ARGYLL AND BUTE COUNCIL   **Performance and Scrutiny Committee**

CUSTOMER SERVICES   **27 August 2015**

MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE April – June 2015

1.   EXECUTIVE SUMMARY

1.1.1   This report shows performance during the period April-17 June 2015. It does not include data for the full quarter due to improvements in the HR and Payroll database Resourcelink, which were implemented on 18 June 2015. The full quarter's performance will be updated in the FQ2 report, once the changes to the attendance information reports have been fully implemented and have been tested for accuracy. Further information on this change is outlined in para 4.7 of the report.

1.1.2   For the period April-June 2015 there has been a slight improvement in attendance figures. Overall, there has been a slight decrease in the actual average days lost per FTE employee from 2.46 in quarter one of last year to 2.28 in quarter one of this year. The performance in quarter one is below the overall target of 2.45 and, as outlined above, better than the position for the same quarter in 2014/15, but it should be noted that this may be affected by the absence of some data.

1.2   Targets for maximising attendance during 2014/15 were discussed and agreed by the Council's Strategic Management Team at their meeting on 27 July 2015. These targets represent the Council's goal to see 10.53% reduction in the total work days lost during the period 2015/16 demonstrating a real push to improve attendance.

1.3   The cost of sick pay in the period April – June 2015 was £791,154.

1.3.1   The top three reasons for absence in the period April – June 2015 are Stress, Depression, Mental Health, Fatigue 27%, Medical Treatment 20% and Stomach, Liver and Kidneys 9%.

1.4   The percentage of return to work interviews completed in each month in the reporting period was 87% in April, 84% in May and 86% in June. The council target of 100% completion of return to work interviews is not being met and nor is the 3 working day target for average number of days taken with the number of average calendar days currently showing as 6.80 in April, 4.80 in May and 5.60 in June.

1.5   The report also details the continued support offered to management to support them to achieve their attendance targets and progress made with the corporate actions to maximise attendance.

1.6   It is recommended that the PRS Committee note the content of this report.

MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE April – June 2015

2   INTRODUCTION

2.1   The purpose of this report is to update the Performance Review and Scrutiny (PRS) Committee on the Council's performance against targets and performance indicators for Maximising Attendance during the period April – June 2015.

3   RECOMMENDATION

3.1   It is recommended that the PRS Committee note the content of this report.

4   DETAIL

4.1   Table One below shows the Council's Performance indicator figures over the last three years.

Table One: Trends in SPI figures (Average Work days lost per FTE employee)

Staff Group	2012/13	2013/14	2014/15
Teachers	8.2	6.7	8.2
LGE	10.9	11.6	11.2

4.2   Targets for maximising attendance during 2014/15 were discussed and agreed by the Council's Strategic Management Team at their meeting on 27 July 2015. The Strategic Management Team have agreed the targets below for the year ahead. These targets represent the Council's goal to see a 10.53% reduction in the total work days lost during the period 2015/16. SMT also agreed that within Development & Infrastructure Roads and Amenities performance would be shown separate to Performance, Business and Improvement and that the Directorate sections would be shown together under Chief Executive's Unit rather than combined with Improvement & HR.

Table Two: Departmental Targets 2015/16

Department	Actual 2014/15	Target 2015/16
Community Services(non-teaching)	12.50	12.49
Community Services (Teaching)	8.17	7.00
Customer Services	8.90	7.53
Chief Exec's Unit	6.20	6.20
Development and Infrastructure	11.70	10.17

4.3   The Quarterly targets in table three below have been calculated by dividing the annual service specific target by 4. However, it should be noted that absence trends show fluctuations across the quarters. Historically, council wide absence figures have dipped in Quarter two and peaked in Quarter four with the exception of services dominated by term-time staff.

Table three compares the performance of each service against the targets set during the first quarter of the year and last year's performance in the same quarter. Overall, it outlines a better quarterly performance than the same quarter last year and against the target set.

However, it should be noted that quarter one this year does not contain the full quarter of data as the introduction of Leave Management meant data was unavailable beyond 18 June 2015. Please see section 4.7 of this report for further information on the introduction of Leave Management and the RL4 Upgrade.

Table Three: Performance April – June 2015

Service	WDL per FTE Employee in Q1 15/16		Target Days lost per FTE Employee per Quarter 15/16	WDL per FTE Employee Q1 14/15
Adult Care	3.74	↑	3.73	4.24
Children & Families	3.04	↓	3.48	4.04
Community & Culture	1.37	↓	2.08	2.43
Education - Non Teaching	2.14	↓	2.85	2.16
TOTAL COM SERV (NO TEACHING)	**2.68**	↓	**3.12**	**3.18**
Teachers	**1.74**	↓	**1.75**	**1.83**
TOTAL COM SERV (INCLUDING TEACHING)	**2.32**	↓	**2.58**	**2.63**
Customer and Support	1.47	↓	1.60	**1.29**
Governance and Law	1.74	↑	1.53	**0.32**
Facility Services	2.70	↑	2.30	**2.79**
Improvement and HR	2.05	↑	1.50	**0.41**
TOTAL CUSTOMER SERVICES	**2.11**	↑	**1.88**	**1.71**
Economic Development	1.24	↓	1.88	**3.19**
Planning and Regulatory Services	1.00	↓	1.50	**1.60**
Performance & Business Improvement	3.29	↑	2.25	**2.80**
Roads and Amenity Services	3.03	↑	3.00	
TOTAL DEV & INFRASTRUCTURE	**2.47**	↓	**2.54**	**2.66**
Strategic Finance	0.74	↓	1.55	**1.66**
Directorates	0.29	↓	1.55	
TOTAL CHIEF EXEC UNIT	**0.60**	↓	**1.55**	
COUNCIL TOTAL	**2.28**	↓	**2.45**	**2.46**

4.4 The table below outlines the actual cost of sick pay paid by each service of the Council during April-June 2015. It highlighted ones at highest cost and cost per FTE indicates comparative cost between services.

Table Four: Sick pay by Service April – June 2015

Service	Q1 Cost £	Q1 Cost per FTE £
Adult Care	176,637	453
Children & Families	56,798	271
Community & Culture	20,091	109
Education - Non Teaching	96,026	205
TOTAL COM SERV (NO TEACHING)	**349,553**	**279**
Teachers	**201,641**	**262**
TOTAL COM SERV (INCLUDING TEACHING)	**551,193**	**273**
Customer and Support	18,555	99
Governance and Law	8,832	166
Facility Services	49,157	198
Improvement and HR	17,065	207
TOTAL CUSTOMER SERVICES	**93,608**	**164**
Economic Development	16,741	167
Planning and Regulatory Services	16,116	151
Performance & Business Improvement	9,216	210
Roads and Amenity Services	99,952	233
TOTAL DEV & INFRASTRUCTURE	**142,025**	**209**
Strategic Finance	4,177	93
Directorates	151	7
CHIEF EXEC UNIT	**4,327**	**66**
COUNCIL TOTAL	**791,154**	**237**

4.5 The table below outlines the % reason for absence for Q1 of 2015/16. The top three reasons for absence are highlighted in red. These are Stress, Depression, Mental Health, Fatigue 27%, Medical Treatment 20% and Stomach, Liver and Kidneys 9%.

Table Five: % Reason for Absence April – June 2015

Reason for Absence	Council Total %
BACK & NECK PROBLEMS	6
CHEST & RESPIRATORY	4
EYE, EAR, NOSE & MOUTH/DENTAL	2
FURTHER INFORMATION REQUIRED	0
GENITO-URINARY/GYNAECOLOGICAL	1
HEART, BLOOD PRESSURE & CIRCULATION	7
INFECTIONS	7
INJURY/ACCIDENT	4

MEDICAL TREATMENT	20
METABOLIC	0
NEUROLOGICAL	4
OTHER MUSCULO-SKELETAL PROBLEMS	7
PREGNANCY RELATED	0
SKIN	1
STOMACH, LIVER, KIDNEY & DIGESTION	9
STRESS/DEPRESSION/MENTALHEALTH/FATIGUE	27

4.6

Return to work interviews completed by Service April - June 2015

A return to work interview is an informal meeting held between an employee and line manager following a period of sickness absence which allows the manager to welcome the employee back to work in a private setting, discuss the reason for their period of absence, acknowledge any issues in relation to the employee's attendance record over the past 12 months and let the employee catch up with any changes or updates that have taken place at work during their period of absence.

In accordance with the Council's Maximising Attendance procedures a return to work interview must be carried out by the line manager after every instance of sickness absence. Services therefore have a 100 % target when it comes to completion of return to work interviews. In order that a return to work interview is meaningful it should ideally be carried out on the day the employee returns to work or as soon as possible thereafter and certainly within three days of the employees return to work.

Table five below outlines each service's monthly performance with respect to percentage of return to work interviews carried out, in the first quarter of the year, and the average length of time for them to be completed in days (including non-work days) following the employees return to work (as reported to SMT in the middle of each month). The % complete is now in the mid to high 80s each month. This is an improvement on last year where in quarter 1 it reached the low to mid 70s only.

Table Six: % return to work interviews completed by Service April - June 2015 (as reported each month)

Department	Service	Apr-15 %RTWI complete	Apr-15 Average Time Taken to complete (Days)	May-15 %RTWI complete	May-15 Average Time Taken to complete (Days)	Jun-15 %RTWI complete	Jun-15 Average Time Taken to complete (Days)
Community Services	Adult Care	76.00	6.50	74.00	5.40	83.00	9.80
	Children and Families	88.00	5.00	95.00	3.90	88.00	8.40
	Community and Culture	91.00	7.70	94.00	4.10	86.00	9.30
	Education	89.00	10.70	88.00	5.50	84.00	5.00

Department	Service						
	Total	**85.00**	**8.60**	**86.00**	**5.30**	**84.00**	**6.30**
Customer Services	Customer and Support	100.00	4.10	92.00	3.50	100.00	5.80
	Facility Services	100.00	3.20	98.00	3.20	83.00	1.90
	Governance and Law	83.00	5.00	0.00		100.00	1.00
	Directorate/Special Projects	100.00	1.00			na	na
	Improvement and HR	100.00	1.60	88.00	3.30	100.00	2.00
	Total	**98.00**	**3.30**	**92.00**	**3.30**	**91.00**	**2.60**
Development and Infrastructure	Economic Development	67.00	3.00	71.00	7.20	100.00	1.00
	Planning and Regulatory Services	63.00	10.20	50.00	8.30	100.00	10.40
	Roads and Amenity Services	81.00	2.80	65.00	3.80	86.00	2.50
	Directorate/ Performance and Business Improvement	100.00	3.70	91.00	5.80	na	na
	Total	**80.00**	**3.90**	**69.00**	**5.10**	**90.00**	**4.80**
Chief Executives Unit	Directorate					na	na
	Strategic Finance	100.00	5.50	100.00	8.30	100.00	3.00
	Total	**100.00**	**5.50**	**100.00**	**8.30**	**100.00**	**3.00**
	Council Total	**87.00**	**6.80**	**84.00**	**4.80**	**86.00**	**5.60**

Table seven below outlines total percentage of return to work interview paperwork received by HR for previous months as at 18 July 2015. The percentage of return to work interviews completed has increased in most services, as Departments have submitted the outstanding return to work interviews after the publication of the monthly SMT report. Where a return to work interview is carried out a considerable time after the employee has returned to work it is likely that it is less effective.

Table Seven: Year to Date % return to work interviews completed by Service as at July 2015

Department	Service	April %RTWI complete	May %RTWI complete
Community Services	Adult Care	82.00	75.00
	Children and Families	76.00	96.00
	Community and Culture	100.00	100.00
	Education	88.00	89.00
	Total	**86.00**	**87.00**
Customer Services	Customer and Support	100.00	100.00
	Facility Services	100.00	100.00
	Governance and Law	100.00	100.00
	Directorate/Special Projects	100.00	100.00
	Improvement and HR	100.00	88.00
	Total	**100.00**	**98.00**

Development and Infrastructure	Economic Development	100.00	86.00
	Planning and Regulatory Services	71.00	100.00
	Roads and Amenity Services	94.00	74.00
	Direcorate/ Performance and Business Improvement	100.00	91.00
	Total	**92.00**	**84.00**
Chief Executives Unit	Directorate	na	na
	Strategic Finance	100.00	100.00
	Total	**100.00**	**100.00**
	Council Total	**90.00**	**88.00**

4.7 Resourcelink 4 Upgrade

Resourcelink is the Council's integrated HR and Payroll System and is an essential tool in managing the Council's workforce. Resourcelink 4 is an upgrade to improve Resourcelink and increase HR and management of employee data. The project is being delivered through a programme of works and will include new modules including Leave Management. The introduction of this module will significantly reduce the amount of back office administration and manual interventions. Efficiency will be improved and processes streamlined as Leave Management is part of core Resourcelink.

Leave Management features the following: Absence can be entered for an employee with a single post or multiple posts or a combination of posts rather than previously where it was only recorded against their main post. This will allow for more accurate recording of absence where an employee may be absent in one post but working in another and allow for allocation of sickness absence costs to each post. It will also allow for better reporting functions where the manager of each post will be notified of the absence at the same time and of any further action required in respect of the attendance procedures. Improved absence reporting will also be available as a manager will be able to use the self-service facility to run their own absence reports allowing them to be more proactive. In addition, absence entitlement is automatically added when an absence is entered for an employee and a user defined screen can be assigned to an absence type which enables user specific data to be recorded when entering an absence. The Leave Management module was implemented on 18 June 2015 and as a result of this data is only available for this quarter up to 17 June 2015.

5 Specific Corporate Actions to Maximise Attendance
The following measures continue to support services in achieving their maximising attendance targets:

- Online guidance, e-learning and resources on the Hub including guidance on how to conduct attendance review meetings and how to implement reasonable adjustments and phased returns to work.
- Issue of monthly management information reports to Heads of Service and Directors outlining performance on return to work interviews and employees who have met attendance triggers.
- Occupational Health support including provision for periodic local clinics.
- Support and guidance from the HR advice line and HR Officers where appropriate. This includes the opportunity to talk through what managers might want to cover

before holding any meetings with employees or what they might want to put in an OHP referral as well as attendance at meetings in a coaching role where appropriate.

- Emails to notify managers when an employee has met a trigger and what action is required.
- Emails to notify managers when an employee begins/ ends sick leave.
- An additional HR Assistant was appointed to support Community Services with their absence. This post commenced during November 2013 and provides case management advice and training to managers in Community Services.
- The Council's healthy working lives group continues to be responsible for driving forward the Council's wellbeing agenda which will include preventative initiatives for improving overall wellbeing and reducing sickness absence. The council has achieved a HWL Bronze Award as a result of this group's activities.
- Stress Audit Action plans continue to be rolled out following the Stress Audit in 2014.
- Stress Training continues to be rolled out to all remaining managers and staff.
- Clear communications regards the Service Choices revenue budget reduction process, which will impact on employees continue. This will not prevent stress related absence, but will contribute to mitigating it.

Progress is being made on the following actions to maximise attendance:

- A group has been set up with representatives from each department and the Trade Unions to review the Maximising Attendance procedures with a view to clarifying areas of ambiguity and further improving guidance and tools for managers and staff and this will be available shortly on the Hub.
- A new Stress at Work Policy has been completed. The Equality Impact Assessment is currently in progress and then it will progress through the Committee approval process.
- New reports had been developed and hoped to be implemented during the course of 2014/15. Similar to the reports currently produced on return to work interviews completed these new reports will highlight where attendance review meetings have taken place following an employee meeting a trigger within the policy. Support can then be targeted to managers who do not appear to be conducting these meetings. However, due to the high levels of complexity dealing with the data and given that we are still having to work with hard copy information, which can be incomplete when received, and is time consuming to process this has not been possible. As the Resource Link 4 project develops and further improvements are scoped for online process we will look to include this in the scope of the Resource Link 5 project.
- On 15 June 2015 a presentation was given by Seona Laird, HR Officer and Michael Sharp, Occupational Health providing the Strategic Management Team with a focused and dedicated session on Maximising Attendance following the absence figures reporting the Performance, Review and Scrutiny Committee at the end of 2014/15 performance year. The SMT considered the content of the presentation and agreed:
  o To simplify the Maximising Attendance Procedures
  o Earlier referrals to Occupational Health
  o Additional training to frontline staff on difficult conversations
  o Consideration of Spend to Save options to replicate some of the services that the NHS offer to their staff
  o Look at Healthy Working Lives groups at area level for Council
  o More work to be done around workplace assessments to enable staff to return to enable staff to return to the workplace sooner.

6   **CONCLUSION**

6.1 In conclusion this report has outlined the Councils performance against targets and performance indicators for the period April - June 2015.

7   IMPLICATIONS

Policy	This complies with the Council's Maximising Attendance Policy
Financial	Failure to achieve targets in relation to maximising attendance is likely to have financial implications with respect to the cost of sick pay
HR	Failure to maximise attendance is likely to have an impact on workforce productivity
Legal	None
Equal Opportunities	This complies with the Council's Equalities policy
Risk	High levels of absence present risk to organisational efficiencies
Customer Service	High levels of absence will impact on customer service

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