



Sickness absence update

Tuesday 8 October 2019

Executive Scrutiny

Our journey so far

2017/18

- Implementation of FirstCare (June 2017)
- Project Group established with targeted action plan developed (October 2017)
- Sickness absence and health and wellbeing considered by Executive Scrutiny (October 2017 and November 2017)

2018/19

- Executive Scrutiny led Performance Surgery on sickness absence, health and wellbeing (April 2018)
- Mandatory health and wellbeing sessions for all managers (February to August 2018)
- Target amended by Cabinet (Quarter 2 review) to 11.5 days per FTE

2019/20

- Sickness absence, health and well being update to Executive Scrutiny February 2019
- Regular reporting to CLT Performance Board and Personnel Committee
- More focussed project group and updated action plan in place In July
- Wellbeing Plan to be presented to CLT in October
- More training and support for managers and staff to improve sickness absence and return to work rates.



Performance update

We are getting better at completing our return to work interviews in target timescales



Our sickness levels are improving...

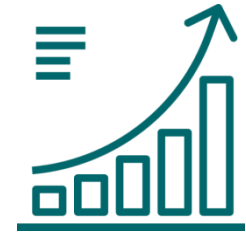


80% of employees have had less than 10 days absence in 12 months and **40% of these have had zero absence, that's 1626 employees.**



Average days lost (August) -

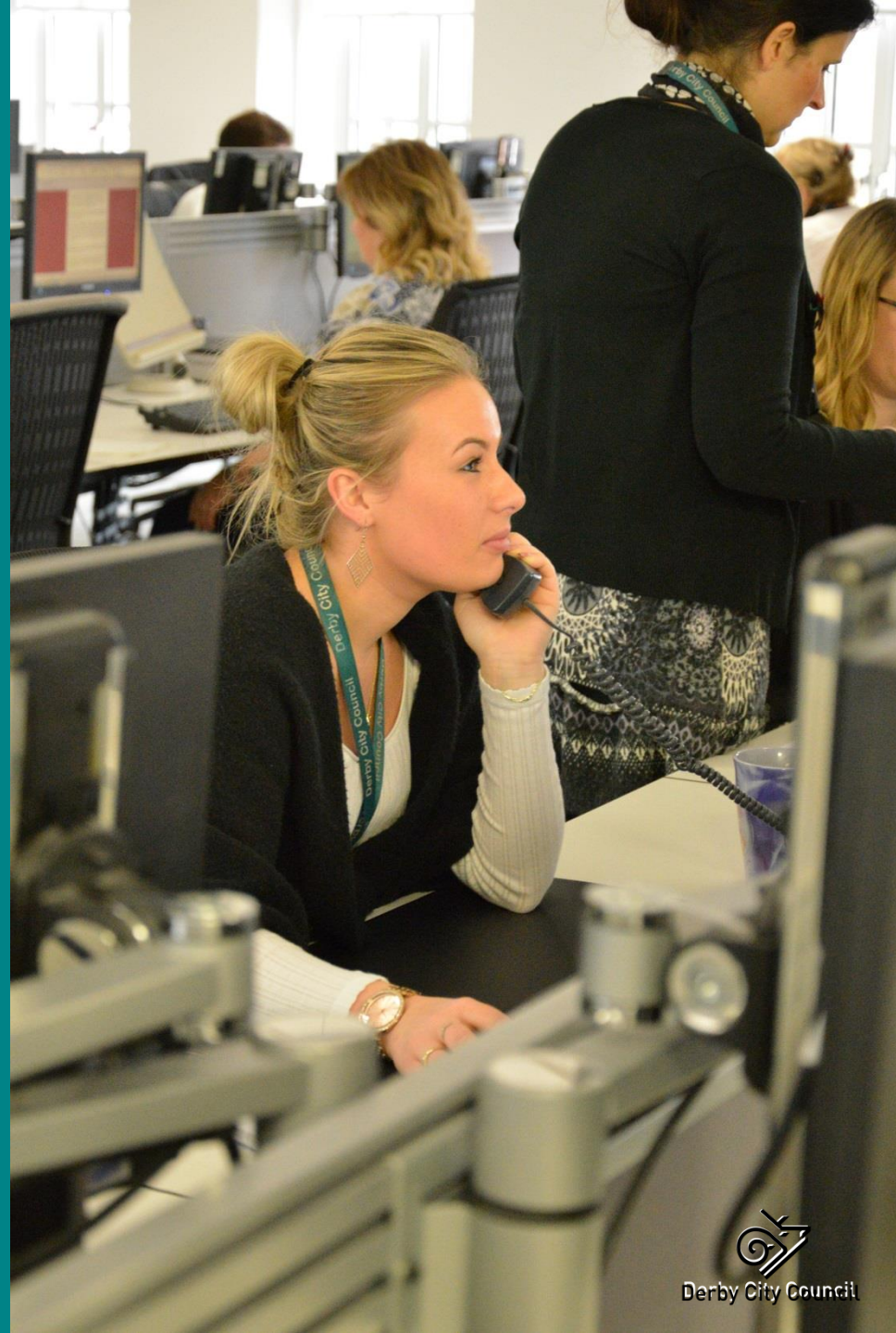
- People services - 5.51 days
- Communities and Place - 4.62 days
- Corporate Resources - 4.37 days
- Corporate Core - 0.54 days



Mental health issues continue to account for a higher than average percentage of days lost



*Are we
making a
difference?*



Actions taken?

- **First Care**
- **Directorate targets and deep dive reviews**
- **A focus on emotional health and wellbeing**
- **Training and support**

So what?

- Improved use of First Care, with real-time monitoring & earlier contact with colleagues off sick
- We are holding ourselves to account, with two targeted reviews to date (Adult Social Care & Early Help & Children's Social Care)
 - More long-term cases are returning to work, with a focus on the top absentees
- 125 MHFA trainers accredited, with 16 added between April & June 2019
 - 375 managers attended Managing Health, Wellbeing & Attendance training & 281 attended Stress Management for Managers
- Weekly clinics, which include a HR Advisor (78 managers have attended since Jan 2019)
 - Employee Assistance (EAP) with well-being support & counselling is in place 24 hours a day
 - Targeted coaching / support



Challenges



Cultural change is underway and needs further embedding



Ageing Workforce – 49.6% of absence from over 50's, which accounts for 43.1% of our workforce



Mental health demands



More effective **use of tools** (i.e. SRAs)

Further priorities

- **Attendance Management Group** refreshed and more focused
- Update **workforce profile**
- Development of a communications plan to **raise the profile of support available**
- **Targeted recruitment of MHFA** in vulnerable areas
- Development of '**Thriving at Work**' standards and a wellbeing plan
- Focus on launching and embedding the **Wellbeing Strategy**

