

<b>SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>7 APRIL 2014</b>	<b>Public Report</b>

## Report of the Chief Executive

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## HUMAN RESOURCES MONITORING REPORT

### 1. PURPOSE

- 1.1 To facilitate scrutiny of staffing and workforce matters.

### 2. RECOMMENDATIONS

- 2.1 That the Committee scrutinise and comment on the report.

### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

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

### 4. KEY ISSUES

#### 4.1 STATISTICAL DATA

It was agreed at the Sustainable Growth & Environment Capital Group Reps meeting on the 12<sup>th</sup> February 2014 that HR data would be provided on a consistent six monthly basis. The September report will include figures up to and including June and the March report will provide figures up to and including November. This is to ensure that data can be compared effectively.

The data shown in Appendix 1 has been written to present as concisely as possible all the key measures requested; it was designed following consultation at the group reps meeting prior to the March 2013 report. This provides figures up to and including November 2013. This can then be compared with data in the last two reports [at November 2012 and June 2013]. It is also benchmarked against other authorities in the most recently available annual exercise. The data reported represents the new council organisational structure which means that staff are included within their revised departments. This does impact on the figures in certain directorates. Feedback on the format and content of the data provided will be taken into account for future reports.

#### 4.2 HR DEVELOPMENTS \ UPDATES \ PRIORITIES

##### HR TEAM

The HR Staff costs as a percentage of the council's overall pay bill is 1.29%. The ratio of HR staff to employees is 92:1, this compares to the benchmark average of 76:1. The HR team have four key areas of responsibility: Employee Relations, Policy & Reward, Training & Development and Occupational Health. A restructure of the HR team is planned with the introduction of a new HR Manager for Adult Social Care, Health and Wellbeing. Recruitment is in progress. A new

additional junior HR Business Partner is also planned. This is a development role as part of a succession planning objective for the department.

PDR ratings for the team were 3 and above for 2013, with the spread from 3-5. In the last 12 months there have been five leavers (two voluntary redundancies, one ill health retirement, one end of fixed term contract and one voluntary resignation). During the same period there have been three new starters, (one of which has since left as they were employed on a fixed term contract). 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

## **REWARD AND POLICY**

**HAY Review** – New job descriptions have been written and evaluated, and appointments have been made for the new Director posts. The roll out continues with the evaluation of the remaining senior managers posts.

The Hay group have assisted HR with 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.

### **New Policies/Updates**

Employment policies continue to be revised following consultation with the Trade Unions. Changes have been made to the Travel & Subsistence, Social Media, Probationary, Key User, Disclosure & Barring Service policies and procedures. A new procedure has been introduced in respect of the UK Border Agency to ensure the council's compliance. Policies specifically for teachers are also being introduced (Teacher's Pay Policy, Appraisal Policy and Capability procedure). The 2013/14 Pay Policy has been drafted and includes a new discretionary statement on terms and conditions following a TUPE transfer.

**Local Government Pension Scheme 2014** – A revised LGPS comes into effect on 1 April 2014 changing the scheme from a final salary scheme to a career average scheme. This will involve significant changes to be made to HR and payroll processes to ensure that the contributions are correctly calculated and recorded against each pension scheme member. Other major changes include the contribution rates, definition of pensionable pay, method of calculating the contribution tier. A new 50/50 option is also introduced for those who elect to pay half the contributions for half the benefits on a short term basis.

**Living Wage** - The council is currently considering introducing a local living wage to the existing salary bands. If this were agreed a supplement would be paid to those earning below the (local living wage) rate. The main issue would be the importance of including the community schools to ensure that no equal pay risk arose and also the implications of imposing the local living wage on contractors. This exercise is ongoing.

**Pensions Auto Enrolment** - 1 July 2013 was the council's 'staging date' at which all employees were assessed against the criteria for auto enrolment into a pension scheme. Most employees are already contractually enrolled into a scheme (either the Local Government Pension Scheme or the Teacher's Pension Scheme) when they join the council. A letter confirming the pension status of each employee was issued to home addresses. For those eligible employees who weren't in any scheme the council took the option to defer their pension scheme membership until 2017 in line with the auto enrolment rules.

**Equal Pay Audit 2014** - Any future equal pay audit undertaken will include employees of the city council plus those employed in community schools.

## **TRAINING AND DEVELOPMENT**

4.3

**PDR Process** *(The data for PDRs [figures 3.1 and 3.2 have not changed since the last report but are included for completeness])*

A survey of employees and managers was carried out in autumn of 2013 to ascertain their views on the changes introduced that year, as well as to find out how well they felt their PDR was carried out. There were 194 responses; 45 from managers and 145 from employees.

Overall there was a high level of satisfaction in how PDRs were carried out. Their outcomes and their value and benefits were recognised by employees and managers. However there were some concerns about the processes especially on how the performance ratings were determined, reviewed by senior management and notified to employees. There were other concerns that objectives were not relevant, motivational or appropriate to individual needs and capabilities; or had been imposed with little involvement with the employee.

A sample of the PDR forms received by the HR were audited by the Training and Development team. The purpose of this was to assess the quality of the objectives set for 2013/4 to test how "SMART" they were; to review the quality of the completed training and development plans; and to evaluate the written evidence to support the overall performance rating. 100 PDR forms were selected randomly for analysis; approximately 10% of those received.

Many objectives were unclear and not specific, did not include performance measures or timescales for completion; they lacked clarity on the expected outcomes or results. There were some instances of generic objectives, several employees in one team having the same objectives and objectives being repeated from the previous year. Training plans had insufficient detail, did not specify what action was to be taken or described training needs vaguely.

In response to these results the PDR process and the guidance issued to both managers and employees has been revised to ensure clarity on how managers recommend ratings, discuss these with their senior managers and agree any revisions, before they are reviewed and signed off by senior management teams. Employees are then informed of their rating and have the opportunity to comment on that rating. The PDR process now includes a discussion on what the employee has done or said to demonstrate the new core values and the PDR form has been redesigned to include this as well as make it easier to complete.

Guidance has been produced on how to set quality objectives, how to give and receive feedback and on how to conduct a PDR meeting to ensure it is constructive, positive and worthwhile for both employees and managers.

The training course for managers new to PDRs has been amended to allow more time to practice writing objectives. Courses have been scheduled and run in preparation for this year's PDR round which starts in April.

A series of one hour briefings have been delivered separately to managers and employees to explain these changes in readiness for the start of the PDR round in April.

The survey and audit results and proposed actions have been presented by the Training Manager to all DMTs. They are clear in what is expected of them in managing the process, ensuring all PDRs are completed, reporting the results to HR by the end of June and challenging the quality of completed PDR forms.

As well as reporting the completion rates and the spread of performance ratings, HR will undertake a further quality employee survey and an audit with a larger sample size once all the PDR forms are received, to ascertain if the above changes have produced the expected improvements.

## **INVESTORS IN PEOPLE**

### **4.4**

The council was assessed in October 2014 against the Investors In People standards and was successfully accredited with Silver status. Across the UK there are only 855 organisations with this accreditation and within the Peterborough area there are only 2. The next reassessment is in autumn of 2016 and the IIP Steering Group determined that IIP will still remain a priority with the council not only maintaining Silver standard but also working towards achieving Gold by that

time. The steering group, led by Training and Development is producing an action plan for 2014-16 to ensure momentum is maintained and that we continue to make improvements in managing and developing our people and the organisation. Also, it was recognised that each directorate should have its own liP group to help progress the activities in the plan and provide a channel for information and feedback to and from employees. The action plan will be presented to all DMTs to go through it in more detail, listen to feedback and to discuss their involvement in ensuring the action plan is implemented successfully.

The Training and Development team continue to deliver a range of courses covering induction, management development, HR policies and procedures, personal effectiveness skills and ICT. Since November last year 23 events have been run with 123 employees attending (see figures 3.3 and 3.4).

In addition a full range of e learning modules are offered to employees. Since November last year 7 modules have been added including one on safeguarding of children and adults for those employees who are not in Childrens services or Adults Social Care. Some of these modules are mandatory such as Introduction to Data Protection which has been completed by 1384 employees. Others such as Equality and Diversity, Freedom of Information and Display screen equipment are mandatory for all new employees and processes are in place to ensure these are completed. The module for managers in how to deal with stress in members of their team will be mandatory for all managers once the pilot within selected teams is concluded. Overall there is a completion rate of about 80% of all the modules that are accessed by employees (see figures 3.5 and 3.6).

One of the indicators for liP is ensuring that new employees receive a quality induction. All new employees are invited to Corporate Induction and figure 3.7 shows the percentage of employees who attend this event. In addition managers are required to carry out a local induction using a corporate checklist of key activities and information that new employees should be provided with. Training and Development conduct a quarterly survey of new employees to check that this has occurred and to ascertain their views on its quality.

For November 90% of delegates rated courses as either Excellent or Good. Figure 3.8 shows the results since April 2013 with the current level of 100%. Two months after training, delegates are sent a questionnaire on the impact of that training. For the quarter Oct to Dec 2013 70% of the respondents were able to identify a positive impact from training, including improved service delivery, improved communications and increased confidence. The population of respondents was lower for the period Oct-Dec than Jul-Sept – see figures 3.9 and 3.10

## **STATISTICS/ANALYSIS**

### **4.5**

Figure numbers refer to the statistics and charts in appendix 1 on page 9

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

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

Since the June 2013 figures presented at the last meeting the directly employed staff numbers has reduced by 35, net of starters. There have been 240 leavers over this 6 month period, which include 14 who transferred out under the TUPE regulations to Skanska from the new Growth and Regeneration directorate (included in the last report). Work is in progress in respect of a further 15 employees from this directorate.

Voluntary turnover [figure 1.5] is currently running at 7.27% up marginally from 7.16% in the September 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 92.88%, which is in the upper quartile for local authorities, and is generally a good sign of retention of staff and the retention of experience and expertise within the workforce. 42 employees opted to take voluntary redundancy during the six month period.

Although generally a low rate of turnover is good for reducing recruitment costs and service provision, a certain level of turnover is considered positive in facilitating restructuring of work and therefore efficient and effective operations as well as bringing fresh talent and perspectives to services. Turnover 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.

### **Absence [see figures 2.1 to 2.5]**

Progress on reducing the sickness rate of current employees is shown in figure 2.1

Sickness rates have been reduced further since the last report in September 2013 with the days per current employee falling from 9.03 days per employee to 8.61 days per employee over a twelve month period.

With the restructure of the council it is difficult at this point to make comparison within each directorate due to the fact that the staffing levels and employees making up the grouped data has changed. Comparisons can continue moving forward and will be included in the next report. Adult Social Care Health and Wellbeing appear to remain the directorate with the highest days lost per employee, in particular in Assessment & Care Management Service Provision, Safeguarding Quality Info & Performance and also seconded to NHS (Mental Health) teams.

52% of absence days lost currently fall within the definition of long term absences [absences of over 20 days], a slight decrease from the last report [55%]. Long term absences typically form a much higher percentage of absence in the public sector, the underlying reasons for which are usually linked to differences in age profile between sectors. This shows the importance of the management of long term absences through use of absence procedures, occupational health services, health and safety and HR processes where a return to work cannot be facilitated.

In the 12 months to 30th November 2013, 737 or 53% of current staff have had no sickness absence at all.

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

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

HR Business Partners closed 131 employee relations cases during 2013, which had an average time period of 133 days.

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. HR do not provide direct case management involvement in cases related to schools or at City College but do ensure the decisions are within the Council's best interest.

Rates of Disciplinary cases have decreased significantly and those of Grievances have increased slightly since the June report. During the six months from June 2013, four employment tribunal cases have been resolved.

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

### **Workforce Diversity[figure 5.1-2 ]**

#### **Workforce Diversity**

HR continue to monitor the equality impact of HR decisions, policies and procedures through Equality Impact Assessments when policies are reviewed \ revised, and through workforce monitoring. The lead on equality matters in the authority more widely is taken by the Corporate Diversity Group which is currently under the leadership of the Director for Communities.

A proposal to expand monitoring to the other protected characteristics under the 2010 Equality Act is under review. This would lead to a re-surveying of employee data on equality. This would provide expanded workforce data in order to inform future Impact Assessments, and also ensure data remains relevant and up-to-date.

Equality and Diversity is supported by HR, through training courses, and e-learning. The council gained Investors in People silver award during 2013, achieving all of the six indicators required for this category at all three levels of employee; senior manager; manager and employee.

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

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

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

% of workforce who are female or aged 50 and above have remained static since the last report. The % of the workforce who work part time has dropped; the use of temporary/fixed term contracts has increased. The % of the workforce who have declared that they are from an ethnic minority or mixed origin has dropped slightly but still remains above the upper quartile using the benchmark comparisons. The % of the workforce with a disability dropped slightly.

## 5.0 REQUESTED INFORMATION

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

### 5.1 STRESS ABSENCE [figure 2.4 and 2.5 ]

The figure of FTE sickness absence days has reduced to 2044 for the last 12 months for current employees (3219 FTE Days reported in March 2013). Stress still remains the largest % of days lost, slightly behind Musculo-skeletal inc Back & Neck (2033 days). The % of occasions was 9.14% compared to 21.36% Infections inc Cold and Flu and 19.31% Musculo-skeletal inc Back & Neck

Figure 2.5 shows a Directorate breakdown of stress related data. As the table shows, stress related absence varies considerably from 0.02 FTE days per year per employee in Governance to 3.03 FTE and 3.45 FTE in Children's Services and Adult Social Care and Health and Wellbeing respectively. Stress rates have always varied by service area \ activity as do other types of absence.

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

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

be expected to be more prevalent.

3. Improvement in the reduction of short term absences will always appear to increase proportionally absences related to long term absences.

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

To put the issue in context, the days lost per employee for sickness have continued to be reduced overall [from 9.03 days per employee in June to 8.61 in November].

Here is the profile of sickness days lost and occasions in the 12 months to November 2013 for stress related illness:

Days	Occasions	Total Days Lost	Occasions	Total Days Lost
1 to 5	138	112.04		
11 to 15	12	149.24		
16 to 20	4	70.00		
21 to 30	9	214.80		
31 to 40	4	141.08		
6 to 10	13	102.82		
Over 40	18	1259.43		

In terms of high loss of working days it can be seen that the 9% of occasions over 40 days in length [18 cases] account for 62% of the total days lost], and shows that the primary issue in the number of days being lost in the stress category relates to a small number of long term cases.

Of the 27 current long term absences at 30th November 13 cases are assigned to the stress category. 9 of these relate to social work or teaching roles. Business Partner's monitoring notes indicate all cases are being closely monitored. All cases are kept under review at least monthly. It can be seen that these type of issues have to be handled sensitively, and often involve the need for specialist advice. Specific disabilities may also be involved. Often cases take time to deal with because of the medically certified absence of the employee.

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

- Availability of employee assistance programmes e.g. in Children's Services and Operations with options proposed as to whether it would be beneficial to extend these.
- Availability of independent counselling services arranged via Occupational Health. – This is always very well received and employees referred do seem to have benefited and it often supports a return to work/can reduce the likelihood of absence/ and reduce the length of absence.
- Proposals being prepared for Employment Committee to consider changes to the sickness management arrangements that would be aimed at improving attendance \ employee support.
- Referral of cases by managers to Occupational Health - OH have encouraged the HRBP's to facilitate early referral for stress cases, as it can reduce long-term absence. This has also been reiterated in the absence management meetings HRBP's and OH have had with managers from Childrens services and those in Adult Social care.
- Referral to Occupational Health Physician in appropriate long term cases to ensure appropriate action is taken as part of the sickness policy.
- Regular reporting of attendance data \ levels to focus management attention on attendance and ensure appropriate return to work processes and trigger point monitoring procedures, supported by HR Business Partners.
- E learning courses available from Training and Development in relation to

- understanding and managing stress, both for Managers and employees.
- A pilot of a blended training programme comprising e learning modules, followed by coaching workshops, action learning sets, supported by advice, information and resources on resilience and stress will be carried out with selected teams in Childrens Services and Adult Social Care starting in early April.
- Support provided in re-organisations for those going through change, including for example with skills such as CV writing.
- Promotion of healthy living, for example through 'Boost' events, and regular health information provided through insite - there will be a talk from a professional 'a learning lunch' at BOOST in March to address stress & anxiety. There will also be a stand at the Health Fayre by the Samaritans.
- Occupational Health regularly updates it's Insite page, recent examples include...'Dealing with a traumatic event, tips for managing stress for managers and advice on fast track referral for counselling for managers and employees.
- Training and support from Health and Safety e.g. on stress risk assessment,
- Review of the attendance policy to ensure it is robust and supportive \ fair, but at the same time keeps delays to a minimum.
- Occupational Health and Training are assisting the proposal of a Stress survey to go out next month. We are meeting to finalise the details soon.

## **DISABILITY**

### 5.2

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

A decrease in the percentage of those who have reported a disability to us has reduced from 3.69 to 2.15.

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. This would lead to a re-surveying of employee data on equality. This would provide expanded workforce data in order to inform future Impact Assessment, and also ensure data remains relevant and up-to-date.

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 through the recruitment process are made. This assists in maintaining equal opportunities in access to employment opportunities.

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

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



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

5.3

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

The figure for November 2013 dropped slightly to 5.97 from the previous year of 6.31. The HR benchmark was 3.90, whilst the 2011 Census was 17.17.

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

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

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, so we need to ensure this factor is fully considered in reviewing Council policies and practices, such as a sympathetic approach to time off being taken during festivals etc.

## **6. IMPLICATIONS**

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

## **7. CONSULTATION**

7.1 No specific consultation has taken place for this report.

## **7. NEXT STEPS**

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

## **8. BACKGROUND DOCUMENTS**

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

8.1 None.

**9. APPENDICES**

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

HR report for Sustainable Growth and Environment Capital Scrutiny Committee 7<sup>th</sup> April 2014  
Key Summary statistics from 2012 HR Benchmarker study and internal reporting

Metric \ Comments	Bench marked measure	Unit	Data as at 30/11/13	Benchmarking figures for PCC Directorates						Most recent Comparisons \ Benchmarks [11-12]			
				30/06/13 Report	30/11/12 Report	PCC 12/13	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
<b>Workforce size</b>													
Headcount exc. schools and casuals (at end 11/13)		People	1391	1426	1690	1551	1722	1728	2759				
Full time equivalent exc. schools (at end 1/13)		FTE	1184	1299	1439	1336	1448	1425	2083				
<b>Voluntary Staff Turnover and Retention</b>													
% Voluntary Staff Turnover (Last 12 months)	✓	%	7.27%	7.16%	7.6%	6.50%	6.12%	6.20%	6.63%	5.50%	6.80%	6.40%	8.30%
% Stability Index (Last 12 months)	✓	%	92.88%	95.07%	92.87%	91.51%	90.10%	92.96%	85.81%	89.30%	90.70%	90.90%	93.00%
<b>Sickness Absence</b>													
Working Days Lost per Employee p.a. [Inc adults in latest figure for full year]	✓	Days	8.61	9.03	12.29	11.70	8.08	10.71	11.81	8.70	10.30	10.00	11.30
% of working days lost [PCC figures are annual rate for current employees at end of period]	✓	%	4.01%	4.21%	4.57%	4.12%	4.90%	4.70%	5.18%	3.90%	4.40%	4.70%	5.10%
Average Length of Absence Period (Short Term - Days)	✓	Days	5.13	5.73	5.96	6.01	6.36	4.70	5.68	5.00	6.90	6.10	8.20
Ongoing sickness occasions of over 20 FTE days at the end of period		People	27	25	36	25	39	17	31				
Staff above sickness trigger level [3 occasions or 10 days in 6 months] and therefore have attendance under review at end of period.		People	116	157	176	165	230	190	309				
Current Staff with no absence in last 12 months [at end of period]		People	737 (53%)	575 [38%]	702	601	660						
% of Total Sickness Absence which is Long Term (i.e. over 20 working days)	✓	%	51.92%	54.68%	58.04%	53.2%	57.4%	55.5%	54.7%	52.0%	51.0%	59.0%	64.0%
<b>Training &amp; Development</b>													
Training Spend per Employee p.a. (2013/4)	✓	£	£276	-	-	£305	£276	£279	£261	£175	£259	£276	£260
% of delegates on corporate courses rating their course as either Excellent or Good for Meeting			90%	100%	100%								

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Metric \ Comments	Bench marked measure	Unit	Data as at 30/11/13	30/06/13 Report	30/11/12 Report	PCC 12/13	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
Their Expectations [Latest monthly figures]													
Impact of Training ( 2 months post course) – % respondents identifying positive impact of training, increased confidence, improved service delivery, improved communications etc. [Latest monthly figures]			70%	95%	79%	6.6							
% of employees set individual targets \ objectives each year	✓	%	100%	100%	95%	96.1%	85%	67%	47%	80%	89%	97%	100%
% of staff rated as constantly above expectations			1.77%	1.77%	3.1%	3.2%	10.1%	4.3%					
% of staff rated as regularly below expectations			0.34%	0.34%	0.0%	0.0%	0.5%	0.4%					
<b>Disciplinary and Grievance Cases [over 12 months]</b>													
Formal Grievance Cases per 1000 employees(Current at Nov13)	✓	Cases	5.65 (8 cases)	4.16 [6 cases]	4.13	5.16	5.06	9.70	9.03	2.80	5.10	3.80	6.80
Formal Disciplinary Cases per 1000 employees(Current at Nov13)	✓	Cases	3.53 (5 cases)	11.09 [16 cases]	7.22	14.83	8.59	33.18	39.03	12.00	14.40	9.90	5.30
Applications to employment Tribunal per 1000 Employees	✓	Cases	4.24 (6 cases)	1.39 [2 cases]	0.5	1.93 [3 cases]	0.44	1.35	2.42		2.2		
Tribunal cases per 1000 Employees	✓	Cases	0.70 (1 case)	1.39 [2 cases]	0.5	1.29 [2 cases]	0.44	0.45	1.21		0.5		
<b>Employee Diversity</b>													
% of Workforce who are Female	✓	%	71.44%	71.01%	72.85%	71.18%	72.44%	70.15 %	64.72 %	67.90 %	71.20 %	70.70 %	74.90 %
% of Workforce who are Part Time	✓	%	31.91%	35.17%	36.98%	32.71%	36.31%	27.06 %	37.13 %	39.70 %	44.70 %	43.80 %	49.70 %
% of Workforce on a Temporary \ Fixed Term Contract	✓	%	8.33%	4.06%	2.52%	3.42%	3.85%	5.04%	11.14 %	6.00%	8.00%	8.50%	10.20 %
% of Workforce who are from Ethnic Minorities or Mixed origins	✓	%	5.97%	6.57%	6.31%	6.17%	5.61%	6.05%	6.98%	1.60%	3.90%	3.90%	5.00%
% of Workforce with a disability	✓	%	2.15%	3.88%	3.69%	3.67%	3.78%	3.54%	2.97%	2.00%	3.20%	3.00%	4.00%
% of top 5% of earners who are female	✓	%	49.25%	---	---	56.96%	52.75%	50.00 %	50.68 %	43.80 %	46.20 %	50.10 %	54.30 %
% of employees aged 50+	✓	%	33.1%	32.92%	33.8%	32.94%	33.55%	33.09 %	36.37 %	36.30 %	38.30 %	38.10 %	39.50 %
<b>HR Staff Ratios and Costs</b>													
Ratio: All HR Staff to All Employees	✓	Ratio	92:1	---	---	75:1	106 : 1	77 : 1	73 : 1	57 : 1	76 : 1	66 : 1	88 : 1

Metric \ Comments	Bench marked measure	Unit	Data as at 30/11/13	30/06/13 Report	30/11/12 Report	PCC 12/13	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
HR Staff Cost expressed in £ per Employee	✓	£	£312	---	---	£492	£278	£348	£454	£297	£406	£402	£506
HR Staff Cost as % of Organisation Pay Bill	✓	%	1.29%	---	---	0.66%	1.00%	1.80%	1.90%	1.30%	1.80%	1.90%	2.20%

# 1. Headcount and Turnover

## 1.1 Breakdown of Headcount at November 2013

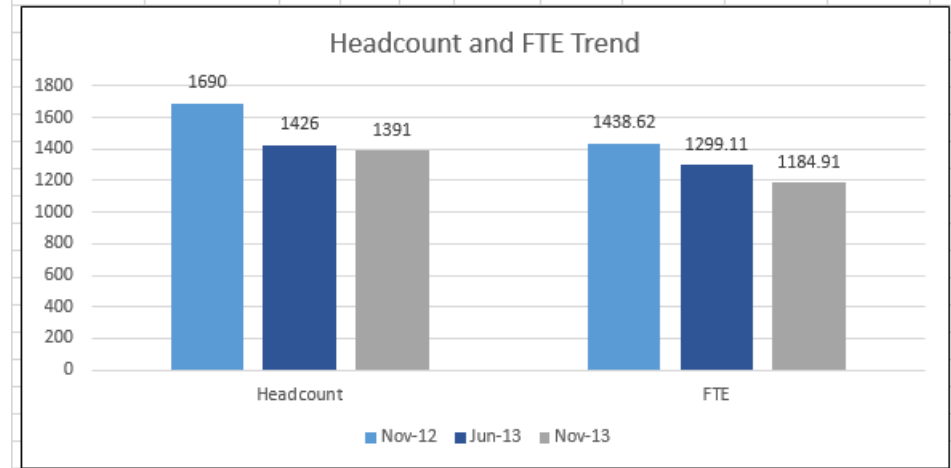
Directorate	Breakdown of headcount									
	Headcount	Appointments	Full Time Equivalent	Casual	Full Time	Part Time	Permanent	Temporary	FTE change since Nov 12 report	FTE change since Jun 13 report
Adult Social Care and Health & Wellbeing	278	281	236.91	2	146	130	266	10		
Chief Executive Department	44	44	35.12	0	23	21	44	0		
Childrens Services	311	337	268.70	11	190	110	291	9		
Communities	358	402	278.98	55	207	96	290	13		
Governance	138	139	129.90	1	113	24	130	7		
Growth and Regeneration	124	127	112.07	5	97	22	117	2		
Resources	138	138	123.24	1	96	41	137	0		
Grand Total	1391	1468	1184.91	75	872	444	1275	41	-114.20	-253.71

Headcount excluding Casuals = 1316

## 1.3 Headcount by Terms and Conditions at November 2013

Terms	No	%	Mini chart	Change from Nov12
Single Status	1035	70.50%		-106
NHS	215	14.65%		-195
Teachers	41	2.79%		-3
Senior Management	31	2.11%		-3
Soulbury	29	1.98%		-3
Youth & Community	18	1.23%		-3
All other	99	6.74%		91
Grand total	1468	100.00%		-222

## 1.2 Headcount and FTE Trend at November 2013



## 1.4 12 Months Leavers by Type to November 2013

12 months leavers by type	No	%	Mini Chart
Redundancy - Voluntary	152	43.43%	
Resignations	97	27.71%	
Transfer of Undertaking	59	16.86%	
Retirements	15	4.29%	
Redundancy - Compulsory	5	1.43%	
End of Fixed Term Contract	15	4.29%	
Dismissal	6	1.71%	
Death in Service	1	0.29%	
Directorates Total	350	100%	

## 1.5 Turnover by Directorate and Service for last 12 Months to November 2013

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

Directorate	Service Level	FTE Start	FTE End	Average FTE	Voluntary Leavers	Other Leavers	Leaver FTE	Voluntary Turnover 12m to Nov 13	Other Turnover 12m to Nov 13	All Turnover 12m to Nov 13
Adult Social Care and Health & Wellbeing	Adult Social Care Finance	20.62	11.85	16.24	0.00	8.77	8.77	0.00%	54.00%	54.00%
	Adult Social Care Management	2.80	1.80	2.30	1.00	0.00	1.00	43.48%	0.00%	43.48%
	Assessment & Care Mgmt Serv Provisioning	248.55	188.35	218.45	7.56	60.68	68.23	3.46%	27.78%	31.24%
	Public Health Client	0.00	2.29	1.15	0.00	3.54	3.54	0.00%	309.20%	309.20%
	Safeguarding Quality Info & Performance	42.90	14.32	28.61	8.24	23.98	32.22	28.80%	83.81%	112.61%
	Seconded to NHS (Mental Health)	12.89	11.89	12.39	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning	10.40	6.40	8.40	0.00	4.00	4.00	0.00%	47.62%	47.62%
<b>Adult Social Care and Health &amp; Wellbeing Total</b>		<b>338.16</b>	<b>236.91</b>	<b>287.53</b>	<b>16.79</b>	<b>100.97</b>	<b>117.76</b>	<b>0.06</b>	<b>0.35</b>	<b>0.41</b>
Chief Executive Department	Chief Executive Office	2.00	2.00	2.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Commercial Operations	30.44	33.12	31.78	1.11	0.00	1.11	3.49%	0.00%	3.49%
<b>Chief Executive Department Total</b>		<b>32.44</b>	<b>35.12</b>	<b>33.78</b>	<b>1.11</b>	<b>0.00</b>	<b>1.11</b>	<b>0.03</b>	<b>0.00</b>	<b>0.03</b>
Childrens Services	Childrens Senior Management	2.00	3.00	2.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Education	122.98	116.07	119.53	15.49	10.25	25.73	12.96%	8.57%	21.53%
	Safeguarding Families Communities	153.75	149.63	151.69	18.41	2.00	20.41	12.14%	1.32%	13.46%
<b>Childrens Services Total</b>		<b>278.72</b>	<b>268.70</b>	<b>273.71</b>	<b>33.90</b>	<b>12.25</b>	<b>46.15</b>	<b>0.12</b>	<b>0.04</b>	<b>0.17</b>
Communities	Communities and Targeted Service	183.85	171.60	177.73	3.96	26.21	30.17	2.23%	14.75%	16.97%
	Strategic Commissioning and Prevention	115.12	107.38	111.25	9.41	15.62	25.03	8.46%	14.04%	22.50%
<b>Communities Total</b>		<b>298.97</b>	<b>278.98</b>	<b>288.98</b>	<b>13.37</b>	<b>41.83</b>	<b>55.20</b>	<b>0.05</b>	<b>0.14</b>	<b>0.19</b>
Governance	Communication	10.00	10.54	10.27	3.00	0.00	3.00	29.21%	0.00%	29.21%
	Governance	28.56	24.73	26.65	2.00	4.50	6.50	7.51%	16.89%	24.39%
	Human Resources	18.43	16.12	17.27	0.89	2.22	3.11	5.17%	12.83%	18.00%
	Legal Services	30.60	29.56	30.08	2.68	0.00	2.68	8.90%	0.00%	8.90%
	Regulatory Services	54.36	48.95	51.65	2.00	0.81	2.81	3.87%	1.57%	5.44%
	Solicitor & Support	1.00	0.00	0.50	0.00	1.00	1.00	0.00%	200.00%	200.00%
<b>Governance Total</b>		<b>142.94</b>	<b>129.90</b>	<b>136.42</b>	<b>10.57</b>	<b>8.53</b>	<b>19.10</b>	<b>0.08</b>	<b>0.06</b>	<b>0.14</b>
Growth and Regeneration	Delivery	4.68	3.68	4.18	1.00	0.00	1.00	23.95%	0.00%	23.95%
	Growth and Regeneration Management	1.00	1.00	1.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Planning Transport & Engineering	129.51	107.39	118.45	10.00	14.31	24.31	8.44%	12.08%	20.52%
<b>Growth and Regeneration Total</b>		<b>135.18</b>	<b>112.07</b>	<b>123.63</b>	<b>11.00</b>	<b>14.31</b>	<b>25.31</b>	<b>0.09</b>	<b>0.12</b>	<b>0.20</b>
Resources	Corporate Property & Childrens Resources	40.09	35.89	37.99	0.00	2.00	2.00	0.00%	5.26%	5.26%
	SR Direct	5.00	6.00	5.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning & Transformation	53.92	50.26	52.09	3.66	3.93	7.59	7.02%	7.55%	14.57%
	Strategic Finance	32.89	31.08	31.99	2.00	0.68	2.68	6.25%	2.11%	8.36%
<b>Resources Total</b>		<b>131.90</b>	<b>123.24</b>	<b>127.57</b>	<b>5.66</b>	<b>6.61</b>	<b>12.26</b>	<b>4.43%</b>	<b>5.18%</b>	<b>9.61%</b>
<b>Directorates Total</b>		<b>1358.32</b>	<b>1184.91</b>	<b>1271.62</b>	<b>92.39</b>	<b>184.49</b>	<b>276.89</b>	<b>7.27%</b>	<b>14.51%</b>	<b>21.77%</b>

## 2. Absence

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

Name	Emp FTE	12M Days	12M Occ	Approx FTE days available	Approx % working days absence	FTE Days per Current Employee	Direction of Travel from last month(DPE )	DPE Last Month	Days-Sept	Occ-Sept	Days-Oct	Occ-Oct	Days-Nov	Occ-Nov	Direction of Travel from Last Month(Days)
Corporate Property & Childrens Resources	35.89	181.42	50	7,825.20	2.32%	5.05			10.50	3.00	27.50	4.00	25.00	3.00	
Strategic Commissioning & Transformation	50.26	193.01	39	10,651.81	1.81%	3.84			6.52	4.00	2.19	2.00	3.20	3.00	
Strategic Finance	31.08	61.82	36	6,955.31	0.89%	1.99			0.00	1.00	13.78	5.00	18.16	0.00	
<b>Resources Total</b>	<b>123.24</b>	<b>441.26</b>	<b>127</b>	<b>26,747.29</b>	<b>1.65%</b>	<b>3.58</b>			<b>17.02</b>	<b>8.00</b>	<b>43.47</b>	<b>11.00</b>	<b>46.36</b>	<b>6.00</b>	
Delivery	3.68	12.00	3	822.47	1.46%	3.26			0.00	0.00	4.00	1.00	0.00	0.00	
Planning Transport & Engineering	106.39	413.31	157	23,727.77	1.74%	3.88			21.50	19.00	41.23	7.00	53.75	23.00	
<b>Growth and Regeneration Total</b>	<b>111.07</b>	<b>425.31</b>	<b>160</b>	<b>24,774.00</b>	<b>1.72%</b>	<b>3.83</b>			<b>21.50</b>	<b>19.00</b>	<b>45.23</b>	<b>8.00</b>	<b>53.75</b>	<b>23.00</b>	
Communications	10.54	18.54	8	2,079.02	0.89%	1.76			0.00	0.00	7.54	3.00	1.00	1.00	
Governance	24.06	176.00	200	5,214.16	3.38%	7.32			18.00	4.00	37.00	5.00	19.00	17.00	
Human Resources	16.08	148.44	81	3,441.06	4.31%	9.23			20.54	1.00	27.78	5.00	2.57	3.00	
Legal Services	29.56	189.44	63	6,182.22	3.06%	6.41			36.00	15.00	33.40	5.00	39.50	20.00	
Regulatory Services	48.95	327.21	50	10,952.14	2.99%	6.69			39.32	3.00	66.00	11.00	32.00	4.00	
<b>Governance Total</b>	<b>129.19</b>	<b>859.64</b>	<b>402</b>	<b>27,868.61</b>	<b>3.08%</b>	<b>6.65</b>			<b>113.86</b>	<b>23.00</b>	<b>171.72</b>	<b>29.00</b>	<b>94.07</b>	<b>45.00</b>	
Communities and Targeted Services	171.25	1,136.66	253	36,591.78	3.11%	6.64			93.35	23.00	107.09	20.00	85.91	22.00	
Strategic Commissioning and Prevention	104.51	1,041.78	147	21,909.55	4.75%	9.97			76.53	8.00	129.78	14.00	164.59	11.00	
<b>Communities Total</b>	<b>275.76</b>	<b>2,178.44</b>	<b>400</b>	<b>58,501.33</b>	<b>3.72%</b>	<b>7.90</b>			<b>169.88</b>	<b>31.00</b>	<b>236.87</b>	<b>34.00</b>	<b>250.51</b>	<b>33.00</b>	
Childrens Senior Management	3.00	14.50	5	544.99	2.66%	4.83			5.00	0.00	0.00	0.00	1.00	1.00	
Education	112.43	970.24	307	23,882.51	4.06%	8.63			56.93	14.00	87.33	15.00	80.25	12.00	
Safeguarding Families Communities	149.63	1,457.75	204	31,451.68	4.63%	9.74			128.42	15.00	157.52	26.00	203.44	17.00	
<b>Childrens Services Total</b>	<b>265.06</b>	<b>2,442.49</b>	<b>516</b>	<b>55,879.18</b>	<b>4.37%</b>	<b>9.21</b>			<b>190.35</b>	<b>29.00</b>	<b>244.86</b>	<b>41.00</b>	<b>284.69</b>	<b>30.00</b>	
Commercial Operations	31.85	284.35	64	7,017.14	4.05%	8.93			25.00	12.00	10.62	2.00	3.08	2.00	
<b>Chief Executive Department Total</b>	<b>33.85</b>	<b>284.35</b>	<b>64</b>	<b>7,464.66</b>	<b>3.81%</b>	<b>8.40</b>			<b>25.00</b>	<b>12.00</b>	<b>10.62</b>	<b>2.00</b>	<b>3.08</b>	<b>2.00</b>	
Adult Social Care Finance	11.85	23.48	8	2,651.98	0.89%	1.98			3.20	1.00	3.00	1.00	0.00	0.00	
Adult Social Care Management	1.80	3.00	1	402.77	0.74%	1.67			0.00	0.00	0.00	0.00	0.00	0.00	
Assessment & Care Mgmt Serv Provision	187.72	2,968.52	421	40,610.13	7.31%	15.81			292.75	47.00	320.20	30.00	331.99	36.00	
Public Health Client	2.29	2.45	2	341.24	0.72%	1.07			0.00	0.00	0.00	0.00	0.00	0.00	
Safeguarding Quality Info & Performance	14.32	323.68	29	3,000.14	10.79%	22.61			59.75	5.00	45.20	3.00	30.66	0.00	
Seconded to NHS [Mental Health]	11.89	153.76	14	2,660.93	5.78%	12.93			9.76	4.00	1.00	1.00	11.00	1.00	
<b>Adult Social Care and Health &amp; Wellbeing Total</b>	<b>236.27</b>	<b>3,474.89</b>	<b>475</b>	<b>51,097.41</b>	<b>6.80%</b>	<b>14.71</b>			<b>365.45</b>	<b>57.00</b>	<b>369.40</b>	<b>35.00</b>	<b>373.66</b>	<b>37.00</b>	
<b>GRAND TOTAL</b>	<b>1,174.43</b>	<b>10,106.37</b>	<b>2,144</b>	<b>252,332.48</b>	<b>4.01%</b>	<b>8.61</b>			<b>903.06</b>	<b>179.00</b>	<b>1122.18</b>	<b>160.00</b>	<b>1106.12</b>	<b>176.00</b>	

Direction of travel will be available in future reports when data built up for new structure



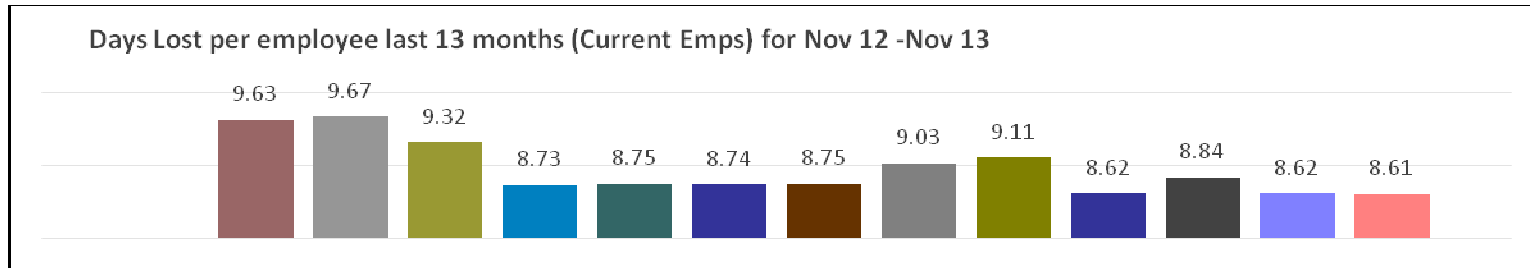
## 2.2 Monthly Sickness Information provided since October 2013

Days lost in top two categories by month, current employees (*Note: data will change month on month as report is based on current employees*)

Row Labels	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Grand Total
Musculo-skeletal inc Back & Neck	141.66	146.46	157.75	212.49	173.70	183.93	209.49	165.06	160.83	188.63	155.01	175.26	2,070.27
Stress, Depression, Anxiety, Fatigue	193.01	174.00	168.92	195.62	157.59	204.32	198.23	178.36	250.52	266.61	256.15	268.85	2,512.17
<b>Grand Total</b>	<b>334.67</b>	<b>320.47</b>	<b>326.67</b>	<b>408.11</b>	<b>331.29</b>	<b>388.25</b>	<b>407.71</b>	<b>343.42</b>	<b>411.35</b>	<b>455.24</b>	<b>411.16</b>	<b>444.11</b>	<b>4,582.44</b>
Total sick days lost by month	819.92	796.61	810.16	1,070.95	886.71	877.64	945.80	751.05	875.95	880.48	919.29	1,084.83	10,719.39
Percentage of total days lost	40.82%	40.23%	40.32%	38.11%	37.36%	44.24%	43.11%	45.73%	46.96%	51.70%	44.73%	40.94%	42.75%

Row labels	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Grand Total
Musculo-skeletal inc Back & Neck	155.86	209.21	172.07	179.08	192.56	161.42	160.83	182.83	156.68	148.28	155.29	159.30	2033.41
Stress, Depression, Anxiety, Fatigue	123.08	154.46	106.66	154.65	122.47	92.94	179.59	212.21	209.34	205.05	257.89	231.08	2049.41
<b>Grand Total</b>	<b>278.95</b>	<b>363.67</b>	<b>278.72</b>	<b>333.73</b>	<b>315.03</b>	<b>254.36</b>	<b>340.42</b>	<b>395.04</b>	<b>366.02</b>	<b>353.32</b>	<b>413.18</b>	<b>390.38</b>	<b>4082.82</b>
Total sick days lost by month	694.32	946.30	772.07	772.31	793.62	619.43	782.58	782.44	811.93	903.06	1122.18	1106.12	10106.37
Percentage of total days lost	40.18%	38.43%	36.10%	43.21%	39.69%	41.06%	43.50%	50.49%	45.08%	39.13%	36.82%	35.29%	40.40%

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



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

Absence Category	Occasions	% Occasions	FTE Days Lost	% Days Lost	% Occasions	% Days Lost	FTE days lost 12 months to Nov 13(last report)	Change in days lost over 12 months
Infections inc. Colds And Flu	458	21.36%	1503.75	14.88%			1748	-244.25
Musculo-skeletal inc Back & Neck	414	19.31%	2033.41	20.12%			2041	-7.59
Stomach, liver, kidney & digestion	398	18.56%	1500.36	14.85%			1267	233.36
Other	235	10.96%	1226.81	12.14%			1313	-86.19
Stress, Depression, Anxiety, Fatigue	196	9.14%	2049.41	20.28%			2709	-659.59
Chest & Respiratory inc Chest Infections	187	8.72%	487.85	4.83%			348	139.85
Neurological inc. Headaches & Migraine	111	5.18%	266.08	2.63%			640	-373.92
Eye, Ear, Nose, Mouth, Dental, Sinusitis	78	3.64%	502.66	4.97%			433	69.66
Genito-urinary/gynaecological	32	1.49%	228.81	2.26%			187	41.81
Pregnancy Related	18	0.84%	158.20	1.57%			130	28.20
No Reason Given	9	0.42%	32.78	0.32%			396	-363.22
Heart, Blood Pressure & Circulation	8	0.37%	116.25	1.15%			13	103.25
<b>Grand Total</b>	<b>2144</b>	<b>100.00%</b>	<b>10106.37</b>	<b>100.00%</b>			<b>11225</b>	<b>-1118.63</b>

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

Directorate	Stress days 12m current employees	Current Emp FTE	Stress Related days per FTE
Adult Social Care and Health & Wellbeing	813.84	236	3.45
Chief Executive Department	44.00	34	1.29
Childrens Services	803.26	265	3.03
Communities	291.70	276	1.06
Governance	2.81	129	0.02
Growth and Regeneration	59.42	111	0.54
Resources	29.38	123	0.24
<b>Grand Total</b>	<b>2044.41</b>	<b>1174</b>	<b>1.74</b>

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

3. Training and Development activity(No update has been made to this data. It has been included for completeness)

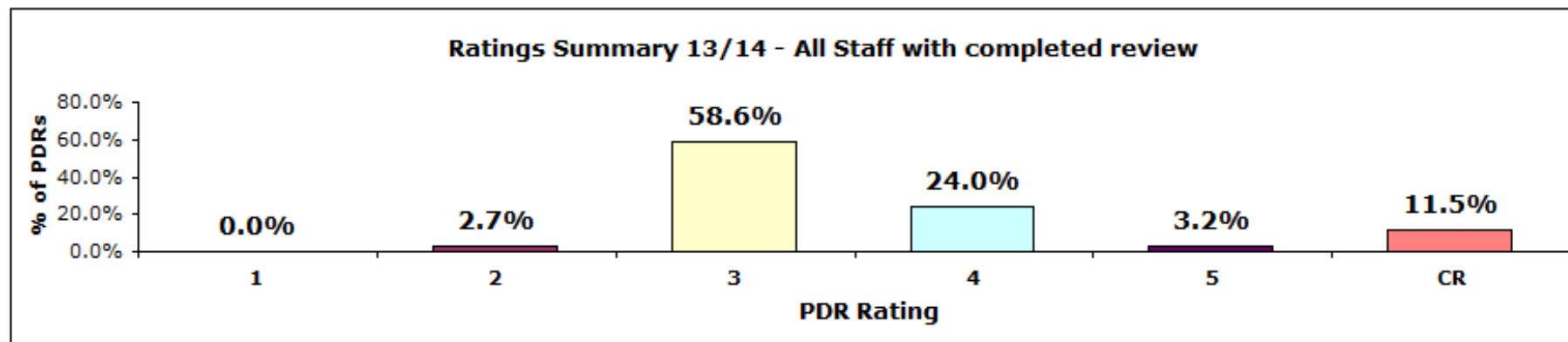
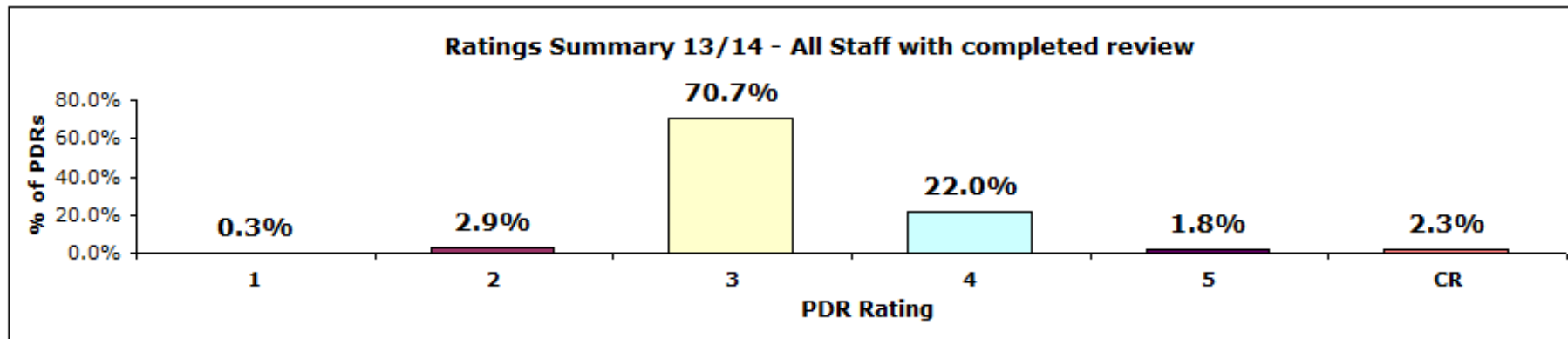
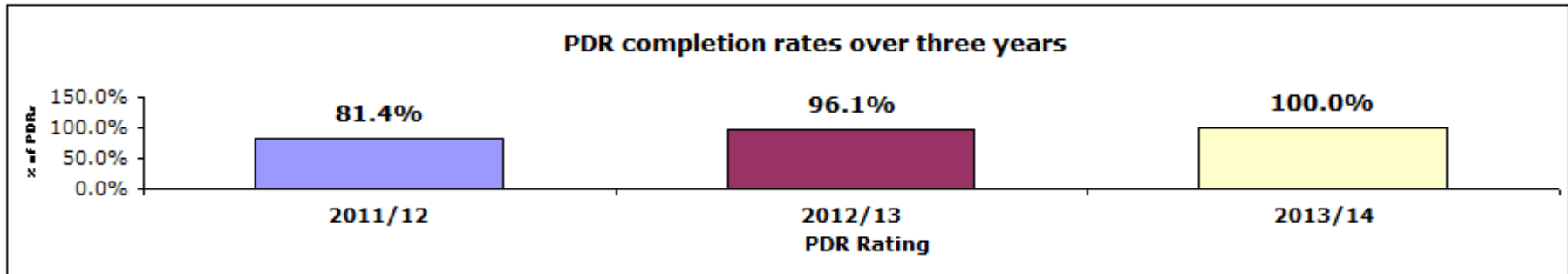
3.1 PDR Monitoring Report Final for 2013/14 round.

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

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

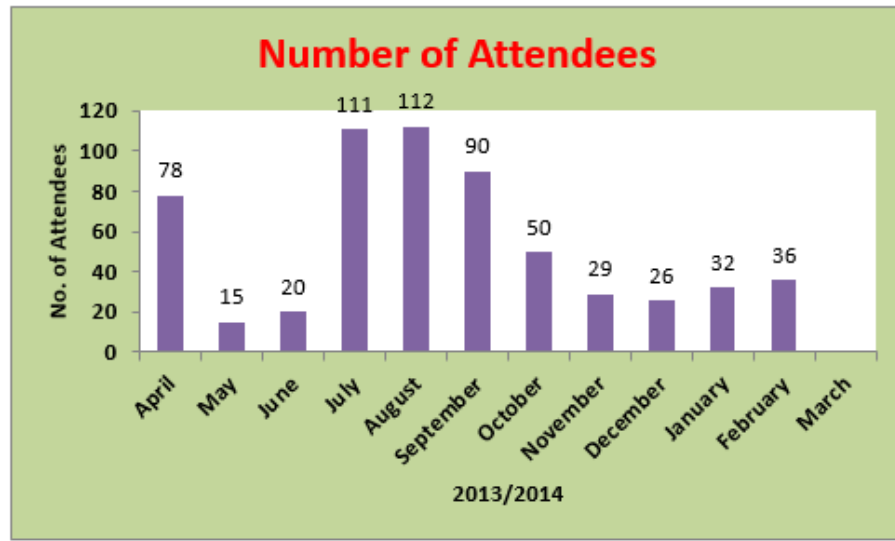
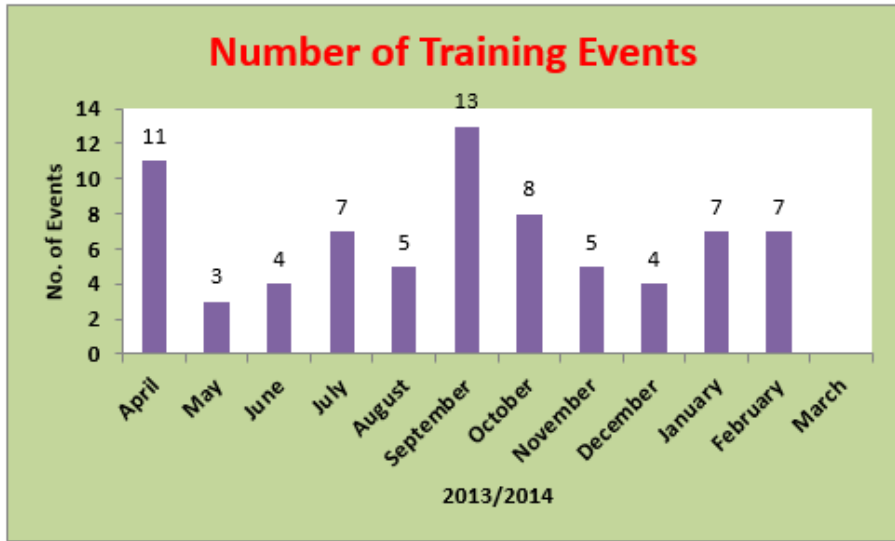
\* Some small teams of 5 or less staff not shown separately but included in totals

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

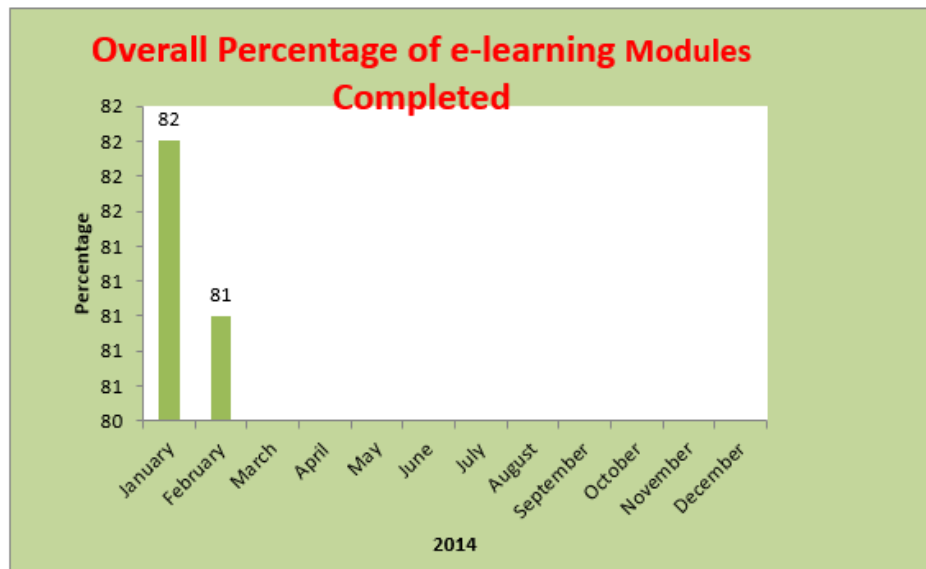
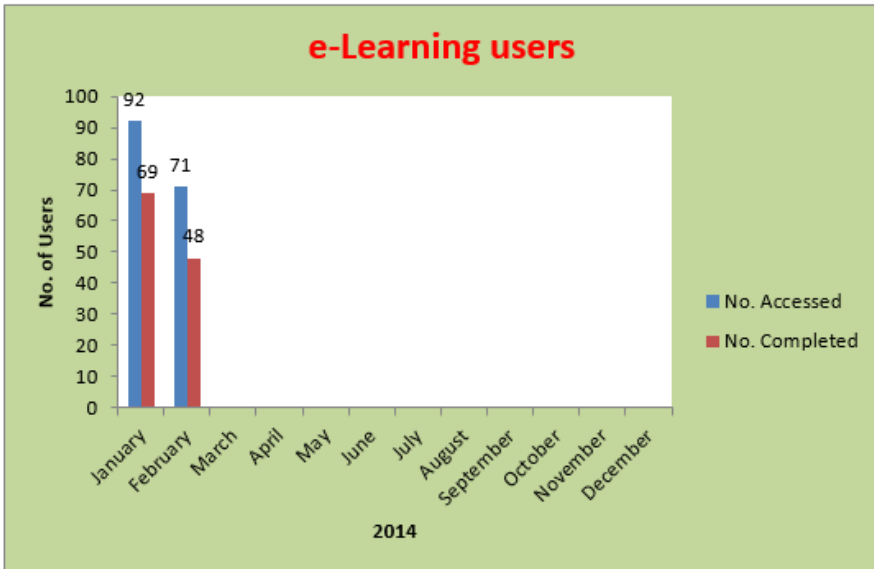


Key - CR Cannot rate [too soon]; 1 Regularly below expectations; 2 Occasionally below expectations; 3 Meets expectations; 4 Sometimes exceeds expectations; 5 Consistently exceeds expectations.

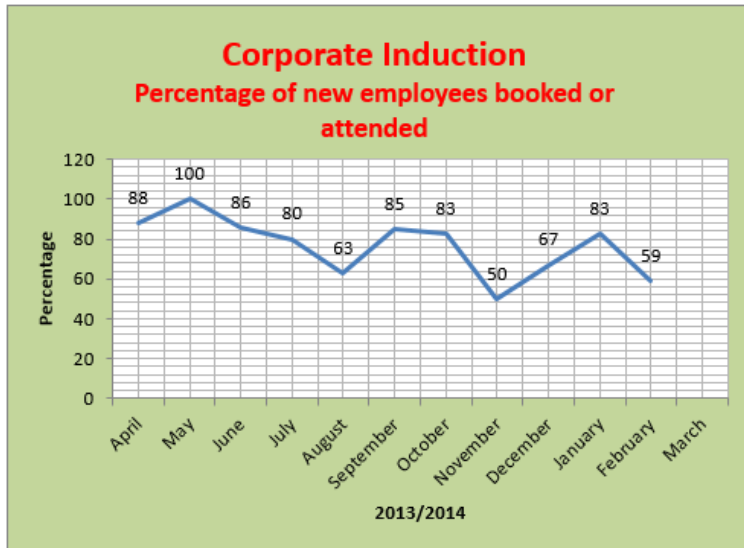
### 3.3/3.4 Number of Training Events/Numbers of Attendees



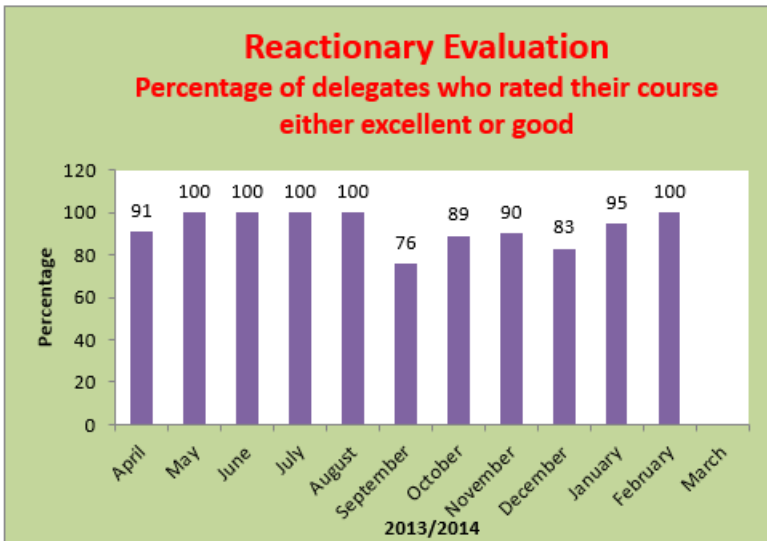
### 3.5/3.6 E-learning Users/Completion



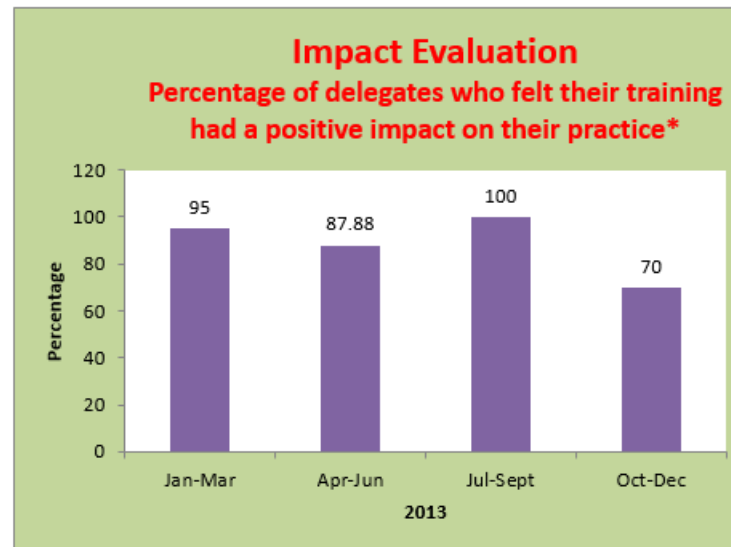
### 3.7 Corporate Induction



### 3.8/3.9 Course Ratings Excellent or Good/Positive Impact Evaluation

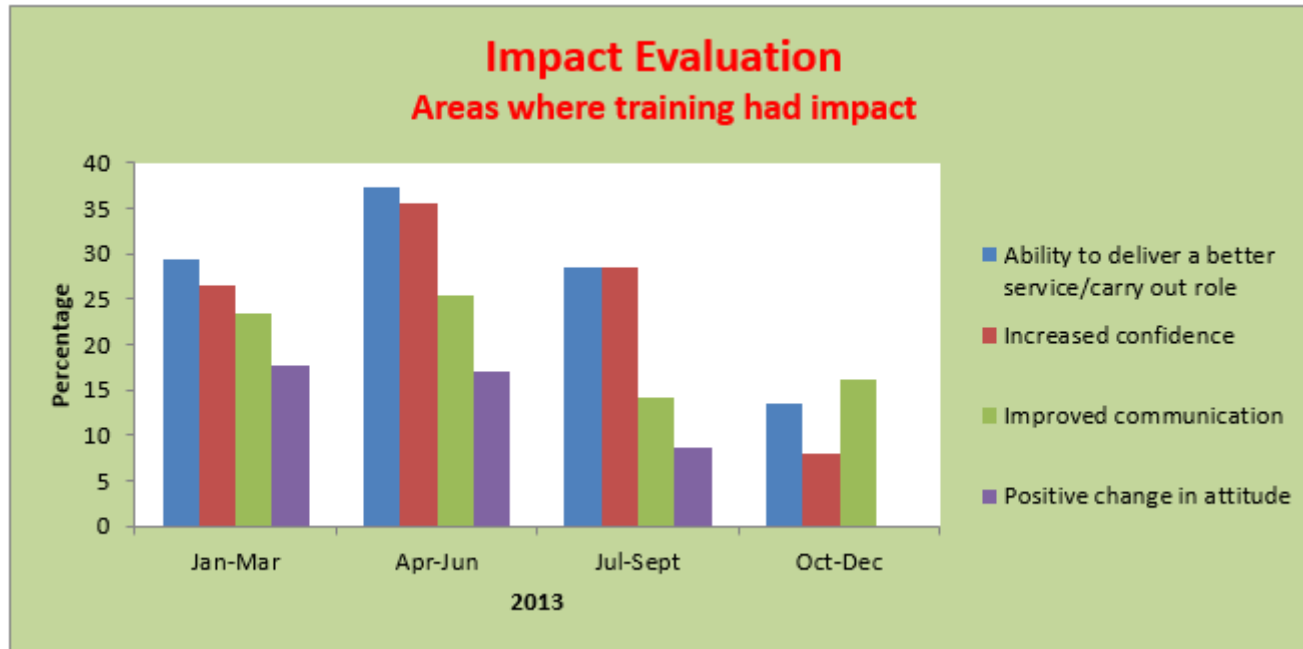


Note: These ratings are taken from questionnaires completed immediately at the end of the training.



Note: These ratings are taken from the questionnaire sent to delegates two month after the training.

### 3.10 Areas of Impact Evaluation





## 4. Employee Relations [cases]

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

Directorate	Capability	Discipline	Grievance
Adult Social Care and Health & Wellbeing		2	2
Childrens Services	2	2	5
Communities	2	1	
Governance	1		
Growth and Regeneration			
Resources			1
<b>Grand Total</b>	<b>5</b>	<b>5</b>	<b>8</b>

[Includes cases that may be resolved informally]

### 4.3 Breakdown of cases ended in the 12 months to November 2013

#### Disciplinary Cases

#### Grievance Cases

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

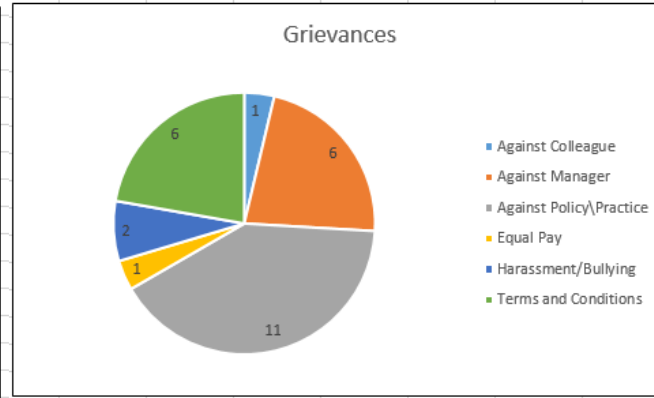
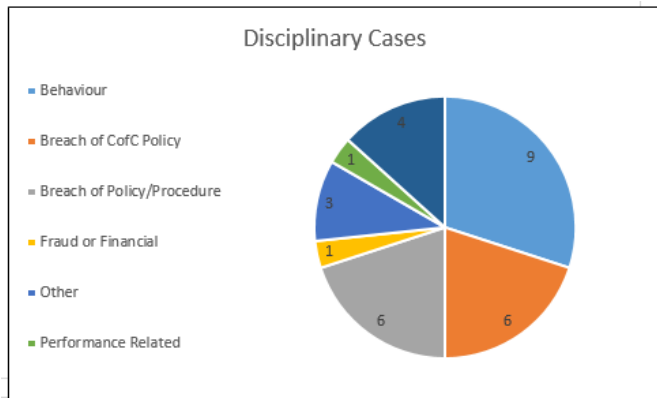
Disciplinary cases [includes Capability]

Outcome	Total
Appeal not Upheld	2
Appeal Upheld	2
Case not Found	4
Employee Resigned	1
Final Written Warning Issued	2
Proceed to Hearing	2
Proceed to Investigation	2
Resolved Informally	6
Stage Letter Issued	1
Summary Dismissal	2
Verbal Warning Issued	2
Written Warning Issued	4
<b>Grand Total</b>	<b>30</b>

#### Grievances

Outcome	Total
Not Found	12
Proceed to Formal	2
Resolved	3
Resolved Informally	9
Upheld	1
<b>Grand Total</b>	<b>27</b>

#### Tribunal Cases



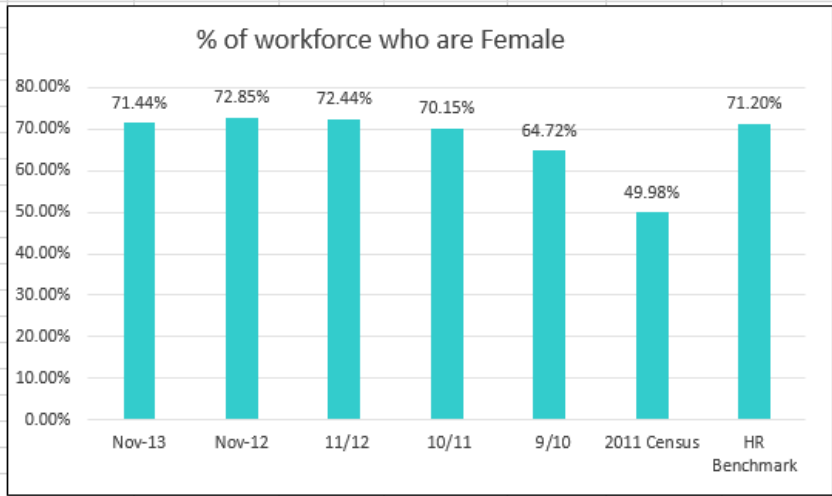
Outcome	Total
Case Dismissed	1
Resolved mutually no liability accepted	1
Settled Out of Court	2
<b>Grand Total</b>	<b>4</b>

## 5. Workforce Diversity

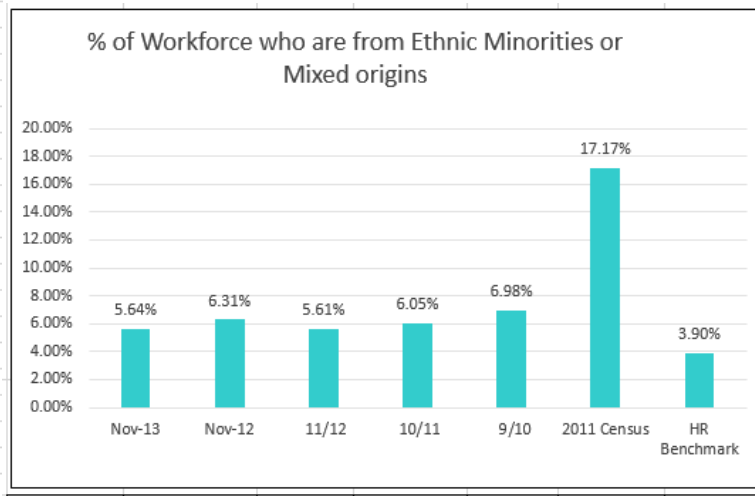
### 5.1 Directorate Breakdown at November 2013

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	275	4	5	219	56	121	1.45%	1.82%	79.64%	44.00%
Chief Executive Department	44	5	1	19	25	14	11.36%	2.27%	43.18%	31.82%
Childrens Services	313	23	5	263	50	103	7.35%	1.60%	84.03%	32.91%
Communities	326	24	4	250	76	100	7.36%	1.23%	76.69%	30.67%
Governance	135	9	3	91	44	34	6.67%	2.22%	67.41%	25.19%
Growth and Regeneration	118	3	1	49	69	28	2.54%	0.85%	41.53%	23.73%
Resources	137	8	10	72	65	45	5.84%	7.30%	52.55%	32.85%
<b>Directorates Total</b>	<b>1348</b>	<b>76</b>	<b>29</b>	<b>963</b>	<b>385</b>	<b>445</b>	<b>5.64%</b>	<b>2.15%</b>	<b>71.44%</b>	<b>33.01%</b>

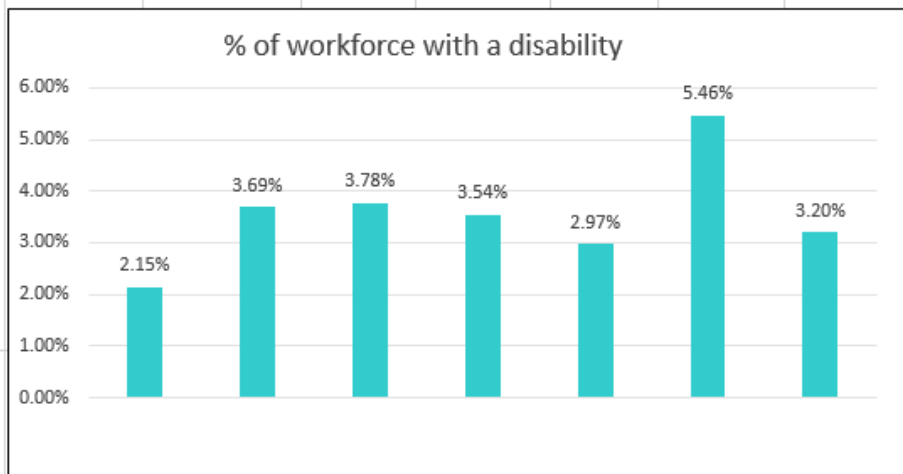
### 5.2 Trends compared with Benchmarks and Census 2011



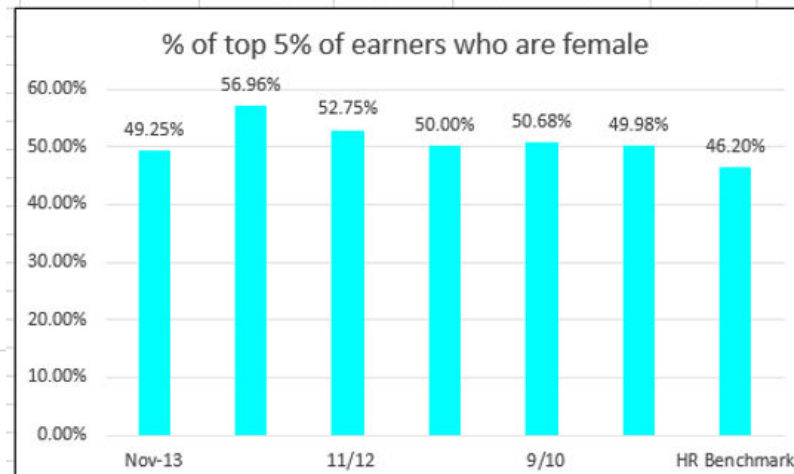
Nov-13	Nov-12	11/12	10/11	9/10	2011 Census	HR Benchmark
71.44%	72.85%	72.44%	70.15%	64.72%	49.98%	71.20%



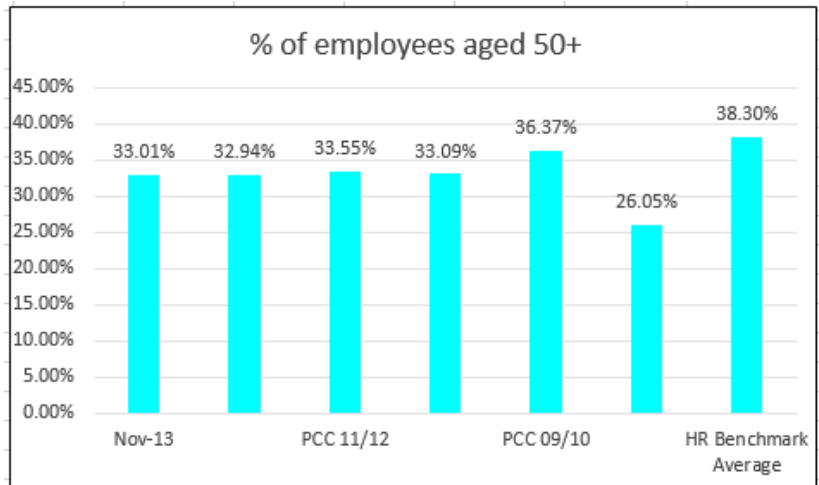
Nov-13	Nov-12	11/12	10/11	9/10	2011 Census	HR Benchmark
5.64%	6.31%	5.61%	6.05%	6.98%	17.17%	3.90%



Nov-13	Nov-12	11/12	10/11	9/10	2011 Census	HR Benchmark
2.15%	3.69%	3.78%	3.54%	2.97%	5.46%	3.20%



Nov-13	Nov-12	11/12	10/11	9/10	2011 Census	HR Benchmark
49.25%	56.96%	52.75%	50.00%	50.68%	49.98%	46.20%



Nov-13	Nov-12	11/12	10/11	9/10	2011 Census	HR Benchmark
33.01%	32.94%	33.55%	33.09%	36.37%	26.05%	38.30%

## 2012 HR Benchmarker Notes

% Voluntary Staff Turnover (Based On <b>Actual</b> Headcount)	Voluntary leavers only - <b>exclude</b> 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 :	
	$\frac{\text{Voluntary Leavers (during 12 month period)}}{\text{Average Number of Staff (employed for the 12 month period)}} \times 100$	

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

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