

**Resources Committee  
25<sup>th</sup> May 2016**

Agenda Item	16
Report No	RES 34/16

**Corporate Development – Annual Statutory Performance Indicators and  
Improvement Actions**

**Report by Depute Chief Executive/Director of Corporate Development**

**Summary**

This report provides analysis of the Corporate Development Service Statutory Performance indicators and improvement actions for the year 2014/15.

**1. Background**

1.1 At the Highland Council meeting on 10 March 2016 it was agreed that reports should be submitted to Strategic Committees at the next cycle to provide detailed analysis of Statutory Performance Indicators (SPIs) and improvement actions. Corporate Development is responsible for reporting two SPIs:

a. The average number of working days per employee lost through sickness absence

b. The number of the highest paid 5% earners among Council employees that are women

**2. Sickness Absence:** The average number of working days per employee lost through sickness absence

2.1 Across the Highland Council the average number of working days lost per employee in 2014/15 was 9.77 days for non-teaching staff and 5.6 days for teaching staff. The cumulative figure for all employees was 8.38 days. This is an increase of 0.61 days for non-teaching staff and an increase of 0.5 days for teaching staff compared with 2013/14. The three most prevalent reasons for all absence across the Highland Council during 2014/15 were;

- Stress Related/Depression/Debility (20% of all days absence)
- Diarrhoea/Vomiting/Stomach Upset (11% of all days absence)
- Operation/Hospitalisation (8% of all days absence)

Of all absence from the Highland Council during 2014/15, 67% of the days lost were due to long term absence (28 days or more as defined in policy). 33% were lost due to short term absence.

- 2.2 In comparison with other Councils Highland performed well against this indicator. With an average of 8.37 days lost per employee the Council was ranked 4<sup>th</sup> in Scotland. The average across all Scottish Councils was 9.64 days. The best performing Council lost an average of 8.07 days per employee.

Details of the performance of each Scottish Council are available at Appendix 1.

- 2.3 A number of actions are taken to manage attendance at work with the aim of reducing further the average days lost. Detailed statistics are used to highlight repetitive absences and to manage long term and repetitive absences. Line managers, supported by HR Services, meet with individual employees whose absences are giving cause for concern. These meetings are designed to be supportive to individual staff, and to ensure that any specific actions are identified, such as a referral to Occupational Health. The new on-line absence reporting tool will prove managers with more timely and accurate data and enable them to manage sickness absence more proactively.

- 2.4 Across the Council, the most prevalent reasons for long term absence are related to mental health and medical issues requiring operations or hospitalisation. Episodes of long term absence are managed in accordance with Highland Council policy and with guidance from medical practitioners and the occupational health service. Given the prevalence of long term absence related to mental health the Council has committed that all managers would attend Mentally Healthy Workplaces training. To date 426 managers have been trained. A new toolkit has been published on-line to support managers and many employees now have access to a new Mental Health and Wellbeing Toolkit to allow them to be proactive in managing their own health.

- 2.5 Since 2014/15 a Member Scrutiny Working Group instigated a number of changes to procedures with the aim of further improving performance against this indicator.

**3. Equalities:** The number of the highest paid 5% earners among Council employees that are women

- 3.1 The percentage of female employees in the top 2% and 5% of earners are helpful indicators of equality in employment. Although there is still work to do there has been a significant change in the percentage of women in the top 2% of earners. The percentage of women in the top 5% of earners has also improved significantly in relation to all employees, although the percentage of female employees in the top 5% of earners of non-teaching earners has been

relatively static since 2013/13. The decrease of 8.0% in the number of women in the top 5% of earners, between 2011/12 and 2012/13 reflects the major staffing changes associated with the transfer of staff to NHS Highland to support Integrated Care.

<b>All Employees</b>	2011/12	2012/13	2013/14	2014/15
% of female employees in the top 2% of earners (>£50,418)	51.3%	51.3%	48.2%	57.1%
% of female employees in the top 5% of earners (>£44,444)	54.6%	54.5%	53.9%	57.0%

<b>Non - teaching Employees</b>	2011/12	2012/13	2013/14	2014/15
% of female employees in the top 2% of earners (>£44,444)	33.3%	35.5%	35.8%	40.5%
% of female employees in the top 5% of earners (>£38,275)	54.1%	46.0%	46.7%	48.2%

- 3.2 Comparison with other Councils against this indicator is not straightforward. The benchmark for comparison is the number of female employees in the top 5% of non-teaching earners. At 48.2% Highland Council ranks 22<sup>nd</sup> with a Scottish Average of 51.7%. The best performing Council achieved 61.1%. However, prior to the transfer of employees to NHS Highland, in support of integrated care, Highland Council was performing significantly better. Had the original workforce been maintained and given the steady improvement over time, on a like by like comparison with other Councils, Highland would rank significantly higher.

Details of the performance of each Scottish Council are available at Appendix 2 and details of Highland Council performance against the Scottish average are available at Appendix 3.

- 3.3 The equalities indicator should be considered within the wider context of gender pay. An organisation's gender pay gap is the difference between the average male and female pay rates. It is calculated by dividing the average female hourly pay rate by the average male hourly pay rate. The full time gender pay gap is the gap between the average hourly pay rate of female employees who work full time and male employees who work full time. The part time gender pay gap is the gap between the average hourly pay rate of female employees who work part time and male employees who work full time.

3.4 In 2014/15 the gaps were as follows:

<b>2014/15</b>	<i>Combined Gap</i>	<i>Full Time Gap</i>	<i>Part Time Gap</i>
All employees	+8.6%	-12.9%	+25.8%
Non- Teaching employees	+15.2%	-5.3%	+25.7%
Teaching employees	+5.1%	+4.5%	+10.9%
SJC Employees	+16.5%	-3.6%	+26.6%

*(A positive figure denotes a gap to the advantage of male employees. A negative figure denotes a gap to the advantage of female employees.)*

3.5 The Council's pay gaps are interesting in that the full time pay gaps are generally to the benefit of women. The part time pay gaps for all employees are more in line with what would be expected given the make-up of our workforce. This marked difference between the full time and part time gaps suggest that the underlying reasons for the combined gap is the greater availability of part time and term time work in the lower pay grades.

3.6 A number of actions have been taken to improve equalities indicators:

- a. Female role models in male dominated job groups have been identified and achievements publicised in corporate communications.
- b. Where service delivery allows vacancies will be advertised as "suitable for flexible working hours up to 35 per week" to encourage applications from candidates who wish to work on a part time basis part time applications.
- c. Job Descriptions and Person Specifications have been reviewed to ensure that they contain no gender bias.
- d. Services have reviewed workplace facilities to ensure that both genders are adequately catered for
- e. Significant areas of gender segregation have been reviewed to identify and address any barriers to employment.

- f. Flexible working arrangements that support women to progress their careers have been reviewed and promoted.
- 3.7 The Council has also taken specific actions to reduce the pay gap for women in management positions. These include:
  - a. Creating and supporting an on-line learning resource for female employees interested in preparing for supervisory and management roles.
  - b. Improving the Women into Management programme
- 3.8 The Council's Women in Management Programme provides a two day workshop for new and aspiring women managers and includes confidence building, assertiveness, presentation, goal setting and career development. The programme also includes speakers who are successful women managers from the public and private sectors. To date 233 women have attended the programme.
- 3.9 The Highland Council Mentoring scheme, although open to all, is specifically targeted at women wishing to enter or progress a career in management. Advisers work with those who wish to join the scheme to understand their goals and requirements before matching them with an experience mentor who is a senior manager in the Council.

#### **4. Implications**

- 4.1 Resource implications: There are no resource implications arising from this report.

Legal implications: There is a risk that the Council would not meet its statutory responsibilities under the Equality Act by failing to progress this work

Equalities implications: This report details how the Council aims to fulfil equalities duties.

Climate change/carbon clever implications: There are no climate change/carbon clever implications arising from this paper.

Risk implications: There is a risk that the Council would not meet its statutory responsibilities under the Equality Act by failing to progress this work

Gaelic implications: There are no Gaelic implications arising from this report.

Rural implications: There are no rural implications arising from this report.

**5. Recommendations:**

Resources Committee is asked to:

- a) Note the performance in relation to sickness absence and equalities indicators.

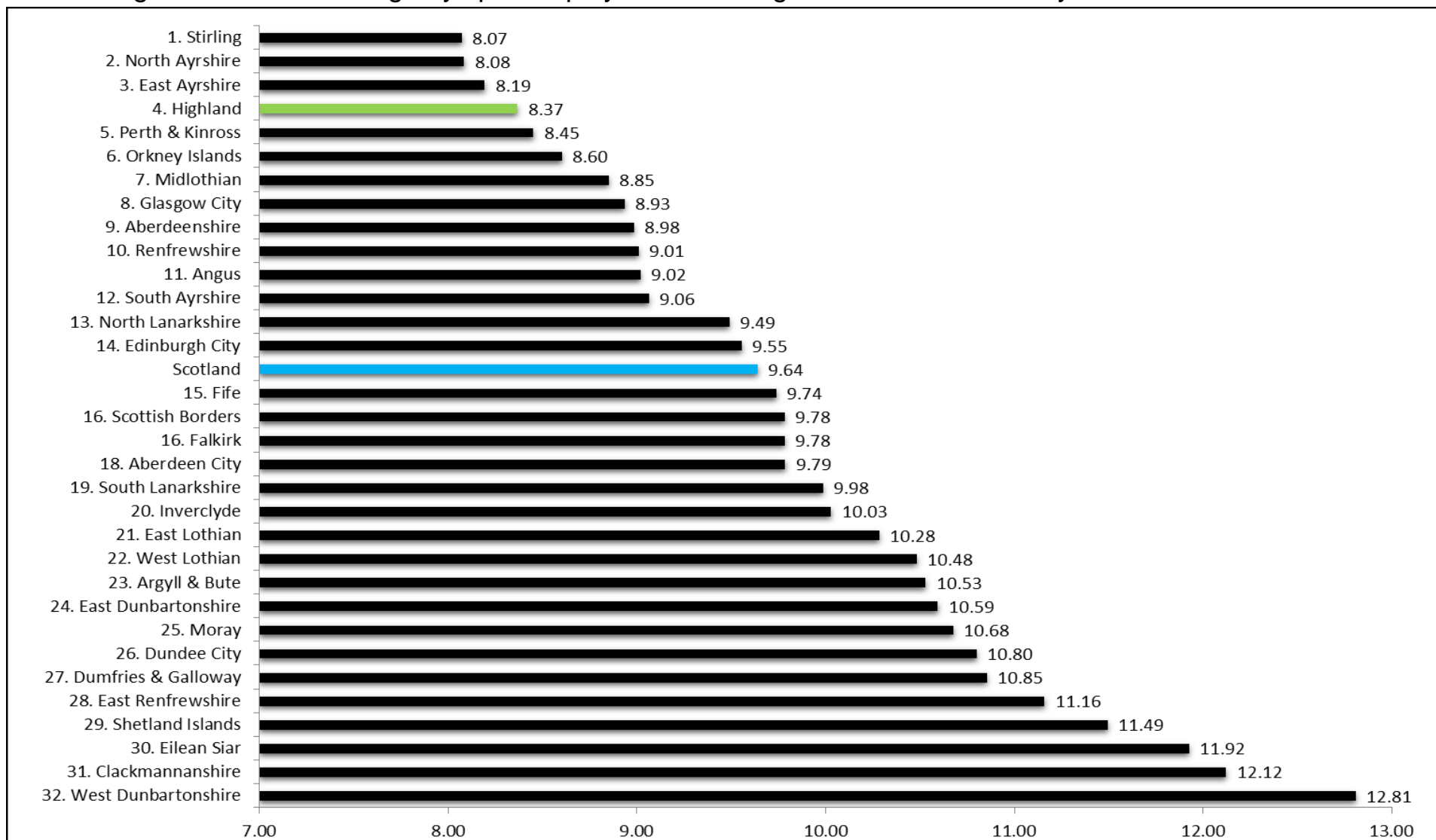
Signature:

Designation: Depute Chief Executive /  
Director of Corporate Development

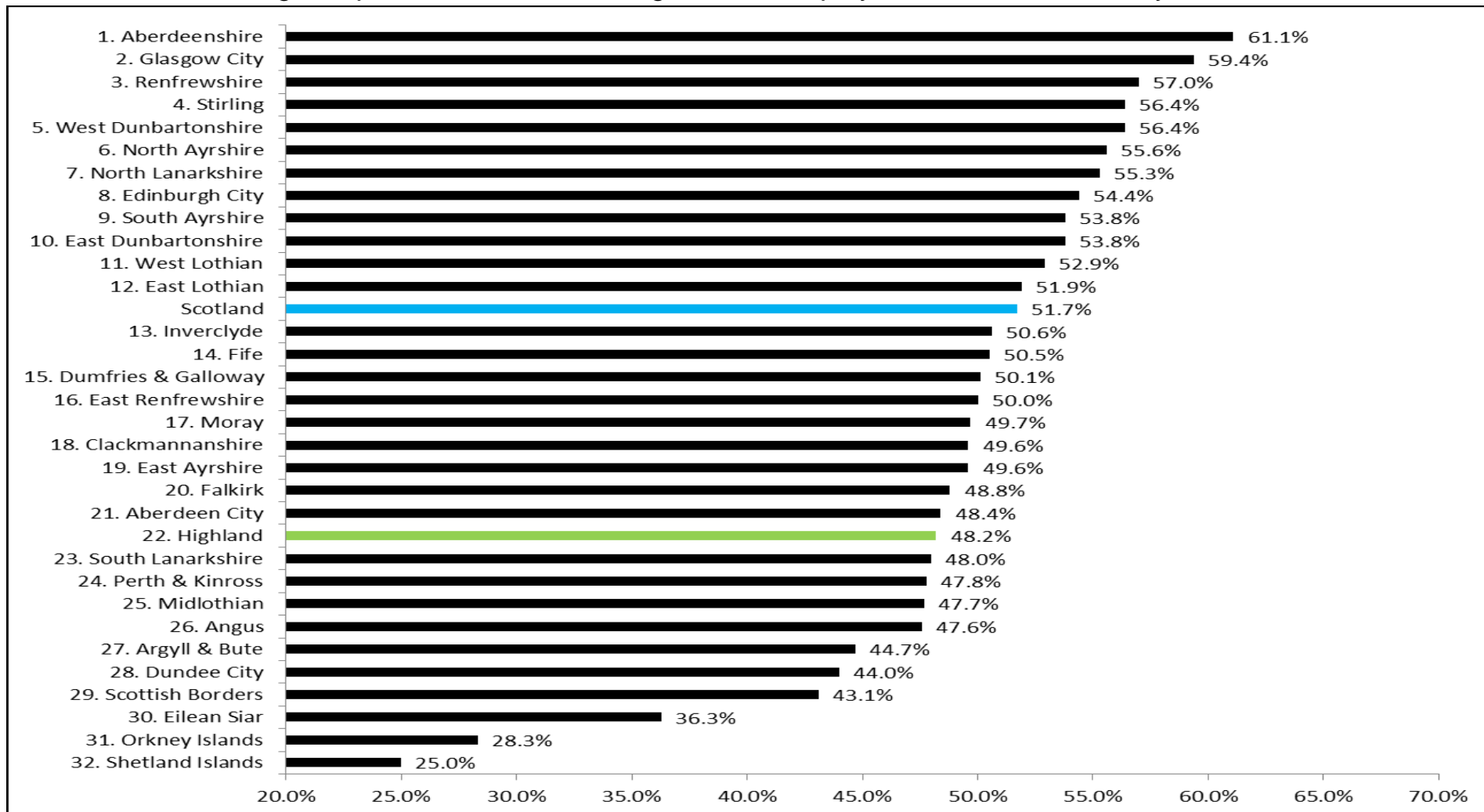
Date: 18 April 2016

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The average number of working days per employee lost through sickness absence by Scottish Council



The number of the highest paid 5% earners among Council employees that are women by Scottish Council





The number of the highest paid 5% earners among Council non-teaching employees that are women – Highland Council performance in comparison with the Scottish Local Authority average

