
Report To:	Policy and Resources Committee	Date:	8th August 2017
Report By:	Head of Organisational Development, Human Resources & Communications	Report No:	HR/21/17/AW
Contact Officer:	Allan Wilson	Contact No:	2022
Subject:	Workforce Information and Activity Report (WIAR) 2016/2017		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Policy and Resources Committee of key workforce information and activity for the year 1 April 2016 to 31 March 2017. This annual report has been provided to the Corporate Management Team in recent years to support workforce planning and it is felt that this information would provide members with a useful overview of workforce activity and analysis.

2.0 SUMMARY

2.1 The Workforce Information and Activity Report is designed to be informative and to encourage participation in organisational development and workforce planning Activity. The content includes key information on attendance, performance and workforce demographics.

2.2 Workforce Information and Activity Reports are published quarterly for the full Council and by Directorate too. A yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments.

2.3 The latest yearly Workforce Information and Activity Report for the year 1 April 2016 to 31 March 2017 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas.

3.0 RECOMMENDATIONS

3.1 It's recommended that the Policy and Resources Committee:

- Notes the content of the Workforce Information and Activity Report for 2016/2017 outlined in Appendix 1, and;
- Agrees that Workforce Information and Activity Reports are provided to the Policy and Resources Committee on an annual basis.

Steven McNab
Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

- 4.1 Workforce Information and Activity Report (WIAR) were first produced in 2013 to help inform workforce planning decisions by the Extended Corporate Management Team and also to inform management of key performance information in relation to the workforce. The content of the reports has been expanded in recent years to encourage organisational development and workforce planning activity across a range of workforce analytics. It's recognised that the continued success of Organisation Development (OD) across the Council very much depends on good workforce data which helps to identify needs in key areas.
- 4.2 Workforce Information and Activity Reports are developed quarterly for the full Council and by Directorate too. A Yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments. Reports are distributed widely via senior officers and come with a separate 'to do' activity check list. The Health and Social Care Partnership quarterly WIAR also includes NHS side information and is presented to the Staff Partnership Forum.
- 4.3 Over time the report content has become standard and includes attendance, performance and workforce demographics which assist in focussing on and analysing trends across the workforce. The content of these WIAR reports is considered by the Corporate Workforce Planning and Development Group to help inform key workforce planning actions and HR policy decisions. The content of these reports is also shared and discussed with the trade unions at regular liaison meetings.

5.0 KEY WORKFORCE INFORMATION ANDACTIVITY SUMMARY

- 5.1 Attendance is reported annually alongside many other measures via the Local Government Benchmarking Framework (LGBF), each measure is commonly referred to as a Scottish Performance Indicator (spi). The most recent publication for the period 2015/2016 placed Inverclyde well against attendance, that is, comfortably in the top ten of Councils at an average of 8.58 workdays lost per employee. It should be noted however, that the attendance spi reported for 2016/2017 is 9.45 workdays lost per employee, which represents a slight slippage. It should be noted that around 80% of employees had no days of sick leave for the period 2016/2017.
- 5.2 Performance Appraisal is reported annually as a Key Performance Indicator (kpi) that is, for our own internal purposes and the target for completed appraisals is 90%. The 2016/17 analysis shows that 93% of performance appraisals were completed. The appraisal process is supported by 7 core competencies which are applicable to all employees, with senior managers subject to additional 3 competencies.
- 5.3 Employee Demographics and Workforce Planning – provides factual information concerning the composition of our workforce :
 - Number of employees – has reduced from 4115 to 3996 over the last three financial years
 - 52% of our employees are full time and 48% are part time
 - 88% of our employees have permanent employee status and 12% of our employees have temporary employee status
 - Employee turnover sits at just above 8% which is typical across the sector
 - 25% of our employees are aged over 55 years old compared to 3% aged under 25 years old – this is typical of the sector
 - 75% of our employees are female and 25% are male

5.4. Other HR/OD Support Activity –

- The number of disciplinary hearings have reduced from 76 in 2014/15 to 50 in 2016/17.
- There were 19 grievances submitted in 2016/17 compared to 31 in 2014/2015
- Approximately 40% of our workforce are pay trade union subscriptions via the payroll system. It is estimated that approximately 53% of our work force are trade union members
- Worklife balance requests show an upward trend sitting at 70 received for 2016/2017
- 127 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend
- 58 employees have taken advantage of our cycle to work scheme which is also indicative of an upward trend
- 93 employees participate in our child care voucher scheme which is also indicative of an upward trend

Further detail on the above areas is covered in the full Workforce Information and Activity Report attached at Appendix 1.

6.0 PROPOSALS

6.1 It's proposed that the Policy and Resources Committee notes the content of the Workforce Information and Activity Report for 2016/2017 outlined in Appendix 1 and agree that Workforce Information and Activity Reports are provided to the Policy and Resources Committee on an annual basis.

7.0 IMPLICATIONS

7.1 Finance

N/A

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.2 Legal

N/A

7.3 Human Resources

The content of the Workforce Information and Activity Report will assist to inform organisational development actions and HR Policy.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

8.0 CONSULTATIONS

8.1 WIAR reports are widely distributed:

- Chief Executive/Corporate Directors/Heads of Service
- Service Managers/Team Leaders (+ pass on to all employees)
- Trade Union Liaison Group
- HSCP – Staff Partnership Forum

9.0 LIST OF BACKGROUND PAPERS

9.1 Yearly Workforce Information and Activity Report Full council version 2016/2017 (Appendix 1)

Yearly Workforce Information and Activity Report (WIAR) Full Council



April 2016 - March 2017

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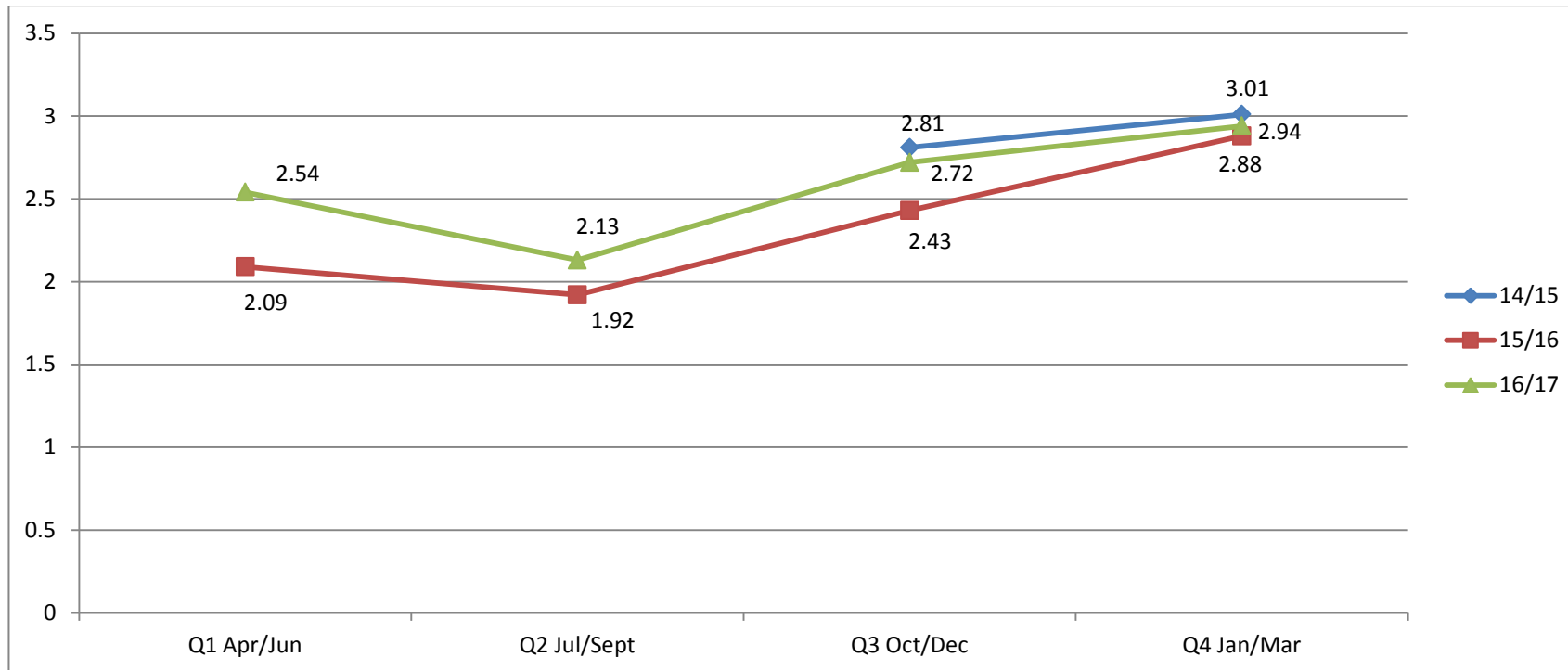
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This Yearly WIAR includes 2016/2017 information and also a part comparison against 2014/2015 and 2015/2016.

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 15/16 and 16/17 for comparison.



A full years data for 14/15 workdays lost per FTE employee is not available for comparison as previous to October 2014 this figure was reported as a percentage.

Inverclyde Council Yearly Target:	9
Overall Council Position 16/17:	9.45

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 16/17	Workdays lost per FTE employee in 15/16	Workdays lost per FTE employee in 14/15
HSCP	11.96	10.15	13.95
Education, Communities & OD	7.72	7.76	8.44
Environment, Regeneration & Resources	10.59	8.64	9.18
Chief Executive	1.77	2.08	4.59
Full Council	9.45	8.58	10.03

Number of days off sick	Number of Employees
9 days or less	478 (12%)
10 days or more	264 (7%)
Zero Days absence	3254 (81%)

c. Performance Appraisal

The target for 16/17 was 90%.

Service	% Received 16/17	% Received 15/16	% Received 14/15
HSCP	81%	89%	76%
Education, Communities & OD	97%	84%	80%
Environment, Regeneration & Resources	99%	99%	94%
Chief Executive	100%	100%	100%
Total	93%	91%	83%

2. Employee Demographics & Workforce Planning

a. Employee Numbers & Variances

Table includes actual headcount and full time equivalent number of employees (full time, part time, temporary & permanent).

<u>Service</u>	<u>Mar 2017 - No. of employees</u>	<u>Mar 2016 - No. of employees</u>	<u>Mar 2015 - No. of employees</u>	<u>Full Time Equivalent (FTE*) 2017</u>	<u>Full Time Equivalent (FTE*) 2016</u>	<u>Full Time Equivalent (FTE*) 2015</u>
HSCP	1038	1055	1064	834.69	848.76	862.79
Education, Communities & OD	1963	1950	1961	1616.38	1606.25	1533.37
Environment, Regeneration & Resources	986	1032	1080	808.40	846.93	891.08
Chief Executive	9	9	10	8.81	8.81	9.81
TOTAL	3996	4046	4115	3268.28	3310.75	3297.05

	March 2017	% of total workforce 2017	March 2016	% of total workforce 2016	March 2015	% of total workforce 2015
Part Time Employees	1934	48	1948	48	1934	47
Full time Employees	2062	52	2098	52	2181	53

	March 2017	% of total workforce 2017	March 2016	% of total workforce 2016	March 2015	% of total workforce 2015
Permanent Employees (includes Temp Occupied by Perm)	3528	88	3493	86	3547	86
Temporary Employees	468	12	553	14	568	14

b. Modern Apprentices Breakdown

Directorate	No. of Modern Apprentices
HSCP	4
Education, Communities & OD	7
Environment, Regeneration & Resources	11
Chief Executive	1
TOTAL	23

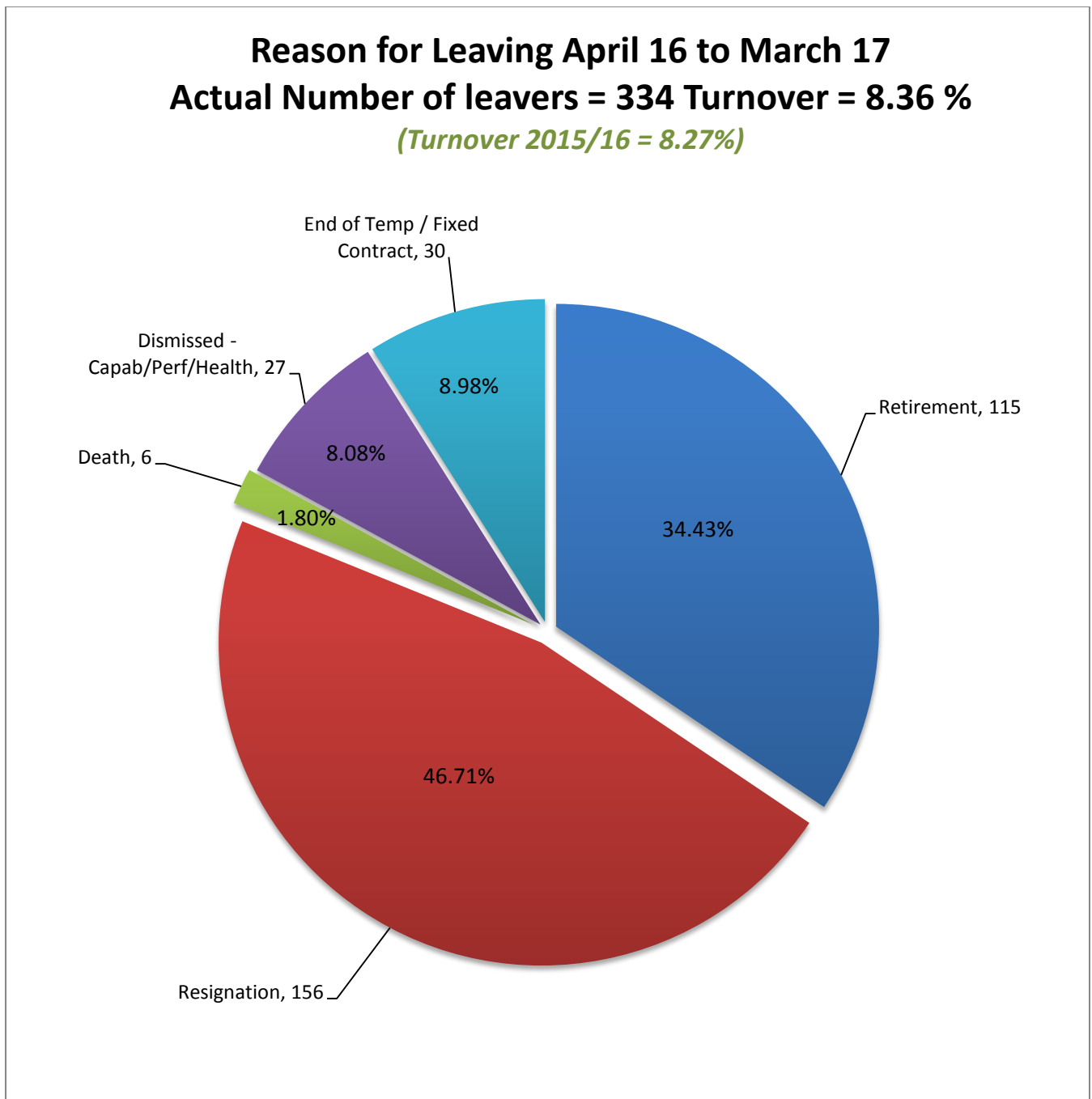
c. Sessional Workers

Directorate	No of Sessional Workers March 17	No of Sessional Workers March 16	No of Sessional Workers March 15
HSCP	108	94	78
Edu, Comm & OD	246	212	220
<i>(Supply Teachers)</i>	214	238	316
Env, Reg & Res	2	1	1

Quarterly reports are sent out to all services on sessional usage and supply teacher stats are provided at the end of every term.

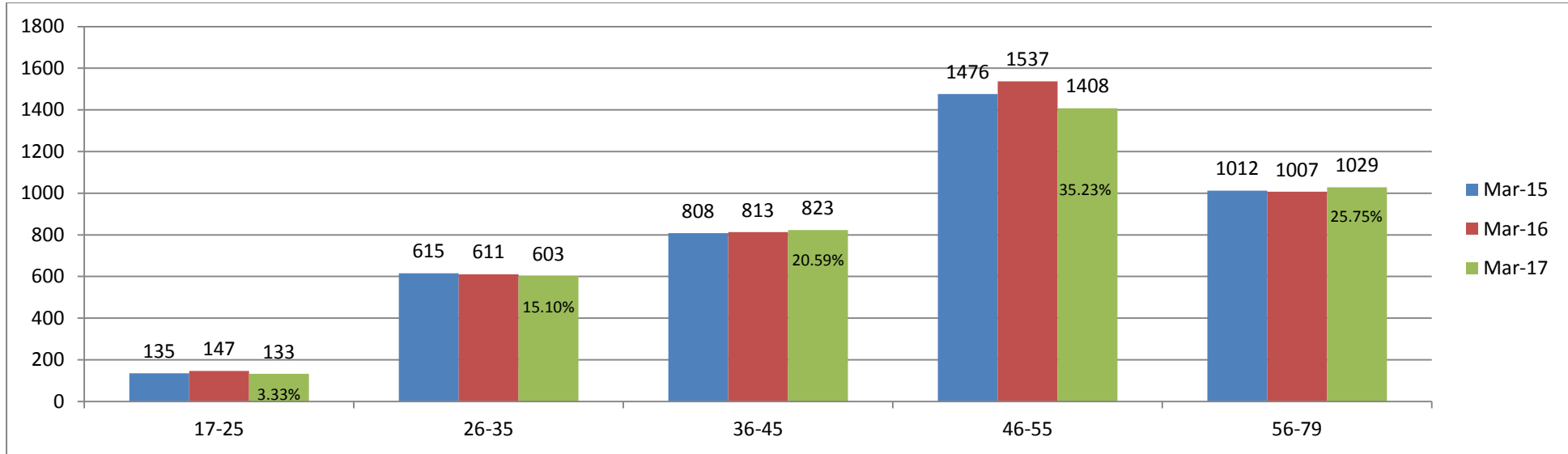
d. Reason for Leaving – Turnover

The pie chart below displays the number of leavers for 16/17 and reasons for leaving.



Appendix 1

e. Age Profile



f. Grade Breakdown

Grade Range	Employees in Range March 17	Employees in Range March 16	Employees in Range March 15	% of Workforce March 17	% of Workforce March 16	% of Workforce March 15
A - G	2622	2669	2699	65	65	65
H - J	358	363	369	9	9	9
K and Above	142	145	155	4	4	4
Basic Teacher	629	624	603	15	15	15
Principal Teacher	147	145	141	4	4	4
Head Teacher/Depute Head Teachers	69	70	66	2	2	2
Psychologists	9	9	10	0.3	0.2	0.3
QIO	6	7	7	0.2	0.3	0.3
Chief Officers	14	14	13	0.5	0.5	0.4

g. Salary Protection/Responsibility Allowance

Within 16/17 there were **16** employees paid responsibility allowances, **13** employees' paid conserved salaries and **6** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	Resp Allowance – No of Employees	Conservation–No of Employees (teachers only)	Salary Protection (1 yr) – no of Employees (LGE only)
HSCP	0	0	3 (2)
Education, Comm & OD	16 (0)	13 (10)	1 (1)
Env, Reg & Res	0 (0)	0	2 (2)

h. Contractual Overtime

Within 16/17 there were **30** employees paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of Employees
HSCP	0
Education, Comm & OD	10 (10)
Env, Reg & Res	20 (15)

i. Gender Breakdown

Gender	No. Of Employees March 17	No. Of Employees March 16	No. Of Employees March 15	% of Workforce March 17	% of Workforce March 16	% of Workforce March 15
Female	3002	3027	3017	75.12	74.81	74.26
Male	994	1019	1046	24.88	25.19	25.74

4. Human Resources Support Activity

a. Vacancies Handled

There were **654** posts advertised:

Posts Status	Total	%
Open	124	18.96
Closed / Filled	429	65.60
Unfilled / Held	24	3.66
Withdrawn	77	11.78

b. HR Admin & Payroll Activity

Change Forms, New Starts & Leavers Processed	1497
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Timesheets Processed In:	2016/2017	2015/16	2014/15
Paper	8,347	8,570	10,951
Electronic Timesheets	82,612	75,198	58,066
Total	90,959	83,768	69,017

c. Overtime Hours Worked

A full year's data is not available for this WIAR as this was only added in Quarter 2 July 2016 – September 2016; however it will be included in next years.

d. Employee Relations Activity

	2016/17				2015/16				2014/15			
Disciplinary	50				59				76			
Grievance	19				31				31			
Absence Cases Supported (AM forms received, not all cases require HR involvement)	426				277				291			
Letters of Concern Issued	129				83				n/a			
Union Members (figures collected from check off only) (excluding EIS members)*	1631 (40.81%)				1889 (46.69%)				1927 (47%)			
Trade Union Activity (hours)**	6913.9				4140.27				n/a			
Homeworking Employees	12				12				12			
Work Life Balance Request	Received	70	Approved	62	Received	74	Approved	68	Received	59	Approved	48
Grades of those approved for Work Life Balance	A-G	37	H & Above/Teacher	25	A-G	42	H & Above/Teacher	26	A-G	36	H & Above/Teacher	12
TOIL Request for Approval	120				42				n/a			
TOIL Taken	49				21				n/a			

* note EIS numbers not available as not paid by payroll deduction, also some other members moved to check off

** activity increase result of better reporting

e. Occupational Sick Pay (OSP) Recovery – Attendance Management

A full year's data is not available for this WIAR as this was only added in Quarter 3 October 2016 – December 2016; however it will be included in next years.

5. Organisational Development Support Activity

a. Training, Employee Participation & Job Evaluation Activity

Port Glasgow Training Suite Open (Days)	253
Computer Room Booked (Days)	200
Room 1 Booked (Days)	188
Room 2 Booked (Days)	208.5

Corporate Training Course Attended	261
E-Learning Courses Completed	5747

Employees Registered as First Aiders	131
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Employees in Buy & Bank Leave Scheme 2017	127	Amount:	£62,969.41
<i>Employees in Buy & Bank Leave Scheme 2016</i>	78	<i>Amount:</i>	<i>£37,974.41</i>
<i>Employees in Buy & Bank Leave Scheme 2015</i>	59	<i>Amount:</i>	<i>£29,506.22</i>

Employees in Cycle to Work Scheme	16/17	58	15/16	30	14/15	55
Employees in Childcare Voucher Scheme	16/17	93	15/16	75	14/15	75

Job Evaluation Requests Received	16/17	43	15/16	117	14/15	78
Job Evaluation Appeals Received	16/17	2	15/16	0	14/15	1

b. Quarterly Reports Produced

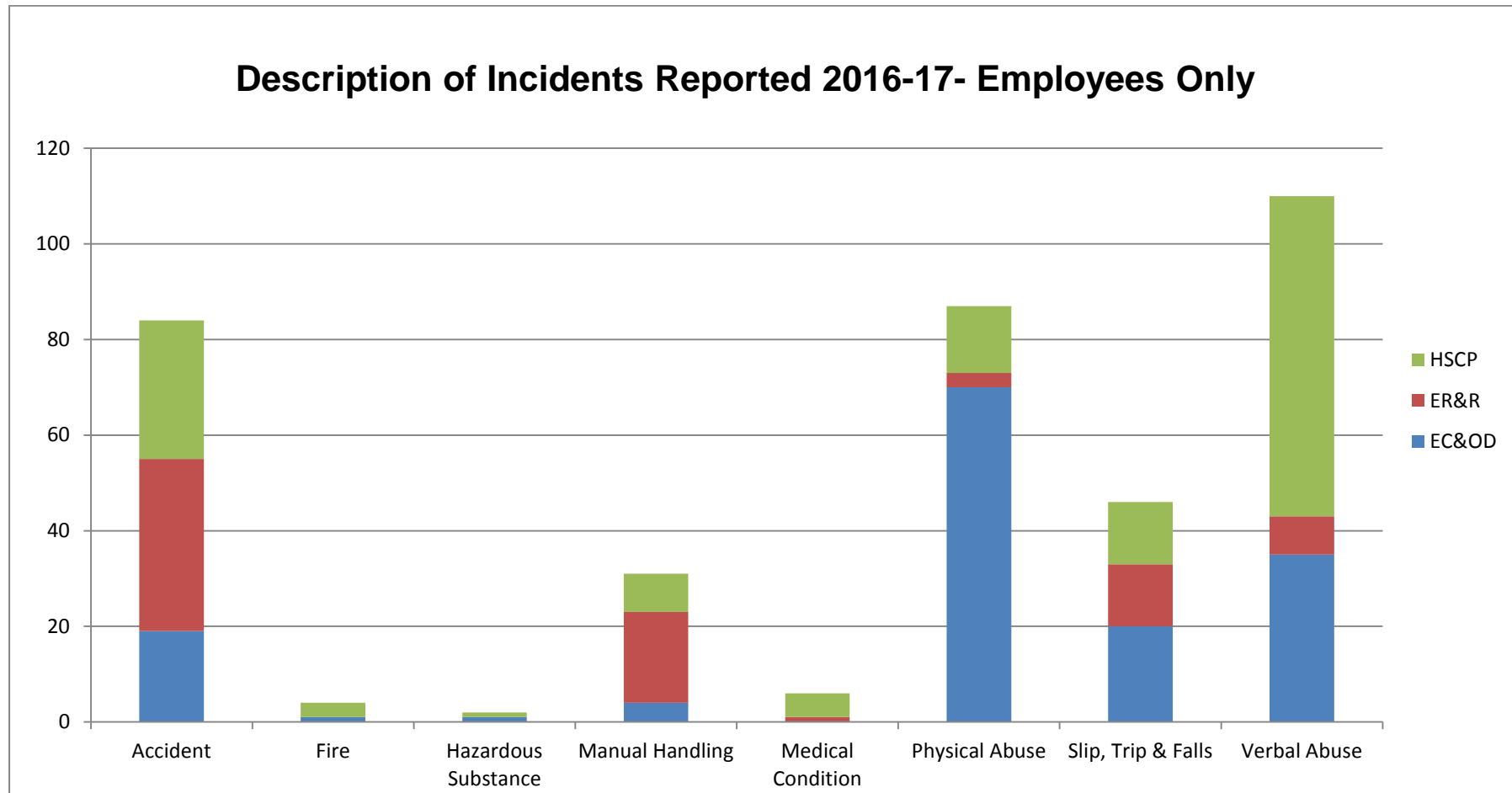
Project Descriptions
Sessional Workers Usage
Temporary Employee and End Contract Dates
Absence Management
Vacancy Reports
Job Sizing Spreadsheet
Supply Teacher Stats
SSSC Registration

6. Health and Safety Activity

Guidance: consider training needs and ensuring employees have the appropriate training and that it is recorded. Ensure risk assessments are carried out and are reviewed after accidents and incidents and that employees have been briefed on the contents.

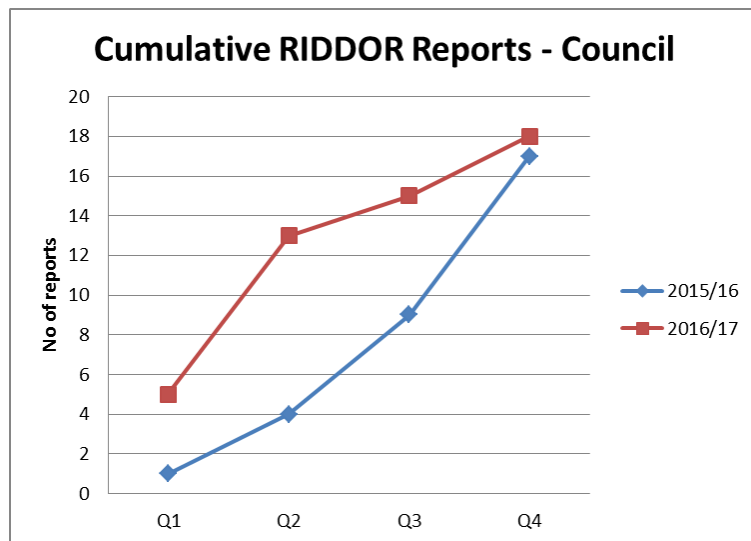
a. Causes of Accidents

The graph below shows the causes of accidents to employees by Directorate.



b RIDDOR 2013

The Graph shows the cumulative number of incidents which have been reported to the Health and Safety Executive under the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013



The table below shows the cumulative number of RIDDOR incidents reported by directorate.

Directorate	2016/17	2015/16	2014/15
ERR	13	11	10
HSPC	3	4	7
ECOD	2	2	6