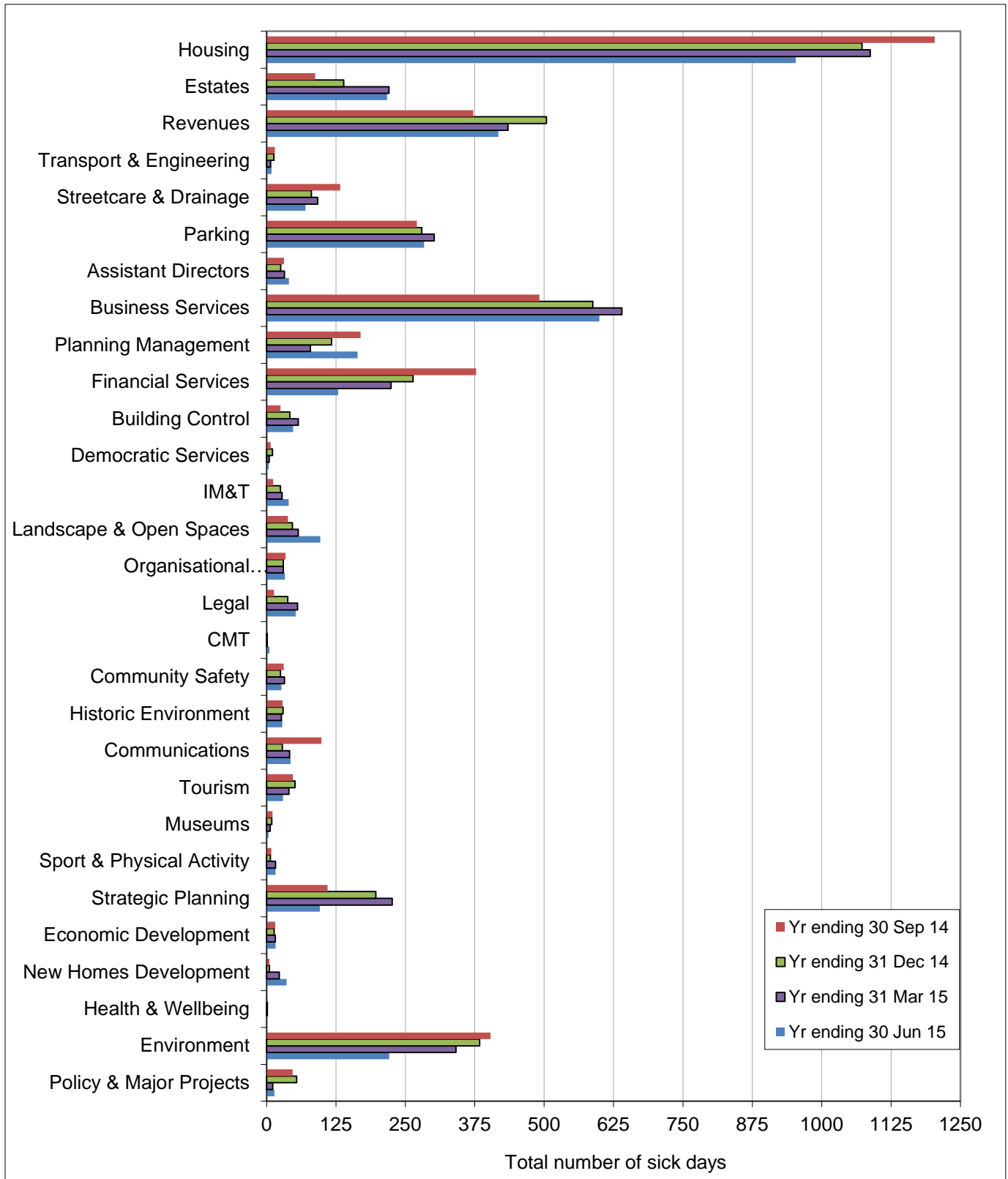
Percentage of completed appraisals by team

This chart shows the percentage of appraisals completed and entered onto the Selima HR system as at 17 September 2015 compared to those as at 1 June 2015.