

Developing Our Employees

These pages contain a range of performance information on the progress that the council is making towards the achievement of the following organisational priority:

To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

The performance information provided here is taken from the high level indicators in the council's Corporate Plan and the council's key performance indicators. The information on these pages relates to the following areas of performance:

- Employee sickness absence
- Performance appraisals
- Employee satisfaction
- Abandoned call levels to the Customer Service Centre

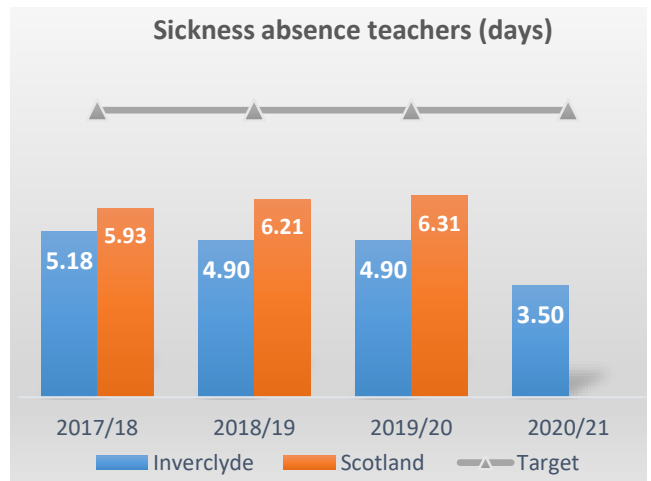
Employee sickness absence

Employee costs form a large proportion of the council's budget and it recognised that high levels of absence represent a significant cost to the council. Through robust absence management procedures, the council is endeavouring to support employees and reduce this level of absence.

Sickness absence: teachers

This indicator measures the average number of working days lost per teaching employee through sickness absence. Teacher sickness absence has consistently improved over the period shown. In 2020/21, an average of 3.5 days were lost which was significantly better than our performance target of 9 days. Comparable 2020/21 data is not yet published.

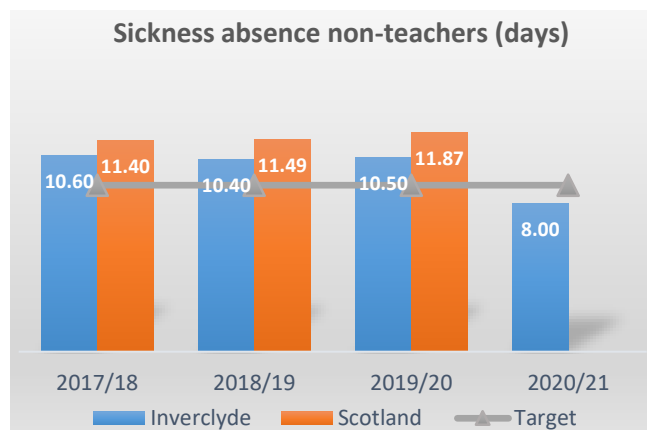
Sickness absence for teachers in Inverclyde continued to be better than the national average in 2019/20 with Inverclyde having the 3rd lowest level of teacher sickness absence in Scotland.



Sickness absence (non-teacher)

This indicator measures the average number of working days lost through sickness absence per local government employee at Inverclyde Council. In 2020/21, the number of sickness absence days lost decreased by 2.5 days from the previous year to 8 days.

Comparable 2020/21 data is not yet published. In 2019/20 Inverclyde's sickness absence rate was better than the national average and was the 7th lowest in Scotland.



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The Council is fully committed to reducing absence. Reasons for absence have been analysed and targeted interventions put in place. The Absence Management Policy is being actively promoted within Services with higher absence. We also work closely with our occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible.

Employee satisfaction

Due to the exceptional circumstances created by the pandemic, in 2020 two Health and Wellbeing Surveys were carried out, a general survey for all staff and another questionnaire specifically for term time staff and teachers. The aim of the survey was to consult with staff to better understand:

- how they were feeling;
- what was working well; and
- what could be improved to enable them to work effectively, stay safe and maintain their wellbeing

The results reassuringly indicated that a large majority of employees knew where to access resources regarding their health and wellbeing and felt supported. It was recognised however that more could be done and a Health & Wellbeing Strategy that builds on the existing work around wellbeing and resilience and linked to the overall Recovery Plan has been implemented with the aim of supporting good health and wellbeing preventing stress and creating a positive working environment.

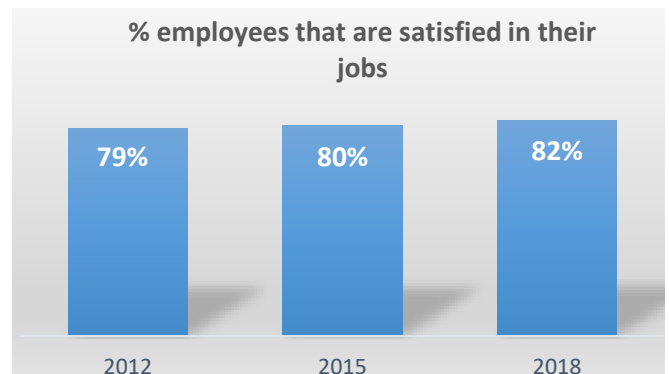
The data for the following indicators on employee satisfaction is taken from the Employee Survey that is carried out approximately every three years.

Percentage of employees that are satisfied in their job (employee survey 2018)

The performance data for this measure has been taken from the Employee Survey that was carried out in December 2018.

The percentage of employees that are satisfied in their jobs increased very slightly from 80% to 82%.

The target for this indicator is 70% and this was exceeded.

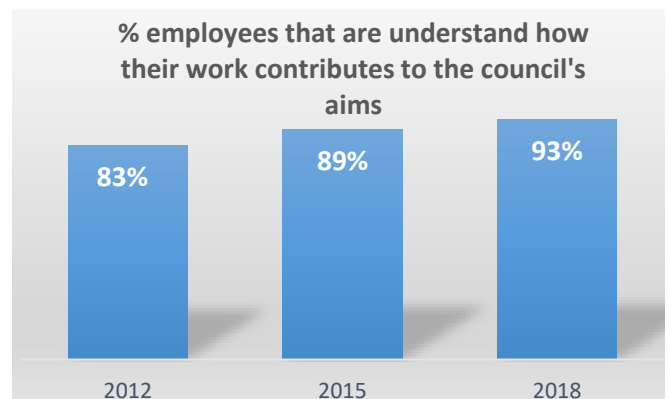


Percentage of employees that understand how their work contributes to the Council's aims

The performance data for this measure has been taken from the Employee Survey that was carried out in December 2018.

There has been a steady increase in the percentage of employees that understand how their work contributes to the council's aims, rising to its highest level of 93% in 2018.

The target for this indicator is 70% and this was exceeded.



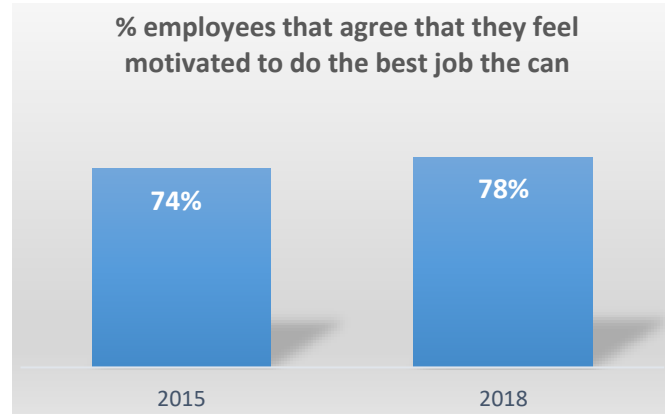
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Percentage of employees that agree that they feel motivated to do the best job the can

The performance data for this measure has been taken from the Employee Survey that was carried out in December 2018.

There has an increase in the percentage of employees that either agree or strongly agree that they feel motivated to do the best job that they can. 2012 survey data is not available for this measure.

The target for this indicator is 70% and this was exceeded.

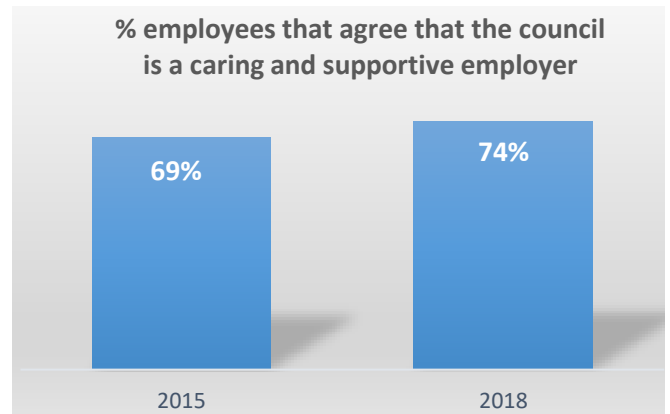


Percentage of employees that agree that the council is a caring and supportive employer

The performance data for this measure has been taken from the Employee Survey that was carried out in December 2018.

There has been an increase in the percentage of employees that agree that the council is a caring and supportive employer. 2012 survey data is not available for this measure.

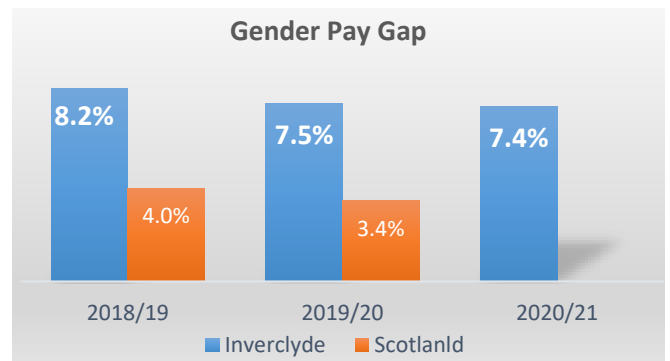
The target for this indicator is 70% and this was exceeded.



Gender Pay Gap

Despite making progress, a gender pay gap continues to exist due to the gender make up of key occupational groups. In particular, lower paid jobs such as catering, cleaning and home care predominantly comprise part-time female groups. Councils that have outsourced such posts to an external organisation are likely to record a far lower gender pay gap as a result.

Comparable data for 2020/21 is not yet published.



The key measure for the Council is to ensure that we pay equal pay for work of equal value and this is assured through the robust implementation of the Scottish Joint Council's Job Evaluation Scheme in partnership with the trade unions. In addition, independent equality impact assessments are carried out on our pay and grading structure to ensure it meets equality standards and is non-discriminatory. Key to reducing the gender pay gap will be achieving a more even gender split across some of the key employee groups mentioned above and continuing to ensure women are encouraged and developed into senior roles.

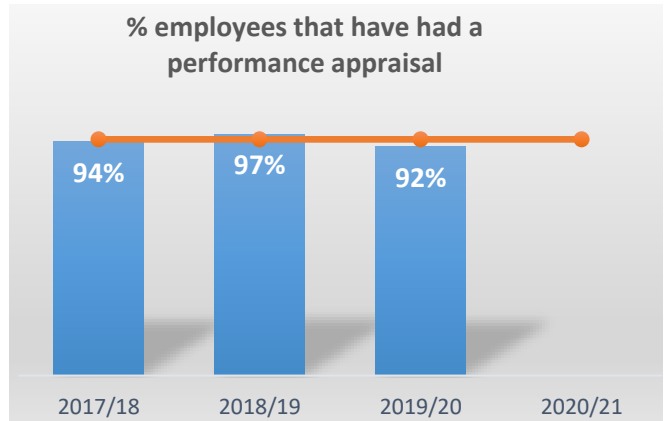
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Performance Appraisals

Percentage of employees that have had a performance appraisal

Every employee has an important role to play in helping the council achieve its corporate aims, objectives and outcomes which are set out in the Corporate Plan 2018/22 and the Corporate Directorate Improvement Plans 2019/22.

Performance appraisals help to show the contribution that employees make to the achievement of these corporate priorities, so that all employees know how they are helping to make Inverclyde Council a better organisation and achieve the overall vision of getting it right for every child, citizen and community.



Appraisal data is normally collected after 31 March each year however the completion of appraisals was severely impacted in 2020 by the pandemic and the shift to new ways of working for a large number of council employees which meant that the deadline for the completion in 2020 was extended. This in turn had an impact on the timescale for appraisals being carried out in 2021. Data for 2021 will be available in March 2022. The target for this indicator is 95%.

Abandoned Call Levels

Customer Service Centre abandoned call levels

The percentage of calls made to the Council's Customer Service Centre that were classed as 'abandoned' for both revenues and benefits and other council services, remained the same as in 2018/20.

The target for both measures was achieved.

