

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

Date	Time	Venue
Thursday, 21 May 2015	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

M Ferguson (and 5 APT & C Staff)

Representing Manual Workers/Craft Operatives

Manual Spokesperson (and 4 representatives of the 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.gov.uk/agendas.

For further information, contact
democratic-services@renfrewshire.gov.uk.

Items of business

Appointment of Chairperson

Appoint Chairperson for the meeting

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 | Minute of Previous Meeting | 5 - 8 |
| | Minute of Previous Meeting held on 19 March, 2015 | |
| 2 | Matters Arising | |
| 3 | Developments in Health & Safety | 9 - 12 |
| | Report by the Head of HR & Organisational Development | |
| 4 | Details of Grievances | 13 - 14 |
| | Report by the Head of HR & Organisational Development | |
| 5 | Agency Workers | 15 - 16 |
| | Report by the Head of HR & Organisational Development | |
| 6 | Absence Management Statistics | 17 - 30 |
| | Report by the Head of HR & Organisational Development | |
| 7 | Date of Next Meeting | |
| | Members are asked to note that the next meeting of the JCB: Non Teaching Board is scheduled for Thursday 3rd September 2015 at 3.00 p.m. | |

Minute of Meeting Joint Consultative Board (Non Teaching)

Item 1

Date	Time	Venue
Thursday, 19 March 2015	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Representing Renfrewshire Council Management - Councillors Williams, Audrey Doig and Noon.

REPRESENTING MANUAL WORKERS/CRAFT OPERATIVES

J Boylan, M Ferguson and T McCarthy (UNISON); J McMenemy (GMB); A Gibson (UCATT) and S McAllister (Unite).

IN ATTENDANCE

K Anderson, Amenity Services Manager Waste & Transportation and T Stirling, Regulatory Services Manager (both Community Resources); E Scott, Building Services Manager Services (Development & Housing); D Marshall, Head of HR & Organisational Development; G Campbell, Senior Health & Safety Officer; R Laouadi, Principal HR Adviser; C Donnelly, HR & Organisational Development Manager; and P Shiach, Committee Services Officer (all Finance & Resources).

APPOINTMENT OF CHAIRPERSON FOR THE MEETING

It was proposed and agreed that Councillor Williams chair the meeting.

APOLOGIES

Councillors Glen and Harte, and J Lynch.

1 MINUTES

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

DECIDED: That the Minute be noted.

2 DEVELOPMENTS IN HEALTH AND SAFETY

There was submitted a report by the Head of HR & Organisational Development 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; manual handling operations; and tobacco policy were being revised; that 1st aid guidance and a corporate policy statement had been issued; other activities being undertaken comprised of training four fire wardens; one risk assessment and a number of tool box talks had been delivered. Information and participative campaigns continued to be delivered as part of the Healthy Working Lives Gold award programme. A forum for first aiders located in Renfrewshire House continued to develop to facilitate co-operation and communication. The health and safety section continued to work with services to survey the fire arrangements, which included the number of fire wardens at key locations across the council estate. The health and safety section had worked with procurement to engage a new occupational health supplier, People Asset Management and the contract had commenced on 1st February, 2015. The Council-wide health surveillance programme for 2015 was in the process of being developed.

In response to a question in relation to tobacco policy, the Board was advised that it was proposed that e-cigarettes would be included in the policy in future. In response to a question in relation to any requirement to amend Council policies the reduced drink driving limits introduced by the Scottish Government in December, 2014, the Board was advise that information was posted on Renfo, and information and posters had been issued at all Council depots.

DECIDED: That the report be noted.

3 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. The report indicated that there were a total of two grievances as at March, 2015.

E Scott advised that the grievance listed in relation to the Development and Housing service had been resolved.

DECIDED: That the information provided be noted.

4 **AGENCY WORKERS**

There was submitted a report by the Head of HR & Organisational Development relative to the number of agency staff employed within the Council as at February, 2015, and detailing the capacity in which they were engaged. The report provided a breakdown by Service, and indicated that the number of agency workers in all services had reduced to 17.

The Head of HR & Organisational Development Manager was then heard further in response to questions from Members of the Board on the report.

DECIDED: That the report be noted.

5 **TEMPORARY WORKERS**

TEMPORARY WORKERS

The Head of HR & Organisational Development advised that the number of temporary workers within the council totalled 760 out of a workforce of over 6000. He advised that work was ongoing in respect of temporary contracts with the individual services.

The Head of HR & Organisational Development was then heard in response to questions from members.

DECIDED: That a report detailing the number of temporary workers by service and by length of temporary contract be submitted to a future meeting of the Board.

6 **RENFREWSHIRE COUNCIL HEADQUARTERS - CAR PARKING**

The Convener advised that this item had been withdrawn.

DECIDED: That it be noted that the item relating to car parking at Renfrewshire Council Headquarters had been withdrawn.

7 **DISCIPLINARY PROCESSES - RENFREWSHIRE COUNCIL JURISDICTION**

M Ferguson referred to disciplinary procedures relating to alleged breaches of the code of conduct in terms of the Scottish Social Services Council (SSSC), and indicated that management needed to be clear of their responsibilities in terms of advising staff the nature of allegations against them in cases where a breach of the code of conduct was alleged.

He indicated that UNISON had become increasingly concerned that the SSSC process was lengthy and bureaucratic, that no witnesses were heard and that no expenses were paid, particularly as all cases were heard in Dundee.

The Head of HR & Organisational Development was then heard in relation to the issue and indicated that the matter would be dealt with by the Director of Children's Services.

DECIDED:

(i) That the information be noted; and

(ii) That should no progress be made, that a report on the issue be submitted to a future meeting of the Board.

8 DATE OF NEXT MEETING

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on 21st May, 2015.

To: Joint Consultative Board: Non-Teaching

On: 21 May 2015

Report by: David Marshall, Head of HR and Organisational Development

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 Corporate Service, health and safety section and other council services.

3. Background

This section of the report details the activities undertaken since the last JCB.

3.1 Policies and Guidance

The following policies and guidance are being revised:

- Control of contractors

- Manual Handling Operations
- Tobacco policy

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

- 5 Fire wardens;
- 1 Violence and aggression: and
a number of tool box talks were delivered during this period.

3.2.1 Total number of training places taken up during this period was 50.

3.3 The since the new occupational health supplier, People Asset Management Ltd, commenced on 1 February 2015, 207 employees have attended.

3.4 The health and safety section continue to work with IT, currently enhancing and developing our electronic applications in line with the service changes across the council.

3.5 The health and safety section continue to assist services to retain accreditation to BS OHSAS 18001:2007. The next audit visit schedule is planned for September 2015.

3.6 As part of the Healthy Working Lives Gold award programme;

- Prostate cancer posters were displayed in the male toilets within Renfrewshire house and at the main depots; and
- 15 staff members continue to participate in the quit and win smoking cessation campaign.

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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RENFREWSHIRE COUNCIL

JOINT CONSULTATIVE BOARD - (Non-teaching) May 2015

DETAILS OF GRIEVANCES (Informal stages onwards)

Item 4

SERVICE	INFORMAL STAGE	FORMAL STAGE 1	FORMAL STAGE 2	TOTAL 05/15	TOTAL 03/15
Chief Executives				0	0
Community Resources	1			1	0
Development & Housing Services	1			1	1
Childrens Services	1	2		3	1
Finance & Resources				0	0
TOTAL	3	2	0	5	2

(Information as at May 2015)

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.

AGENCY WORKERS - March 2015					
Service	Job Title	No. of Agency Staff March 2015	No. of Agency Staff February 2015	No. of Agency Staff January 2015	Renfrewshire Council Headcount
Community Resources	Caterer	2	4	4	194
	Cleaner	0	0	4	236
Total for Community Resources		2	4	8	430
Development and Housing Services	Architectural Technician	1	0	0	0
	Asbestos Consultant	1	1	1	2
	CDM Co-ordinator Housing Client	1	1	1	0
	Domestic Energy Assessor	1	1	1	0
	Electrician	1	3	3	11
	Gas Engineer	0	1	1	21
	Joiner	2	3	0	43
	Quality Officer	2	2	1	4
	Senior Architect	1	0	0	2
	Total for Development and Housing Services	10	12	8	83
Total Workers		12	16	16	513

To: Joint Consultative Board: Non Teaching

On: 21 May 2015

Report by: Head of HR and Organisational Development

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 Returns for the period 24 March 2014 to 23 March 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 managing absence 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 22 June 2014, 21 September 2014, 31 December 2014 and 23 March 2015

- 4.1 Please find service and Council overall absence performance for quarter endings 22 June 2014, 21 September 2014, 31 December 2014 and 23 March 2014 against target given in the tables 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 the equivalent quarters in the previous year has also been included in the tables for comparison purposes.

Service/Area	Quarter Ending 23 June 2013	Quarter Ending 22 June 2014	Quarter Ending 22 June 2014 Target
Chief Executive's Services	1.54	1.79	0.80
Education and Leisure Services	2.19	1.84	1.56
Community Resources	2.56	2.95	2.15
Finance and Resources	1.54	2.06	1.34
Development and Housing Services	1.71	2.10	1.69
Social Work Services	2.94	3.21	2.36
Council Overall	2.25	2.35	1.79

Service/Area	Quarter Ending 22 September 2013	Quarter Ending 21 September 2014	Quarter Ending 21 September 2014 Target
Chief Executive's Services	1.88	0.74	0.80
Education and Leisure Services	1.25	2.48	1.56
Community Resources	2.39	2.29	2.15
Finance and Resources	1.45	1.86	1.34
Development and Housing Services	1.36	1.86	1.69
Social Work Services	2.80	3.27	2.36
Council Overall	1.80	1.85	1.79

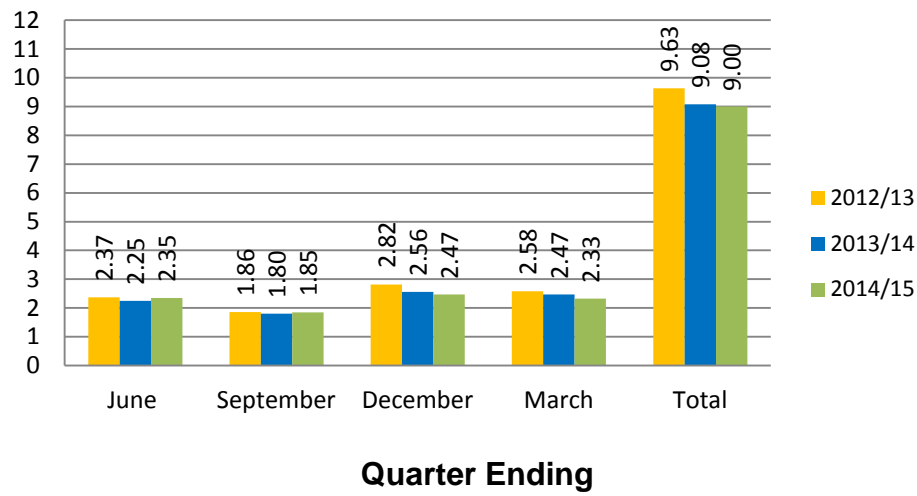
Service/Area	Quarter Ending 31 December 2013	Quarter Ending 31 December 2014	Quarter Ending 31 December 2014 Target
Chief Executive's Services	1.38	0.19	1.20
Education and Leisure Services	2.31	2.07	2.35
Community Resources	2.73	2.90	3.22
Finance and Resources	2.01	1.90	2.00
Development and Housing Services	2.02	1.91	2.53
Social Work Services	3.66	3.70	3.54
Council Overall	2.56	2.47	2.69

Service/Area	Quarter Ending 23 March 2014	Quarter Ending 23 March 2015	Quarter Ending 23 March 2015 Target
Chief Executive's Services	1.03	1.14	1.20
Education and Leisure Services	2.32	2.12	2.35
Community Resources	3.12	2.75	3.22
Finance and Resources	2.32	1.88	2.00
Development and Housing Services	1.46	1.66	2.53
Social Work Services	2.93	3.09	3.54
Council Overall	2.47	2.33	2.69

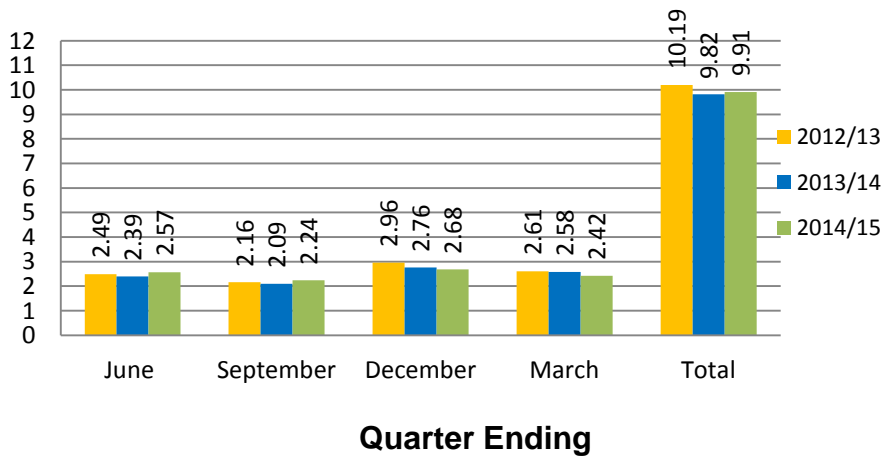
5. Analysis and Trends - Quarters Ending 22 June 2014, 21 September 2014, 31 December 2014 and 23 March 2015

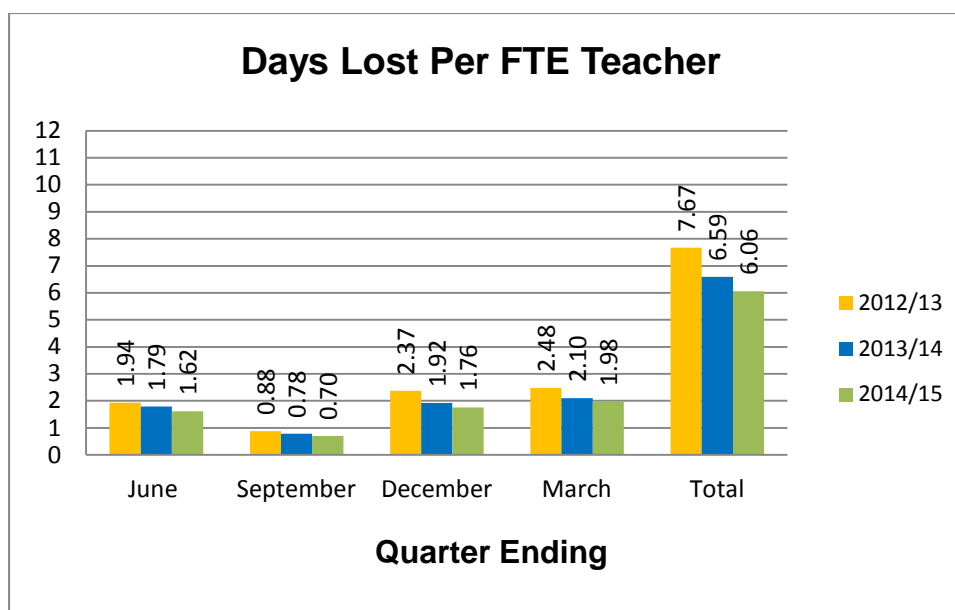
- 5.1 The number of days lost per FTE employee due to absence decreased from 2.35 to 1.85 between quarters ending 22 June 2014 and 21 September 2014. This was followed by an increase to 2.47 days lost per FTE employee during quarter ending 31 December 2014, before a fall to 2.33 in quarter ending 23 March 2015.
- 5.2 Overall Council absence performance in quarter ending 31 December 2014 and 23 March 2015 improved by 0.09 days and 0.14 days respectively per FTE employee compared to the equivalent quarters in 2013/2014. Also, overall Council absence performance was below the quarterly absence targets in quarters ending 31 December 2014 and 23 March 2015.
- 5.3 The following tables detail the absence levels for the Council overall and by employee group for 2014/2015 and for the equivalent quarters in 2012/2013 and 2013/2014:-

Overall Days Lost Per FTE Employee



Days Lost Per FTE Local Government Employee





6. **Absence Targets 2014/2015 and Ranking Information**

- 6.1 The absence performance of services, the Council overall and employee groups against the set absence targets for 2014/2015 is shown at **Appendix A**.
- 6.2 Please see **Appendix B** for trends in Council overall and employee group absence performance in recent years, in comparison to other Scottish Councils. The ranking information for 2014/2015 will not be available until later this year.
- 6.3 The Council has recorded an overall absence rate of 9.00 days lost per FTE employee for 2014/2015 which is 0.03 days above the annual target figure of 8.97 days. This represents a 0.08 days per FTE employee improvement in absence when compared to 2013/2014. In addition the absence performance of Teachers improved by 0.53 days per FTE employee in 2014/2015 compared to 2013/2014 and was 1.62 days below the annual target of 7.68 days. The absence performance of Local Government Employees was 0.31 days per FTE employee above the 9.60 day annual target, and experienced a 0.09 days per FTE employee increase in the absence levels reported for 2013/2014.
- 6.4 It should be noted that in 2013/2014 the absence performance reported for the Council overall and Local Government Employees was above the respective Scottish Council average. Also, when compared to other Scottish Councils the Council's overall and Teacher absence performance rankings improved between 2012/2013 and 2013/2014. This resulted in Council overall absence performance improving from 13th to 12th position and Teacher absence moving from 25th to 20th place. During the same timescale the absence of Local Government employees fell from 8th to 10th position despite the reduction in days lost per FTE employee this category achieved in

2013/2014. However, the absence performance of this employee group still compared favourably to a significant number of other Scottish Councils.

- 6.5 It is hoped that the improved absence performance of the Council overall as well as the Teacher employee group in 2014/2015 will secure a further improvement in the Council's absence performance when compared to other Scottish Councils.

7. Reasons for Absence

- 7.1 The category with the highest level of absence in quarter ending 23 March 2015 is 'Psychological' - 27.24% (non work related - 23.75%, work related - 3.49%), with the second highest being 'Musculoskeletal and Joint Disorders' - 20.87%. This compares with quarter ending 31 December 2014 when the category with the highest level of absence was 'Psychological' - 30.46% (non work related - 26.33%, work related - 4.13%), with the second highest being 'Musculoskeletal and Joint Disorders' - 20.80%.

8. Managing Absence 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.
 - The introduction of an electronic referral management system in February 2015 operated by the new Occupational Health Service provider, People Asset Management (PAM). This system will simplify the referral process, facilitate early intervention in cases and increase the speed with which medical guidance is received. It will also enable Occupational Health Service appointment details to be sent directly to an employee's mobile telephone number, where made available.
 - 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.
 - Seasonal flu vaccination programme.
 - Ongoing health promotion activities including smoking cessation, mental health awareness, events aimed at raising employee awareness of health issues and providing opportunities to try different sport/exercise activities. A number of taster activities have been offered to employees including free swims, blood pressure and mini fitness checks.

- 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 2012/2013, 2013/2014 and 2014/2015:-

Details of Occupational Sick Pay and Statutory Sick Pay Costs Per Employee Group and Overall for 2012/2013, 2013/2014 and 2014/2015

Quarter/Year	Teachers (includes Supply Teachers)	All Other Employees	Overall
Quarter 1 of 2012/2013	£483,649	£949,844	£1,433,493
Quarter 2 of 2012/2013	£236,309	£924,081	£1,160,390
Quarter 3 of 2012/2013	£600,498	£1,162,759	£1,763,257
Quarter 4 of 2012/2013	£655,080	£1,046,319	£1,701,399
2012/2013 Overall	£1,975,536	£4,083,003	£6,058,539
Quarter 1 of 2013/2014	£435,957	£1,051,161	£1,487,118
Quarter 2 of 2013/2014	£182,746	£1,113,298	£1,296,044
Quarter 3 of 2013/2014	£506,725	£1,067,816	£1,574,541
Quarter 4 of 2013/2014	£632,567	£944,631	£1,577,198
2013/2014 Overall	£1,757,995	£4,176,906	£5,934,901
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

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

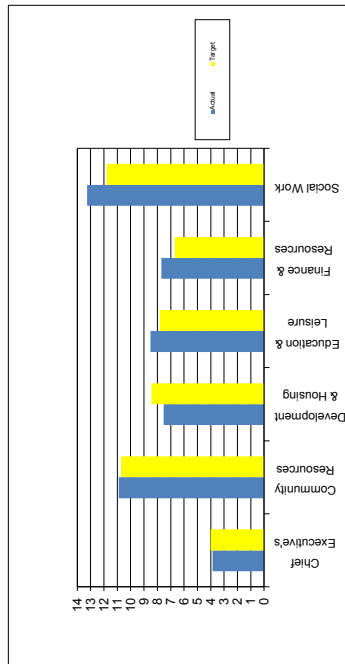
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INDEX OF APPENDICES

- | | |
|------------|---|
| APPENDIX A | Graphs detailing trends in service, Council overall and employee group absence levels against targets for 2014/2015. |
| 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 2014/2015 year to date. |
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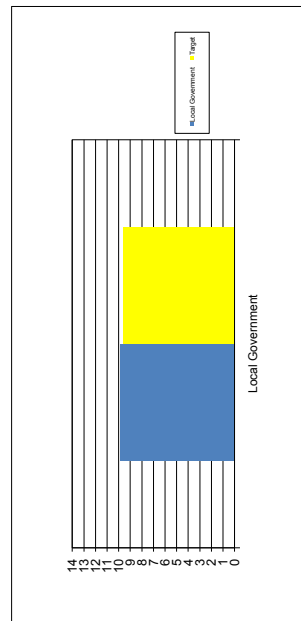
ABSENCE (DAYS LOST PER FTE EMPLOYEE) V TARGETS 2014/2015

Services



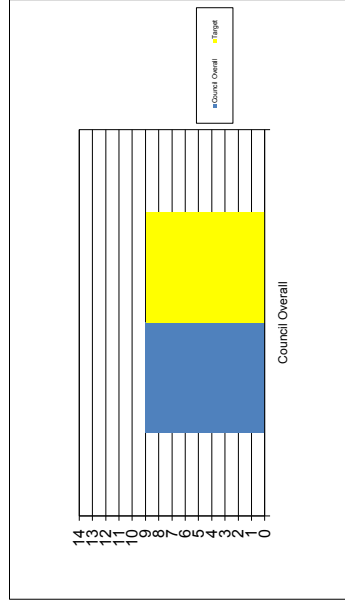
Service	Actual	Target	Difference
Chief Executive's	3.86	4.00	-0.14
Community Resources	10.89	10.73	0.16
Development & Housing	7.53	8.44	-0.91
Education & Leisure	8.51	7.82	0.69
Finance & Resources	7.70	6.68	1.02
Social Work	13.27	11.80	1.47

Local Government Employees



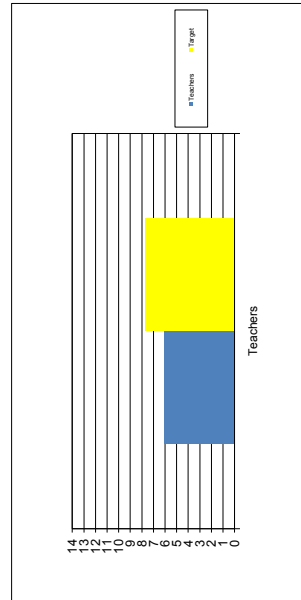
Employee Group	Actual	Target	Difference
Local Government	9.91	9.60	0.31

Council Overall



Employee Group	Actual	Target	Difference
Council Overall	9.00	8.97	0.03

Teachers

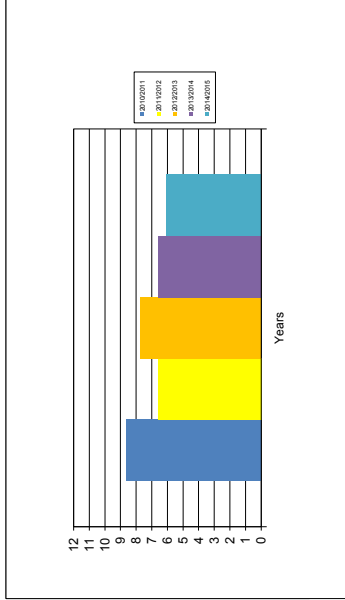


Employee Group	Actual	Target	Difference
Teachers	6.06	7.68	-1.62

APPENDIX B

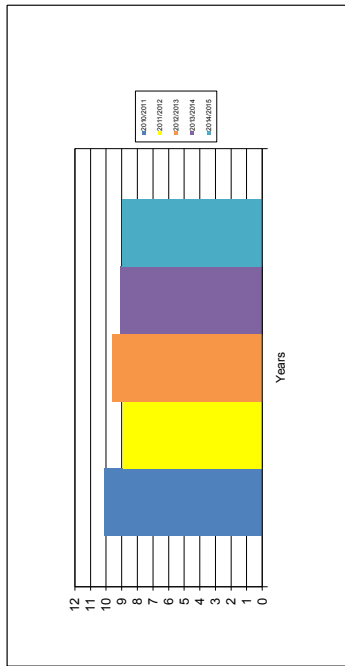
ABSENCE (DAYS LOST PER FTE EMPLOYEE) V OTHER SCOTTISH COUNCILS AND SICK PAY COSTS 2010/2011 TO 2014/2015

Teachers



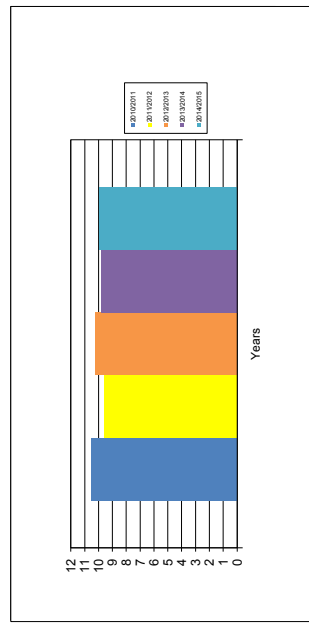
Year	Actual	Ranking	Costs (£)
2010/2011	8.60	28th	1,953,383
2011/2012	6.60	18th	1,683,343
2012/2013	7.70	25th	1,975,536
2013/2014	6.59	20th	1,757,995
2014/2015	6.06	Not known yet.	1,671,073

Council Overall



Year	Actual	Ranking	Costs (£)
2010/2011	10.12	23rd	6,882,454
2011/2012	8.90	11th	6,146,251
2012/2013	9.63	13th	6,058,539
2013/2014	9.08	12th	5,934,901
2014/2015	9.00	Not known yet.	5,808,594

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	9.82	10th	4,176,906
2014/2015	9.91	Not known yet.	4,137,521

