
NOTICE OF MEETING

EMPLOYMENT COMMITTEE

TUESDAY, 3 MARCH 2015 AT 12.15 PM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

Telephone enquiries to Vicki Plytas 02392 834058

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Membership

Councillor Donna Jones (Chair)

Councillor Luke Stubbs (Vice-Chair)

Councillor John Ferrett

Councillor Darren Sanders

Councillor Lynne Stagg

Councillor Gerald Vernon-Jackson

Standing Deputies

Councillor David Fuller

Councillor Hugh Mason

Councillor Linda Symes

Councillor Rob Wood

(NB This agenda should be retained for future reference with the minutes of this meeting.)
Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: www.portsmouth.gov.uk

Deputations by members of the public may be made on any item where a decision is going to be taken. The request should be made in writing to the contact officer (above) by 12 noon of the working day before the meeting, and must include the purpose of the deputation (for example, for or against the recommendation). Email requests are accepted.

AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Members' Interests**
- 3 Minutes of Meetings held on 6 January and 19 February 2015 (Pages 1 - 12)**

RECOMMENDED that the minutes of the meetings of the Employment Committee held on 6 January and 19 February 2015 be confirmed and

signed by the Chair as correct records.

4 Performance Development Review and Mandatory Training Requirements (Pages 13 - 30)

Purpose.

To update members following the Employment Committee of 6 January 2015, on the work being undertaken to increase the uptake of Performance Development Reviews (PDR) and provide further details of the new suite of training courses for managers. To also provide guidance on key principles for inclusion in the process for the Chief Executive Officer's PDR.

RECOMMENDED that members:

- 1. Note the work being undertaken to support services to increase the uptake and meaningfulness of PDRs.**
- 2. Note the new suite of management training courses (Appendix 2)**
- 3. Note the recommendations for the PDR process for the Chief Executive Officer and Directors.**

5 Sickness Absence Update (Pages 31 - 38)

Purpose

The purpose of this quarterly report is to update and inform Employment Committee on actions being taken that have an effect on the levels of sickness absence across services.

RECOMMENDED that Members:

- Continue to monitor sickness absence on a quarterly basis and to ensure appropriate management action is taken to encourage attendance.**
- Maintain the current corporate sickness absence target at 8 days per employee per year and to continue focusing on maximising employee attendance.**
- Note the introduction of the "Fit for Work" scheme.**

This report is to follow.

6 Senior Management Restructure

Members will consider a verbal update following a meeting with the Portsmouth Clinical Commissioning Group.

Members of the public are now permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting or records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.

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Agenda Item 3

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 6 January 2015 at 12.15 pm at The Executive Meeting Room - Third Floor, The Guildhall

Present

Councillor Donna Jones (in the chair)
Councillor Luke Stubbs (Vice-Chair)
Councillor John Ferrett
Councillor Darren Sanders
Councillor Lynne Stagg
Councillor Gerald Vernon-Jackson

Officers Present

David Williams, Chief Executive
Michael Lawther, City Solicitor
Jon Bell, Head of HR, Legal & Performance
Peter Baulf, Legal Team Manager
Mark Folkes, HR Business Partner
Liz Aplin, Operational Training Manager

1. **Apologies for Absence (AI 1)**

There were no apologies for absence. However Councillor John Ferrett said that he would have to leave the meeting at around 1.00 pm.

2. **Declarations of Members' Interests (AI 2)**

3. **Minutes of the Meetings held on 4 November and 16 December 2014 (AI 3)**

Peter Baulf advised that in relation to the structure chart attached to the minutes of the meeting of 16 December, this was subsequently amended with the agreement of all members of the Employment Committee and the amended version is the subject of the consultation.

RESOLVED that the minutes of the meetings of the Employment Committee held on 4 November and 16 December 2014 be confirmed and signed by the chair as a correct record.

4. **Sickness Absence Quarterly Report (AI 4) (TAKE IN REPORT)**

Mr Bell introduced the report which was to update and inform the Employment Committee on actions being taken that have an effect on the levels of sickness absence across services. Some comparisons from other sectors had been included in the report for information.

Mr Bell advised members that Health Management Limited had been appointed to deliver Fit for Work in England and Wales on behalf of the UK government (referred to in the report).

Mr Bell also advised that Appendix 2 provided details of the levels of flu jobs uptake by service for 2014 compared with 2013.

In response to queries the following matters were clarified:

- With regard to the costs of the Fit for Work scheme, it was not yet known whether these were comparable to the previous scheme. However Fit for Work was not intended to replace the existing occupational health provision but to complement it and provide the gap in support where that currently exists.
- Mr Bell confirmed that heads of service take sickness absence very seriously and much work had been done to try to reduce the sickness absence levels with some significant success. Sickness absence levels at the Port for example were now much improved. He said that more work would be done with managers throughout PCC.

The chair said she was pleased with the reductions so far.

A discussion followed regarding the possibility of adding a recommendation to reduce the corporate target of an average eight days per person per year. During discussion, the following points were made:

- It was important not to dis-incentivise staff in those services where sickness absence was already below the corporate target.
- It was suggested that different targets for different services may be considered - for example as between office based or non-office based staff or for services where it was recognised that stress levels were likely to be higher than average for example in Adult Social Care.
- In view of the various ways in which a revised target could be introduced, members suggested that before making a decision on a reduced target today, a report back should be requested to provide additional information.

During further discussion members suggested that future reports should compare winter periods over several years to provide a better idea of trends. Members also felt that a reduction in sickness absence could produce a measurable cashable saving for example where the costs of providing cover for absent staff had to be found. Mr Bell confirmed that in the past, where a service's sickness absence was higher than eight days average, a reduction was made to that service's cash limits. He said that he had concerns about that as it did not allow for differentiation across services and could be seen to be unfair on some services in terms of the types of jobs carried out within them.

- In response to a query about long term sickness at the Port, Mr Mark Folkes said that although he was aware that some long term

sicknesses were about to cease to appear in the statistics, he was also aware that other cases were likely to emerge in the statistics leading to no overall change. However better processes were now in place to support the Port.

- Members were advised that it would be possible in future to provide analysis re schools' data as there was a closer correlation in schools between sickness and cost.
- With regard to the increase in average sickness absence in the Integrated Commissioning Unit from 2.39 to 7.49 average days per person per year, Mr Mark Folkes confirmed that the likely reason for this was the very small number of staff in ICU meaning that a small change has a disproportionately large effect on statistics.

The City Solicitor commented that in his view, imposing a lower sickness absence target may encourage managers to deal with issues more quickly.

Following discussion, members decided to add to the recommendation in the report.

RESOLVED

1. To continue to monitor sickness absence, on a quarterly basis, and to ensure appropriate management action is taken to address absenteeism.

2. To request a report be brought to this Committee to include

(i) Options on revised stretch corporate targets to reduce sickness absence

(ii) Options on how best to support those services, such as schools and social services, where specific costs are incurred in providing cover as a result of sickness absence.

5. Personal Development Review and Mandatory Training Requirements (AI 5)

(TAKE IN REPORT)

Mr Bell introduced the report which was to update members of the Employment Committee on a review of the personal development review (PDR) process and mandatory training requirements for employees of the city council. Mr Bell said that the conclusions listed in item 6 of the report followed a series of meetings with heads of service and senior managers as set out in paragraph 4 of the report.

The chair commented that she felt the proposal that mandatory training becomes a condition of passing probation was very sensible. She also asked whether it would be possible for Mr Bell to provide details of services where the PDR process was not 100% compliant so that the committee could do something about it. Mr Bell said that whilst it would never be possible to be 100% compliant owing to changes in staff, it would be possible to give details where the incidence of PDR compliance was low.

With regard to raising compliance with mandatory training requirements for employees, the City Solicitor was asked to communicate to all staff, in his capacity as Monitoring Officer, the requirement to complete mandatory training and that failure to do so is a disciplinary matter.

There followed a general discussion during which the following matters were raised:

- The PDR process for the Chief Executive and strategic directors would be looked at and member involvement was part of that process.
- The employee opinion survey appears to show that there is a disconnect between those who have in fact had a PDR and those who think they have had one.
- Members had concerns about putting the onus on PDR completion on the individual and would prefer this to be a responsibility for the individual's manager. The chair agreed that the PDR process should be owned and managed by the manager and that perhaps all mandatory training could be included in the PDR. In addition she felt that there was a need to ensure that line managers have the confidence and knowledge to manage people and that training along the LAMP lines should be considered.
- Members were concerned that the employee opinion survey showed that many people did not feel that PDRs were meaningful. Concern was expressed that the PDR should not be viewed as just going through the motions.
- Members felt that 360° feedback should be included at least as an option in PDRs and that this should form part of the recommendations.

Mr Bell said that with regard to mandatory training, the LAMP system had not been tailored to the needs of specific managers. He invited Liz Aplin, Operational Training Manager, to advise members of work that had been recently carried out. Ms Aplin said that a new suite of management programmes had just been launched and these had a much more practical approach and covered matters such as "how do I manage sickness?" The Chief Executive agreed to arrange to email all managers the link to these management programmes.

RESOLVED that members agree to:

- (1) Adopt the revised PDR and recording process enabling the HR Learning & Development team to improve the uptake and meaningfulness of PDRs as follows:**
 - i. Supporting Services to develop a proportionate PDR process that meets the needs of their staff and job roles within it using the proposed template as a guide, including the option for managers to access 360 degree feedback.**
 - ii. Supporting Services to link the PDR process more closely with the Workforce planning and Business planning process that they already carry out.**

- iii. **A requirement is applied to all staff to record their PDR on the HR self-serve system.**
- iv. **Members are further recommended to support a review of the PDR process for the Chief Executive Officer and Strategic Directors with a view to bringing a proposal to the next Employment Committee.**
- (2) **Adopt a three strand process to raise compliance, reduce risk and provide the necessary knowledge to the workforce around key areas as follows:**
 - i. **A one-day training course for all new starters that covers the key messages of mandatory training (in consultation with the Policy Holder) - including an assessment of learning**
 - ii. **Create explicit statements in the PDR form to inform staff that they have a responsibility to drive their own learning and apply the key information delivered in training (e.g. what do the Data Protection principles mean in my role)**
 - iii. **Mandate consequences for non-compliance (e.g. a condition of passing probation)**
 - iv. **Mandate that all staff are required to pass periodic knowledge checks of mandatory training areas (process to be supported by training, e-learning, policy hub etc.)**
- (3) **To request a further report be brought to this committee on the PDR process to include**
 - I. **Data from the Employee Opinion Survey to identify areas where PDR uptake is low and the work being undertaken to improve this**
 - II. **Details of the new suite of management training courses including the revised training for managers and staff on PDRs**

6. Localism Act - Pay Policy Statement (AI 6)
(TAKE IN REPORT)

Mr Bell introduced the report and mentioned that there was a typing error on page 41 in that the heading should be Pay Policy Statement 2015/16 not 14/15. He advised that the purpose of the report was to comply with section 38(1) of the Localism Act 2011 (Openness and Accountability in Local Pay) to prepare a pay policy statement. He advised that the pay policy statement must be prepared for each financial year, approved by full council no later than 31 March of each financial year and published on the council's website.

In response to queries, the following matters were clarified:

- With regard to section 3 Pay Relationships it was confirmed that the ratio of 11.8 : 1 takes into account the increase in the lowest pay to the living wage.

- Mr Bell said that he would find out and advise after the meeting what the median salary currently is.

RESOLVED that Employment Committee

- (1) approves the draft pay policy statement attached as Appendix 1 subject to the heading being amended to read for the financial year "2015/16" to go forward for approval by the full council on 17 March 2015;**
- (2) authorises the Head of HR, Legal & Performance to amend the pay policy statement to take account of changes resulting from the senior management review, where such changes are confirmed in advance of agreement of the statement by full council.**

7. Date of Next Scheduled Meeting (AI 7)

The date of the next scheduled meeting is 3 March 2015. A special meeting of the committee will take place on 19 February 2015 at 10.00 am.

The meeting concluded at 1.35 pm.

Councillor Donna Jones
Chair

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Thursday, 19 February 2015 at 10am in the Guildhall.

Present

Councillor Donna Jones (Chair)
Luke Stubbs (Vice-Chair)
John Ferrett
Hugh Mason (deputising for Councillor Vernon-Jackson)
Darren Sanders
Lynne Stagg

Officers Present

David Williams, Chief Executive
Julian Pike, Deputy Head of Finance & s151 officer
Julie Barratt, Assistant Head of HR - operational
Rochelle Brown, HR Business Partner
Shaun Tetley, Payroll and Pensions Manager
Peter Baulf, Assistant City Solicitor, Litigation, Enforcement and Advocacy.

8. Apologies for Absence (AI 1)

Councillor Gerald Vernon-Jackson sent his apologies and Councillor Hugh Mason attended as his standing deputy.

9. Declarations of Members' Interests (AI 2)

No interests were declared.

10. Senior Management Structure (AI 4)

(TAKE IN REPORT)

Exempt appendix C was tabled at the meeting. Provision had been made on the agenda to move into exempt session if the contents of exempt appendices B and C were to be discussed in any detail. Members decided to hold the meeting in open session as far as possible.

David Williams, Chief Executive introduced the report to update members on the outcome of the consultation on the proposed changes to the council's senior management structure and to suggest amendments in light of the responses. The Senior Management Structure that was consulted on is attached as appendix one.

The Chair thanked David Williams for his report, HR and Legal Officers for their outstanding support and also staff and partners for the high standard of responses received. The Chair then proposed the following amended posts and functions in light of the consultation responses.

New Heads Of Service Posts	Functions
Director of Children Services & Education Statutory Director of Children Service	Statutory functions of DCS <ul style="list-style-type: none"> ○ School Improvement ○ Inclusion & Admissions ○ School Places & Commissioning ○ Early Years (Education) ○ Music Service
Director of Children's Social Care	<ul style="list-style-type: none"> ○ Assessment Services ○ Looked After Children ○ Safeguarding Review & Monitoring ○ Adoption & Fostering ○ Integrated Targeted Youth Service ○ YOT
New Heads Of Service Posts	Functions
Director of Adult Services Statutory Director of Adult Social Care	Statutory Functions of DASS <ul style="list-style-type: none"> ○ Older Persons Service (Including Assessment & Support teams, Sensory Impairment, Physical Disability, Social Work / OT field work). ○ Learning Disabilities ○ Adult Safeguarding & Professional Standards ○ Residential Services ○ Adult Mental Health ○ Independent Wellbeing ○ Carers ○ Recovery Hub (Substance Mis-use) ○ Continuing Health Care
Director of Public Health Statutory Director of Public Health	Statutory Functions of Director of Public Health <ul style="list-style-type: none"> ○ Health Improvement ○ Health Protection ○ Promotion & Protecting Health & Wellbeing ○ Commissioning Health Services ○ Health & Equalities ○ Children Centres
Director of Regulatory, Community Safety & Troubled Families	<ul style="list-style-type: none"> ○ Substance Mis-use ○ Domestic Violence Unit ○ Anti -Social Behaviour ○ Trading Standards ○ Environmental Health ○ Civil Contingencies ○ Dog Kennels ○ Troubled Families

Director of Integrated Commissioning Unit	<ul style="list-style-type: none"> ○ Integrated Commissioning
Director of Finance & Information services Section 151 Officer	<p>Statutory functions of S.151 Officer</p> <ul style="list-style-type: none"> ○ Finance (Including Accountancy, EBS, Payroll) ○ Information Services
Director of HR, Legal & Procurement	<ul style="list-style-type: none"> ○ Human Resources ○ Audit (including Counter Fraud) ○ Coroner Service ○ Strategy (including Traded Services) ○ Legal ○ Procurement
New Heads Of Service Posts	Functions
Director of Community & Communications	<ul style="list-style-type: none"> ○ Help Desk ○ Community Engagement ○ Website ○ Revenue & Benefits (excluding Counter Fraud) ○ Communications ○ Democratic Services (including FOI, Election Services, Lord Mayor's Office, Members Services)
Director of Property	<ul style="list-style-type: none"> ○ Business Improvement ○ Property Management & Maintenance ○ Private Sector Housing ○ Local Authority Housing (including Leasehold & Commercial Services, Housing Options, Out of Hours, Sheltered Housing) ○ Communities & Play ○ The View ○ Clean City Team (including Waste Management, Waste Collection, , Street Cleaning, Green & Clean, Community Wardens, Environmental Enforcement Officers) ○ Waste Disposal
Director of City Development & Culture	<ul style="list-style-type: none"> ○ Planning ○ Development Team ○ Economic Development ○ City Centre Management & Markets ○ Tourism & Events ○ Museums,

	<ul style="list-style-type: none"> ○ Libraries ○ Parks & Open Spaces (including Rangers) ○ Licencing ○ Registrars ○ Leisure Contracts ○ Cemeteries ○ Environmental Change & Sports Development including energy, sustainability & carbon Mgt.
Director of Transport Environment & Business Support	<ul style="list-style-type: none"> ○ Employment Learning Skills ○ PCMI Manufacturing ○ Enterprise Centres ○ Victory Business Centre ○ LEP ○ PUSH ○ Flood Defence ○ Transport Services (Traffic & Network, Safety & Active travel, transport planning) ○ Highways engineering & Major Projects ○ Parking Operations ○ Highways PFI Management

The Chair also proposed that the committee accept the voluntary redundancy requests received in accordance with the Council's policy during consultation. The financial implications of each request were outlined in exempt Appendix C.

A discussion followed regarding the implications of the proposals, during which the following points were raised:

- It was acknowledged that this had not been an easy process.
- A very comprehensive response to the consultation had been received.
- The Portsmouth Clinical Commissioning Group (CCG) had not been consulted on the proposed amendment to widen the role of the Director of Integrated Commissioning Unit to include Highways PFI Management.

Mr Williams advised that the CCG had expressed serious concerns with the proposed structure as it reduces the total number of posts within Children's Services. This was detailed in the consultation saying 'If PCC proceeds with this structure, the CCG will want to review whether the current hosting arrangement of ICU by PC is the best option for the CCG.' He added that section 75 of the Care Act 2007 enables local authorities and health to pool budgets. The current head is funded equally by the council and the CCG and is responsible for £80m of commissioning on health. He suggested that the committee speak to the CCG before making any changes to this role.

Further discussion included the following points:

- Support was expressed regarding ensuring the Highways PFI Management had sufficient expertise.
- Concern was expressed regarding a potential loss of strategic vision with directors being responsible for day to day operations.
- There was support for bringing together IS and Finance, particularly given the key role of EBS.
- It was hoped that the structure would remain for a minimum of two years, whilst being aware that this would depend on changes in government policy.
- It is important to involve partners in discussions at the earliest opportunity.
- The role of the Deputy Chief Executive would need to be clearly defined.
- Concern was expressed regarding the possible reasons for the reorganisation and that certain individuals might have been identified for promotion.

The Chair assured the committee that there was no prejudgement as to who would move to the new positions and that the appropriate HR procedure would be followed.

Councillor Luke Stubbs seconded the Chair's proposals.

Councillor Darren Sanders suggested that the directors with statutory responsibility have the title Strategic Director and the other Heads of Service be called Directors. The Chair explained that giving all the directors the same title would reflect the fact that they are on the same level and so assist staff recruitment and retention. She also explained that the role of the Deputy Chief Executive would be reviewed with the group leaders.

The Chair's proposals were carried unanimously.

It was agreed that a special meeting of the Employment Committee be set up before purdah following the discussions with the CCG regarding the Integrated Commissioning Unit.

RESOLVED that

- 1. Members considered the responses to the consultation on the proposed senior management structure and the subsequent recommendations in light of those responses and decided what changes they wished to implement in accordance with the selection method set out in the report.**
- 2. Members noted the financial implications of the proposals as set out in section 12 and in the exempt financial appendix C, the costs of which will be funded from the MTRS Reserve.**
- 3. Members accepted the voluntary redundancy requests received in accordance with the council's policy during consultation. The financial implications were outlined in the exempt financial appendix C.**
- 4. Members agreed the amended management structure chart and the director roles and functions table that are attached as appendices to these minutes.**

The meeting concluded at 11.15am.

Councillor Donna Jones
Chair

Agenda Item 4



Portsmouth
CITY COUNCIL

Agenda item:

Title of meeting: Employment Committee

Date of meeting: 3rd March 2015

Subject: Performance Development Review and Mandatory Training Requirements

Report by: Jon Bell - Head of HR, Legal & Performance

Wards affected: N/A

Key decision: No

Full Council decision: No

1. Purpose of report

To update members following the Employment Committee of 6th January 2015, on the work being undertaken to increase the uptake of Performance Development Reviews (PDR) and provide further details of the new suite of training courses for managers. To also provide guidance on key principles for inclusion in the process for the Chief Executive Officer's PDR.

2. Recommendations

Members are **recommended** to:

- 2.1 note the work being undertaken to support services to increase the uptake and meaningfulness of PDRs.
- 2.2 note the new suite of management training courses (Appendix 2)
- 2.3 note the recommendations for the PDR process for the Chief Executive Officer and Directors.

3. Background

- 3.1 The report presented at Employment Committee on 6th January 2015 agreed an additional recommendation to bring a further report on the PDR process to include:
 - i. Data from the Employee Opinion Survey to identify areas where PDR uptake is low and the work being undertaken to improve this
 - ii. Details of the new suite of management training courses including the revised training for managers and staff on PDRs.

4. Employee Opinion Survey Data

- 4.1 Appendix 1 shows data from the Employee Opinion Survey (EOS) undertaken in October 2014 that relates to PDRs. The survey had 1757 responses (42.2% of staff)

and of those respondents 65.8% confirmed they had received a PDR in the previous 12 months. The second PDR question in the survey was in relation to the meaningfulness of the experience for the staff member; 22.8% indicated that it was not, 26.3% were neutral in their response and 50.1% indicated that it was meaningful for them.

- 4.2 As can be seen from Appendix 1, the percentage of staff agreeing that they have received a PDR in the last 12 months ranges from 28.9% (Finance) to 89.6% (Revenues & Benefits). Whilst 100% compliance is unlikely (due to starters/leavers, long term sickness absence, maternity leave etc.), the fact that the majority of services achieve 70% or more would suggest that it is not unreasonable to expect at least this level of compliance across the council. The Head of Finance has indicated that the low compliance rate within that service is a result of a lack of management capacity, and a preference to focus on other elements of performance management, such as budget monitoring meetings and regular 1-2-1 meetings.
- 4.3 The fact that only around a half of all staff found their PDR a meaningful experience is, of course, of great concern. There are likely to be many reasons for this, which could include:
- a mismatch in expectation about the process
 - a lack of training/capability amongst some managers carrying out PDRs
 - the lack of a link between PDRs and reward (as would be normal in many other sections)
 - cynicism about the process based on previous experience
 - the ability of the organisation to meet training and development needs
 - the applicability of the current PDR process/form to all roles

5. Work being undertaken to increase the uptake of PDRs

- 5.1. HR Business Partners are discussing the revised process previously agreed at Employment Committee with the services they support and arranging follow up meetings with managers to support implementation. This work will help in understanding the reasons behind low compliance in some services so that an effective action plan can be agreed.
- 5.2. As advised at the last meeting, PDR recording will move onto the HR Self-Serve system to improve the accuracy of recording and therefore better reporting functionality.
- 5.3. A meeting has taken place with Trade Union colleagues to talk through the process and the rationale behind it to further support uptake.
- 5.4. The PDR training course for managers has been revised to reflect the agreed changes in process and the concept of proportionality, flexibility and the new recording arrangements. The new suite of Management training courses will further support in the development of skills in relation to performance management and development.

5.5. Once the recording function goes live in EBS, HR Learning and Development will run short briefing sessions to communicate the changes to managers and offer bespoke support where this is needed.

5.6. The 2015 Employee Opinion Survey will repeat the questions about PDR's which, combined with the reporting function in HR Self-Serve, will provide a measure of the success of the activity detailed above.

6. Chief Executive Officer's PDR

6.1. In reviewing the PDR process for PCC staff, I have also considered the process for the Chief Executive's' PDR. Whilst the precise format of the PDR should rightly remain flexible it should be informed by the following principles:

- i. The PDR should be conducted annually, with input from all the political group leaders
- ii. The basic purpose of PDR remains the same as for any other member of staff, i.e. to (i) review performance, (ii) agree objectives/priorities, and (iii) identify and agree development needs
- iii. The PDR reflects the fact that Chief Executive Officer works for the whole council, not just the administration, although clearly an important and essential part of the role is to deliver on the administration's priorities
- iv. The PDR needs to recognise the Chief Executive's role in respect of partnerships with other organisations and role of the council in the city, sub-region and region
- v. The PDR needs to acknowledge Chief Executive's role in respect of statutory services, particularly those relating to critical areas such as safeguarding and emergency planning
- vi. The PDR needs to reflect Chief Executive's role both in respect of members, and also the council's workforce

6.2 Because of the complexity of the Chief Executive's role, it may be appropriate for the PDR to be externally facilitated.

6.3 PDRs for Directors will be carried out by the chief executive or Deputy Chief Executive, as appropriate, but should also include input from relevant portfolio-holders and shadow portfolio-holders. This could be through inclusion of members at the PDR meeting itself, or by obtaining the views of relevant members in advance as part of a 360 degree appraisal.

6.4 Members will be aware that in December 2014 the assessment of performance for Chief Officers' was considered in the Communities and Local Government Select Committee Report: Local Government Chief Officers' remuneration. The Committee recommended that the Local Government Association (LGA) updates and publicises

guidance on how to appraise senior officers and the Government subsequently agreed with this recommendation. Any future PDR process for the Chief Executive Officer will need to ensure this guidance is followed and any mandated requirements adhered to.

Members have previously expressed a desire for senior managers' PDRs to be more directly linked to specific delivery outcomes, and this desire corresponds closely to the recommendations of the select committee report.

7. Management Training

7.1. As requested by members, details of the newly-developed suite of management courses are attached at Appendix 2. These courses have been developed in consultation with managers across the council, and reflect a demand for both "hard" and "soft" management skills. These courses have replaced the previous Leadership and Management (LAMP) programme.

7.2 Further updates will be provided in due course to advise Members about the take-up and effectiveness of this training.

8. Conclusions

8.1. HR staff will be instrumental in supporting services to implement the revised PDR process in the methods described in section 5 and the new suite of management training courses will further support this.

8.2. The new suite of management training courses will be evaluated on an ongoing basis and follow up support offered to attendees for any personal development needs in relation to their management responsibilities.

8.3. The PDR for the Chief Executive Officer will need to take into account the recommendations from the LGA and the Department for Communities and Local Government.

9. Legal implications

9.1. There are no legal implications arising directly from the recommendations in this report.

10. Finance comments

10.1. There are no additional costs arising directly from the recommendations in this report.

.....
Signed by:

Appendices:

- Appendix 1 - Employee opinion Survey Data relating to PDRs
- Appendix 2 - Management Development courses

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
Government response to the Communities and Local Government Select Committee Report: Local Government Chief officers' remuneration.	https://www.gov.uk/government/publications/response-to-report-on-local-government-chief-officers-remuneration

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on

.....Signed by

Data from the Employee Opinion Survey (October 2014) Showing the percentage of staff in each service who have had a PDR in the last 12 months

Service	No. of Responses and %	% with PDR Undertaken in last 12 months	% who found it meaningful
Adult Social Care	240 = 30%	59.7%	58.2%
Chief Executives Office	8 = 25%	37.5%	66.7%
City Development & Cultural Services	103 = 51%	70.2%	54.2%
Children's Social Care & Safeguarding	110 = 29%	60.9%	52.6%
Corporate Assets, Business & Standards	85 = 48%	67.5%	44.4%
Customer, Community & Democratic Services	107 = 81%	48.5%	66.0%
Education & Strategic Commissioning	95 = 33%	62.0%	55.1%
Finance	138 = 78%	28.9%	34.2%
Health, Safety & Licensing	101 = 68%	76.3%	64.8%
Housing & Property Management	288 = 36%	69.2%	69.2%
HR, Legal & Performance	113 = 84%	82.5%	53.5%
Information Service	119 = 100%	87.7%	47.0%
Integrated Commissioning Unit	27 = 79%	72.0%	50.0%
Port	35 = 41%	32.3%	50.0%
Revenues & Benefits	56 = 42%	89.6%	32.6%
Transport & Environment	146 = 45%	70.9%	46.2%
Full Council Results	1757 = 44.2%	65.8%	50.1%

Managing Absence Briefing

Course Outline

This course will provide the essential information managers need for the effective management of employee attendance.

Who is the course for?

This course is for any manager, to develop skills in the pro-active management of employee attendance (sickness).

What will it cover?

Participants will learn about PCC's expectations of line managers in managing sickness and absence, specifically:

- Sickness reporting
- Return to work interviews
- Fit notes
- Criteria to consider when reviewing an employee's absence record
- Formal action
- Stage 1, 2 and 3 formal meetings
- Appeals
- Formal action following long term absence
- Role of Occupational Health
- Phased return to work
- Absence for employees on probation
- Equality Act 2010
- Signposting to further support and information

Coaching skills for managers

Course Outline

This one day course aims to provide with a practical toolkit to use when working with your teams. The focus of this session is not to make you into a coach, but to give you an essential leadership tool that is perhaps the most effective way to enable teams to deliver exceptional business results.

This course responds to the needs of managers including:

- How do I get people to see that they need to change?
- What do I do if someone just isn't motivated?
- Why do people keep coming to me for answers?
- I've given performance targets, but not much is happening

Who is the course for?

This course is for any manager looking for new ways of motivating, inspiring and unlocking the potential of their teams

What will it cover?

- The key skills of coaching
 - Why bother coaching, when it's so much quicker to tell someone the answer?
 - Are you managing, leading or coaching? And which one is most effective?
 - Don't forget to tell people what you expect of them, before trying to coach them towards it
 - A simple model for moving stuck situations forwards
 - Who is doing the talking? Who should be doing the talking?
 - How to stop problem solving long enough to listen
-

Great Leadership

Course Outline

This one day course focuses on how to use your current skill set to become a great leader. It will give you practical tools and techniques that you can put into use immediately to improve your results. Focusing on the three pillars of great leadership, this course will help you reflect on what you can do to deliver exceptional results.

Who is the course for?

This course is aimed at anyone who wants to develop their leadership capability. It is equally relevant to new managers and those who are already managing; but want an opportunity to reflect on their leadership style and the impact this has on performance.

What will it cover?

Personal leadership

- Developing a strong sense of self identity as a leader
- What great leaders do when they don't know the answers
- How to find out the impact you have on others
- The power of reflective practice

Team leadership

- Are you inspiring your team? (and what to do if you're not)
- Defining a vision and developing goals
- Leading by example - credibility vs hypocrisy
- An easy way to make the most of skills around you and how to get everyone on board with change
- Dealing with negativity and cynicism

Task leadership

- When you are so great at your job that you are promoted until you don't do it anymore
- Do you delegate or dump?
- The structure of effective problem solving

Leading Effective Teams

Course Outline

This one day course focuses on the key tools and techniques needed to get the best out of people. With few resources and increasing challenges, this course aims to give you a practical toolkit to help you provide strong leadership and motivate people for improved performance and success.

Who is the course for?

This course is aimed at anyone who wants to get the best out of people. It aims to help provide a working set of skills to be an effective leader and manager. It is equally relevant to new managers and those who are already managing but want to refresh their skills to meet the ongoing challenge of effectively leading people.

What will it cover?

Leadership and management

- What are the qualities of an effective leader and where do you rate yourself?
- The differences between leading and managing and which model is more effective for your own situation

Vision

- The value of a clearly defined vision and an opportunity to consider the effectiveness of your own team vision
- How to motivate people by helping them key into the vision

Goal setting

- Why you need to ask 'why' before you ask 'what' and 'how'

Motivation

- The surprising differences between what we think motivates people and what actually motivates them
- How to be consistently different with people to get the most out of the them

Difficult people

- Why do some people seem to thrive on being difficult?
- Understanding the drivers of difficult people and developing strategies to motivate them

Coaching

- Using 'instant' coaching techniques to motivate people to success

Leading Meetings

Course Outline

Leading productive meetings is a critical skill, given the scarcity of time and resources and the need to deliver excellent business results. There is an increasing need to ensure that time spent in meetings is productive and delivers tangible results.

This one day course will provide you with insight and guidance on how to lead and manage the meeting, keep distractions to a minimum which will save time, generate ideas, solve problems, increase motivation and get productive actions started.

Whether your meeting is informal or formal, this course will provide you with some techniques to enable you to lead and manage meetings through identifying the real purpose and objectives that need to be achieved; identifying the key people and actions required to succeed and through managing behaviours of all attendees.

This course does not give easy answers about how to make your meetings successful and productive, it does however aim to give you sustainable ways to take control of any meeting and give you a greater chance of success.

Who is the course for?

This course is for anyone who wants to extend their skills in leading meetings, make the most of time spent in meetings and deliver tangible business results.

What will it cover?

- The importance of giving thought to the purpose and outcome
- Why having a meeting isn't always the best way to get things done
- How to get the right people in the room
- How to get the most out of the agenda
- Controlling the meeting; managing personalities, time management and agreeing actions

Managing difficult behaviour

Course Outline

This one day course aims to provide you with insight and practical guidance on how to manage yourself and the difficult behaviours that you encounter in the workplace. It will provide you with tips and techniques to give you the confidence to be proactive and not reactive when dealing with behaviour that challenges you.

"The manager who recognises the relationship between the 'difficult' employee and the influences of the work environment - is the manager who can reduce the impact of that difficult behaviour on themselves, staff, customers and the business"

Who is the course for?

This course is for any manager who would like to extend their skills and confidence in managing difficult behaviours.

What will it cover?

- Why it's never us who is difficult, it's always 'them'
 - Understanding your default strategy in dealing with difficult behaviours
 - Which brain is in use, the emotional one or the rational one?
 - Why most people chose the wrong thing to try to change when caught up in difficult behaviours
 - The power of understanding your own triggers and tipping points
 - When what you said isn't what the other person heard
 - A model of communication that moves difficult situations forwards
 - Why you have to give, give, give before you can take (the emotional bank account)
 - Why no behaviour really comes out of nowhere and how to spot the signs of escalation
 - A simple model for diffusing and calming
 - Managing difficult behaviours with a confident, calm and appropriate style
-

Managing Difficult Conversations

Course Outline

This one day course develops the core skills that all managers need to have to enable effective and constructive conversations with their staff, particularly around poor performance, absence, grievance etc. The course supports managers to develop a positive, communicative and supportive team environment.

Who is the course for?

This course is for any manager, to support pro-active management

What will it cover?

By the end of this course participants will be able to:

- Explore the reasons why conversations don't always produce the desired results, and discuss the consequences of avoidance
 - Identify how to spot potential problems early and hold the conversations that stop them escalating
 - Review the mechanics of a productive conversation
 - Discuss strategies for managing the emotions that block communication
 - Assertively challenge negative or destructive behaviour
-

Managing Performance

Course Outline

This one day course focuses on the essential skills and knowledge to motivate and manage other people to achieve their best performance. It will explore the link between effective performance management and business results. It will not focus on the procedural elements of managing performance, so please talk to us if this is what you are looking for.

This course looks at how to effectively work with all types of performers (poor, average and high) to help them feel motivated to succeed.

Who is the course for?

This course is aimed towards any manager who wants to extend their skills around managing performance. It is equally relevant to new managers and those who are already managing but may be having specific issues with their teams.

What will it cover?

- The link between motivation and performance including practical approaches for managing differing performance levels
 - Why people tend to focus on the wrong thing in performance management
 - What to do when talking to people about what's gone wrong doesn't work
 - How to establish a clear line of sight between organisational and individual goals
 - Common reasons for poor performance and practical approaches to deal with them
 - Why you shouldn't be too quick to blame people for their poor performance, and where else to look to improve the situation
 - Why you should stop focusing on trying to change attitudes
 - The reasons why developing average performers can be the hardest task in performance management
 - Effective ways to develop your top performers and stop them from getting demotivated
-

People Management Policies

Course Outline

This course is designed to enhance managers' confidence with PCC's people management policies, and will provide an overview of those policies in a practical context.

Who is the course for?

This course is aimed towards any manager who wants to become more familiar with our people management policies. It is equally relevant to new managers, and those who are already managing, who want to refresh their knowledge. If you have a specific problem please don't wait for this course; get in touch with us now.

What will it cover?

An insight into the rationale that supports PCC's people management policies.

A practical exploration of the key people management policies;

- Recruitment and Selection
- Employee Induction /Probation
- PDR (Personal Development Review)
- Team Relations
- Performance & Capability policy
- Disciplinary policy
- Grievance policy
- Managing Absence
- Flexible Working and Leave
- Health & Safety / Wellbeing
- Conduct
- Dignity at Work

Team Building

Course Outline

This is a session that is tailored and scheduled to your needs. You might have noticed difficulties in your team, like a lack of effective communication, concerns around performance or morale. You might just have a sense that things are not as good as they could be with your team. Alternatively, you might be performing well and want to spend some time thinking about how to further improve and develop.

This session will be exclusively for you and your team to talk about challenges and issues and find a way forward. We will work with you before to define the content to make sure that you get the most out of it.

Before the session, we will ask you and your team to complete a questionnaire to give feedback on how well they think the team are performing in the following areas:

- Purpose and direction
- Team Leadership
- Understanding differences
- Processes
- Communication
- Relationships

This questionnaire generates a team profile that we use to work with you to define the content.

To arrange this session, please call us directly on 023 9268 8551

Who is the course for?

This session can be created for any manager who feels that their team would benefit from some facilitated support.

What will it cover?

The specific content of the session will be developed in consultation with you as the manager. Indicative content might be:

- How to improve motivation and engagement by giving your team a clear line of sight between their work and bigger goals
- Appreciating the strengths of others in the team for better team working
- Defining better ways of problem solving and decision making
- Reviewing your processes with the experts who operate them
- Dealing with conflict within the team
- Developing self-awareness
- How to develop better communication systems between team members

Performance Development Reviews

Course Outline

This session has been designed to support managers to undertake meaningful PDR's for their team members. It recognises the changes to PDR process and explores the skills needed to make this a valuable experience for the individual and the business.

Who is the course for?

This course is aimed towards any manager who wants to extend their knowledge around carrying out meaningful PDR's. It is equally relevant to new managers and those experienced managers who want to develop and refresh their knowledge.

What will it cover?

- The importance of PDR's to our organisation
- Why good PDR's need good preparation (from both parties)
- The flexibility of the new process (how to create the right PDR for your team member)
- The proportionality of the new process (knowing the role and knowing the individual)
- What does it take to make it meaningful?
- Why don't team members always recognise that they've had a PDR
- Setting and reviewing goals
- Recording the event

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Agenda Item 5



Portsmouth
CITY COUNCIL

Agenda item:

Title of meeting: Employment Committee
Date of meeting: 3rd March 2015
Subject: Sickness Absence - Quarterly Report
Report by: Jon Bell - Head of HR, Legal & Performance
Wards affected: N/A
Key decision: No
Full Council decision: No

1. Purpose of report

The purpose of this quarterly report is to update and inform Employment Committee on actions being taken that have an effect on the levels of sickness absence across Services.

2. Recommendations

- To continue to monitor sickness absence on a quarterly basis and to ensure appropriate management action is taken to encourage attendance.
- To maintain the current corporate sickness absence target at 8 days per employee per year and to continue focusing on maximising employee attendance.
- Note the introduction of the "Fit for Work" scheme

3. Background

- 3.1 In the period since the last update in early January 2015, the level of sickness absence has decreased slightly from 7.90 to 7.88 average days per person per year. This is against a corporate target of an average 8 days per person per year.
- 3.1.1 Absence levels by Services for the period from 01 February 2014 to 31 January 2015 compared to figures prepared in December 2014 are attached in Appendix 1.
- 3.1.2 Five of the 16 Service areas are over the corporate target of an average 8 days per person per year. This is a reduction since the last quarter. Three Services are over 10 days per person per year.

4 Review of Corporate Target

- 4.1 At the Employment Committee on 6th January 2015 members asked officers to review the current 8 day corporate target in view of the fact that average levels of sickness across the council have fallen consistently, and are now below this level.
- 4.2 As stated above, the average number of days lost per employee over the past year is 7.88 days. This is a considerable reduction from previous levels, which exceeded 11 days, but still masks significant differences between different service areas. Generally sickness rates are lower amongst office-based staff, and higher amongst those who are working outside, or in regular contact with clients, as might be expected.
- 4.3 In 2013/14, members imposed a cash-limit reduction on those services who had higher levels of sickness. This reduction was based on the assumed productivity improvements that would be achieved if sickness was reduced to the 8 day target level, and was designed to provide an incentive to managers in those areas to ensure that sickness rates were reduced. Whilst sickness rates in those services (and in other services) have continued to improve, it is not possible to attribute this improvement directly to the cash-limit reduction.
- 4.4 Trades Unions have consistently expressed concern that the use of targets can cause managers to adopt unfairly robust approaches to managing sickness, and focus attention too much on dismissing staff rather than supporting them back into work. Union officials have been asked to provide examples of this occurring.
- 4.5 The average number of separate occurrences of sickness across the council is 1.51 per person per year, with no service averaging more than 2 instances per employee per year.
- 4.6 In the context of this information, it is unlikely that a general reduction of the corporate target will have a significant impact on sickness levels. Those services that are already well-below the existing target will not be affected by a reduction to the 8 day target, and those that are already above the target will require continued and sustained effort in order to reduce absence rates even to the existing 8 day target level.
- 4.7 It is proposed, therefore, that:
- all service managers continue to be encouraged to reduce absence
 - those services with sickness currently above the 8 day level are targeted and supported to reduce absence rates further, and in particular to the 8 day level
 - those services with lower levels of absence continue to be monitored, and any significant increases brought to Members' attention

- 4.8 At Employment Committee on 6th January 2015, Members identified that with some services, such as Adult Social Care and Schools, there are direct costs resulting from sickness absence, in the form of temporary staffing costs. Members asked whether there was more that could be done to support managers and staff in these areas in order to reduce these direct costs.
- 4.9 A number of support activities are already provided for these (and other) services:
- The council employs a People Handling & Back Care Advisor who provides advice and training in Services where high levels of muscular skeletal absences are recorded. This is a significant cause of absence in the Adult Social Care Service.
 - The council has already invested in an Employee Assistance programme via Right Management. This offers the workforce 24/7 information, advice and support across the work life spectrum, focusing on health and wellbeing and ensures appropriate support and early intervention is available when required.
 - Members have been made aware that 21.8% of council employees, excluding schools, have taken advantage of free flu vaccinations. There are Services with high levels of sickness absence with low uptake of flu vaccinations, although it is not possible to determine how many employees have received their flu vaccinations via GPs or a local pharmacy. Increased marketing pre-2015 campaign in these areas may assist in reducing sickness absence by reason of cold/flu/virus.
 - Stress awareness training is available for managers and employees
- 4.10 It is possible for these services to be increased, e.g. to increase the availability of back-care advice, provide additional marketing for flu jabs, and increase the uptake of stress-awareness training. It has proved difficult in the past to ensure that staff who work outside of the Civic Offices are made aware of all the services provided to staff and managers, and for them to have access to them. HR will continue to work with managers to ensure that this is addressed. Whilst the impact of this on absence rates (and therefore costs) may be difficult to quantify, it is important for to do all it can to support managers and staff in all those areas where absence rates remain high.
- 5. Occupational Health / Fit for Work**
- 5.1 As reported at the last Employment Committee, Health Management Limited has been appointed to deliver Fit for Work in England and Wales on behalf of the UK Government.
- 5.2 Fit for Work is a new free service, funded by the Government, which helps employees to stay in or return to work. It will be phased in by May 2015 and

includes two elements: advice and referral. The Department for Work & Pensions has published guidance notes for employees, employers and GPs on its website.

- 5.3 Employees will normally be referred by their GP but an employer can make a referral after four weeks of absence. Employees can refuse to consent to a referral. The Fit for Work assessment will usually be done over the telephone and will result in a plan to get the employee back to work. The employee has to agree to the plan being shared with their employer and GP. The employer does not have to accept the plan or implement any of its recommendations.
- 5.4 Employees will be automatically discharged from Fit for Work;
- Two weeks after they have returned to work (including a phased return)
 - When Fit for Work decides there is no further assistance they can offer the employee
- 5.5 The new service is designed to complement, not replace, existing Occupational Health provision. By nature of the way the council refers employees to Occupational Health, that provision is in a better and more informed position to advise managers and support employees. The Occupational Health provision is not time bound unlike Fit for Work, thus they will be able to provide advice to managers on an ongoing basis.
- 5.6 HR will be reviewing and updating the Managing Absence policy to reflect the new Fit for Work service.

6. Reasons for recommendations

The continued monitoring of sickness absence and the identification of good management practices is an important part of maximising attendance, which will in turn increase productivity, improve engagement and build resilience.

7. Equality impact assessment (EIA)

A preliminary Equality Impact Assessment has been completed.

8. Legal implications

There are no immediate legal implications arising from this report.

9. Finance comments

There is no significant cashable saving resulting from the reduction in sickness absence. However there will be an improvement in productivity in terms of total days worked.

Signed by:

Appendices:

Appendix 1: Sickness Absence by Service

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
Fit for Work Guidance	https://www.gov.uk/government/collections/fit-for-work-guidance

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on

.....
Signed by:

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Appendix 1 Sickness Absence Statistics - January 2015

Sickness Absence Report for the period 01/02/2014 to 31/01/2015.

Services	Average HeadCount	Working Days Lost to Sickness	Total		Long Term		Medium Term		Short Term		Average Number of Occasions per Person Per Year	Average Per Person per Year (Previous Report)
			% Working Time Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year		
Adult Social Care	790.5	9669.7	6.29%	12.23	5717.66	7.23	1494.19	1.89	2457.85	3.11	1.87	11.39
Chief Executive Service	21.5	22.9	0.46%	1.07	0.00	0.00	7.40	0.34	15.50	0.72	0.65	1.45
Children's Social Care and Safeguarding	371	3825.5	4.65%	10.31	2147.38	5.79	581.95	1.57	1096.23	2.95	1.74	10.15
City Development and Cultural Services	209.5	765.54	1.99%	3.65	202.40	0.97	121.77	0.58	441.37	2.11	1.24	4.34
Corporate Assets, Business and Standards	179	1369.4	3.49%	7.65	761.73	4.26	237.64	1.33	370.07	2.07	1.31	8.72
Customer, Community and Democratic Services	123	751.43	2.75%	6.11	280.99	2.28	208.44	1.69	262.01	2.13	1.35	6.52
Education and Strategic Commissioning	289.5	1635.6	3.64%	5.65	806.58	2.79	220.64	0.76	608.40	2.10	1.29	5.28
Finance	180	1162.5	2.95%	6.46	526.08	2.92	203.66	1.13	432.73	2.40	1.44	6.60
Health, Safety and Licensing	143.5	1036.8	3.25%	7.22	426.24	2.97	217.65	1.52	392.90	2.74	1.69	6.91
Housing and Property Services	785	6625.6	3.82%	8.44	3168.69	4.04	1121.81	1.43	2335.05	2.97	1.75	8.40
HR, Legal and Performance	139.5	431.67	1.36%	3.09	230.66	1.65	32.00	0.23	169.01	1.21	0.77	3.08
Information Services	111	329.88	1.23%	2.97	40.00	0.36	88.50	0.80	201.38	1.81	1.14	3.09
Integrated Commissioning Unit	32.5	113.78	1.61%	3.50	23.00	0.71	12.50	0.38	78.28	2.41	1.20	7.49
Internal Agency	130.5	94.111		0.72	0.00	0.00	17.84	0.14	76.27	0.58	0.37	0.71
Port	86	863.72	4.07%	10.04	530.00	6.16	122.15	1.42	211.57	2.46	1.27	10.63
Revenues and Benefits	140.5	1371.4	4.44%	9.76	638.00	4.54	293.65	2.09	439.73	3.13	1.95	9.35
Transport and Environment	329	1945.9	3.58%	5.91	837.64	2.55	447.50	1.36	660.75	2.01	1.19	7.02
Schools	3012.5	20738	3.86%	6.88	8892.62	2.95	3541.87	1.18	8303.76	2.76	1.68	6.70
Grand Total	7074	52754	3.92%	7.46	25229.65	3.57	8971.15	1.27	18552.86	2.62	1.58	7.39
Total (exc Schools)	4061.5	32015	3.96%	7.88	16337.04	4.02	5429.29	1.34	10249.10	2.52	1.51	7.90

(Long term absences are those that total or exceed 21 days, Short term are those up to and including 7 days in total)

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