

REPORT TITLE: ORGANISATIONAL DEVELOPMENT PERFORMANCE
MONITORING Q1 2018/19

22 NOVEMBER 2018

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

Contact Officer: Jamie Cann Head of HR (Interim) Tel No: 01962 848 437 Email
jcann@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report sets out a range of performance information relating to the human resources of the Council, including an update covering the first quarter of 2018/19 against performance measures for sickness absence and staff turnover.

RECOMMENDATIONS:

1. That the content of this report is noted.

IMPLICATIONS:

1 COUNCIL STRATEGY

- 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 the content of 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 effective services and deliver the projects and actions that are included in the Council Strategy and Service 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. It can also be an indication of decreased employee engagement.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 The importance of maintaining a positive relationship with the recognised trade union is acknowledged and quarterly meetings now take place to ensure that regular communication takes place in addition to those meetings to discuss specific issues when the need arises.
- 6.2 The Chief Executive has established regular all-staff briefings where matters of interest or significance are discussed.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 The data contained in this report is sufficiently redacted to ensure that individuals cannot be identified. A Data Protection impact Assessment is therefore not required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>	n/a	n/a
<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 staff costs ensures that actual expenditure is kept within budget. Any exceptional staffing requirement incurring additional expenditure has to be supported by a business case and is subject to senior management approval.	Efficient use of staff resources across the organisation ensures that the Council is providing value for money.
<i>Legal</i>	n/a	n/a
<i>Innovation</i>	n/a	n/a
<i>Reputation – risk of comparatively high levels of sickness</i> <i>Poor rationale for staff leaving</i>	Regular management and reporting of sickness levels enable management to take action to reduce sickness. Mandatory exit interviews to enable action to be taken from leaving staff's feedback.	Close management and comparatively lower levels of sickness enhances reputation of the Council with stakeholders. Improve employment offer through feedback. Enable greater opportunities through reasons for leaving.
<i>Other</i>	n/a	n/a

11 SUPPORTING INFORMATION:

- 11.1 The quarterly performance data for a range of HR related issues is provided in Appendix 1.

Employee Strategy

- 11.2 The Employee Strategy sets out six key strategic priorities which support the Council to coordinate combine and focus efforts to increase the organisation's

capability and competence to deliver efficient local government services in the 21st Century.

- 11.3 A report elsewhere on this agenda (PER316) sets out the performance to date against the priority outcomes included in the Employee Strategy.
- 11.4 A further report on this agenda (PER317) presents the performance data for the second quarter of 2018/2019 and contains commentary of the information presented, including that pertaining to the first quarter 2018/19 as shown in Appendix 1 of this report.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PER304 Employee Strategy, 23 November 2017

[PER314](#) Organisational Development Performance Monitoring – Outturn 2017/18

Other Background Documents:-

None

APPENDICES:

Appendix 1 Organisational Development Performance Measures Q1 2018/19

Organisational Development Performance Measures

Quarterly Performance Monitoring – Q1 2018/19 update

Performance Indicator	2016/17	2017/18 Data				2018/19	Direction of Travel
	Q4	Q1	Q2	Q3	Q4	Q1	
Establishment & Staff Profile							
Actual number of Full-Time Equivalent (FTE) in post	446.77	439.37	441.08	439.15	440.5	439.95	↕
Total Authority headcount:	499	491	496	494	492	498	↑
- Full Time	361	355	358	363	376	370	↕
- Part Time	138	136	138	131	116	128	↑
Turnover – Number of leavers as a percentage of headcount	3.60%	5.50%	5.70%	4.22%	3.25%	4.44%	↑
Number of actual leavers:	19	27	28	21	16	22	↑
- Full Time	15	20	21	15	9	17	↑
- Part Time	4	7	7	6	7	5	↕
Number of appointments to vacant posts:	23	18	22	34	27	33	↑
- Internal appointment	6	5	8	13	10	8	↕
- External appointment	17	13	14	21	17	25	↕
Attendance & Sickness							
Average Sickness per member of staff (days) – rolling year	6.3	6.4	6.5	6.9	6.4	6.8	↑
Number of employees with no sickness absence (rolling 12 months)	171	169	179	171	192	200	↑
Percentage of employees with no sickness absence (rolling 12 months)	34.3%	34.7%	37.0%	35.0%	39%	40%	↑
Total number of days sickness (quarterly)	832		592	771	855	886	↑

PER315
APPENDIX 1

Performance Indicator	2016/17	2017/18 Data				2018/19	Direction of Travel
	Q4	Q1	Q2	Q3	Q4	Q1	
Sickness days by reason (top 5) – rolling 12 month period							
- Infections, including cold & flu	580	560	540	474	527	563	↑
- Stomach, Liver, kidney & digestion	338	294	245	385	360	366	↑
- Stress/ Depression - personal	396	479	544	412	520	777	↑
- Stress/ Depression – work related	140	164	127	263	286	438	↑
- Eye, ear, nose & mouth/ dental	113	105	52	349	310	260	↓