

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 2019 to 31 March 2020. 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 2019 to 31 March 2020 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Policy and Resources Committee:
 - Notes the content of the Workforce Information and Activity Report for 2019/2020 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'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 focusing 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 a slight increase in attendance levels reported for 2019/2020 with 9.2 workdays lost per employee compared to 9.0 days in 2018/19. It should be noted that around 45% 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 2019/20 analysis shows that 48% of performance appraisals have been received however due to the current global pandemic managers have until September 2020 to submit these. 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 increased in the past year from 4087 in 2018/19 to 4109 in 2019/20; also the number of FTE employees has increased slightly from 3347.51 FTE in 2018/19 to 3367.99 FTE in 2019/20
 - 50% of our employees are full time and 50% are part time. This is a slight change to last year were 49% were part time and 51% were full time.
 - 81% of our employees have permanent employee status and 19% of our employees have temporary employee status. In 2018/19 83% of our employees had a permanent status an 17% were temporary
 - Employee turnover sits at just above 9.42% which is typical across the sector. In 2018/19 the turnover rate 8.22%

- 29% 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 2% increase in employees aged over 56 years.
- 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 have increased slightly from 49 in 2018/19 to 51 in 2019/20.
 - There were 33 Grievances/Dignity and Respect at Work Forms submitted in 2019/20 which is the same as 2018/19.
 - 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 95 received for 2019/2020.
 87 requests were made in 2018/19.
 - 224 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend. In 2018/19 190 employees utilised this scheme
 - 64 employees have taken advantage of our cycle to work scheme, which is a decrease from last year 75 in 2018/19
 - 87 employees participated in our child care voucher scheme which is a decrease from last year's total of 106.

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 2019/2020 outlined in Appendix 1.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications: One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	5	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

(a) Has an Equality Impact Assessment been carried out?

- YES (see attached appendix)
- x
- 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.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

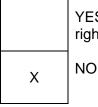
Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	nent showing how this report's recomme e caused by socio-economic disadvar	

X NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?



YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

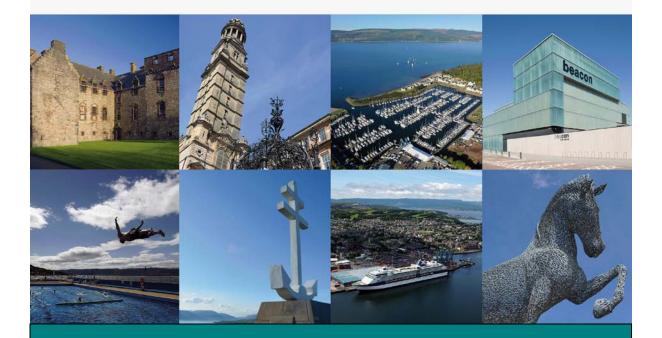
8.0 CONSULTATIONS

- 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 2019/2020 (Appendix 1).

Yearly Workforce Information and Activity Report (WIAR) Full Council



April 2019 to March 2020

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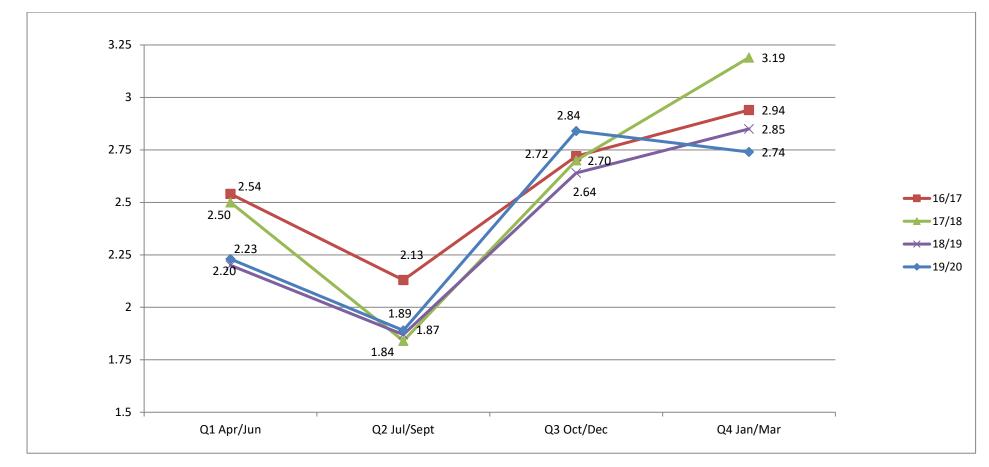
This Yearly WIAR includes 2019/2020 information and also a comparison against 2016/2017, 2017/18 and 2018/19 (where possible).

Please note that figures contained within this document may not reflect Q1 to Q4 of the quarterly full council report due to reporting measures which had to be undertaken due to covid-19.

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 16/17, 17/18, 18/19 and 19/20 for comparison.



	19/20	18/19	17/18	16/17
Work Days Lost per FTE Employee (Inverclyde Council target: 9 days)	9.18	9.04	9.22	9.45

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 19/20	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	12.96	12.44	14.57	11.96	
ECOD	7.69	7.26	6.58	7.72	
ERR	8.70	10.12	9.84	10.59	
CE	0.59	2.31	3.96	1.77	
Full Council	9.18	9.04	9.22	9.45	

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence % of Workdays lost per FTE employee in 19/20		% 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	0.89	1.34	1.88	0.67
Major Medical/Surgery	15.98	18.02	20.61	21.08
Maternity Related Illness	1.56	1.55	1.38	0.63
Mental Health	31.66	26.18	26.40	25.23
Musculoskeletal	20.34	19.76	19.70	23.34
Virus/Short Term	29.57	33.15	30.03	29.05

d. Employees Days Absence

Number of days off sick	Number of Employees 19/20	Number of Employees 18/19	Number of Employees 17/18
9 days or less	1371 (33%)	1485 (36.5%)	1451 (35%)
10 days or more	898 (21.5%)	991 (24%)	1007 (25%)
Zero Days absence	1876 (45.5%)	1611 (39.5%)	1644 (40%)

e. Performance Appraisals

The target for 19/20 was 90%; the position at the moment for 19/20 is 34%; however due to the pandemic the deadline has been extended to September 2020.

Directorate	% Received 19/20	% Received 18/19	% Received 17/18	% Received 16/17
HSCP	52%	98%	96%	81%
ECOD	35%	97%	90%	97%
ERR	71%	97%	96%	99%
CE	100%	100%	100%	100%
Total	48%	97%	94 %	93%

2. Employee Demographics

a. Employee Numbers & Variances

Directorate	Mar 2020 - No. of employees	Mar 2019 - No. of employees	Mar 2018 - No. of employees	Mar 2017 - No. of employees	Full Time Equivalent (FTE*) 2020	Full Time Equivalent (FTE*) 2019	Full Time Equivalent (FTE*) 2018	<i>Full Time Equivalent (FTE*) 2017</i>
HSCP	1101	1036	1044	1038	877.95	831.92	840.1	834.69
ECOD	2350	2414	2064	1963	1864.50	1906.92	1686.4	1616.38
ERR	651	630	986	986	618.74	601.87	810.37	808.40
CE	7	7	8	9	6.8	6.8	7.8	9.81
TOTAL	4109	4087	4102	3996	3367.99	3347.51	3344.67	3269.28

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

*Full Time Equivalent is number of full time posts

b. Part Time v Full Time Employees

	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Part Time Employees	2037	50	2033	49	2022	49	1936	48
Full time Employees	2072	50	2054	51	2080	51	2060	52

c. Perm v Temp Employees

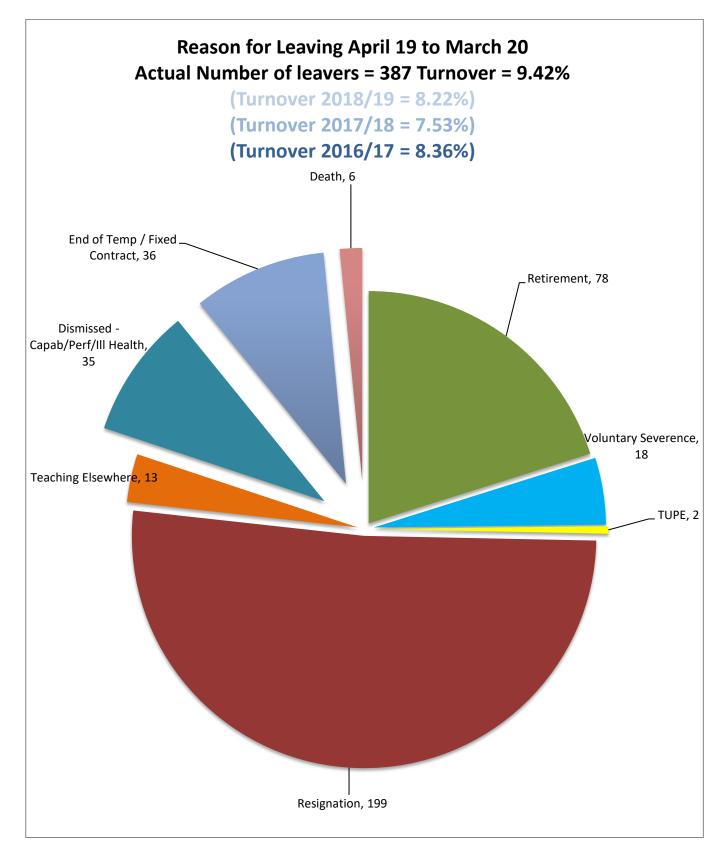
	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Permanent Employees (includes Temp Occupied by Perm)	3347	81	3401	83	3494	85	3528	88
Temporary Employees	762	19	686	17	608	15	468	12

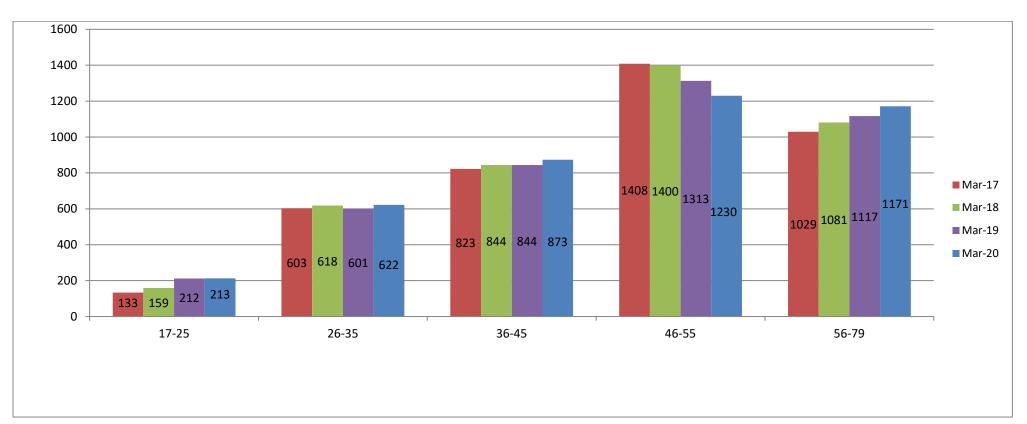
d. Modern Apprentice Breakdown

Directorate	No. of Modern Apprentices 19/20	No. of Modern Apprentices 18/19	No. of Modern Apprentices 17/18	No. of Modern Apprentices 16/17
HSCP	3	3	4	4
ECOD	24	17	7	7
ERR	9	13	13	11
CE	0	0	1	1
TOTAL	36	33	25	23

e. Reason for Leaving - Turnover

The pie chart below displays the number of leavers for 19/20 and reasons for leaving.





f. Age Profile

	% 17-25	% 26-35	% 36-45	% 46-55	% 56-79
March 2020	5	15	21	30	29
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 Range March 20	Employees in Range March 19	Employees in Range March 18	Employees in Range March 17	% of Workforce March 20	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
1-6 (A – G)	2715	2677	2711	2622	66	65	65	65
7-9 (H – J)	358	354	359	358	9	9	9	9
10 & above (K & Above)	150	152	145	142	3.5	4	4	4
Basic Teacher	629	633	607	629	15	14	15	15
Principal Teacher	150	168	171	147	3.5	5	4	4
Head Teacher/Depute Head Teachers	79	72	78	69	2	2	2	2
Psychologists	9	10	10	9	0.3	0.3	0.3	0.3
QIO	4	6	6	6	0.2	0.2	0.2	0.2
Chief Officers	15	15	15	14	0.5	0.5	0.5	0.5

h. Employees Covered by the Living Wage

Note: includes SJC employees only. New pay and grading model was introduced in April 2019.

Directorate	Number of	% of Total Employees	Number of	% of Total Employees	Number of	% of Total Employees
Directorate	Employees 19/20	in Directorate 19/20	Employees 18/19	in Directorate 18/19	Employees 17/18	in Directorate 17/18
HSCP	0	0	122	12	137	13
ECOD	0	0	864	57	482	23
ERR	0	0	65	10	399	40
CE	0	0	0	0	0	0
TOTAL	0	0	1,051	33	1,018	25

i. Employees in Pension Scheme

Directorate	Number of Employees 19/20	% of Total Employees in Directorate 19/20	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	966	88	918	88	912	87
ECOD	2146	90	2072	86	1873	91
ERR	588	93	580	92	772	73
CE	7	100	7	100	8	100
TOTAL	3707	89	3577	88	3565	87

j. Salary Protection/Responsibility Allowance

Within 19/20 there was **0** employees paid responsibility allowances, **2** employees' paid conserved salaries and **12** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

		2019/20			2018/19			2017/18			2016/17	
Directorate	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)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)
HSCP	0	0	i 1 '	0	0	3	0	0	1	0	0	3
ECOD	0	2	7 (3)	9	6	7 (4)	14	34	2	16	13	1
ERR	0	0	4	0	0	5 (2)	0	0	3	1	0	2
CE	0	0	0	0	0	1	0	0	0	0	0	0
TOTAL	0	2	12	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 19/20	No. of Employees 18/19	No. of Employees 17/18	No. of Employees 16/17
HSCP	0	0	0	0
ECOD	10 (10)	10 (10)	10	10
ERR	14 (14)	14 (14)	15	20
CE	0	0	0	0
TOTAL	24	24	25	30

I. Night Work (Atypical Night Payments)

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

	Paid in	19/20	Paid in	18/19	Paid in 17/18		
Directorate	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	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night work	
HSCP	28 (28)	18 (12)	31 (29)	18 (10)	33 (31)	25	
ECOD	0	1	0	2 (2)	4 (3)	2	
ERR	0	18 (4)	4 (4)	10	0	11	
CE	0	0	0	0	0	0	
TOTAL	28	37	35	30	37 (34)	38	

m. Contractual Atypical Allowances

Contractual Allowance – not paid by timesheet.

Directorate	Number of Employees 19/20	Amount Paid 19/20 £	Number of Employees 18/19	Amount Paid 18/19 £	Number of Employees 17/18	Amount Paid 17/18 £
HSCP	417	227,564.99	446	219,707.01	337	179,948.43
ECOD	14	5,073.92	16	5,765.17	45	40,458.53
ERR	39	39,774.99	38	39,098.66	10	4,126.26
CE	0	0	0	0	0	0
TOTAL	470	272,413.90	500	264,570.84	392	224,533.22

n. Gender Breakdown

Gender	No. Of Employees March 20	No. Of Employees March 19	No. Of Employees March 18	No. Of Employees March 17	% of Workforce March 20	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
Female	3110	3088	3089	3002	75.69	75.56	75.30	75.12
Male	999	999	1013	994	24.31	24.44	24.70	24.88

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 20	No of Sessional Workers March 19	No of Sessional Workers March 18	No of Sessional Workers March 17
HSCP	99	80	98	108
ECOD	347	366	354	246
(Supply Teachers)	212	189	205	214
ERR	2	3	1	2
TOTAL	660	638	658	570

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

4. Human Resources Support Activity

a. Vacancies Handled

There were **650** posts advertised:

Posts Status	Total 19/20	%	Total 18/19	%	Total 17/18	%	Total 16/17	% 16/17
Open	170	26.46	52	9.31	79	15.58	124	18.96
Closed / Filled	413	63.53	412	73.84	367	72.38	429	65.60
Unfilled / Held	15	2.32	26	4.66	8	1.58	24	3.66
Withdrawn	50	7.69	68	12.19	53	10.46	77	11.78
TOTAL	650	100	558	100	507	100	654	100

Of the 413 closed adverts in 19/20; 10 of them were filled by internal applicants

b. HR Admin & Payroll Activity

	2019/20	2018/19	2017/18	2016/17
Change Forms, New Starts & Leavers	1907	1879	1852	1497
Processed				

Timesheets Processed In:	2019/20	2018/19	2017/18	2016/17
Paper	7,764	8,364	8,251	8,347
Electronic Timesheets	80,407	85,027	86,695	82,612
TOTAL	88,171	93,391	94,946	90,959

Directorate	Overtime	At 1.5	OT Pu At		Grand Total 19/20		Grand To	otal 18/19	Grand Total 17/18	
	£	Hours	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	405,243.40	19,869.75	18,806.35	717.94	424,049.75	20,587.69	329,821.10	17,196.59	253,449.89	12,676.24
ECOD	150,144.22	10,239.10	0.00	0	150,144.22	10,239.10	115,926.73	9,029.80	43,880.53	2,622.57
ERR	546,345.86	30,133.80	4,574.82	205.5	550,920.68	30,339.30	438,661.16	26,015.77	554,527.06	35,021.82
CE	0	0	0	0	0	0	0	0	0	0
TOTAL	1,101,733.48	60,242.65	23,381.17	923.44	1,125,114.65	61,166.09	884,408.99	52,242.16	850,857.48	50,320.63

c. Overtime Hours Worked

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

Additional Basic

Directorate		al Basic ime 19/20		nal Basic Time 18/19		al Basic ïme 17/18
	£	Hours	£	Hours	£	Hours
HSCP	620,939.16	55,912.11	538,701.67	52,438.65	528,858.37	52,052.57
ECOD	366,099.71	38,805.49	294,254.99	35,707.61	185,818.02	19,341.95
ERR	52,943.49	5,164.36	52,890.38	5,549.29	213,444.89	27,773.56
CE	0	0	0	0	0	0
TOTAL	1,039,982.36	99,881.96	£885,847.04	93,695.55	928, 121.28	99,168.08

d. Employee Relations Activity

	2019/	20	2018/1	9	2017/1	8	2016/1	17	
Investigations (relating to Disc, Grievance & D&R)	57		56		58	58		52	
Disciplinary	51		49		43	43			
Grievance & Dignity and Respect Submissions	33		33		14		19		
Absence Cases Supported (AM forms received - not all cases require HR involvement)	281		281 29		295	295			
Letters of Concern Issued	119		106		113	113		129	
Union Members (figures collected from check off only) (excluding EIS members)*	1581 (38.48%)		1631 (39.90%)		1638 (39.93%)		1631 (40.81%)		
Trade Union Activity (hours)	4,221	.98	4,159.6	58	3,942.56		3768.10		
Work Life Balance Request	Received	95	Received	87	Received	83	Received	70	
	Approved	91	Approved	78	Approved	73	Approved	62	
Grades of those approved for	1-6 (A-G)	59	A-G	47	A-G	42	A-G	37	
Work Life Balance	7 (H) & Above/Teacher	32	H & Above/Teacher	31	H & Above/Teacher	31	H & Above/Teacher	25	
TOIL Request for Approval	114	ŀ	193	193		114		120	
TOIL Taken (days)	71		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 Su	urvey 19/20	-	oyee Survey /20	Leaver S	urvey 18/19		Employee vey 18/19	Leaver S	Survey 17/18		Employee vey 17/18
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
CE	0	0	0	0	0	0	0	0	1	0	2	1
HSCP	70	23	75	21	66	23	90	28	42	11	70	23
ECOD	134	39	156	51	198	49	89	30	117	44	159	44
ERR	37	15	42	6	45	15	42	19	31	7	54	12
Not Known	0	26	0	5	0	32	0	7	0	25	0	10
Total	241	103	23	83	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	Respon	ses 19/20	Respons	ses 18/19	Responses 17/18		
Answer Choices	Leavers	New Starts	Leavers	New Starts	Leavers	New Starts	
Excellent	22	43	30	41	13	34	
Good	65	30	55	33	59	42	
Average	11	1	27	2	6	3	
Poor	5	6	7	1	9	2	
Not Answered	0	3	0	7	0	9	
Total	103	83	119	84	87	90	

5. Organisational Development Support Activity

a. Training Activity

	19/20	18/19	17/18	16/17
Port Glasgow Training Suite Open (Days)	255	251	249	253
Computer Room Booked (Days)	213	212	206	200
Room 1 Booked (Days)	215	195	204	188
Room 2 Booked (Days)	195	211	223	208.5

Corporate Training Course Attended	499	947	730	261
E-Learning Courses Completed	7181	9431	4502	5747

c. Employee Participation & Job Evaluation Activity

Employees Registered as First Aiders	105					
					_	
Employees in Buy & Bank Leave Scheme 2020	224	Amount:	£106,308.	43		
Employees in Buy & Bank Leave Scheme 2019	190	Amount:	£85,842.7	£85,842.72		
Employees in Buy & Bank Leave Scheme 2018	169	Amount:	£80,771.11			
Employees in Buy & Bank Leave Scheme 2017	127	Amount:	£62,969.41			
					-	
Employees in Cycle to Work Scheme	19/20	64	18/19	75	17/18	
Employees in Childcare Voucher Scheme	19/20	87	18/19	106	17/18	

Job Evaluation Requests Received	19/20	60	18/19	76	17/18	55	16/17	43
Job Evaluation Appeals Received	19/20	0	18/19	1	17/18	1	16/17	2

16/17

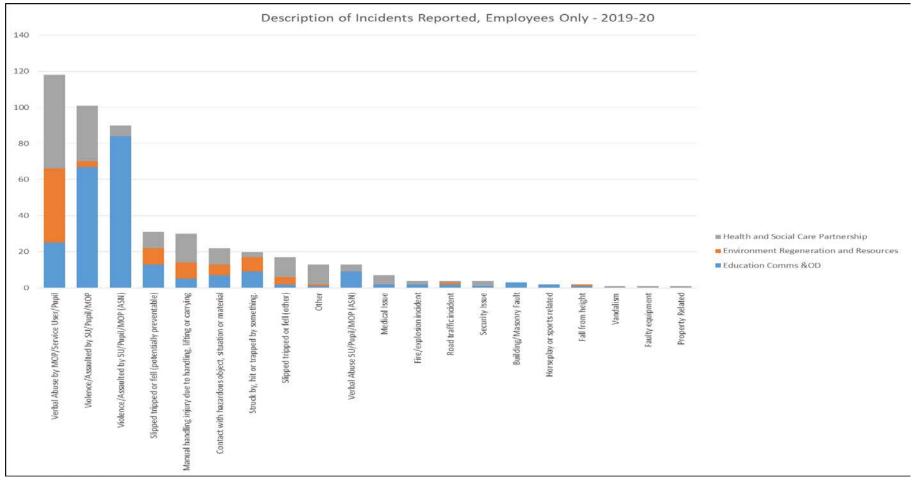
16/17

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.

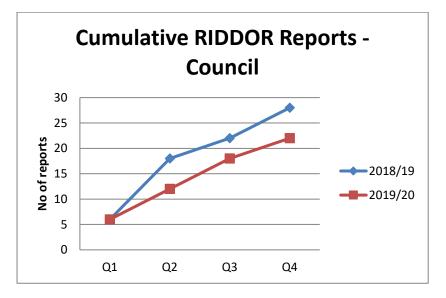
a. Causes of Accidents

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	2019/20	2018/19	2017/18	2016/17
HSCP	9	4	8	3
ECOD	2	11	4	2
ERR	11	13	9	13
TOTAL	22	28	21	18