

<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>18 MARCH 2013</b>	<b>Public Report</b>

## Report of the Chief Executive

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## HUMAN RESOURCES MONITORING REPORT

### 1. PURPOSE

1.1 To provide the Scrutiny committee with an update of staffing and workforce matters.

### 2. RECOMMENDATIONS

2.1 That the Committee scrutinise and comment on the report and make any necessary recommendations.

### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 There are no direct National Indicators related directly to the council's workforce - however it is compared to other authorities through voluntary benchmarking activities, and workforce management and development is crucial to advancing the Council's performance.

### 4. BACKGROUND

4.1 The Sustainable Growth and Environment Community Scrutiny Committee previously requested to receive regular reports on staffing and workforce matters.

### 5. KEY ISSUES

#### 5.1 STATISTICAL DATA

Following consultation at the group reps meeting Appendix 1 has been written to present as concisely as possible, and yet including all key measures requested. This incorporates both the most recent figures and benchmarking with other authorities in the most recently available annual exercise. Feedback on the format and content of the data provided will be taken into account for future reports.

#### 5.2 HR DEVELOPMENTS \ UPDATES \ PRIORITIES

**Figure numbers refer to the statistics and charts in appendix 1.**

#### Turnover

Although Headcount and FTE have been fairly even since March 2011, there have been significant changes that have been managed over the period - including the transfer of support services to Serco and the TUPE in of Adult Social Care staff from the NHS. This also makes a significant change to the terms and conditions of employment in the workforce because nearly 25% of the workforce is now employed on NHS 'Agenda for change' terms and conditions. In addition restructuring within services has continued in order to meet budget requirements and business needs. One focus of HR activity since the NHS transfer in March 2012 has been to support the proposals for care home facilities and subsequent closures [the impact of which is

not yet included in the figures in this report].

Voluntary turnover is currently running at 7.6%, up slightly on the previous 12 months, which was below the average benchmark for large authorities. Some turnover does relate to difficult to fill \ retain roles, notably Social Workers [12 leavers, 11% of leavers]. Although generally a low rate of turnover is good for reducing recruitment costs and service provision, a certain level of turnover is considered positive in facilitating restructuring of work and therefore efficient and effective operations as well as bringing fresh talent and perspectives to Services. Turnover also is affected by market conditions as well as staff satisfaction. More detail on turnover by Service and Directorate is included in the turnover graphs \ tables.

A concern raised previously relates to the possibility of staff who leave being re-engaged outside of the payroll in cases of redundancy. A policy has been in place since July 2011 as part of the Redundancy policy stating that employees made redundant will not be able to rejoin the council within 12 months of the effective date of termination, regardless of their rejoining employment status/capacity, unless permission is given by the Chief Executive and the enhanced redundancy payment is repaid in full. In the year to November 2012 only two persons started on the payroll who had been made redundant in the preceding year - both returned to fill temporary roles at lower grades than originally employed. In both cases these returns were discussed with and agreed by the Chief Executive.

### **Absence**

Sickness rates have been reduced from 09/10 onwards, but the significant upward pressures have been introduced principally because staff who TUPE'd to the Council with Adult Social Care make up approximately 27% of the workforce and at March 2012 had an absence rate of 18.05 days per employee. Other influences include the TUPE of support staff to Serco, as this means a greater proportion of staff are in front line roles \ service delivery.

The leap in rates can be seen in March 2012 in Figure 2.2. and after continuing to rise until June 12, progress has started to be achieved in once again establishing a downward trend overall. Adult Social Care has reduced from a high point of 19.84 days per current employee, and has since been reduced to 15.94 days per current employee. This partly has resulted from the closure of Care Homes which had higher rates of sickness, but work is ongoing to embed timely management of sickness absence. The rate for current employees as at Nov 2012 was 9.63 days per employee, showing improvements are beginning to be achieved. Progress on reducing the sickness rate of current employees is shown in figure 2.2

The external benchmarked measure for 11/12 of 8.08 compared favourably with other authorities but is artificially lowered by the statistical effect of the Adults transfer occurring in March. The measure includes all sickness days across the year against the 'average' number of employees. For the year to 30th November the figure rates at 12.29 days per employee, a rate which would put the Council in the upper quartile figure for authorities. However if the current progress on rates is sustained comparison with other authorities will improve. Benchmarking of sickness rates are only an approximate guide because the mix of services carried out in house will vary from authority to authority, and as with Adult Social Care, have a considerable effect on attendance rates.

58% of absence days lost currently fall in long term absences [absences of over 20 days]. Long term absences typically form a much higher percentage of absence in the public sector, the underlying reasons for which are usually linked to differences in age profile between sectors. This shows the importance of the management of long term absences through use of absence procedures, occupational health services, health and safety and HR processes where return to work cannot be facilitated.

In the 12 months to 30th November, 702 staff have had no absence at all.

### **Appraisals and Training activity**

Emphasis has continued on embedding the Personal Development and Review process, and

rates of completion during 12/13 are at 96%. This includes Adult Social Care, who have been newly incorporated into the scheme. Further, work has been developed around consistency and quality of PDR reviews, and with ensuring performance issues raised, and reviewing training and development needs identified.

In comparison with the previous year no performances have been identified which are regularly below expectations, and plans are put in place for those occasionally below expectations. A larger percentage of staff have been rated as 'meeting expectations' and work continues to ensure the PDR rating scales are applied consistently..

Staff were recently polled on 'core values' as a drive to improve further the cultural behaviour of all staff.

Consultation with Heads of Service/senior managers are currently taking place on learning and development strategy and training needs to inform future plans.

From HR Benchmarker, Peterborough spent slightly above average on training spend per employee. Satisfaction with corporately provided training courses continues to be monitored, and in addition the impact of training is being assessed 2 months post course. For November 100% of delegates rated courses as either Excellent, Good or Meeting Expectations. 79% of respondents to a survey in October were able to identify a positive impact from training, including improved service delivery, improved communications and increased confidence.

Sample staff surveys are being used in conjunction with work towards achieving Investors in People Silver to identify and address issues, and plan development actions.

The communications survey of 10% of the workforce in October 2011 included questions related to workforce satisfaction. 87% of staff agreed definitely or tended to agree that they were proud to work for the Council, and 76% felt valued and motivated. This resulted in a plan for improving staff communications, and it is intended to continue to involve staff through surveys involvement in IIP groups to focus development and training activities.

### **Employee Relations [cases]**

Disciplinary and Grievance Cases statistics give information on issues raised under employment procedures and are recorded by HR. Rates of both forms of action have decreased, one reason being that transfers out of the organisation have included areas in which there tended to be a higher number of formal actions.

Figures 4.1-4.3 show all logged cases started in the last 12 months including those resolved informally. Benchmarking of cases with other authorities takes place on the basis of number of formal cases per 1,000 employees. Most recently available comparators suggest a below average rate of cases within Peterborough in both categories currently.

### **Workforce Diversity**

HR continue to monitor the equality impact of HR decisions, policies and procedures through Equality Impact Assessments when policies are reviewed \ revised, and through workforce monitoring. A proposal has been made for approval to expand monitoring to the other protected characteristics under the 2010 Equality Act in order to have expanded workforce data to inform future Impact Assessment.

HR is also taking part in the Corporate Diversity Group, to ensure ongoing reviews of equality matters in line with corporate Objectives and Programmes.

Equality and Diversity is supported by HR, through training courses, e learning, and work towards Investors in People.

In Figure 5.1 Some changes in the workforce profile, for example the somewhat reduced ethnic minority representation and increased female representation from 09/10 mainly reflect changes to the workforce such as the transfer out of the organisation of some services that were more

ethnically and gender diverse, as well as the transfer in of Adult Social Care.

Figures compare favourably in most cases against authorities taking part in HR Benchmark. Ethnic minorities for these purposes focus on non white groups. Recently released 2011 census figures show 17.6% of the population are from non white minorities. A more detailed analysis will be carried out, but tables specifically for the working age population are yet to be published at the time of writing.

In Figure 5.2 current numbers of staff by gender, disability etc are shown. The percentages are based on the number of staff who have provided monitoring information for each characteristic.

Further analysis is published on the Peterborough City Council web site annually in order to meet the requirements of the Equality Act 2010, as are equality impact assessments.

## **6. IMPLICATIONS**

- 6.1 This report covers Council staffing so does not relate directly to specific Wards. As an information report it makes no direct recommendations with Financial; Legal; Human Resources; ICT implications.

## **7. NEXT STEPS**

- 7.1 A further report will be submitted in twelve months, unless any further matters are raised at the meeting requiring supplementary work \ information.

## **8. BACKGROUND DOCUMENTS**

- 8.1 None.

## **9. APPENDICES**

- 9.1 Appendix 1 – Key Summary Statistics and key tables \ graphs.

HR report for Sustainable Growth and Environment Capital Scrutiny Committee 18th March 2013  
Key Summary statistics from 2012 HR Benchmarker study and internal reporting

Metric \ Comments	Bench marked measure	Unit	Current figure 30/11/12	PCC 11/12	PCC 10/11	PCC 09/10	Most recent Comparisons \ Benchmarks [11-12]			
							Lower Quartile	Average	Median	Upper Quartile
<b>Workforce size</b>										
Headcount excluding schools [at end of period]		People	1690	1722	1728	2759				
Full time equivalent excluding schools [at end of period]		FTE	1439	1448	1425	2083				
<b>Voluntary Staff Turnover and Retention</b>										
% Voluntary Staff Turnover	✓	%	7.6%	6.12%	6.20%	6.63%	5.50%	6.80%	6.40%	8.30%
% Stability Index	✓	%	92.87%	90.10%	92.96%	85.81%	89.30%	90.70%	90.90%	93.00%
<b>Sickness Absence</b>										
Working Days Lost per Employee p.a. [Inc adults in latest figure for full year]	✓	Days	12.29	8.08	10.71	11.81	8.70	10.30	10.00	11.30
% of working days lost [PCC figures are annual rate for current employees at end of period]	✓	%	4.57%	4.90%	4.70%	5.18%	3.90%	4.40%	4.70%	5.10%
Average Length of Absence Period (Days)	✓	Days	5.96	6.36	4.70	5.68	5.00	6.90	6.10	8.20
Ongoing sickness occasions of over 20 weekdays at the end of period		People	58	39	17	31				
Staff above sickness trigger level [3 occasions or 10 days in 6 months] and therefore have attendance under review at end of period.		People	176	230	190	309				
Current Staff with no absence in last 12 months [at end of period]		People	702	660						
% of Total Sickness Absence which is Long Term (i.e. over 20 working days)	✓	%	58.04%	57.4%	55.5%	54.7%	52.0%	51.0%	59.0%	64.0%
<b>Training &amp; Development</b>										
Training Spend per Employee p.a.	✓	£		£276	£279	£261	£175	£259	£276	£260
% of delegates on corporate courses rating their course as either Excellent or Good for Meeting Their Expectations [Latest monthly figures]			100%							
Impact of Training ( 2 months post course) – % respondents identifying positive impact of training, increased confidence, improved service delivery, improved communications etc. [Latest monthly figures]			79%							
% of employees set individual targets \ objectives each year	✓	%	96%	85%	67%	47%	80%	89%	97%	100%
% of staff rated as constantly above expectations			3.1%	10.1%	4.3%					
% of staff rated as regularly below expectations			0.0%	0.5%	0.4%					

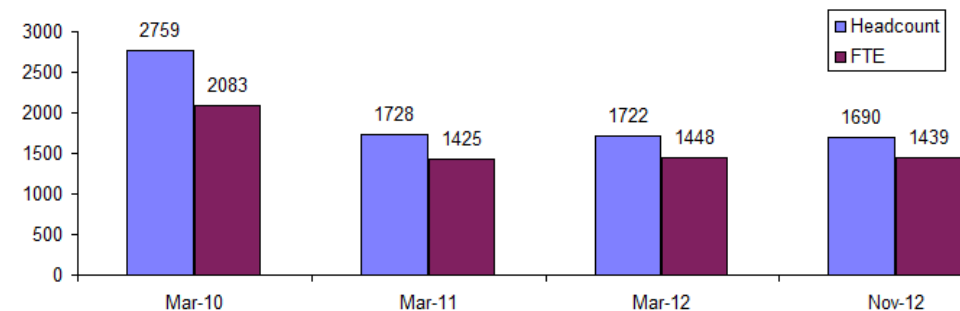
Metric \ Comments	Bench marked measure	Unit	Current figure 30/11/12	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
<b>Disciplinary and Grievance Cases</b>										
Formal Grievance Cases per 1000 employees	✓	Cases	4.13	5.06	9.70	9.03	2.80	5.10	3.80	6.80
Formal Disciplinary Cases per 1000 employees	✓	Cases	7.22	8.59	33.18	39.03	12.00	14.40	9.90	5.30
Applications to employment Tribunal per 1000 Employees	✓	Cases	0.5	0.44	1.35	2.42		2.2		
Tribunal cases per 1000 Employees	✓	Cases	0.5	0.44	0.45	1.21		0.5		
<b>Employee Diversity</b>										
% of Workforce who are Female	✓	%	72.85%	72.44%	70.15%	64.72%	67.90%	71.20%	70.70%	74.90%
% of Workforce who are Part Time	✓	%	36.98%	36.31%	27.06%	37.13%	39.70%	44.70%	43.80%	49.70%
% of Workforce on a Temporary \ Fixed Term Contract	✓	%	2.52%	3.85%	5.04%	11.14%	6.00%	8.00%	8.50%	10.20%
% of Workforce who are from Ethnic Minorities or Mixed origins	✓	%	6.31%	5.61%	6.05%	6.98%	1.60%	3.90%	3.90%	5.00%
% of Workforce with a disability	✓	%	3.69%	3.78%	3.54%	2.97%	2.00%	3.20%	3.00%	4.00%
% of top 5% of earners who are female	✓	%	---	52.75%	50.00%	50.68%	43.80%	46.20%	50.10%	54.30%
% of employees aged 50+	✓	%	33.8%	33.55%	33.09%	36.37%	36.30%	38.30%	38.10%	39.50%
<b>HR Staff Ratios and Costs</b>										
Ratio: All HR Staff to All Employees	✓	Ratio	---	106 : 1	77 : 1	73 : 1	57 : 1	76 : 1	66 : 1	88 : 1
HR Staff Cost expressed in £ per Employee	✓	£	---	£278	£348	£454	£297	£406	£402	£506
HR Staff Cost as % of Organisation Pay Bill	✓	%	---	1.00%	1.80%	1.90%	1.30%	1.80%	1.90%	2.20%

## 1. Headcount and Turnover

### 1.1 Breakdown of Headcount at 30th November 2012

Team	Headcount	Appointments	Full Time Equivalent	Breakdown of Headcount				
				Casual	Full Time	Part Time	Permanent	Temporary
Adult Social Care	475	483	380.85	12	191	272	453	10
Chief Executive Department	39	39	35.89	1	31	7	34	4
Childrens Services	666	740	561.88	63	423	180	582	21
Legal and Governance	64	67	60.34	2	51	11	57	5
Operations	341	368	304.73	16	259	66	309	16
Strategic Resources	105	106	94.94	1	77	27	101	3
<b>Council Total</b>	<b>1690</b>	<b>1803</b>	<b>1,438.62</b>	<b>95</b>	<b>1032</b>	<b>563</b>	<b>1536</b>	<b>59</b>

### 1.2 Headcount and FTE Trend



### 1.3 Headcount by Terms and Conditions - Nov 12

Terms	No	%	Mini Chart
Single Status	1,141	67.5%	<div style="width: 67.5%;"></div>
NHS	410	24.3%	<div style="width: 24.3%;"></div>
Teachers	44	2.6%	<div style="width: 2.6%;"></div>
Senior Management	34	2.0%	<div style="width: 2.0%;"></div>
Soulbury	32	1.9%	<div style="width: 1.9%;"></div>
Youth & Community	21	1.2%	<div style="width: 1.2%;"></div>
Other	8	0.5%	<div style="width: 0.5%;"></div>
<b>Total</b>	<b>1,690</b>	<b>100%</b>	

### 1.4 12 Months Leavers by Type

12 Months Leavers by Type	No	%	Mini Chart
Resignation	106	53.3%	<div style="width: 53.3%;"></div>
Redundancy - Voluntary	49	24.6%	<div style="width: 24.6%;"></div>
Retirement	16	8.0%	<div style="width: 8.0%;"></div>
Transfer of Undertaking	16	8.0%	<div style="width: 8.0%;"></div>
Redundancy - Forced	6	3.0%	<div style="width: 3.0%;"></div>
End of Temporary Work	3	1.5%	<div style="width: 1.5%;"></div>
Dismissal	2	1.0%	<div style="width: 1.0%;"></div>
Death in Service	1	0.5%	<div style="width: 0.5%;"></div>
<b>Total</b>	<b>199</b>	<b>100.0%</b>	

## Turnover by Service for last 12 Months

[Excludes Casual & Relief Staff & temporary staff of less than one year]

### All leavers 12 Month Breakdown

Team	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12
Care Services Delivery	182.5	10	6	16	5.5%	3.3%	8.8%				1	1		3	1	3	4	2	1
Finance	10.5	1		1	9.5%		9.5%										1		
Quality Information & Performance	23.5	4		4	17.0%		17.0%					1		1	1	1			
Seconded to NHS	12.5		2	2		16.0%	16.0%			1					1				
Strategic Commissioning	5.0																		
Adult Social Care	237.0	15	8	23	6.3%	3.4%	9.7%			1	1	2		4	3	4	5	2	1
Communications	9.0	2	1	3	22.2%	11.1%	33.3%		1				1				1		
Delivery	5.0																		
Human Resources	21.5	1	3	4	4.7%	14.0%	18.6%				3	1							
Chief Executive Department	38.0	3	5	8	7.9%	13.2%	21.1%		2		3	1	1				1		0
Education and Resources	210.0	23	17	40	11.0%	8.1%	19.0%	3	4		5	2	7	2	1	12	2	1	1
Safeguarding Families Communities	163.5	23	4	27	14.1%	2.4%	16.5%	1	2	2	2	3	2	3	2	3	2	2	3
Strategic Commissioning and Prevention	282.0	15	34	49	5.3%	12.1%	17.4%	3	2		18	6	1	4	4	3	5	2	1
Childrens Services	659.5	62	55	117	9.4%	8.3%	17.7%	8	8	2	25	11	10	9	7	18	9	5	5
Governance	29.0		2	2		6.9%	6.9%				1				1				
Legal Services	27.5	2	4	6	7.3%	14.5%	21.8%			1	1			2	1		1		
Legal and Governance	58.5	2	6	8	3.4%	10.3%	13.7%			1	2			2	2		1		0
Commercial Operations	27.0	5	5	10	18.5%	18.5%	37.0%	2			4	1			1		1	1	
Neighbourhoods	154.5	9	5	14	5.8%	3.2%	9.1%	4	1	1	4		1		1		1	1	
Operations Finance	6.0																		
Operations Management Team	6.0																		
Planning Transport & Engineering	137.0	6	6	12	4.4%	4.4%	8.8%	1	2	1	3			2	1		1	1	
Operations	330.5	20	16	36	6.1%	4.8%	10.9%	7	3	2	11	1	1	2	3		3	3	0
Client and Commissioning	13.5																		
Corporate Services	25.0	1	2	3	4.0%	8.0%	12.0%				2								1
Customer Services	29.0	1		1	3.4%		3.4%					1							
Internal Audit	6.5	1		1	15.4%		15.4%			1									
Westcombe	22.5	1	1	2	4.4%	4.4%	8.9%								1	1			
Strategic Resources	99.5	4	3	7	4.0%	3.0%	7.0%			1	2	1			1	1			1
Council Total	1,424.0	108	93	199	7.6%	6.5%	14.0%	15	13	7	44	16	12	17	16	23	19	10	7
Excluding Adults	1,187	93	85	176	7.8%	7.2%	14.8%	15	13	6	43	14	12	13	13	19	14	8	6

Individual teams below 5 staff not shown but included in Departmental Totals

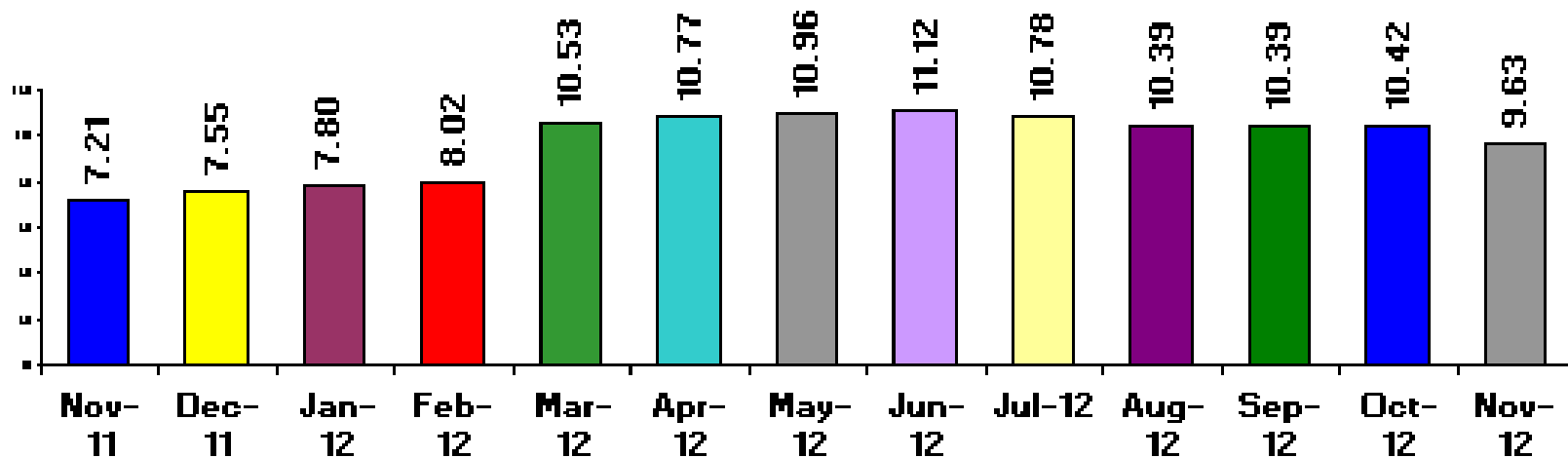
## 2. Absence



## 2.1 Most recent sickness rates - 12 months to November 2012 [current employee basis].

Last 12 Months focus								Last 3 Months Focus						
Name	Emp FTE	Approx FTE days available	12M FTE Days	12M Occasions	Approx % working days absence	FTE Days per Current Employee	Direction of Travel from Last Month [DPE]	Days Sep-12	Occ Sep-12	Days Oct-12	Occ Oct-12	Days Nov-12	Occ Nov-12	Direction of Travel from Last Month [Days]
Care Services Delivery	295	64,848	5,217	597	8.04%	17.71	↓	387.77	56	451.16	78	572.53	22	↑
Finance	20	4,474	260	33	5.81%	13.01	↑	13.50	14	17.00	3	22.00	0	↑
Quality Information & Performance	41	8,390	406	106	4.84%	9.90	↑	17.90	15	10.25	5	24.00	2	↑
Seconded to NHS [Mental Health]	11	2,280	108	31	4.73%	9.79	↑	1.92	2	19.78	2	22.00	0	↑
Strategic Commissioning	9	2,103	81	11	3.84%	8.60	↑	0.00	0	9.00	1	42.00	1	↑
Adult Social Care Management	5	904	0	0	0.00%	0.00	↓	0.00	0	0.00	0	0.00	0	▪
Adult Social Care	381	82,999	6,072	778	7.32%	15.94	↓	421.09	87	507.19	89	682.53	25	↑
Safeguarding Families Communities	157	30,187	1,657	186	5.49%	10.57	↑	164.29	18	156.28	34	121.00	0	↓
Strategic Commissioning and Prevention	229	49,446	2,408	433	4.87%	10.52	↑	189.62	35	333.05	48	303.96	22	↓
Childrens Senior Management	4	752	24	8	3.19%	6.00	↑	6.00	1	0.00	0	3.00	1	↑
Education and Resources	156	33,227	900	244	2.71%	5.77	↑	49.03	23	105.99	36	126.40	19	↑
Childrens Services	546	113,611	4,989	871	4.39%	9.14	↑	408.94	77	595.32	118	554.36	42	↓
Operations Finance	4	895	98	11	10.89%	24.38	↑	20.00	0	15.00	0	4.50	6	↓
Neighbourhoods	144	29,016	1,131	224	3.90%	7.87	↓	114.72	20	124.83	27	90.97	13	↓
Planning Transport & Engineering	131	28,070	509	149	1.81%	3.87	↑	69.00	10	42.32	15	47.45	16	↑
Commercial Operations	16	3,127	53	26	1.71%	3.38	↑	2.00	1	2.70	3	27.87	4	↑
Operations Management Team	6	1,343	1	1	0.07%	0.17	↓	0.00	0	0.00	0	0.00	0	▪
Operations	301	62,451	1,791	411	2.87%	5.95	↓	205.72	31	184.86	45	170.79	39	↓
Governance	28	5,870	232	75	3.95%	8.27	↑	15.95	8	7.46	18	2.59	3	↓
Legal Services	29	5,960	35	20	0.58%	1.18	↓	1.00	1	1.68	2	1.50	1	↓
Solicitor & Support Staff	2	448	2	1	0.45%	1.00	▪	0.00	0	0.00	0	0.00	0	▪
Legal and Governance	59	12,277	269	96	2.19%	4.53	↑	16.95	9	9.14	20	4.09	4	↓
Westcombe	21	4,455	191	31	4.29%	9.20	↑	15.00	1	4.76	2	24.54	2	↑
Customer Services	24	5,291	137	43	2.59%	5.66	↑	1.57	1	4.50	3	18.00	2	↑
Corporate Services	25	5,309	75	22	1.41%	3.01	↓	6.86	2	14.41	2	2.00	1	↓
Internal Audit	5	1,119	4	4	0.38%	0.86	↑	0.00	0	0.00	0	2.30	2	↑
Client and Commissioning	16	2,763	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
SR Director	3	671	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
Strategic Resources	94	19,608	407	100	2.08%	4.32	↓	23.43	4	23.66	7	46.84	7	↑
Human Resources	19	3,982	94	17	2.36%	4.97	↓	2.14	2	11.00	2	7.76	2	↓
Communications	10	2,069	24	13	1.16%	2.40	↓	2.00	2	0.00	0	3.00	2	↑
Delivery	5	1,119	8	4	0.67%	1.50	▪	0.00	0	0.00	0	0.00	0	▪
Chief Executive Office	2	448	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
Chief Executive Department	36	7,617	125	34	1.65%	3.50	↓	4.14	4	11.00	2	10.76	4	↓
<b>Total</b>	<b>1,417</b>	<b>298,564</b>	<b>13,654</b>	<b>2290</b>	<b>4.57%</b>	<b>9.63</b>	<b>↓</b>	<b>1,080.26</b>	<b>212</b>	<b>1,331.17</b>	<b>281</b>	<b>1,469.37</b>	<b>121</b>	<b>↑</b>

## 2.2 Days Lost per employee - 12 Months to November 2012 [Current Employees]



## 2.3 Absence Occasions and days by category - 12 Months to November 2012 [Current Employees]

Absence Category	Occasions %	Occasions	% days lost	FTE Days lost	Occasions	Days	% occs prev 12M	% days previous 12M	Days lost annual trend	Occasions annual trend
Infections inc. Colds And Flu	23.41%	536	13.85%	1,892	████████	██████	32.22%	17.48%	↓	↓
Stomach, liver, kidney & digestion	20.57%	471	10.17%	1,389	████████	██████	19.66%	9.06%	↓	↑
Musculo-skeletal inc Back & Neck	16.55%	379	21.23%	2,899	██████	████████	11.84%	19.80%	↑	↑
Stress, Depression, Anxiety, Fatigue	10.13%	232	23.58%	3,219	██████	████████	11.17%	20.04%	↑	↓
Other	9.78%	224	15.24%	2,081	██████	██████	5.59%	12.88%	↑	↑
Neurological inc. Headaches & Migraine	5.76%	132	2.64%	361	████	██	7.02%	5.17%	↓	↓
Chest & Respiratory inc Chest Infections	4.72%	108	5.67%	774	██	██	3.31%	2.87%	↑	↑
Eye, Ear, Nose, Mouth, Dental, Sinusitis	4.37%	100	2.42%	331	██	██	4.11%	5.36%	↓	↑
Genito-urinary/gynaecological	1.88%	43	1.30%	178	█	█	1.74%	2.19%	↓	↑
Pregnancy Related	1.44%	33	1.36%	186	█	█	2.06%	1.60%	↓	↓
Heart, Blood Pressure & Circulation	0.48%	11	2.22%	303		█	0.36%	0.57%	↑	↑
Reason not on record - queried	0.57%	13	0.19%	26			0.94%	2.97%	↓	↓
Not received from NHS	0.35%	8	0.11%	16						
<b>Council Total</b>	<b>100%</b>	<b>2,290</b>	<b>100.00%</b>	<b>13,654</b>				<b>100%</b>		

### 3. Appraisals and Training activity

#### 3.1 PDR Monitoring Report February 2013

Reported up to 26/2/13

Not able to complete

Number completed at each score

% of completed at each score

Team	All staff in scope	Sickness	Maternity	Starters	other	Expected to be complete	Completed signed off	% Completed	Not completed Reported	2	3	4	5	CR	2	3	4	5	CR
Communications	9		1			8	7	87.5%	1		2	4	1		0.0%	28.6%	57.1%	14.3%	0.0%
Human Resources	23		1	1		21	20	95.2%	1	1	5	9	2	3	5.0%	25.0%	45.0%	10.0%	15.0%
Chief Executive Department	36		2	1		33	30	90.9%	3	1	7	16	3	3	3.3%	23.3%	53.3%	10.0%	10.0%
Commercial Operations	28			2		26	11	42.3%	15		9			2	0.0%	81.8%	0.0%	0.0%	18.2%
Neighbourhoods	153	2	3		1	147	143	97.3%	4	1	66	53	11	12	0.7%	46.2%	37.1%	7.7%	8.4%
Planning Transport & Engineering	137		1			136	136	100.0%			51	64	6	15	0.0%	37.5%	47.1%	4.4%	11.0%
Operations	326	2	4	2	1	317	298	94.0%	19	1	126	125	17	29	0.3%	42.3%	41.9%	5.7%	9.7%
Strategic Commissioning	11					11	10	90.9%	1		10				0.0%	100.0%	0.0%	0.0%	0.0%
Revenue and Payments	24					24	22	91.7%	2		17	5			0.0%	77.3%	22.7%	0.0%	0.0%
Quality Information & Performance	52	1		3	1	47	44	93.6%	3	2	29	4		9	4.5%	65.9%	9.1%	0.0%	20.5%
Care Services Delivery	285	6	3	1	1	274	260	94.9%	14	12	208	33	1	6	4.6%	80.0%	12.7%	0.4%	2.3%
Adult Social Care	375	7	3	4	2	359	339	94.4%	20	14	266	42	1	16	4.1%	78.5%	12.4%	0.3%	4.7%
Client and Commissioning	17		1			16	15	93.8%	1		5	7		3	0.0%	33.3%	46.7%	0.0%	20.0%
Corporate Services	25		1			24	24	100.0%		1	7	14		2	4.2%	29.2%	58.3%	0.0%	8.3%
Customer Services	29					29	29	100.0%		1	26	2			3.4%	89.7%	6.9%	0.0%	0.0%
Internal Audit	6					6	6	100.0%			3		3		0.0%	50.0%	0.0%	50.0%	0.0%
Strategic Resources	85		2			83	80	96.4%	3	2	44	26	3	5	2.5%	55.0%	32.5%	3.8%	6.3%
Strategic Commissioning and Prevention	267		3			264	252	95.5%	12	6	184	27		35	2.4%	73.0%	10.7%	0.0%	13.9%
Education and Resources	198	2	3			193	193	100.0%		3	102	55	15	18	1.6%	52.8%	28.5%	7.8%	9.3%
Safeguarding Families Communities	168	1		2	1	164	164	100.0%		9	66	35	6	48	5.5%	40.2%	21.3%	3.7%	29.3%
Childrens Services	637	3	6	2	1	625	613	98.1%	12	18	352	118	22	103	2.9%	57.4%	19.2%	3.6%	16.8%
Governance	29					29	29	100.0%		2	19	6		2	6.9%	65.5%	20.7%	0.0%	6.9%
Legal Services	31					31	31	100.0%		1	18	7		5	3.2%	58.1%	22.6%	0.0%	16.1%
Legal and Governance	61					61	61	100.0%		3	37	14		7	4.9%	60.7%	23.0%	0.0%	11.5%
Grand Total	1520	12	17	9	4	1478	1421	96.1%	57	39	832	341	46	163	2.7%	58.6%	24.0%	3.2%	11.5%

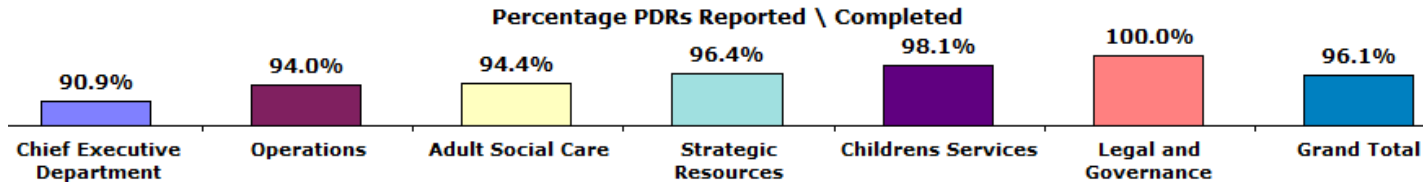
\* Departments and services sorted by lower completion rates to highest

\* Groupings are from HR system according to the post - any changes need to be processed via HR Admin.

\* Employees will report once only under their current main post.

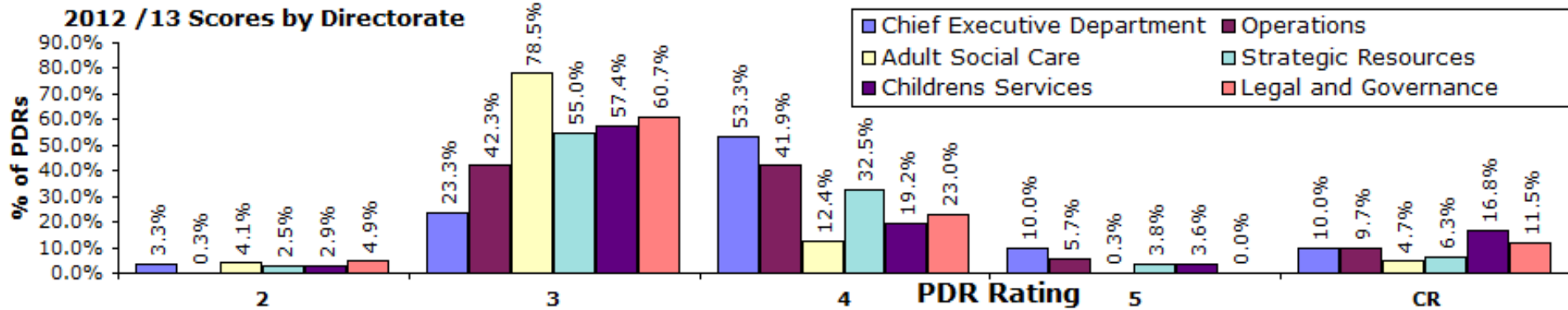
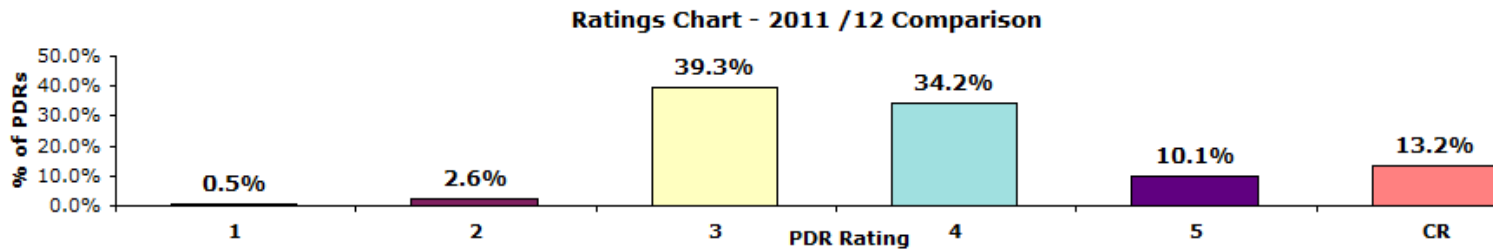
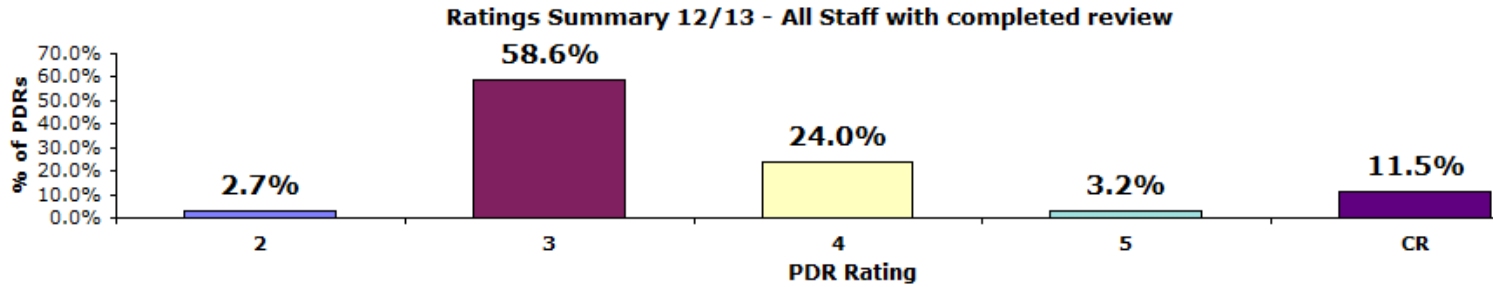
\* Individual services of 5 or less staff not shown individually but included in totals.

### 3.2 PDR Graphical Summary up to 26/2/13



**Key**

- CR Cannot rate [too soon]
- 1 Regularly below expectations
- 2 Occasionally below expectations
- 3 Meets expectations
- 4 Sometimes exceeds expectations
- 5 Consistently exceeds expectations



### 4. Employee Relations [cases]

### 4.1 Current Disciplinary and Grievance cases at 30th November

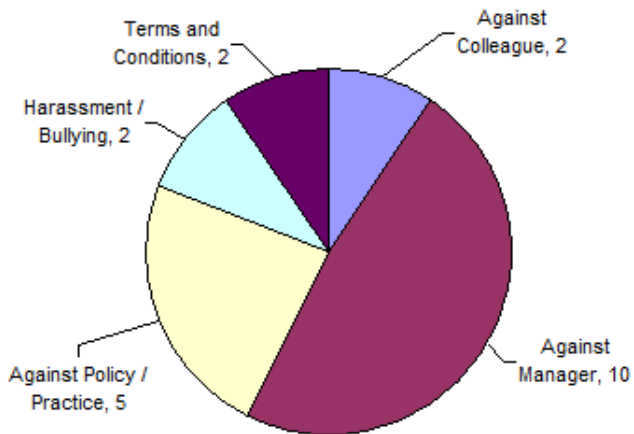
Directorate	Discipline	Grievance	Total
Adult Social Care	1		1
Childrens Services	3	7	10
Legal and Governance	1		1
Operations	1		1
Strategic Resources	1		1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>14</b>

### 4.2 Outcomes of cases started in the 12 Months to 30th November

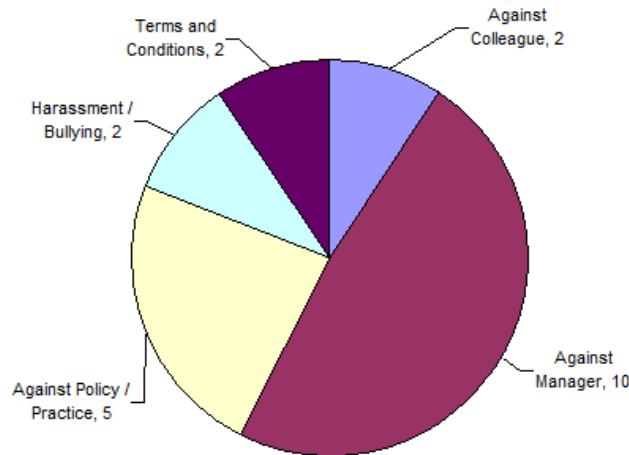
Type	Outcome	Total
Discipline	In progress	7
	Case not Found	2
	Employee Resigned	6
	Termination by Mutual Agreement	2
	Verbal Warning Issued	3
	Written Warning Issued	2
	Final Written Warning Issued	4
	Resolved Informally	10
	Summary Dismissal	1
	<b>Discipline Total</b>	<b>37</b>
	Grievance	In progress
Withdrawn		3
Not Found		2
Resolved Informally		5
Resolved		4
Upheld		1
<b>Grievance Total</b>		<b>21</b>
Pension Review	In progress	1
	Awarded	2
	Benefits Withdrawn	1
<b>Pension Review Total</b>	<b>4</b>	
Redundancy Appeal	Upheld	1
	Not upheld	2
<b>Redundancy Appeal Total</b>	<b>3</b>	
Tribunal	Settled Out of Court	1
<b>Tribunal Total</b>	<b>1</b>	
<b>Grand Total</b>	<b>66</b>	

### 4.3

Breakdown of Grievance Cases started in the 12 months to November 12

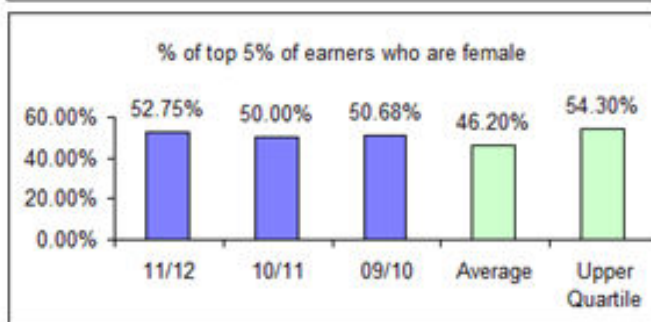
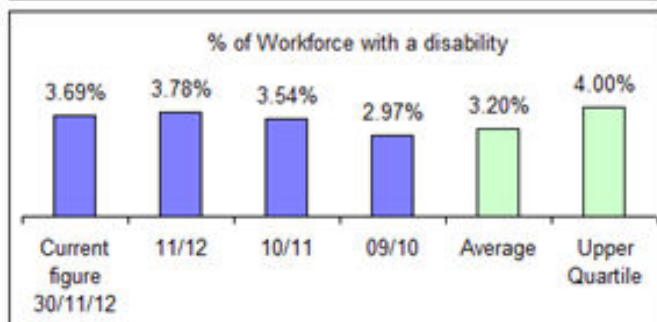
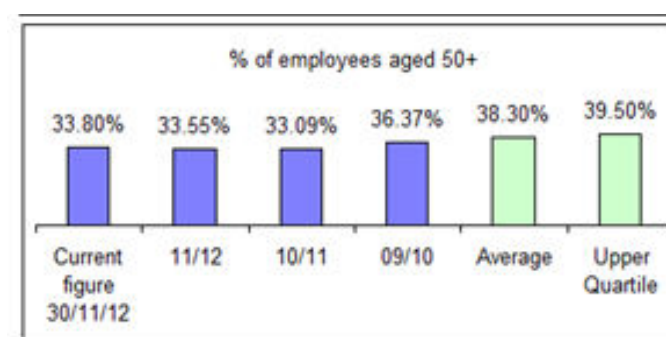
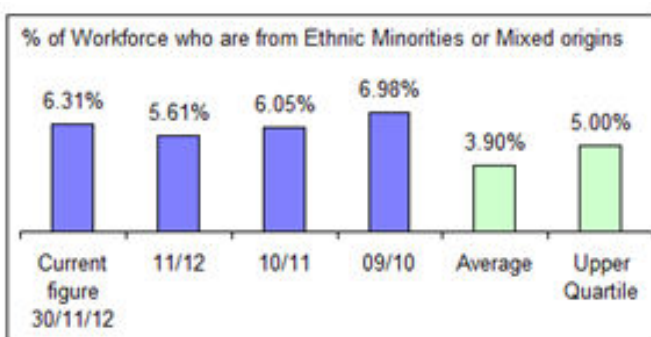
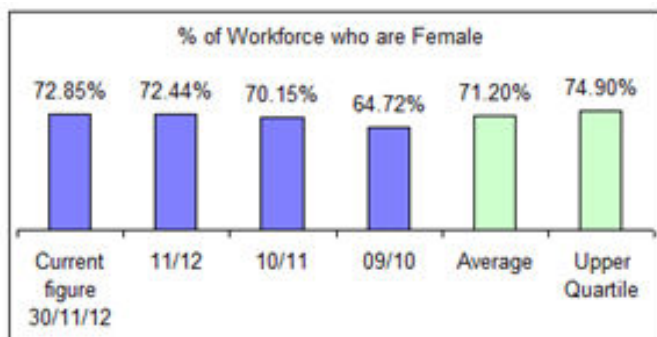


Breakdown of Grievance Cases started in the 12 months to November 12



## 5. Workforce Diversity

### 5.1 Trends and Benchmarks



Average and Uper quartile data from HR Benchmarker 2012

### 5.2 Directorate Breakdown at 30th November 2012

Team	All Staff	Staff identified from an ethnic minority or mixed origin group	Staff with a Self Identified Disability	Gender Female	Gender Male	Over 50	% Minority \ Mixed	% Disab.	Female %	% 50+
Adult Social Care	459	1	1	384	75	212	2.2%	3.8%	83.7%	46.2%
Chief Executive Dept	35	1	3	25	10	9	2.9%	8.8%	71.4%	25.7%
Childrens Services	639	45	13	515	124	200	7.9%	2.3%	80.6%	31.3%
Legal and Governance	60	4	2	49	11	12	6.9%	3.6%	81.7%	20.0%
Operations	332	12	3	163	169	85	3.7%	1.0%	49.1%	25.6%
Strategic Resources	103	8	18	50	53	32	8.1%	18.4%	48.5%	31.1%
<b>Council Total</b>	<b>1628</b>	<b>71</b>	<b>40</b>	<b>1186</b>	<b>442</b>	<b>550</b>	<b>6.31%</b>	<b>3.69%</b>	<b>72.85%</b>	<b>33.8%</b>