



EMPLOYMENT COMMITTEE – 29 JUNE 2018

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Employment Committee on the County Council's overall position on sickness absence as at the end of April 2018, with a specific focus on:
 - the impact of seasonal viral illness and actions to address this;
 - the attendance management intensive support project;
 - proposed changes to the Attendance Management policy;
 - an employee focused campaign to raise awareness of sickness absence.

The committee is asked to note the contents of this report and provide any comments or feedback.

Background

2. On 1 February 2018, the Committee considered the County Council's absence position to the end of November 2017 and received an update on the absence triage service pilot and the attendance management intensive support project.

Absence Data – April 2018

3. By the end of April 2018, absence reductions have been consistently achieved in Adults and Communities, Corporate Resources and Public Health Departments.
4. Only Public Health, East Midlands Shared Services and the Chief Executive's Department remain within the corporate target of 7.5 days per full time equivalent (FTE). All other departments need to take further action to address their current levels of sickness absence.

Department	2015/16	2016/17	2017/18	2017/18	2017/18	2017/18	2018/19
Days per FTE	Year end	Year end	End of Q1	End of Q2	End of Q3	End of Q4	End of Apr 18
12 months cumulative			(June 17)	(Sept 17)	(Dec 17)	(Mar 18)	Latest position
Chief Executive's	6.99	6.03	5.98	5.03	4.73	6.38	6.82
Environment and Transport	8.80	9.68	9.17	9.45	9.53	10.09	10.14
Children and Family Services	10.06	10.05	9.50	9.58	9.75	10.25	10.70
Corporate Resources	6.95	7.94	7.98	8.25	8.26	8.12	8.02
Adults and Communities	11.31	12.57	12.23	11.57	11.38	11.26	11.10
Public Health	7.84	7.43	8.64	8.80	7.89	6.49	6.56
Total	9.32	10.01	9.72	9.60	9.55	9.73	9.79
ESPO	10.88	9.75	11.40	11.47	12.12	11.70	11.24
EMSS	6.69	9.27	8.42	7.54	7.41	7.42	7.28

Reasons for Absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence.

Percentage of FTE days lost 12 months cumulative	2017/18 June 2017 Q1	2017/18 Sept 2017 Q2	2017/18 Dec 2017 Q3	2017/18 March 2018 Q4	2018/19 Apr 18 Latest position	May 17 – Apr 18 FTE Days lost	May 17 – Apr 18 Number of employees
Stress/depression, mental health	24.1%	25.2%	25.8%	26.3%	26.5%	11,562	472
Other musculo-skeletal	17.1%	17.4%	17.3%	16.6%	16.8%	7,307	442
Gastro- stomach, digestion	8.7%	8.7%	8.4%	8.1%	7.9%	3,450	1,080
Cough/cold/flu	0.3%	0.9%	2.2%	7.5%	7.7%	3,351	1,103
Viral infection not cough/cold/flu	12.8%	11.8%	9.1%	6.1%	5.7%	2,506	651
Not disclosed	7.2%	6.5%	6.5%	5.7%	5.6%	2,443	293
Back and neck problems	5.4%	4.7%	4.7%	4.9%	4.9%	2,163	248
Chest, respiratory	4.7%	4.7%	4.3%	4.6%	4.6%	2,016	279
Neurological	5.8%	5.4%	4.6%	4.3%	4.4%	1,898	368
Genito-Urinary/ Gynaecological	4.3%	3.7%	4.1%	4.0%	4.1%	1,769	179

Short and Long Term Absence Split

6. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost at the end of quarter 3 and 4, 2017/18. All departments with the exception of Chief Executive's show a greater percentage of longer term absence compared to short term.

Percentage of FTE days lost 12 months cumulative	2017/18 Q3				2017/18 Q4			
	Long term		Short term		Long term		Short term	
Department	FTE days lost	%	FTE days lost	%	FTE days lost	%	FTE days lost	%
Chief Executive's	379.9	37.6%	631.0	62.4%	569.0	40.9%	821.10	59.1%
Environment and Transport	4089.6	61.7%	2535.5	38.3%	4452.6	62.1%	2712.3	37.9%
Children and Family Services	5777.5	60.9%	3706.4	39.1%	6290.7	63.4%	3638.2	36.6%
Corporate Resources	5314.0	59.4%	3634.9	40.6%	5084.6	57.5%	3759.7	42.5%
Adults and Communities	9394.1	63.3%	5456.5	36.7%	8902.7	61.3%	5612.2	38.7%
Public Health	297.9	50.4%	293.0	49.6%	259.0	50.7%	251.6	49.3%

Note: Long term is categorised as over 4 weeks of continuous absence.

Service Level Data

7. The table below provides details of the days lost per FTE at the end of 2016/17, quarter 1, 2, 3 and 4, 2017/18 and at the end of April 2018, for service areas by department.

Department	2016/17	2017/18	2017/18	2017/18	2017/18	2018/19
Days per FTE	Year end	End of Q1	End of Q2	End of Q3	End of Q4	End of Apr 18
12 months cumulative	(Mar 17)	(Jun 17)	(Sept 17)	(Dec 17)	(Mar 18)	Latest position
Chief Executive's	6.03	5.98	5.03	4.73	6.38	6.82
Planning and Historic and Natural Environment	3.81	3.73	3.20	2.51	4.04	5.26
Regulatory Services	6.95	6.61	5.04	4.56	4.87	4.90
Strategy and Business Intelligence	6.28	6.07	5.17	6.56	8.04	8.75
Democratic Services	10.69	11.50	9.98	5.89	8.91	8.99
Legal Services	3.01	3.30	3.21	2.93	4.02	4.57
Environment and Transport	9.68	9.17	9.45	9.53	10.09	10.14
Highways and Transportation	10.38	9.79	10.10	10.20	10.62	10.61
Environment and Waste Management	4.85	4.71	5.77	6.34	7.98	8.03
Children and Family Services	10.05	9.50	9.58	9.75	10.25	10.70
Education and Early Help	9.13	8.55	8.45	8.42	9.28	9.12
Children's Social Care	11.90	10.91	11.21	11.65	11.62	12.95
Corporate Resources	7.94	7.98	8.25	8.26	8.12	8.02
Strategic Finance and Assurance	4.89	4.42	4.66	4.21	4.25	4.14
Corporate Services	4.68	4.66	4.99	5.59	5.88	6.08

Department	2016/17	2017/18	2017/18	2017/18	2017/18	2018/19
Days per FTE	Year end	End of Q1	End of Q2	End of Q3	End of Q4	End of Apr 18
12 months cumulative	(Mar 17)	(Jun 17)	(Sept 17)	(Dec 17)	(Mar 18)	Latest position
Commercial and Customer Services	10.55	10.65	10.98	10.50	10.04	9.78
Adults and Communities	12.57	12.23	11.57	11.38	11.26	11.10
East	n/a	n/a	7.49	10.77	11.06	10.45
West	n/a	n/a	11.13	12.14	13.16	12.72
Commissioning and Quality	n/a	n/a	6.92	7.52	8.01	8.33
Departmental Support Services	n/a	n/a	9.46	10.17	9.46	8.87
Strategic Services	11.70	10.71	10.61	10.09	9.52	10.73
Promoting Independence	12.26	13.07	13.53	14.24	15.11	15.35
Personal Care and Support	15.62	14.90	13.60	12.85	11.99	11.74
Communities and Wellbeing	7.67	7.26	6.96	7.42	7.98	8.02
Public Health	7.43	8.64	8.80	7.89	6.49	6.56

Seasonal Viral Illness

8. In January 2018 the BBC reported that the UK was 'in the grip of the worst flu season since 2011'. Public Health England's annual report on flu and viral illness will not be published for this season until June 2018. However, data collated for the County Council, detailed in the table below, indicate that the FTE days lost due to seasonal viral illness have peaked this year.

Season	FTE days lost due to all viral illness including cough/cold flu
Oct 17 – Feb 18	3903
Oct 16 – Feb 17	3575
Oct 15 – Feb 16	3490
Oct 14 – Feb 15	3349
Oct 13 – Feb 14	3328

9. It has been agreed in order to minimise the impact of seasonal viral illness for the '2018/19 season' that flu vaccinations will be offered to the whole workforce not just those employees who work directly with vulnerable service users, and a 'winter wellness' campaign will be run in the early Autumn 2018.

Attendance Management Intensive Support Project

10. The Attendance Management Intensive Support Project has been working with managers in the following service areas since August 2017:
- i. Adult Social Care (excluding HART/Homecare and Direct Services);
 - ii. Children's Social Care, Early Help, Commissioning and Business Support;
 - iii. Supported Employment (Corporate Resources);
 - iv. Music Service (Corporate Resources);
 - v. Operational Highways and Passenger Fleet.
11. Funding for the project has been agreed until 31 July 2020. The project approach and scope was reviewed at the end of March 2018 and the following changes are in the process of being made:
- i. The Human Resources (HR) team will now deliver a 'part 2 workshop' to managers which will focus on supporting employees experiencing stress;
 - ii. The HR Advisors will be contacting managers with staff absent due to stress/mental health/depression early in any absence to offer support and advice;
 - iii. From 1 June 2018 the Recycling Household Waste Sites (Environment and Transport) and the Customer Service Centre (Corporate Resources) teams will be included in the project;

- iv. The escalation of issues to Human Resources (HR) and Organisational Development (OD) Business Partners to be more timely and effective;
- v. HR and OD Business Partners to provide regular feedback to Assistant Directors where managers are failing to manage absence in a timely and consistent way and recommend where manager capability should be managed.

Attendance Management Policy

- 12. Having considered case work data and HR experience of advising on the current Attendance Management policy, it is proposed to review the use of management discretion and the length of the monitoring periods following successful completion of a support plan. These proposals will be discussed with the trade unions with a view to reaching an agreement on any changes.

Employee Focused Campaign

- 13. It has been agreed to deliver an employee focused campaign to raise awareness of the importance and impact of sickness absence. Individuals will be asked to consider how they keep themselves fit and well, and contribute to the performance of their role and team by maintaining good attendance.

Circulation under the Local Issues Alert Procedure

- 14. None.

Officer to Contact

Andrea Denham
Human Resources/Organisational Development Business Partner
(0116) 3055261
andrea.denham@leics.gov.uk

Equality and Human Rights Implications

- 15. There are no equalities and human rights issues arising directly from this report.