

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

## Report of the Chief Executive

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### HUMAN RESOURCES MONITORING REPORT

#### 1. PURPOSE

1.1 To facilitate scrutiny of staffing and workforce matters.

#### 2. RECOMMENDATIONS

2.1 That the Committee scrutinise and comment on the report.

#### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 There are no statutory 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 Scrutiny Committee previously requested to receive regular reports on staffing and workforce matters.

Following the March 2013 report, Human Resources were requested to include in this report:

1. Why the diversity of staff employed particularly Ethnic Minorities and people with disabilities at the council had dropped and what could be done to change this and report back to the Committee.

2. A copy of the Equality Impact Assessment regarding the new 'no pay for the first three days of sickness' policy should it be implemented. [This is not included as the outline proposal made for this has not, at this time been progressed.]

3. Whether the figure for days lost for sickness (3219 FTE days reported in March ) due to stress, depression, anxiety and fatigue had reduced and what was being done to address this.

#### 5. KEY ISSUES

##### 5.1 STATISTICAL DATA

The data report at Appendix 1 has been written to present as concisely as possible, but to including all key measures requested, and was designed following consultation at the group reps meeting prior to the March 2013 report. This incorporates figures at June 2013 compared with those in the last report [at November 2012] 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.

The appendix shows at the front a table of benchmarked metrics and this is followed by more detailed pages related to each of the headings below:

### **Turnover [see Figures 1.1 to 1.5]**

Since the November 2012 figures presented at the last meeting the directly employed FTE staff numbers has reduced by 140 FTE net of starters. There have been 247 leavers over this period. The largest group of these were redundancies [134], but there has also been a further transfer of undertaking to Serco representing Support staff from the Adult Social Care area. Redundancies significantly included those related to the closure of residential homes, though there have also been smaller number of redundancies from restructuring in other areas including 23 in Children's Services, and 7 in Operations.

Other significant changes that have been managed over the period include the transfer into the Council of Public Health staff and functions [28 staff]. There have also been four staff transfer back to the council providing the print and design service.

Restructuring within services has continued in order to meet budget requirements and business needs. Work has also continued supporting various restructures, including the transfer related to highways due on 1st October.

Voluntary turnover [figure 1.5] is currently running at 7.16%, down from 7.6% in your March report.

And slightly above the benchmark for other local authorities [6.80%). Voluntary turnover figures increase statistically simply because the overall decline in staff numbers e.g. from redundancies and transfers. The stability index [which measures the percentage of staff currently at the Council who have worked continuously for more than one year rose to 95.07%, which is in the upper quartile for local authorities, and is generally a good sine of retention of staff and the retention of experience and expertise within the workforce.

Social Workers continue to be a difficult to fill \ retain role. Since November 2012 there have been 9 leavers [4.05% of leavers]. These were all resignations except for one retirement. 5 Social workers not previously working for the authority have been recruited over the same period.

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 for temporary \ casual roles, both at lower grades than originally employed. In both cases employment did not start until 4 and 9 months after leaving respectively and in a different role.

### **Absence [see figures 2.1 to 2.4]**

Progress on reducing the sickness rate of current employees is shown in figure 2.2

Sickness rates have been reduced further since the last report in March 2013 with the days per current employee falling from 9.63 days per employee to 9.03 days per employee over a twelve month period. [In fact June saw a rise from a low point in May of 8.75 days. While some of this

was due to fluctuations across departments in June, a big factor was the transfer of Adults Social Care support staff to Serco, who had a lower than average sickness rate thus increasing the rate for the remainder of the department, made up of a greater proportion of front line staff.

Despite this the sickness rate in Adult Social Care has been reduced from 15.94 days to 15.65 days since November 2012.

This overall consolidates progress on attendance rates with a downward trend being established since a high point in March 2012 when Adults Social Care transferred to make up 27% of the workforce and with a day's per employee rate of 18.05 days per employee. The TUPE of support staff to Serco from autumn 2012 also affected the overall picture due to having a lower than average absence rate.

To benchmark with other authorities, rates have to be use which include all staff who have worked for the authority during the period. The rate for the 12 months to June 2013 on this basis is 11.40 days, compared with 12.29 days reported in March 2013. This level is just above the upper quartile for authorities of 11.30 days [i.e. Peterborough just falls within the top 25% of rates]. If the current progress on rates is sustained at a significant rate comparison with other authorities is likely to 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 have a considerable effect on attendance rates.

55% of absence days lost currently fall in long term absences [absences of over 20 days], a slight decrease from the last report [58%]. 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 June, 575 or 38% of current staff have had no sickness absence at all.

The issue of workforce stress has been addressed separately in order to supply a specific answer to the questions raised by the Committee.

### **Appraisals and Training activity [figures 3.1 and 3.2]**

Emphasis has continued on embedding the Personal Development and Review process, and PDRs have been completed between April and July for all non casual staff who were with the authority on 1st April as shown in figure 3.1. This excludes those for whom appraisal takes place during the school year, or so far could not have been completed for example due to Maternity absence, secondments or long term sickness.

Work around the consistency and quality of PDR reviews has continued. Departmental Management Teams have had further involvement in verifying scores overall, and we have continued to see scores centre around the average score of 3 - meets expectations. Performance improvement plans are put in place for the small numbers below meeting expectations [i.e. 1 and 2].

A review has since taken place led by Training and Development of lessons learnt during the process this year which again will feed into the ongoing development of the scheme. A staff survey is also being undertaken to review staff feedback on how they find the process.

Analysis of the identification of training needs carried out within the process is being carried out in Training and Development both to inform the overall provision of training and any specific training needs that can be taken forward for individuals.

A larger percentage of staff have received ratings with 'Cannot Rate' mainly being used for recent new employees where the PDR serves the purpose mainly of setting objectives for the employee and identifying any training and development requirements.

Work has continued towards achieving Investors in People Silver level and this has involved ongoing work with employees to ensure progress is being made towards the standard. Assessment is due to take place in October 2013.

For June 100% of delegates rated courses as either Excellent, Good or Meeting Expectations. 95% 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 [last report 79%].

### **Employee Relations [cases] [figures 4.1 - 4.2]**

Disciplinary and Grievance Cases statistics give information on issues raised under employment procedures and are recorded by HR. Statistics are based on cases closed in the 12 month period and at a time of reducing workforce this has an upward impact on measures, as it is expressed per employee. Statistics cover staff within Council Directorates in line with this report. HR also has some involvement in cases related to schools or City College where matters of the Council's interest is concerned but do not provide direct case management.

Rates of Disciplinary cases have increased and those of Grievances are around the same rate. Both rates are below average for similar councils. Since the last report at November 2012 there have been no new ET cases or settlements of potential ET cases.

Levels of cases are a mixed indicator. If the figures are too low it could indicate issues in the workforce are not being effectively resolved or dealt with, or could mean cases are being effectively resolved informally. An unacceptably high level e.g. of grievances might indicate problems with processes or procedures or workforce satisfaction.

### **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. The lead on equality matters in the authority more widely is taken by the Corporate Diversity Group under the leadership of Paul Phillipson.

A proposal to expand monitoring to the other protected characteristics under the 2010 Equality Act has now gained support and is being set up in HR systems. This will lead to a resurveying of employee data on equality. This will provide expanded workforce data in order to inform future Impact Assessment, and also ensure data remains relevant and up-to-date.

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

In Figure 5.1, the tables have now been updated to show not only benchmarks with other authorities but comparison with the 2011 census [figures are specific to the working age range within the population].

Figures for disability diversity rate and the ethnic minority diversity rate have made modest increases, while female representation has reduced slightly, while still being at a high level, both in general and within the top earners.

Further comment on ethnic diversity and disability are shown separately in response to questions HR have specifically been asked to address.

In Figure 5.2 current numbers and percentages 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 diversity 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.

## 5.3 REQUESTED INFORMATION

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

### STRESS ABSENCE

*Has the figure for days lost for sickness (3219 FTE days reported in March ) due to stress, depression, anxiety and fatigue had reduced and what was being done to address this?*

The figure of FTE days has reduced [to 2,709 for the last 12 months for current employees]. It has also reduced significantly since the last report in terms of percentage of occasions lost [from 10.13% to 6.52%]. However the percentage of days lost allocated to stress related factors has increased slightly, and remains the largest single category of sickness reasons in percentage terms.

Figure 2.4 has been included to provide more breakdown by Directorate of stress related data. As the table shows, stress related absence varies considerably from 0.44 days per year per employee in Legal and Governance to 2.57 and 3.64 in Children's Services and Adult Social Care respectively. Stress rates have always varied by service area \ activity as do other types of absence.

The reason stress has increased proportionally to some extent in recent years relates to:

1. Transfer out of the council of areas such as City Services, where problems such as musculo-skeletal issues for example were more prevalent given the nature of the occupations involved. As these categories reduce, stress figures increase when looked at in percentage terms.
2. The council has continued to transfer out of the organisation posts related to business support leaving a workforce with a higher percentage of 'front line' workers where stress might be expected to be more prevalent.
3. Improvement in the reduction of short term absences will always appear to increase proportionally absences related to long term absences.

These factors are not raised to suggest action to support employees in relation to stress, is not a high priority, but simply to explain how statistics can tend to suggest increases which are not directly due to worsening conditions for employees within the organisation.

To put the issue in context, the days lost per employee have continued to be reduced overall [from 9.63 days per employee in November to 9.03% in June].

Here is the profile of sickness days lost and occasions by length of stress related absence in the 12 months to June 2013:

Days	Occasions	Total Days lost	Occasions	Total Days lost
1-5	78	131	■	■
6-10	14	111	■	■
11-15	10	113	■	■
16-20	6	102	■	■
21-30	10	206	■	■
31-40	7	219	■	■
Above 40	21	1,826	■	■

In terms of high loss of working days it can be seen that the 14% of occasions over 40 days in length [21 cases] account for 67% of the days lost], and shows that the primary issue in the number of days being lost in the stress category relates to a small number of long term cases.

Of the 25 current long term absences at 30th June 9 cases are assigned to the stress category. 8 of these relate to social work or teaching roles. Business Partner's monitoring notes indicate all cases are being closely monitored. One of the employees is in the process of leaving on the

grounds of capability due to ill health. 3 further cases are in the formal attendance management process [mostly at stage 3] and may also result in the employee leaving through ill health. In at least one further case specialist medical advice has been sought. All cases are kept under review at least monthly. It can be seen that these type of issues have to be handled sensitively, and often involve the need for specialist advice. Specific disabilities may also be involved. Often cases take time to deal with because of the medically certified absence of the employee.

The actions being taken which will continue to impact on better stress management include:

- Availability of employee assistance programmes e.g. in Children's Services and Operations with options proposed as to whether it would be beneficial to extend these.
- Availability of independent counselling services arranged via Occupational Health.
- Proposals being prepared for Employment Committee to consider changes to the sickness management arrangements that would be aimed at improving attendance \ employee support.
- Referral of cases by managers to Occupational Health.
- Referral to professional health services in appropriate long term cases to ensure appropriate action is taken.
- Regular reporting of attendance data \ levels to focus management attention on attendance and ensure appropriate return to work processes and trigger point monitoring procedures, supported by HR Business Partners.
- Courses available from Training and Development in relation to understanding and managing stress, both for Managers and employees.
- Support provided in re-organisations for those going through change, including for example with skills such as CV writing.
- Promotion of healthy living, for example through 'Boost' events, and regular health information provided through insite.
- Training and support from Health and Safety e.g. on stress risk assessment,
- Review of the attendance policy to ensure it is robust and supportive \ fair, but at the same time keeps delays to a minimum.

## **DISABILITY**

In actual fact the data presented in the March 2013 report did not show a decrease in the percentage of those with a disability in the workforce. Between March 2010 and November 2011 it rose from 2.97% to 3.69%, and at June 2013 is at 3.88%. The rates are above the average for benchmarked local authorities, though can fluctuate somewhat because a small number of leavers \ starters can make the figures more volatile. The other factor related to disability in particular is that it is not a fixed equality characteristic, therefore to be accurate data needs to be kept under review and staff resurveyed to capture their current status. This is about to be actioned through implementation of an expanded equality monitoring scheme covering many of the protected characteristics included in the Equality Act 2010.

Changes in overall rates are due to a complex combination of reasons including the decisions of individual staff members in staff voluntary redundancy programmes, general turnover, individual's health progress and so on. In the current situation for Local Authorities, strategies put in hand by Peterborough to outsource significant proportions of the workforce, limits recruitment in a climate of falling headcount and so on, and narrows the types of employment directly supplied by the council. 2.72% of staff transferred to other organisations since April 2009 [24 out of 889 with a declaration on disability].

The Council continues to participate in the two ticks scheme to guarantee interviews to suitably qualified candidates with a disability and ensure any adjustments to processes to assist disabled candidates thought the recruitment process are made. This assists in maintaining equal opportunities in access to employment opportunities. In 2012/13 3.51% of applications were from those declaring a disability, the second highest figure since 2006/7. Supporting existing employees with a disability through Managers, occupational health services and aids and adaptations also assists as positive factors in maintaining the disability percentage, and the obligations of the council as an employer of those with a disability.

Continuing to maintain or increase the disability rate of the council will involve:

1. Continuing to facilitate such initiatives as Westcombe Engineering as one specific service targeting employment opportunities within Peterborough City Council, while ensuring employment for those with a disability is also available in the 'mainstream'.
2. Continuing to survey staff to ensure we understand and record the current levels of disability within the organisation. Data is about to be recollected to facilitate this.
3. Continue to participate in the two ticks scheme and ensure this is assisting appropriately qualified candidates to apply for job opportunities. There has been no recent evidence of any problems in the current policies and processes [e.g. through complaints], but HR are currently looking into more proactive collection of feedback data from candidates [by equality characteristics] to have more extensive data to use when reviewing processes.
4. Continue to support existing staff and managers in relation to disability matters, for example through occupational health and Business Partner Support.
5. Continuing to look at diversity issues including disability as the organisation looks to progress within Investors In People standards. The organisation is being assessed for IIP Silver in October.

## **ETHNIC MINORITY AND DISABILITY DIVERSITY IN THE WORKFORCE**

*Why has the diversity of staff employed particularly Ethnic Minorities and people with disabilities at the council dropped and what could be done to change this?*

This report has historically focused upon an overview of HR activity, and therefore equality has only formed one strand of performance data provided and in line with an overview report presents only a few key measures related to diversity which are benchmarked. To clarify, the Council publishes on its web site a full annual analysis of workforce equality data in an annual report following the guidance of the Equality and Human Rights Commission on the requirements of the Equality Act 2010. The report is currently being drafted covering 2012/13.

The first point is to note that the percentage of staff from ethnic minority and mixed origin backgrounds has increased [however modestly] since April 2012 and gone from 6.17% up to 6.57%. In the two financial years before this there was a decline, but the level is within 0.5% of the 09/10 level currently.

An analysis of TUPE transfers out of the organisation over the years 09/10 onwards shows that 113 out of 1011 staff with a declared ethnicity fell within this group and therefore 11.18% of staff transferred out of the Council were from minorities. It can be seen therefore that minority employees have been more likely to have been involved in transfers out than average, though of course this means their employment continues within other organisations on protected terms and conditions. Clearly, with such big shifts, the Council is not likely to maintain or increase dramatically the same diversity levels internally in the short term.

March 2012 also saw a big transfer in of staff from the NHS [480 staff] in Adults Social Care and this again adjusted considerably the staff profile of the organisation. Of those with a declared origin in TUPE data only 2.78% of staff were from a minority. However, data was not available for the majority of staff so that for the real impact has not been able to be fully assessed. This is about to be addressed through a resurvey of all staff, and the most likely outcome is that the ethnic diversity rate will increase as a result.

Within the council's recruitment system 19% of applicants were from a ethnic minority in 2012/13, in fact slightly higher than would be representative going by the 2011 census figures. A similar percentage of white and minority applicants were interviewed [17.94% to 15.55%]. In the same year, 8.3% of staff appointed were from ethnic minorities. This suggests recruitment as a process is contributing towards higher ethnic diversity in the workforce. Although a smaller proportion of ethnic minority applicants are still appointed, this is most likely to be due to differences between specific applicants since the shortlisting process is carried out without access to the equality data or candidate names etc. Processes keep the origin of candidates as hidden as possible, and complaints about the process are rarely received. The process is made

as objective as possible by drawing up person specifications for each post, and scoring applicants against each identified job requirement. It is supported by manager training. Nevertheless HR are looking to implement a candidate feedback survey to ensure we do what we can to proactively invite and consider feedback which we can analyse to review the fairness of processes.

In 2012/13 6.36% of leavers were from ethnic minorities [7 resignations, 3 Voluntary redundancies and 1 dismissal], suggesting the retention of minority staff is generally in line with staff retention generally, and even making a slight contribution to increasing workforce diversity.

It is accepted that both good business models and the desire for equality and delivery of our services to diverse populations should lead to concern for ensuring the development of a diverse workforce continues. The issue of increasing ethnic diversity is not unique to the council. It already falls within the upper quartile of councils in its diversity rates.

However, it must be recognised that the opportunities to do this only exist with the constraints of fair treatment of individuals [equal opportunities]. So for example the Equality Act 2010 would allow the appointment of a minority candidate over another candidate where they were equally matched to the job requirements. The general rule is thought that appointments have to be on a merit basis, hence the concern to ensure all processes are as objectively scored and recorded as possible.

Resources have of course reduced over recent years both through the need to ensure processes are as efficient as possible and the decreasing size, scale and scope of the organisation have both meant resourcing specific initiatives aimed at specific minorities has not been easy to supply. So for example, use of specialist advertising is generally not considered cost effective, or attendance at community based job fairs, especially where current arrangements are attracting a significant proportion of minority applicants.

Most suggestions that can be made around facilitating greater ethnic diversity, therefore are around ensuring gradual ongoing development of diversity:

[a] continuing to review that processes are as fair as possible

[b] continuing awareness training initiatives and celebration of our diverse culture.

[c] seeking to collect and respond as far as possible to employee and applicant concerns to ensure as level a playing field as can be provided.

[d] ensuring working conditions within the council for minority staff encourage recruitment and retention. For example 'Religion and Belief' is often a related factor to ethnicity, so we need to ensure this factor is fully considered in reviewing Council policies and practices, such as a sympathetic approach to time off being taken during festivals etc.

There are proposals currently under development for a new diversity awareness event that will include employee workshops and elearning opportunities. This is to give a fresh emphasis on the Council's equality and diversity commitments and legal requirements.

## **6. IMPLICATIONS**

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

## **7. CONSULTATION**

7.1 No specific consultation has taken place for this report.

## **8. NEXT STEPS**



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

**9. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 None.

**10. APPENDICES**

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

HR report for Sustainable Growth and Environment Capital Scrutiny Committee 5th September 2013  
Key Summary statistics from 2012 HR Benchmarker study and internal reporting

Metric \ Comments	Bench marked measure	Unit	Current figure 30/06/13	Benchmarking figures for PCC Directorates				Most recent Comparisons \ Benchmarks [11-12]				
				Reported 30/11/12	PCC 12/13	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
<b>Workforce size</b>												
Headcount excluding schools and casuals [at end of period]		People	1426	1690	1551	1722	1728	2759				
Full time equivalent excluding schools [at end of period]		FTE	1299	1439	1336	1448	1425	2083				
<b>Voluntary Staff Turnover and Retention</b>												
% Voluntary Staff Turnover	✓	%	7.16%	7.6%	6.50%	6.12%	6.20%	6.63%	5.50%	6.80%	6.40%	8.30%
% Stability Index	✓	%	95.07%	92.87%	91.51%	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	9.03	12.29	11.70	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]	✓	%	4.21%	4.57%	4.12%	4.90%	4.70%	5.18%	3.90%	4.40%	4.70%	5.10%
Average Length of Absence Period (Days)	✓	Days	5.73	5.96	6.01	6.36	4.70	5.68	5.00	6.90	6.10	8.20
Ongoing sickness occasions of over 20 FTE days at the end of period		People	25	36	25	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	157	176	165	230	190	309				
Current Staff with no absence in last 12 months [at end of period]		People	575 [38%]	702	601	660						
% of Total Sickness Absence which is Long Term (i.e. over 20 working days)	✓	%	54.68%	58.04%	53.2%	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.	✓	£			£305	£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%	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]			95%	79%								
% of employees set individual targets \ objectives each year	✓	%	100%	95%	96.1%	85%	67%	47%	80%	89%	97%	100%

Metric \ Comments	Bench marked measure	Unit	Current figure 30/06/13	Reported 30/11/12	PCC 12/13	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
% of staff rated as constantly above expectations			1.77%	3.1%	3.2%	10.1%	4.3%					
% of staff rated as regularly below expectations			0.34%	0.0%	0.0%	0.5%	0.4%					
<b>Disciplinary and Grievance Cases [over 12 months]</b>												
Formal Grievance Cases per 1000 employees	✓	Cases	4.16 [6 cases]	4.13	5.16	5.06	9.70	9.03	2.80	5.10	3.80	6.80
Formal Disciplinary Cases per 1000 employees	✓	Cases	11.09 [16 cases]	7.22	14.83	8.59	33.18	39.03	12.00	14.40	9.90	5.30
Applications to employment Tribunal per 1000 Employees	✓	Cases	1.39 [2 cases]	0.5	1.93 [3 cases]	0.44	1.35	2.42		2.2		
Tribunal cases per 1000 Employees	✓	Cases	1.39 [2 cases]	0.5	1.29 [2 cases]	0.44	0.45	1.21		0.5		
<b>Employee Diversity</b>												
% of Workforce who are Female	✓	%	71.01%	72.85%	71.18%	72.44%	70.15%	64.72%	67.90%	71.20%	70.70%	74.90%
% of Workforce who are Part Time	✓	%	35.17%	36.98%	32.71%	36.31%	27.06%	37.13%	39.70%	44.70%	43.80%	49.70%
% of Workforce on a Temporary \ Fixed Term Contract	✓	%	4.06%	2.52%	3.42%	3.85%	5.04%	11.14%	6.00%	8.00%	8.50%	10.20%
% of Workforce who are from Ethnic Minorities or Mixed origins	✓	%	6.57%	6.31%	6.17%	5.61%	6.05%	6.98%	1.60%	3.90%	3.90%	5.00%
% of Workforce with a disability	✓	%	3.88%	3.69%	3.67%	3.78%	3.54%	2.97%	2.00%	3.20%	3.00%	4.00%
% of top 5% of earners who are female	✓	%	---	---	56.96%	52.75%	50.00%	50.68%	43.80%	46.20%	50.10%	54.30%
% of employees aged 50+	✓	%	32.92%	33.8%	32.94%	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	---	---	75:1	106 : 1	77 : 1	73 : 1	57 : 1	76 : 1	66 : 1	88 : 1
HR Staff Cost expressed in £ per Employee	✓	£	---	---	£492	£278	£348	£454	£297	£406	£402	£506
HR Staff Cost as % of Organisation Pay Bill	✓	%	---	---	0.66%	1.00%	1.80%	1.90%	1.30%	1.80%	1.90%	2.20%

# 1. Headcount and Turnover

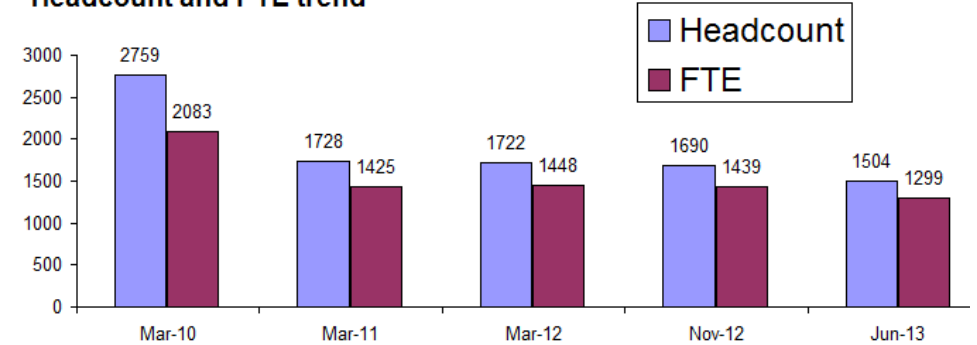
## 1.1 Breakdown of Headcount at June 2013

Team	Head count	Appoint ments	Full Time Equivalent	Breakdown of Headcount					FTE change since Nov12 report
				Casual	Full Time	Part Time	Perm anent	Temp orary	
Adult Social Care	318	320	271.60	2	173	143	304	12	-109
Chief Executive Dept	46	46	41.62	1	34	11	40	5	6
Childrens Services	647	721	542.00	63	390	194	553	31	-20
Legal and Governance	60	61	56.52	1	49	10	56	3	-4
Operations	328	336	292.78	10	253	65	308	10	-12
Strategic Resources	105	105	94.58	1	76	28	104	0	0
<b>Directorates Total</b>	<b>1504</b>	<b>1589</b>	<b>1,299.11</b>	<b>78</b>	<b>975</b>	<b>451</b>	<b>1365</b>	<b>61</b>	<b>-140</b>

Headcount excluding Casuals = 1426

## 1.2 Headcount and FTE Trend at June 2013

Headcount and FTE trend



## 1.3 Headcount by Terms and Conditions at June 2013

Terms	No	%	Mini Chart	Change from last report Nov11
Single status	1181	74.4%	<div style="width: 74.4%;"></div>	6.9%
NHS	265	16.7%	<div style="width: 16.7%;"></div>	-7.6%
Teachers	48	3.0%	<div style="width: 3.0%;"></div>	0.4%
Senior Management	35	2.2%	<div style="width: 2.2%;"></div>	0.2%
Soulbury	30	1.9%	<div style="width: 1.9%;"></div>	
Youth and Community	22	1.4%	<div style="width: 1.4%;"></div>	0.1%
All other	7	0.4%	<div style="width: 0.4%;"></div>	
<b>Grand Total</b>	<b>1588</b>	<b>100.0%</b>		

## 1.4 12 Months Leavers by Type to June 2013

12 Months leavers by type	No	%	Mini Chart
Redundancy - Voluntary	193	51.33%	<div style="width: 51.33%;"></div>
Resignations	110	29.26%	<div style="width: 29.26%;"></div>
Transfer of Undertaking	43	11.44%	<div style="width: 11.44%;"></div>
Retirements	18	4.79%	<div style="width: 4.79%;"></div>
Redundancy - Compulsory	5	1.33%	<div style="width: 1.33%;"></div>
End of Fixed Term Contract	4	1.06%	<div style="width: 1.06%;"></div>
Dismissal	3	0.80%	<div style="width: 0.80%;"></div>
<b>Directorates total</b>	<b>376</b>	<b>100.00%</b>	

## 1.5 Turnover by Service for last 12 Months to June 2013

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

Team	App Count start	App Count end	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M
Care Services Delivery	379	218	298.5	16	151	167	5.36%	50.59%	55.95%
Quality Information & Performance	46	44	45	8	31	39	17.78%	68.89%	86.67%
Revenue and Payments	22	23	22.5	1	10	11	4.44%	44.44%	48.89%
Seconded to NHS [Mental Health]	12	13	12.5	0	1	1	0.00%	8.00%	8.00%
Strategic Commissioning	10	9	9.5	2	2	4	21.05%	21.05%	42.11%
Adult Social Care	472	310	391	28	195	223	7.16%	49.87%	57.03%
Communications	11	13	12	2	0	2	16.67%	0.00%	16.67%
Delivery	5	5	5	0	0	0	0.00%	0.00%	0.00%
Human Resources	21	18	19.5	1	2	3	5.13%	10.26%	15.38%
Public Health Client	0	5	2.5	0	1	1	0.00%	40.00%	40.00%
Chief Executive Department	39	43	41	3	3	6	7.32%	7.32%	14.63%
Education and Resources	210	191	200.5	23	12	35	11.47%	5.99%	17.46%
Safeguarding Families Communities	154	162	158	21	4	25	13.29%	2.53%	15.82%
Strategic Commissioning and Prevention	273	256	264.5	15	24	39	5.67%	9.07%	14.74%
Childrens Services	642	614	628	59	40	99	9.39%	6.37%	15.76%
Governance	29	30	29.5	1	2	3	3.39%	6.78%	10.17%
Legal Services	33	28	30.5	3	1	4	9.84%	3.28%	13.11%
Legal and Governance	64	59	61.5	4	4	8	6.50%	6.50%	13.01%
Commercial Operations	25	28	26.5	4	1	5	15.09%	3.77%	18.87%
Neighbourhoods	140	153	146.5	3	10	13	2.05%	6.83%	8.87%
Planning Transport & Engineering	133	133	133	4	3	7	3.01%	2.26%	5.26%
Operations	307	319	313	11	18	29	3.51%	5.75%	9.27%
Client and Commissioning	11	16	13.5	1	0	1	7.41%	0.00%	7.41%
Customer Services	28	30	29	1	1	2	3.45%	3.45%	6.90%
Internal Audit	6	6	6	0	0	0	0.00%	0.00%	0.00%
Strategic Finance	29	27	28	1	3	4	3.57%	10.71%	14.29%
Westcombe	23	21	22	2	2	4	9.09%	9.09%	18.18%
Strategic Resources	100	104	102	5	6	11	4.90%	5.88%	10.78%
Directorates Total	1624	1449	1536.5	110	266	376	7.16%	17.31%	24.47%

Some small teams of 5 or less staff not shown separately but included in totals

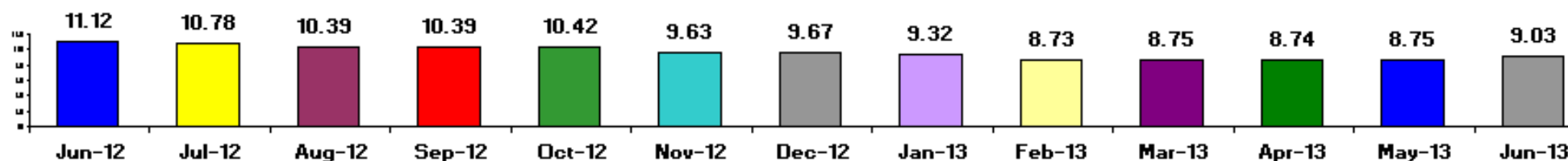
## 2. Absence

### 2.1 Most recent sickness rates - 12 months to June 2013 [current employee basis].

Last 12 Months focus									Last 3 Months Focus						
Name	Emp FTE	Approx FTE days available	12m Days	12m Occ	Approx % working days absence	FTE Days per Current Employee	Direction of Travel from Last Month [DPE]	DPE 12M last month	Days Apr-13	Occ Apr-13	Days May-13	Occ May-13	Days Jun-13	Occ Jun-13	Direction of Travel from Last Month [Days]
Care Services Delivery	186.01	40,189.83	3,324.21	431	8.27%	17.87	Up	17.24	321.28	28	233.79	38	273.45	25	Up
Quality Information & Performance	15.88	2,997.18	151.32	25	5.05%	9.53	Down	10.11	39.78	3	21.00	0	29.19	3	Up
Seconded to NHS [Mental Health]	11.03	2,410.39	97.62	11	4.05%	8.85	Down	11.99	21.00	0	21.00	0	20.00	0	Down
Revenue and Payments	12.23	2,735.84	88.18	25	3.22%	7.21	Up	5.65	2.00	1	3.00	0	1.00	1	Down
Strategic Commissioning	6.40	1,336.43	3.00	1	0.22%	0.47	Down	0.60	0.00	0	0.00	0	0.00	0	Same
Adult Social Care	234.34	50,256.36	3,667.33	494	7.30%	15.65	Up	14.32	384.06	32	278.79	38	323.65	29	Up
Strategic Commissioning and Prevention	217.72	47,450.85	2,228.57	367	4.70%	10.24	Up	9.79	218.62	42	224.03	38	154.89	26	Down
Safeguarding Families Communities	151.54	31,653.31	1,396.27	213	4.41%	9.21	Down	9.34	112.78	13	88.00	8	125.76	15	Up
Education and Resources	155.04	32,805.22	1,345.79	322	4.10%	8.68	Up	7.91	165.46	33	148.89	45	146.45	21	Down
Childrens Services	529.29	112,808.09	4,987.13	908	4.42%	9.42	Up	9.07	500.36	90	460.92	91	427.11	62	Down
Westcombe	19.84	4,203.81	361.93	23	8.61%	18.24	Up	18.10	23.54	3	24.16	4	23.03	1	Down
Customer Services	24.17	4,936.59	134.76	47	2.73%	5.57	Down	6.92	17.82	4	8.60	1	1.29	2	Down
Internal Audit	5.06	1,132.71	13.40	7	1.18%	2.65	Same	2.65	0.00	0	0.00	0	0.00	0	Same
Strategic Finance	26.02	5,817.83	57.95	17	1.00%	2.23	Same	2.23	0.00	0	1.89	1	0.00	0	Down
Client and Commissioning	15.49	3,245.17	4.00	2	0.12%	0.26	Up	0.24	0.00	0	0.00	0	0.00	0	Same
Strategic Resources	94.58	20,109.76	572.04	96	2.84%	6.05	Down	6.28	41.36	7	34.65	6	24.32	3	Down
Neighbourhoods	140.02	30,712.54	1,068.90	240	3.48%	7.63	Up	7.55	93.36	23	47.24	11	105.52	19	Up
Commercial Operations	18.85	3,731.99	78.70	33	2.11%	4.18	Up	3.60	5.97	4	1.08	1	11.90	4	Up
Planning Transport & Engineering	126.35	27,564.25	420.34	135	1.52%	3.33	Up	3.23	14.45	8	13.06	4	46.92	10	Up
Operations	290.22	63,127.57	1,567.93	408	2.48%	5.40	Up	5.27	113.78	35	61.39	16	164.34	33	Up
Communications	12.54	2,194.15	65.50	11	2.99%	5.22	Up	4.27	13.00	3	21.00	0	20.00	0	Down
Human Resources	17.48	3,785.22	110.11	69	2.91%	6.30	Up	6.28	15.10	22	13.50	16	6.50	6	Down
Public Health Client	4.92	1,101.20	18.11	10	1.64%	3.68	Up	3.23	4.34	3	0.00	0	0.00	0	Same
Delivery	3.68	822.47	8.00	2	0.97%	2.18	Up	1.71	0.00	0	0.00	0	0.00	0	Same
Chief Executive Department	40.62	8,350.56	201.72	92	2.42%	4.97	Up	4.22	32.44	28	34.50	16	26.50	6	Down
Governance	26.10	5,790.30	181.16	210	3.13%	6.94	Up	6.52	11.50	31	9.00	20	18.00	5	Up
Legal Services	27.42	6,083.14	46.62	16	0.77%	1.70	Down	1.76	15.30	3	12.90	2	0.00	0	Down
Legal and Governance	54.52	12,097.20	228.78	227	1.89%	4.20	Up	4.15	26.80	34	21.90	22	18.00	5	Down
Directorates Total	1,243.58	266,749.54	11,224.94	2225	4.21%	9.03	Up	8.75	1,099	226	892	189	984	138	Up

Some small teams of 5 or less staff not shown separately but included in totals

## 2.2 Days Lost per employee - 12 Months rolling figures to June 2013 [Current Employees]



## 2.3 Absence Occasions and days by category - 12 Months to June 2013 [Current Employees]

Absence Category	Occasions	% Occasions	FTE days lost	% days lost	% Occasions	% days lost	FTE days lost - 12 months to Nov12 [last report]	Change in days lost over 12 months
Infections inc. Colds And Flu	554	24.90%	1,748	15.57%			1,892	(144)
Musculo-skeletal inc Back & Neck	463	20.81%	2,041	18.18%			2,899	(858)
Stomach, liver, kidney & digestion	420	18.88%	1,267	11.28%			1,389	(122)
Other	227	10.20%	1,313	11.70%			2,081	(768)
Stress, Depression, Anxiety, Fatigue	145	6.52%	2,709	24.13%			3,219	(510)
Neurological inc. Headaches & Migraine	126	5.66%	348	3.10%			361	(13)
Chest & Respiratory inc Chest Infections	125	5.62%	640	5.70%			774	(134)
Eye, Ear, Nose, Mouth, Dental, Sinusitis	78	3.51%	433	3.86%			331	102
Genito-urinary/gynaecological	35	1.57%	187	1.67%			178	9
Pregnancy Related	22	0.99%	130	1.16%			186	(56)
Heart, Blood Pressure & Circulation	21	0.94%	396	3.53%			303	93
Reason not on record [these are investigated]	9	0.40%	13	0.12%			42	(29)
<b>Grand Total</b>	<b>2,225</b>	<b>100.00%</b>	<b>11,225</b>	<b>100.00%</b>			<b>13,655</b>	<b>(2,430)</b>

## 2.4 Departmental analysis of stress related category - last 12 months at June 2013 [Current Employees]

Directorate	Stress days 12M Current employees	Emp FTE	Stress related days per FTE
Adult Social Care	853	234	3.64
Childrens Services	1,361	529	2.57
Strategic Resources	169	95	1.79
Chief Executive Department	57	41	1.41
Operations	244	290	0.84
Legal and Governance	24	55	0.44
<b>Directorates total</b>	<b>2,709</b>	<b>1,244</b>	<b>2.18</b>

**Category scheme** - This classification of the causes of sickness absence allocates hundreds of absence causes to the broader sickness absence categories provided by the [Local Government Employers](#). Reasons are generally collected at the point absence starts, by non medical specialists, so are broadly categorised under the area affected. 'Other' tends to be used for items not fitting neatly into the other categories, and includes absences due to injections, inflammation, burns, bites, cuts, diabetes, sun burn, skin conditions, nutritional issues, side effects of anti-biotics etc,

### 3. Appraisals and Training activity

#### 3.1 PDR Monitoring Report Final for 2013/14 round.

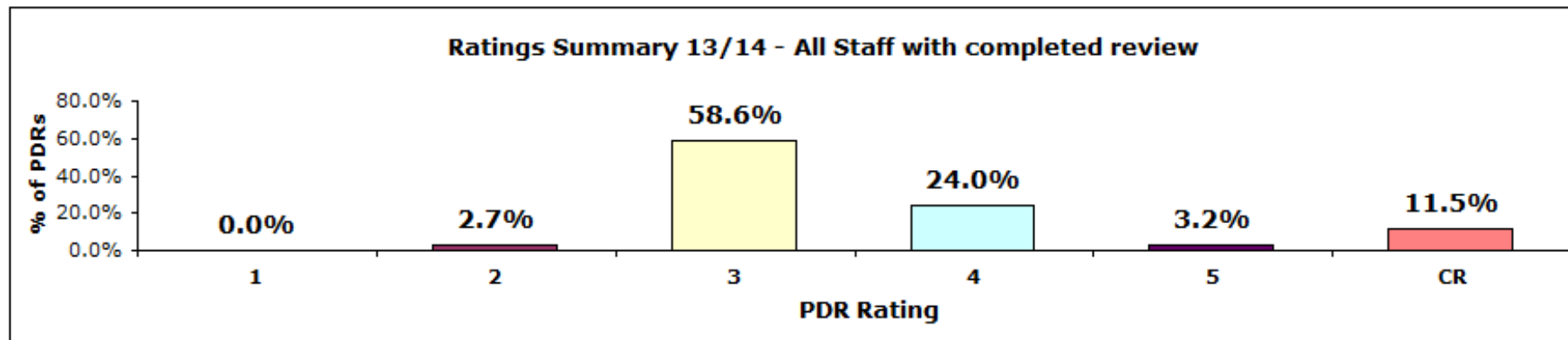
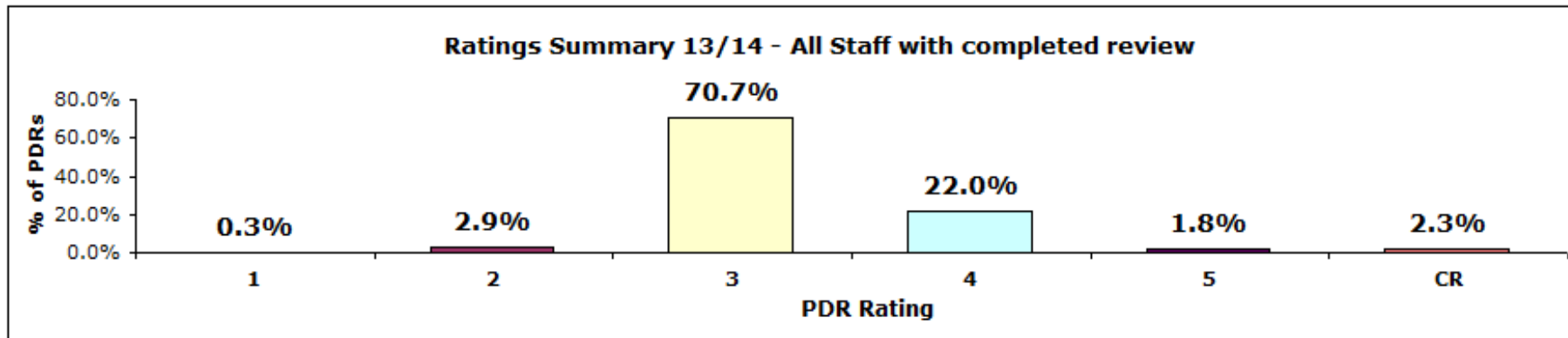
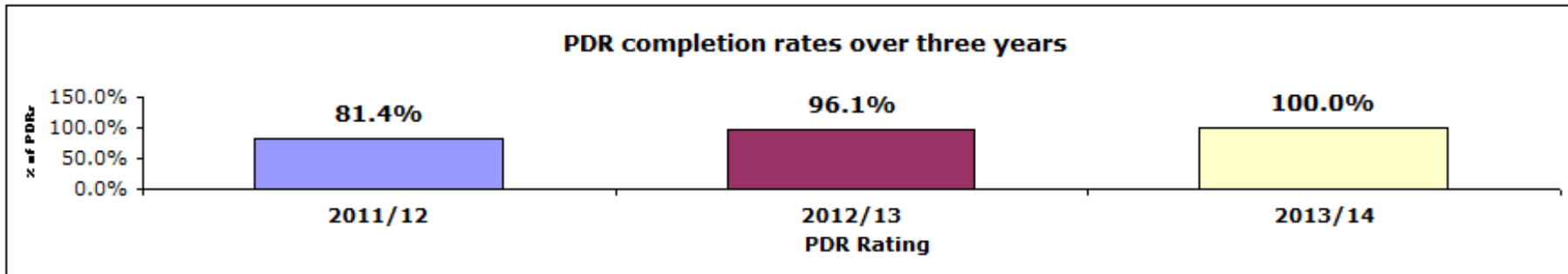
Team	No. staff in scope	Not completed due to absence					Should be complete	No. of scores reported	% reported complete	Of completed, number at each score						Where completed % at each rating (rounded)					
		Sickness	Maternity	Other	Sch Yr	1				2	3	4	5	CR	1	2	3	4	5	CR	
Care Services Delivery	218	11	4	2		201	201	100.00%		1	174	22		4		0.50%	86.57%	10.95%		1.99%	
Quality Information & Performance	17	1				16	16	100.00%			11	4		1			68.75%	25.00%		6.25%	
Revenue and Payments	13					13	13	100.00%			7	5	1				53.85%	38.46%	7.69%		
Strategic Commissioning	7					7	7	100.00%			6	1					85.71%	14.29%			
Adult Social Care	257	12	4	2		239	239	100.00%		1	198	34	1	5		0.42%	82.85%	14.23%	0.42%	2.09%	
Communications	12	1	1	1		9	9	100.00%		1	6		1	1		11.11%	66.67%		11.11%	11.11%	
Delivery	3					3	3	100.00%			1	2					33.33%	66.67%			
Human Resources	19					19	19	100.00%		1	8	6	3	1		5.26%	42.11%	31.58%	15.79%	5.26%	
Chief Executive Department	37	1	1	1		34	34	100.00%		2	18	8	4	2		5.88%	52.94%	23.53%	11.76%	5.88%	
Education and Resources	186		1	4	110	71	71	100.00%		3	44	20	2	2		4.23%	61.97%	28.17%	2.82%	2.82%	
Safeguarding Families Communities	160	1	5	3		151	151	100.00%	3	9	114	21	1	3	1.99%	5.96%	75.50%	13.91%	0.66%	1.99%	
Strategic Commissioning and Prevention	252	5	5	3	1	238	238	100.00%		6	187	36	1	8		2.52%	78.57%	15.13%	0.42%	3.36%	
Childrens Services	601	6	11	10	111	463	463	100.00%	3	18	346	77	6	13	0.65%	3.89%	74.73%	16.63%	1.30%	2.81%	
Governance	28		1			27	27	100.00%			11	16					40.74%	59.26%			
Legal Services	29					29	29	100.00%			23	5	1				79.31%	17.24%	3.45%		
Legal and Governance	58		1			57	57	100.00%			34	21	2				59.65%	36.84%	3.51%		
Commercial Operations	27					27	27	100.00%			27						100.00%				
Neighbourhoods	152	1	3			148	148	100.00%		4	96	45	2	1		2.70%	64.86%	30.41%	1.35%	0.68%	
Planning Transport & Engineering	132		1			131	131	100.00%		7	64	56	2	3		5.38%	49.23%	43.08%	1.54%	0.77%	
Operations	314	1	4			309	309	100.00%		11	187	104	5	4		3.56%	60.19%	33.66%	1.62%	0.97%	
Client and Commissioning	16			1		15	15	100.00%			14			1			93.33%			6.67%	
Customer Services	27					27	27	100.00%		1	23	2		1		3.70%	85.19%	7.41%		3.70%	
Internal Audit	6		1			5	5	100.00%			2		3				40.00%		60.00%		
Strategic Finance	27		2			25	25	100.00%	1	1	9	14			4.00%	4.00%	36.00%	56.00%			
Westcombe	5					5	5	100.00%			5						100.00%				
Strategic Resources	84		3	1		80	80	100.00%	1	2	55	17	3	2	1.25%	2.50%	68.75%	21.25%	3.75%	2.50%	
Directorates Total	1353	20	24	14	111	1184	1184	100.00%	4	34	838	261	21	26	0.34%	2.87%	70.69%	22.04%	1.77%	2.28%	

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

\* Some small teams of 5 or less staff not shown separately but included in totals



### 3.2 PDR Graphical Summary for 2013/14 round



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]

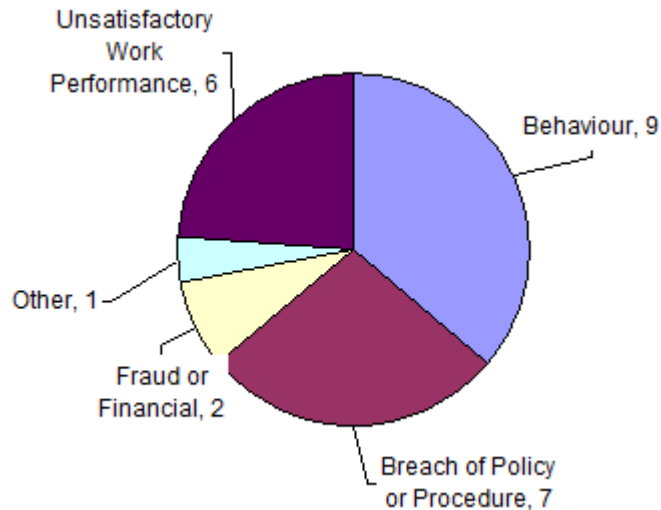
### 4.1 Current Disciplinary, Capability and Grievance cases at June 2013

Service	Capability	Discipline	Grievance
Adult Social Care		1	3
Childrens Services	3	6	13
<b>Directorates Total</b>	<b>3</b>	<b>7</b>	<b>17</b>

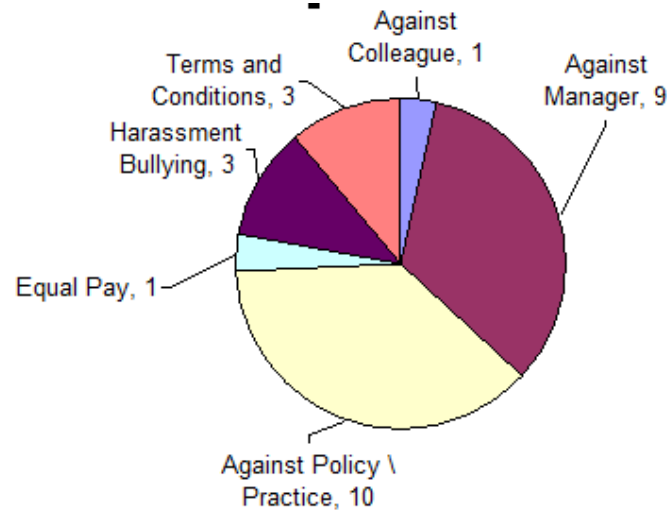
[Includes cases that may be resolved informally]

### 4.3 Breakdown of cases started in the 12 months to June 2013

#### Disciplinary Cases



#### Grievance Cases



### 4.2 Outcomes of formal cases ended in the 12 Months to June 2013

Disciplinary cases [includes Capability]

Outcome	Total
Appeal Upheld	1
Case not Found	2
Employee Resigned	3
Final Written Warning Issued	4
Termination by Mutual Agreement	1
Verbal Warning Issued	2
Written Warning Issued	3
<b>Grand Total</b>	<b>16</b>

#### Grievances

Outcome	Total
Not Found	2
Resolved	3
Upheld	1
<b>Grand Total</b>	<b>6</b>

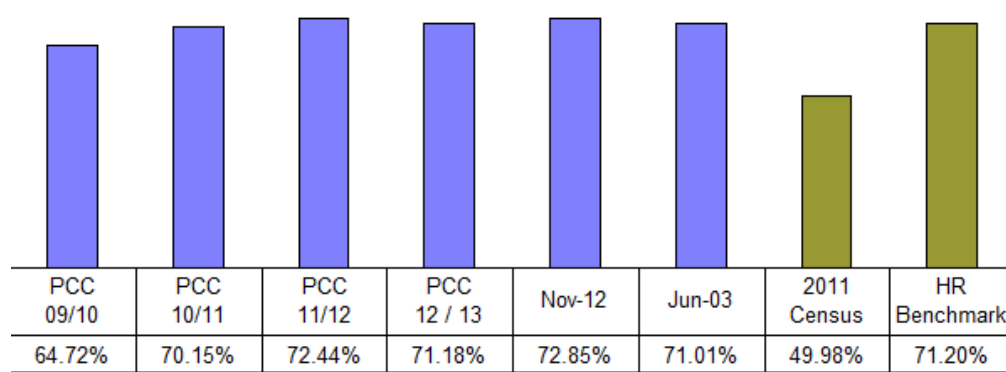
#### Tribunal Cases

Outcome	Total
Settled Out of Court	1
<b>Grand Total</b>	<b>1</b>

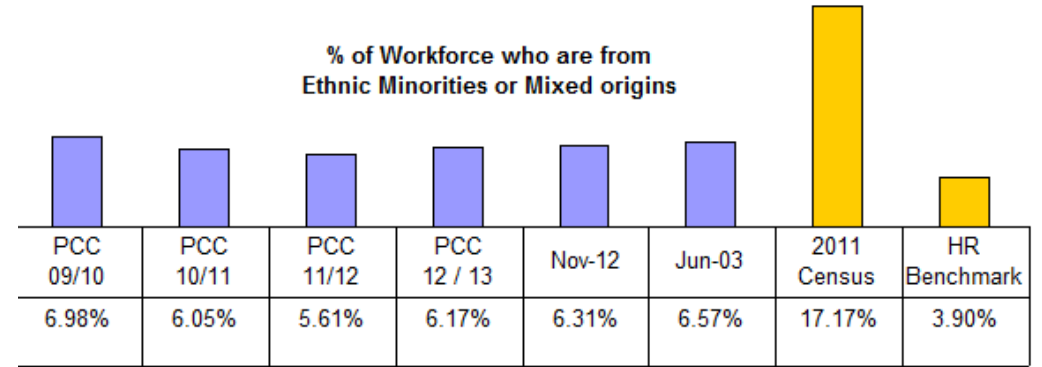
## 5. Workforce Diversity

### 5.1 Trends compared with Benchmarks and Census 2011

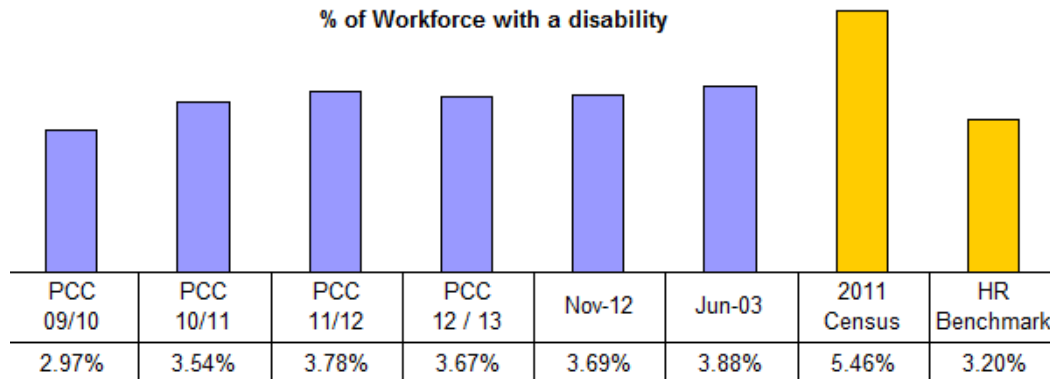
% of Workforce who are Female



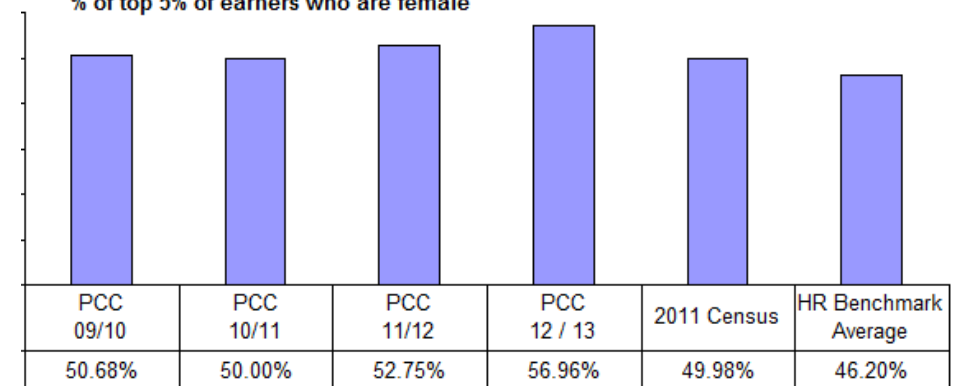
% of Workforce who are from Ethnic Minorities or Mixed origins



% of Workforce with a disability



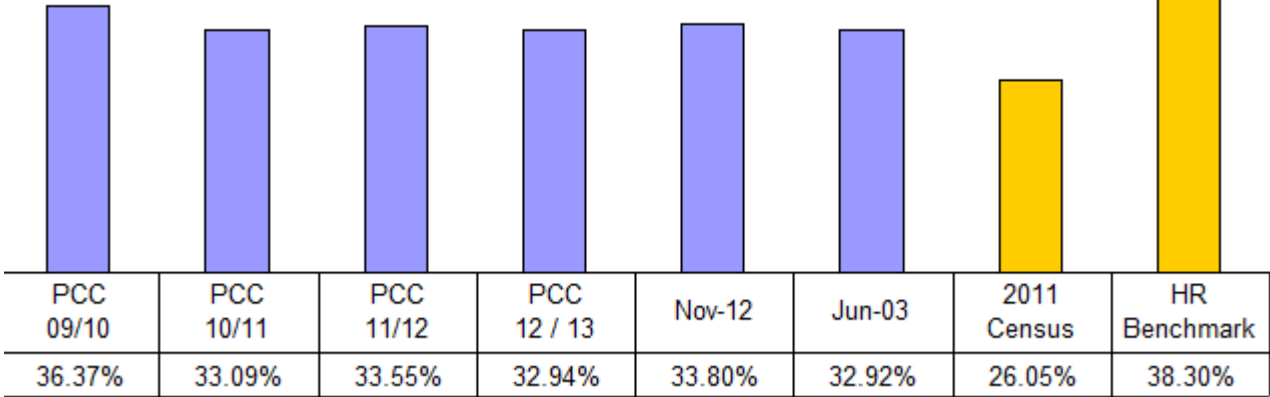
% of top 5% of earners who are female



### 5.2 Directorate Breakdown at June 2013

Team	All Staff	Minority \ Mixed Ethnic	Self Identified Disability	Gender Female	Gender Male	Over 50	% Minority \ Mixed	% Disab.	Female %	% 50+
Adult Social Care	310	2	3	253	57	141	3.28%	6.98%	81.61%	45.48%
Chief Executive Dpt	43	1	5	32	11	13	2.33%	12.82%	74.42%	30.23%
Childrens Services	614	44	12	493	121	194	8.13%	2.27%	80.29%	31.60%
Legal and Governance	59	4	1	48	11	12	7.14%	1.85%	81.36%	20.34%
Operations	319	16	3	155	164	83	5.16%	1.01%	48.59%	26.02%
Strategic Resources	104	6	17	48	56	34	6.00%	17.53%	46.15%	32.69%
<b>Directorates Total</b>	<b>1449</b>	<b>73</b>	<b>41</b>	<b>1029</b>	<b>420</b>	<b>477</b>	<b>6.57%</b>	<b>3.88%</b>	<b>71.01%</b>	<b>32.92%</b>

% of employees aged 50+



Average and Uper quartile data from HR Benchmark 2012