



EMPLOYMENT COMMITTEE – 1 FEBRUARY 2024

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 Council's overall position on sickness absence, as at the end of December 2023 (quarter 3, 2023/24), and details of next steps following an attendance management communication campaign in November 2023.

Policy Framework and Previous Decisions

2. The Attendance Management Policy supports this report. No changes to this policy are proposed.

Background

3. On 7 December 2023, the Committee considered the Council's absence position as at the end of September 2023 (quarter 2 2023/24) and considered the details of an attendance management communications campaign.

Sickness absence – current position

4. The table below details the end of year sickness absence levels of the previous four years, and quarter 1, 2 and 3, 2023/24.

	19/20	20/21	21/22	22/23	23/24 Q1 Jun 23	23/24 Q2 Sept 23	23/24 Q3 Dec 23	Total FTE days lost 01/01/23– 31/12/23	Total cost of absence 01/01/23 – 31/12/23
Chief Executive's	5.38	4.41	3.13	4.14	4.41	6.05	5.90	1,399.80	£201k
Environment & Transport	8.88	7.04	8.34	11.44	11.31	11.51	10.80	8,695.19	£913k
Children & Family Services	11.12	7.94	10.44	10.14	10.01	9.88	9.31	10,694.43	£1,553k
Corporate Resources	9.39	5.54	9.92	8.84	8.64	10.50	10.72	11,753.85	£1,239k
Adults & Communities	11.74	10.18	8.24	8.84	8.61	9.27	9.53	10,943.46	£1,324k
Public Health	7.12	5.08	5.65	5.58	5.85	5.38	4.83	823.30	£100k

LCC total	10.08	7.51	8.87	9.27	9.11	9.80	9.62	44580.03	£5,329k
ESPO	7.20	6.80	8.64	8.28	7.50	7.97	7.16	2,298.68	£229k
EMSS	9.69	9.26	9.10	6.26	6.08	6.16	6.27	613.44	£67k

5. At the end of quarter 3 2023/24 the Chief Executive's and Public Health departments are below the corporate target of 7.5 days per FTE. Children & Family Services, Environment & Transport, Public Health departments and ESPO, have both made an improvement since the end of quarter 2, 2023/24.
6. The County Council total is at 9.62 FTE days lost per FTE, an improvement from quarter 2 2023/24 of 0.18 FTE days per FTE.
7. Attendance management activity is still required across departments to achieve and maintain the corporate target of 7.5 days per FTE.

Reasons for sickness absence

8. Displayed in order of highest percentage of time lost, the table below details the top ten reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2022/23 Jun 2022 Q1	2022/23 Sept 2022 Q2	2022/23 Dec 2022 Q3	2022/23 Mar 2023 Q4	2023/24 Jun 2023 Q1	2023/24 Sept 2023 Q2	2023/24 Dec 2023 Q3
Stress/depression, mental health	26.7%	27.3%	25.7%	26.2%	25.9%	26.0%	26.4%
Other musculo-skeletal	8.5%	8.5%	11.5%	12.4%	12.9%	12.8%	13.1%
Combined covid-19 & cough/cold&flu	39.7%	21.5%	20.8%	17.3%	15.5%	13.4%	11.9%
Gastro-stomach, digestion	5.8%	5.9%	5.5%	6.1%	6.7%	7.4%	6.9%
Cancer	4.2%	4.1%	4.7%	4.3%	5.2%	5.4%	5.2%
Chest & respiratory	3.9%	4.1%	4.7%	6.0%	5.3%	5.4%	4.9%
Neurological	4.2%	4.2%	4.3%	4.4%	4.4%	4.0%	4.3%
Back and neck	3.9%	3.9%	3.8%	3.8%	3.8%	3.6%	4.3%
Eye, ear, nose & mouth/dental & throat	4.0%	4.0%	3.0%	2.8%	2.9%	3.3%	3.6%
Genito-Urinary/Gynae	2.2%	3.1%	3.2%	3.2%	3.3%	3.4%	3.3%
<i>Not disclosed</i>	6.8%	6.2%	6.1%	5.8%	5.0%	4.4%	3.0%

9. The table shows that the levels of mental health/stress/depression related sickness absence has slightly increased from quarter 2 to 3 2023/24, and this remains the highest reason for lost time due to sickness absence.

10. At the Employment Committee meeting in May 2023, it was agreed that focus should be given on reducing the amount of non-disclosed absence. This activity continues and an improvement is shown in the trend within the table.
11. As requested by the Employment Committee on 7 December 2023, data is set out in tables below showing a trend of the core departmental absence reasons, plus 'not disclosed', across all council departments, across quarter 1, 2 and 3, 2023/24.

Department Percentage of FTE days lost 12 months cumulative	Chief Executives			Environment & Transport			Children & Families Services		
	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3
Back And Neck Problems	1.27%	2.45%	3.1%	7.50%	6.07%	5.8%	2.77%	3.44%	3.7%
Cancer – All Forms	1.89%	4.04%	6.2%	6.05%	5.59%	5.2%	3.86%	3.78%	3.5%
Chest & Respiratory	8.13%	10.25%	10.7%	8.36%	7.52%	5.4%	5.10%	5.00%	5.1%
Cough, Cold & Flu / Covid 19	22.3%	16.48%	13.8%	15.26%	13.54%	11.8%	12.26%	10.99%	9.2%
Gastro-Stomach, Digestion	5.44%	5.70%	5.5%	4.80%	5.51%	5.4%	6.62%	7.17%	6.6%
Neurological	1.35%	2.83%	7.9%	1.17%	1.40%	2.4%	5.96%	4.78%	4.0%
Not Disclosed	0.97%	0.52%	0.5%	7.31%	5.81%	1.2%	2.87%	3.24%	3.2%
Other Musculo-Skeletal Problems	26.14%	25.82%	20.5%	18.10%	16.86%	18.7%	8.20%	7.63%	8.0%
Stress/Depression, Mental Health	18.44%	19.54%	22.0%	19.63%	23.54%	26.9%	41.25%	42.42%	43.6%

Department Percentage of FTE days lost 12 months cumulative	Corporate Resources			Adults & Communities			Public Health		
	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3
Back And Neck Problems	3.78%	3.41%	5.09%	1.98%	2.21%	3.03%	3.58%	2.15%	2.37%
Cancer – All Forms	5.77%	6.07%	5.84%	5.63%	6.76%	6.48%	6.47%	0.00%	0.00%
Chest & Respiratory	3.22%	2.78%	2.59%	5.10%	6.23%	6.01%	2.16%	3.41%	6.99%
Cough, Cold & Flu / Covid 19	13.07%	11.21%	10.77%	21.21%	17.63%	22.14%	16.54%	17.52%	19.85%
Gastro-Stomach, Digestion	7.83%	7.34%	5.55%	7.55%	9.24%	9.91%	8.12%	12.22%	10.62%
Neurological	8.75%	6.94%	6.49%	1.65%	2.69%	3.36%	0.39%	1.10%	1.21%
Not Disclosed	9.73%	7.64%	5.56%	1.56%	1.83%	1.90%	0.49%	0.33%	1.21%
Other Musculo-Skeletal Problems	16.67%	17.11%	16.25%	8.38%	8.05%	9.37%	14.31%	17.06%	16.62%
Stress/Depression, Mental Health	17.41%	21.13%	23.46%	30.49%	27.03%	26.54%	32.86%	32.88%	31.89%

12. Mental health absence has increased in the majority of departments and is still the main cause of absence in the Children and Families department.
13. The amount of not disclosed absence has significantly improved within Corporate Resources.

Long and Short-term absence split

14. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost as at the end of December 2023.

2022/23 as at end of December 2023						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	819.2	58.52%	18	580.6	41.48%	163
Environment and Transport	5800.93	66.71%	119	2894.26	33.29%	795
Children and Family Services	7615.93	69.46%	149	3348.5	30.54%	821
Public Health	368.29	44.73%	9	455.01	55.27%	126
Corporate Resources	7880.83	67.05%	189	3873.02	32.95%	1560
Adults and Communities	6365.14	58.16%	141	4578.32	41.84%	1133

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

Service level data

15. The table below provides details of the days lost per FTE at the end of the last five years and at the end of quarters 1, 2, and 3 2023/24, for service areas by department.

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2	Q3
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)	(Dec 23)
Chief Executive's	7.6	5.38	4.41	3.13	4.14	4.41	6.05	5.90
Planning and Historic and Natural Environment	14.92	9.57	0.79	0.71	3.52	4.19	10.96	8.35
Regulatory Services	6.2	7.24	6.30	6.74	9.40	8.43	11.13	11.38
Strategy and Business Intelligence	6.93	4.26	3.86	1.87	3.47	3.95	5.08	4.95
Democratic Services	14.81	6.70	1.07	2.67	1.43	4.24	4.96	4.90
Legal Services	5.48	3.63	5.82	3.05	1.34	1.49	1.57	1.62
Environment and Transport	9.16	8.88	7.04	8.34	11.44	11.31	11.51	10.80
Highways and Transport	8.96	9.30	3.99	9.40	15.01	14.93	14.12	13.37

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2	Q3
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)	(Dec 23)
Environment and Waste Management	10.07	12.65	7.68	7.54	9.26	9.11	11.82	111.48
Children and Family Services	10.55	11.12	7.95	10.44	10.14	10.01	9.88	9.31
Education and SEND	8.42	11.55	7.57	12.24	8.40	7.71	8.94	9.24
Children's Social Care & Targeted Early Help	14.18	10.54	9.15	10.11	10.52	10.31	10.14	9.90
Corporate Resources	7.41	9.39	5.45	9.92	8.84	8.64	10.50	10.72
Finance, Strategic Property & Commissioning	6.63	9.67	2.88	3.99	3.37	3.16	3.58	3.85
Corporate Services	4.18	4.84	4.07	7.83	5.07	5.55	7.48	6.64
IT, Comms & Digital, Commercial and Customer Services	8.91	11.14	6.77	11.69	11.31	11.02	13.44	13.95
Adults and Communities	10.02	11.74	10.18	8.24	8.84	8.61	9.27	9.53
Operational commissioning	n/a	n/a	n/a	n/a	9.74	11.31	11.13	11.67
Integration, access & prevention	n/a	n/a	n/a	n/a	10.27	8.11	7.66	7.78
Commissioning and Quality	8.02	7.46	4.66	11.90	10.83	6.11	6.12	5.57
Promoting Independence	13.26	11.88	11.91	6.11	7.98	9.88	12.19	15.12
Personal Care and Support	13.86	18.10	21.15	7.07	6.28	4.99	7.18	7.08
Communities and Wellbeing	6.97	8.73	4.65	5.38	5.41	5.16	5.57	5.73
Public Health	8.57	7.12	5.80	5.65	5.58	5.85	5.38	4.83

Corporate Attendance Management Communication Campaign

16. As discussed at the Employment Committee on 7 December 2023 an attendance management communications campaign was delivered during November 2023. The

campaign delivered messages to all levels of management and staff about expectations and gave links to resources to support wellbeing and good attendance.

17. Following on from the campaign the Performance Management Advisors, within People Services, are continuing to sign post to the resources from the campaign during their case management conversation with managers.
18. Attendance management training for managers has been increased from one course per month to two (each course offers 15 places), from January 2024, to meet a growth in demand following the campaign. At the time of writing this report 75% of managers (788 of 1,051) had completed the course, with 263 still to complete.

Recommendations

19. The Committee is asked to note the update provided on the Council's overall position on sickness absence as at the end of December 2023.

Background Papers

Report to the Employment Committee 7 December 2023 – Attendance Management:
<https://democracy.leics.gov.uk/documents/s180073/Attendance%20Management%207%20Dec%2023%20Final.pdf>

Circulation under the Local Issues Alert Procedure

20. None

Equality Implications/Other Impact Assessments

21. There are no equality implications arising from the recommendations in this report.

Human Right Implications

22. There are no human rights implications arising from the recommendations in this report.

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