

PEOPLE MANAGEMENT REPORT AS AT 30th November 2011

Produced by
PCC Human Resources

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INTRODUCTION

The people report is a tool for presenting key HR statistics and trends covering the Council Directorates. This is provided monthly for DMTs, quarterly to CMT. It also forms the basis for reporting to Scrutiny Committees on workforce matters.

ACTION POINTS FOR MANAGERS

It is important managers continue to review establishment reports as restructuring occurs to ensure all posts are grouped into current appropriate business units as all HR measures \ reports depending on the accuracy of this structuring.

HR are undertaking ongoing review of the people report content and format to ensure it continues to be a useful management tool. Please email any feedback you would like to make to [Mike George](mailto:mike.george@peterborough.gov.uk).

NOTES

The focus in this report is on the current Directorates and Services as a basis for future action. We have excluded data related to services which have TUPEd out of the organisation such as City Services \ Manor Drive where appropriate to show trends related to the services currently in the council. Tables and graphs will therefore vary potentially from complete historic figures produced for other purposes. The basis for data should be clear, but clarification and different views may be available on request. Previous financial year figures on some tables may be only approximate equivalents where services have been reorganised or changed substantially.

HIGHLIGHTS BOARD – WORKFORCE MEASURES

HEADCOUNT AND FTE	OVERTIME
<p>↓ <i>FTE Headcount</i> - decreased by 259 in November due mainly to the TUPE transfer to Serco.</p> <p><i>Leavers</i> – In addition to the TUPE there were 8 resignations and 4 voluntary redundancies.</p> <p><i>Redundancies</i> - In the last 12 Months there have been 4 forced redundancies and 118 voluntary redundancies out of 216 Leavers.</p>	<p><i>Overtime costs for the last 12 months</i> - ↓77.5K against the previous 12 months. While overtime may be budgeted and unavoidable in some cases, and the cheapest alternative in others, the long term aspiration would be to see a continuing reducing trend.</p>
HR CASE MANAGEMENT	TRAINING, PERFORMANCE & DEVELOPMENT
<p><i>Current Cases</i> - ↓ <i>number of current cases at month end fell from 59 to 36 this month compared with 42 cases last year.</i></p> <p><i>Current Case types</i> – ↓-15 <i>attendance management</i> , ↓-7 <i>disciplinary and capability matters</i>, ↓-1 <i>grievance.</i></p> <p><i>Average case resolution time this month</i> ↓29 <i>days [due to resolution of a number of long term cases this month.] and 23 days average across the last 12 Months.</i></p>	<p>According to returns requested from Heads of Service, 67% of 2011/12 PDRs were completed by 30th November [Less than previous month due to TUPE. For remaining departments this was an overall increase of 0.3%] All PDRs were originally targeted for completion by June. The highest percentage completed is in Legal and Governance at 98.2%%, the lowest in Children's Services at 50.3% [up from 48% in October]. Monitoring is continuing.</p> <p>75 places were provided on attended 11 corporate training courses in November with an 91% attendance rate. 100% rated courses as excellent, good or meeting expectations. 32 e-learning modules were completed.</p>
CRB \ SAFEGUARDING	DIVERSITY
<p>CRB – Apparent discrepancies again analysed this month by HR and referred to managers for resolution. ↑ Approximately 8% of records have an issue which needs following up, from starting a recheck to chasing an employee for form completion to awaiting return of check in progress.</p>	<p>The workforce had a generally stable diversity profile in recent years, but recent significant TUPEs mean there has been changes to the workforce profile. Compared with April 09 and excluding TUPE'd services change in minority ethnic staff ↓ by 0.2% of staff, ↓ DDA self declared disability -1.1% and ↓2.2% female representation.</p>

HIGHLIGHTS BOARD – SICKNESS \ ATTENDANCE

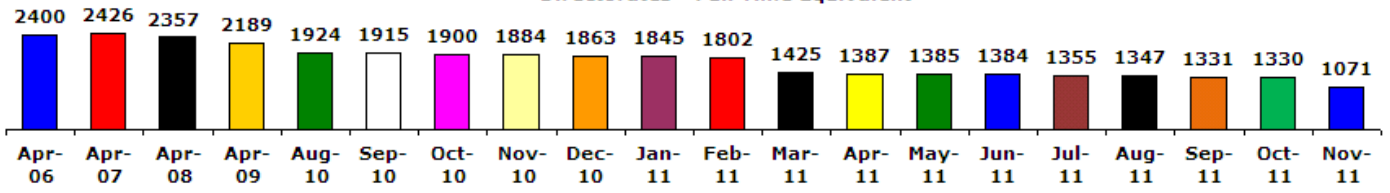
WORKING TIME LOST - MONTH	LONG TERM ABSENCE
<p>Sickness levels this month were 0.88 days per employee – ↑ on last month [0.08] but ↓ on November 10 [1.06]. This is a loss of approximately 4.6% of working days instead of 5.6% last year.</p> <p>Areas with better rates than previous November: Adult Social Services, Childrens Services, Strategic Resources</p> <p>Areas with worse rates than previous October: Operations, Legal & Governance, Chief Exec [Smaller depts. Tend to have more volatile rates].</p>	<p>Cases - Staff with an ongoing long term absence ↓ on last month from 32 to 26, 10 less than in October 2010.</p> <p>% of sickness days that are long term has not changed at 51% this month. [average for Non-District councils has been falling and is now is 49%. This is much higher than the private sector and is a major cause of different rates [due to workforce profile differences].</p>
WORKING TIME LOST - ANNUAL	ABSENCE BY CATEGORY
<p>In the last 12 months the loss was 8.9 days per employee or approximately 3.9% of working days. ↓ on 10/11 financial year [10.71 days]. There was an upward effect on figures from the TUPE of Manor Drive which had lower than average sickness rate. Comparing the score excluding Manor Drive the rate fell this month from 9.13 days for the 12 months, so the figures continue to represent an improvement.</p> <p>Above average annual rates: Chief Executive, Childrens Services, Adult Social Services.</p> <p>Below average annual rates: Operations, Legal & Governance, Strategic Resources</p> <p>All Directorates had better rates than the previous year except Chief Exec and Adult Social Services.</p>	<p>↑ 75% of absence occurrences and ↑66% of sick days lost fall in four top groups:</p> <ol style="list-style-type: none"> 1. Infections, Colds and Flu 2. Stomach, liver, kidney and digestion 3. Back, Neck and other Musculo-Skeletal problems. 4. Stress related causes – fourth most frequent cause but this tends to be long term and so it leads currently to the second highest loss of days for a single category. This has also increased in proportion due to the change in the composition of the workforce with many more manual occupations transferred outside the council.
	DIRECT SICK PAY COSTS OSP\SSP
	<p>↓ 217.5K For the most recent 12 months against previous 12 months.</p>

↓↑ Indicate decreases or increases against previous period. Previous comparisons exclude Services now TUPEd outside of the Council in most cases to show the trends for the Council as it is currently.

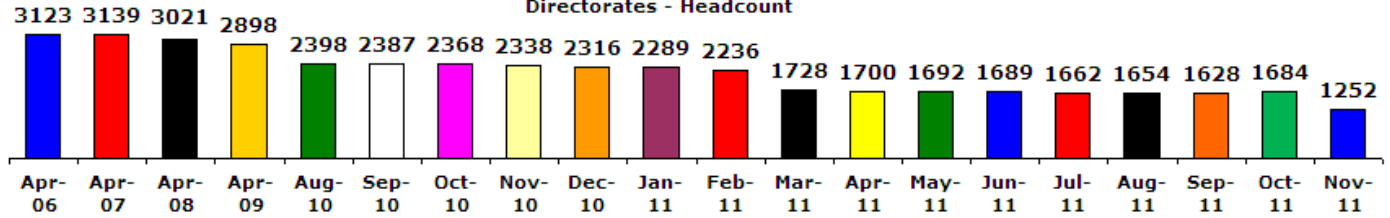
Summary Charts

FTE & Headcount

Directorates - Full Time Equivalent

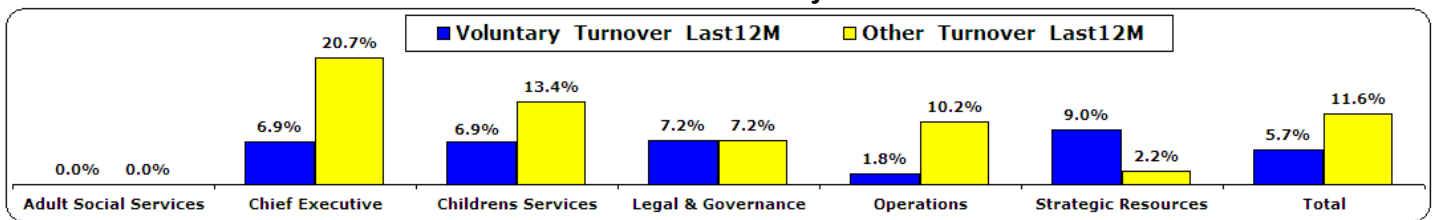


Directorates - Headcount



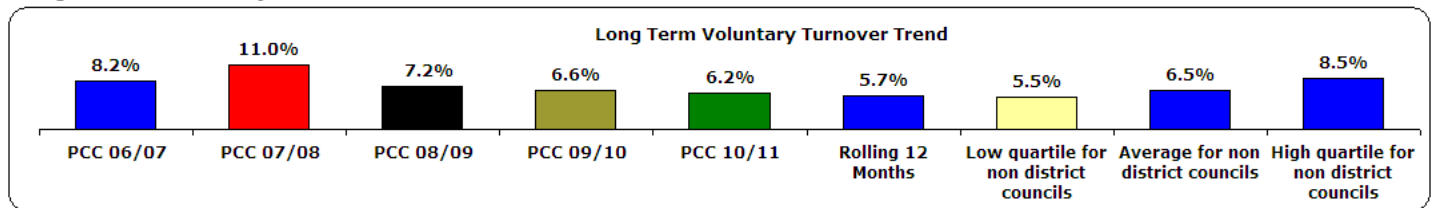
Turnover

Turnover Last 12 Months by Directorate



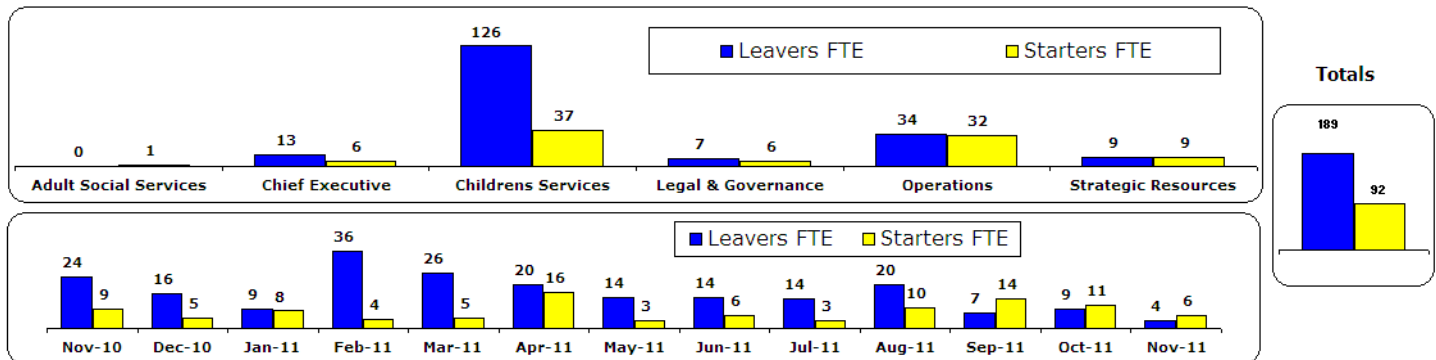
Long Term Voluntary Turnover Trend

External data from HR Benchmarker 2011

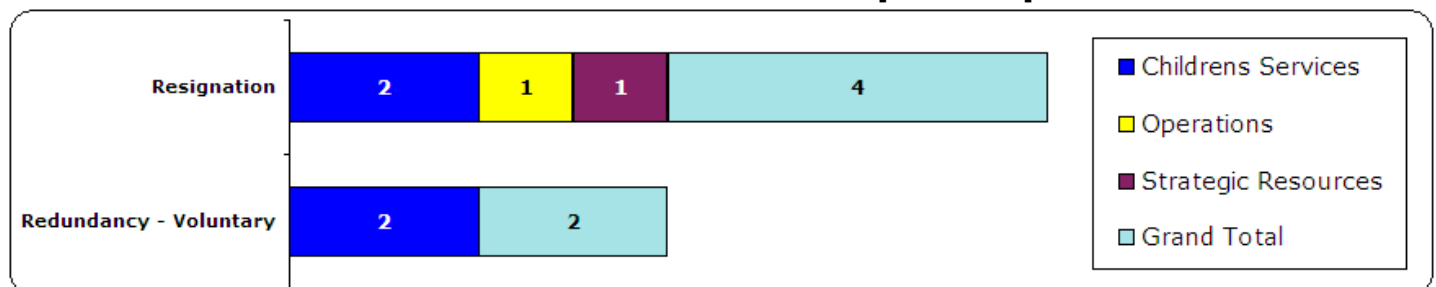


Starters against Leavers for last 12 Months by Directorate and Month

[FTE basis to nearest whole FTE - Permanent & Temporary Appointments]

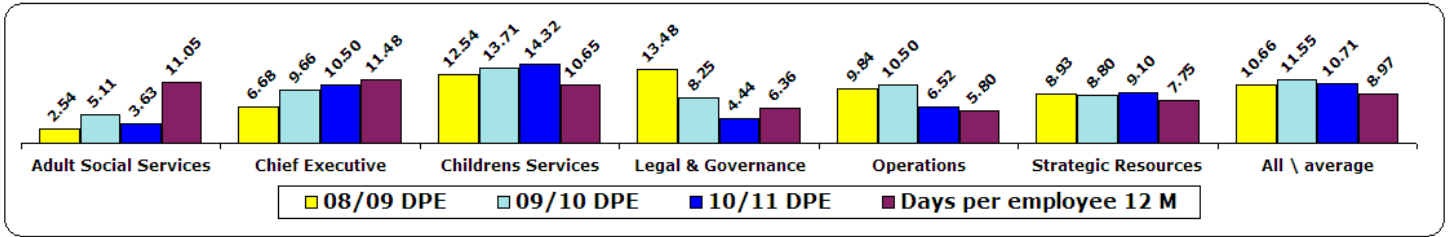


Leavers Breakdown for latest month [Headcount]

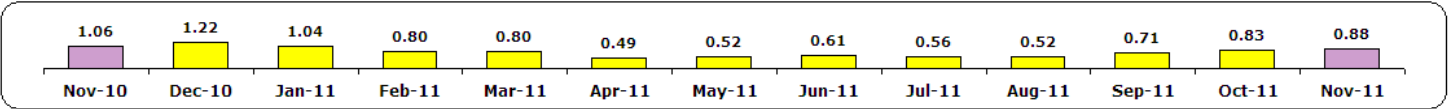


Attendance

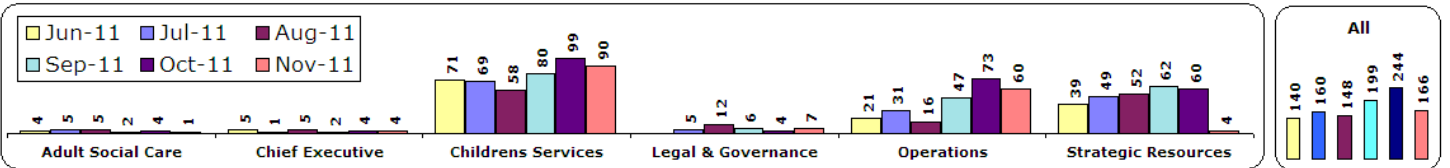
Sickness FTE Days per employee trend by Directorate



Monthly Trends in days per employee - last 13 months



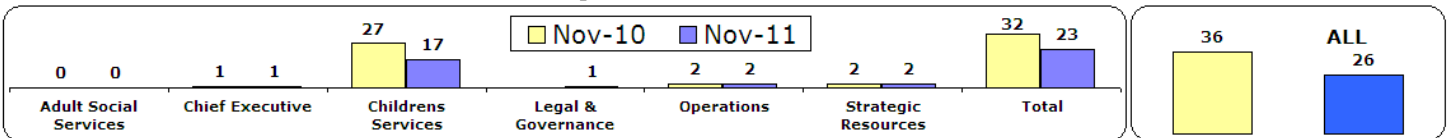
Trend in the number of Sickness Occasions During Month - last 6 months



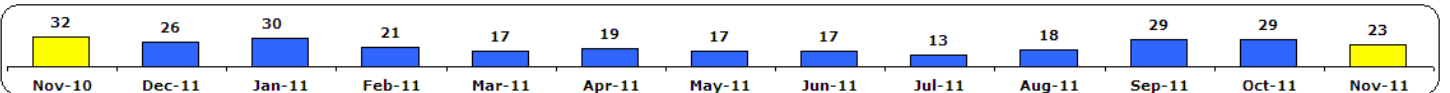
Trend in the number of Sickness Occasions During Month - this month against previous years



Long Term Sickness Cases at end of month

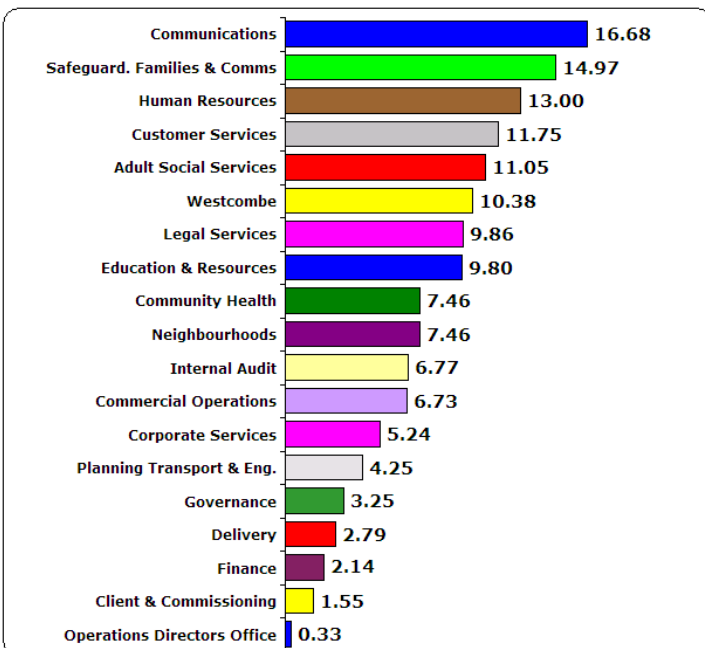


Trend in Long Term Sickness Cases at month end - 13 Months

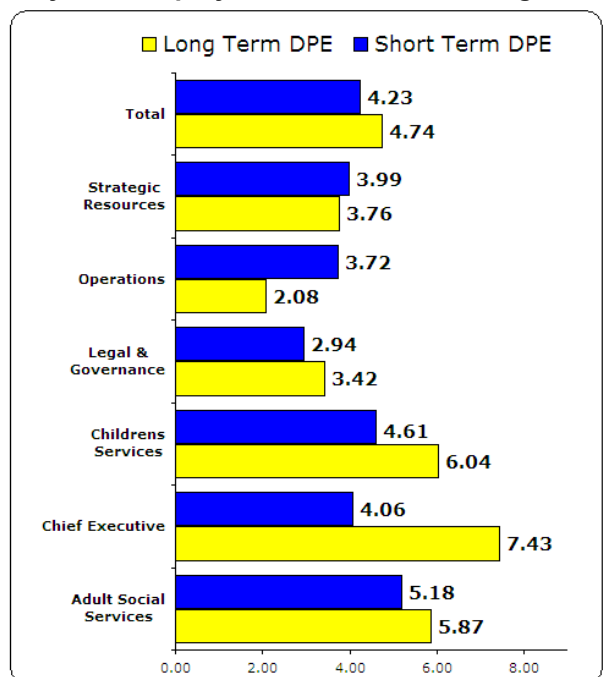


Services Ranked by Days per Employee - 12 Months

Shows only services with 10 or more average FTE



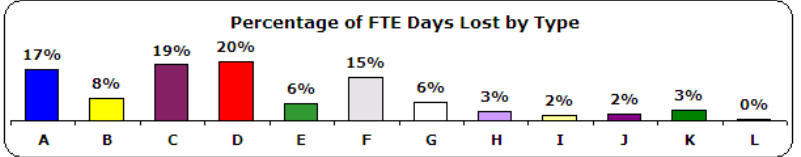
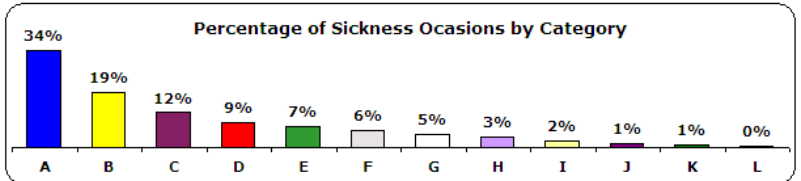
Days Per employee - short term and long term



Attendance

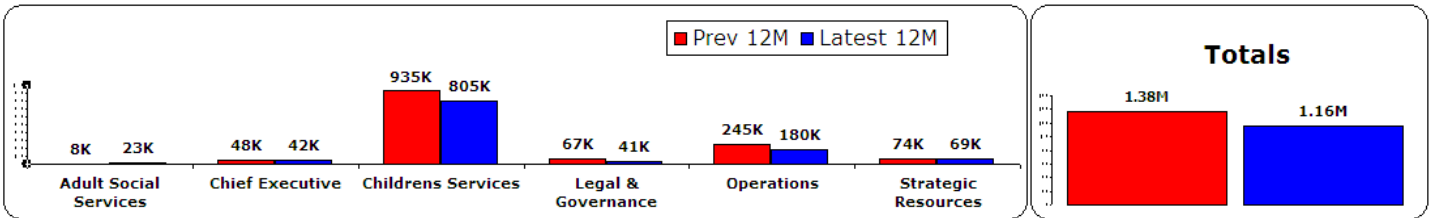
Absence by Type Summary

Code	Absence Category	Occasions	Days Lost
A	Infections inc. Colds And Flu	33.9%	17.14%
B	Stomach, liver, kidney & digestion	19.2%	7.65%
C	Musculo-skeletal inc Back & Neck	12.4%	18.71%
D	Stress, Depression, Anxiety, Fatigue	8.7%	19.71%
E	Neurological inc. Headaches & Migraine	7.3%	5.57%
F	Other	5.7%	14.68%
G	Eye, Ear, Nose, Mouth, Dental, Sinusitis	4.5%	6.06%
H	Chest & Respiratory inc Chest Infections	3.4%	3.06%
I	Pregnancy Related	2.1%	1.65%
J	Gento-urinary/gynaecological	1.5%	2.03%
K	No Reason Given	1.0%	3.31%
L	Heart, Blood Pressure & Circulation	0.4%	0.45%

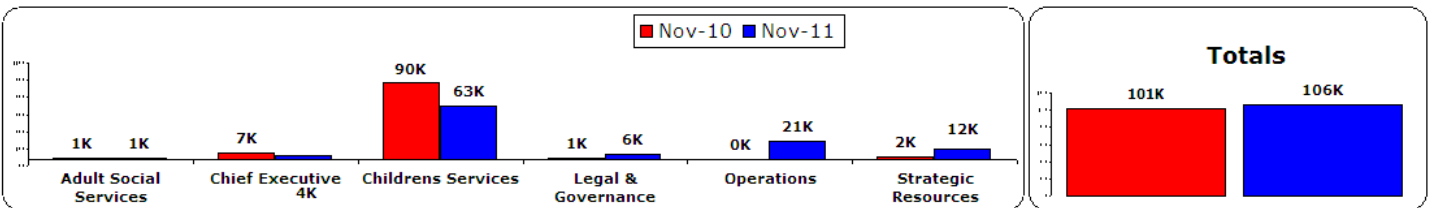


Cost Measures

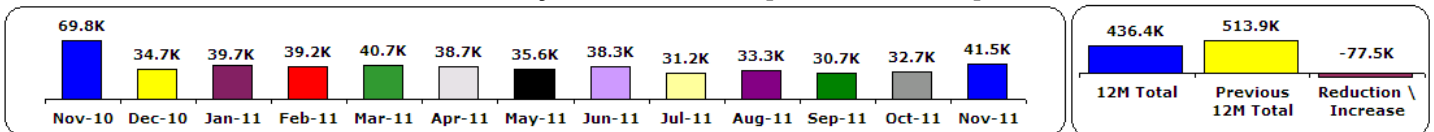
Direct Sickness Costs [OSP \ SSP] - Last 12 Months compared with previous 12 Months [excludes TUPed services]



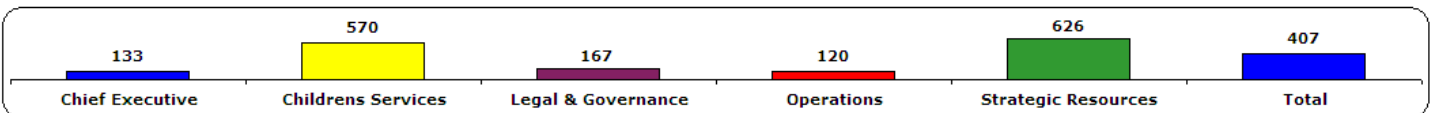
Direct Sickness Costs [OSP \ SSP] - Most recent month compared [excludes TUPed services]



Monthly Overtime Trend [non contractual]

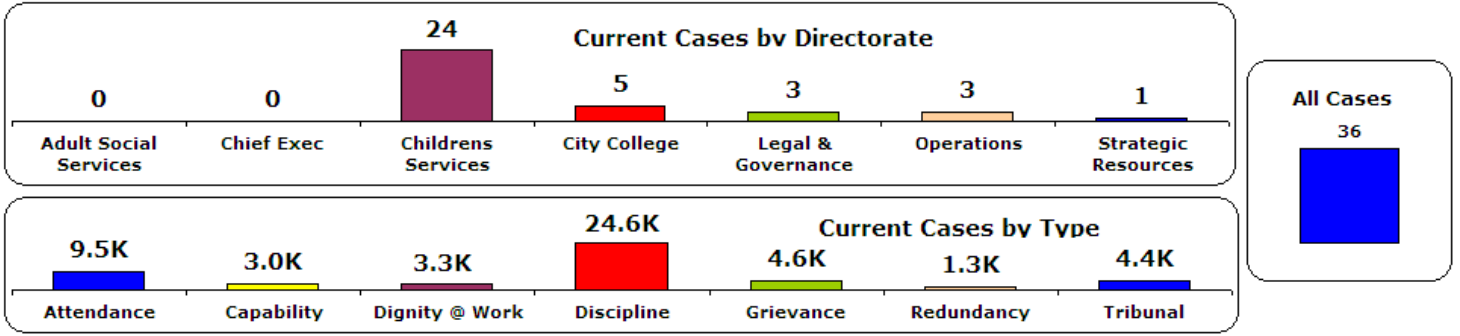


Non Contractual Overtime Expenditure per FTE Employee - Last 12 Months

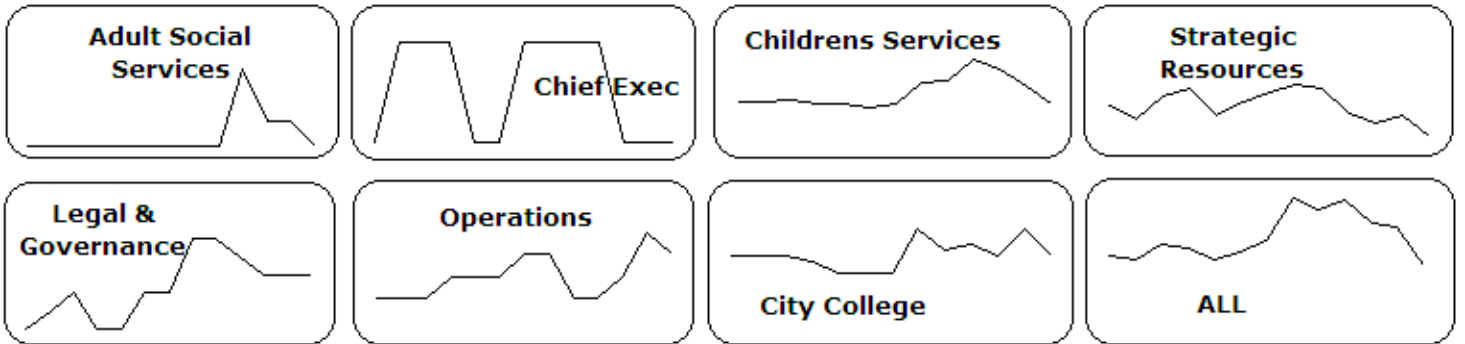


CASE MANAGEMENT

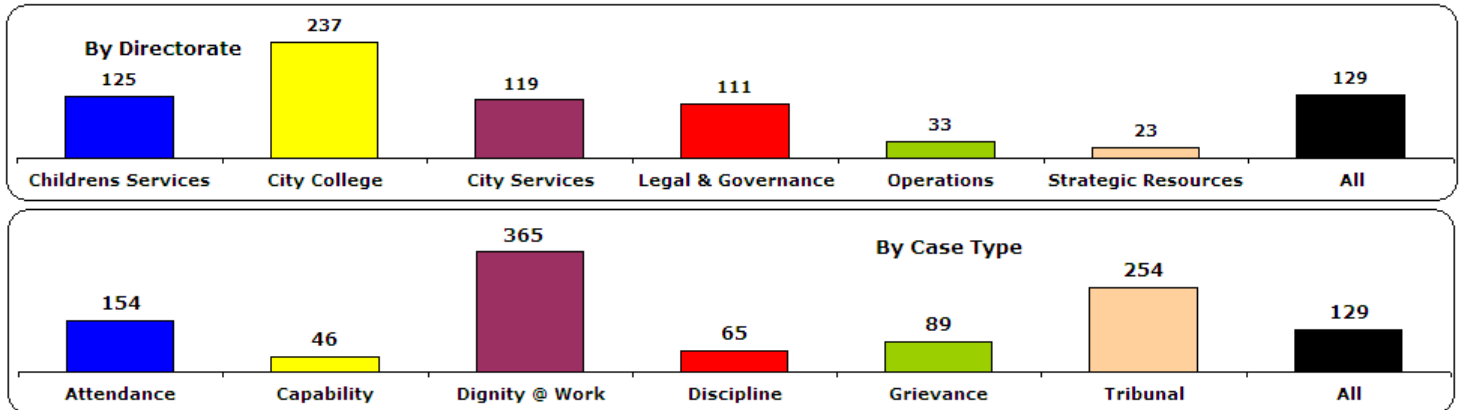
Current cases at month end



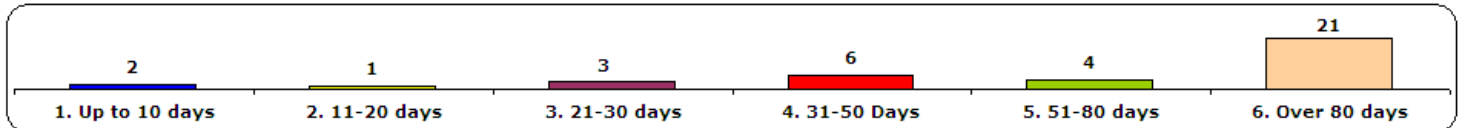
Number of current cases trend – 12 Months



Average Age of Currently open Cases [Working Days]

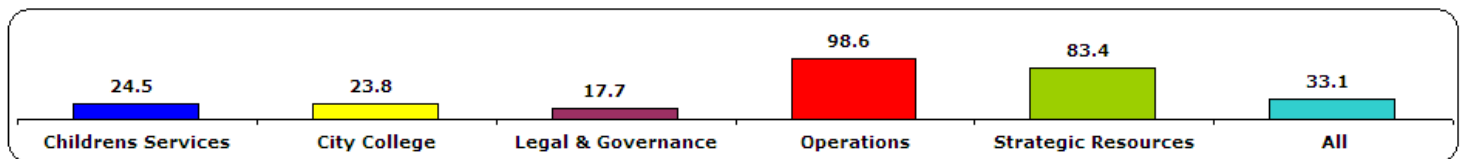


Age analysis of current Cases

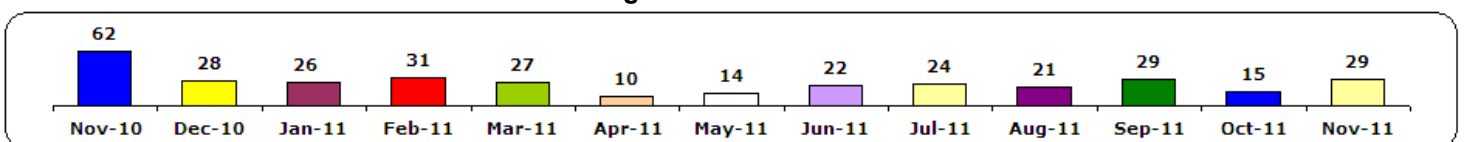


Ratio of current cases to employees - 1 current case per x employees

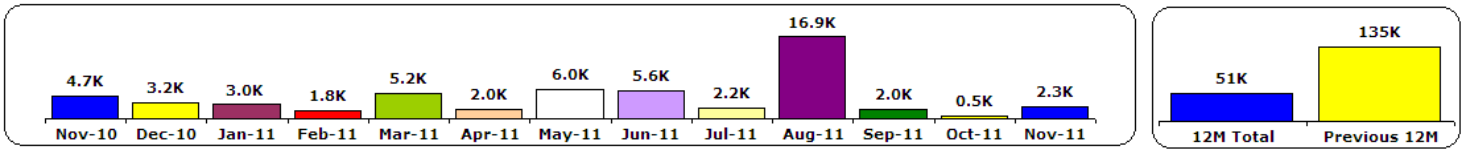
[Higher is better]



Average Case Closure Times



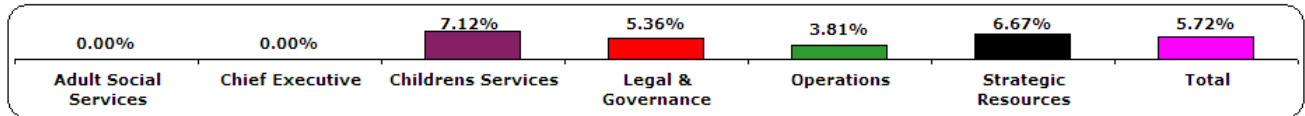
Case Estimated Costs Trend by Month Incorporates estimated HR \ investigation time, legal costs, awards etc.



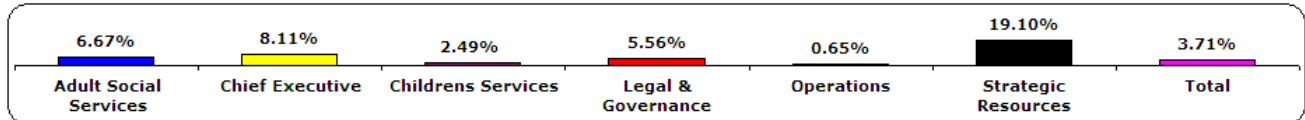
EQUALITY AND DIVERSITY

Current Workforce by Directorate

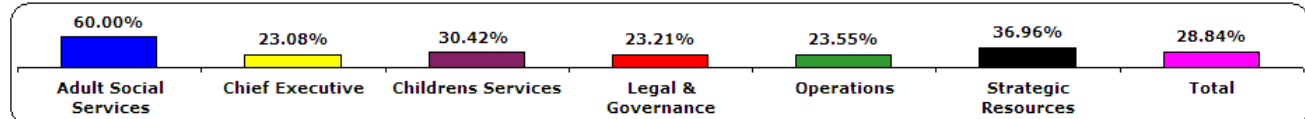
% Employees from ethnic minority and mixed backgrounds



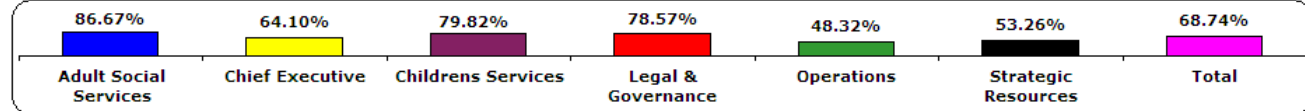
% employees who consider themselves to have a disability



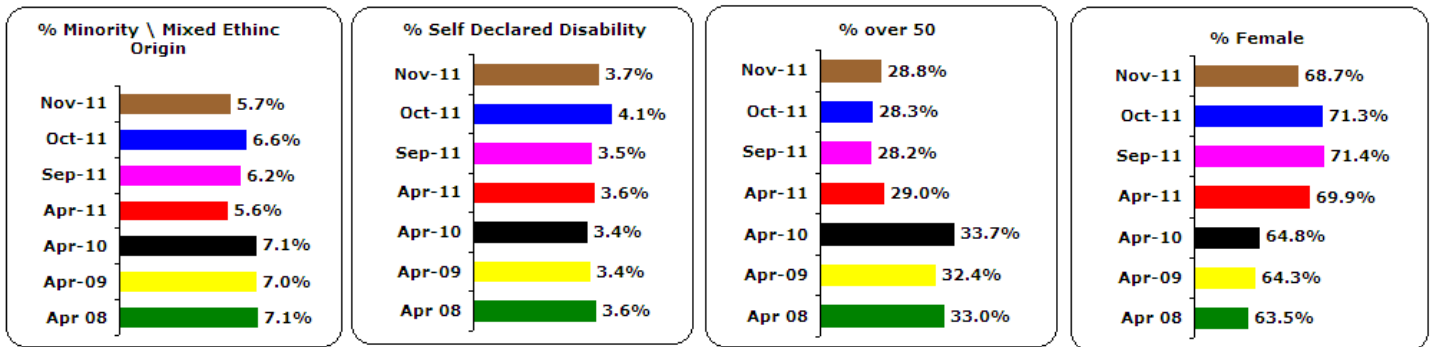
% employees aged 50 or over



% employees by gender - female

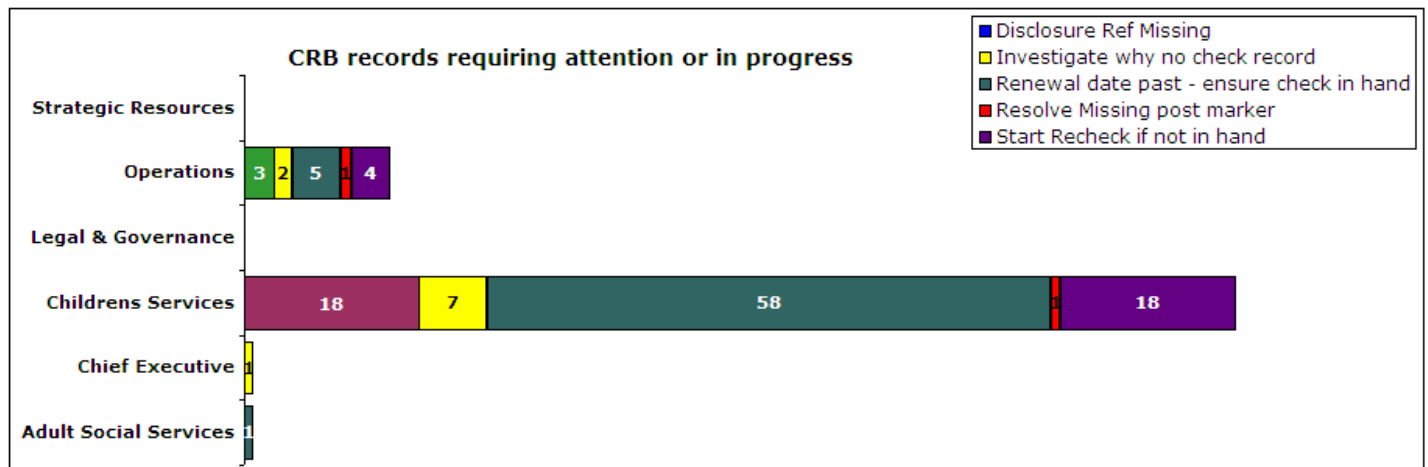


Trends in Key Diversity Measures



Criminal Records Checks Requiring Attention

Checks in progress or due but not completed, records requiring review etc – Detailed on establishment reports.



DIRECTORATE & SERVICE DETAILED TABLES

Headcount and FTE figures - Directorates as at month end

Service	Head count	Appoint ments	Full Time Equivalent	Casual	Full Time	Part Time	Perm anent	Temp orary	FTE CHANGE OVER MONTH*	FTE CHANGE 12 Months*
Adult Social Services	15	15	13.5	0	7	8	15	0	(0.2)	0.9
Chief Executive Office	3	3	2.5	0	2	1	3	0	0.0	(3.0)
Communications	11	11	10.4	0	10	1	11	0	1.0	(2.4)
Delivery	5	5	5.0	0	5	0	5	0	0.0	(14.8)
Human Resources	22	23	20.2	0	14	8	18	4	(1.0)	(2.3)
Chief Executive	41	42	38.1	0	31	10	37	4	0.0	(22.5)
Directors Office	1	1	1.0	0	1	0	1	0	0.0	(1.0)
Community Health	290	332	211.5	51	129	110	220	19	110.5	166.1
Education & Resources	147	168	127.0	11	95	41	124	12	0.7	(14.8)
Safeguard. Families & Comms	277	313	247.5	28	206	43	244	5	(111.8)	43.9
Childrens Services	715	814	587.0	90	431	194	589	36	(0.6)	(74.9)
Governance	25	27	23.9	1	19	5	24	0	9.6	6.6
Legal Services	29	29	27.1	1	26	2	28	0	1.0	4.6
Solicitor & Support Staff	2	2	2.0	0	2	0	2	0	0.0	1.0
Legal & Governance	56	58	53.1	2	47	7	54	0	1.0	2.6
Commercial Operations	43	44	34.5	0	20	23	43	0	(0.4)	(2.8)
Finance	6	6	6.0	0	6	0	6	0	(1.0)	(3.0)
Neighbourhoods	142	152	130.7	2	115	25	136	4	3.0	(8.5)
Operations Directors Office	6	6	6.0	0	6	0	6	0	1.0	4.0
Planning Transport & Eng.	133	139	118.6	13	104	16	117	3	1.2	20.1
Operations	330	347	295.8	15	251	64	308	7	3.8	8.8
Client & Commissioning	8	8	8.0	0	8	0	8	0	3.0	(16.8)
Corporate Services	25	25	22.9	0	20	5	25	0	0.0	(50.6)
Customer Services	30	30	23.6	1	15	14	29	0	0.0	16.8
Internal Audit	7	7	6.0	0	4	3	7	0	0.0	5.0
SR Director	2	2	2.0	0	2	0	2	0	0.0	2.0
Westcombe	23	23	21.0	0	18	5	20	3	1.0	1.2
Strategic Resources	95	95	83.4	1	67	27	91	3	(263.3)	(291.1)
Total	1252	1371	1,070.9	108	834	310	1094	50	(259.2)	(813.0)

- Large changes in service numbers often represents re-organisation of structures.
- Directorate figures represent history of employee numbers in Directorate and are not simply totals for the services as now structured.

TURNOVER, LEAVERS, AND STARTERS

Turnover by Service for last 12 Months

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

Service	Average appointments	Monthly Breakdown of Leavers											Total								
		Apps 30th Nov	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M	Dec-10	Jan-11	Feb-11	Mar-11		Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11
Adult Social Services	14.5	15	0	0	0	0.0%	0.0%	0.0%													0
Chief Executive Office	4	3	0	1	1	0.0%	25.0%	25.0%		1					0						1
Communications	12	11	1	4	5	8.3%	33.3%	41.7%		1	1			2					1		5
Delivery	6	5	0	1	1	0.0%	16.7%	16.7%			1										1
Human Resources	21.5	20	2	3	5	9.3%	14.0%	23.3%			2	1		1			1				5
Chief Executive	43.5	39	3	9	12	6.9%	20.7%	27.6%		2	4	1		1	2	0	1		1		12
Directors Office	1.5	1	1	0	1	66.7%	0.0%	66.7%												1	1
Community Health	273.5	259	19	29	48	6.9%	10.6%	17.6%	2		11	6	4	2	4	4	8	3	3	1	48
Education & Resources	161	149	6	26	32	3.7%	16.1%	19.9%	1		9	1	2	4	2	3	8		1	1	32
Learning & Skills	1	0	0	2	2	0.0%	200.0%	200.0%				1	1								2
Safeguard. Families & Comms	286.5	265	24	40	64	8.4%	14.0%	22.3%	5	4	12	9	12	5	4	4	3	1	3	2	64
Childrens Services	723.5	674	50	97	147	6.9%	13.4%	20.3%	8	4	32	17	19	11	10	11	19	5	7	4	147
Governance	27.5	26	3	4	7	10.9%	14.5%	25.5%	1		1	1		1			3				7
Legal Services	26.5	28	1	0	1	3.8%	0.0%	3.8%			1										1
Solicitor & Support Staff	1.5	2	0	0	0	0.0%	0.0%	0.0%													0
Legal & Governance	55.5	56	4	4	8	7.2%	7.2%	14.4%	1		2	1		1			3				8
Commercial Operations	43.5	44	1	11	12	2.3%	25.3%	27.6%				2			2	7				1	12
Cultural Services	0.5	0	0	1	1	0.0%	200.0%	200.0%				1									1
Environment Capital	1	0	0	0	0	0.0%	0.0%	0.0%									0				0
Finance	7	6	0	1	1	0.0%	14.3%	14.3%					1								1
Neighbourhoods	146	147	3	17	20	2.1%	11.6%	13.7%	6	1	2	8		1			1	1			20
Operations Directors Office	6	6	0	0	0	0.0%	0.0%	0.0%													0
Planning Transport & Eng.	121	124	2	3	5	1.7%	2.5%	4.1%	1								2	2			5
Operations	325	327	6	33	39	1.8%	10.2%	12.0%	7	1	2	11	1		3	7	3	3		1	39
Client & Commissioning	7	8	1	0	1	14.3%	0.0%	14.3%					1								1
Corporate Services	25.5	25	1	0	1	3.9%	0.0%	3.9%											1		1
Customer Services	27	29	4	0	4	14.8%	0.0%	14.8%		1			1	1						1	4
Internal Audit	7.5	7	0	1	1	0.0%	13.3%	13.3%						1							1
SR Director	1.5	2	0	0	0	0.0%	0.0%	0.0%													0
Westcombe	20.5	21	2	1	3	9.8%	4.9%	14.6%	1					1					1		3
Strategic Resources	89	92	8	2	10	9.0%	2.2%	11.2%	1	1			2	1	2			1	1	1	10
Total	1251	1203	71	145	216	5.7%	11.6%	17.3%	17	8	40	30	22	14	17	18	26	9	9	6	216

- The TUPE of City Services \ Cultural Services \ Manor Drive etc. are not included in these figures to avoid distortion.
- Directorate figures may include some figures for Services no longer present, they are not simple subtotals of the items listed.

All Leavers by Type & Directorate

All employees excluding Casual & Relief Staff & temporary staff of less than one year - last 12 Months.

Reason Group	Chief Executive	Childrens Services	Legal & Governance	Operations	Strategic Resources	Total
Dismissal		3				3
End of Temporary Work		7				7
Redundancy - Forced		1	1	2		4
Redundancy - Voluntary	7	78	3	29	1	118
Resignation	3	50	4	6	8	71
Retirement		8		1	1	10
Transfer of Undertaking	2			1		3
Total	12	147	8	39	10	216

- The TUPE of City Services \ Cultural Services \ Manor Drive etc. are not included in these figures to avoid distortion.

ATTENDANCE

SICKNESS DAYS PER EMPLOYEE - ROLLING 12 MONTHS

Service	12M Average FTE	FTE Days	Days per employee 12 M	08/09 DPE	09/10 DPE	10/11 DPE	Change 12M on 10/11 DPE (minus is good)	Approx % working time lost 12M	Occasion in final Month	12M Occasions	Long Term %	Long Term DPE	Short Term DPE
Adult Social Services	13.1	144.6	11.1	2.54	5.11	3.63	7.42	4.8%	1	30	53%	5.87	5.18
Communications	11.6	193.5	16.7	2.42	6.47	18.76	-2.07	7.3%	2	17	74%	12.41	4.27
Delivery	5.8	16.2	2.8	5.01	4.91	2.14	0.65	1.2%		7	0%	0.00	2.79
Human Resources	19.6	254.5	13.0	0.33	12.60	10.33	2.67	5.7%	2	49	62%	8.02	4.99
Chief Executive	40.5	465.2	11.5	6.68	9.66	10.50	0.98	5.0%	4	74	65%	7.43	4.06
Directors Office	1.5		0.0	--	--	--		0.0%				0.00	0.00
Community Health	265.7	1,981.9	7.5	--	--	6.79	0.67	3.3%	36	427	35%	2.63	4.83
Education & Resources	134.5	1,317.4	9.8	8.98	19.83	6.34	3.46	4.3%	21	170	63%	6.20	3.60
Safeguard. Families & Comms	221.1	3,310.3	15.0	14.80	14.10	21.18	-6.21	6.6%	33	387	67%	9.97	5.00
Childrens Services	623.7	6,641.7	10.6	12.54	13.71	14.32	-3.67	4.7%	90	985	57%	6.04	4.61
Governance	25.4	82.5	3.2	8.85	9.51	5.41	-2.16	1.4%	2	32	0%	0.00	3.25
Legal Services	25.4	250.0	9.9	12.51	8.72	4.45	5.41	4.3%	5	28	72%	7.06	2.80
Legal & Governance	52.3	332.5	6.4	13.48	8.25	4.44	1.93	2.8%	7	60	54%	3.42	2.94
Commercial Operations	35.5	239.1	6.7	22.80	19.72	7.56	-0.84	3.0%	5	74	32%	2.14	4.59
Finance	7.0	15.0	2.1	--	8.33	1.56	0.59	0.9%		8	0%	0.00	2.14
Neighbourhoods	128.8	960.1	7.5	9.34	11.77	7.67	-0.22	3.3%	42	256	38%	2.87	4.59
Operations Directors Office	6.0	2.0	0.3				0.33	0.1%		2	0%	0.00	0.33
Planning Transport & Eng.	115.9	492.8	4.3	8.90	10.00	5.00	-0.75	1.9%	13	128	34%	1.44	2.81
Operations	294.7	1,709.1	5.8	9.84	10.50	6.52	-0.72	2.5%	60	468	36%	2.08	3.72
Client & Commissioning	10.0	15.5	1.6	--	--	--		0.7%		6	0%	0.00	1.55
Corporate Services	23.7	123.9	5.2	10.80	2.93	5.14	0.10	2.3%	1	74	19%	0.97	4.27
Customer Services	21.8	256.0	11.8	10.22	7.31	8.05	3.70	5.2%	1	36	70%	8.20	3.55
Internal Audit	6.4	43.2	6.8	--	--	17.85	-11.08	3.0%		12	0%	0.00	6.77
Westcombe	19.8	205.7	10.4	23.32	18.82	14.75	-4.37	4.6%	2	27	54%	5.60	4.78
Strategic Resources	83.1	644.3	7.8	8.93	8.80	9.10	-1.35	3.4%	4	155	49%	3.76	3.99
Total	1,107.4	9,937.4	9.0	10.66	11.55	10.71	-1.74	3.9%	166	1,772	53%	4.74	4.23

- Annual comparisons may only be an approximate where posts or teams have been reorganised between Services.
- Some increases and decreases result from reorganisation and specific long term cases rather than general changes in performance.
- This monitoring report uses PI5 definition from the Value for Money in Corporate Services benchmark.
- Services with less than 4 FTE are not shown separately, but included in Departments.
- To avoid distortion all figures in table exclude services TUPE'd from the council in the last 12 Months.

Monthly breakdown of last 13 months days per employee.

Directorate	Average FTE	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	12M Total
Adult Social Services	13.1	0.43	0.52	0.30	0.38	0.15	1.07	0.46	0.94	2.08	1.64	1.42	1.98	0.12	11.05
Chief Executive Department	40.5	1.00	1.15	0.96	1.29	1.38	1.27	1.22	1.38	0.55	0.43	0.27	0.58	1.01	11.48
Childrens Services	623.7	1.25	1.55	1.44	1.02	0.90	0.51	0.59	0.69	0.55	0.51	0.88	1.01	1.03	10.67
Legal and Governance	52.3	0.14	0.31	0.28	0.19	0.32	0.06	0.09	0.51	1.03	1.48	0.65	0.84	0.60	6.36
Operations	294.7	0.53	0.82	0.54	0.42	0.51	0.48	0.39	0.28	0.35	0.33	0.50	0.52	0.67	5.80
Strategic Resources	83.1	0.87	0.94	0.53	0.76	1.11	0.26	0.39	0.79	0.82	0.58	0.28	0.52	0.77	7.75
All \ average	1,107.4	1.06	1.22	1.04	0.80	0.80	0.49	0.52	0.61	0.56	0.52	0.71	0.83	0.88	8.99
Approximate % working time lost		5.6%	6.4%	5.5%	4.2%	4.2%	2.6%	2.7%	3.2%	2.9%	2.8%	3.7%	4.4%	4.6%	3.9%

Figures are recomputed monthly to take into account all adjustments. The table apportions sickness to each month based on latest DPE calculation, current structure, and the % of sick days by month. Monthly figures will change to reflect structure changes but also changes in the average FTE across the year.

Attendance

Trend in the number of Sickness Occasions Started During Month - 13 months

Occasions are counted once only in the month in which they started - this differs from occasions in final month on page 11 which indicates all occasions partly within the most recent month.

Directorate	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Total
Adult Social Services	1	4	3	3	2	2		4	4	4	1	3		30
Chief Executive	13	20	17	2	7	5	4	4	1	4	3	3	3	73
Childrens Services	154	141	145	58	79	41	57	78	65	54	77	82	60	937
Legal & Governance	5	7	8	3	6	2	3	4	4	10	7	1	5	60
Operations	49	57	31	31	32	24	50	21	27	15	49	72	53	462
Strategic Resources	18	29	34	21	21	2	2	10	4	9	3	14	1	150
Total	240	258	238	118	147	76	116	121	105	96	140	175	122	1712

Sickness Occasions by Department and Category - Last 12 months

Highlighted numbers indicate the reason by department with the highest occasions lost.

Absence Category	Adult Social Services	Chief Executive	Childrens Services	Legal & Governance	Operations	Strategic Resources	Total
Infections inc. Colds And Flu	16.67%	21.62%	35.03%	35.00%	40.17%	16.13%	33.86%
Stomach, liver, kidney & digestion	13.33%	13.51%	16.45%	20.00%	17.09%	46.45%	19.19%
Musculo-skeletal inc Back & Neck	0.00%	4.05%	12.28%	11.67%	13.25%	16.77%	12.36%
Stress, Depression, Anxiety, Fatigue	3.33%	25.68%	8.63%	6.67%	8.76%	2.58%	8.69%
Neurological inc. Headaches & Migraine	53.33%	4.05%	7.72%	5.00%	5.77%	2.58%	7.28%
Other	3.33%	5.41%	6.09%	5.00%	4.49%	7.74%	5.70%
Eye, Ear, Nose, Mouth, Dental, Sinusitis	3.33%	8.11%	4.47%	6.67%	4.06%	3.87%	4.51%
Chest & Respiratory inc Chest Infections	0.00%	9.46%	2.84%	3.33%	4.27%	2.58%	3.44%
Pregnancy Related	0.00%	5.41%	2.64%	3.33%	0.85%	0.65%	2.09%
Genito-urinary/gynaecological	6.67%	0.00%	1.83%	0.00%	1.07%	0.65%	1.47%
No Reason Given	0.00%	2.70%	1.42%	1.67%	0.21%	0.00%	1.02%
Heart, Blood Pressure & Circulation	0.00%	0.00%	0.61%	1.67%	0.00%	0.00%	0.40%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Sickness Days Lost by Department and Category - Last 12 months

Highlighted numbers indicate the reason by department with the highest sickness days lost.

Absence Category	Adult Social Services	Chief Executive Department	Childrens Services	Legal and Governance	Operations	Strategic Resources	Total
Stress, Depression, Anxiety, Fatigue	2.47%	8.38%	22.86%	33.53%	14.94%	4.72%	19.71%
Musculo-skeletal inc Back & Neck	0.00%	0.75%	18.75%	30.97%	23.72%	15.86%	18.71%
Infections inc. Colds And Flu	10.95%	7.13%	17.18%	11.73%	24.42%	8.77%	17.14%
Other	0.56%	53.42%	13.42%	3.62%	11.98%	15.66%	14.68%
Stomach, liver, kidney & digestion	4.71%	4.16%	6.12%	5.41%	11.44%	17.67%	7.65%
Eye, Ear, Nose, Mouth, Dental, Sinusitis	0.69%	5.85%	4.96%	10.22%	5.82%	17.29%	6.06%
Neurological inc. Headaches & Migraine	26.89%	8.97%	4.60%	0.75%	3.01%	17.62%	5.57%
No Reason Given	0.00%	1.30%	4.65%	1.50%	0.48%	0.00%	3.31%
Chest & Respiratory inc Chest Infections	0.00%	5.91%	3.10%	1.20%	3.25%	1.65%	3.06%
Genito-urinary/gynaecological	53.72%	0.00%	1.70%	0.00%	0.59%	0.15%	2.03%
Pregnancy Related	0.00%	4.14%	1.99%	0.90%	0.35%	0.62%	1.65%
Heart, Blood Pressure & Circulation	0.00%	0.00%	0.66%	0.15%	0.00%	0.00%	0.45%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Attendance

Staff With Ongoing Sickness Over 20 FTE Weekdays At Month End by Service - 13 Months History

Service	10-Nov	11-Dec	11-Jan	11-Feb	11-Mar	11-Apr	11-May	11-Jun	11-Jul	11-Aug	11-Sep	11-Oct	11-Nov
Adult Social Services								1	1	1	1	1	
Communications	1	1	1	1	1	1	1						
Human Resources			1		1	1	1	1			1	1	1
Chief Executive	1	1	2	1	2	2	2	1			1	1	1
Community Health	3	3	5	3	2	1	1	3	1	3	6	4	4
Education & Resources	3	3	3	2	2	4	4	2	1	1	6	6	5
Learning & Skills			1	1									
Safeguard. Families & Comms	21	14	16	11	8	8	6	4	5	8	8	10	8
Childrens Services	27	20	25	17	12	13	11	9	7	12	20	20	17
Legal Services								1	2	1	2	2	1
Legal & Governance								1	2	1	2	2	1
Commercial Operations			1	1	1	1							
Neighbourhoods	1	3	1			1	2	2	2	3	3	2	1
Planning Transport & Eng.	1	1	1	1	1	1					1	1	1
Operations	2	4	3	2	2	3	2	2	2	3	4	3	2
Corporate Services	1											1	1
Customer Services	1	1					1	2	1	1	1	1	1
Westcombe				1	1	1	1	1					
Strategic Resources	2	1		1	1	1	2	3	1	1	1	2	2
Total	32	26	30	21	17	19	17	17	13	18	29	29	23

Identified 'Hurt at Work' Occasions - Rolling 12 Months period.

Team	Occasions	FTE Days
Clare Lodge	3	118.6
New Horizons	1	1.0
Total	4	119.6

Hurt at work days as a % of

All sickness Days lost 1.2%
All sickness Occasions 0.2%

CASE MANAGEMENT STATISTICS

Breakdown of cases open at month end

Directorate	FTE	Attendance	Capability	Dignity @ Work	Discipline	Grievance	Tribunal	Grand Total	% Cases	Ratio 1 case to x employees
Childrens Services	587.0	11	3	1	6	1	2	24	64.9%	24.5
City College	119.0	4			1			5	13.5%	23.8
Legal & Governance	53.1	1				2		3	8.1%	17.7
Operations	295.8	1	1		1			3	8.1%	98.6
Strategic Resources	83.4	1						1	2.7%	83.4
Grand Total	1,189.9	18	4	1	8	3	2	36	100.0%	33.1
Cases Last Month		33	10	1	9	4	2	59		
% Cases		50.0%	11.1%	2.8%	22.2%	8.3%	5.6%	100.0%		
Change		-15	-6	0	-1	-1	0	-23		

Number of Cases open at month end - 13 Month Trend

Area	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11
Adult Social Services	0	0	0	0	0	0	0	0	0	3	1	1	0
Chief Exec	0	1	1	1	0	0	1	1	1	1	0	0	0
Childrens Services	26	26	27	24	25	22	24	37	38	50	45	34	24
City College	5	5	5	4	2	2	2	10	6	7	5	10	5
Legal & Governance	0	1	2	0	0	2	2	5	5	4	3	3	3
Operations	1	1	1	2	2	2	3	3	1	1	2	4	3
Strategic Resources	10	6	13	15	7	11	14	16	15	8	5	7	1
Total	42	40	49	46	40	44	51	75	69	74	61	59	36

Total Case Cost Estimates in last 12 months

Incorporates estimated HR and other investigation time, legal costs, awards etc.

Department	Attendance	Capability	Dignity @ Work	Discipline	Grievance	Redundancy	Tribunal	Total	Prev 12M	Change
Adult Social Services	0.1K							0.1K		0.1K
Childrens Services	3.9K	0.6K	1.9K	4.0K	0.1K	1.1K	4.3K	16.0K	46.3K	-30.4K
City College	0.5K	0.2K	0.2K			0.2K	0.2K	1.3K	3.2K	-2.0K
Operations	0.3K	0.4K		16.7K				17.5K	46.6K	-29.2K
Strategic Resources	3.9K	1.8K	1.3K	2.9K	2.5K			12.3K	33.1K	-20.8K
Chief Executive	0.0K			0.6K				0.6K	2.4K	-1.8K
Legal & Governance	0.7K			0.4K	2.0K			3.0K	2.9K	0.1K
Total	9.5K	3.0K	3.3K	24.6K	4.6K	1.3K	4.4K	50.7K	134.6K	-83.9K

COST MEASURES

13 Month Non Contractual Overtime Breakdown [Excludes TUPEd services]

SERVICE	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	12M Spend	Prev 12 M	Change
Chief Executive Office					0.1K	0.5K	0.3K	0.3K			0.4K	0.4K	0.1K	2.0K	0.2K	1.9K
Communications	0.1K		0.5K	0.1K	0.3K	0.2K	0.1K	0.1K	0.3K	0.1K		0.1K	0.2K	2.0K	2.3K	-0.3K
Human Resources	0.3K	0.1K	0.2K									0.2K	0.6K	1.0K	1.3K	-0.3K
Chief Executive	0.4K	0.1K	0.7K	0.1K	0.5K	0.7K	0.4K	0.4K	0.3K	0.1K	0.4K	0.6K	0.9K	5.1K	3.9K	1.2K
Community Health	15.2K	11.1K	10.7K	11.9K	14.5K	15.5K	14.6K	12.3K	11.1K	10.2K	12.5K	8.9K	15.4K	148.7K	123.4K	25.3K
Education & Resources	3.3K	4.6K	5.1K	5.1K	3.3K	3.2K	1.9K	4.8K	3.1K	2.9K	1.0K	1.1K	2.6K	38.8K	40.1K	-1.3K
Safeguard. Families & Comms	42.4K	12.8K	11.1K	14.1K	14.0K	11.9K	11.0K	10.5K	8.8K	14.0K	11.4K	13.4K	14.4K	147.3K	256.6K	-109.3K
Childrens Services	61.0K	28.5K	26.9K	31.0K	31.9K	30.7K	27.4K	27.6K	23.0K	27.0K	25.0K	23.5K	32.4K	334.8K	420.1K	-85.3K
Governance							0.5K	3.5K	2.0K	0.3K	0.1K	1.0K	1.5K	8.8K	5.6K	3.3K
Legal Services															0.2K	-0.2K
Legal & Governance							0.5K	3.5K	2.0K	0.3K	0.1K	1.0K	1.5K	8.8K	5.8K	3.1K
Commercial Operations	1.2K	1.1K	1.1K	1.1K	1.3K	1.8K	1.7K	2.1K	1.1K	1.5K	0.2K	1.2K	1.3K	15.5K	12.9K	2.6K
Environment Capital															0.1K	-0.1K
Finance															0.3K	-0.3K
Neighbourhoods	4.0K	2.5K	1.7K	0.7K	0.8K	0.7K	0.2K			0.1K		0.2K	1.0K	8.1K	34.6K	-26.5K
Planning Transport & Eng.	0.9K	1.2K	2.3K	1.3K	1.7K	1.1K	0.8K	0.6K	0.5K	0.2K	0.5K	1.7K	0.1K	11.8K	15.4K	-3.6K
Operations	6.1K	4.8K	5.0K	3.2K	3.8K	3.7K	2.7K	2.7K	1.6K	1.8K	0.7K	3.0K	2.3K	35.4K	63.3K	-27.9K
Client & Commissioning		0.1K	0.0K		0.3K	0.4K						0.5K	0.3K	1.6K		1.6K
Customer Services	1.9K	1.2K	2.7K	2.6K	2.5K	3.3K	2.8K	3.4K	3.2K	3.1K	3.3K	2.4K	2.7K	33.3K	20.1K	13.2K
Westcombe	0.5K		4.3K	2.3K	1.9K		1.7K	0.8K	1.2K	0.9K	1.2K	1.7K	1.3K	17.3K	0.8K	16.6K
Strategic Resources	2.3K	1.3K	7.1K	4.8K	4.6K	3.7K	4.5K	4.2K	4.4K	4.1K	4.5K	4.6K	4.3K	52.2K	20.9K	31.3K
Total	69.8K	34.7K	39.7K	39.2K	40.7K	38.7K	35.6K	38.3K	31.2K	33.3K	30.7K	32.7K	41.5K	436.4K	513.9K	-77.5K

Direct Sickness Costs [OSP \ SSP] - 13 Month Breakdown [excludes TUPEd services]

Service	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Latest 12M	Prev 12M
Adult Social Services	0.8K	0.1K	0.6K	0.3K	0.7K	0.1K	1.1K	2.7K	5.0K	4.4K	3.4K	3.3K	1.4K	23.1K	7.9K
Chief Executive Office				0.1K										0.1K	-0.1K
Communications	2.3K	2.2K	3.4K	2.5K	1.7K	5.7K	-0.8K	1.7K	0.3K		2.0K	0.9K	0.1K	19.8K	18.4K
Delivery			0.2K	0.2K		0.6K			0.3K		0.4K			1.7K	4.8K
Human Resources	4.6K	2.5K	-3.7K	2.1K	5.7K	-0.5K	3.4K	3.2K	3.2K	-0.2K	9.4K	-8.9K	4.2K	20.5K	25.3K
Chief Executive	6.9K	4.7K	-0.1K	4.9K	7.4K	5.8K	2.6K	4.9K	3.8K	-0.2K	11.8K	-7.9K	4.3K	42.1K	48.3K
Directors Office															0.1K
Community Health	24.3K	17.5K	43.5K	14.0K	8.3K	9.1K	14.7K	10.3K	1.6K	12.7K	18.7K	20.4K	-2.5K	168.3K	195.1K
Education & Resources	21.4K	9.0K	32.0K	2.9K	5.8K	10.9K	6.1K	14.3K	12.4K	0.4K	-3.1K	34.1K	14.0K	138.8K	141.5K
Learning & Skills	0.4K			5.9K	4.3K	-2.1K								8.2K	0.5K
Safeguard. Families & Comms	43.6K	98.5K	45.6K	72.3K	35.5K	42.4K	-2.7K	49.3K	12.1K	4.8K	40.3K	40.5K	51.0K	489.6K	597.4K
Childrens Services	89.8K	125.0K	121.1K	95.2K	53.9K	60.3K	18.2K	73.8K	26.2K	17.9K	55.8K	95.0K	62.5K	804.9K	934.6K
Governance	0.6K	0.2K	0.5K	0.9K	2.0K	-0.5K	0.2K	0.0K		0.1K	3.2K	0.7K	0.3K	7.5K	17.9K
Legal Services	0.3K	0.1K	1.1K	0.3K	0.3K	1.1K	0.1K	0.4K		14.1K	4.3K	5.9K	5.5K	33.1K	48.7K
Legal & Governance	0.9K	0.3K	1.6K	1.1K	2.3K	0.6K	0.3K	0.4K		14.2K	7.5K	6.5K	5.8K	40.6K	66.5K
Commercial Operations	-1.4K	0.8K	3.8K	3.1K	4.5K	1.5K	2.5K	-3.0K	4.4K	-1.3K	0.3K	1.7K	0.4K	18.7K	40.3K
Cultural Services															1.5K
Environment Capital															3.6K
Finance		0.3K	0.2K	0.2K	3.0K	-2.4K						0.2K	0.4K	1.9K	0.9K
Neighbourhoods	6.3K	15.3K	4.3K	9.6K	15.3K	-0.4K	5.4K	6.0K	8.0K	4.6K	8.0K	13.0K	14.6K	103.8K	119.7K
Operations Directors Office	-5.9K							0.2K					0.2K	0.3K	9.9K
Planning Transport & Eng.	1.3K	10.4K	9.5K	0.7K	13.5K	-0.2K	2.9K	2.8K	0.2K	-0.3K	1.9K	9.0K	5.1K	55.4K	69.6K
Operations	0.3K	26.8K	17.7K	13.6K	36.3K	-1.5K	10.8K	6.0K	12.6K	3.0K	10.2K	23.9K	20.5K	180.2K	245.5K
Client & Commissioning			0.6K	0.1K	0.1K		0.4K							1.2K	0.3K
Corporate Services	0.3K	6.0K	-0.5K	0.8K	2.0K	0.4K	0.5K	0.2K	0.6K	1.4K	0.7K		3.7K	15.8K	14.0K
Customer Services	4.0K	2.3K	4.5K	-0.8K	0.4K	1.0K		5.3K	6.0K	1.5K	7.3K	-2.2K	7.6K	32.8K	10.8K
Internal Audit	-2.1K		3.1K	-0.5K	1.3K		2.3K					0.1K	0.1K	6.4K	37.3K
Westcombe	0.1K	4.3K	-2.0K	0.1K	4.3K	1.0K	1.8K	1.5K	1.8K	0.3K	3.1K	-3.7K	0.2K	12.7K	12.0K
Strategic Resources	2.3K	12.6K	5.8K	-0.3K	8.1K	2.3K	5.0K	7.0K	8.3K	3.2K	11.1K	-5.8K	11.6K	68.9K	74.5K
Total	101.1K	169.6K	146.7K	114.9K	108.6K	67.6K	38.1K	94.8K	55.9K	42.6K	99.8K	115.0K	106.1K	1,159.8K	1,377.3K

DIVERSITY MEASURES

Service	Staff from Minority \ Mixed Ethnic Origins	% staff from Minority \ Mixed Origins	Self Identified Disability	% Disab.	% 50+	Female %	EO Stated	Disab. Declared	Over 50	All Staff	Ethnic % Declared	Disab % Declared
Adult Social Services			1	6.7%	60.0%	86.7%	15	15	9	15	100.0%	100.0%
Communications						63.6%	11	9		11	100.0%	81.8%
Delivery						40.0%	5	5		5	100.0%	100.0%
Human Resources			3	15.0%	40.0%	65.0%	20	20	8	20	100.0%	100.0%
Chief Executive			3	8.1%	23.1%	64.1%	39	37	9	39	100.0%	94.9%
Community Health	19	8.4%	10	4.4%	31.3%	80.7%	225	229	81	259	86.9%	88.4%
Education & Resources	5	3.6%	3	2.3%	36.9%	76.5%	139	128	55	149	93.3%	85.9%
Safeguard. Families & Comms	19	7.9%	2	0.8%	26.0%	80.8%	239	244	69	265	90.2%	92.1%
Childrens Services	43	7.1%	15	2.5%	30.4%	79.8%	604	602	205	674	89.6%	89.3%
Governance					26.9%	80.8%	26	26	7	26	100.0%	100.0%
Legal Services	3	10.7%	2	7.7%	21.4%	75.0%	28	26	6	28	100.0%	92.9%
Legal & Governance	3	5.4%	3	5.6%	23.2%	78.6%	56	54	13	56	100.0%	96.4%
Commercial Operations	2	4.9%			25.0%	54.5%	41	40	11	44	93.2%	90.9%
Finance	1	16.7%			16.7%		6	5	1	6	100.0%	83.3%
Neighbourhoods	5	3.5%	1	0.7%	21.8%	55.8%	143	138	32	147	97.3%	93.9%
Operations Directors Office					33.3%	50.0%	6	5	2	6	100.0%	83.3%
Planning Transport & Eng.	4	3.4%	1	0.8%	25.0%	39.5%	119	120	31	124	96.0%	96.8%
Operations	12	3.8%	2	0.6%	23.5%	48.3%	315	308	77	327	96.3%	94.2%
Client & Commissioning			1	14.3%	12.5%	37.5%	8	7	1	8	100.0%	87.5%
Corporate Services	5	20.0%	1	4.0%	16.0%	64.0%	25	25	4	25	100.0%	100.0%
Customer Services					62.1%	65.5%	28	28	18	29	96.6%	96.6%
Internal Audit					14.3%	71.4%	7	7	1	7	100.0%	100.0%
Westcombe	1	4.8%	15	71.4%	42.9%	23.8%	21	21	9	21	100.0%	100.0%
Strategic Resources	6	6.7%	17	19.1%	37.0%	53.3%	90	89	34	92	97.8%	96.7%
Total	64	5.7%	41	3.7%	28.8%	68.7%	1,119	1,105	347	1,203	93.0%	91.9%
Comparison April 09 excluding TUPE'd Services.	100	5.95%	81	4.78%	30.1%	70.9%						

This table shows minority ethnic and mixed race, gender, disability and over 50s representation in the workforce. These do not tally to the headcount section because the indicator applies only to permanent staff and staff who have worked on a temporary basis for more than a year and not all staff elect to provide equality data. Diversity measures are based on counting each post held separately. This chart does not show services with five or less headcount, but all staff are included in Directorate totals. Please note trends reflect the change in the structure of services through TUPE as well as progress in recruitment and retention of minority staff.

CRIMINAL RECORD BUREAU CHECKS

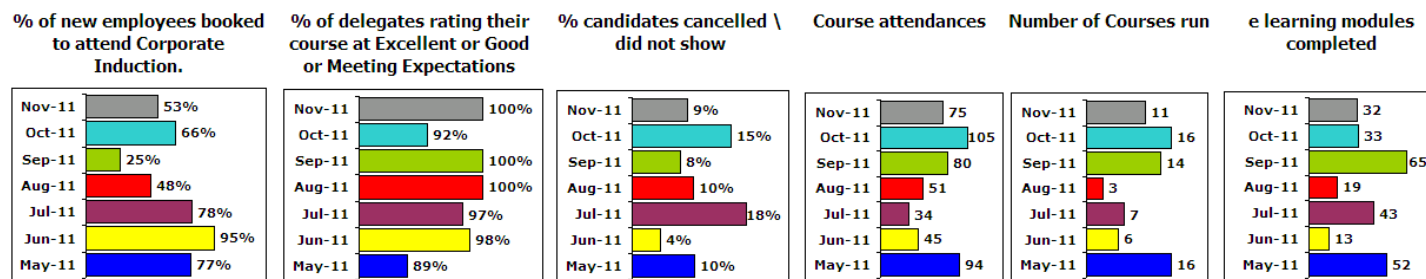
Percentage Of Checks Due Requiring Action

Service	Actions required					Checks with no issues	Total	% checks or rechecks apparently missing or in progress
	Disclosure Ref Missing	Investigate why no check record	Renewal date past - ensure check in hand	Resolve Missing post marker	Start Recheck if not in hand			
Adult Social Services			1			14	15	6.7%
Chief Executive		1				0	1	100.0%
Community Health	10	1	23		7	290	331	7.3%
Education & Resources	3	4	12	1	5	124	149	10.7%
Safeguard. Families & Comms	5	2	23		6	276	312	8.0%
Childrens Services	18	7	58	1	18	690	792	8.2%
Governance						7	7	0.0%
Legal Services						21	21	0.0%
Solicitor & Support Staff						2	2	0.0%
Legal & Governance						30	30	0.0%
Commercial Operations	1		5			6	7	0.0%
Neighbourhoods	2	2	5	1	4	67	81	8.6%
Operations Directors Office						2	2	0.0%
Planning Transport & Eng.						3	3	0.0%
Operations	3	2	5	1	4	78	93	7.5%
SR Director						1	1	0.0%
Westcombe						6	6	0.0%
Strategic Resources						7	7	0.0%
Total	21	10	64	2	22	819	938	7.9%

Figures relate to all posts marked as requiring a CRB check. Managers must ensure posts are correctly marked [via Establishment report] and all checks required are initiated \ completed and returned promptly.

At any point in time, some rechecks will be in progress, other factors such as Long term absences e.g. Maternity, sickness, casual staff not currently working etc may cause delays in rechecks. The purpose of these statistics is to ensure attention is given to checks which have stalled or records that need to be updated in order to ensure all proper checks for the protection of clients are in place.

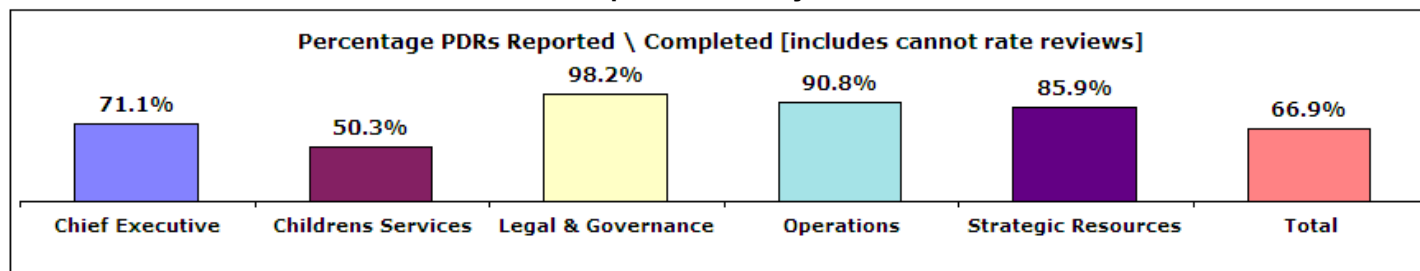
TRAINING & DEVELOPMENT STATISTICS



* Figures are calculated mid month rather than for calendar months.

PDR completed rates from returns to Training and Development

PDR Completion rates by Directorate



PDR completed rates from returns to Training and Development

Breakdowns by Service

Service	Completable	Not completed	Completed by Month												Completed signed off	% reported complete
			Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11			
Safeguard. Families & Comms	221	149	3	1		1	8	25	14	4	11	4	6	77	34.1%	
Education & Resources	145	85			1	4	6	26	5	7	1	5	8	63	42.6%	
Community Health	287	99	12	3	7	5	16	71	48	6	21	3	4	196	66.4%	
Directors Office	1							1						1	100.0%	
Childrens Services	654	333	15	4	8	10	30	123	67	17	33	12	18	337	50.3%	
Communications	10	10													0.0%	
Chief Exec & direct reports	6	3						2		1				3	50.0%	
Chief Executive Office	2								2					2	100.0%	
Delivery	4						3		1					4	100.0%	
Human Resources	23						8	7	4	3		1		23	100.0%	
Chief Executive	45	13					11	9	7	4		1		32	71.1%	
Internal Audit	6	4								1	2			3	42.9%	
Client & Commissioning	10	4				1	1	5						7	63.6%	
Westcombe	7	1						4				1	1	6	85.7%	
Corporate Services	25	1						9	11	4				24	96.0%	
Customer Services	27	1					4	5	11	6				26	96.3%	
SR Director	1						1							1	100.0%	
Strategic Resources	76	11				1	6	23	22	11	2	1	1	67	85.9%	
Commercial Operations	42	14					1	10	13	3	1			28	66.7%	
Operations Directors Office	5	1						1		3				4	80.0%	
Neighbourhoods	144	12		4	1	5	36	82	3		2	3		136	91.9%	
Planning Transport & Eng.	122	3	5		7	31	19	53	3	1			2	121	97.6%	
Finance	6						1	5						6	100.0%	
Operations	319	30	5	4	8	36	57	151	19	7	3	3	2	295	90.8%	
Legal Services	27	1					4	15	6		1		1	27	96.4%	
Governance	26						2	12	9		1	1	1	26	100.0%	
Solicitor & Support Staff	1								1					1	100.0%	
Legal & Governance	54	1					6	27	16		2	1	2	54	98.2%	
Total	1148	388	20	8	16	47	110	333	131	39	40	18	23	785	66.9%	

* Accuracy relies on returns being returned by the monthly deadlines by Managers.

* Compares current employee count with PDRs completed for current staff.

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

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