

**MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE April – June 2014**

---

**1. EXECUTIVE SUMMARY**

- 1.1 For the period April/June 2014 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 2.50 in quarter one of last year to 2.46 in quarter one of this year.
- 1.2 The cost of sick pay in the period April – June 2014 was £721,877.
- 1.3 The percentage of return to work interviews completed in each month in the reporting period was 77% in April, 73% in May and 75% in June. The council target of 100% completion of return to work interviews is not being met and nor is the 3 day target for average number of days taken with the number of average days currently showing as 6.80 in April, 4.50 in May and 4.14 in June.
- 1.4 The report also details progress made with the corporate actions to maximise attendance.
- 1.5 It is recommended that the PRS Committee note the content of this report.

**MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE April – June 2014****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 2014.

**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	2011/12	2012/13	2013/14
Teachers	7.6	8.2	6.7
LGE	9.1	10.9	11.6

4.2 Targets for maximising attendance during 2014/15 were discussed by the Council's Strategic Management Team at their meeting on Monday 20<sup>th</sup> May 2014. The Strategic Management Team have agreed the targets below for the year ahead. These targets represent the Council's goal to see a 2.5% reduction in the total work days lost during the period 2014/15. The significant variation in Chief Executive's Unit and Customer Services targets is to take account of the fact that the Improvement and HR service will now be represented under Customer Services department. Executive Directors met with Heads of Service in June to agree Service specific targets.

**Table Two: Departmental Targets 2014/2015**

Department	Actual 2013/14	Target 2014/15
Community Services(non-teaching)	14.3	13.9
Community Services (Teaching)	6.71	6.5
Customer Services	8.35	7.5
Chief Exec's Unit	5.81	9.4
Development and Infrastructure	10.61	10.4

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 two outlines the performance of each service against the targets set during the first quarter of the year.

**Table Three: Performance April – June 2014**

	FTE Work Days Lost	Full Time Equivalent Staff	Actual Average days lost per FTE employee in Q1 2014/15		Target Days lost per FTE Employee 2014/15	Actual Average days lost in Q1 2013/14
Adult Care	1608.79	379.57	4.24	↑	3.73	3.68
Children and Families	881.92	218.34	4.04	↑	3.50	3.60
Community and Culture	478.40	196.88	2.43	↓	2.01	2.55
Education (non-teaching)	935.15	433.48	2.16	↓	3.70	2.95
<b>COMMUNITY SERVICES (not including teaching)</b>	<b>3904.26</b>	<b>1228.27</b>	<b>3.18</b>	↓	<b>3.48</b>	<b>3.23</b>
Teachers	1555.60	848.02	1.83	↑	1.63	1.73
<b>COMMUNITY SERVICES (including teaching)</b>	<b>5459.86</b>	<b>2076.29</b>	<b>2.63</b>	↓	<b>2.71</b>	<b>3.21</b>
Customer and Support	277.13	215.60	1.29	↓	1.60	1.73
Governance and Law	14.20	44.00	0.32	↓	1.53	2.85
Facility Services	730.44	261.42	2.79	↓	2.30	2.89
Improvement & HR & Directorate	42.20	101.91	0.41	↓	1.50	1.32
<b>CUSTOMER SERVICES</b>	<b>1063.97</b>	<b>622.93</b>	<b>1.71</b>	↓	<b>1.88</b>	<b>2.44</b>
Economic Development	319.43	100.06	3.19	↑	1.88	1.67
Planning and Regulatory	177.00	110.87	1.60	↑	1.50	1.38
Roads and Amenity Services (including Performance and Business Improvement)	1352.18	482.91	2.80	↓	3.00	2.95
<b>DEVELOPMENT &amp; INFRASTRUCTURE</b>	<b>1848.61</b>	<b>693.84</b>	<b>2.66</b>	↑	<b>2.60</b>	<b>2.51</b>
Strategic Finance	83.57	50.44	1.66	↑	0.59	0.69
<b>Council Total</b>	<b>8456.01</b>	<b>3443.50</b>	<b>2.46</b>	↓	<b>2.55</b>	<b>2.50</b>

- 4.4 The table below outlines the actual cost of sick pay paid by each service of the Council during April-June 2014. It highlighted ones at highest cost and cost per FTE indicates comparative cost between services.

**Table Four: Sick pay by Service April – June 2014**

<b>Service</b>	<b>Cost £</b>	<b>Cost per FTE £</b>
Adult Care	138,804	366
Children and Families	70,818	324
Community and Culture	30,685	156
Education (Non-teaching)	57,074	132
Education (Teachers)	237,587	280
<b>Community Services Total</b>	<b>535,040</b>	<b>258</b>
Facility Services	46,047	176
Governance and Law	994	23
Customer and Support	21,150	98
Improvement & HR & Directorate	2,922	29
<b>Customer Services Total</b>	<b>71,041</b>	<b>114</b>
Economic Development	9,285	93
Planning and Regulatory	12,072	109
Roads and Amenity Services & Performance & Business Improvement	88457	183
<b>Development and Infrastructure Total</b>	<b>109,814</b>	<b>158</b>
Strategic Finance	5,982	119
<b>Grand Total</b>	<b>721,877</b>	<b>210</b>

**4.5 Return to work interviews completed by Service April - June 2014**

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).

**Table Five: % return to work interviews completed by Service April - June 2014 (as reported each month)**

Department	Service	Apr-14		May-14		Jun-14	
		%RTWI complete	Average Time Taken to complete (Days)	%RTWI complete	Average Time Taken to complete (Days)	%RTWI complete	Average Time Taken to complete (Days)
Community Services	Adult Care	66.00	6.10	75.00	5.70	65.00	5.90
	Children and Families	75.00	8.40	87.00	4.50	90.00	1.30
	Community and Culture	84.00	2.00	85.00	4.70	94.00	3.90
	Education	74.00	11.90	66.00	5.40	60.00	4.50
	<b>Total</b>	<b>72.00</b>	<b>8.40</b>	<b>71.00</b>	<b>5.30</b>	<b>67.00</b>	<b>4.90</b>
Customer Services	Customer and Support	93.00	7.50	67.00	2.90	95.00	4.70
	Facility Services	90.00	3.40	86.00	2.70	90.00	1.90
	Governance and Law	100.00	3.00	NO	ABSENCES	THESE	MONTHS
	Directorate/Special Projects	67.00	2.00	100.00	2.60	100.00	1.00
	Improvement and HR	100.00	1.00	100.00	1.00	83.00	3.00
	<b>Total</b>	<b>90.00</b>	<b>4.70</b>	<b>80.00</b>	<b>2.70</b>	<b>91.00</b>	<b>3.00</b>
Development and Infrastructure	Economic Development	87.00	6.00	44.00	3.00	100.00	2.50
	Planning and Regulatory Services	75.00	5.60	86.00	3.60	86.00	4.20
	Roads and Amenity Services	81.00	3.60	83.00	3.50	86.00	3.20
	Directorate/ Performance and Business Improvement	100.00	1.70	100.00	2.20	100.00	1.50
	<b>Total</b>	<b>82.00</b>	<b>3.90</b>	<b>80.00</b>	<b>3.10</b>	<b>88.00</b>	<b>3.10</b>
	Chief Executives Unit	Directorate					100.00
Strategic Finance		100.00	2.00	100.00	2.00	100.00	2.00
<b>Total</b>		<b>100.00</b>	<b>2.00</b>	<b>100.00</b>	<b>2.00</b>	<b>100.00</b>	<b>2.30</b>
<b>Council Total</b>		<b>77.00</b>	<b>6.80</b>	<b>73.00</b>	<b>4.50</b>	<b>75.00</b>	<b>4.14</b>

Table six below outlines total percentage of return to work interview paperwork received by HR for previous months as at 18 July 2014. 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. In addition, you will see a drop in the percentage of number completed within some Services, this is where absences have not been reported at the time of the report, they have subsequently been recorded and the return to work interviews have

not been carried out.

**Table Six: Year to Date % return to work interviews completed by Service as at June 2014**

		Apr-14	May-14
Department	Service	%RTWI complete	%RTWI complete
Community Services	Adult Care	85.00	73.00
	Children and Families	81.00	91.00
	Community and Culture	94.00	100.00
	Education	79.00	74.00
	<b>Total</b>	<b>83.00</b>	<b>77.00</b>
Customer Services	Customer and Support	94.00	96.00
	Facility Services	96.00	93.00
	Governance and Law	100.00	
	Directorate/Special Projects	100.00	100.00
	Improvement and HR	100.00	100.00
	<b>Total</b>	<b>96.00</b>	<b>95.00</b>
Development and Infrastructure	Economic Development	86.00	78.00
	Planning and Regulatory Services	100.00	100.00
	Roads and Amenity Services	92.00	86.00
	Directorate/ Performance and Business Improvement	100.00	100.00
	<b>Total</b>	<b>93.00</b>	<b>89.00</b>
Chief Executives Unit	Departmental Support		100.00
	Strategic Finance	100.00	100.00
	<b>Total</b>	<b>100.00</b>	<b>100.00</b>
<b>Council Total</b>		<b>87.00</b>	<b>82.00</b>

### Specific Corporate Actions to Maximise Attendance

5 Having reviewed the Council's absence information for 2013/14 the Strategic Management team (SMT) are keen to ensure that Argyll and Bute Council targets resources as effectively as practicable to maximise attendance and have agreed to put in place the following measures during the course of 2014/15

- The Council's Healthy Working Lives group will co-ordinate an infection control initiative to raise general awareness amongst staff of measure that can reduce the spread of infection. This will be progressed at the next Healthy Working Lives Group on 5 August 2014.
- Services where staff are working in close contact with service users will put in place infection control measures/protocols and targeted training will be made available for relevant staff. This topic will be discussed with departments at the next DMT meetings to identify current infection control protocols and then further scoping can be undertaken to determine what is required.
- The possibility of temporary redeployments for staff on long term sick leave will be explored further and considered within the Attendance Policy review group.
- The HR team will further investigate the online physiotherapy provision available from

our current occupational health providers and produce a report for the HR Board which considers the viability of a possible pilot within services such as Roads & Amenities Services or Adult Care which experiences high absence rates due to musculoskeletal conditions. A pilot exercise is currently underway.

- Stress Audit action plans will be developed following the result of the stress audit. The stress audit results have now been collated and are currently being analysed.
- A new Stress at Work policy is in draft format and will be agreed and implemented during the course of 2015/16. This draft policy proposes to introduce a risk assessment framework with clear guidelines for managing stress at work.
- 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. The group met on 10 July 2014 and agreed on a number of amendments which will be made and a further meeting in late August will be held to agree and finalise these before publication on the hub.
- New reports have been developed which will 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. These reports are in the final stages of testing and will hopefully be available shortly.
- Quarterly reports are now submitted on Occupational Health provision showing the use of OHP, outcomes and turnaround times.

## 6 CONCLUSION

- 6.1 In conclusion this report has outlined the Council's performance against targets and performance indicators for the period April - June 2014.

## 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

**Jane Fowler, Head of Improvement and HR**  
**Tel 01546 604466**