



MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 12 JANUARY 2011
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillors D A A Peek (Chairman), J Mayes, J O Ranger, S Rutland-Barsby, N Wilson, M Wood and C Woodward

Substitutes

Conservative Group: Councillors J Demonti, P A Ruffles and
M P A McMullen

Liberal Democrat Group: Councillor A M Graham

(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting)

**CONTACT OFFICER: LORRAINE
BLACKBURN (01279) 502172**

PERSONAL AND PREJUDICIAL INTERESTS

1. A Member with a personal interest in any business of the Council who attends a meeting of the Authority at which the business is considered must, with certain specified exemptions (see section 5 below), disclose to that meeting the existence and nature of that interest prior to the commencement of it being considered or when the interest becomes apparent.
2. Members should decide whether or not they have a personal interest in any matter under discussion at a meeting. If a Member decides they have a personal interest then they must also consider whether that personal interest is also prejudicial.
3. A personal interest is either an interest, as prescribed, that you must register under relevant regulations or it is an interest that is not registrable but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of the Council more than it would affect the majority of inhabitants of the ward(s) affected by the decision.
4. Members with personal interests, having declared the nature of that personal interest, can remain in the meeting, speak and vote on the matter unless the personal interest is also a prejudicial interest.
5. An exemption to declaring a personal interest applies when the interest arises solely from a Member's membership of or position of general control or management on:
 - any other body to which they have been appointed or nominated by the authority
 - any other body exercising functions of a public nature (e.g another local authority)

In these exceptional cases, provided a Member does not have a prejudicial interest, they only need to declare their interest if they speak. If a Member does not want to speak to the meeting, they may still vote on the matter without making a declaration.

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
 - the matter does not fall within one of the exempt categories of decisions
 - the matter affects your financial interests or relates to a licensing or regulatory matter
 - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

7. Exempt categories of decisions are:
 - setting council tax
 - any ceremonial honour given to Members
 - an allowance, payment or indemnity for Members
 - statutory sick pay
 - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
 - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.

8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.

9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

AGENDA

1. Apologies

To receive apologies for absence

2. Minutes (Pages 7 - 10)

To receive the Minutes of the meeting held on 13 October 2010

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest and Party Whip arrangements.

5. Default Retirement Age - Implementation Arrangements (Pages 11 - 16)

This item will be submitted to the Local Joint Panel on 19 January 2011 for information.

6. Cautionary Persons' Register (Pages 17 - 24)

This item will be submitted to the Local Joint Panel on 19 January 2011 for information.

7. Human Resources Management Statistics - April 2010 - November 2010
(Pages 25 - 30)

8. Health and Safety at Work Act 1974

9. Urgent Business

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON
WEDNESDAY 13 OCTOBER 2010, AT 3.00
PM

PRESENT: Councillor D A A Peek (Chairman)
Councillors J Mayes, J O Ranger, S Rutland-
Barsby, N Wilson, M Wood and C Woodward

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Committee Secretary
Alan Madin	- Director of Internal Services
Jaleh Nahvi	- Human Resources Officer
Tinu Olowe	- Interim Head of People and Organisational Services

319 MINUTES

The Minutes of the meeting held on 29 July 2010 were submitted.

It was noted that in relation to Minute 193 (Local Joint Panel – Minutes of the meeting held on 17 June 2010), Human Resources Committee had raised concerns about the Terms of Reference for Local Joint Panel, specifically how minor disagreements were dealt with and had requested that these concerns be forwarded to Audit Committee for inclusion in the Annual Governance Statement. The Director of Internal Services clarified that it was not a request that Audit Committee should review the Terms of Reference, but rather it was for Human Resources and Unison to ensure the Terms of Reference were fit for purpose and in particular to consider ways of reaching agreement where minor disagreements arose. He confirmed that this issue was already in hand.

RESOLVED – that the Minutes of the meeting held on 29 July 2010 be confirmed as a correct record and signed by the Chairman.

320 DEFAULT RETIREMENT AGE

The Interim Head of People and Organisational Services submitted a report regarding the proposed removal of the Default Retirement Age (DRA) of 65 which was introduced in 2006. Removal of the DRA would be effective from April 2011. The report now submitted explained the implementation and transitional arrangements and the potential implications for staff savings based on anticipated retirements within the context of the Medium Term Financial Plan.

In response to concerns raised by Councillor J O Ranger regarding the possibility of the new arrangements benefitting staff who might request to work beyond 65 and subsequently seek to be made redundant, Officers explained that advice had been taken and that it was beneficial for the Council to have staff on a permanent contract when working beyond 65. The Director of Internal Services explained the payment structure in relation to redundancy payments.

The Committee supported the removal of the default retirement age and the draft consultation response as set out in the report now submitted.

RESOLVED – that the removal of the East Herts Retirement age from 6 April 2011 and the draft consultation response be approved.

321 HUMAN RESOURCES MANAGEMENT STATISTICS: APRIL
- SEPTEMBER 2010

The Interim Head of People and Organisational Services submitted a report detailing the turnover and sickness / absence statistics for the period 1 April – 30 September 2010.

The Committee was advised that the current turnover for the Council was 4.72% against a target of 12% and that the voluntary leaver's rate was 3.06% against a target of 8%.

The Committee was further advised that short term sickness was 1.43 days against a target of 5 days and that the average long term sickness was 1.46 days against a target of 2.5 days.

Members were reminded that the Council's Performance Development Review schemes ran on two cycles and that Revenues and Benefits in June/July had achieved an outturn of 97.78% for 2010. The outturn for the rest of the Council following PDR in December /June and a six month review in June / July was 51.65%.

Councillor J O Ranger acknowledged the difficulties faced by the Council in relation to achieving 100% target and of the need to continue to press on with PDRs, as they played a role in establishing changes to job content and in highlighting what training was needed. The Director of Internal Services reminded Members that it had been an exceptional year because of the additional number of one to meetings in relation to the terms and conditions review. The Interim Head of People and Organisational Services confirmed that terms and conditions meetings started around the same time as the PDR process but that Officers would continue to work with Managers to ensure that PDRs were undertaken.

Councillor C Woodward suggested that Officers in Revenues and Benefits should be congratulated for their efforts. This was supported.

RESOLVED – that (A) the statistics in relation to turnover, long and short term absences be noted; and

(B) Revenues and Benefits be congratulated on their efforts in achieving a 97.78 return on the PDRs.

322 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 16 SEPTEMBER 2010

The Minutes of the Local Joint Panel (LJP), meeting held on 16 September 2010 were submitted.

Councillor Wood, as Chairman of the LJP, said that at the last meeting, the Staff Side had requested that Council intervene in relation to the staff implications of the Emergency Budget proposals. This issue had been dealt with at Council and that a specific form of wording had been agreed. The Director of Internal Services stated that the LJP was the appropriate forum where the Council and Employees' trade union representatives could raise concerns about the Council's employment policies and their general application. He stated that it was not appropriate for Members at the LJP or elsewhere, to be perceived to become involved in the application of those policies in individual cases where the Constitution delegated such matters to the Chief Executive and Officers.

RESOLVED – that the Minutes of the Local Joint Panel meeting held on 16 September 2010 be received.

The meeting closed at 3.30pm

Chairman
Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 12 JANUARY 2011

REPORT BY HEAD OF HR

DEFAULT RETIREMENT AGE – IMPLEMENTATION ARRANGEMENTS

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To respond to the removal of the default retirement age.

<u>RECOMMENDATION FOR :</u>	
(A)	The Human Resources Committee to note the Council's programme for the repeal of the default retirement age

1.0 **Background**

1.1 This purpose of the this report is to outline the upcoming changes to East Herts policies and procedures following on from the approval by the Human Resources committee to removal of East Herts Council's retirement age.

1.2 This was in response to the Government's decision to remove the Default Retirement Age (DRA) of 65 which was introduced in 2006. Removal of the DRA will begin in April 2011, with transitional arrangements covering the period until 1 October 2011.

1.3 East Herts Council's retirement age will cease on 6 April 2011 and the Human Resources Committee referred back to CMT to consider and implement the transitional arrangements.

2.0 **Report**

2.1 **National Implementation and transitional arrangements**

2.1.1 New regulations come into force on 6 April 2011 with the following effects:

- The DRA and associated regulations will finish on 6 April 2011.
- Employers will be unable to issue new notifications of retirement using the DRA on or after 6 April 2011.
- Retirements using the DRA would therefore cease completely on 1 October 2011.

2.1.2 There will be a six month transitional period (6 April 2011 to 1 October 2011), so that retirements that were already in train can continue through to completion, provided that:

- a notification of retirement is issued by the employer prior to 6 April 2011;
- the date of retirement falls before 1 October 2011;
- all requirements of the default retirement age procedure are met.
- the clause in the Age Regulations which allows short notice of retirement, will be repealed on 6 April 2011, and such short notice notifications would not be permitted during the transitional period.

2.2 **Actions for East Herts**

2.2.1 Moving forward from the repeal of the DRA the Council will cease using a retirement age, and use the transitional arrangements to process any upcoming retirements before 1 October 2011.

2.2.2 CMT are aware of the transitional arrangements and all working beyond retirement requests will be processed in accordance with the transitional arrangements.

2.2.3 Heads of Service have been informed of any impact the repeal of the retirement age may have on the Medium Term Financial Plan for their service.

2.3 **Changes to East Herts Policies and Procedures**

2.3.1 A number of changes will be needed to the Council's current policies and procedures. Subject to CMT approval the following timeline will be followed:

2.3.2 **Contracts**

The retirement clause in the current contract will need to be amended. This may be done by issuing a contract amendment letter once the DRA is repealed.

2.3.3 **Policies and Procedures**

- Removal of the Duty to Consider Working Beyond retirement policy
This will be removed on 30th September 2011
- A new Retirement procedure will be produced.
This will go through UNISON, CMT, LJP to reach the Human Resources Committee on the 30 March 2011.
- Relevant changes to the Retirement Policy will be made.
Timeline as above.

2.3.4 **Insurance**

- The Council's Group life insurance and personal accident cover will be reviewed in line with Government guidance. The timeline for this will be determined by the Government guidance following on from the consultation on implementation. The consultation closed on the 21st October 2010.

2.3.5 **Pensions**

No changes to pension arrangements will be necessary at this stage.

3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within Essential Reference Paper 'A' attached to the report now submitted.

Background Papers

Default Retirement Age, Human Resources Committee, 13 October 2010

Contact Officer: Emma Freeman - Head of People and
Organisational Services

Report Author: Jaleh Nahvi- HR Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	
Legal:	As detailed in the report
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	As detailed in the report

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 12 JANUARY 2011

REPORT BY EXECUTIVE MEMBER FOR RESOURCES AND INTERNAL SUPPORT

CAUTIONARY PERSONS REGISTER

WARD(S) AFFECTED: All

Purpose/Summary of Report

The report proposes a new Cautionary Persons Register.

<u>RECOMMENDATION:</u>
The new policy be agreed and adopted.

1.0 Background

1.1 The Council has a duty of care to staff to protect them in the workplace, including when working remotely and during site visits. In April 2003 the Council devised a register of people and property where it is foreseeable that an employee could be exposed to aggressive behaviour from a person or an animal. This register was intended to be an interim measure pending development of a formal policy, but nothing has been introduced.

2.0 Report

2.1 The existing method of working does not meet Data Protection rules. There must be clear and consistent criteria about qualification for addition to and retention on such a register. Entries must be based on fact and not hear say.

2.2 The Risk Assurance Officer and Information Officer conducted research, resulting in the drafting of Essential Reference Paper 'B' attached to the report now submitted. We believe the register

affords the necessary protection to staff whilst remaining compliant.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within Essential Reference Paper 'A'.

Background Papers

Relevant legislation and Regulations

Contact Member: Councillor M Tindale, Executive Member for Resources and Internal Support

Contact Officer: Simon Drinkwater – Director of Neighbourhood Services

Report Author: Graham Mully – Risk Assurance Officer – Ext 2166

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	<i>The policy has been reviewed and agreed by the Information Officer, Safety Committee, Operational Risk Management Group, Heads of Service and CMT.</i>
Legal:	<i>The policy will help manage health and safety and data protection risks.</i>
Financial:	<i>There are no additional costs associated with the policy.</i>
Human Resource:	<i>By having a robust health and safety policy and infrastructure, staff will know that the organisation cares about their welfare.</i>
Risk Management:	<i>Risk management issues are considered within the report. The policy will help manage health and safety and data protection risks.</i>

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Cautionary Persons Register - Draft

1) Introduction

The Council does not tolerate violence towards staff, threats of violence, bullying or harassment including sexual, racial or stalking. However on rare occasions we may unavoidably face aggressive or violent behaviour.

A duty of care is owed to protect employees, and the Council is committed to reducing risk. The Cautionary Persons Register is a means of identifying and recording individuals who pose, or could possibly pose, a threat or aggressive behaviour. In addition properties where a dangerous animal may be encountered by visiting officers can be added.

The Register must be fair and lawful to comply with the Data Protection Act. Placement of an individual on the register must be based on a specific incident or expression of clearly identifiable concern rather than general opinions about an individual.

This policy is to be read in conjunction with lone working procedures, team risk assessments, and the health and safety policy. (In particular section C, part 8 – managing violence and aggression in the workplace [insert web link](#))

The Director of Neighbourhood Services is responsible for the maintenance of the register.

2) Entries must be based on fact and not hear say

Following an act or threat of violence, or an individual notifies a risk of sexual assault, employees must complete the report form that can be found at [insert web link](#) or obtained from the Health and Safety Officer.

Heads of Service or Directors are obliged to countersign the report form, and then submit along with any additional evidence available to the Director of Neighbourhood Services. He / she will decide whether the individual will be added to the register. The employee(s) concerned must have the opportunity to present his / her version of events.

If a crime has been committed, the Police must also be informed.

3) Qualification for addition to / retention on the register

There must be a credible risk of violence or injury to staff before an individual or property can be added to the register. The following factors will be taken into

account when deciding new additions, and whether to retain at the required review stage:

- The level of violence used
 - or the severity of the threats made
 - or the danger posed by an animal.
- The length of time since the incident occurred.
- The previous conduct of the individual.
- The current conduct of the individual.
- Was the incident a one off? Was it likely to have been triggered by an illness or difficult time of life, and is the individual likely to be violent in future?
- If an address is marked because of a dangerous animal, is that animal still present?

All new additions to the register must be communicated with 2 working days to minimise the risk of harm to colleagues. An e-mail should be sent advising of a new entry, but no personal data should be provided in that e-mail.

4) Written notification

The Director of Neighbourhood Services will write to notify the individual concerned within 2 working days of addition to the register. The letter will explain:

- Why the individual's behaviour was unacceptable.
- That their records will show the marker.
- Who we may pass the information to, e.g. Partners, contractors.
- When we will remove the entry or review the decision.
- The appeal process.

There must be an appeal process. The committee will comprise members of CMT. The employee must also have an opportunity to comment.

In extreme cases where it is believed that informing the individual would create a violent reaction, he / she need not be informed. This decision must be documented.

5) Review of the register

Entries on the register must be time limited. The standard term is one year, although a longer timeframe may be stipulated for the most serious offenders.

The Director of Neighbourhood Services will check the register quarterly to ensure that all entries are up to date. Any entries that are due to lapse in the next quarter will be reviewed in conjunction with the Health & Safety Officer.

It is possible that after a cooling-off period, the individual will not pose a threat. Unless there are substantiated reasons for believing that the individual remains a threat, the record must be deleted upon expiry. Data must not be kept longer than necessary.

The factors listed in part 3 must be considered when reaching the decision.

If there are just reasons for the individual remaining on the register, a further review period of should be set. The individual will be notified in writing by the Director of Neighbourhood Services.

6) Data control

The register will be placed on the intranet and must remain the only mechanism for recording such persons and addresses. Access to the register is tightly controlled. Only staff that meet or visit customers should have access. Markers must not be placed on any other system including paper or electronic files, databases and posters.

The Register will be shared with contractors or partners working closely with the Council who come into contact with the individual or visit the property. E.g. Council and Housing Association staff operate out of Charrington House. One partner may have placed a violent customer on their register, but not share the information with another party who may still invite the customer on site or visit on Council business.

The register should not be shared with contractors or partners who do not come into close contact with the individuals or enter the boundaries of their properties, such as grounds maintenance and refuse contractors. The Director of Neighbourhood Services is responsible for this decision, and will obtain written agreement that the Partner or contractor will follow our policy and indemnify the Council against all claims, proceedings, fines, damages and legal fees in the event of their misuse.

When providing the register to partners, it must be sent by encrypted e-mail only.

7) Employees' responsibilities and training

All staff must be reminded of their duty to report all violent or threatening incidents, or concerns about the potential for violence.

New staff will be told about the register by their manager, and the subject will be added to the new starter checklist. This will ensure the degree of relevance is assured particularly for customer facing staff and visiting officers.

All staff with access to the register will receive a briefing every two years to ensure that they are familiar with the Council's policy, review procedures, and data security.

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 12 JANUARY 2011

REPORT BY EMMA FREEMAN, HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

HUMAN RESOURCES MANAGEMENT STATISTICS APRIL 2010 – NOVEMBER 2010

WARD(S) AFFECTED: *None specific*

Purpose/Summary of Report

This report considers the HR performance indicators for the period 1st April 2010 – 30th November 2010

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u>	
(A)	That the Committee considers the HR Management Statistics April 2010 – November 2010 and determines any action it wishes officers to take arising from that consideration

1.0 Background

1.1 This report outlines the current performance against the annual HR targets as approved by the Human Resources Committee.

2.0 Report

2.1 Turnover

2.2 The current turnover rate for the Council is 6.04% (22 leavers to date). This is due to the increase in leavers this quarter and the reduction of established posts. The improving labour market may account for the increase in voluntary turnover and service changes within the Council have resulted in a number of

involuntary leavers. At the current rate projected turnover is 9.05%, which is below the target of 12%.

2.3 The current voluntary leaver's rate is 4.39% the projected rate is 6.58% which again is below the target of 8%.

2.4 The Council continues to encourage internal movement within the organisation to fill vacancies and all vacancies must be advertised internally first, unless there are clear business reasons for going to external recruitment immediately. The difference between overall turnover rate and the voluntary rate is accounted for by retirements, redundancies and fixed contracts coming to an end.

2.5 Sickness Absence

2.6 Sickness Absence is divided into short and long-term sickness to enable easier analysis. Sickness absence is classed as long-term after the 28th day of consecutive sickness absence.

2.7 Short-term sickness absence is currently 2.85 days per FTE overall. At the current rate the projected short-term sickness for the year is 4.27 days against a target of 5 days. This is a positive outturn and the Council is still on target despite the start of the autumn/ winter traditional high outturn for sickness.

2.8 Long-term sickness absence per FTE is currently 1.19 days. At the current rate the projected long-term sickness for the year is 1.79 days against a target of 2.5 days. As at 30th November 2010 there are 4 members of staff on long-term sick.

2.9 Swine flu has returned this winter, however there have been no reported cases at East Herts.

2.10 Training and Development / Performance Management

2.11 The outturn for Corporate Induction is currently 40%. There have been 15 new starters this year. Six have been on induction, the remaining 9 either did not attend their scheduled induction due to service delivery needs or have joined the Council since the last induction. These employees will be attending the next quarter's Corporate Induction.

2.12 The Council's PDR Scheme runs on two cycles. The Revenues and Benefits Service have their full PDR in Jun/ July and achieved an outturn of 95.74% for 2010/11. The rest of the Council have a full PDR in Dec/Jan and a six month review in June/ July. The outturn for the mid year review 2010/11 was 64.99% overall

against a target of 100%. This is a decrease from last year's outturn of 94.46%. This may be due to the terms and conditions project which ran parallel to the PDR review cycle and required a number of meetings between staff and managers. The full PDRs have now commenced. HR will be working with managers to improve the outturns for this cycle.

2.13 To date 31.01% have staff received corporate training. The target for 2010/11 is to achieve an outturn greater than that for 2009/10 (85.44%). Last year the FISH! training course was rolled out to all staff and this accounts for the high level outturn. In comparison the 2008/9 the outturn was 51.25%.

2.14 Equalities Monitoring

2.15 The data remains unchanged since the last update.

2.16 Quarterly Outturns Overview

2.17 See essential reference paper b for outturn table

3.0 Implications/Consultations

Information on any corporate issues and consultation associated with this report can be found within Essential Reference Paper 'A' attached to the report now submitted.

Background Papers

HR Absence and Turnover Reports 2009/10 (HR Committee July 2010)
HR Management Statistics April 2009 – November 2009 (HR Committee January 2010)

Contact Member: Councillor D Peek

Contact Officer: Emma Freeman – Head of Head of People and Organisational Services, Ext 1635

Report Author: Jaleh Nahvi –HR Officer, Ext 1630

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	As this is a quarterly update no consultation has been carried out.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None.

ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns
ESTABLISHMENT		
Total Headcount of Established Posts	N/A	358
Current FTE	N/A	306.11
Established FTE	N/A	322.66
Vacant funded FTE posts	N/A	16.55
TURNOVER		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	12%	6.04%
Voluntary Leavers	8%	4.39%
Percentage of Early Retirements	3.23%	0%
Percentage of Ill Health Retirements	3.23%	0%
SICKNESS ABSENCE - As at 30 November 2010		
No. of short-term sickness absence days per FTE staff in post	5 days	2.85
No. of long-term sickness absence days per FTE staff in post	2.5 days	1.19
Total number of sickness absence days per FTE staff in post	7.5 days	4.04
TRAINING		
Percentage of New Starters receiving Corporate Inductions	100%	40%
Percentage of Staff with a Training Plan	100%	66.99%
Percentage of PDR reviews completed	100%	66.99%
Percentage of Staff that have received Corporate Training	85.44%	31.01%
EQUALITIES MONITORING		
Percentage of SMG with a Disability	11.76%	5.55%
Percentage of Staff with Disabilities	5.21%	1.48%
Percentage of SMG from BME	5.88%	0%
Percentage of BME Employees	2.30%	3.32%
Percentage of SMG that are Women	41.17%	25%
Percentage of Women Employees	N/A	62.33%
Percentage of Men Employees	N/A	37.67%

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