REPORT TITLE: ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING Q2 2018/19

22 NOVEMBER 2018

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

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WARD(S): ALL

PURPOSE

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

RECOMMENDATIONS:

1. That the content of this report is noted.

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.

2.2   LEGAL AND PROCUREMENT IMPLICATIONS

2.3   None.

3   WORKFORCE IMPLICATIONS

3.1   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 front line services and deliver the projects and actions that are included in the Council Strategy and Service Plans.

4   PROPERTY AND ASSET IMPLICATIONS

4.1   None.

5   CONSULTATION AND COMMUNICATION

5.1   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.

5.2   The Chief Executive has established regular all-staff briefings where matters of interest or significance are discussed; in addition to these briefings, a staff forum is being developed and will be operational from January 2019. The staff forum will include a cross section of staff and will form the basis for seeking views from staff on an informal but regular basis.

5.3   As in previous years, the Council has recently engaged in the Best Companies to Work staff engagement survey. This year's survey closed on 07 November 2019. The results are currently being analysed by the external company who ran the survey and will be made available to the Council later this month; a summary of key themes will be presented to a future Personnel Committee.

5.4   There are no matters in this report which have required specific consultation.

6   ENVIRONMENTAL CONSIDERATIONS

6.1   None.

7   EQUALITY IMPACT ASSESSEMENT

7.1   None.

8   DATA PROTECTION IMPACT ASSESSMENT

8.1   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.

9   RISK MANAGEMENT

Risk	Mitigation	Opportunities
Property	n/a	n/a
Community Support	n/a	n/a
Timescales	n/a	n/a
Project capacity	n/a	n/a
Financial / VfM	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.
Legal	n/a	n/a
Innovation	n/a	n/a
Reputation – risk of comparatively high levels of sickness *Poor rationale for staff leaving*	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.
Other	n/a	n/a

10   SUPPORTING INFORMATION:

10.1   This report provides in Appendix 1, performance information for the human resources of the Council to the end of the second quarter of 2018/2019 by way of a range of key performance measures.

10.2   Progress against the six strategic priorities as set out in the Employee Strategy is given in a separate report on this Committee's agenda (Report PER316 refers)
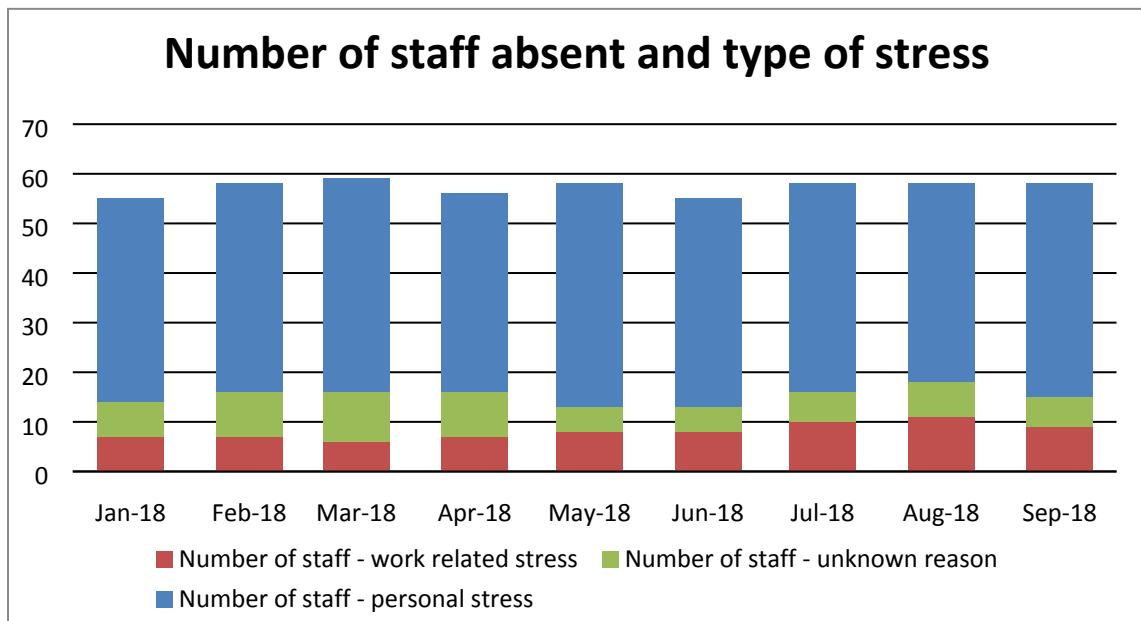
Staff Establishment

10.3   The following table provides information covering the reasons for staff leaving during the last four quarterly periods:

Reason for leaving	Oct – Dec 2017	Jan – Mar 2018	Apr – Jun 2018	Jul – Sep 2018
End of Temporary/ Fixed Term Contract	1	1	5	3
Resignation – public sector appointment	4	6	3	7
Resignation – private sector appointment	2	1	7	5
Resignation – other	4	5	5	8
Retirement	0	1	2	2
Redundancy	6	0	0	0
Other	1	2	0	1
TOTAL	**18**	**16**	**22**	**26**

Attendance and Staff Sickness

10.4   Staff sickness continues to be monitored very closely with detailed reports made available to managers after the end of each month. Additional temporary resource has been engaged within the HR team to support managers in addressing sickness absence in their teams.

10.5   The data at Appendix 1 shows that the Council continues to have a lower sickness absence rate (7.7 days lost per FTE) than the national average sickness absence across all English district councils (8.1 days lost per FTE), though sickness level have risen recently.

10.6   One of main increases in staff sickness by type is in respect of stress. It should be noted that while the number of days lost due to stress related absence has increased, the number of staff absent due to stress remains static as set out in the table below:

Number of staff absent and type of stress

Legend:
- Number of staff - work related stress
- Number of staff - unknown reason
- Number of staff - personal stress

10.7 This increase reflects a national trend as reported by the Health and Safety Executive (01November 2018) whereby sickness absence due to stress related reasons accounts for 57% of sickness absence. The same report also highlighted that this has increased by 25%, compared with the previous year.

10.8 The Council continues to use an interim Occupational Health supplier to provide advice to managers and employees. This service, combined with the continued provision of a free at point of access counselling service, contribute to the effective management of staff absence. There are examples across the workforce where additional counselling sessions have been provided which have facilitated a successful return to work.

10.9 The Council has recently undertaken an exercise with Test Valley Borough Council to successfully procure an Occupational Health provider with effect from 01 January 2019.

10.10 While the details of the successful supplier remain confidential and subject to contract at this time, they were appointed as they demonstrated more focused pro-active health prevention, better management of complex cases and a significant improvement in the quality of reports provided to managers. The sample reports from the successful supplier included recommendations for pro-active actions the employee could take to improve their health and well-being as well as reasonable adjustments support for the employer to consider.

11   OTHER OPTIONS CONSIDERED AND REJECTED

11.1   None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PER304   Employee Strategy, 23 November 2017

PER316   Organisational Development Performance Monitoring – Q1 2018/19

Other Background Documents:-

None

APPENDICES:

Appendix 1   Organisational Development Performance Measure Q2 2018/19

Organisational Development Performance Measures

Quarterly Performance Monitoring – Q2 2018/19 update

Performance Indicator	2017/18 Data				2018/19		Direction of Travel
	Q1	Q2	Q3	Q4	Q1	Q2	
Establishment & Staff Profile							
Actual number of Full-Time Equivalent (FTE) in post	439.37	441.08	439.15	440.5	439.95	441	⇧
Total Authority headcount:	491	496	494	492	498	489	⇩
- Full Time	355	358	363	376	370	376	⇧
- Part Time	136	138	131	116	128	113	⇩
Turnover – Number of leavers as a percentage of headcount	5.50%	5.70%	4.22%	3.25%	4.44%	5.3%	⇧
Number of actual leavers:	27	28	21	16	22	26	⇧
- Full Time	20	21	15	9	17	15	⇩
- Part Time	7	7	6	7	5	11	⇧
Number of appointments to vacant posts:	18	22	34	27	33	21	⇩
- Internal appointment	5	8	13	10	8	9	⇧
- External appointment	13	14	21	17	25	12	⇩
Attendance & Sickness							
Average Sickness per member of staff (*days*) – rolling year	6.4	6.5	6.9	6.4	6.8	7.7	⇧
Number of employees with no sickness absence (rolling 12 months)	169	179	171	192	200	192	⇩
Percentage of employees with no sickness absence (rolling 12 months)	34.7%	37.0%	35.0%	39%	40%	39%	⇩
Total number of days sickness (quarterly)		592	771	855	886	1133	⇧

Performance Indicator	2017/18 Data				2018/19		Direction of Travel
	Q1	Q2	Q3	Q4	Q1	Q2	
Sickness days by reason (top 5) – rolling 12 month period							
- Infections, including cold & flu	560	540	474	527	563	518	⇩
- Stomach, Liver, kidney & digestion	294	245	385	360	366	340	⇩
- Stress/ Depression - personal	479	544	412	520	777	783	⇧
- Stress/ Depression – work related	164	127	263	286	438	497	⇧
- Eye, ear, nose & mouth/ dental	105	52	349	310	260	226	⇩