SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 6
17 MARCH 2015	Public Report

Report of the Director of Governance

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HUMAN RESOURCES MONITORING REPORT

1.   PURPOSE

1.1   This report is presented to this Committee on an annual basis and sets out key workforce data and HR activity.

1.2   The report is presented in order for this Committee to undertake appropriate 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 the report contains comparisons to other authorities through voluntary benchmarking activities In addition workforce management and development is crucial to advancing the Council's performance.

4.   KEY ISSUES

4.1   **STATISTICAL DATA**

4.2   Set out in the report are details of both the performance of the City Council's HR service and also key workforce performance indicators. Data is provided for comparison purposes as at November of each year. The data shown in Appendix 1 has been written to present as concisely as possible all the key measures requested and is also benchmarked against other authorities in the most recently available annual exercise

5.   HR DEVELOPMENTS \ UPDATES \ PRIORITIES

5.1   The HR Staff costs as a percentage of the council's overall pay bill is 1.23%. The ratio of HR staff to employees is 98:1, this compares to the benchmark average of 86:1. The HR team have four key areas of responsibility: Employee Relations, Policy & Reward, Workforce Development & Training and Occupational Health.

5.2   During August 2014, in order to realise synergies, the Workforce Development Team was merged between Adult Social Care and Children's Social Care and transferred to sit within HR in the Governance Directorate. The department therefore saw a headcount increase of 7.
One of the advantages of the transfer was to merge posts and make two successful
5.3   appointments to long standing vacant posts; one for the Workforce Development Manager (due

to start early April 15) and the other a Professional Development Manager (started early March). The current Workforce Development Manager is an interim and will leave once the new recruit commences employment.

5.4 Peterborough has taken an innovative step to place the Adults and Children's workforce development team within the corporate HR function. This is because it presented an opportunity to take a corporate approach to workforce development. However as their work is very much specific to social care, they have been excluded from the benchmarking in this report so that we are comparing like for like.

5.5 Since the last report the department has seen two employees embark on maternity leave which, due to the lean structure operated has been necessary to backfill with fixed term contracts.

5.6 In the last 12 months there have been five leavers. During the same period there have been three new starters. The stability index runs at 89.95% as all other members of HR have been employed for one year or more, with the average length of service being six years

6.   REWARD AND POLICY

6.1 The Hay group assisted HR with the job evaluation for the structure of the senior management pay scales which are designed to ensure the council is able to attract and retain quality staff going forward. These scales were approved by the Council at its meeting on 16th April 2014. New job descriptions have been written and evaluated, and appointments have been made for the new Corporate and Senior Director posts. The roll out continues with the evaluation of the remaining senior manager posts.

6.2 **New Policies/Updates**
Employment policies continue to be revised following consultation with the Trade Unions. During the 12 month period, changes have been made to the Local Government Pension Scheme Discretionary statement plus the Travel & Subsistence, Whistleblowing, Maternity, and Work life Balance policies and procedures. A new Overpayments policy has also been introduced. The Teacher's Pay Policy, Appraisal Policy and Capability procedure have also been updated. The 2015/16 Pay Policy has been drafted and will be submitted to full Council in accordance with statutory requirements.

6.3 **Local Government Pension Scheme (LGPS) 2014**
A revised LGPS came into effect on 1 April 2014 changing the scheme from a final salary scheme to a career average scheme. This involved significant change to the HR and payroll processes to ensure that the contributions were correctly calculated and recorded against each pension scheme member. The NHS pension scheme and the Teachers' Pension Scheme convert to a career average scheme on 1 April 2015 but members of these schemes will be entitled to tapered protection to the final salary pension scheme based on their age and service.

6.4 An increased number of requests have been submitted under the LGPS discretionary policy for early release of pension and other applications. One request was turned down by the council, the decision was upheld by the external appeal manager and is now awaiting a decision from the pension ombudsman.

6.5 **Case law**
As case law is published the HR team interpret the findings and audit its practices against the findings of the Court. Recent exercises have included auditing the use of 'Sleeping In' arrangements across the council and whether this contravenes the national minimum wage, as well as the use of Overtime and how this may or may not attract holiday pay. This allows managers to review their working processes to ensure they remains lawful going forward.

6.6 **Living Wage**
The council is currently consulting on the introduction of a local living wage to the existing salary bands. If this were agreed a supplement would be paid to those earning below £7.85 per hour (which is the living wage rate).

6.7 **Equal Pay Audit 2014**
An equal pay audit was undertaken that included employees of the city council plus those employed in community schools. Pay Gaps are considered worthy of further investigation if they are greater than 5% of the total remuneration package. The audit revealed some variations within grades, some in favour of men and some in favour of women. Of the grade differential in schools this only affected 2.72% of the schools population and was explained by different allowances for special educational needs teaching, size of school, and type of school and length of service.

6.8 **Pay Awards**
There was a national pay award implemented for those employees covered by the National Joint Council for local government employees, Teachers, and also those on Chief Officer terms and conditions.

7.   TRAINING AND DEVELOPMENT/WORKFORCE DEVELOPMENT

7.1 During the second half of 2014 the Children's and Adults Workforce Development teams amalgamated and transferred into HR to enable them to provide more effective 'joined up' services to both areas and allow synergies and better value for money in commissioning training providers.

7.2 Both teams had previously been understaffed with vacant manager positions and other key roles difficult to fill. An interim manager was appointed immediately following the transfer and following an intensive recruitment drive a permanent manager has been appointed who will start in April. Two Professional Development Manager roles, one for newly qualified social workers during their first year of Assessed and Supported Year of Employment, and the other for Practice Education have also been filled by a strong internal candidate with significant social work experience and knowledge within the Peterborough community.

7.3 The interim manager and the team have started to re position and re shape the workforce development function to align it more effectively with emerging national developments and to address the council priorities. Immediate work was undertaken in relation to both the new Target Operating Model and the Care Act in Adult Social Care which comes into effect in April 2015 and that work is continuing in a strategic manner. In Children's Social Care workforce development continues to play an integral role in relation to the recruitment and retention strategy for social workers. Most recent developments include a joint bid with regional partners for Department for Education funding to support an in house development of future newly qualified social workers.

7.4 The workforce development team has identified areas for joint commissioning of training for social workers across adult and children's social care which will be cost effective as well as applying commissioning approaches to best value training provision.

7.5 The corporate Training and Development Team continue to deliver a range of courses covering management development, personal effectiveness skills, customer service, communications, and HR procedures. Since April last year 56 events have been run with 318 attendees. Over 95% of delegates consistently rate the training as excellent or good; and 84% report that their training has had a positive impact upon their practice in areas such as higher levels of skills, increased confidence, positive attitudes and the ability to deliver a better service.

7.6 The training that is available to employees will continue to be reviewed to ensure it meets the current and future business needs of the council, such as the skills and competences required for the new organisational structure, for new methods of delivering services, for commissioning and in response to training needs identified through Performance and Development Reviews.

7.7 An Organisational Development Strategy has been developed and approved by the corporate management team. This meets the challenges the council faces from reduced resources and increase expectations from the community and aims to ensure that leaders/managers improve their levels of skill, competence and capability so that they can enable wholescale systematic change and deliver improved performance. Its objectives include developing a strong commercial/commissioning focus, effective leadership at all levels and a culture that supports innovation, risk and meaningful partnership working. It proposed four priority areas of focus:

- Developing leadership and management capability - producing leaders who inspire, engage and provide a strategic narrative showing clearly where the council needs to go, as well as demonstrate high levels of competence in key areas of management.
- Professional development – to attain, maintain and demonstrate to service users the knowledge, skills and competence required for their profession
- Personal skills, effectiveness and development – to produce a skilled and committed workforce for both effective, efficient delivery but also to demonstrate the required behaviours for example in dealing with the diversity of Peterborough.
- Statutory and mandatory training – to demonstrate to service users competence in key areas such as safeguarding, equality and compliance

7.8 These areas support and enable the transformational change that the council is undergoing in how it meets the expectation of the Peterborough communities; delivers services effectively through new organisational structures, methods and systems; champions equality and diversity; and realises the aspirations of Investors in People (IiP) to make the council a great place to work.

7.9
Work is now underway in translating this into a development plan and implementing those activities. This includes centralising training budgets for 2015/16 so that Training and Development and Workforce Development teams can act as gatekeepers for the commissioning of all training and development activity.

8. INVESTORS IN PEOPLE (IiP)

8.1
Working for an organisation with an IiP accreditation means it is continually improving the way it manages and develops its employees. Where employees are managed well and development is taken seriously, they are generally engaged, happier and so perform better, which improves the overall performance of an organisation. This means the council is in a better position to achieve its priorities and improve the services provided to all its customers.

8.2
The corporate management team have re-affirmed their commitment to at least maintaining the Silver accreditation awarded in 2013 at the next full re- assessment in the autumn of 2016. They have also agreed the Action Plan to achieve this. It focuses on six key areas for improvement to ensure that employees:

- Understand what the council is trying to achieve and how they contribute to that;

- Are informed, consulted and engaged;

- Know and understand what is expected of them in carrying out their roles;

- Receive recognition and are valued for their contribution;

- Are supported by effective managers; and

- Have a range of opportunities to develop.

8.3   This plan has been communicated to managers and employees through a series of short videos - one for each of the above themes- produced by members of the Corporate IiP Steering Group, describing what it will be like to work for the council in late 2016.

8.4   The success of this plan is dependent on all employees being aware that they as well as managers must be involved, committed and contribute in implementing the various activities within the Plan.

8.5   To ensure that all managers and employees know what is required and expected of them, each month the Corporate IIP Group will decide what the focus of activity will be for the next four weeks and report what has been achieved in the previous period as well as cumulatively.

8.6   Each directorate has an IiP champion who not only sits on the Corporate Steering Group but also is expected to disseminate messages and information to the managers and employees within their department, promote IiP, ensure activities are implemented, obtain feedback from employees and publicise success stories. They also provide reports to their DMTs on the progress of the plan.

8.7   An 18 month review of progress on the improvement plan from the previous assessment will be undertaken by the IIP assessor in March 2015. This involves a discussion with the project lead and the Training and Development Manager to check on how the recommendations are being addressed and identify what further support could be provided by IiP.

9.   WORKFORCE STATISTICS / ANALYSIS

9.1   Appendix 1 shows benchmarked metrics and more detailed pages related to each of the headings below:

9.2   **Turnover [see Figures 1.1 to 1.4]**

9.3   Since the November 2013 figures presented at the last meeting number of directly employed staff has reduced by 8, net of starters. There have been 179 leavers, 51% less than the previous 12 months

9.4   Voluntary turnover [figure 1.4] is currently running at 8.68% which is an increase from 7.27% in last year's report. The stability index [which measures the percentage of staff currently at the Council who have worked continuously for more than one year] stands at 91.32%, which is in the upper quartile for local authorities. This is is generally a good sign of retention of staff and the retention of experience and expertise within the workforce.

9.5   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 is also affected by market conditions as well as staff satisfaction. More detail on turnover by Service and Directorate is included in the turnover graphs \ tables.
19 employees took voluntary redundancy during the last twelve months.

9.6   **Sickness Absence [see graphs 2.1 to 2.2]**

9.7   Sickness absence has reduced further from 8.61 days to 8.35 days absence per employee over the twelve month period.

9.8   47.2% of absence days currently fall within the definition of long term absences [absences of over 20 days]. This again is a decrease from the last report [51.92%]. 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 the type of work undertaken by the public sector. The importance of the management of long term absences through use of absence procedures, occupational health services, health and safety and HR processes where a return to work cannot be facilitated cannot be over emphasised.

9.9 In the 12 months to 30th November 2014, 681 employees, representing 51% of the workforce, have had no sickness absence at all.

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

9.11 **Employee Relations cases [figures 4.1 - 4.3]**

9.12 179 employee relations cases were completed during 2014. In this period, seven employment tribunal cases have been resolved.

9.13 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 during times of a 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.

9.14 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. However a particular high level of grievances for example might indicate problems with processes or procedures or workforce satisfaction.

9.15 **Workforce Diversity [figures 5.1 – 5.2]**

9.16 Late in 2014 a new Steering Group was established, chaired by the Director of Communities and with representatives from all directorates in the council. The group has now started its work, and has developed proposed terms of reference and a draft action plan, addressing short, medium and longer term goals for the next 18 months. This will be presented to the corporate management team to endorse and agree accountabilities for each workstream. The plan focuses on three themes:

9.17 1. Knowing our communities – to engage with them to improve our knowledge of their composition and their needs, to identify and address any gaps and to inform improvements in the design and delivery of our services.

2. Leadership, partnership and organisational commitment – to ensure that leaders within the council and its partners demonstrate the behaviours and capabilities to champion equality and diversity in delivering services.

3. A skilled and committed workforce – to not only make the council an employer of choice where all its employees have the required skills and knowledge to fulfil their responsibilities to equality and diversity, but also to ensure that workforce is representative of the Peterborough community.

The data the council presently holds on the make-up and diversity of its workforce has not been refreshed for some years. As a result it is potentially difficult to demonstrate confidently how representative the workforce is – bearing in mind that some figures such as disability are not fixed. The plan will address this as part of the development of the new HR system as well as extend and enhance the data is currently collects on its employees, to allow it to have a clearer picture of the composition of its workforce.

9.18 Once the plan has been agreed, the lead for each workstream will work with the group and HR representatives to identify the specific activities/tasks required and how progress will be monitored and reported to the group. It is intended for the group to meet bi-monthly to review progress and update the plan. The themes will be formally reviewed each year to ensure that they remain relevant.

9.19 In Figure 5.1, the Directorate breakdown is shown, whilst in Figure 5.2 the 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.

9.20   The % of workforce who are female or aged 50 and above has increased as have the numbers of part time employees. The use of temporary/fixed term contracts has decreased. The % of the workforce who have declared that they are from an ethnic minority or mixed origin has increased and remains above the upper quartile using the benchmark comparisons. The % of the workforce with a disability has also increased.

10.   STRESS ABSENCE (figure 2.2)

10.1   The figure of FTE sickness absence days due to stress has increased to 2238 for the last 12 months for current employees (2049 days reported in November 2013). Stress still remains the largest % of days lost at 23% of the total lost days due to sickness. This figure is below the typical average for Local Authorities whereby stress accounts for approximately 33% of absence. It should also be borne in mind that many stress related absences are long term in nature – as can be seen in the table a below.

10.2   **Pressure at work/reducing stress:**

10.3   A survey of all employees was carried out in the summer of 2014 with the intention of helping the council tackle the causes of work-related pressure. Over 60% of employees (835) responded to the survey.

10.4   The results showed some positive findings. Relationships (peer help, support and respect) across the council are very good. Most employees are fully aware of what is expected of them and what is needed to undertake their role.

10.5   The results did suggest that improvements need to be made in four areas:
- How the council manages change and consults with employees;
- How work demands and volumes are managed;
- How much control employees have over how they do their job;
- The capability of managers to prevent/reduce pressures, deal effectively with issues and provide support to employees.

10.6   The corporate management team accepted the proposals from the staff welfare group that was established to manage the survey and its findings. This group which includes representatives from Internal Communications, Health and Safety, Public Health as well as HR and Occupational Health will continue, focusing on implementing the initiatives below, monitoring their progress and identifying what further action might be required.

10.7   The following have been introduced to improve employees' well-being and work life balance.

- **Chaplaincy service**: this was introduced in October 2014. The Chaplain is available for employees to talk things through confidentially on every Monday afternoon. To encourage employee take up, which has been low, Internal Communications continually publicise and promote it though the various communications media, at Boost week events and the mayors coffee mornings for employees. Starting in March the Chaplain aims to attend as many team meetings as possible to raise her profile and awareness of what she can offer employees.

- **Employee Assistance Programme (EAP):** this started in December last year and offers impartial professional and confidential advice and support on a range of work, personal, financial, legal and family issues. The services available are telephone and on line support 24/7, 365 days of the year and short term face to face counselling. Since the service started 8 employees have made contact by telephone, 1 has started counselling and there have been 26 visits to the EAP website. This service is continually promoted through internal communications media, Boost week events and in Corporate Induction and other relevant training courses. Occupational Health promote the EAP in one to one sessions with employees and in absence management

training provided to managers. The HR Business Partners make sure that managers and employees are aware of the EAP when they raise issues with them. They are also ensure the early reference to Occupational Health for all instances of stress related absence.

- **Carer Support Group:** in addition to the support that the council offers to those employee with caring responsibilities; such as flexible working, a support group has been established and has been in operation since November. It meets bi-monthly, has to date 18 members and its purpose is to discuss issues that affect them in a supporting environment and provide help and support to each other. It has also provided network opportunities for employees from different departments to know more about what each of them do.

- **Information about health improvement and well-being:** opportunities and information such as those offered through Boost and the 5 for Life campaigns from Public Health have been increased. The 5 for Life campaign from Public Health which was targeted at the whole Peterborough community, was heavily promoted to council employees. This was intended to encourage people to introduce healthy life style choices in the 5 areas – eating well, getting active, getting checked medically, drinking sensibly and stopping smoking. Boost weeks are held twice a year in the autumn and February, in which the council, its partners, local business and the trade unions work together to showcase products and services to help employees reach personal health goals and aid their well-being. This year's events included reflexology, meditation and yoga sessions, discounts for City College's learning for mental well-being courses and Change4Life Sugar swaps.

- **Improved capability of managers:** a range of training and development solutions will be implemented, using a blend of courses, action learning sets, on line and self-development materials; assignment, secondments and coaching. These will allow managers more opportunities to help them manage change, become more resilient in dealing with work pressures, support their employees and communicate more effectively.

10.8   The survey will be repeated in July this year to assess whether these are making a difference.

10.9   In summary, the days lost per employee for sickness have continued to be reduced overall, albeit slightly, from 8.61 days to 8.35 days.

10.10 Details of sickness days lost and occasions in the 12 months to November 2014 for stress related illness is set out below:

10.11 Absences of over 40 days in length [15 cases] account for 61% of the total days lost.
Table A

Stress, Depression, Anxiety, Fatigue - Breakdown		
Day Ranges	**Occasions**	**Total Days lost**
Up to 5	158	213
11 to 15	8	99
16-20	4	70
21 to 30	12	287
31 to 40	3	109
6 to 10	10	86
Over 40	15	1375
(blank)	21	0
Grand Total	**231**	**2238**

10.12 Of the 21 current long term absences at 30th November, 7 cases are assigned to the stress category. All cases are being closely monitored and are kept under review at least monthly. It should be noted 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.

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

- Continue to promote employee assistance programmes
- Continue to offer independent counselling services via Occupational Health
- Continued review of the absence management policy and procedures
- Early referral of cases to Occupational Health
- Regular reporting of attendance data
- E learning courses available on managing stress, both for Managers and employees
- A pilot of a blended training programme encompassing different ways of learning
- Additional support provided with change programmes i.e with skills such as CV writing.
- Promotion of healthy living
- Themed Occupational Health updates in Council's Insite page
- Training and support from Health and Safety e.g. on stress risk assessment
- Further stress surveys to be undertaken to act as a barometer for the Council

11. DISABILITY

11.1 There has been an increase in the percentage of employees who state that they have a disability from 2.75% to 2.15%.

11.2 The accuracy of this data needs to be kept under review due to the fact that it is not a fixed equality characteristic. Staff need to be resurveyed to capture their current status. As previously mentioned, a proposal to expand monitoring to the other protected characteristics under the 2010 Equality Act is under review, with the introduction of the new HR system.

11.3 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.

11.4 Continuing to maintain or increase the number of employees with a disability 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. Most of the standards in respect of disability were met in the recent assessment.

12. ETHNIC MINORITY AND DISABILITY DIVERSITY IN THE WORKFORCE

12.1 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. 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.

12.2   The % of employees from Ethnic Minorities in November 2014 shows an increase from 5.97% to 7.13%. The HR benchmark was 3.90%. The 2011 Census showed that 17.17% of the population of Peterborough were from Ethnic Minorities.

12.3   It is accepted that the need for the City Council to have effective delivery of services to diverse populations means that ensuring the development of a diverse workforce continues.

12.4   However, it must be recognised that any initiatives to improve the diversity of our workforce must be lawful. Aside from requirements of the Equality Act 2010 the 1989 Local Government & Housing Act, specifies that all appointments have to be on a merit basis for example.

The council continues to review ethnic diversity by:-

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

[b] Continuing awareness training initiatives and celebration of our diverse culture. E learning modules providing awareness on dementia, learning disabilities and mental health have been launched this year.

[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, and therefore this factor is fully considered in reviewing Council policies and practices, such as a sympathetic approach to time off being taken during festivals etc

13.   IMPLICATIONS

13.1   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.

14.   CONSULTATION

14.1   No specific consultation has taken place for this report.

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

15.1   None.

16.   APPENDICES

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

HR report for Sustainable Growth and Environment Capital Scrutiny Committee 17th March 2015
Key Summary statistics

Metric/Comments	Bench marked measure	Unit	PCC Nov/2014	PCC Nov/2013	PCC Nov/2012	PCC Nov/2011	PCC Nov/2010	PCC Nov/2009	Lower Quartile	Average	Median	Upper Quartile
Workforce Size												
Headcount (exc schools and casuals (at end 11/14)		People	1316	1391	1551	1722	1728	2759				
Full Time Equivalent exc.schools (at end 11/14) (exc schools and casuals)		FTE	1102.7	1184	1336	1448	1425	2083				
Voluntary Staff Turnover and Retention												
% Voluntary Staff Turnover (last 12 months)	YES	%	8.68%	7.27%	6.50%	6.12%	6.20%	6.63%	6.10%	7%	6.90%	7.70%
% Voluntary Staff Turnover (less than 12 months service)		%	1.44%									
% Stability Index (Last 12 months)		%	91.32%	92.88%	91.51%	90.10%	92.96%	85.81%	89.00%	82.40%	92.30%	94.30%
Sickness Absence												
Working days lost per Employee p.a. (inc adults in latest figure for full year)	YES	Days	8.35	8.61	11.7	8.08	10.71	11.81	8.8	9.8	9.5	10.7
%of working days lost (PCC figures are annual rate for current employees at end of the period)	YES	%	3.25%	4.01%	4.12%	4.90%	4.70%	5.18%				
Average length of absence period (short term days) (<20 days)	YES	Days	3.34	5.13	6.01	6.36	4.7	5.68	5.8	6.1	6.1	7.1
Ongoing sickness occasions of over 20 FTE days at the end of the period		People	21	27	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	152	116	165	230	190	309				
Current staff with no absence in past 12 months (at end of period)		People	681	737	601	660						
% of Total sickness absence which is long term		%	47.20%	51.92%	53.20%	57.40%	55.50%	54.70%	47.20%	53.60%	52%	69.70%
Training and Development												
Training spend per employee	YES	£		£276	£305	£276		£261	£100	£107	£107	£113
% of delegates on corporate courses rating their course as Excellent/Good		%		90%								
Disciplinary and Grievance Cases (over 12 months)												
Formal grievance cases per 1000 employees (current at Nov 14)	YES	Cases	5.06	5.65	5.16	5.06	9.7	9.03				
Formal Disciplinary cases per 1000 employees	YES	Cases	7.95	3.53	14.83	8.59	33.18	39.03				
Other		Cases	35.4									

| Metric/Comments	Bench marked measure	Unit	PCC Nov/2014	PCC Nov/2013	PCC Nov/2012	PCC Nov/2011	PCC Nov/2010	PCC Nov/2009	Lower Quartile	Average	Median	Upper Quartile
Employee Diversity												
% of workforce female	YES	%	71.90%	71.44%	71.18%	72.44%	70.15%	64.72%	63%	67.90%	68.30%	71.20%
% of workforce part-time	YES	%	33.83%	31.91%	32.71%	36.31%	27.06%	37.13%				
% of workforce on Temp/Fixed term contract	YES	%	4.33%	8.33%	3.42%	3.85%	5.04%	11.14%				
% of workforce from Ethnic Minorities or mixed origins	YES	%	7.13%	5.97%	6.17%	5.61%	6.05%	6.98%	1.80%	3.90%	4.30%	5.10%
% of workforce with disability	YES	%	2.75%	2.15%	3.67%	3.78%	3.54%	2.97%	2.30%	3.40%	3.10%	4.10%
% of top 5 earners female	YES	%	45.45%	49.25%	56.96%	52.75%	50%	50.68%	43.20%	47.90%	50.60%	54.80%
% of employees aged 50+	YES	%	34.64%	33.10%	32.94%	33.55%	33.09%	36.37%				
HR Staff Ratios and Costs												
Ratio: All HR staff to all employees	YES	Ratio	98:1	92:1	75:1	106:1	77:1	73:1	46	86	47	100
HR Staff Cost expressed in £ per employee	YES	£	£337.11	£312.00	£492	£278	£348	£454	£229	£390	£333	£524
HR staff cost as % of Organisation Pay Bill	YES	%	1.23%	1.29%	0.66%	1.00%	1.80%	1.90%	1.40%	1.90%	2.20%	2.50%

1. Headcount and Turnover

1.1 Breakdown of Headcount at November 2014

	Headcount	Appointments	Full Time Equivalent	Casual	Full Time	Part Time	Permanent	Temporary	FTE Change since Nov 2013 report
Adult Social Care and Health & Wellbeing	269	271	221.85	1	124	144	251	17	-15.06
Chief Executive Department	2.00	2.00	2.00	0.00	2.00	0.00	2.00	0.00	-33.12
Childrens Services	271.00	285.00	235.57	3.00	162.00	106.00	261.00	7.00	-33.13
Communities	401.00	449.00	316.19	55.00	241.00	105.00	325.00	21.00	37.21
Governance	189.00	191.00	170.99	2.00	140.00	47.00	180.00	7.00	41.09
Growth and Regeneration	109.00	111.00	98.84	5.00	90.00	14.00	101.00	3.00	-13.23
Resources	142.00	143.00	124.21	1.00	89.00	52.00	136.00	5.00	0.97
Grand Total	1383.00	1452.00	1169.65	67.00	848.00	468.00	1256.00	60.00	-15.27

Headcount excluding Casuals = 1316

1.2 Headcount and FTE Trend at November 2014
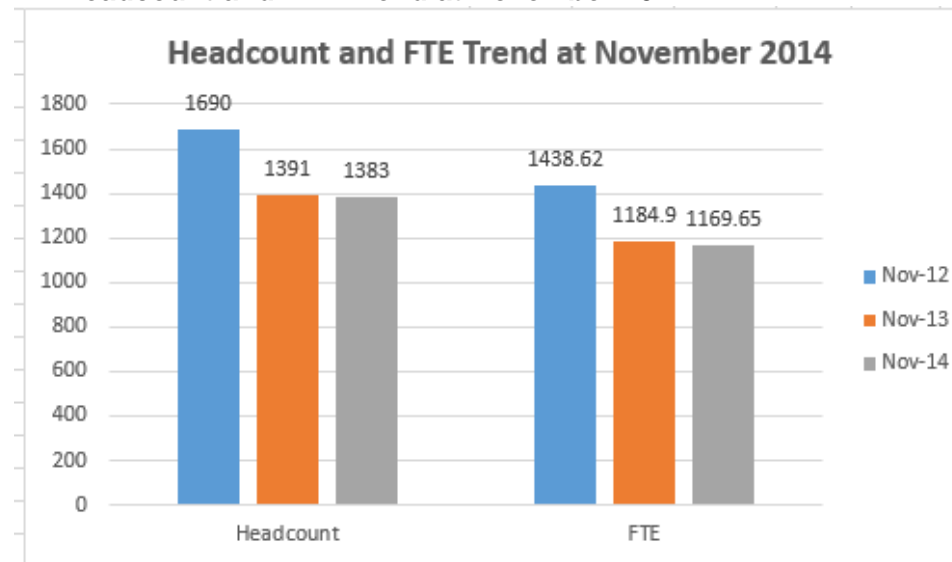
1.3 12 Months Leavers by Type to November 2014

12 months leavers by type	No	%	Change from Nov14
Resignation	129	72.07%	Up
Redundancy - Voluntary	13	7.26%	Down
Retirement	11	6.15%	Up
Dismissal	8	4.47%	Up
End of Temporary Work	7	3.91%	Down
Redundancy-Voluntary from Restructuring	6	3.35%	Up
Mutual Termination	2	1.12%	Up
Transfer of Undertaking	2	1.12%	Down
Did not start employment	1	0.56%	Up
Grand Total	179	100.00%	Down

1.4 Turnover by Directorate and Service for last 12 Months to November 2014
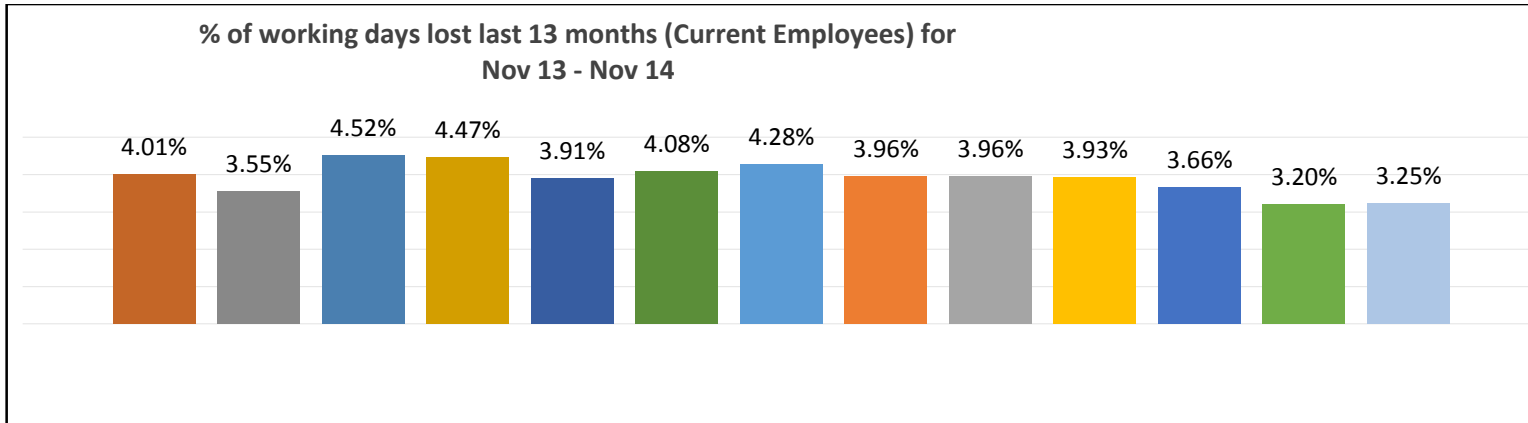
[Excludes Casual & Relief Staff & temporary staff of less than one year]

Directorate	Service	App Count start	App Count end	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M
Adult Social Care and Health & Wellbeing	Adult Social Care Finance Total	14.00	14.00	14.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Adult Social Care Management Total	2.00	3.00	2.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Assessment & Care Mgmt Serv Provision Total	237.00	225.00	231.00	19.00	9.00	28.00	8.23%	3.90%	12.12%
	Public Health Client Total	2.00	2.00	2.00	0.00	1.00	1.00	0.00%	50.00%	50.00%
	Safeguarding Quality Info & Performance Total	5.00	4.00	4.50	3.00	0.00	3.00	66.67%	0.00%	66.67%
	Seconded to NHS [Mental Health] Total	12.00	11.00	11.50	1.00	0.00	1.00	8.70%	0.00%	8.70%
Adult Social Care and Health & Wellbeing Total		272.00	259.00	265.50	23.00	10.00	33.00	0.09	0.04	0.12
Chief Executive Department	Chief Executive Office Total	2.00	2.00	2.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
Chief Executive Department Total		2.00	2.00	2.00	0.00	0.00	0.00	0.00%	0.00	0
Childrens Services	Childrens Senior Management Total	3.00	2.00	2.50	1.00	0.00	1.00	40.00%	0.00%	40.00%
	Education Total	162.00	161.00	161.50	20.00	5.00	25.00	12.38%	3.10%	15.48%
	Safeguarding Families Communities Total	125.00	114.00	119.50	23.00	4.00	27.00	19.25%	3.35%	22.59%
Childrens Services Total		290.00	277.00	283.50	44.00	9.00	53.00	0.16	0.03	0.19
Communities	Business Management Total	21.00	24.00	22.50	0.00	1.00	1.00	0.00%	4.44%	4.44%
	Communities and Targeted Services Total	216.00	211.00	213.50	11.00	6.00	17.00	5.15%	2.81%	7.96%
	Strategic Commissioning Total	7.00	7.00	7.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning and Prevention Total	123.00	124.00	123.50	6.00	6.00	12.00	4.86%	4.86%	9.72%
Communities Total		367.00	366.00	366.50	17.00	13.00	30.00	0.05	0.04	0.08
Governance	Commercial Operations Total	42.00	46.00	44.00	5.00	0.00	5.00	11.36%	0.00%	11.36%
	Communications Total	11.00	10.00	10.50	1.00	0.00	1.00	9.52%	0.00%	9.52%
	Governance Total	17.00	16.00	16.50	1.00	1.00	2.00	6.06%	6.06%	12.12%
	Human Resources Total	26.00	22.00	24.00	3.00	3.00	6.00	12.50%	12.50%	25.00%
	Legal Services Total	30.00	27.00	28.50	3.00	2.00	5.00	10.53%	7.02%	17.54%
	Performance & Practise Management Total	24.00	23.00	23.50	2.00	0.00	2.00	8.51%	0.00%	8.51%
	Regulatory Services Total	40.00	38.00	39.00	3.00	0.00	3.00	7.69%	0.00%	7.69%
	Solicitor & Support Staff Total	1.00	2.00	1.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
Governance Total		191.00	184.00	187.50	18.00	6.00	24.00	0.10	0.03	0.13

Directorate	Service	App Count start	App Count end	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M
Growth and Regeneration	Delivery Total	1.00	0.00	0.50	0.00	1.00	1.00	0.00%	200.00%	200.00%
	Development and Construction Total	30.00	36.00	33.00	4.00	0.00	4.00	12.12%	0.00%	12.12%
	Growth and Regeneration Total	6.00	8.00	7.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Peterborough Highway Services Total	34.00	35.00	34.50	5.00	0.00	5.00	14.49%	0.00%	14.49%
	Planning Transport & Engineering Total	17.00	0.00	8.50	1.00	2.00	3.00	11.76%	23.53%	35.29%
	Resilience Total	4.00	4.00	4.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Sustainable Growth Strategy Total	18.00	19.00	18.50	3.00	0.00	3.00	16.22%	0.00%	16.22%
Growth and Regeneration Total		110.00	102.00	106.00	13.00	3.00	16.00	0.12	0.03	0.15
Resources	Corporate Property & Childrens Resources Total	32.00	37.00	34.50	1.00	1.00	2.00	2.90%	2.90%	5.80%
	SR Director Total	5.00	6.00	5.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning & Transformation Total	69.00	65.00	67.00	3.00	2.00	5.00	4.48%	2.99%	7.46%
	Strategic Finance Total	32.00	33.00	32.50	1.00	0.00	1.00	3.08%	0.00%	3.08%
Resources Total		138.00	141.00	139.50	5.00	3.00	8.00	0.04	0.02	0.06
Directorates Total		1,370.00	1,331.00	1,350.50	120.00	44.00	164.00	8.68%	3.26%	11.94%

2. Absence

2.1 Most recent overall sickness rates - 12 months to November 2014 [current employee basis].

% of working days lost last 13 months (Current Employees) for Nov 13 - Nov 14

4.01% 3.55% 4.52% 4.47% 3.91% 4.08% 4.28% 3.96% 3.96% 3.93% 3.66% 3.20% 3.25%

2.2 Monthly Sickness Information - Stress and Musculo Skeletal Categories since December 2014

Days lost by month

	Stress, Depression, Anxiety, Fatigue	Musculo-skeletal inc Back & Neck
01/12/13	190.4	91.7
01/01/14	167.8	97.8
01/02/14	144.6	112.5
01/03/14	176.6	81.7
01/04/14	148.6	105.4
01/05/14	145.7	139.2
01/06/14	163.0	141.9
01/07/14		177.2
01/08/14	214.8	113.5
01/09/14	185.9	194.6
01/10/14	210.5	
01/11/14		184.7
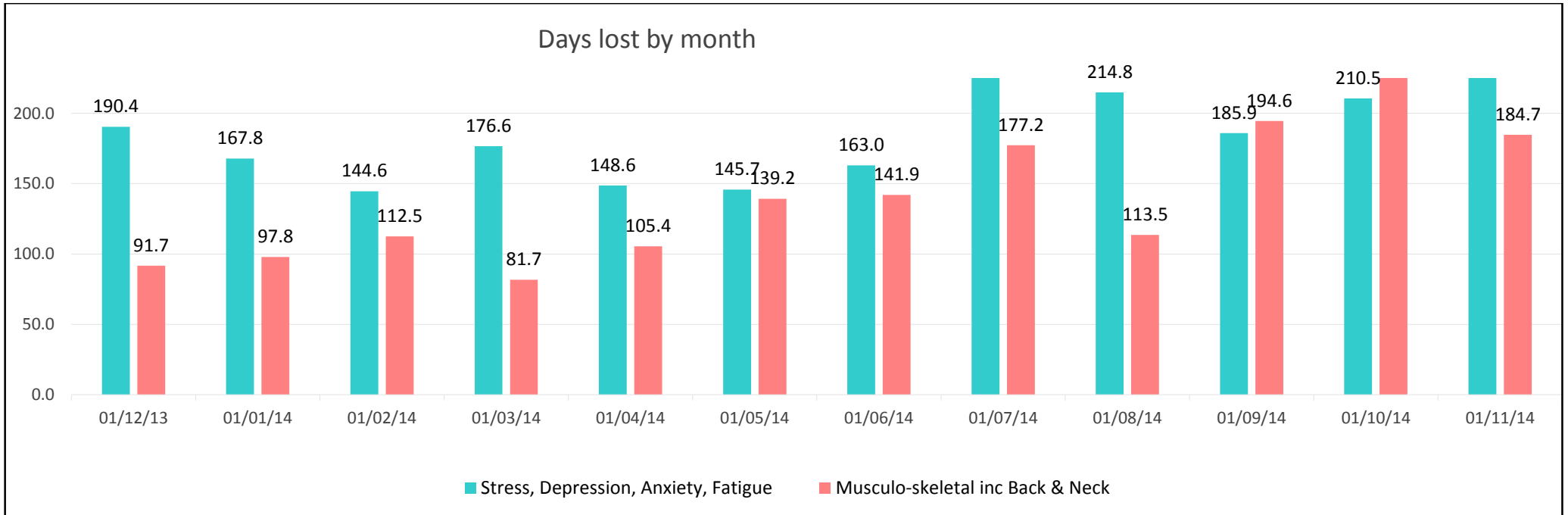
2.3 Days Lost per employee - 12 Months rolling figures to November 2014 [Current Employees]

Days Lost per employee last 13 months
(current employees)

8.61   8.78   9.2   9.52   9.63   9.20   9.50   9.70   9.02   8.94   8.10   8.50   8.35
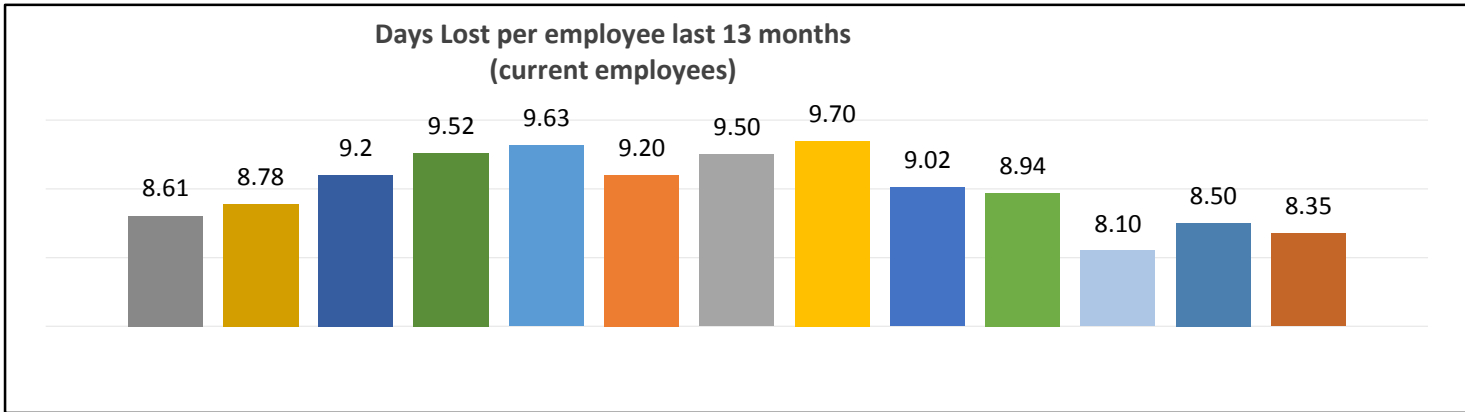
## 2.4 Absence Occasions and days by category - 12 Months to November 2014 [Current Employees]

Row Labels	Count of Occasions	% Occasions	Sum of WFTE Days	% Days Lost	FTE Days lost last report	Changes in days lost over 12 months
Stress, Depression, Anxiety, Fatigue	231	11%	2238	23%	2049.41	189
Other	224	11%	1734	18%	1226.81	508
Stomach, liver, kidney & digestion	334	16%	1218	12%	1500.36	-282
Infections inc. Colds And Flu	427	21%	1188	12%	1503.75	-315
Other musculo-skeletal problems	336	16%	1002	10%	2033.41	-1032
Back & Neck Problems	113	6%	675	7%	0	675
Eye, Ear, Nose, Mouth, Dental, Sinusitis	59	3%	409	4%	502.66	-94
Genito-urinary/gynaecological	35	2%	362	4%	228.81	133
Chest & Respiratory inc Chest Infections	71	3%	340	3%	487.85	-148
Neurological inc. Headaches & Migraine	143	7%	261	3%	266.08	-5
Pregnancy Related	41	2%	199	2%	158.2	40
Heart, Blood Pressure & Circulation	16	1%	153	2%	116.25	36
No Reason Given	10	0%	8	0%	32.78	-24
Grand Total	2040	100%	9788	100%	10106.37	-318

3. PDR Summary

3.1 PDR Monitoring Report Final for 2013/14 round.

PDR's completion summary
2013 vs 2014

3.2 PDR Scores
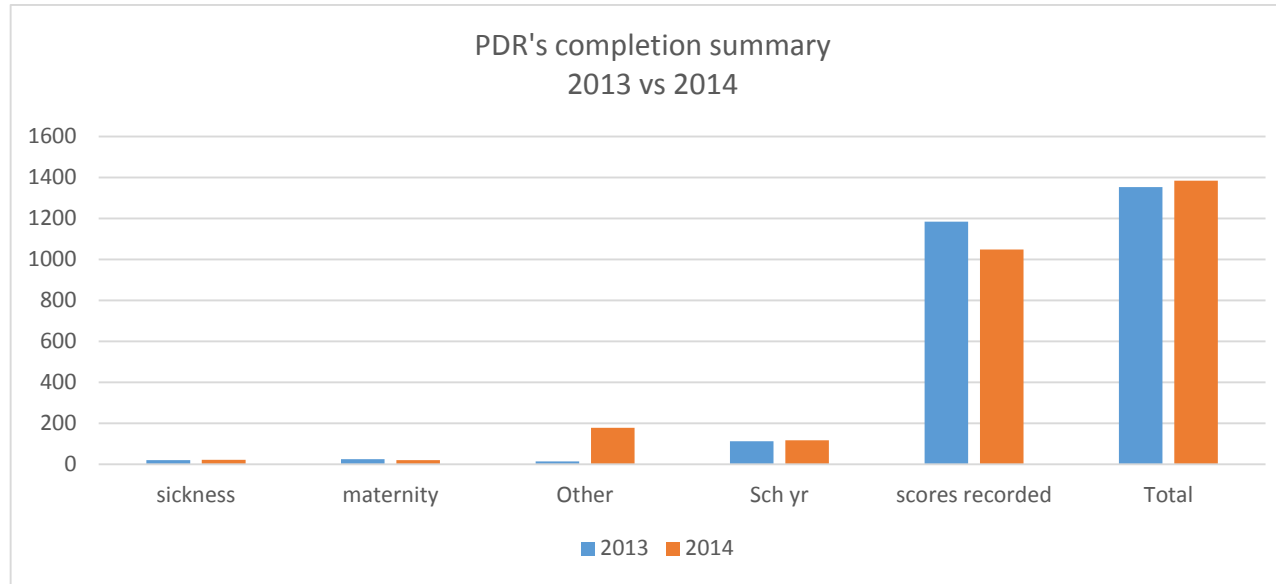
PDR Scores
2013 vs 2014
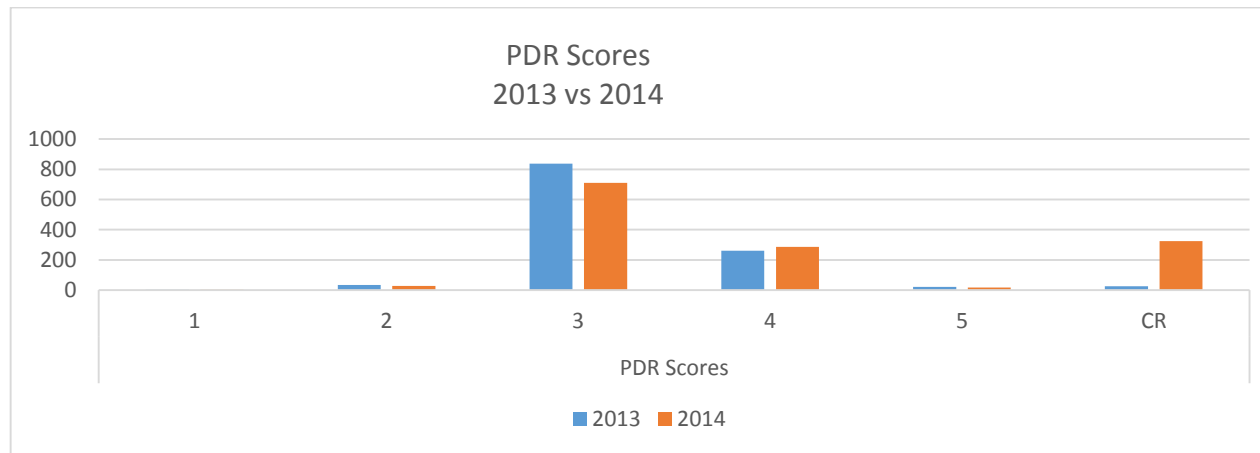
4. Employee Relations [cases]

4.1 Current Disciplinary, Capability and Grievance cases at November 2014

Directorate	Capability	Discipline	Grievance	Grand Total
Adult Social Care Health and Wellbeing	1	3		4
Childrens Services		1	2	3
Communities		7	2	9
Governance	1	1	2	4
Growth and Regeneration	1			1
Resources	1		2	3
Grand Total	**4**	**12**	**8**	**24**

[Includes cases that may be resolved informally]

4.2.2 Grievance

Outcome	Total
Employee Resigned	1
Not Found	4
Proceed to Formal	2
Resolved	5
Resolved Informally	5
Upheld	2
Grand Total	19

4.2.3 Tribunal

Tribunal	2
Case Dismissed	1
Settled Out of Court	4
Grand Total	7

4.2 Outcomes of formal cases ended in the 12 Months to November 2014

4.2.1 Disciplinary cases [includes Capability]

Outcome	Total
	4
Appeal not Upheld	3
Appeal Upheld	1
Case not Found	5
Dismissal with notice	1
Employee Resigned	3
Final Written Warning Issued	4
Proceed to Hearing	4
Proceed to Investigation	2
Resolved Informally	11
Stage Letter Issued	3
Summary Dismissal	3
Termination by Mutual Agreement	1
Verbal Warning Issued	1
Written Warning Issued	4
Grand Total	50

4.3 Breakdown of cases ended in the 12 months to November 2014

Grievance

- Against Colleague
- Against Manager
- Against Policy\Practice
- Harassment/Bullying
- Grand Total

4
6
19
8
1

Disciplinary

- Behaviour
- Breach of CofC Policy
- Breach of Policy/Procedure
- Fraud or Financial
- Misuse of Resources eg Internet
- Poor Timekeeping
- Grand Total

20
38
4
4
8
1
1
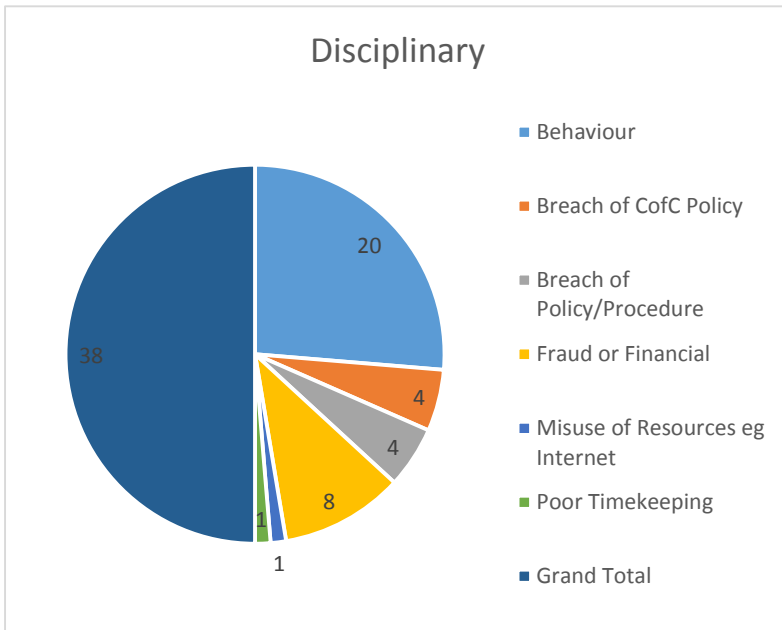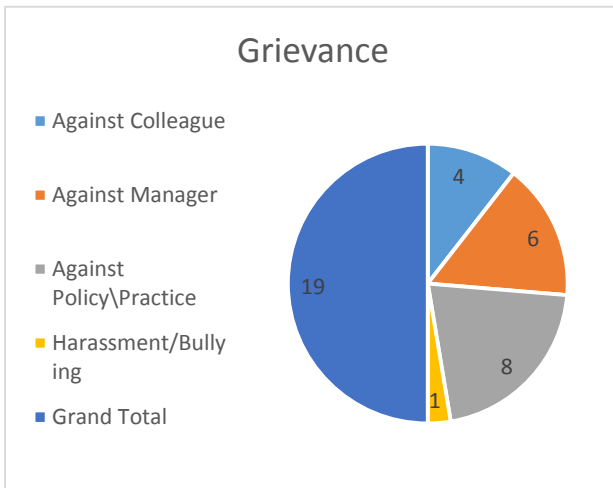
5. Workforce Diversity

5.1 Directorates breakdown at November 2014

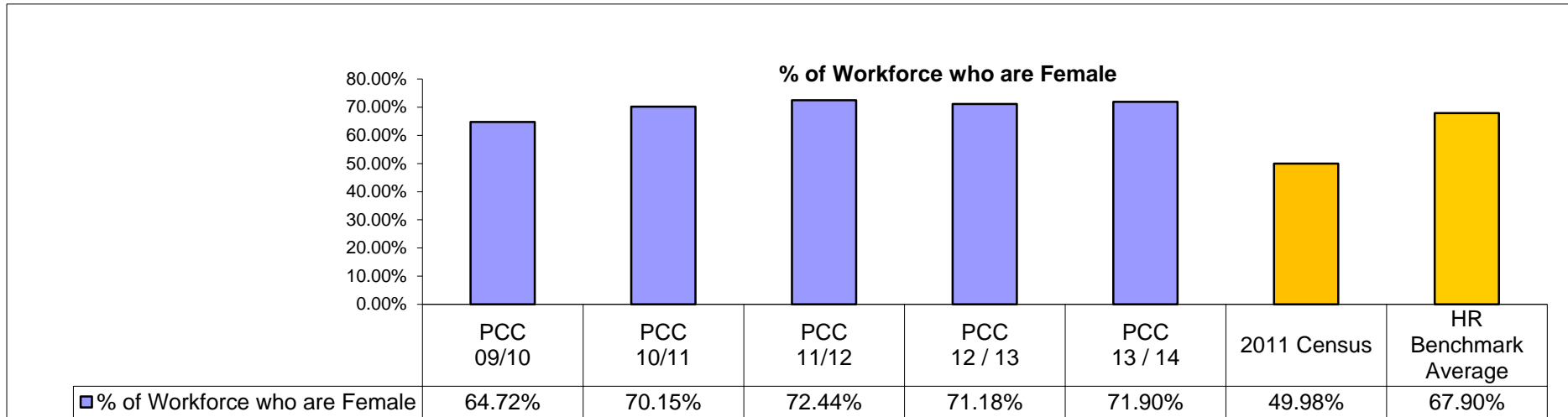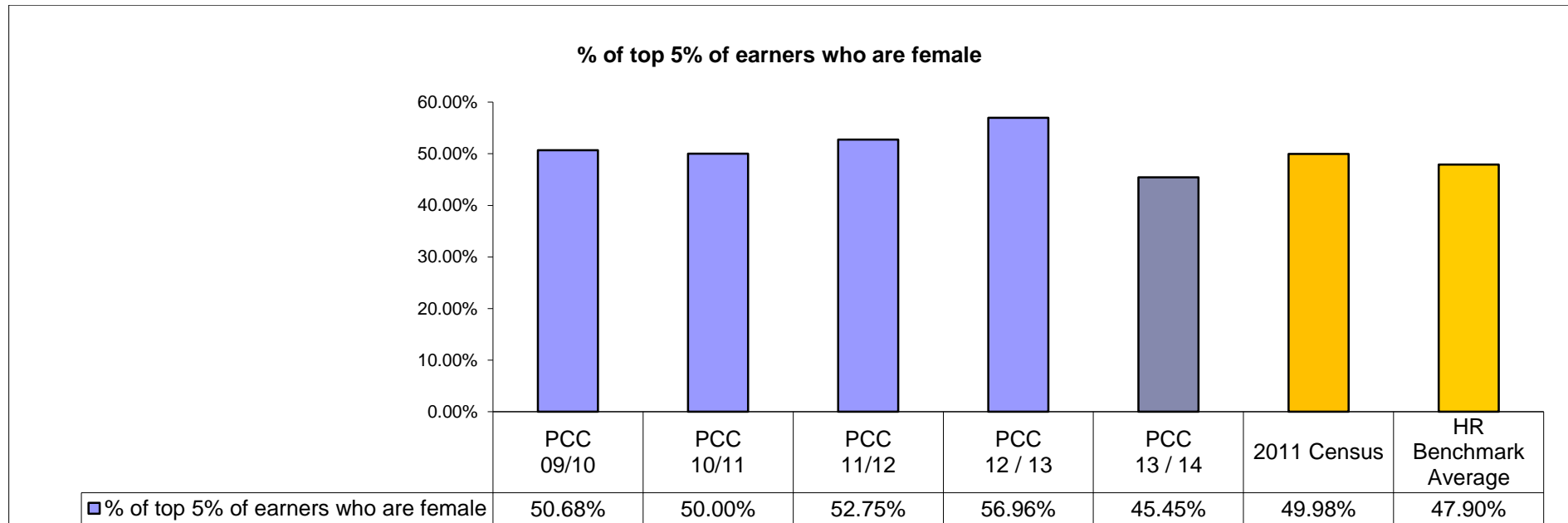| TEAM	All Staff	Minority/Mixed Ethnic	Self-Identified Disability	Females	Males	Over 50	% Minority Mixed Ethnic	% Disab	Females %	Over 50 %
Adult Social Care and Health & Wellbeing	259	5	7	212	47	121	7.46%	12.73%	81.85%	46.72%
Chief Executive Department	2	0	0	2	0	1	0.00%	0.00%	100.00%	50.00%
Childrens Services	277	20	4	239	38	92	8.30%	1.84%	86.28%	33.21%
Communities	366	27	3	264	102	121	8.41%	0.97%	72.13%	33.06%
Governance	184	14	2	116	68	49	8.09%	1.32%	63.04%	26.63%
Growth and Regeneration	102	3	1	42	60	24	3.19%	1.06%	41.18%	23.53%
Resources	141	5	9	82	59	53	3.73%	7.20%	58.16%	37.59%
DIRECTORATES TOTAL	1331	74	26	957	374	461	7.13%	2.75%	71.90%	34.64%

5.2 Trends compared with Benchmark and Census 2011

% of Workforce who are Female

	PCC 09/10	PCC 10/11	PCC 11/12	PCC 12 / 13	PCC 13 / 14	2011 Census	HR Benchmark Average
% of Workforce who are Female	64.72%	70.15%	72.44%	71.18%	71.90%	49.98%	67.90%

% of Workforce who are from Ethnic Minorities or Mixed origins

	PCC 09/10	PCC 10/11	PCC 11/12	PCC 12 / 13	PCC 13 / 14	2011 Census	HR Benchmark Average
% of Workforce who are from Ethnic Minorities or Mixed origins	6.98%	6.05%	5.61%	6.17%	7.13%	17.17%	3.90%

% of Workforce with a disability

	PCC 09/10	PCC 10/11	PCC 11/12	PCC 12 / 13	PCC 13 / 14	2011 Census	HR Benchmark Average
% of Workforce with a disability	2.97%	3.54%	3.78%	3.67%	2.75%	5.46%	3.40%

% of top 5% of earners who are female

	PCC 09/10	PCC 10/11	PCC 11/12	PCC 12 / 13	PCC 13 / 14	2011 Census	HR Benchmark Average
% of top 5% of earners who are female	50.68%	50.00%	52.75%	56.96%	45.45%	49.98%	47.90%

% of employees aged 50+

	PCC 09/10	PCC 10/11	PCC 11/12	PCC 12 / 13	PCC 13 / 14	2011 Census	HR Benchmark Average
% of employees aged 50+	36.37%	33.09%	33.55%	32.94%	34.64%	26.05%	38.30%

HR Benchmarker Notes

% Stability Index	The % of current employees, who were in the employment of the organisation at the beginning of the 12 month period covered. $$\frac{\text{Number of current employees with at least 12 months service}}{\text{Total Number of Employees (with more or less than 12 months service) during the 12 month period}} \times 100$$

% Voluntary Staff Turnover (Based On *Actual* Headcount)	Voluntary leavers only - **_exclude_** leavers arising from redundancy, dismissal, normal or early retirement and end of fixed term contract. To calculate % of Staff Turnover, Divide the Number of Voluntary Leavers by the average employee headcount for the 12 month period. Multiply by 100. For example : $$\frac{\text{Voluntary Leavers (during 12 month period)}}{\text{Average Number of Staff (employed for the 12 month period)}} \times 100$$