

REPORT TITLE: ORGANISATIONAL DEVELOPMENT PERFORMANCE
MONITORING – QUARTER 2 2017/18

23 NOVEMBER 2017

REPORT OF PORTFOLIO HOLDER: CLLR GODFREY – (PORTFOLIO HOLDER
FOR PROFESSIONAL SERVICES

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WARD(S): ALL

PURPOSE

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 2017/18 against performance indicators for sickness absence, staff turnover and the Council's staff establishment.

RECOMMENDATION:

1. That any issues arising from the performance information included in the report be raised with the Portfolio Holder and consideration be given to whether any items of significance need to be drawn to the attention of Cabinet.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 The need to manage and monitor the staff resources at the Council is essential in delivering front line services to the residents of the District and achieving the outcomes as set out in the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from this report.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None.

4 WORKFORCE IMPLICATIONS

- 4.1 This report presents monitoring data relating to the workforce of the Council including sickness absence, staff turnover and numbers of new starters and leavers. Increased or excessive staff sickness can have an impact on the Council to be able to deliver effectively front line services and deliver the projects and actions that are included in the Council Strategy and Portfolio Plans.
- 4.2 High staff turnover within the Council can lead to increased costs arising from the employment of agency staff used to cover vacancies and the cost of recruitment.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 Consultation on the content of the report has been undertaken with the Portfolio Holder for Professional Services and the Chairman on Personnel Committee.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None required.

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>	n/a	n/a

Risk	Mitigation	Opportunities
<i>Community Support</i>	n/a	n/a
<i>Timescales</i>	n/a	n/a
<i>Project capacity</i>	n/a	n/a
<i>Financial / VfM</i>	Regular monitoring of staffing costs ensures that actual expenditure is kept within budget	
<i>Legal</i>	n/a	n/a
<i>Innovation</i>	n/a	n/a
<i>Reputation</i>	n/a	n/a
<i>Other</i>	n/a	n/a

10 SUPPORTING INFORMATION:

- 10.1 This report sets out performance information for the human resources of the Council for the second quarter of 2017/18 by way of a range of key performance indicators.
- 10.2 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.

11 Performance Indicators

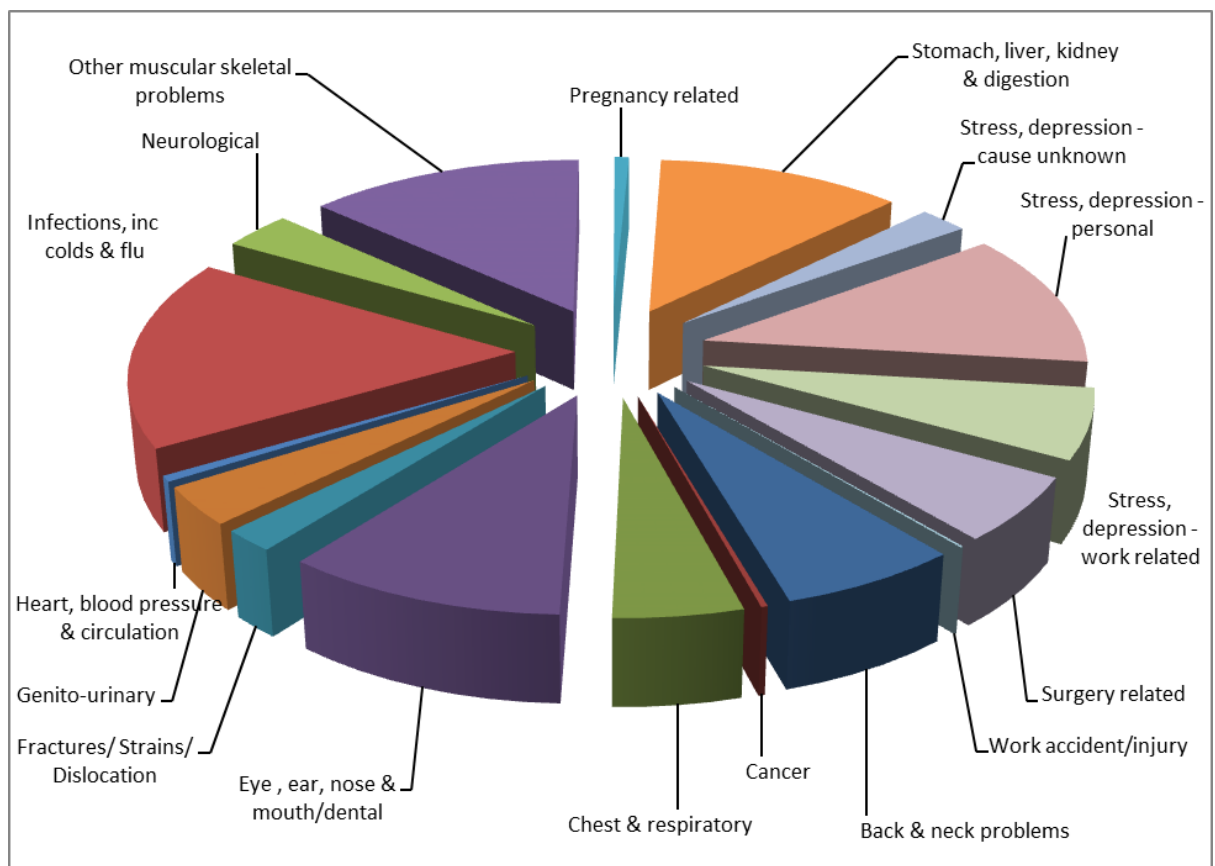
- 11.1 Appendix 1 sets out performance monitoring information for a range of performance indicators relating to staff attendance, staff turnover and the Council's staff establishment.
- 11.2 Charts are included in the Appendix that provide a detailed analysis of sickness absence broken down by long-term (more than 20 days) and short-term (less than 20 days) sickness. This data is further analysed between part-time and full-time staff.
- 11.3 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.

12 Staff Sickness

- 12.1 Staff sickness continues to be monitored very closely with detailed reports made available to managers after the end of each month. Further high level reports are presented to Corporate Management Team on a monthly basis and Performance Management Team quarterly.

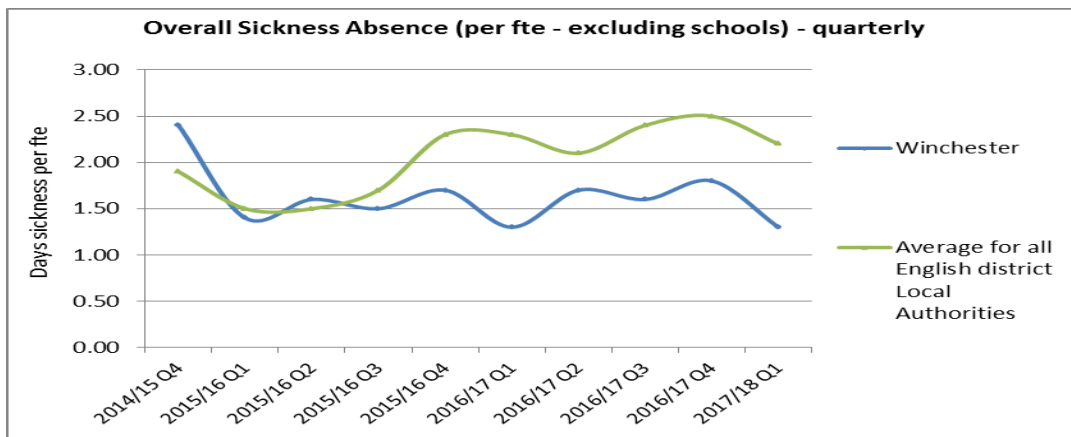
- 12.2 The staff sickness during the 12 month period ending 30 September 2017 continues to show that the top three reasons for the highest number of days absence is stress and depression, muscular skeletal issues and colds and flu.
- 12.3 As can be seen from the table the proportion of stress and depression linked directly to work related issues is low. However, the Council continues to provide support through the Counselling Service and signposting to other support groups as appropriate.
- 12.4 Muscular skeletal issues relate to non-work related injuries and surgery. The data refers to a small group of individuals who have had long periods of sickness absence to recover following operations. Occupational Health has been consulted and rehabilitation plans in place to support the return to work at the earliest opportunity.
- 12.5 The Council's Health at Work Group arranges neck and shoulder massages on a monthly basis for staff. As a result of the use of work station assessments and advice from Occupational Health, there are also an increasing number of staff who have been provided with specialist chairs and desks to minimise the impact of upper body strain.
- 12.6 Sickness absence due to colds and flu will inevitably fluctuate and is almost unavoidable.
- 12.7 The Council's Health and Safety Adviser, who had been in post for more than 30 years, retired in March 2017 and a permanent replacement started employment with the Council in July 2017. Current arrangements for Health and Safety are under review; an action plan, highlighting priority actions, is being developed and will be shared with Corporate Management Team in due course.
- 12.8 Proposals for a refreshed Employee Strategy appear elsewhere on the agenda for this meeting (PER 304 refers); the intention is that this HR Performance Report is refreshed following the implementation of the Employee Strategy.
- 12.9 The HR Team continue to provide training and support to managers to enable them to undertake effective return to work interviews to a consistent standard.
- 12.10 The following chart provides an analysis of the reasons for sickness taken during the 12 month period to 30 September 2017. Further information and a comparison with previous reporting periods are included on page 16 of Appendix 1.

Table 1: All sickness by absence reason (1 October 2016 to 30 September 2017)



12.11 The Local Government Association (LGA) continues to collect quarterly data for a small number of performance measures, including sickness absence for authorities on a voluntary basis. The most recent date released by the LGA relates to the first quarter of 2017/18.

12.12 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.



12.13 The data (period Q1 2017/18) shows that Winchester continues to have a lower sickness absence rate (1.3 days per fte) than the average (2.2 days per fte) of all the local authorities who have submitted data for the same period.

13. OTHER OPTIONS CONSIDERED AND REJECTED

13.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PER303 – Organisational Development Performance Monitoring Quarter 1 2017/18

Other Background Documents:-

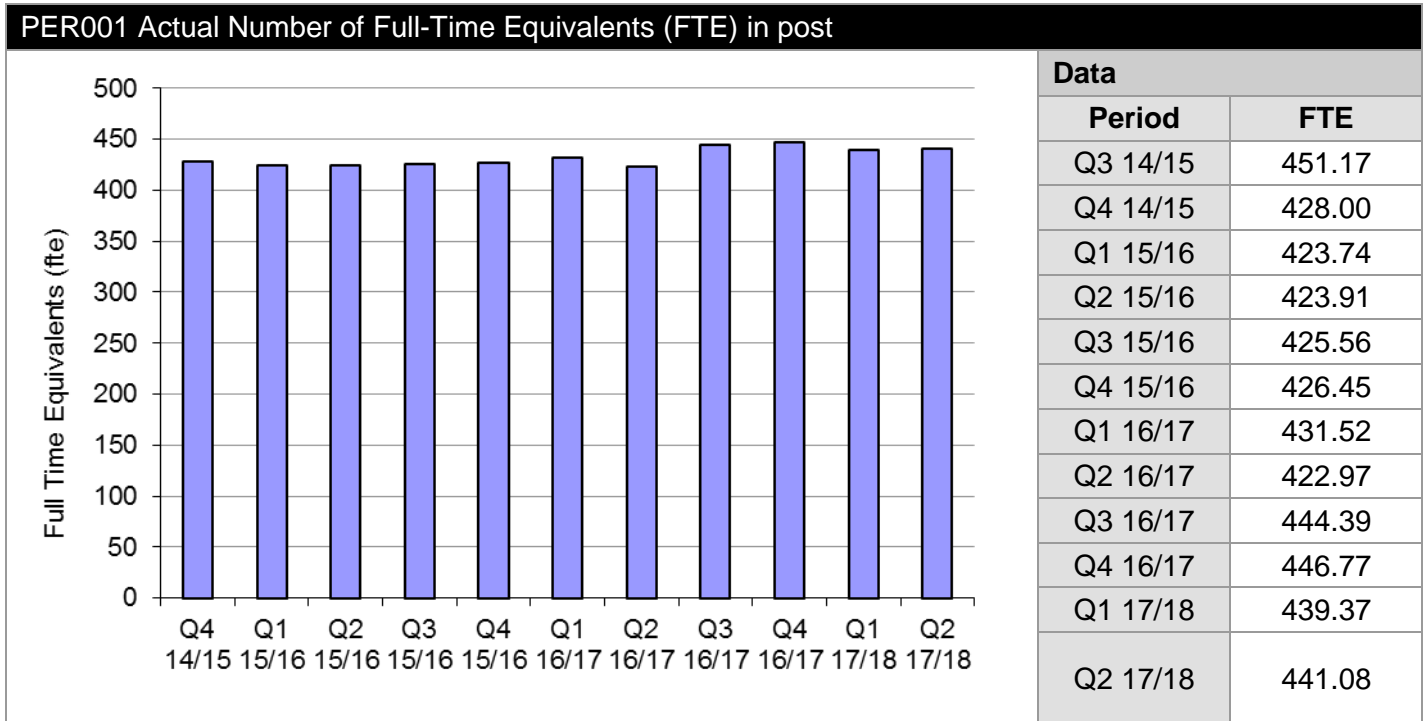
None.

APPENDICES:

Appendix 1 Organisational Development Performance Report – Q2 2017/18

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q2 2017/18 update

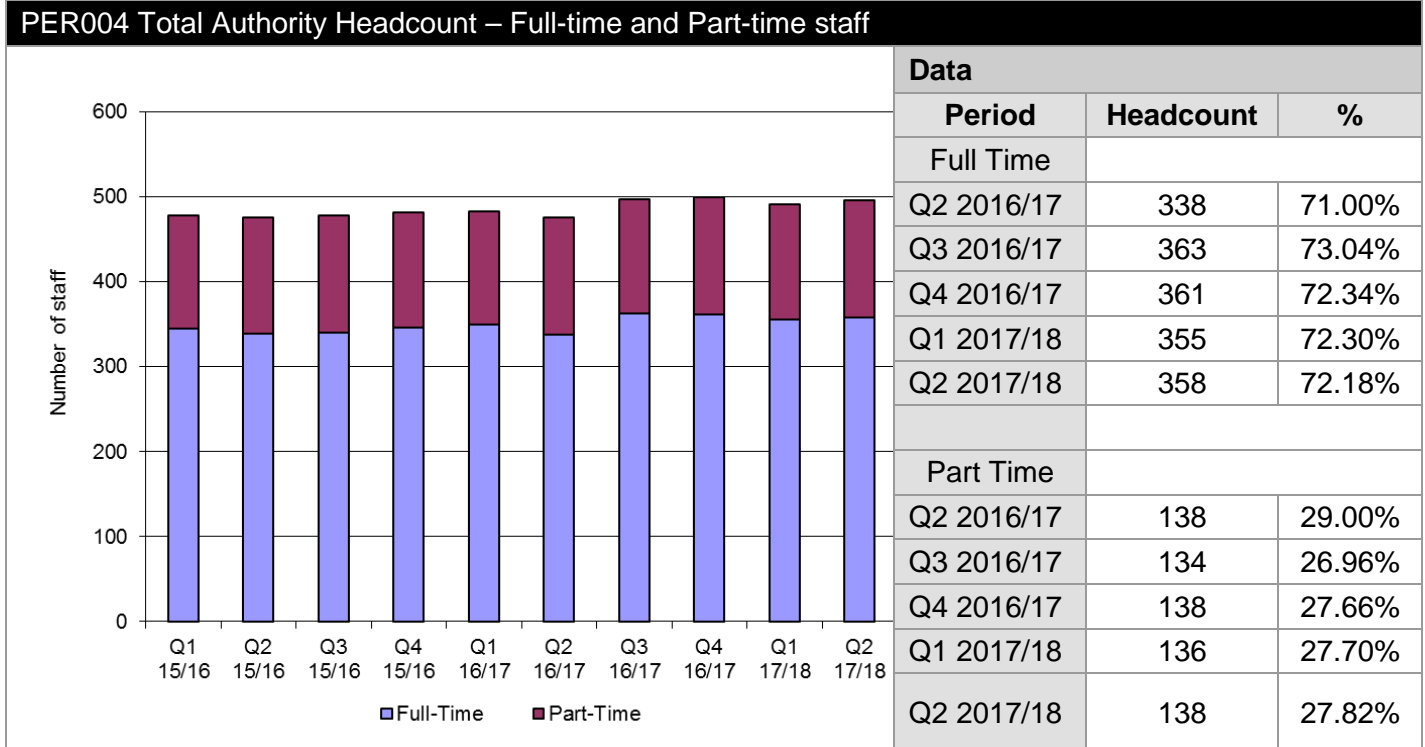
Establishment Indicators**Latest Comments -**

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 increased during the three months by 1.71fte and will fluctuate both up and down due to the needs of the Council.

The continuing focus on budgets and the need to manage staff costs within budget 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.

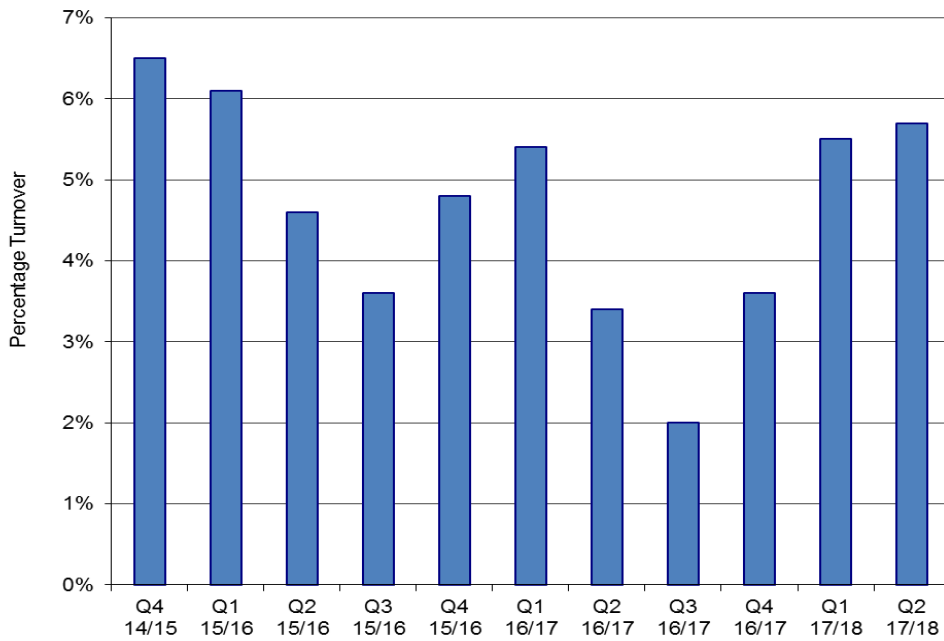


Latest Comments –

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 two was 496 which shows a net increase of five when compared to the previous quarter.

This is a net result of the staff appointments in Organisational Development, Built Environment, Economy and Communities, IM&T, Housing Services, Estates, Legal and Democratic, CX Unit, Benefits and Finance which is offset by leavers during the period (further details on page 9 of the Report).

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

Period	Turnover
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%
Q1 2015/16	6.10%
Q2 2015/16	4.60%
Q3 2015/16	3.60%
Q4 2015/16	4.80%
Q1 2016/17	5.40%
Q2 2016/17	3.40%
Q3 2016/17	2.00%
Q4 2016/17	3.60%
Q1 2017/18	5.50%
Q2 2017/18	5.70%

Latest Comments –

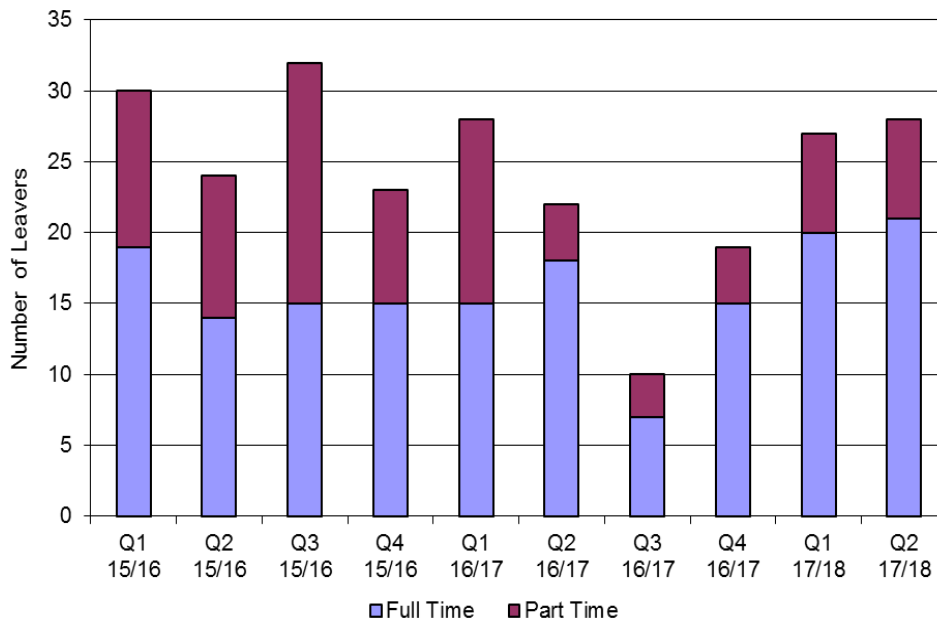
This chart presents the number of actual leavers per quarter as a percentage of the total headcount for the Council. Any internal moves between posts and departments are not shown as leavers within this data.

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

The actual number of leavers in quarter two was 28 compared to 27 for quarter one.

More detail on the numbers of leavers is included in the chart on the next page.

PER003 Number of Actual Leavers (Quarterly)



Data

Period	No. Leavers
Full Time	
Q2 2016/17	18
Q3 2016/17	7
Q4 2016/17	15
Q1 2017/18	20
Q2 2017/18	21
Part Time	
Q2 2016/17	4
Q3 2016/17	3
Q4 2016/17	4
Q1 2017/18	7
Q2 2017/18	7

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.

There were 28 leavers during the period July to September (Q2 2017/18) which included 18 permanent staff and 10 that were on temporary contracts.

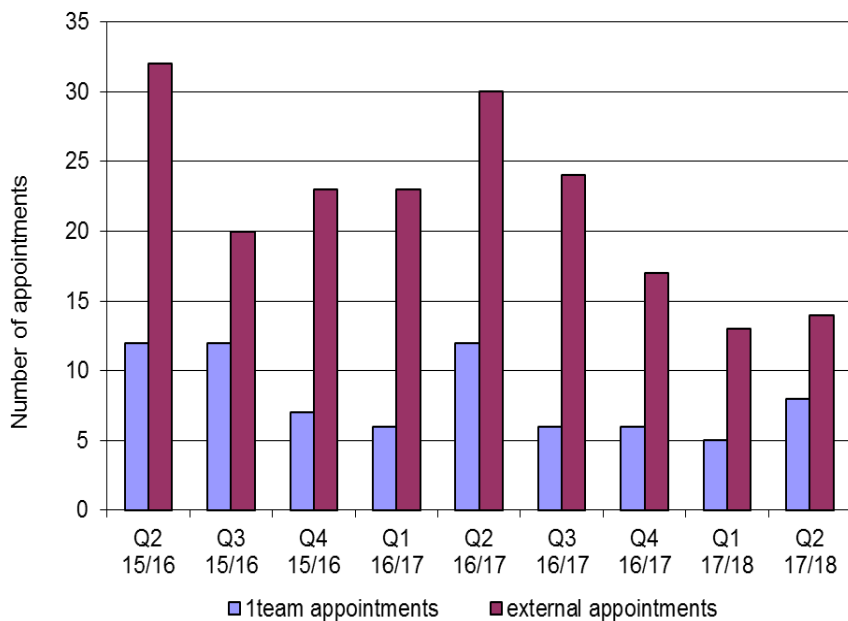
Further analysis by team shows that there were 3 leavers from Welfare and Benefits, 4 from Built Environment, 1 from Communications, 4 from Economic and Communities, 5 from Estates, 2 from Housing Services, 1 from IM&T, 1 from Legal and Democratic Services, 5 from Organisational Development (including 2 apprentices).

The reasons for leaving during Q2 2017/18 can be summarised as:

End of temporary or fixed term contract	5
Resignation	19
Retirement	4

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

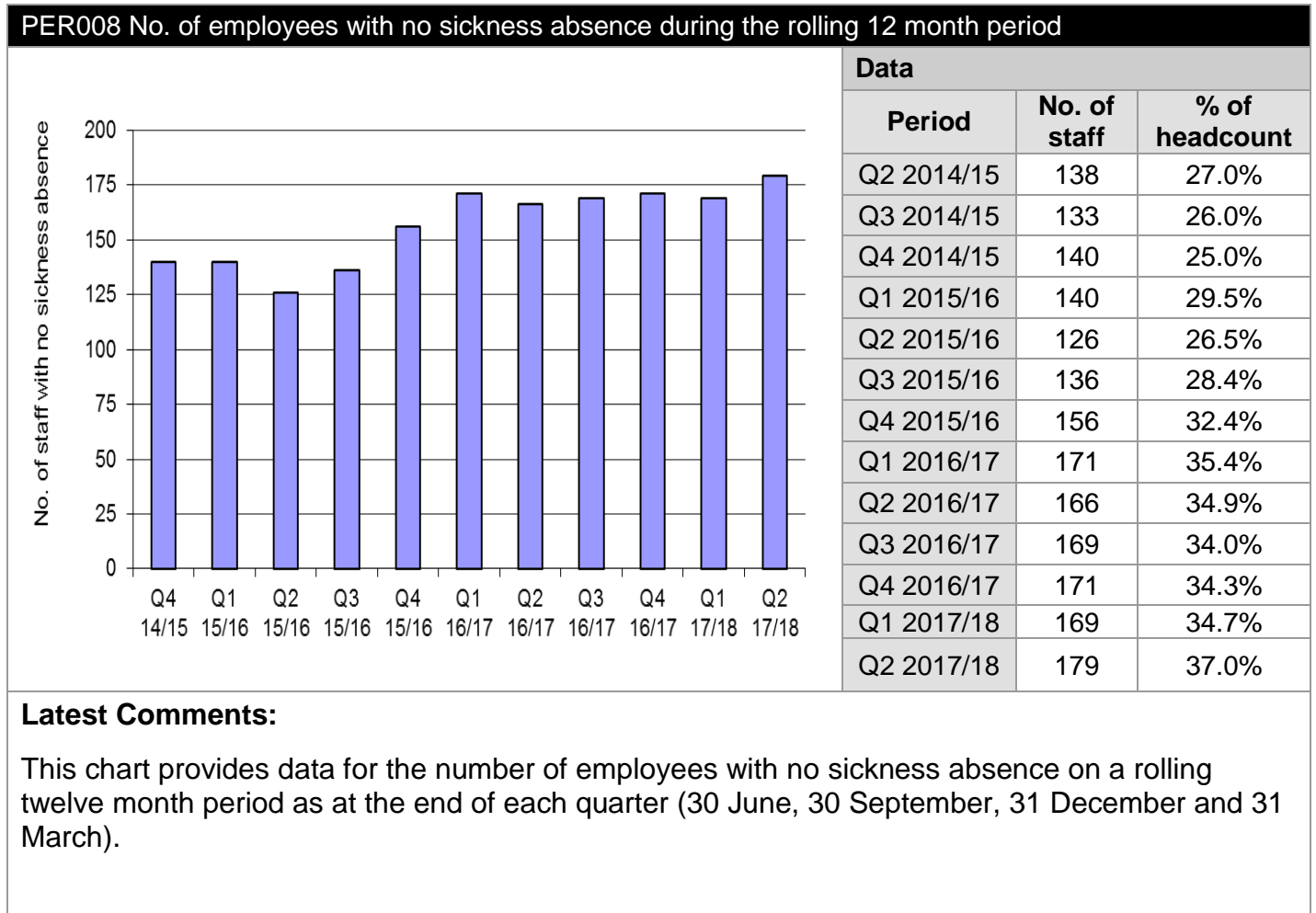
Period	1team app't	External app't
Q3 2014/15	10	25
Q4 2014/15	9	31
Q1 2015/16	17	19
Q2 2015/16	12	32
Q3 2015/16	12	20
Q4 2015/16	7	23
Q1 2016/17	6	23
Q2 2016/17	12	30
Q3 2016/17	6	24
Q4 2016/17	6	17
Q1 2017/18	5	13
Q2 2017/18	8	14

Latest Comments:

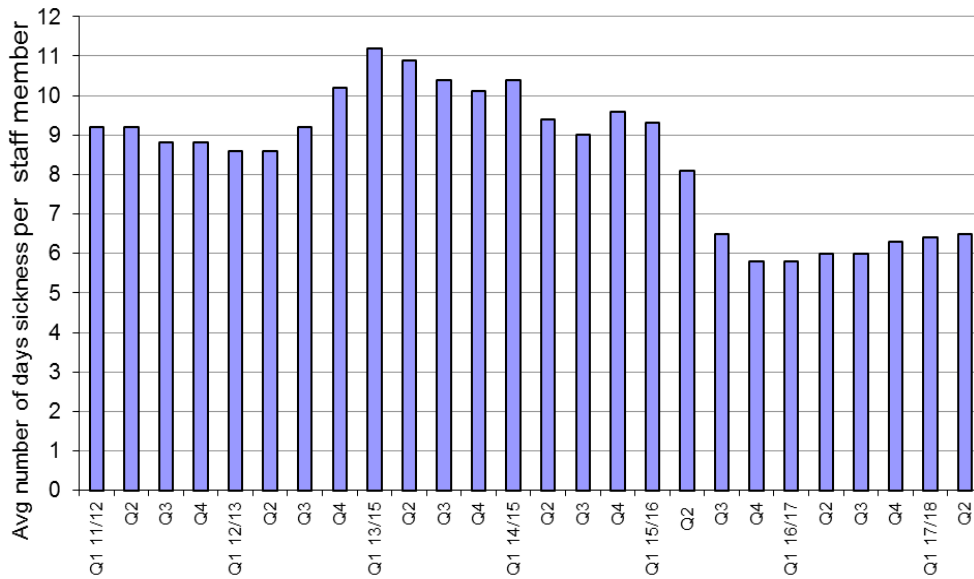
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidate.

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.

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.

Attendance and Sickness Indicators

PER009 Average number of days of sickness per person per rolling year (all sickness)



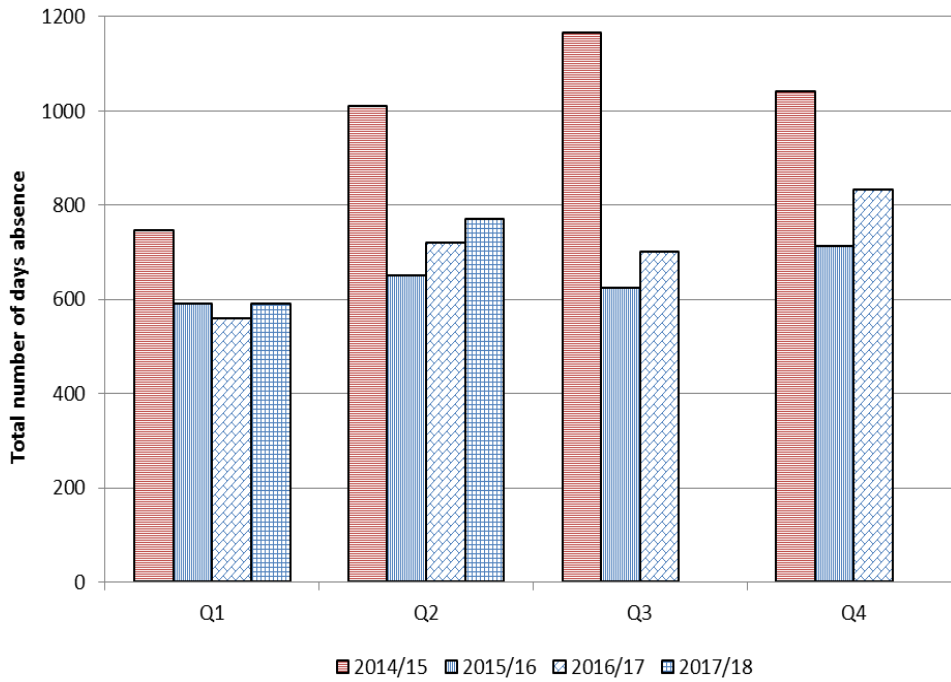
Data	
Period	Days of sickness
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6
Q1 2015/16	9.3
Q2 2015/16	8.1
Q3 2015/16	6.4
Q4 2015/16	5.8
Q1 2016/17	5.8
Q2 2016/17	6.0
Q3 2016/17	6.0
Q4 2016/17	6.3
Q1 2017/18	6.4
Q2 2017/18	6.5

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 September 2017 (Q2 2017/18) has increased marginally from 6.4 days to 6.5 days sickness per member of staff when compared to the previous period.

PER0011 Total Number of Days of Sickness absence – per quarter



Data	
Period	No. Days sickness
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592
Q2 2015/16	652
Q3 2015/16	624
Q4 2015/16	714
Q1 2016/17	560
Q2 2016/17	720
Q3 2016/17	703
Q4 2016/17	832
Q1 2017/18	592
Q2 2017/18	771

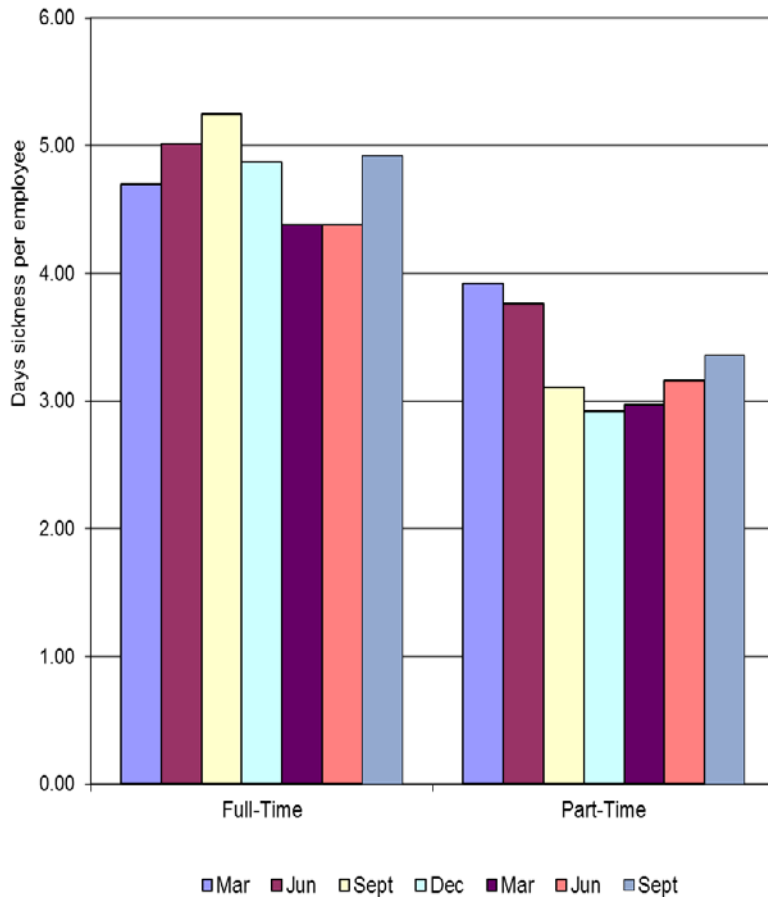
Latest Comments – This chart presents the total number of days taken as sickness absence by staff in each three month period (quarter) and was requested at the June 2015 meeting of the Committee.

The data at this level is only available on a quarterly basis going back to 1 January 2014.

Generally the number of days recorded as sickness will be higher during the winter months. This is because there is an increase in the number of staff who have colds, flu and infections during this period, although this usually decreases during the spring and summer months.

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		
31 Dec 16	4.87	210
31 Mar 17	4.38	203
30 Jun 17	4.38	201
30 Sep 17	4.92	200
Part-Time		
Yr ending		
31 Dec 16	2.92	89
31 Mar 17	2.97	83
30 Jun 17	3.16	84
30 Sep 17	3.36	85
Combined		
Yr ending		
31 Dec 16	4.36	299
31 Mar 17	3.97	286
30 Jun 17	4.02	285
30 Sep 17	4.45	285

Latest Comments –

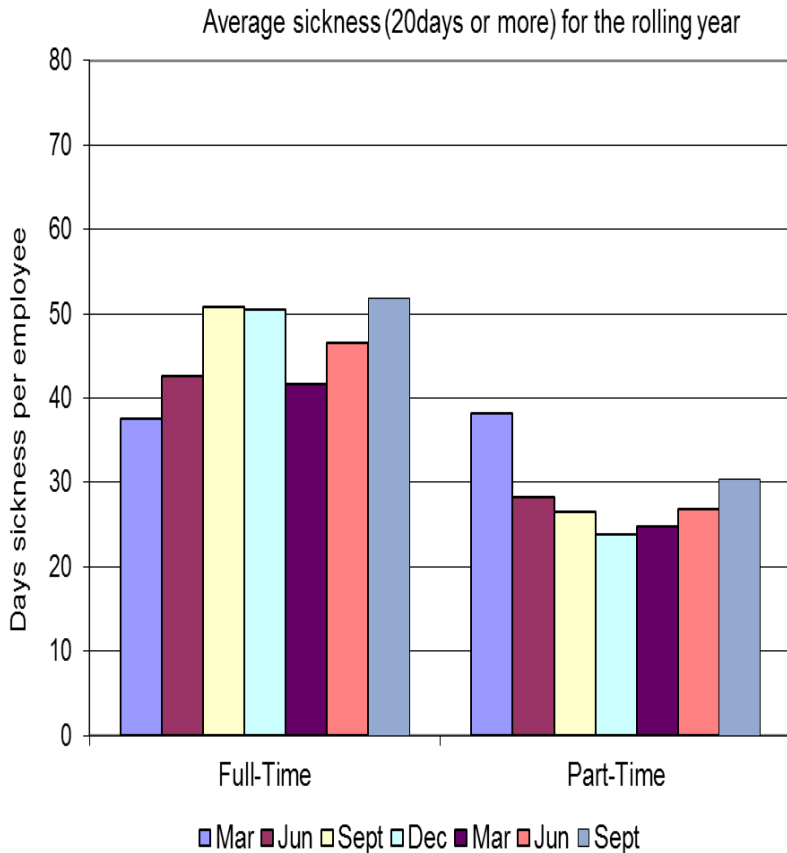
This chart shows the average number of days sickness absence per City Council employee where the total absence was **less** than 20 days in the twelve month period ending the 31 March, 30 June, 30 September and 31 December.

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.

The figures show that there has been a decrease in the number of full-time staff (200 compared to 201 staff at the end of June 2017) taking short term sickness absence of less than a total of 20 days.

For part-time staff, the numbers have increased as at the end of June 2017 (85 staff compared to 84).

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 Dec 16	50.50	26
31 Mar 17	41.60	30
30 Jun 17	46.56	34
30 Sep 17	51.86	29
Part-Time		
Yr ending		
31 Dec 16	23.89	5
31 Mar 17	24.82	5
30 Jun 17	26.82	3
30 Sep 17	30.29	3
Combined		
Yr ending		
31 Dec 16	46.21	31
31 Mar 17	39.20	35
30 Jun 17	44.96	37
30 Sep 17	49.84	32

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.

The figures show that there has been a decrease in the number of full-time staff (29 compared to 34 staff at the end of June 2017) taking long term sickness absence.

The average number of days taken for sickness during the year ending 30 September 2017 for both part-time and full-time staff, where the total was 20 days or more is 49.84 days.

The HR Team continue to advise managers, providing statistics relating to sickness, training, referral to Occupational Health and case management.

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

All Sickness by Absence Reason (Days)					
Reason Summary	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Direction of Travel
Back & Neck Problems	129	155	183	189	↑
Cancer	5	9	7	7	No change
Chest & Respiratory; incl. Chest Infection	130	161	135	135	No change
Eye, Ear, Nose & Mouth/Dental	84	153	218	294	↑
Fractures/Strains/Dislocation			26	56	↑
Genito Urinary; inc Menstrual Problems	180	182	137	97	↓
Heart, Blood Pressure & Circulation	69	58	33	15	↓
Infections; including Cold & Flu	592	509	483	480	↓
Neurological; inc Headaches & Migraine	80	86	96	96	No change
Other muscular-skeletal problem	519	566	536	383	↓
Pregnancy Related	33	36	27	20	↓
Stomach, Liver, Kidney & Digestion	265	274	288	341	↑
Stress - cause unknown	21	37	64	68	↑
Stress/Depression - Personal	513	455	368	339	↓
Stress/Depression - Work Related	90	78	110	177	↑
Surgery Related	n/a	38	95	164	↑
Work Accident/injury	5	3	3	3	No change

Latest Comment:

The reason for the highest combined short term and long term sickness absence has in the past been stress and depression for personal reasons.

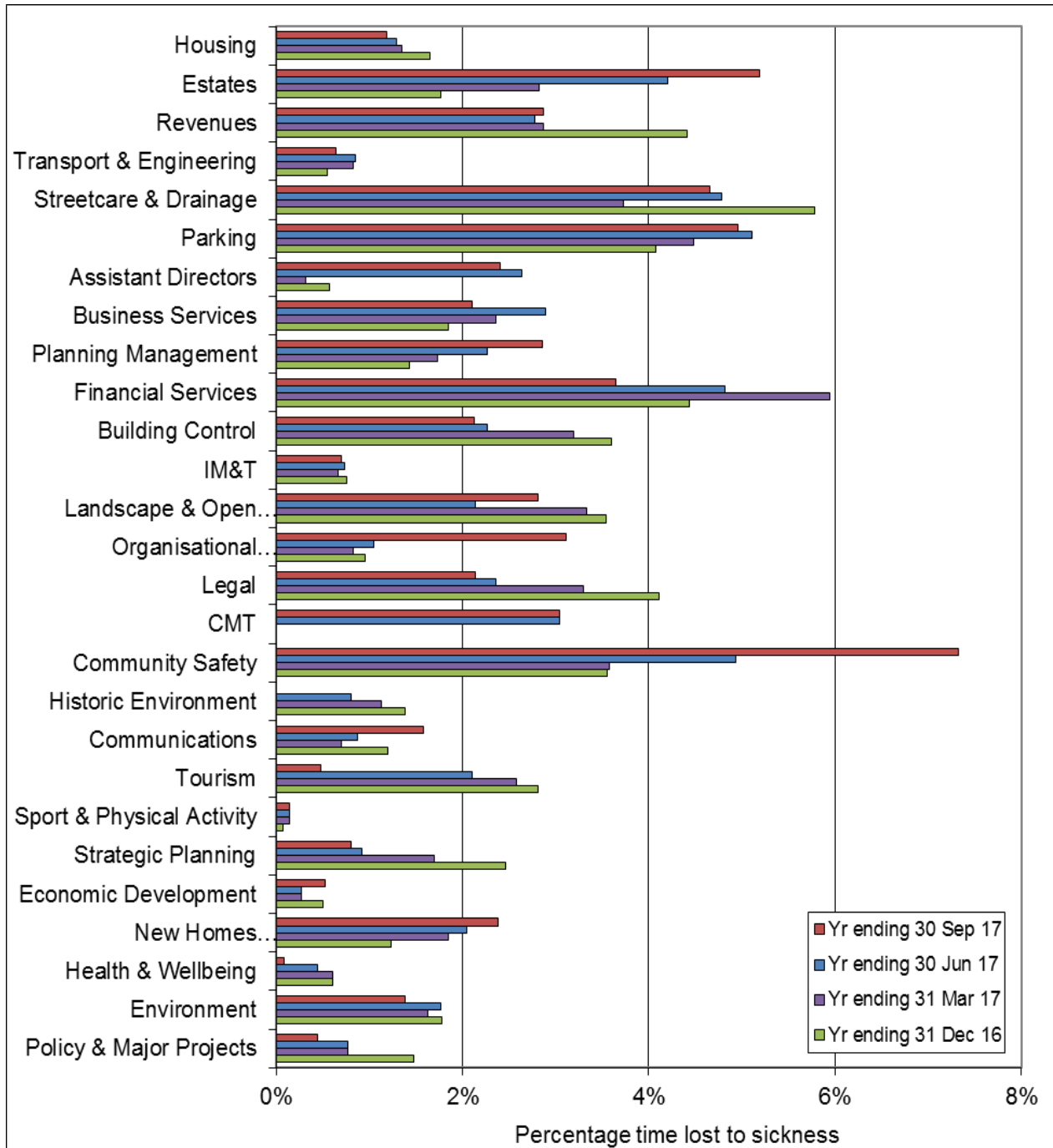
This remains to be the case and the figure referred to above relates to a small number of individuals who have experienced extreme personal circumstances during the reporting period. The absence has been managed through HR Business Partners working closely with Heads of Teams.

Human Resources ensure that those absent with stress related absence are referred to Occupational Health early for support. They are also reminded of the support available to them through the Counselling Service and from time to time, other therapeutic services are engaged on a case by case basis where more specific support is deemed appropriate by the Occupational Health Consultant.

This allows Human Resources to ensure that appropriate support is available to the individual and to assist with return to work at the earliest opportunity.

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 2017. By way of a comparison the figures for the twelve month period ending 31 December 2016, 31 March 2017 and 30 June 2017 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 September 2017. By way of a comparison the figures for the twelve month period ending 31 December, 31 March 2017 and 30 June 2017 have also been included.

