

Notice of Meeting and Agenda Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 27 April 2016	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Audrey Doig: Councillor Roy Glen: Councillor Allan Noon:

Councillor Jim Harte (Convener): Councillor Tommy Williams (Depute Convener):

Representing APT&C Staff

M Ferguson (and 5 APT&C Staff)

Representing Manual Workers

Manual Spokesperson (and 4 Representatives of Manual Trade Unions)

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- 1 Appointment of Chairperson for the Meeting**
- 2 Minute of Previous Meeting** **5 - 8**
Minute of meeting held on 10 February 2016
- 3 Developments in Health and Safety** **9 - 12**
Report by the Head of HR Organisational Development and Workforce Strategy
- 4 Agency Workers** **13 - 14**
Report by the Head of HR, Organisational Development and Workforce Strategy
- 5 Details of Grievances** **15 - 16**
Report by the Head of HR, Organisational Development and Workforce Strategy
- 6 Absence Management Statistics** **17 - 26**
Report by te Head of HR, Organisational Development and Workforce Strategy
- 7 Date of Next Meeting**
Note that the next meeting of the Joint Consultative Board Non-Teaching is scheduled for Wednesday 8 June 2016 at 3.00 pm

Minute of Meeting Joint Consultative Board (Non-Teaching)

Item 2

Date	Time	Venue
Wednesday, 10 February 2016	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Representing Renfrewshire Council Management - Councillors Glen, Harte and Noon
Representing Trade Unions - J Boylan, M Ferguson and S Hicks (UNISON); S McAllister, (UNITE); and C McLeod and J McMenemy, (GMB).

IN ATTENDANCE

G McKinlay, Head of Schools (Children's Services); F Carlin, Head of Planning & Development (Development & Housing Services); K Anderson, Amenity Services Manager - Waste (Community Resources); and S Fanning, Senior Health & Safety Officer; R Laouadi, Human Resources Manager, R Cree, Principal HR Advisor, M Armstrong, Senior Human Resource Advisor and P Shiach, Committee Services Officer (all Finance & Resources).

APPOINTMENT OF CHAIRPERSON FOR THE MEETING

It was proposed and agreed that J Boylan chair the meeting.

DECIDED: That J Boylan chair the meeting.

APOLOGIES

Councillors Audrey Doig and Williams.

1 **MINUTE OF PREVIOUS MEETING**

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 10 December 2015.

DECIDED: That that Minute be noted.

2 **MATTERS ARISING**

(i) Protective Clothing

The Amenity Services Manager – Waste referred to item 5 of the previous meeting and indicated that all refuse collection operatives had been issued with proper footwear and clothing. She further advised that all members of staff with one exception had been contacted with regard to the proposed changes in terms of the civic amenity sites.

DECIDED: That the information be noted.

(ii) Agency Workers

Councillor Harte sought clarification with regard to the status of agency workers. The Human Resources Manager indicated that all agency workers were employed through an agreed framework, and that in terms of manual and craft workers these were mainly recruited in a manner similar to an internal agency.

DECIDED: That the information be noted.

3 **DEVELOPMENTS IN HEALTH AND SAFETY**

There was submitted a report by the Head of HR, Organisational Development & Workplace Strategy relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board. In particular, it was noted that policies and guidance in relation to control of contractors; risk assessments; statutory inspections; manual handling operations; and the tobacco/smoke free policy were being revised.

The report further indicated that in terms of CMD 2015, the final draft was ready for issue for consultation across the appropriate Services and Trades Unions; meetings were underway with Community Resources and Property Services in relation to Control of Legionella Bacteria in Hot and Cold Water Systems; and the revised Risk Assessment Guidance had been agreed and would be issued imminently.

The report provided updates on training courses attended; the Healthy Working Lives Gold award; the development with the occupational health contractor of the electronic referral process; and support for external partners.

DECIDED: That the report be noted.

4 **AGENCY WORKERS**

There was submitted a report by the Head of HR, Organisational Development & Workplace Strategy relative to the number of agency staff employed within the Council as at December 2015, and detailing the capacity and Service in which they were engaged.

DECIDED: That the report be noted.

5 **ABSENCE MANAGEMENT STATISTICS**

There was submitted a report by the Head of HR, Organisational Development and Workplace Strategy relative to the quarterly absence management statistics.

The report provided statistics on the number of employee days lost through absence by Department, and provided a comparison for the period from 23 June 2015 to 21 September 2015. Information was also detailed in relation to absence statistics by service and category of staff, together with comparisons on how services had performed against targets. An analysis of the reasons for absences during the period was also outlined in the report.

DECIDED: That the report be noted.

6 **DETAILS OF GRIEVANCES**

There was submitted a report by the Head of HR & Organisational Development relative to details of grievances received.

The report provided information on grievances at both the informal and formal stages and indicated that there were a total of seven grievances as at February 2016.

Concern was expressed with regard to grievances in the Community Health and Social Care Partnership, which appeared to have more grievances outstanding than other departments.

Concern was also expressed over complaints by Wardens with regard to performance indicators in terms of the number of parking tickets issued. The Amenity Services Manager – Waste undertook to bring these concerns to the attention of the Head of Public Protection. This was agreed.

DECIDED:

(a) That the Amenity Services Manager – Waste raise the concerns expressed with regard to complaints over the number of parking tickets issued in terms performance indicators with the Head of Public Protection; and

(b) That the information be otherwise noted.

ADDITIONAL ITEM

The Chair, being of the opinion that the following item was relevant and competent, agreed to its consideration at this time.

7 LOCAL GOVERNMENT GRANT SETTLEMENT

M Ferguson raised a number of issues in relation to the Local Government grant settlement. Councillor J Harte advised the Board that discussions were on-going with the Deputy First Minister and Cabinet Secretary for Finance, Constitution and Economy.

DECIDED: That the information be noted.

8 DATE OF NEXT MEETING

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Wednesday 27 April 2016.

To: Joint Consultative Board: Non-Teaching

On: 27 April 2016

Report by: Carole Donnelly, Head of HR, OD and Workforce Strategy

Heading: Developments in Health and Safety

1. Summary

This report outlines the developments which have taken place since the last meeting of the Joint Consultative Board: Non-Teaching.

2. Recommendations

- 2.1 This report is for information only and to note that this is a retrospective record of health, safety and well being activities undertaken by the Finance and Resources, health and safety section and other council services.
-

3. Background

This section details the activities undertaken since the last JCB.

3.1 Policies and Guidance

The following are being revised and an update of their progress:-

- Control of Contractors – 3rd level draft will be distributed for comment.
- Statutory Inspections – Working with Community Resources.
- CDM 2015 – final amendments being made to document post consultation with all stakeholders.
- Guidance on Slips, Trips and Falls is being revised

- Tobacco/ Smoke Free Policy – Further work to be completed around Service expectations.
- Control of Legionella Bacteria in Hot and Cold Water Systems – 2nd level draft.

The following has been issued:

- HR/ Circ 01/16 Revised Risk Assessment Guidance.

3.2. Training during the period comprised of the following courses:

4 x Fire wardens
 1 x CoSHH awareness
 1 x IOSH Working Safely
 1 x Violence and aggression
 3 x General office safety awareness
 2 x Risk assessment / accident reporting procedures

A number of tool box talks were also delivered during this period.

3.3 The health and safety section continue to assist services to retain accreditation to BS OHSAS 18001:2007. The audit took place on 14-16 March 2016, within;

- Community Resources;
- Development and Housing Services;
- Children's Services; and
- Finance and Resources.

The audit feedback very positive audit with only 1 minor non conformance. The next audit is scheduled for September 2016.

3.4 As part of the Healthy Working Lives Gold award programme, national no smoking day was recognised and smoking cessation was offered to all employees.

3.5 The health and safety section continue to work with our incumbent occupational health contractor to further develop and enhance the electronic referral process. The current project is based upon recruitment processes.

3.6 The health and safety section continue to support our external partners, including Clyde Muirshiel Regional Park Authority, Scotland Excel, Renfrewshire Valuation Joint Board and Renfrewshire Leisure.

3.7 The health and safety section continue to support the Town Centres Team, Renfrewshire Leisure and other event organisers to ensure that there are safe, controlled and enjoyable events delivered. The current projects include The Paisley Food and Beer Festival, The Pipe Band Championships and the Paisley Vision 10k.

Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and the costs associated with this.
2. **HR & Organisational Development** - This report supports the Councils commitment to the health, safety and well being of Renfrewshire Council employees.
3. **Community Planning –**
Community Care, Health & Well-being - We will improve the physical and emotional wellbeing of staff across services through the Healthy Working Lives programme.
Empowering our Communities - We will promote learning and encourage employees to fulfil their individual potential, and ensure that the council delivers high-quality services in the most effective and efficient way to meet the needs of local people.
Greener - The E-management system will reduce the amount of paper used for risk assessment and accident forms.
Safer and Stronger - Facilitating the health, safety and wellbeing of our employees by ensuring that appropriate policies and procedures are developed and adhered to, and that all legal requirements for health and safety are fulfilled.
4. **Legal** - This report will ensure the Council's continued compliance with current health and safety legislation.
5. **Property/Assets** - None
6. **Information Technology** - The E-management systems require to be facilitated through the Council's email server system.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. (Report author will arrange this).

8. **Health & Safety** - This document supports and demonstrates the council's commitment to ensuring effective health, safety and well being management.
9. **Procurement** – low impact as still at post tender negotiations.
10. **Risk** – low impact as legal and statutory requirements, including health surveillance, are being maintained.
11. **Privacy Impact** – not applicable to this report.

List of Background Papers

(a) None

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AGENCY WORKERS - MARCH 2016						
Service	Job Title	Current Number of Renfrewshire Council Employees in this Role	Number of Agency Workers in this Role in January 2016	Number of Agency Workers in this Role in February 2016	Number of Agency Workers in this Role in March 2016	
Chief Executive's	Graphic Designer	2	1	1	1	
	Marketing Officer	0	0	0	2	
Total for Chief Executive's		2	1	1	3	
Community Resources	Electrician *	28	5	7	3	
	Painters *	21	2	2	4	
	Slater *	13	0	0	1	
Total for Community Resources		62	7	9	8	
Development & Housing Services	Clerk of Works	3	0	1	1	
	Total for Development & Housing Services	3	0	1	1	
			0			
Finance & Resources	Architect	2	1	1	1	
	Building Surveyor	3	1	1	1	
	Senior Quantity Surveyor	0	0	0	1	
	Statutory Support Officer	11	0	0	1	
Total for Finance & Resources		16	2	2	4	
Renfrewshire Health & Social Care Partnership	Social Care Worker	41	2	2	2	
	Driver (Community Meals)	18	0	0	3	
	Care Assistant/Home Care Worker	336	0	0	16	
Total for Renfrewshire Health & Social Care Partnership		395	2	2	21	
Total Workers		478	12	15	37	

* Council figure includes Apprentices

* Council figure includes Apprentices

* Council figure includes Apprentices

Item 4

RENFREWSHIRE COUNCIL

JOINT CONSULTATIVE BOARD (Non-teaching) APRIL 2016

DETAILS OF GRIEVANCES (Informal stages onwards)

Item 5

SERVICE	INFORMAL STAGE	FORMAL STAGE 1	FORMAL STAGE 2	TOTAL 04/16	TOTAL 02/16
Chief Executives	0	0	0	0	0
Community Resources	0	0	0	0	0
Development & Housing Services	0	1	0	1	1
Children's Services	0	1	1	2	1
Health & Social Care Partnership	0	1	0	1	2
Finance & Resources	0	0	0	0	0
TOTAL	0	3	1	4	4

(Information as at April 2016)

Operation of the Grievance Procedures -

The time limits below may be modified by mutual consent. It is also noted that, depending on the complexity of the issue, reasonable time should be allowed to ensure the issue is investigated as fully as possible.

If a supervisor has been unable to provide a remedy or the employee is dissatisfied with the response to the informal stage the employee can pursue the grievance to formal stage 1. On receipt of the paperwork a meeting will be arranged (but not necessarily take place) within 5 working days. Following the meeting, a written reply will be made to the employee as soon as possible, but in any event, within 5 working days of the meeting taking place.

To: Joint Consultative Board: Non Teaching

On: 27 April 2016

Report by: Head of HR, OD and Workforce Strategy

Heading: Absence Statistics

1. Summary

- 1.1 The purpose of this report is to advise the Joint Consultative Board: Non Teaching of the Quarterly Absence Return for the period 23 June 2015 and 31 December 2015. The report breaks down the absence statistics by service and by category of staff. Attached to this report are appendices A-B described in the index of appendices at the end of this report
 - 1.2 The report provides information in relation to absence targets and how services have performed against them. An analysis of the reasons for absence for the latest quarter has also been compiled and details are included within the report. Information is also provided on supporting attendance activity and the costs of sick pay.
-

2. Recommendation

- 2.1 It is recommended that the Board notes the content of the report.
-

3. Background

- 3.1 At its meeting on 28 October 2009 the Joint Consultative Board: Non Teaching agreed that arrangements be made for the quarterly absence levels and information relating to absence statistics and reasons for absence, by service and category of staff, which are reported to the Scrutiny and Petitions Board (now Audit, Scrutiny and Petitions Board), be submitted to meetings of the Joint Consultative Board: Non Teaching.

4. Absence Statistics - Quarters Ending 21 September 2015 and 31 December 2015

- 4.1 Please find service and Council overall absence performance for quarter ending 21 September 2015 given in the table to follow. In line with the reporting requirements for Scottish Councils absence is expressed as a number of work days lost per full time equivalent (FTE) employee. The absence performance for quarter ending 21 September 2014 has also been included in the table for comparison purposes.

Service/Area	Quarter Ending 21 September 2014	Quarter Ending 21 September 2015	Quarter Ending 21 September 2015 Target
Chief Executive's Services	0.74	1.70	0.80
Education and Leisure Services	2.48	1.04	1.56
Community Resources	2.29	2.26	2.15
Finance and Resources	1.86	2.25	1.34
Development and Housing Services	1.86	1.26	1.69
Social Work Services	3.27	3.48	2.36
Council Overall	1.85	1.96	1.79

- 4.2 Please find service and Council overall absence performance for quarter ending 31 December 2015 given in the table to follow. In line with the reporting requirements for Scottish Councils absence is expressed as a number of work days lost per full time equivalent (FTE) employee. The

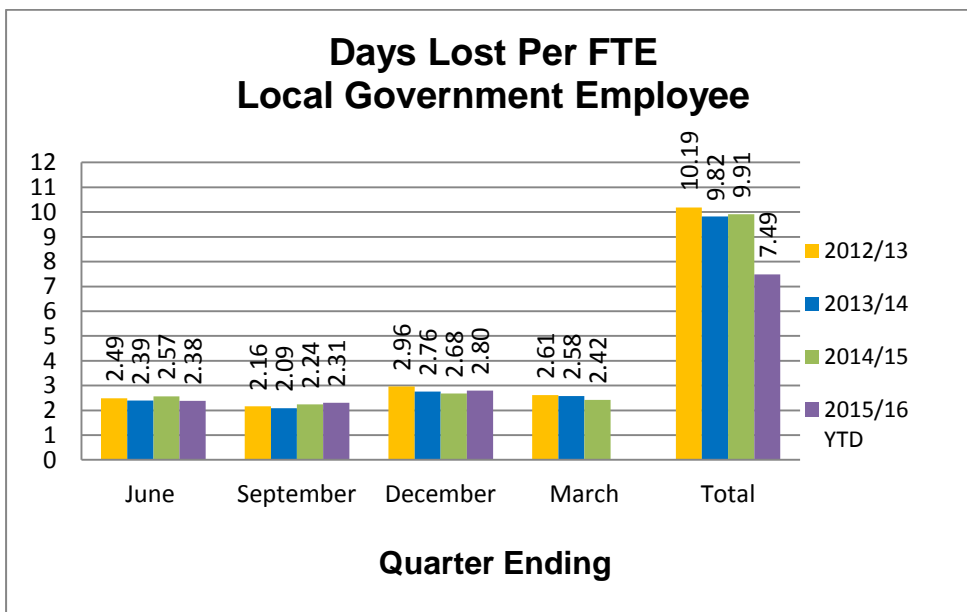
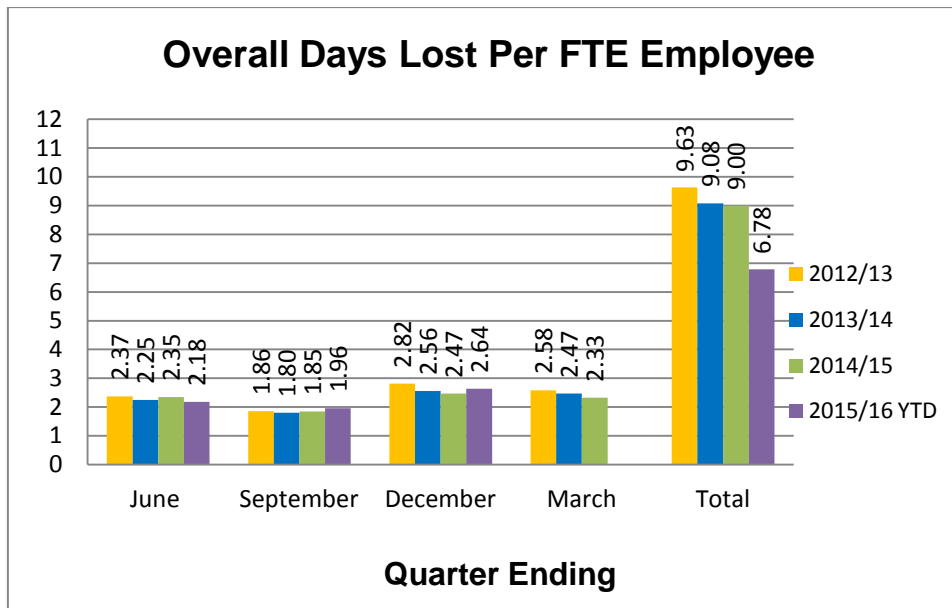
absence performance for quarter ending 31 December 2014 has also been included in the table for comparison purposes.

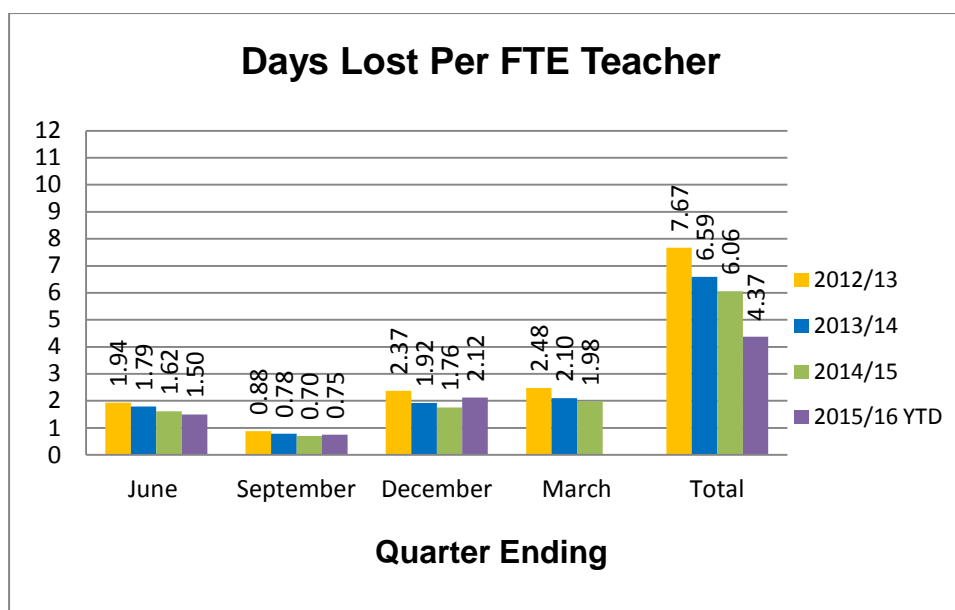
Service/Area	Quarter Ending 31 December 2014	Quarter Ending 31 December 2015	Quarter Ending 31 December 2015 Target
Chief Executive's Services	0.19	0.67	1.20
Children's Services	-	2.20	2.35
Education and Leisure Services	2.07	-	-
Community Resources	2.90	2.88	3.22
Finance and Resources	1.90	2.69	2.00
Development and Housing Services	1.91	1.73	2.53
Renfrewshire Health & Social Care Partnership	-	4.15	3.54
Social Work Services	3.70	-	-
Council Overall	2.47	2.64	2.69

5. Analysis and Trends - Quarters Ending 21 September 2015 and 31 December 2015

- 5.1 The number of days lost per FTE employee due to absence has increased from 1.96 to 2.64 between quarters ending 21 September 2015 and 31 December 2015 respectively. Also, overall absence in quarter endings 21 September 2015 and 31 December 2015 has increased by 0.11 days and 0.17 days respectively per FTE employee compared to the equivalent quarters in 2014/2015.
- 5.2 The overall number of days lost per FTE employee due to absence is 6.78 for 2015/2016 year to date as at quarter ending 31 December 2015. This represents a 0.11 days per FTE employee increase in absence when compared to the equivalent quarters in 2014/2015.

- 5.3 The following tables detail the percentage absence levels by employee category for 2015/2016 year to date as at quarter ending 31 December 2015, and for the equivalent quarters in 2012/2013, 2013/2014 and 2014/2015:-





6. Absence Targets 2015/2016 and Ranking Information

- 6.1 The absence performance of services, the Council overall and employee groups against the set absence targets for quarter ending 31 December 2015 is shown at **Appendix A**.
- 6.2 The Council has recorded an overall absence rate of 2.64 days lost per FTE employee for the quarter which is 0.05 days **below** the target figure of 2.69 days. In addition the Teacher absence level of 2.12 days lost per FTE employee is also 0.18 days **below** the quarterly target of 2.30 days. The absence performance of Local Government employees at 2.80 days lost per FTE employee is 0.08 days **below** the quarterly target of 2.88 days.
- 6.3 Please see **Appendix B** for trends in Council overall and employee group absence performance in recent years, in comparison to other Scottish Councils.
- 6.4 The Scottish Council ranking information for 2014/2015 has now been received. It is of note that the Council overall, Local Government and Teacher absence performance rankings all improved between 2013/2014 and 2014/2015. This resulted in absence performance improving from 12th to 10th position for the Council overall, from 10th to 9th place for Local Government employees and from 20th to 12th position for Teachers

7. Reasons for Absence

- 7.1 The category with the highest level of absence in quarter ending 31 December 2015 is 'Psychological' - 27.54% (non work related - 23.22%, work related - 4.32%), with the second highest being 'Musculoskeletal and Joint Disorders' - 22.48%. This compares with quarter ending 21 September 2015 when the category with the highest level of absence was 'Psychological' - 26.98% (non work related - 23.70%, work related - 3.28%), with the second highest being 'Musculoskeletal and Joint Disorders' - 24.32%.

8. Supporting Attendance Activity

8.1 Recent and planned actions to improve absence performance include the following:-

- Proactively contacting managers who have absence cases of 2 to 4 weeks in duration, to monitor action taken to date and proposed next steps. This is to ensure that managers intervene early in absence cases and keep in regular contact with absent employees. In turn, discussion is facilitated around the employee's progress, any support that may be required and allows flexible return to work options to be explored.
- Ongoing promotion of the Occupational Health Service Early Intervention Helpline for managers. The aim is to ensure managers receive prompt medical guidance and employees can be quickly referred to support services, where appropriate.
- Continued delivery of supporting attendance training at a corporate level for managers, with the provision of tailored training for managers and employees at a service level on request.
- Ongoing health promotion activities including smoking cessation, mental health awareness and events aimed at raising employee awareness of health issues.
- Ongoing work to improve the absence information available to managers, and to streamline supporting attendance related processes to facilitate prompt absence reporting, recording and updating of relevant systems.

9. Costs of Sick Pay

9.1 The costs associated with sick pay are provided to the Audit, Scrutiny and Petitions Board. The table to follow outlines the costs of sick pay by employee group and overall for 2014/2015 and 2015/2016:-

**Details of Occupational Sick Pay and Statutory Sick Pay Costs Per Employee
Group and Overall for 2014/2015 and 2015/2016**

Quarter/Year	Teachers (includes Supply Teachers)	All Other Employees	Overall
Quarter 1 of 2014/2015	£490,739	£1,085,444	£1,576,183
Quarter 2 of 2014/2015	£231,365	£1,108,770	£1,340,135
Quarter 3 of 2014/2015	£396,512	£999,266	£1,395,778
Quarter 4 of 2013/2014	£552,457	£944,041	£1,496,498
2014/2015 Overall	£1,671,073	£4,137,521	£5,808,594
Quarter 1 of 2015/2016	£393,394	£935,284	£1,328,678
Quarter 2 of 2015/2016	£125,710	£1,286,198	£1,411,908
Quarter 3 of 2015/2016	£546,844	£1,089,060	£1,635,904
2015/2016 Year to Date	£1,065,948	£3,310,542	£4,376,490

Implications of this Report

- 1 **Financial Implications** - Improvement in attendance impacts on the financial costs of absence.
- 2 **HR and Organisational Development Implications** - HR and Organisational Development Practitioners will continue to work with service managers and consult with the Trade Unions, on the implementation of the Supporting Attendance at Work Policy and Guidance and initiatives detailed in this report.
- 3 **Community Planning**

Children and Young People - none.

Jobs and the Economy - none.

Community care, health and wellbeing - provides for continuous improvement in health and attendance.

Safer and Stronger - provides for improved service performance across the Council.

Greener - none.

Empowering our Communities - none.

4 **Legal Implications** - none.

5 **Property/Asset Implications** - none.

6 **Information Technology Implications** - none.

7 **Equality and Human Rights Implications** - none.

8 **Health and Safety Implications** - it is integral to the Council's aim of securing the health and well being of employees.

9 **Procurement Implications** - none.

10 **Risk Implications** - Without continued effective supporting attendance focus, there is a risk that sickness absence levels will adversely impact on the Council both financially and in terms of service delivery. Consequently supporting attendance activities are monitored via the Corporate Risk Register.

11 **Privacy Impact Implications** - none.

List of Background Papers - none.

The contact officer within the service is Morna Armstrong, Senior Human Resource Adviser, telephone 0141 618 7329, e-mail morna.armstrong@renfrewshire.gov.uk

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Index of Appendices

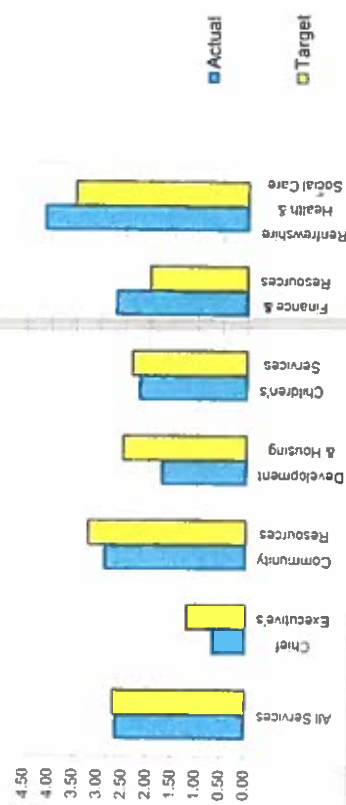
Appendix A Graphs detailing trends in service, Council overall and employee group absence levels against targets for quarter ending 31 December 2015.

Appendix B Graphs detailing trends in Council overall and employee group absence performance as well as sick pay costs, for the years 2010/2011 to 2015/2016 year to date.

PERFORMANCE V TARGETS 2015/2016

Quarter 3

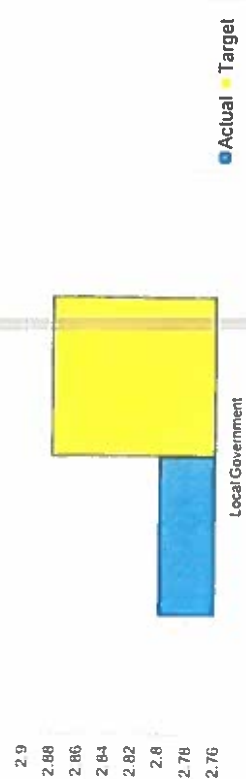
September 2015 - December 2015



	Actual	Target	Difference
All Services	2.64	2.69	-0.05
Chief Executive's	0.67	1.20	-0.53
Community Resources	2.88	3.22	-0.34
Development & Housing	1.73	2.53	-0.80
Children's Services	2.20	2.35	-0.15
Finance & Resources	2.69	2.00	0.69
Renfrewshire Health & Social Care	4.15	3.54	0.61

Quarter 3

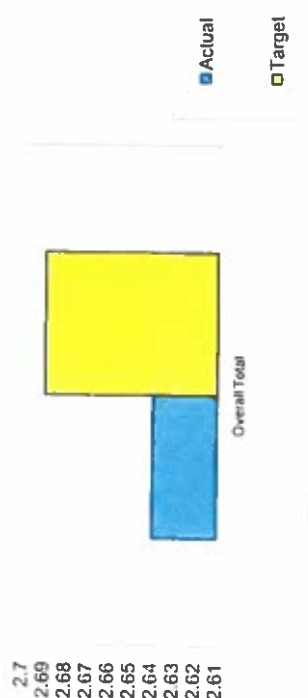
September 2015 - December 2015



	Actual	Target	Difference
Local Government	2.80	2.88	-0.08

Quarter 3

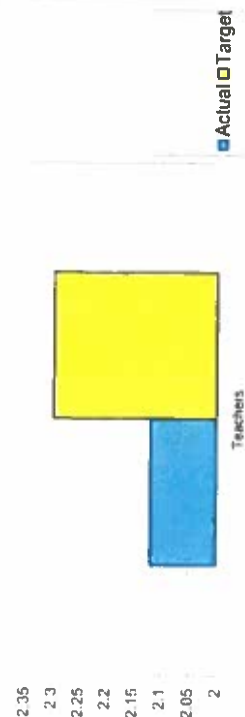
September 2015 - December 2015



	Actual	Target	Difference
Overall Total	2.64	2.69	-0.05

Quarter 3

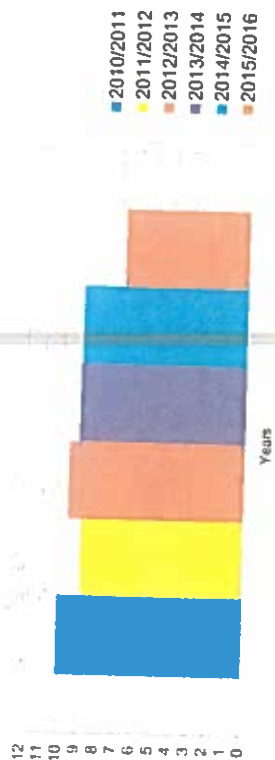
September 2015 - December 2015



	Actual	Target	Difference
Teachers	2.12	2.30	-0.18

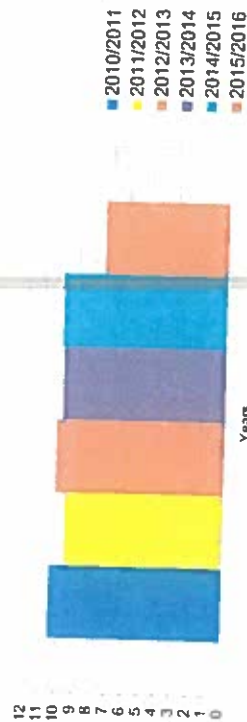
ABSENCE (DAYS LOST PER FTE EMPLOYEE) V OTHER SCOTTISH COUNCILS AND SICK PAY COSTS 2010/2011 TO 2015/2016 APPENDIX B

Council Overall

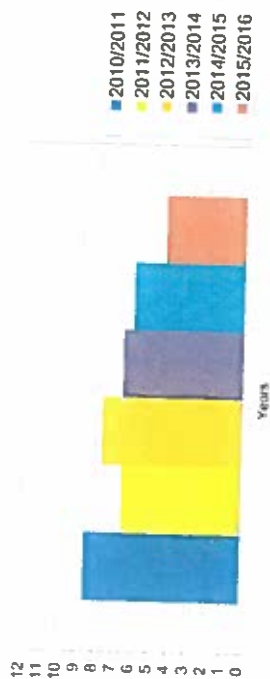


Year	Actual	Ranking	Costs (£)
2010/2011	10.12	23rd	6,882.45
2011/2012	8.90	11th	6,146.25
2012/2013	9.63	13th	6,058.539
2013/2014	9.06	12th	5,934.901
2014/2015	9.01	10th	5,808.594
2015/2016 Year to Date	6.78	Not known yet	4,376.490

Local Government Employees



Year	Actual	Ranking	Costs (£)
2010/2011	10.50	15th	4,929.071
2011/2012	9.60	7th	4,462.908
2012/2013	10.20	8th	4,083.003
2013/2014	9.81	10th	4,176.906
2014/2015	9.92	9th	4,137.521
2015/2016 Year to Date	7.49	Not known yet	3,310.542



Year	Actual	Ranking	Costs (£)
2010/2011	8.60	28th	1,953.383
2011/2012	6.60	18th	1,683.343
2012/2013	7.70	25th	1,975.536
2013/2014	6.61	20th	1,757.995
2014/2015	6.05	12th	1,671.073
2015/2016 Year to Date	4.37	Not known yet	1,065.948