
Report To:	Policy and Resources Committee	Date:	6 August 2019
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) 2018/2019		

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 2018 to 31 March 2019. This annual report has been provided to the Corporate Management Team in recent years to support workforce planning and has been submitted to the Policy and Resources Committee the past two years 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 2018 to 31 March 2019 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- Notes the content of the Workforce Information and Activity Report for 2018/2019 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). It should be noted that there has been an improvement in attendance levels reported for 2018/2019 with 9.0 workdays lost per employee compared to 9.2 days in 2017/18. It should be noted that around 40% of employees had no days of sick leave for the period 2018/2019.
- 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 2018/19 analysis shows that 97% of performance appraisals were completed compared to 94% in 2017/18. 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 decreased in the past year from 4102 in 2017/18 to 4087 in 2018/19; however the number of FTE employees has increased slightly from 3344.67 FTE in 2017/18 to 3347.51 FTE in 2018/19.
 - 51% of our employees are full time and 49% are part time. This is the same as 2017/18.
 - 83% of our employees have permanent employee status and 17% of our employees have temporary employee status. In 2017/18 85% of our employees had a permanent status and 15% were temporary.
 - Employee turnover sits at just above 8.22% which is typical across the sector. In 2017/18 the turnover rate 7.53%.
 - 27% of our employees are aged over 56 years old compared to 5% aged under 25 years old – this is typical of the sector but we have seen a 1% increase in employees

aged over 56 years and a 1% increase in those aged under 25 working for the Council in the past year.

- 75% of our employees are female and 25% are male. This is the same as last year.

5.4. Other HR/OD Support Activity –

- The number of disciplinary hearings has increased slightly from 43 in 2017/18 to 49 in 2018/19.
- There were 33 Grievances/Dignity and Respect at Work Forms submitted in 2018/19 compared to 14 in 2017/2018.
- 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, similar to last year.
- Worklife balance requests show an upward trend sitting at 87 received for 2018/2019. 83 requests were made in 2017/18.
- 190 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend. In 2017/18 169 employees utilised this scheme.
- 75 employees have taken advantage of our cycle to work scheme, similar to last year.
- 106 employees participated in our child care voucher scheme which is a decrease from last year's total of 117.

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 2018/2019 outlined in Appendix 1.

7.0 IMPLICATIONS

7.1 Finance

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 2018/2019 (Appendix 1).

Yearly Workforce Information and Activity Report (WIAR) Full Council



April 2018 - March 2019

Inverclyde
council

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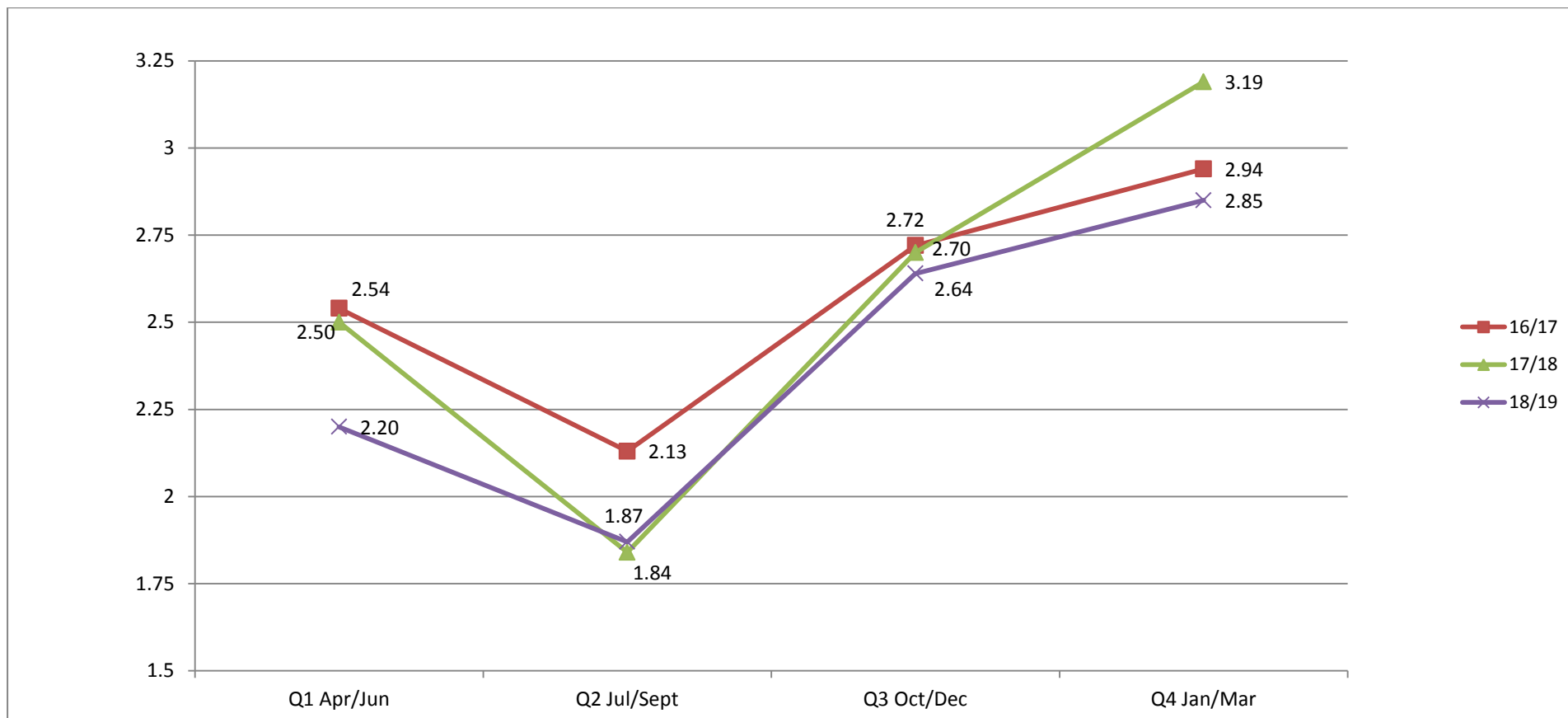
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This Yearly WIAR includes 2018/2019 information and also a comparison against 2016/2017 and 2017/18 (where possible).

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 16/17, 17/18 and 18/19 for comparison.



	18/19	17/18	16/17
Work Days Lost per FTE Employee (Inverclyde Council target: 9 days)	9.04	9.22	9.45

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 18/19	Workdays lost per FTE employee in 17/18	Workdays lost per FTE employee in 16/17
HSCP	12.44	14.57	11.96
ECOD	7.26	6.58	7.72
ERR	10.12	9.84	10.59
Chief Executive	2.31	3.96	1.77
Full Council	9.04	9.22	9.45

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence	% of Workdays lost per FTE employee in 18/19	% of Workdays lost per FTE employee in 17/18	% of Workdays lost per FTE employee in 16/17
Accidents	1.34	1.88	0.67
Major Medical/Surgery	18.02	20.61	21.08
Maternity Related Illness	1.55	1.38	0.63
Mental Health	26.18	26.40	25.23
Musculoskeletal	19.76	19.70	23.34
Virus/Short Term	33.15	30.03	29.05

d. Employees Days Absence

Number of days off sick	Number of Employees 18/19	Number of Employees 17/18
9 days or less	1485 (36.5%)	1451 (35%)
10 days or more	991 (24%)	1007 (25%)
Zero Days absence	1611 (39.5%)	1644 (40%)

Instances of sick leave is not always consecutive and is the total number of days sick in 18/19

e. Performance Appraisals

The target for 18/19 was 90%; the final overall position for 18/19 was 97%.

Directorate	% Received 18/19	% Received 17/18	% Received 16/17
HSCP	98%	96%	81%
ECOD	97%	90%	97%
ERR	97%	96%	99%
Chief Executive	100%	100%	100%
Total	97%	94%	93%

2. Employee Demographics

a. Employee Numbers & Variances

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

Directorate	Mar 2019 - No. of employees	Mar 2018 - No. of employees	Mar 2017 - No. of employees	Full Time Equivalent (FTE*) 2019	Full Time Equivalent (FTE*) 2018	Full Time Equivalent (FTE*) 2017
HSCP	1036	1044	1038	831.92	840.1	834.69
ECOD	2414	2064	1963	1906.92	1686.4	1616.38
ERR	630	986	986	601.87	810.37	808.40
Chief Executive	7	8	9	6.8	7.8	9.81
TOTAL	4087	4102	3996	3347.51	3344.67	3269.28

*Full Time Equivalent is number of full time posts

b. Part Time v Full Time Employees

	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Part Time Employees	2033	49	2022	49	1936	48
Full time Employees	2054	51	2080	51	2060	52

c. Perm v Temp Employees

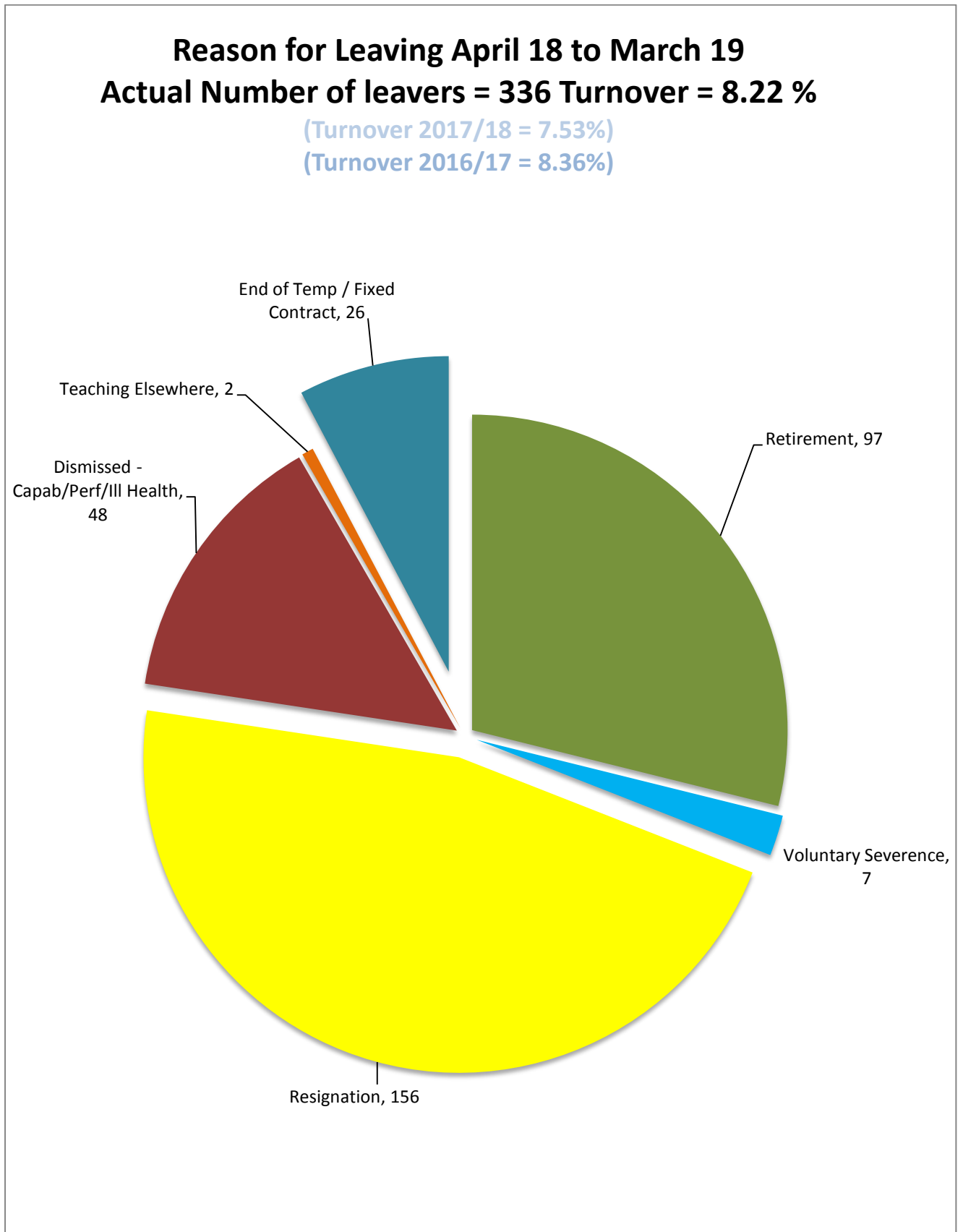
	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Permanent Employees (includes Temp Occupied by Perm)	3401	83	3494	85	3528	88
Temporary Employees	686	17	608	15	468	12

d. Modern Apprentice Breakdown

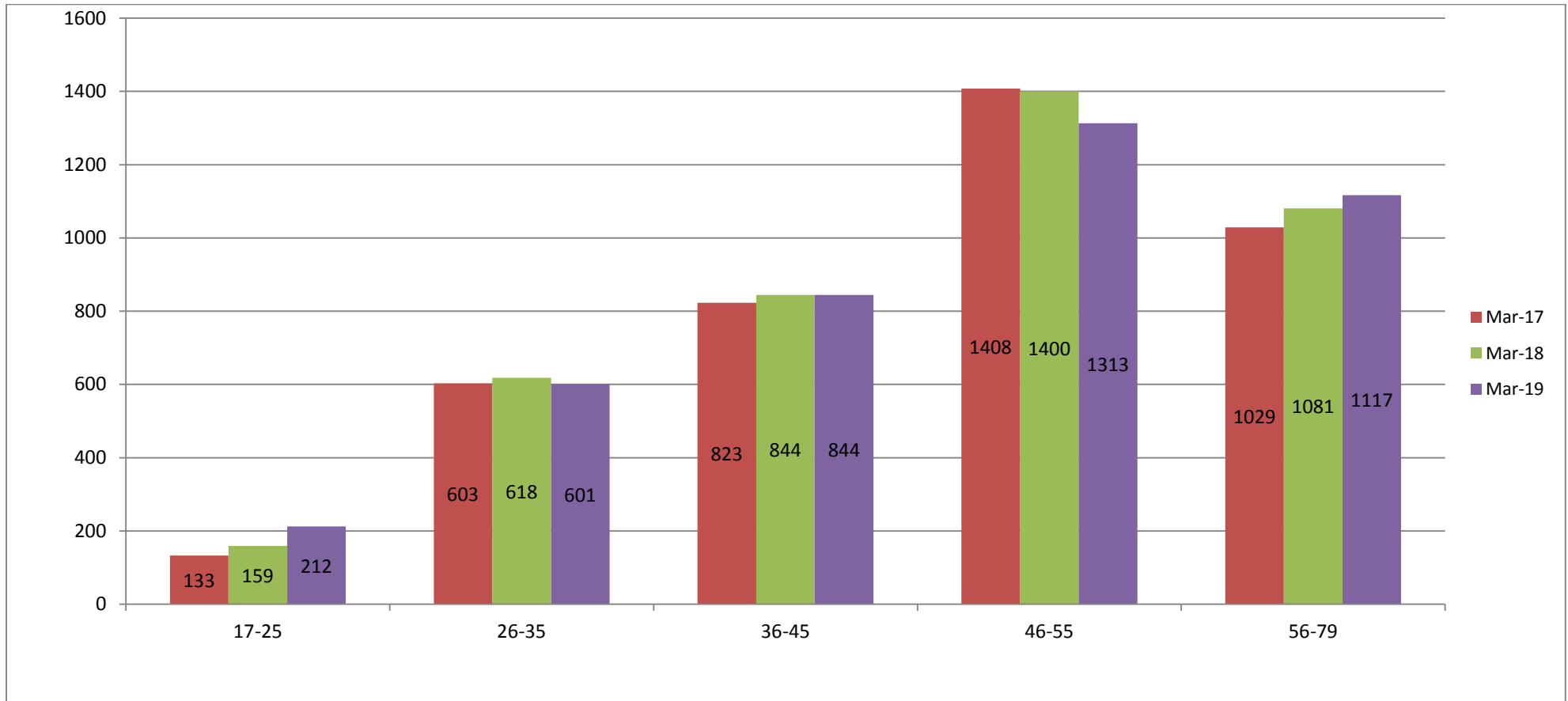
Directorate	No. of Modern Apprentices 18/19	<i>No. of Modern Apprentices 17/18</i>	<i>No. of Modern Apprentices 16/17</i>
HSCP	3	4	4
ECOD	17	7	7
ERR	13	13	11
Chief Executive	0	1	1
TOTAL	33	25	23

e. Reason for Leaving – Turnover

The pie chart below displays the number of leavers for 18/19 and reasons for leaving.



f. Age Profile



	% 17-25	% 26-35	% 36-45	% 46-55	% 56-79
March 2019	5	15	21	32	27
March 2018	4	15	21	34	26
March 2017	3	15	21	35	26

g. Grade Breakdown

Grade Range	Employees in March 19	Employees in March 18	Employees in March 17	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
A - G	2677	2711	2622	65	65	65
H - J	354	359	358	9	9	9
K and Above	152	145	142	4	4	4
Basic Teacher	633	607	629	14	15	15
Principal Teacher	168	171	147	5	4	4
Head Teacher/Depute Head Teachers	72	78	69	2	2	2
Psychologists	10	10	9	0.3	0.3	0.3
QIO	6	6	6	0.2	0.2	0.2
Chief Officers	15	15	14	0.5	0.5	0.5

h. Employees Covered by the Living Wage

Note: includes SJC employees only

Directorate	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	122	12	137	13
ECOD	864	57	482	23
ERR	65	10	399	40
Chief Executive	0	0	0	0
TOTAL	1,051	33	1,018	25

i. Employees in Pension Scheme

Directorate	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	918	88	912	87
ECOD	2072	86	1873	91
ERR	580	92	772	73
Chief Executive	7	100	8	100
TOTAL	3577	88	3565	87

j. Salary Protection/Responsibility Allowance

Within 18/19 there were **9** employees paid responsibility allowances, **6** employees' paid conserved salaries and **16** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	2018/19			2017/18			2016/17		
	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)
HSCP	0	0	3	0	0	1	0	0	3
ECOD	9	6	7 (4)	14	34	2	16	13	1
ERR	0	0	5 (2)	0	0	3	1	0	2
Chief Executive	0	0	1	0	0	0	0	0	0
TOTAL	9	6	16	14	34	6	17	13	6

k. Contractual Overtime

Over 18/19 there were **25** paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of Employees 18/19	No. of Employees 17/18	No. of Employees 16/17
HSCP	0	0	0
ECOD	10 (10)	10	10
ERR	14 (14)	15	20
Chief Executive	0	0	0
TOTAL	24	25	30

I. Night Work (Atypical Night Payments)

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

Directorate	Paid in 18/19		Paid in 17/18	
	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night work
HSCP	31 (29)	18 (10)	33 (31)	25
ECOD	0	2 (2)	4 (3)	2
ERR	4 (4)	10	0	11
Chief Executive	0	0	0	0
TOTAL	35	30	37 (34)	38

m. Contractual Atypical Allowances

Contractual Allowance – not paid by timesheet.

Directorate	Number of Employees 18/19	Amount Paid 18/19 £	Number of Employees 17/18	Amount Paid 17/18 £
HSCP	446	219,707.01	337	179,948.43
ECOD	16	5,765.17	45	40,458.53
ERR	38	39,098.66	10	4,126.26
Chief Executive	0	0	0	0
TOTAL	500	264,570.84	392	224,533.22

n. Gender Breakdown

Gender	No. Of Employees March 19	No. Of Employees March 18	No. Of Employees March 17	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
Female	3088	3089	3002	75.56	75.30	75.12
Male	999	1013	994	24.44	24.70	24.88

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 19	No of Sessional Workers March 18	No of Sessional Workers March 17
HSCP	80	98	108
ECOD	366	354	246
(Supply Teachers)	189	205	214
ERR	3	1	2
TOTAL	638	658	570

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 **558** posts advertised:

Posts Status	Total 18/19	%	Total 17/18	%	Total 16/17	% 16/17
Open	52	9.31	79	15.58	124	18.96
Closed / Filled	412	73.84	367	72.38	429	65.60
Unfilled / Held	26	4.66	8	1.58	24	3.66
Withdrawn	68	12.19	53	10.46	77	11.78
TOTAL	558	100	507	100	654	100

Of the 412 closed adverts in Quarter 18/19; 64 of them were filled by internal applicants

b. HR Admin & Payroll Activity

	2018/19	2017/18	2016/17
Change Forms, New Starts & Leavers Processed	1879	1852	1497

Timesheets Processed In:	2018/19	2017/18	2016/17
Paper	8,364	8,251	8,347
Electronic Timesheets	85,027	86,695	82,612
TOTAL	93,391	94,946	90,959

c. Overtime Hours Worked in 2018/19

Directorate	Additional Basic At Plain Time		Overtime At 1.5		OT Pub Hols At 2.0		Grand Total 18/19		Grand Total 17/18	
	£	Hours	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	£538,701.67	52,438.65	£316,730.36	16,636.18	£13,090.74	560.41	£868,522.77	69,635.24	£782,308.26	64,728.81
ECOD	£294,254.99	35,707.61	£115,735.73	9,019.80	£191.00	10.00	£410,181.72	44,737.41	£228,698.55	21,964.52
ERR	£52,890.38	5,549.29	£434,044.29	25,790.52	£4,616.87	225.25	£491,551.54	31,565.06	£767,971.95	62,795.38
Chief Executive	0	0	0	0	0	0	0	0	0	0
TOTAL	£885,847.04	93,695.55	£866,510.38	51,446.50	£17,898.61	795.66	£1,770,256.03	145,937.71	£1,778,978.76	149,488.71

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

d. Employee Relations Activity

	2018/19		2017/18		2016/17	
Investigations (relating to Disc, Grievance & D&R)	56		58		52	
Disciplinary	49		43		50	
Grievance & Dignity and Respect Submissions	33		14		19	
Absence Cases Supported (AM forms received - not all cases require HR involvement)	281		295		426	
Letters of Concern Issued	106		113		129	
Union Members (figures collected from check off only) (excluding EIS members)*	1631 (39.90%)		1638 (39.93%)		1631 (40.81%)	
Trade Union Activity (hours)	4,159.68		3,942.56		3768.10	
Work Life Balance Request	Received	87	Received	83	Received	70
	Approved	78	Approved	73	Approved	62
	H & Above/Teacher	31	H & Above/Teacher	31	H & Above/Teacher	25
TOIL Request for Approval	193		114		120	
TOIL Taken (days)	92		64.5		49	

Note: EIS numbers not available as not paid by payroll deduction, also some members moved to check off.

e. New Start and Leavers Survey

Number of New Starts and Leavers Surveys sent and completed

Directorate	Leaver Survey 18/19		New Employee Survey 18/19		Leaver Survey 17/18		New Employee Survey 17/18	
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
Chief Exec	0	0	0	0	1	0	2	1
HSCP	66	23	90	28	42	11	70	23
ECOD	198	49	89	30	117	44	159	44
ERR	45	15	42	19	31	7	54	12
Not Known	0	32	0	7	0	25	0	10
Total	309	119	221	84	191	87	285	90

New Start and Leaver Job Satisfaction Responses

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

Answer Choices	Responses 18/19		Responses 17/18	
	Leavers	New Starts	Leavers	New Starts
Excellent	30	41	13	34
Good	55	33	59	42
Average	27	2	6	3
Poor	7	1	9	2
Not Answered	0	7	0	9
Total	119	84	87	90

5. Organisational Development Support Activity

a. Training Activity

	18/19	17/18	16/17
Port Glasgow Training Suite Open (Days)	251	249	253
Computer Room Booked (Days)	212	206	200
Room 1 Booked (Days)	195	204	188
Room 2 Booked (Days)	211	223	208.5
Corporate Training Course Attended	947	730	261
E-Learning Courses Completed	9431	4502	5747

b. Employee Participation & Job Evaluation Activity

Employees Registered as First Aiders	108
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Employees in Buy & Bank Leave Scheme 2019	190	Amount:	£85,842.72
<i>Employees in Buy & Bank Leave Scheme 2018</i>	<i>169</i>	<i>Amount:</i>	<i>£80,771.11</i>
<i>Employees in Buy & Bank Leave Scheme 2017</i>	<i>127</i>	<i>Amount:</i>	<i>£62,969.41</i>

Employees in Cycle to Work Scheme	18/19	75	17/18	76	16/17	58
Employees in Childcare Voucher Scheme	18/19	106	17/18	117	16/17	93

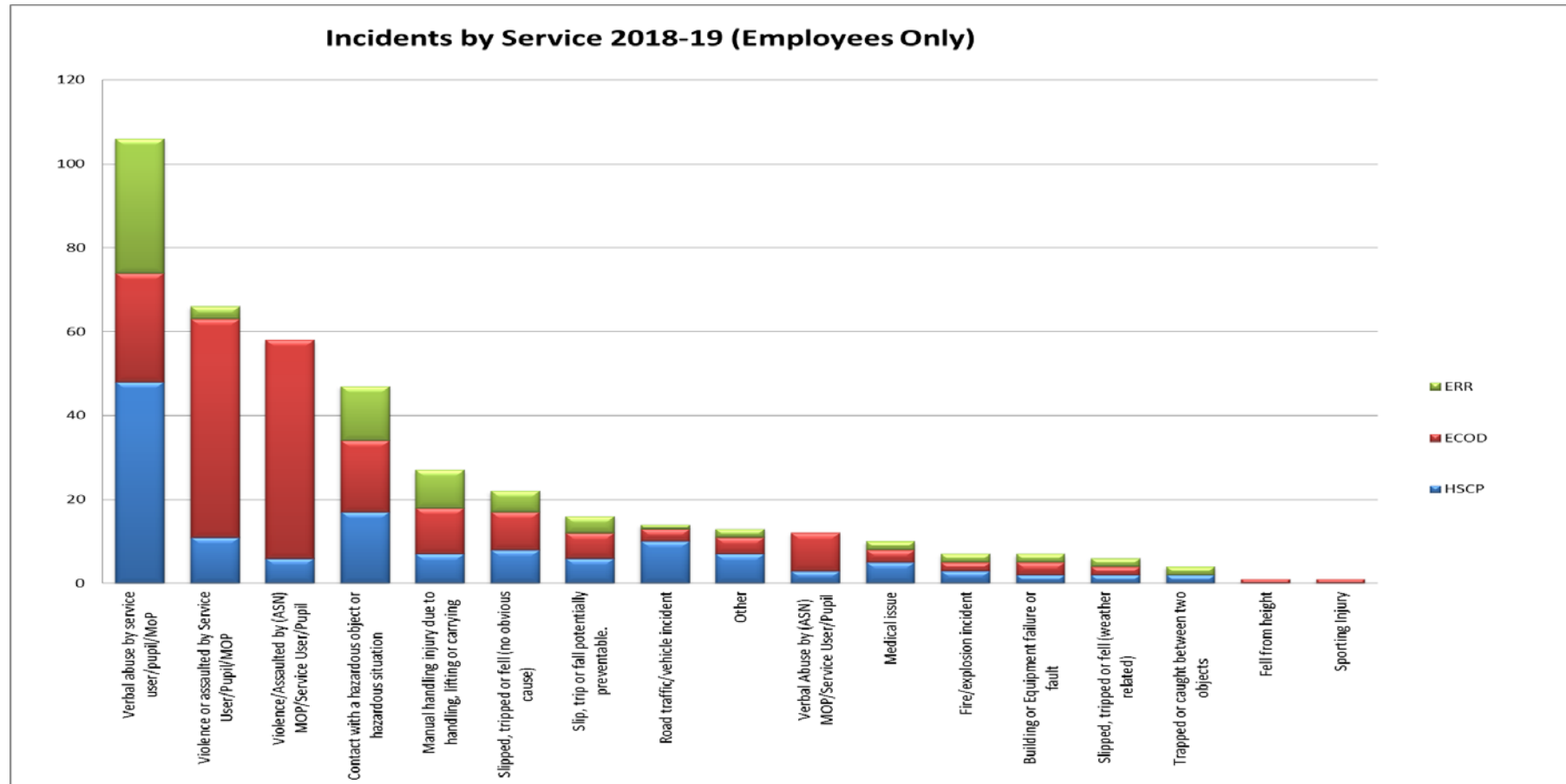
Job Evaluation Requests Received	18/19	76	17/18	55	16/17	43
Job Evaluation Appeals Received	18/19	1	17/18	1	16/17	2

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.

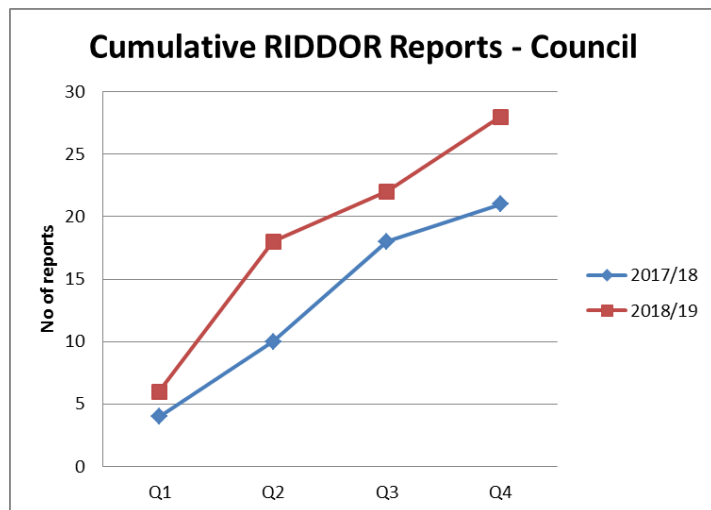
a. Causes of Accidents

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	2017/18	2016/17
HSCP	4	8	3
ECOD	11	4	2
ERR	13	9	13
TOTAL	28	21	18