

## Wiltshire Council

### Cabinet

13 September 2011

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**Subject: Business Plan Scorecard Report**

**Cabinet Member: Councillor John Brady - Finance, Performance and Risk**

**Key Decision: No**

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### Purpose of Report

1. This is the first report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
  - Community Results and Council Performance Scorecards for the period April to June 2011.
  - The status of the Council's main programmes.
  - The Workforce Report from Human Resources.

### Background

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now will be phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. As well as showing results against targets, the scorecards also show performance indicators that will be reported on later once results become available. The reason indicators are reported later in the year is usually because the indicators are annual – that is the results are only available once a year.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report shows information about the Council's employees, and is also reported to the Staffing Policy Committee.

### Main Considerations for the Council

6. Progress against the Business Plan is summarised below.
7. **Community and Council Scorecards** – To date the majority of these measures are shown as on target. The scorecards include additional information for those that are not. These can be found in **Annex 1**.
8. **Measures with results available later** – These are mainly annual measures, but some are new indicators that are still being defined

nationally. Once results are available these indicators will be moved into the main scorecard tables. New indicators do not always have data for prior years and so results in 2011/12 will be used to set the baselines for setting targets from 2012/13

### **Environmental Impact of the Proposal**

9. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

### **Equalities Impact of the Proposal**

10. As this is a progress report the proposal has no direct impact on equalities.

### **Risk Assessment**

11. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight any difficulties relating to achieving targets and delivering the Council's main programmes.

### **Financial Implications**

12. This is a scorecard report so has no direct financial implications.

### **Legal Implications**

13. As this is a scorecard report there are no direct legal implications.

### **Options Considered**

14. As this is a scorecard report there are no 'options to consider'.

### **Proposal**

15. Cabinet is asked to note progress against the Business Plan.

**Sharon Britton**  
**Service Director Policy, Performance and Partnership**

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Date of report: 10<sup>th</sup> August 2011

### **Appendices**

Annex 1: Business Plan Scorecards  
Annex 2: Transformation Programme Paper  
Annex 3: Workforce Report

## Business Plan Scorecard Results to June 2011

### Index

- Community Results Scorecard
- Council Performance Scorecard
- Measures to be added later

### Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

3 yr trend: I = Improving; W = Worsening

On target: Y = Yes; N = No; A = Almost

## Community Results Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
	<b>Protect and Safeguard Vulnerable Children</b>											
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.4	Y	68	Sharon Davies
	<b>Protect and Safeguard Vulnerable adults</b>											
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8720	-	9069	Not yet profiled	4755	Y	2014 + 2.6%	James Cawley
	<b>Invest in: Waste Management</b>											
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	41.80%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	31.5%	Y	25%	Tracy Carter
	<b>Invest in: Housing</b>											
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	150	196	Y	450	Graham Hogg

## Council Performance Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
<b>Protect and Safeguard Vulnerable Children</b>												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	96%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	57%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	85%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	99%	A	100%	Sharon Davies
<b>Invest in: Our Communities</b>												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	660	Y	325	Niki Lewis
<b>Economy and Unemployment</b>												
4009	Number of businesses assisted	H				-	625	Not applicable	253	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1046 (T) 435 (W)	I	Awaiting govt. funding decision		183 (T) 22 (W)	-		Alistair Cunningham
<b>Invest in: Leisure Services</b>												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	760	762	Y	3,040	Mark Smith
<b>Other</b>												
1004	The percentage of budgeted savings achieved	H				-	100	-	57	Y	100	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%	87.3%	N	95%+	Jacqui White

**Ref 3007: Volunteers in library service**, 660 figure is total of the following:

- 209 Home Library, Computer Buddy & Rhymetime volunteers
- 150 Summer Reading Challenge Volunteer – these are seasonal so only shows as volunteers in June (undertaking training), July & August (actively volunteering)
- 301 Community Library Volunteers – currently being trained to start helping in libraries in September

## **Measures not on target:**

### **Results expected within 5% of target (Almost)**

**Ref 2010 – Safeguarding: child protection plan reviewed on time**

**Target: 100%, Actual: 99%**

**Reason not on target:** 1 child's review was late coming in.

**What is being done:** This is a very exceptional case as the processes that are in place are strong.

### **Results not on target (No)**

**Ref 5001 – Customer telephone call connection rates of 95%**

**Target: 95%, Actual: 87.3%**

**Reason not on target:** Call connection rates fluctuate from day to day, week to week and month to month – this is normal. At this stage we are monitoring the rate carefully to determine whether the lower performance seen in April to June is just a normal fluctuation, or a substantive change in performance compared with January to March and previously. Factors which can affect performance include:

- unexpected peaks, or
- substantial reductions in the number of people available to handle calls.

**What is being done:** We continue to find ways to improve (this is a constant activity) by:

- Finding out what triggers unnecessary calls and working out ways to remove the need for customers to make them.
- Thinking of ways to make it easier and clearer for customers to find the right phone number for service.
- At the moment we are working closely with the webteam on the contact details for the council's main services. We are also taking part in service redesign work with highways and street scene services, housing repairs, waste and recycling, passenger transport and registration.

**Community Results Scorecard – results available later**

<b>MEASURES - results available later</b>									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
<b>Economy and Unemployment</b>									
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,500	Alistair Cunningham
<b>Living in Wiltshire</b>									
1001	Percentage of people satisfied with their local area	H	85.90%	86.40%	no survey		Baseline to be set - new survey		
<b>Protect and Safeguard Vulnerable adults</b>									
3002	Good quality of life of people who use social services	H			19.4 (best in IPF group)	-	Baseline to be set		James Cawley
<b>Protect and Safeguard Vulnerable Children</b>									
2002	Children with non-accidental injuries/10,000 children	L		109.5	109.3	-	Indicator being re-developed through public health framework		Sharon Davies
<b>Invest in: Housing</b>									
3005	Affordable homes include 250-350 for rent from PFI	H				-	Awaiting final PFI approval		Graham Hogg
<b>Invest in: Highways</b>									
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£44m	£43m	£42m	I	£40.9m	£37.8m	Parvis Khansari

## Community Results Scorecard – results available later (cont'd)

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
<b>Invest in: Energy Efficiency</b>									
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	L		61,500 baseline	742 reduction	-	No annual targets	11, 823 tCO2 reduction	Alistair Cunningham
<b>Invest in: Children's Attainment</b>									
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	60.6	Stephanie Denovan
<b>Invest in: Our Communities</b>									
3003	Level of participation in regular volunteering	H	29.60%	29.90%		-	Baseline for new survey		Niki Lewis
<b>Invest in: Broadband</b>									
1002	85% premises able to access superfast broadband by Dec 2015	H				-	N/A in 2011/12	85% Dec 2015	Carolyn Godfrey
<b>Public Health measures</b>									
V1	Healthy Life expectancy - males	H	79.3	79.3	79.5	I	79.9		Maggie Rae
V1	Healthy Life expectancy - females	H	83.1	83.3	83.5	I	83.7		Maggie Rae
V2	Reduce health inequalities - males	L	4.6	5.1	5.8	W		4.47	Maggie Rae
V2	Reduce health inequalities - females	L	3.3	3.4	3.9	W		2.84	Maggie Rae






**Council Performance Scorecard – results available later**
























































<b>MEASURES - results available later</b>									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
<b>Overall</b>									
1003	Percentage of people satisfied with the council	H	47.50%	37.90%	No survey	-	Baseline for new survey		
<b>Protect and Safeguard Vulnerable Children</b>									
2005	More children in care get 5 A*-C GCSEs (or equivalent)	H	11.4	14.3	16	I	20	32	Sharon Davies
<b>Economy and Unemployment</b>									
4007	Helping business: sites brought forward	H				-	To be developed		Alistair Cunningham
4008	Helping business: incubation centre facilities created	H				-	Awaiting results		Alistair Cunningham
<b>Invest in: Our Communities</b>									
3006	Environmental and youth spend by area board	H				-	Setting baseline		Michael Hudson
3008	Satisfaction with area boards	H				-	Setting baseline		Niki Lewis
<b>Public Health measures</b>									
6001	Hospital admissions - alcohol related (/100,000)	L	1338	1390	1621	W	1400		Maggie Rae
6002a	Proportion 4-5 year olds with healthy weight	H	77.5% (CI +/- 1.2%)	78.9% (CI +/- 1.2%)	76.8% (CI +/- 1.2%)	-	Awaiting national definitions		Maggie Rae
6002b	Proportion 10-11 year olds with healthy weight	H	69.5% (CI +/- 1.4%)	70.5% (CI +/- 1.4%)	68.9% (CI +/- 1.4%)	-			Maggie Rae
6003	Hospital admissions of older people due to falls	L				-			Maggie Rae
6004	Drug users in effective treatment	H	614	628	622	I			Maggie Rae

**Council Performance Scorecard – results available later (cont'd)**




<b>MEASURES – results available later</b>									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
<b>Invest in: Highways</b>									
4011	The average days taken to repair a pothole	L	31	13	5.2	I	11	10	Mark Smith
<b>Invest in: Energy Efficiency</b>									
4013	Units of energy used by the council: Electricity, Natural Gas, LPG, Oil.	L				-			Alistair Cunningham
4014	CRC (carbon tax) costs avoided	H				-			Alistair Cunningham
4015	Reduce carbon emissions by 40% (WTP estate)	L				-			Mark Stone

## Annex 2: Cabinet / CLT Programme Status

Key	
	Red – major issue for escalation
	Amber – major issue, mitigation plan in place
	Green – on time, to quality and budget

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Procurement					
Service Reviews and Systems Thinking					
Asset Management					
Campus and Operational Delivery					
Knowledge Management					
Localism					
Waste (Investment)					
Economy & Unemployment (Investment - Action for Wiltshire)					
Wiltshire Online (Super-fast broadband)					
Local Development Framework (LDF)					
Technology Plan including SAP					

### Summary of red issues

	Programme	Project	Comments
	Procurement	AOWA (Adults of Working Age)	Organisational procurement resource is currently under review, to be completed by the end of the year.
	Procurement	Procurement Structure	Organisational procurement resource is currently under review, to be completed by the end of the year.
	Service Reviews and Systems Thinking	Benefits Realisation	Financial savings from the programme are being confirmed and aligned to the 2012-13 budget process

# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending June 2011

### Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
  - **Headcount** = Number of positions that are filled not individual people
  - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of service reviews

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or

[Paul.Rouemaine@Wiltshire.gov.uk](mailto:Paul.Rouemaine@Wiltshire.gov.uk)

## **QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN**

**WILTSHIRE COUNCIL** (excl. schools)    Quarter ended:    **June 2011**

### **Management Information Team Observations:**

- Wiltshire Council's (WC) headcount reduced by 131 (2.4%), and the FTE by 166 (3.9%). It would be inaccurate to make a judgement as to which department the majority of this reduction came from, due to the recent restructuring within the departments.
- A new measure for this year is the ratio of managers to employees. The golden rules state that a guideline ratio of around 6 employees to every manager is optimum. Post the management review, WC has surpassed this rule and now has a ratio of 1 manager to every 7 employees.
- Sickness rates have decreased this quarter to 7.9 days per FTE (-1.0 days). This decrease has now taken the sickness days lost to a level that is much lower than the lower quartile of local authority's benchmark figure (8.8 days).
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (22.2%).
- The Department of Community Services (DCS) sickness rates have now reduced due to Housing, which now form part of the department having low sickness rates. The Department of Transformation and Resources (DTR) saw the lowest sickness rates with 6.0 days per FTE.
- The percent of total absences lasting over 20 days have increased to 46.0% (+2.8%). However, less days were lost to all incidents of sicknesses whether short (<5 days), medium (5-20 days) or long (>20 days) term and this increase simply occurred due to short term sickness seeing a bigger decrease.
- The annualised voluntary turnover rate decreased this quarter to 8.4% (-3.3%). However this decrease is due to the inclusion of voluntary redundancy in the figures for last year's reports, this has now been excluded to give a truer picture of voluntary turnover rates at Wiltshire Council for this quarter and those going forward.
- DCE continue to display the highest voluntary turnover rate, at 11.6% (-1.2%), however, the previous quarter figure does not take into account the move of performance into DCE. 63% of this turnover was due to either leaving for alternative employment or resignation due to family commitments.
- Now that voluntary redundancy is excluded from the voluntary turnover rate, the most common reason for leaving voluntarily from the council has reverted back to resigning for alternative employment not in a local authority (31%).
- New disciplinary and grievance cases have both decreased since last quarter, to 5.3 per 1000 employees respectively (-3.6 and -1.7 respectively).
- H&S incidents per 1000 employees saw quite a significant increase to 3.8 (+2.1) but remain below the median seen across local authorities. Cases in DNP equate to 77% of the total cases. However, it is necessary to take more formal

procedures in some of the frontline service areas, such as DNP, to ensure that high quality service levels are maintained.

- Another new measure is to keep track of the redundancies being made throughout the quarter. This quarter there was 98 redundancies made, 59 of which came from DCE (60%).
- To keep track of whether Wiltshire Council is making the savings required from staffing levels, we need to make sure that the ratio of starters to leavers is at a satisfactory level (i.e. there are more leavers than starters). Wiltshire Council's overall ratio is 1 FTE starter for every 4.3 FTE's leaving the council.
- During the last quarter, sickness absence cost Wiltshire Council £538,184.81 in sick pay. An organisation of Wiltshire's size would be expected to pay £2,397,988.01 a year in sick pay (based upon the median sickness rate across local government) but Wiltshire's annualised cost equates to just £2,152,739.24; this is therefore £245,248.77 less than what could be expected.
- Wiltshire Council made a saving of £244,979.52 from the organisational pay bill from staff reducing their hours.

# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5270	-131 (-2.4%)
FTE (as at end of period)	4117	-166 (-3.9%)
FTE change due to TUPE transfers in vs. out	-8.6	n/a
FTE change due to employee hour changes	-6.79	n/a
Ratio of starters to leavers (FTE)	1:4.3	n/a

"Full Time Equivalents" which take into account actual working hours to show accurate staffing levels

Part of the FTE/HC change above may be explained by these measures

How many leavers we have had for every one starter

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:7	n/a
% Exit questionnaires completed (YTD)	10%	n/a
% of total vacancies filled by internal appointment - year to date	73%	n/a
% management posts filled by internal appointment - year to date	100%	n/a
FTE of managers	665	n/a
Number of redundancy's made during quarter	98	n/a

The % of posts filled by an internal candidate

The % of leavers who completed an exit interview

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	7.9 days	8.9 days
% of total absences over 20 days (ytd)	46.0%	43.2%

The number of RIDDOR incidents that have occurred. <http://www.hs.e.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	3.8	1.7

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	8.4%	11.7%
% <1 year turnover rate(ytd annualised)	23.0%	18.9%
Average leavers' length of service	10.9 years	9.7 years

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	5.3	8.9
New grievance cases per 1000 employees (annualised)	5.3	7.0

## QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you Information relating to your workforce costs:

<b>Employees paid over £50,000 basic salary</b>		
<b>Measure</b>	<b>WC</b>	<b>Last period</b>
% of employees paid over £50,000 annual salary	2.07%	n/a
% of employees paid over £100,000 annual salary	0.09%	n/a
% of employees paid over £150,000 annual salary	0.02%	n/a

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

<b>Additional financial information</b>		
<b>Measure</b> (If the figure is a negative a saving has been achieved)	<b>WC</b>	<b>Last period</b>
Cost of sick pay (ytd)	£538,184.81	n/a
<del>Cost</del> /saving of employee hour changes (during period)	-£244,979.52	n/a

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.



# QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

## BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.8 (lower q.)	5.7
Average length of absence (FTE days)	5.9	4.9	3.5
% of absences over 20 days	55.8%	41.8%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	6.6%	5.7%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4