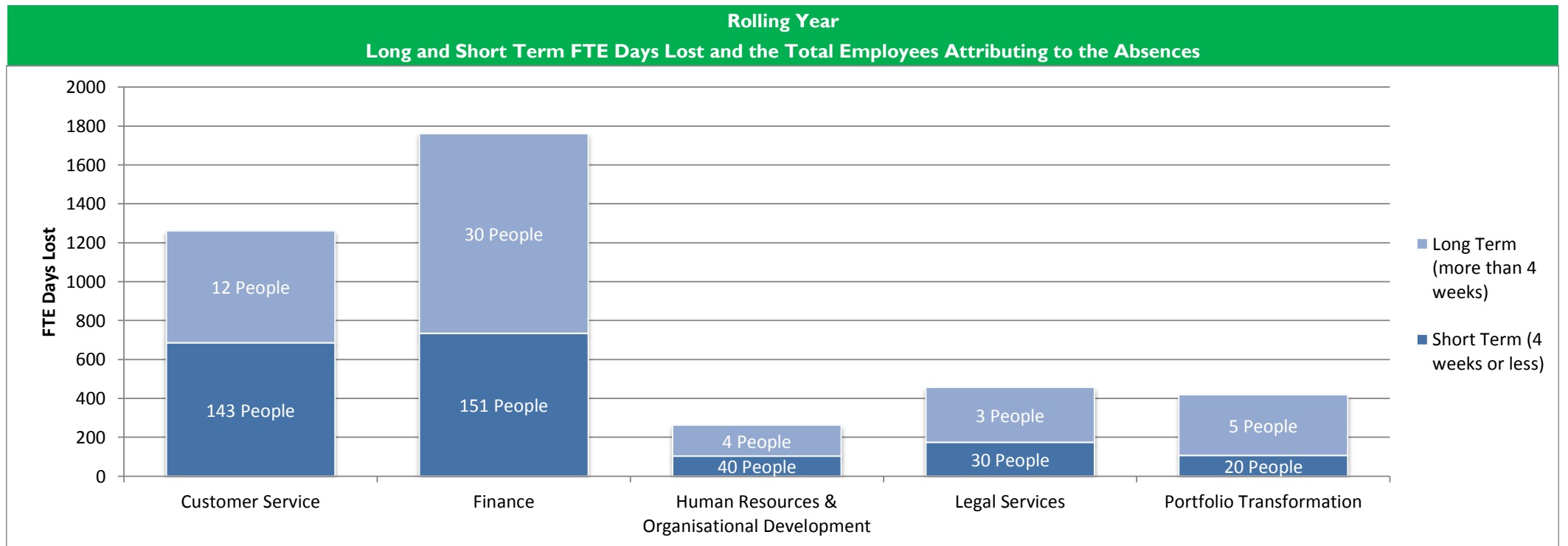


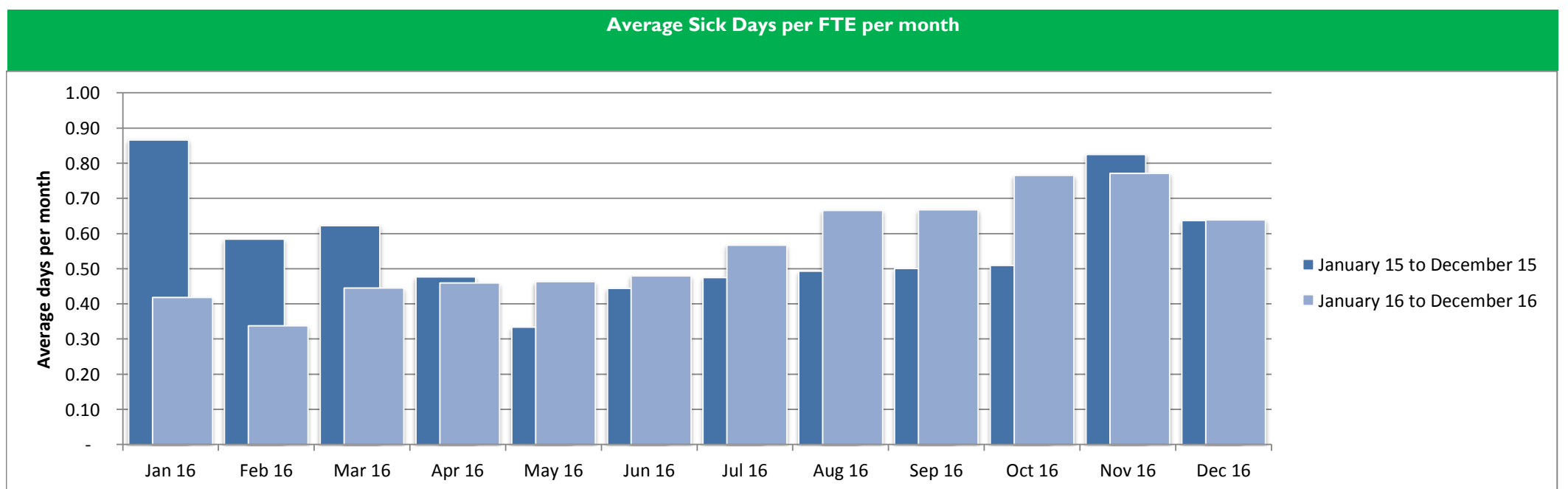
## Transformation & Change

December 2016

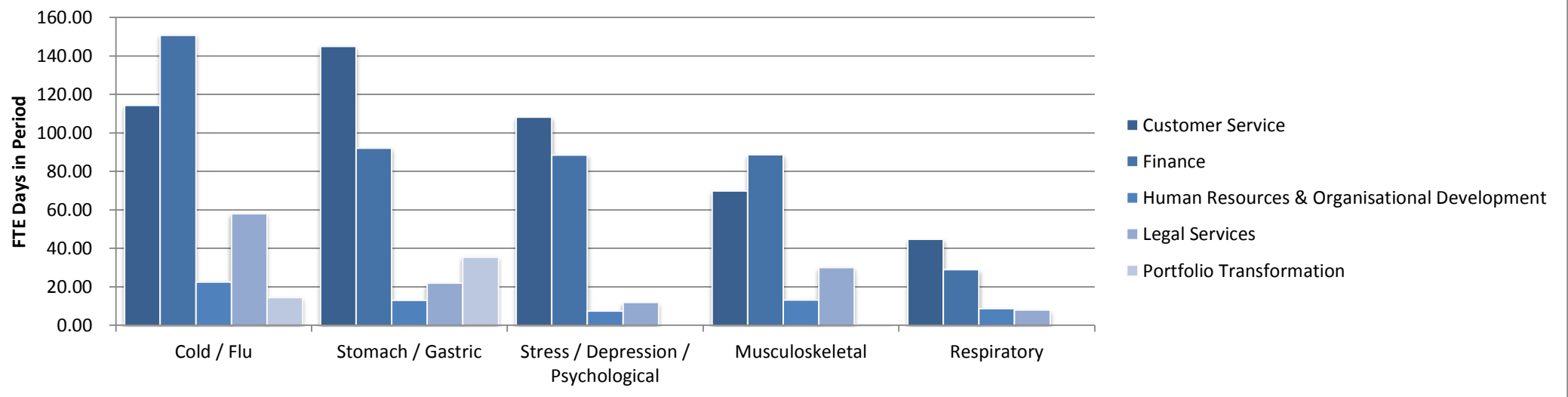
Directorate	Total Number of Days Lost (Rolling Year)				Comparison of Average Days Lost to Directorate Target (Rolling Year)			
	Number of FTE Employees	Total Work Days Available (FTE) (Based on calculation, not an exact figure)	Total FTE Days Lost to Sickness	Percentage of Days Lost	Average Days Lost Per FTE (Rolling Year)	Average Days Lost per FTE (Month)	Directorate Target (16/17)	Comparison of Average to Directorate Target (Rolling Year)
	1.00	228.00	0.00	0.00%	0.00	0.00	6.72	-6.72 ●
Customer Service	188.64	43,009.18	1,261.93	2.93%	6.69	0.58	6.72	-0.03 ●
Finance	270.11	61,584.41	1,762.02	2.86%	6.52	0.67	6.72	-0.20 ●
Human Resources & Organisational Devel	63.55	14,490.42	263.65	1.82%	4.15	0.55	6.72	-2.57 ●
Legal Services	53.25	12,140.08	458.00	3.77%	8.60	0.88	6.72	1.88 ●
Portfolio Transformation	46.68	10,642.05	419.10	3.94%	8.98	0.56	6.72	2.26 ●
<b>Transformation &amp; Change</b>	<b>623.22</b>	<b>142,094.14</b>	<b>4,164.70</b>	<b>2.93%</b>	<b>6.68</b>	<b>0.64</b>	<b>6.72</b>	<b>-0.04 ●</b>



Average Number of Sick Days per FTE for the rolling year ended:												
Department	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16
Customer Service	6.35	5.43	5.41	5.52	6.00	6.38	6.23	6.61	6.61	6.51	6.53	6.69
Finance	6.21	6.39	5.62	5.93	5.33	5.20	5.33	5.46	5.72	6.08	6.42	6.52
Human Resources & Organisational Devel	6.30	5.92	5.03	3.06	2.82	3.91	3.83	4.36	3.20	3.79	3.51	4.15
Legal Services	2.90	3.09	3.96	4.96	4.79	5.99	6.72	7.84	7.41	8.17	9.88	8.60
Portfolio Transformation	7.79	7.51	7.60	8.02	9.09	9.76	10.91	11.72	13.04	14.07	13.24	8.98
<b>Transformation &amp; Change</b>	<b>6.15</b>	<b>5.91</b>	<b>5.55</b>	<b>5.60</b>	<b>5.54</b>	<b>5.85</b>	<b>5.93</b>	<b>6.32</b>	<b>6.35</b>	<b>6.69</b>	<b>6.95</b>	<b>6.68</b>



**Rolling Year**  
**Top 5 Known Reasons for Short Term Absences (Departments with less than five people off sick hidden)**



**Rolling Year**  
**Top 5 Known Reasons for Long Term Absences (Departments with less than five people off sick hidden)**

