

Report to Joint Consultative and Safety Committee

Subject: Sickness Absence: summary of current trends

Date: 27 November 2018

Author: Service Manager; Organisational Development

1. Purpose of the Report

This is an information item to inform the Committee of the current levels of sickness absence in the organisation and to examine trends. Relevant data is shown at Appendix 1; officers will present a verbal report on the context of this data.

As part of the introduction of this item, officers will also highlight to the Committee through verbal report, any matters of particular current interest in respect to absence management.

2. Summary of key data

Of particular interest to the committee may be:

- The summary of trends graph in Appendix 1 shows that the outturn for the full year up to September at 8.77 days lost per employee is below the nine-day target (reduced in 2018-19 from ten days). Although in the last three months total absence rates had begun to rise, the rate for September is well below the same month last year and this has led to the absence rate again beginning to decrease.

During the year the profile of absence management has remained high. In addition to policy change, work has continued to regularly notify employees of their team absence rates and how this compares to others and structured “case management” meetings have regularly taken place to ensure that employees on long-term absence are properly supported and managed.

This year, as a further proactive measure to try to maintain absence levels below target, free flu injections are being offered to all employees either through delivery at the workplace or by reimbursement of reasonable fees incurred through injections delivered at chemists or supermarkets.

- The rate of long-term absence over recent quarters is also shown at Appendix 1. The number of long-term cases has substantially reduced this month against the numbers in the two preceding quarters which are also shown for information.

There are a range of reasons for this reduction. Some employees have made a return to work. Two have been the subject of the council’s policy that limits absence to a maximum length of absence to one year.

Long term absence is managed within teams and is supported by HR Officers and by Directors who regularly run “case management” sessions. This ensures that absence management is given a high priority within teams and also that the general management of absence is consistent in its nature between teams.

A measure being introduced within Senior Leadership Team is the change in the way that absence is reported. Going forwards in SLT, a simple “traffic light” system will indicate the service areas in which particular attention might need to be paid in order to ensure that absence is being effectively managed.

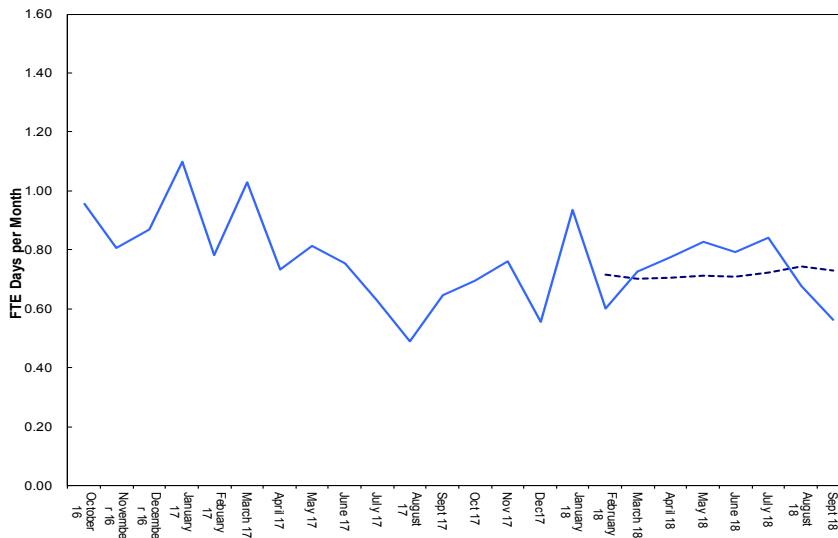
- Of the larger teams in the council, almost all have shown an improvement in absence rate between August and September. Teams improving include Parks and Street Care, Transport and Waste, Public Protection, Leisure Services and Customer Services & Communications. In part this improvement is due to the reduction in the number of long-term cases of absence. The only large team showing an increase in absence was Revenues and Welfare Support.

3. Recommendation

The Committee is asked to note this report.

Summary of trends graph; year to date at September 2018

Summary of Trends



— FTE Days per FTE in Current Month

- - - 12 Month Rolling Average

Month	Total Absence %	No of FTE Staff	12 Month Average (%)	FTE Days per FTE in Current Month	FTE Days per FTE 12 Month Average	FTE Days per FTE per Month Average
October 16	4.55	389.26	4.27	0.96	11.07	0.92
November 16	3.67	389.12	4.24	0.81	11.00	0.92
December 16	4.34	387.30	4.23	0.87	11.00	0.92
January 17	5.23	387.81	4.32	1.10	11.22	0.94
February 17	3.90	387.61	4.41	0.78	11.42	0.95
March 17	4.47	385.87	4.47	1.03	11.73	0.98
April 17	4.06	379.37	4.47	0.73	11.61	0.97
May 17	3.88	384.12	4.41	0.81	11.38	0.95
June 17	3.43	379.47	4.35	0.75	11.25	0.94
July 17	2.99	378.65	4.23	0.63	10.84	0.90
August 17	2.22	378.65	4.01	0.49	10.23	0.85
Sept 17	3.07	374.69	3.82	0.64	9.75	0.81
Oct 17	3.16	379.55	3.70	0.69	9.42	0.79
Nov 17	3.46	383.00	3.68	0.76	9.38	0.78
Dec 17	2.93	379.78	3.57	0.56	9.05	0.75
January 18	4.25	378.25	3.48	0.93	8.80	0.73
February 18	3.01	374.84	3.41	0.60	8.59	0.72
March 18	3.46	373.69	3.33	0.73	8.41	0.70
April 18	3.88	366.58	3.31	0.78	8.48	0.71
May 18	3.94	359.94	3.32	0.83	8.54	0.71
June 18	3.60	365.97	3.33	0.79	8.51	0.71
July 18	3.82	367.42	3.40	0.84	8.69	0.72
August 18	3.07	365.45	3.47	0.68	8.92	0.74
Sept 18	2.82	364.05	3.45	0.56	8.77	0.73

Year to date absence data, by service area with six month trend

Days Lost Per FTE Employee: Year to September 2018

Service	Section	Fte At Start	Fte At End	Average Fte	No Emps Sick FTE	FTE Days Lost	FTE Days Lost per FTE
Chief Executive		1.00	0.00	0.50	0.00	0.00	0.00
Service Total:		1.00	0.00	0.50	0.00	0.00	0.00
Deputy Chief Exec & Director of Finance	Economic Growth and Regeneration	4.40	3.98	4.19	0.00	0.00	0.00
	Financial Services	15.30	14.11	14.70	5.00	21.54	1.47
	H&S/ Marketing/ Project Management	2.00	2.00	2.00	1.00	22.00	11.00
	Parks and Street Care	49.93	49.74	49.84	30.00	499.00	10.01
	Property	9.42	10.42	9.92	5.89	102.00	10.28
	Revenues and Welfare Support	37.57	36.90	37.23	21.80	267.21	7.18
	Transport and Waste	69.66	64.66	67.16	39.54	929.78	13.84
		1.00	1.00	1.00	0.00	0.00	0.00
Service Total:		188.28	182.82	185.55	103.23	1841.53	9.92
Director of Health & Community Wellbeing	Community Relations	12.32	11.92	12.12	5.76	162.24	13.38
	Leisure Services	61.92	55.78	58.85	31.62	376.94	6.41
	Public Protection	29.14	31.14	30.14	12.26	192.29	6.38
		1.00	1.00	1.00	0.00	0.00	0.00
Service Total:		104.38	99.83	102.10	49.63	731.47	7.16
Director of OD & Democratic Services	Customer Services and Communications	42.08	37.79	39.93	28.26	468.45	11.73
	Democratic Services	8.18	8.39	8.28	5.57	80.45	9.71
	Legal Services	6.01	6.01	6.01	2.96	28.10	4.67
	Organisational Development	6.55	5.66	6.10	1.42	49.66	8.14
		1.00	1.00	1.00	0.00	0.00	0.00
Service Total:		63.82	58.85	61.33	38.21	626.67	10.22
Planning, Economic Growth & Regeneration	Development Services	16.59	17.59	17.09	7.00	58.00	3.39
	Planning Policy	5.24	5.24	5.24	0.41	2.03	0.39
Service Total:		21.84	22.84	22.34	7.41	60.03	2.69
Grand Total:		379.31	364.33	371.82	198.47	3259.69	8.77

Year to date trend

% Rate of absence	Days lost 1 month ago	Days lost 2 months ago	Days lost 3 months ago	Days lost 4 months ago	Days lost 5 months ago	Days lost 6 months ago
0.00%	4.00	4.00	2.00	2.00	2.00	2.00
0.00%						
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
0.58%	1.60	1.89	1.56	1.56	2.17	3.88
4.35%						
3.96%	10.03	9.47	9.15	8.96	9.74	11.00
4.06%	10.12	10.82	11.34	11.39	11.07	10.01
2.84%	6.60	6.18	6.05	6.77	6.40	5.86
5.47%	14.50	14.64	14.68	14.82	14.68	14.80
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
3.92%						
5.29%	14.28	15.52	14.81	13.20	13.18	13.96
2.53%	6.63	6.24	5.89	5.66	5.51	5.36
2.52%	5.94	5.10	4.73	4.20	4.20	4.10
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
2.83%						
4.64%	12.20	11.86	11.89	12.35	11.69	10.31
3.84%	11.40	9.47	9.47	9.22	8.60	8.88
1.85%	2.92	2.76	1.93	2.41	2.23	2.43
3.22%	8.14	7.59	7.59	9.09	7.19	4.38
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
4.04%						
1.34%	3.86	4.38	3.68	3.31	3.68	3.68
0.15%	0.39	0.39	0.39	0.39	0.39	0.39
1.06%						
3.47%	8.92	8.69	8.51	8.54	8.48	8.41

Current month's absence data, by service area with six month trend

Days lost per FTE employee: September 2018

Current month trend

Service	Section	Fte At Start	Fte At End	Average Fte	No Emps Sick FTE	FTE Days Lost	FTE Days Lost per FTE	% Absence	Days lost 1 month ago	Days lost 2 months ago	Days lost 3 months ago	Days lost 4 months ago	Days lost 5 months ago	Days lost 6 months ago
Chief Executive		0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
Service Total:		0.00	0.00	0.00	0.00	0.00	0.00	0.00%						
Deputy Chief Exec & Director of Finance	Economic Growth and Regeneration	3.98	3.98	3.98	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
	Financial Services	14.11	14.11	14.11	0.00	0.00	0.00	0.00%	0.00	0.35	0.00	0.00	0.00	0.23
	H&S/ Marketing/ Project Management	2.00	2.00	2.00	0.00	0.00	0.00	0.00%	1.00	0.00	2.00	0.00	0.00	19.00
	Parks and Street Care	49.93	49.74	49.84	7.00	37.00	0.74	0.70%	1.00	1.12	0.94	0.65	0.73	0.80
	Property	10.15	10.42	10.28	0.81	9.73	0.95	0.39%	0.08	0.49	0.54	0.60	0.54	0.57
	Revenues and Welfare Support	36.90	36.90	36.90	5.78	38.55	1.04	0.78%	0.90	0.71	0.14	0.90	0.61	0.44
	Transport and Waste	64.66	64.66	64.66	6.65	41.27	0.64	0.51%	0.76	1.30	1.25	1.10	1.18	1.27
		1.00	1.00	1.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
Service Total:		182.74	182.82	182.78	20.24	126.55	0.69	0.55%						
Director of Health & Community Wellbeing	Community Relations	11.92	11.92	11.92	0.41	0.41	0.03	0.17%	0.00	1.16	2.31	0.76	0.86	1.50
	Leisure Services	55.98	55.78	55.88	7.32	21.71	0.39	0.65%	0.51	0.69	0.73	0.81	0.27	0.52
	Public Protection	30.95	31.14	31.04	3.41	19.03	0.61	0.55%	0.90	0.78	1.28	0.84	0.97	0.47
		1.00	1.00	1.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
Service Total:		99.85	99.83	99.84	11.13	41.15	0.41	0.56%						
Director of OD & Democratic Services	Customer Services and Communications	37.29	37.79	37.54	3.50	26.83	0.71	0.47%	1.02	0.81	0.42	1.53	1.72	0.69
	Democratic Services	8.39	8.39	8.39	0.00	0.00	0.00	0.00%	1.91	0.00	1.95	0.31	0.00	0.00
	Legal Services	6.01	6.01	6.01	0.81	10.54	1.75	0.67%	0.16	0.82	0.51	1.01	0.00	0.00
	Organisational Development	5.66	5.66	5.66	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	1.49	2.94	0.34
		1.00	1.00	1.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
Service Total:		58.35	58.85	58.60	4.31	37.37	0.64	0.37%						
Planning, Economic Growth & Regeneration	Development Services	17.59	17.59	17.59	0.00	0.00	0.00	0.00%	0.00	1.05	0.36	0.00	0.00	0.47
	Planning Policy	5.24	5.24	5.24	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00
Service Total:		22.84	22.84	22.84	0.00	0.00	0.00	0.00%						
Grand Total:		363.77	364.33	364.05	35.68	205.07	0.56	0.49%	0.68	0.84	0.79	0.83	0.78	0.73

Long term (20 days+ in month)/ short term sickness analysis for September 2018

Analysis of Short and Long Term Absence September 2018

Head of Service	Section	No Occurrences Long Term	Total No Occurrences Absent	Long Term FTE Days Lost	Total FTE Days Lost	Long Term as a % of Days Lost	Long Term as a % of Occurrences
Deputy Chief Exec & Director of Finance	Parks and Street Care	0	10	0.00	36.20	0.00%	0.00%
	Property	1	4	5.41	9.73	55.56%	25.00%
	Revenues and Welfare Support	1	6	19.57	38.19	51.24%	16.67%
	Transport and Waste	1	8	19.57	42.36	46.20%	12.50%
Head of Service Total:		3	28	44.54	126.48	35.22%	10.71%
Director of Health & Community Wellbeing	Community Relations	0	1	0.00	0.41	0.00%	0.00%
	Leisure Services	0	13	0.00	22.41	0.00%	0.00%
	Public Protection	0	4	0.00	18.61	0.00%	0.00%
Head of Service Total:		0	18	0.00	41.42	0.00%	0.00%
Director of OD & Democratic Services	Customer Services and Communications	1	5	19.57	26.26	74.51%	20.00%
	Legal Services	0	1	0.00	10.54	0.00%	0.00%
Head of Service Total:		1	6	19.57	36.80	53.17%	16.67%
Grand Total:		4	52	64.11	204.69	31.32%	7.69%

Long term (20 days+ in month)/ short term sickness analysis for June 2018

Analysis of Short and Long Term Absence June 2018

Head of Service	Section	No Occurrences Long Term	Total No Occurrences	Long Term FTE Days Lost	Total FTE Days Lost	Long Term as a % of Days Lost	Long Term as a % of Occurrences
Deputy Chief Exec & Director of Finance	Parks and Street Care	1	6	20.55	45.98	44.68%	16.67%
	Property	1	1	5.68	5.68	100.00%	100.00%
	Revenues and Welfare Support	0	3	0.00	4.90	0.00%	0.00%
	Sales and Marketing	0	2	0.00	1.96	0.00%	0.00%
	Transport and Waste	2	8	41.09	80.31	51.16%	25.00%
Head of Service Total:		4	20	67.31	138.83	48.49%	20.00%
Director of Health & Community Wellbeing	Community Relations	2	2	28.08	28.08	100.00%	100.00%
	Leisure Services	1	9	20.55	39.77	51.66%	11.11%
	Public Protection	1	4	20.55	38.71	53.07%	25.00%
Head of Service Total:		4	15	69.17	106.56	64.91%	26.67%
Director of OD & Democratic Services	Customer Services and Communications	0	5	0.00	16.05	0.00%	0.00%
	Democratic Services	0	1	0.00	13.70	0.00%	0.00%
	Legal Services	0	1	0.00	2.96	0.00%	0.00%
Head of Service Total:		0	7	0.00	32.71	0.00%	0.00%
Planning, Economic Growth & Regeneration	Development Services	0	1	0.00	5.87	0.00%	0.00%
Head of Service Total:		0	1	0.00	5.87	0.00%	0.00%
Grand Total:		8	43	136.49	283.98	48.06%	18.60%

Long term (20 days+ in month)/ short term sickness analysis for March 2018

Head of Service	Section	No Occurrences Long Term	Total No Occurrences	Long Term FTE Days Lost	Total FTE Days Lost	Long Term as a % of Days Lost	Long Term as a % of Occurrences
Deputy Chief Exec & Director of Finance	Financial Services	0	2	0.00	3.19	0.00%	0.00%
	Parks and Street Care	1	6	21.52	39.14	55.00%	16.67%
	Property	1	1	5.95	5.95	100.00%	100.00%
	Revenues and Welfare Support	0	6	0.00	16.34	0.00%	0.00%
	Sales and Marketing	0	1	0.00	18.59	0.00%	0.00%
	Transport and Waste	1	11	21.52	85.01	25.32%	9.09%
Head of Service Total:		3	27	48.99	168.21	29.13%	11.11%
Director of Health & Community Wellbeing	Community Relations	2	3	17.03	18.43	92.41%	66.67%
	Leisure Services	0	12	0.00	29.24	0.00%	0.00%
	Public Protection	0	3	0.00	13.79	0.00%	0.00%
Head of Service Total:		2	18	17.03	61.46	27.70%	11.11%
Director of OD & Democratic Services	Customer Services and Communications	1	5	21.52	27.10	79.42%	20.00%
	Organisational Development	0	1	0.00	1.97	0.00%	0.00%
Head of Service Total:		1	6	21.52	29.08	74.03%	16.67%
Planning, Economic Growth & Regeneration	Development Services	0	2	0.00	7.83	0.00%	0.00%
Head of Service Total:		0	2	0.00	7.83	0.00%	0.00%
Grand Total:		6	53	87.55	266.57	32.84%	11.32%