

# Employees

These pages contain a range of performance information that relates to Inverclyde Council's employees which will allow you to assess how we are performing in this area.

The performance information provided here comes from a number of sources:

- Local Government Benchmarking Framework (LGBF)
- Inverclyde Council's Employee Survey (carried out in 2012)
- Service Key Performance Indicators (KPIs).

You can view more information on the LGBF indicators on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

You can also find more employee information in the Equality and Diversity performance page.

## Performance Overview 2017/18

The overall days lost due to sickness absence decreased slightly in 2017/18, however the challenging target of 9 days was narrowly missed. The sickness absence rate for non-teaching staff did however improve whilst the sickness absence rate for teaching staff remained unchanged.

There was an improvement in the health and safety incident rate and the average number of days lost per incident.

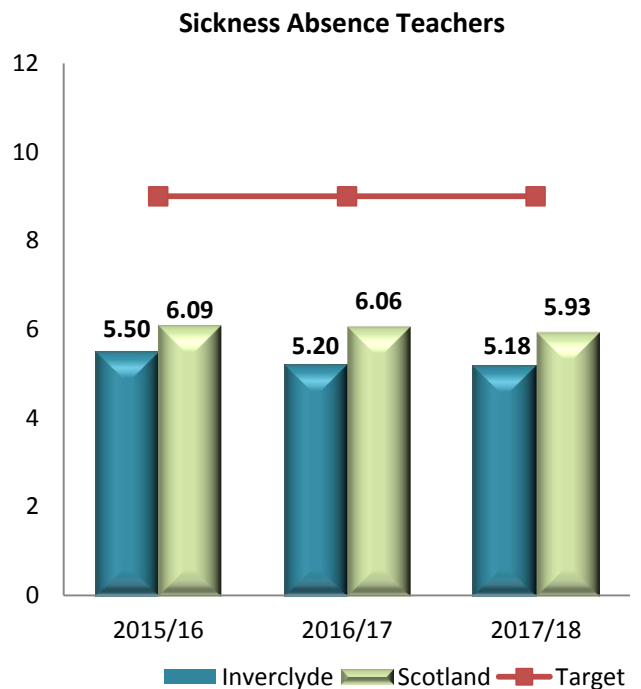
The Council carried out an Employee Survey in winter 2015 and the some of the survey results are presented in these performance pages. The next Employee Survey will be carried out in winter 2018.

### Sickness absence: teachers (LGBF)

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 2017/18, 5.18 days were lost which is almost the same as in 2016/17 and better than our performance target of 9 days.

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 for teachers in Inverclyde continues to be better than the national average. In 2017/18 Inverclyde had the 9<sup>th</sup> lowest level of teacher sickness absence in Scotland.



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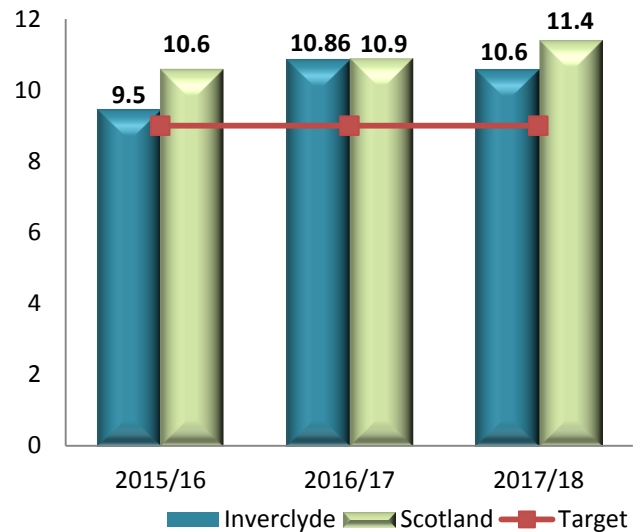
## Sickness absence: (non-teacher) (LGBF)

This indicator measures the average number of working days lost through sickness absence per local government employee at Inverclyde Council. In 2017/18, the number of sickness absence days improved by 0.26 days.

In 2017/18 Inverclyde's sickness absence rate was better than the national average. Inverclyde had the 10<sup>th</sup> lowest sickness absence rate in Scotland.

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.

Sickness Absence (non-teacher)



## Sickness absence: days lost per full-time equivalent employee (KPI)

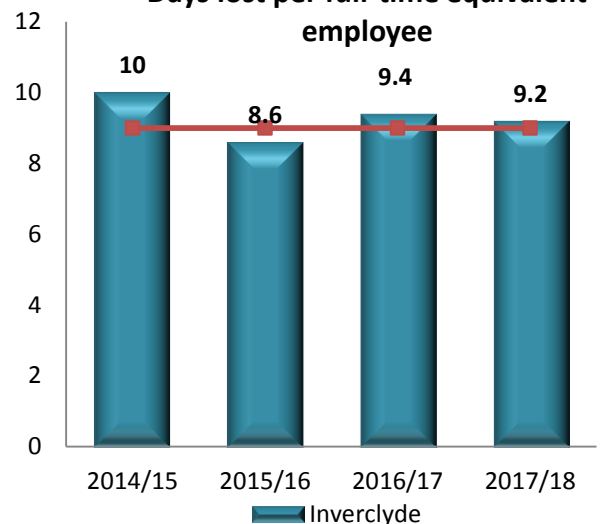
The overall number of full-time equivalent days lost due to sickness in Inverclyde decreased in 2017/18 but remained slightly above the target of 9 days. Reasons for absence are continually monitored and analysed.

As well as being an external statutory performance indicator, absence is an internal key performance indicator which is analysed quarterly and reported to the Policy and Resources Committee.

Absence statistics are submitted to service committees by all Council Services to allow scrutiny to be undertaken at a service committee level.

Through robust absence management procedures, the Council is endeavouring to support employees and reduce the level of absence. The Council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. Musculoskeletal issues and mental health-related illness represent the largest percentage of absence within the Council. Strategies are now in place to have employees with these issues fast-tracked to HR so that support can be provided as quickly as possible. We also now have an on-line attendance management form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

Days lost per full-time equivalent employee



In addition to the above, the Council has undertaken a targeted response to absence management where areas of concern have been identified; this has ensured attendance management has been brought to the top of the agenda in a variety of ways: real time information is available to managers via the fully automated HR/Payroll system;

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- HR produce and distribute attendance information at regular intervals by section, establishment and employee;
- The Local Negotiating Committee for Teachers and head teachers' meetings are attended by HR where attendance is discussed as an agenda item;
- Attendance is an established item at the Trades Union Liaison meetings and HR attend Directorate Management Team meetings on a regular basis to discuss this; training on attendance management now includes lunch time drop-in type meetings, where managers can meet an HR representative to discuss attendance issues.

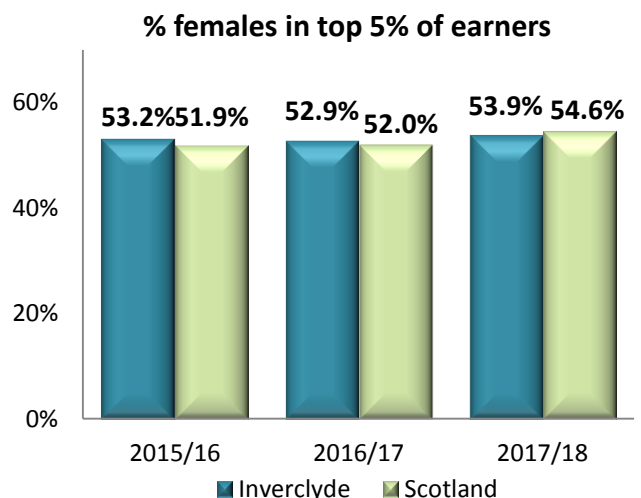
The Council has moved to electronic data collection and pull all statistics from the Council's HR/Payroll management system. Council Services have been given access to absence reports which will allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity reports.

### Percentage of females in the top 5% of earners (LGBF)

This indicator is a measure of the percentage of females in the Council that are in the top 5% of earners. In 2017/18, the percentage of female earners in the top 5% increased very slightly from 52.9% to 53.9%. This was because there number of females in the top 5% of earners increased by two to 110. This information is drawn directly from the Council's electronic HR/Payroll management system.

The target for this indicator is 52% and this was achieved in both 2016/17 and 2017/18.

This indicator is also part of the Local Government Benchmarking Framework, which allows us to benchmark how we perform in the area. National data shows that Inverclyde has a marginally lower percentage of females in the top 5% of earners compared to the national average.

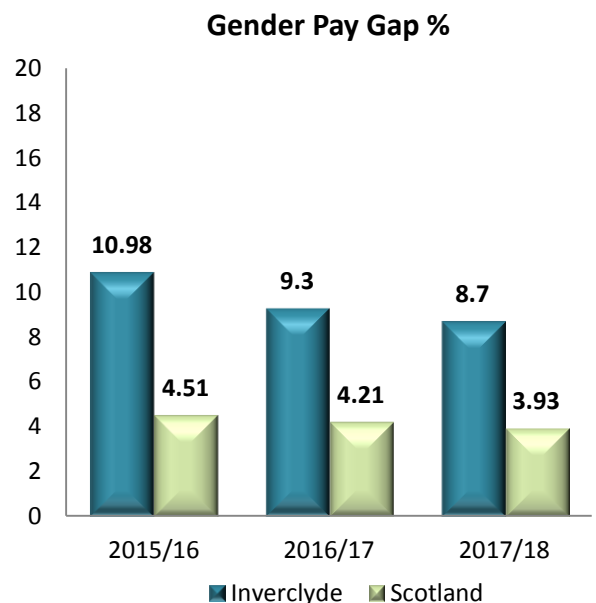


### Gender Pay Gap % (LGBF)

The indicator provides a picture of the current gender pay gap between male and female employees. It is the percentage difference between male employees average hourly rate of pay and female employees average hourly rate of pay.

The gender pay gap in Inverclyde in 2017/18 was 8.7%, which remains higher than the Scottish average. Inverclyde has the third highest gender pay gap in Scotland.

The reason for the change in our gender pay gap figure between 2016/17 and 2017/18 is that, when the male/female employee ratio changes into higher/lower grades by gender, the male/female average hourly rate also changes which has a positive or negative impact on the gender pay gap.



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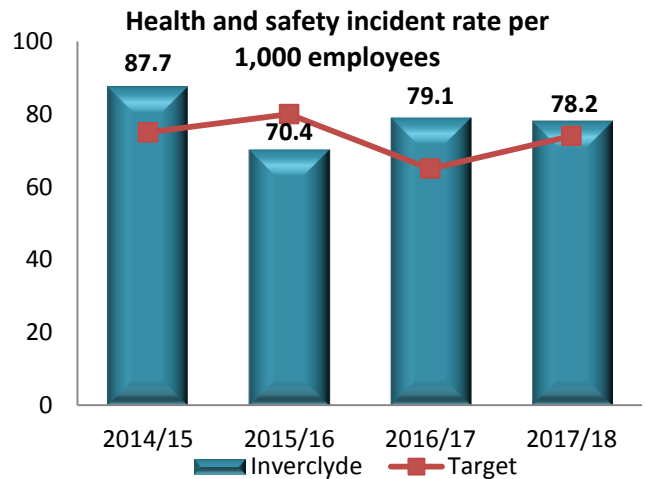
Additionally, in 2017/18, the average hourly rate for male employees changed from the previous year at £14.93 (an increase of £0.09) while the corresponding rate for female employees increased slightly more during the same period, rising from £13.46 to £13.63 (an increase of £0.17).

Organisations like Inverclyde Council are required to produce an annual Gender Pay Gap Report and explore any grade issues which emerge. These are often reasons for such issues including, for instance, cases when new employees from one gender are usually appointed to particular posts at the starting point of a grade; examples of such posts include catering and cleaning appointments.

## Health and safety: incident rate per 1,000 employees (KPI)

This indicator is one of the Council's key performance indicators and provides a measure of the number of health and safety incident rates per 1,000 employees.

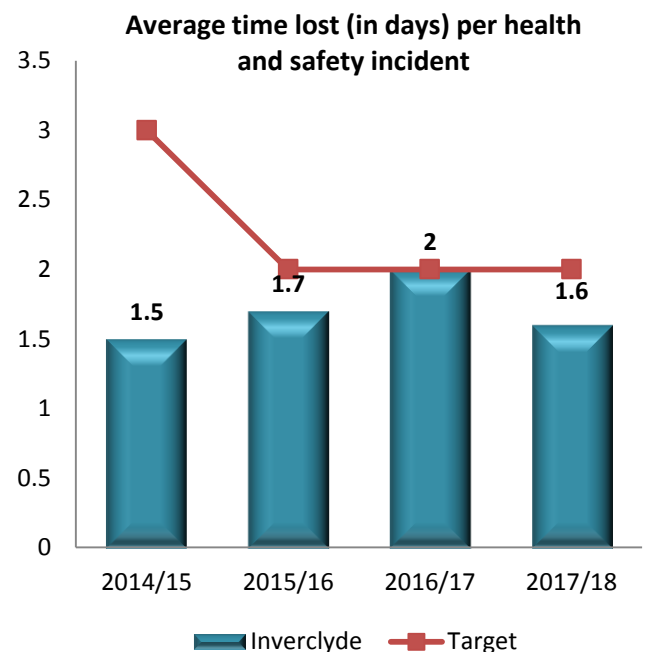
Incident rates are calculated using headcount. Overall, we have seen a decrease in the total number of reports since 2014/15 and while there was a rise in the number of reports between 2015/16 and 2016/17, there is still an overall downwards trend over a three year period. Additionally, the number of major injuries has remained relatively low.



## Health and safety: average time lost (in days) per incident (KPI)

This indicator is also one of the Council's key performance indicators and is linked to the average days lost per health and safety incident.

The average time lost to the Council following incidents also decreased (by 0.4 days). Performance was better than target in 2017/18.



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## Employee satisfaction: % of employees who are satisfied with their jobs (ES)

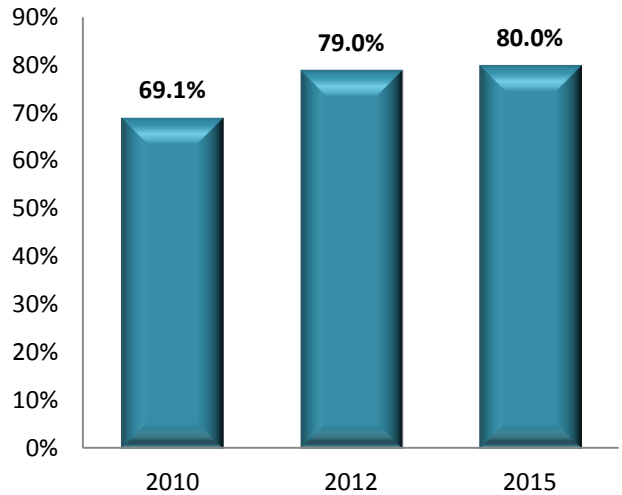
This indicator is one of the Council's key performance indicators. The information on employee satisfaction has been taken from the Council's Employee Survey which was carried out in Winter 2015. Our first Employee Survey was carried out in 2010.

Employees were invited to complete the Survey and the response rate was 26% - response rates for employee surveys typically range from 25% to 40% and our response rate is comparable with most other Councils employee survey response rate. The Survey was carried out by an independent market research company and will be carried out again in 2017 when employees will be asked this question again.

The percentage of employees that are satisfied in their jobs increased very slightly from 79% to 80%.

The next Employee Survey will be carried out in winter 2018.

% of employees that are satisfied with their job



## Corporate aims: % of employees that understand how their work contributes to the Council's aims

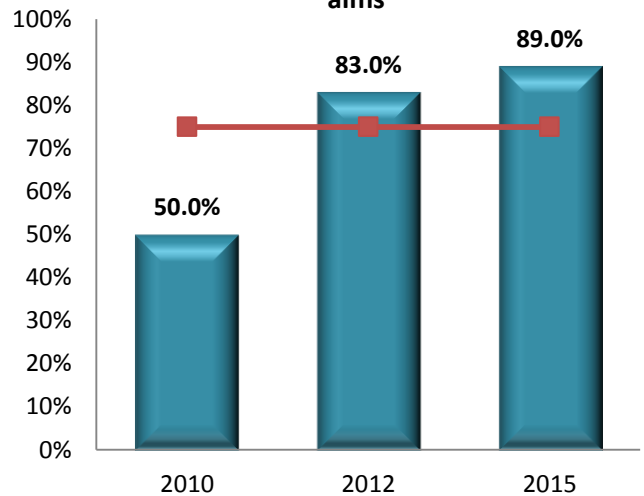
This indicator is one of the Council's key performance indicators and has been taken from the Council's Employee Survey which was carried out in Winter 2015.

There has been a significant increase in the percentage of employees that understand how their work contributes to the Council's aims. In 2010, the figure was 50%; however, this increased to 83% in 2012, exceeding our target of 75% and improved again in 2015.

The Council benchmarks its Employee Survey results, including the proportion of employees who understand how their work contributes to the Council's aims, with other councils that are members of the Public Service Improvement Framework Benchmarking Network Group.

The next Employee Survey will be carried out in winter 2018.

% of employees that understand how their work contributes to the Council aims



# Employees

## Percentage of employees that have had a performance appraisal

The Performance Appraisal process is now firmly established across the Council and is measured and reported each year.

The Council aims to maximise the number of employees who receive a performance appraisal. There was a further increase in the percentage of performance appraisals carried out in 2017/18.

The percentage of appraisals carried out was better than the target of 90%.

% employees with a performance appraisal

