

## APPENDIX B - Breakdown of Directorate absence by Services (April 2014 to Sept 2014)

Directorate	Service /Department	Average FTE	Total short term days / shifts lost per FTE	Total long term days / shifts lost per FTE	Average days / shifts lost per FTE	Target
Social Services	Children and Young People Services	155.96	1.76	3.96	5.72	5.00
	Adult Services	208.09	1.72	4.87	6.59	5.00
	Social Services Business Management and Innovation inc. Director's Office	143.49	1.18	5.34	6.52	6.50
<b>Social Services Totals</b>		<b>507.54</b>	<b>1.58</b>	<b>4.73</b>	<b>6.31</b>	<b>5.46</b>
Development Services	Development Services Support including Director's Office	22.59	0.85	3.73	4.58	2.50
	Planning and Transportation including Leisure	108.21	0.66	2.59	3.25	2.50
	Public Protection	61.44	0.50	2.10	2.60	3.00
<b>Development Services Totals</b>		<b>212.12</b>	<b>0.63</b>	<b>2.33</b>	<b>2.96</b>	<b>2.66</b>
Visible and Housing Services	Visible Services	241.55	1.97	6.62	8.59	6.50
	Building Services	214.81	1.64	3.49	5.13	6.00
	Housing Services	58.76	1.31	4.12	5.43	3.00
	Visible and Housing Services Support inc. Director's Office	31.24	0.48	0.00	0.48	2.50
<b>Visible and Housing Services Totals</b>		<b>546.89</b>	<b>1.68</b>	<b>4.74</b>	<b>6.42</b>	<b>5.87</b>
Resources	Resource Management including Director's Office	63.48	0.89	2.28	3.17	3.00
	Financial Services (including Property)	104.48	1.24	4.64	5.88	3.00
	Democratic Services	20.68	1.02	0.00	1.02	2.50
	Legal Services	22.74	0.40	0.00	0.40	2.50
	Human Resources	29.85	0.92	1.14	2.06	3.00
	Performance and Development Services	57.38	1.33	4.06	5.39	6.50
	ICT	43.50	1.70	1.77	3.47	4.00
<b>Resources Totals</b>		<b>342.11</b>	<b>1.15</b>	<b>2.85</b>	<b>4.00</b>	<b>4.29</b>
Learning & Skills	School Improvement and Inclusion	97.12	0.91	3.20	4.11	3.50
	Strategy and Performance (L&D) including Director's Office	225.02	1.14	2.88	4.02	4.00
<b>Learning and Skills Totals</b>		<b>322.14</b>	<b>1.07</b>	<b>2.97</b>	<b>4.04</b>	<b>3.39</b>
<b>Totals EXCLUDING Schools</b>		<b>1930.80</b>	<b>1.34</b>	<b>3.84</b>	<b>5.18</b>	<b>4.45</b>
<b>Schools figures</b>		<b>1958.23</b>	<b>1.05</b>	<b>2.48</b>	<b>3.53</b>	n/a
<b>Totals INCLUDING Schools</b>		<b>3889.03</b>	<b>1.19</b>	<b>3.16</b>	<b>4.35</b>	<b>4.45</b>