
Report To:	Policy and Resources Committee	Date:	7 August 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/11/18/SMcN
Contact Officer:	Steven McNab	Contact No:	2015
Subject:	Workforce Information and Activity Report (WIAR) 2017/2018		

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 2017 to 31 March 2018. This annual report has been provided to the Corporate Management Team in recent years to support workforce planning and was submitted to the Policy and Resources Committee last year to 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 At the Policy & Resources Committee in August 2017 it was agreed that the Workforce Information and Activity Report would be submitted here on an annual basis.

2.4 The latest yearly Workforce Information and Activity Report for the year 1 April 2017 to 31 March 2018 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 2017/2018 outlined in Appendix 1.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 Workforce Information and Activity Reports (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 is 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 AND ACTIVITY 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 Statutory Performance Indicator (spi). The most recent publication for the period 2016/2017 placed Inverclyde in the second quartile against attendance levels in other councils, that is, in the top half of Councils at an average of 9.4 workdays lost per employee. It should be noted that there has been a slight improvement in attendance levels reported for 2017/2018 with 9.2 workdays lost per employee. It should be noted that around 40% 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 2017/18 analysis shows that 94% 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 – although the trend has been an overall reduction in employee numbers over the past 4 years our employee numbers increased from 3996 in 2016/17 to 4102 in 2017/18. The main reasons for the increase relates to additional staff being employed as part of attainment and pupil equity funding.
 - 51% of our employees are full time and 49% are part time
 - 85% of our employees have permanent employee status and 15% of our employees have temporary employee status
 - Employee turnover sits at just above 7.53% which is typical across the sector
 - 26% of our employees are aged over 55 years old compared to 4% aged under 25 years old – this is typical of the sector but we have seen a 1% increase in employees

aged under 25 working for the Council in the past year.

- 75% of our employees are female and 25% are male

5.4. Other HR/OD Support Activity –

- The number of disciplinary hearings has reduced from 50 in 2016/17 to 43 in 2017/18.
- There were 14 grievances submitted in 2017/18 compared to 19 in 2016/17
- Approximately 40% of our workforce 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 83 received for 2017/2018
- 169 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend
- 76 employees have taken advantage of our cycle to work scheme which is also indicative of an upward trend
- 117 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 is proposed that the Policy and Resources Committee notes the content of the Workforce Information and Activity Report for 2017/2018 outlined in Appendix 1.

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

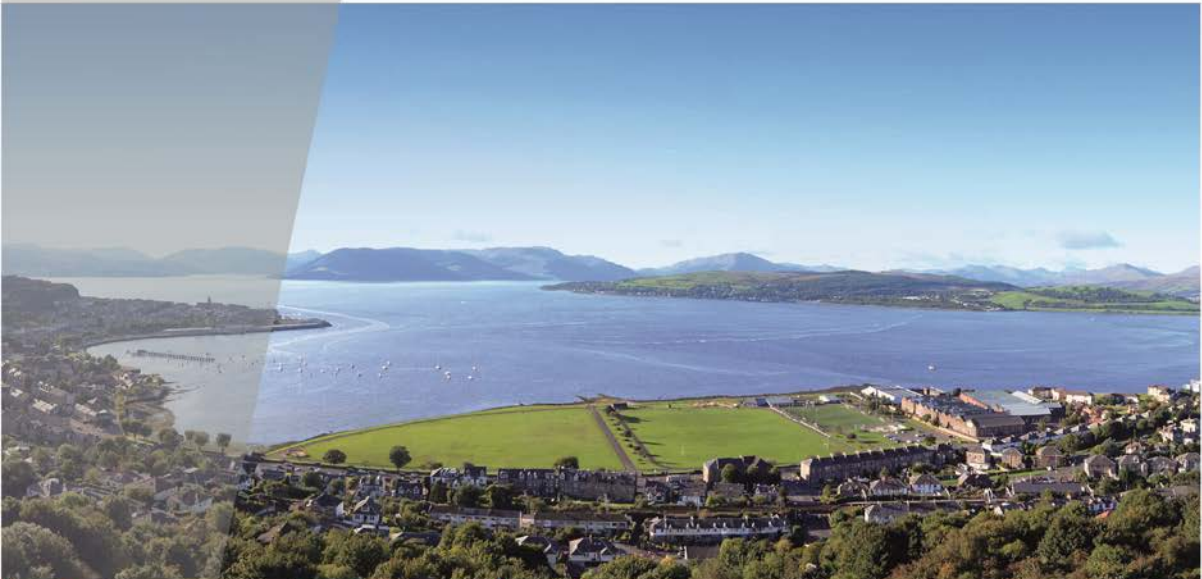
8.1 WIAR reports are widely distributed:

- 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 2017/2018 (Appendix 1)

Yearly Workforce Information
and Activity Report (WIAR)
Full Council



April 2017 - March 2018

Inverclyde
council

Contents

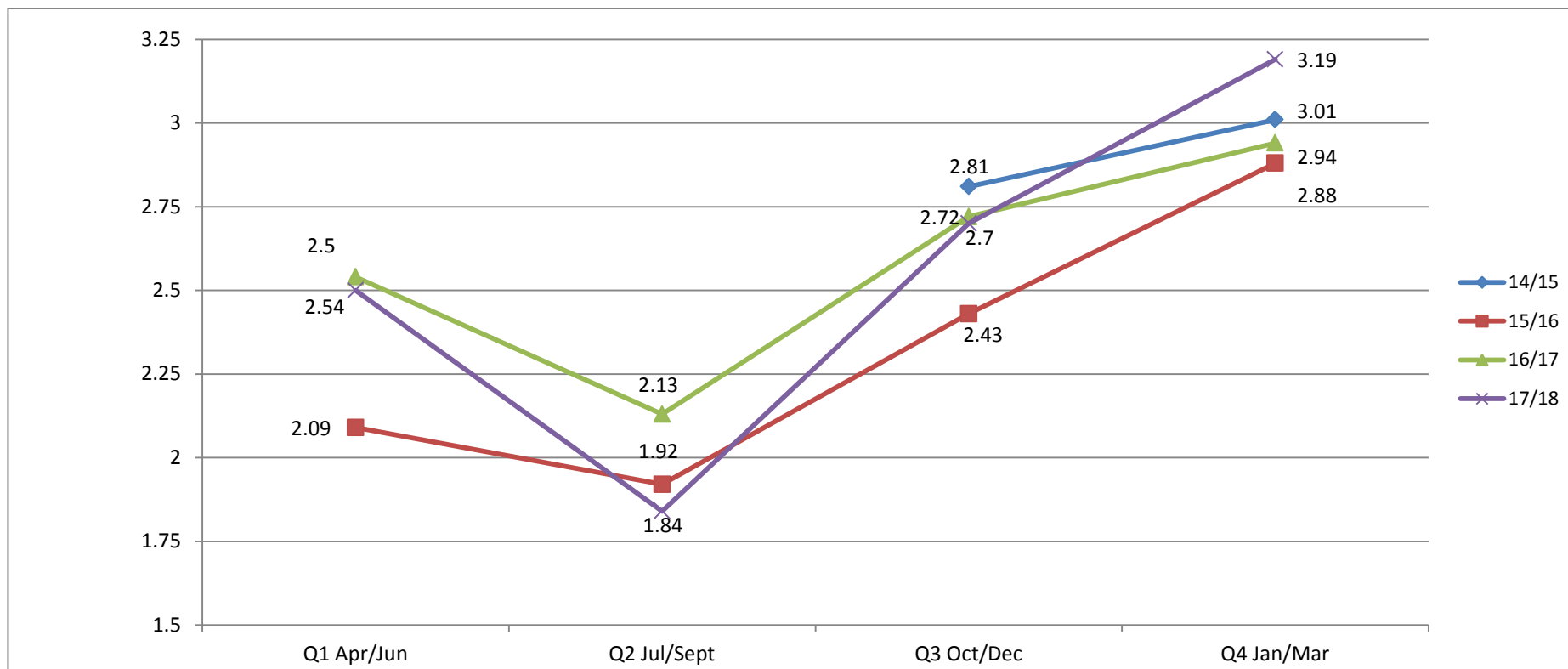
1. Attendance and Performance Appraisal Information	1
a. Absence Chart & Breakdown	1
b. Absence Rates by Directorate Breakdown	2
c. Absence Rate Breakdown by Reason for Absence	2
d. Employees Days Absence.....	2
e. Performance Appraisals	3
2. Employee Demographics and Workforce Planning	3
a. Employee Numbers & Variances.....	3
b. Reason for Leaving – Turnover	5
c. Age Profile	6
d. Grade Breakdown	7
e. Employees Covered by the Living Wage – New Addition	7
f. Employees in Pension Scheme – New Addition.....	7
g. Salary Protection/Responsibility Allowance	8
h. Contractual Overtime	8
i. Night Work (Atypical Night Payments) – New Addition	9
j. Contractual Atypical Allowances – New Addition.....	9
k. Gender Breakdown	9
3. Sessional Worker Activity – Workforce Planning.....	10
4. Human Resources Support Activity	10
a. Vacancies Handled	10
b. HR Admin & Payroll Activity.....	10
c. Overtime Hours Worked in 17/18 – New Addition	11
d. Employee Relations Activity.....	12
e. New Start and Leavers Survey - New Addition	13
5. Organisational Development Support Activity	14
a. Training, Employee Participation & Job Evaluation Activity	14
6. Health and Safety Activity.....	15
a. Causes of Accidents	15
b. RIDDOR 2013.....	16

This Yearly WIAR includes 2017/2018 information and also a comparison against 2014/2015, 2015/2016 and 2016/2017 (where possible).

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 15/16, 16/17 and 17/18 for comparison.



A full years data for 14/15 workdays lost per FTE employee is not available for comparison.

Inverclyde Council Yearly Target:	9
Overall Council Position 17/18:	9.22

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 17/18	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	14.57	11.96	10.15	13.95
Education, Communities & OD	6.58	7.72	7.76	8.44
Environment, Regeneration & Resources	9.84	10.59	8.64	9.18
Chief Executive	3.96	1.77	2.08	4.59
Full Council	9.22	9.45	8.58	10.03

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence	% of Workdays lost per FTE employee in 17/18	% of Workdays lost per FTE employee in 16/17
Accidents	1.88%	0.67%
Major Medical/Surgery	20.61%	21.08%
Maternity Related Illness	1.38%	0.63%
Mental Health	26.40%	25.23%
Musculoskeletal	19.70%	23.34%
Virus/Short Term	30.03%	29.05%

d. Employees Days Absence

Number of days off sick	Number of Employees 17/18
9 days or less	1451 (35%)
10 days or more	1007 (25%)
Zero Days absence	1644 (40%)

e. Performance Appraisals

The target for 17/18 was 90%; the final overall position for 17/18 was 94%.

<u>Service</u>	<u>% Received</u> <u>17/18</u>	<u>% Received</u> <u>16/17</u>	<u>% Received</u> <u>15/16</u>	<u>% Received</u> <u>14/15</u>
HSCP	96%	81%	89%	76%
Education, Communities & OD	90%	97%	84%	80%
Environment, Regeneration & Resources	96%	99%	99%	94%
Chief Executive	100%	100%	100%	100%
Total	94%	93%	91%	83%

2. Employee Demographics and Workforce Planning

a. Employee Numbers & Variances

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

<u>Service</u>	<u>Mar 2018 -</u> <u>No. of</u> <u>employees</u>	<u>Mar 2017 -</u> <u>No. of</u> <u>employees</u>	<u>Mar 2016 -</u> <u>No. of</u> <u>employees</u>	<u>Mar 2015 -</u> <u>No. of</u> <u>employees</u>	<u>Full Time</u> <u>Equivalent</u> <u>(FTE*) 2018</u>	<u>Full Time</u> <u>Equivalent</u> <u>(FTE*) 2017</u>	<u>Full Time</u> <u>Equivalent</u> <u>(FTE*) 2016</u>	<u>Full Time</u> <u>Equivalent</u> <u>(FTE*) 2015</u>
HSCP	1044	1038	1055	1064	840.1	834.69	848.76	862.79
Education, Communities & OD	2064	1963	1950	1961	1686.4	1616.38	1606.25	1533.37
Environment, Regeneration & Resources	986	986	1032	1080	810.37	808.40	846.93	891.08
Chief Executive	8	9	9	10	7.8	9.81	8.81	9.81
TOTAL	4102	3996	4046	4115	3344.67	3269.28	3310.75	3297.05

*Full Time Equivalent is number of full time posts

	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017	March 2016	% of total workforce 2016	March 2015	% of total workforce 2015
Part Time Employees	2022	49	1936	48	1948	48	1934	47
Full time Employees	2080	51	2060	52	2098	52	2181	53

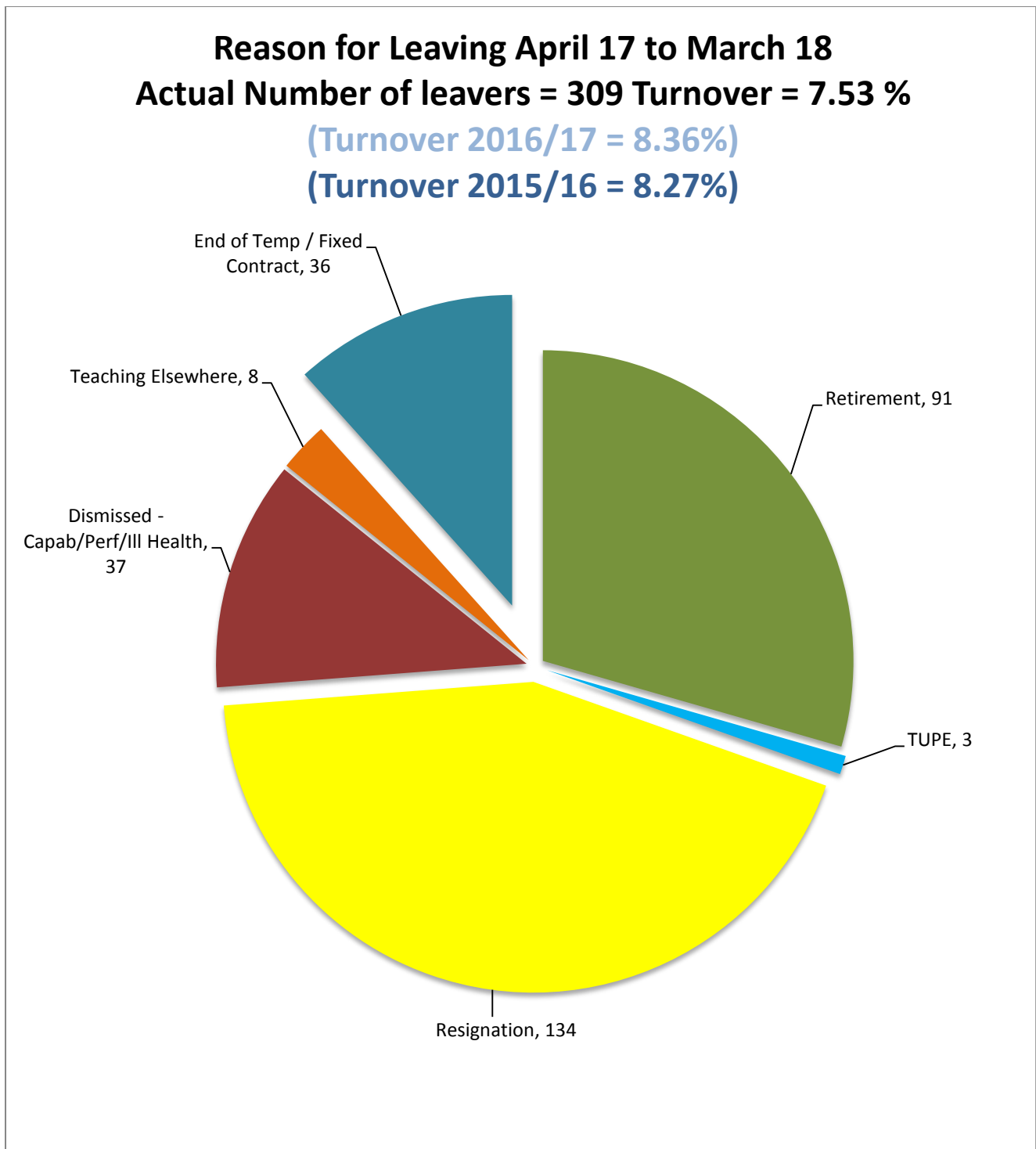
	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017	March 2016	% of total workforce 2016	March 2015	% of total workforce 2015
Permanent Employees (includes Temp Occupied by Perm)	3494	85	3528	88	3493	86	3547	86
Temporary Employees	608	15	468	12	553	14	568	14

Modern Apprentice Breakdown

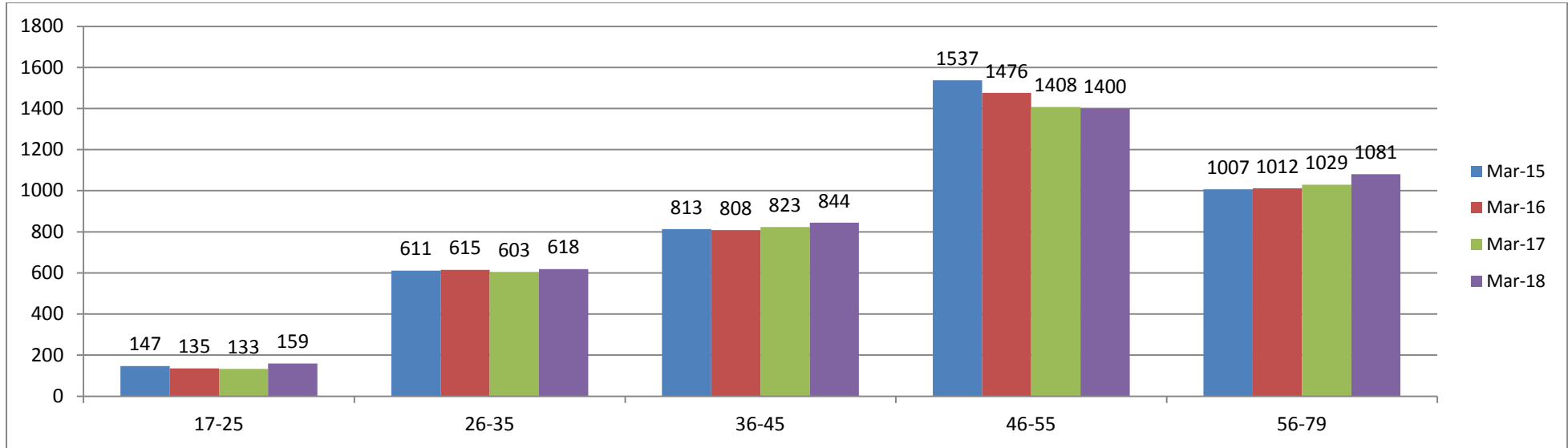
Directorate	No. of Modern Apprentices 17/18	No. of Modern Apprentices 16/17
HSCP	4	4
Education, Communities & OD	7	7
Environment, Regeneration & Resources	13	11
Chief Executive	1	1
TOTAL	25	23

b. Reason for Leaving – Turnover

The pie chart below displays the number of leavers for 17/18 and reasons for leaving.



c. Age Profile



	% 17-25	% 26-35	% 36-45	% 46-55	% 56-79
March 2015	4	15	20	37	24
March 2016	3	15	20	37	25
March 2017	3	15	21	35	26
March 2018	4	15	21	34	26

d. Grade Breakdown

Grade Range	Employees in Range March 18	Employees in Range March 17	Employees in Range March 16	Employees in Range March 15	% of Workforce March 18	% of Workforce March 17	% of Workforce March 16	% of Workforce March 15
A - G	2711	2622	2669	2720	65	65	65	66
H - J	359	358	363	378	9	9	9	9
K and Above	145	142	145	162	4	4	4	4
Basic Teacher	607	629	624	619	15	15	15	15
Principal Teacher	171	147	145	141	4	4	4	3
Head Teacher/Depute Head Teachers	78	69	70	68	2	2	2	2
Psychologists	10	9	9	9	0.3	0.3	0.2	0.3
QIO	6	6	7	5	0.2	0.2	0.3	0.3
Chief Officers	15	14	14	13	0.5	0.5	0.5	0.4

e. Employees Covered by the Living Wage – New Addition

Directorate	Number of Employees	% of Total Employees in Directorate
HSCP	137	13%
Education, Communities & OD	482	23%
Environment, Regeneration & Resources	399	40%
Chief Executive	0	0%
TOTAL	1,018	25%

f. Employees in Pension Scheme – New Addition

Directorate	Number of Employees	% of Total Employees in Directorate
HSCP	927	89
Education, Communities & OD	1871	91
Environment, Regeneration & Resources	771	78
Chief Executive	8	100
TOTAL	3577	87

g. Salary Protection/Responsibility Allowance

Within 17/18 there were **14** employees paid responsibility allowances, **34** 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.

<u>Directorate</u>	<u>Resp Allowance – No of Employees 17/18</u>	<u>Conservation–No of Employees 17/18 (teachers only)</u>	<u>Salary Protection (1 yr) – no of Employees 17/18 (LGE only)</u>
HSCP	0	0	1 (1)
Education, Comm & OD	14 (8)	34 (16)	2 (1)
Env, Reg & Res	0	0	3 (1)
Chief Executive	0	0	0
TOTAL	14	34	6

h. Contractual Overtime

Over 17/18 there were **25** paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

<u>Directorate</u>	<u>No. of Employees 17/18</u>	<u>No. of Employees 16/17</u>
HSCP	0	0
Education, Comm & OD	10 (10)	10
Env, Reg & Res	15 (14)	20
Chief Executive	0	0
TOTAL	25	30

i. Night Work (Atypical Night Payments) – New Addition

Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night work
HSCP	33 (31)	25
Education, Communities & OD	4 (3)	2
Environment, Regeneration & Resources	0	11
Chief Executive	0	0
TOTAL	37 (34)	38

j. Contractual Atypical Allowances – New Addition

Contractual Allowance – not paid by timesheet in 17/18.

Directorate	Number of Employees	Amount Paid £
HSCP	337	179,948.43
Education, Comm & OD	45	40,458.53
Env, Reg & Res	10	4,126.26
Chief Executive	0	0
TOTAL	392	224,533.22

k. Gender Breakdown

Gender	No. Of Employees March 18	No. Of Employees March 17	No. Of Employees March 16	No. Of Employees March 15	% of Workforce March 18	% of Workforce March 17	% of Workforce March 16	% of Workforce March 15
Female	3089	3002	3027	3058	75.30	75.12	74.81	74.32
Male	1013	994	1019	1057	24.70	24.88	25.19	25.68

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 18	No of Sessional Workers March 17	No of Sessional Workers March 16	No of Sessional Workers March 15
HSCP	98	108	94	78
Edu, Comm & OD	354	246	212	220
(Supply Teachers)	205	214	238	316
Env, Reg & Res	1	2	1	1
TOTAL	658	570	545	615

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

4. Human Resources Support Activity

a. Vacancies Handled

There were **507** posts advertised:

Posts Status	Total 17/18	%	Total 16/17	% 16/17
Open	79	15.58	124	18.96
Closed / Filled	367	72.38	429	65.60
Unfilled / Held	8	1.58	24	3.66
Withdrawn	53	10.46	77	11.78
TOTAL	507	100	654	100

Note: in Quarter 4 of the full council WIAR we started to identify those who gained posts and whether they are external v internal, we do not have a full years data. Of the 23 closed adverts in Quarter 4; 9 of them were filled by internal applicants

b. HR Admin & Payroll Activity

	17/18	16/17
Change Forms, New Starts & Leavers Processed	1852	1497

Timesheets Processed In:	2017/2018	2016/2017	2015/16	2014/15
Paper	8,251	8,347	8,570	10,951
Electronic Timesheets	86,695	82,612	75,198	58,066
TOTAL	94,946	90,959	83,768	69,017

c. Overtime Hours Worked in 17/18 – New Addition

Directorate	Additional Basic At Plain Time		Overtime At 1.5		OT Pub Hols At 2.0		Grand Total	
	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	£528,858.37	52,052.57	£242,133.79	12,203.99	£11,316.10	472.25	£782,308.26	64,728.81
Education, Communities & OD	£185,818.02	19,341.95	£42,314.76	2,588.07	£565.77	34.50	£228,698.55	21,964.52
Environment, Regeneration & Resources	£213,444.89	27,773.56	£549,544.21	34,775.65	£4,982.85	246.17	£767,971.95	62,795.38
Chief Executive	0	0	0	0	0	0	0	0
TOTAL	£928,121.28	99,168.08	£833,992.76	49,567.71	£16,864.72	752.92	£1,778,978.76	149,488.71

Note: the above figures do not include the additional 8.3% holiday pay

d. Employee Relations Activity

	2017/18		2016/17		2015/16		2014/15	
Investigations (relating to Disc, Grie & BVH)	58		52		24		51	
Disciplinary	43		50		59		76	
Grievance	14		19		31		31	
Absence Cases Supported (AM forms received - not all cases require HR involvement)	295		426		277		291	
Letters of Concern Issued	113		129		83		n/a	
Union Members (figures collected from check off only (excluding EIS members)*	1638 (39.93%)		1631 (40.81%)		1889 (46.69%)		1927 (47%)	
Trade Union Activity (hours)	3890.20		3696.25		4140.27		n/a	
Work Life Balance Request	Received	83	Received	70	Received	74	Received	59
	Approved	73	Approved	62	Approved	68	Approved	48
Grades of those approved for Work Life Balance	A-G	42	A-G	37	A-G	42	A-G	36
	H & Above/Teacher	31	H & Above/Teacher	25	H & Above/Teacher	26	H & Above/Teacher	12
TOIL Request for Approval	114		120		42		n/a	
TOIL Taken (days)	64.5		49		21		n/a	

Note: EIS numbers not available as not paid by payroll deduction, also some members moved to check off.
Recording of Letter of Concern, Trade Union Activity Hours and TOIL only introduced in 15/16.

e. New Start and Leavers Survey - New Addition

Number of New Starts and Leavers Surveys sent and completed in 17/18

Directorate	Leavers Survey Sent	Leaver Survey Completed	New Employee Survey Sent	New Employee Survey Completed
Chief Exec	1	0	2	1
HSCP	42	11	70	23
Edu, Comm & OD	117	44	159	44
Env, Reg & Res	31	7	54	12
Not Known	0	25	0	10
Total	191	87	285	90

New Start and Leaver Job Satisfaction Responses in 17/18

Overall, how would you rate your employment experience to date?

Answer Choices	Responses	
	Leavers	New Starts
Excellent	13	34
Good	59	42
Average	6	3
Poor	9	2
Not Answered	0	9
Total	87	90

5. Organisational Development Support Activity

a. Training, Employee Participation & Job Evaluation Activity

	17/18	16/17
Port Glasgow Training Suite Open (Days)	249	253
Computer Room Booked (Days)	206	200
Room 1 Booked (Days)	204	188
Room 2 Booked (Days)	223	208.5

Corporate Training Course Attended	730	261
E-Learning Courses Completed	4502	5747
% of Employees who have completed GDPR training	78	

Employees Registered as First Aiders	108		
--------------------------------------	-----	--	--

Employees in Buy & Bank Leave Scheme 2018	169	Amount:	£80,771.11
<i>Employees in Buy & Bank Leave Scheme 2017</i>	127	<i>Amount:</i>	<i>£62,969.41</i>
<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	17/18	76	16/17	58	15/16	30	14/15	55
Employees in Childcare Voucher Scheme	17/18	117	16/17	93	15/16	75	14/15	75

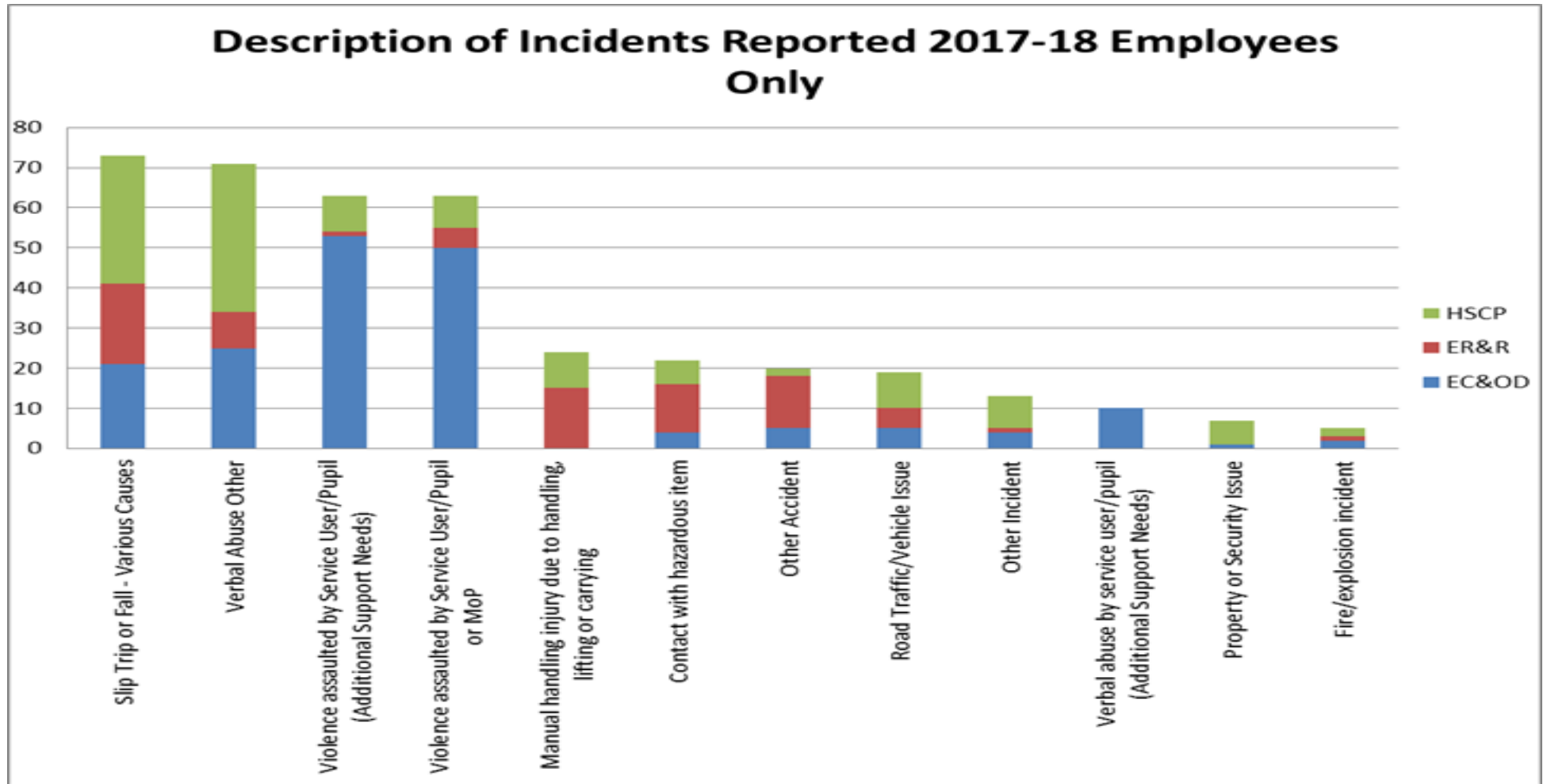
Job Evaluation Requests Received	17/18	55	16/17	43	15/16	117	14/15	78
Job Evaluation Appeals Received	17/18	1	16/17	2	15/16	0	14/15	1

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.

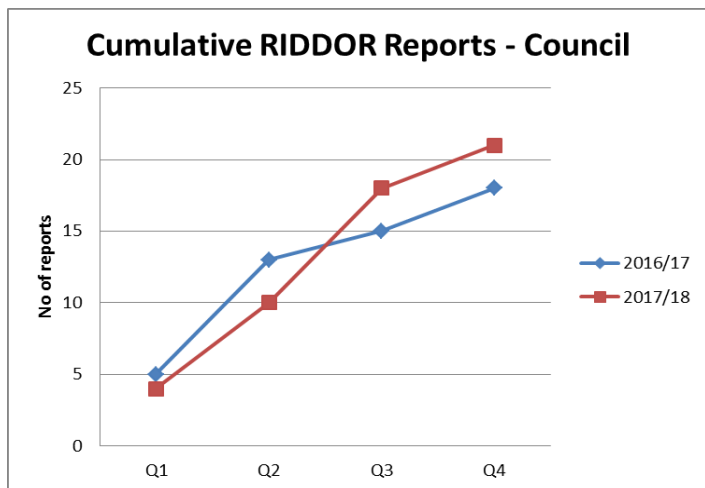
a. Causes of Accidents

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	2017/18	2016/17	2015/16	2014/15
ERR	9	13	11	10
HSPC	8	3	4	7
ECOD	4	2	2	6
TOTAL	21	18	17	23