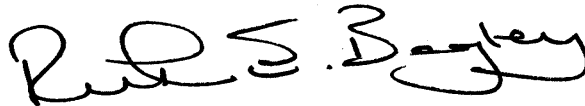


Date of issue: Tuesday, 29 March 2016

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), N Holledge, Arvind Dhaliwal, M Holledge, Morris, Plenty, Sharif, Smith and Zarait)
DATE AND TIME:	WEDNESDAY, 6TH APRIL, 2016 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NEIL FRASER 01753 875015

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>LEAD</u>
	Apologies for absence.		
1.	Declarations of Interest		

*All Members who believe they have a Disclosable
Pecuniary or other Pecuniary or non pecuniary Interest in*

AGENDA
ITEM

REPORT TITLE

PAGE

LEAD

any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

- | | | | |
|----|-----------------------------------------------------------------------------------------------------|---------------|--------------------|
| 2. | Minutes of the Meeting held on 21st January 2016 | 1 - 8 | |
| 3. | Matrix Contract Report: Temporary Agency Staff - Progress on Implementation and Baseline Monitoring | To Follow | Roger Parkin |
| 4. | Staff Survey - Outcomes and Next Steps | Verbal Update | Christina Hefferon |
| 5. | Workforce Savings - Proposed Changes to Mileage Allowance and Pay Protection Arrangements | 9 - 14 | Christina Hefferon |
| 6. | Staff Wellbeing Update | 15 - 44 | Surjit Nagra |
| 7. | Member's Attendance Record | 45 - 46 | |
| 8. | Date of Next Meeting | | |
| | Tuesday, 21 st June 2016 | | |

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

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Employment & Appeals Committee – Meeting held on Thursday, 21st January, 2016.

Present:- Councillors Brooker (Chair), N Holledge (Vice-Chair), Arvind Dhaliwal, M Holledge, Morris, Plenty, Sharif and Zarait (until 19.03)

Apologies for Absence:- None.

PART 1

22. Declarations of Interest

None.

23. Minutes of the Meeting held on 20th October 2015

Resolved - That the minutes of the meeting held on 20th October 2015 be approved as a correct record.

24. Staff Smoke Free Policy & Procedure

Surjit Nagra, OD / HR Business Partner, introduced a report seeking Member approval for a new Staff Smoke Free Policy and procedure in support of the Council becoming smoke free as from 1st April 2016.

The Smoking Policy confirmed that staff were not allowed to smoke within the working hours 09.30 - 12.00 noon and 14.00 – 16.30 pm. The new Staff Smoke Free Policy confirmed that there will be no smoking permitted at any time on any Council site. The policy followed on from the Council signing the Smoke Free Declaration, a local government declaration on tobacco control.

Consultation on the new policy had involved Trade Unions, the Corporate Management Team, the Employee Engagement Forum, Cambridge Education, and Arvato, among others, and had ended on 8th January 2016. Consultees had accepted the proposed implementation of the new policy. Specific feedback received had predominantly focussed on questions regarding the implementation of the policy, e.g. whether employees could smoke in their cars off-site, etc. A 'Frequently Asked Questions' document would be produced to address such concerns.

To help support staff to become smoke free, the Council had engaged with Solutions 4 Health who, since January 2015, had been active in providing one to one confidential support, weekly nicotine replacement therapy and expert advice to staff. The Public Health team had helped to raise awareness of the support available to staff, and five employees had signed up to the Commit to Quit plan, whose progress would be reviewed with Solutions 4 Health.

The Officer requested that the Committee approve the new policy, and agree the proposed implementation date of 1st April 2016.

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- Resolved** - (a) That the new Staff Smoke Free Policy and procedure be approved.
(b) That the proposed policy implementation date of 1st April 2016 be approved.

25. Pay Policy Statement For The Year 2016/17

Christina Hefferon, Assistant Director: Organisational Development and HR, introduced a report on the Council's Pay Policy Statement for the Year 2016/17.

It was confirmed that the Localism Act required all Local Authorities to publish, on their website, an annual Pay Policy Statement which had been approved by Full Council. The statement was designed to mitigate concerns over the transparency of pay of senior officers vs. junior staff, and would be submitted to Full Council for approval at its meeting on 25th February 2016.

Resolved – That the report be noted.

26. Living Wage, National Living Wage and Pay Award 2016/17 and 2017/18

Christina Hefferon, Assistant Director: Organisational Development and HR, introduced a report advising the Committee on the Council's position on the Living Wage, National Living Wage and the Pay Award 2016/17 and 2017/18, and seeking approval for recommended actions moving forward.

It was confirmed that the Living Wage was an hourly rate set independently by the Living Wage Foundation and updated annually in the Autumn each year. Employers choose to pay the Living Wage on a voluntary basis and SBC had agreed to pay this since the 2012 local elections.

The National Living Wage was a compulsory wage to be implemented for employees aged 25 and over, with effect from 1st April 2016.

The AD explained that national pay negotiations were ongoing between the Trade Unions and the employers. A final two-year pay offer for 2016/17 and 2017/18 was made to the Trade Unions on 9th December 2015, which was still under consideration.

Currently, there were 6 SBC employees paid below the 2015 Living Wage. All 6 were currently paid on scp 9, pro rata for part-time hours. Paying the 2015 Living Wage would have the effect of increasing the annual full-time salary of these posts above scp 10.

To reconcile this, it was recommended that the 6 employees be paid a salary supplement, backdated to 3rd November (the date on which the 2015 rate applied) to cease on 31st March 2016, assuming commencement of the pay award for 2016/17 from this date. Assuming that the pay award for 216-2018 was agreed, taking effect from 1st April 2016, the hourly rate for scp 9 for all

Employment & Appeals Committee - 21.01.16

SBC employees, would be above the 2015/16 compulsory National Living Wage for those aged 25 years and over. There would therefore be no need for SBC to take any further action in respect of the National Living Wage for 2016/17.

In addition, 19 agency workers working in Adult Social Care were currently paid below the 2015 Living Wage. It was therefore recommended that these agency workers should be paid a salary supplement to cover the period 3rd November 2015 – 31st March 2016, to ensure pay parity with SBC staff.

There remained implications for SBC schools, with 80 staff currently paid below the 2015 Living Wage. It was therefore recommended that, in line with previous years, SBC write to schools to encourage (but not direct) them to comply with the Living Wage. In addition it was recommended that SBC write to advise schools of their legal obligation to pay the National Living Wage to those ages 25 and over as of 1st April 2016, and to inform them of the Member decision to pay the National Living Wage as of 1st April 2016, following it superseding the Living Wage.

Members were supportive of the recommendations as set out in the report.

Resolved - (a) That SBC pay the 2015 Living Wage as a salary supplement, to six affected employees and 19 agency workers, backdated to 3rd November 2015, the date from which the 2015 rate applied, to cease on 31st March 2016, assuming commencement of the pay award for 2016/17 from 1st April 2016.

(b) That SBC pay the new national compulsory Living Wage with effect from 1st April 2016 and that this would replace the previous commitment to pay the voluntary living wage. .

(c) That the AD for OD/HR write to schools to:

(i) Encourage, but not direct them, to pay the 2015 Living Wage from 3rd November 2015 to 31st March 2016.

(ii) Advise them of their legal obligation to pay the National Living Wage from 3rd November 2015 to 31st March 2016.

(iii) Advise them that SBC will pay the National Living Wage with effect from 1st April 2016.

27. Pension Scheme Discretions

Christina Hefferon, Assistant Director, OD & HR, introduced a report seeking approval for an additional Pension Discretion in accordance with regulation 31 of the LGPS 2013, to enable greater flexibility thereby enabling the Council to maximise the benefit of its financial contributions for employer and employee.

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The Committee was advised that when the Pension Discretions were reviewed in 2014, it was believed that the discretions adopted were sufficient to allow the Council to make in-whole or part contributions to pensions strain and so mitigate the impact of the actuarial reduction of early retirement on the pension received by the employee. When tested for the first time, in relation to a particular case, it had been found that the options available were almost entirely restricted, and only offered the option of offering no mitigation, or mitigation in full at a potentially prohibitive cost to the employer.

It was proposed that the additional Discretion act as an alternative to waiving the actuarial reduction, to deliver greater flexibility on concluding settlements and severance arrangements, and enhance the benefit of the Council's contribution to both employer and employee for cases in which a sound business case applied. In line with the Government consultation on reducing the cap on public sector exit payments, any payments through the new Discretion would be limited to a maximum of £95k. Any severance arrangements in excess of £100k would be brought to Full Council for review.

Members asked a number of questions, including:

Would the Discretion be included as part of a compromise agreement for exiting staff members?

This was one way the Discretion could be applied, but would only be used when it was of benefit to the Council. The Discretion would allow for quick change, and was designed to avoid lengthy debates, restructures and costly redundancies. The Council retained the option of disciplinary and dismissal where appropriate.

(Cllr Zarait left the meeting at 19.03)

Could examples of the impact of the new Discretion on costs be provided?

It was difficult to provide examples of the cost to the Council, as this would vary on a case-by-case basis taking into account variances such as what an employee was entitled to based on their age, length of membership of the LGPS, salary etc. Alongside the benefits to flexibility and time, the Discretion was designed to help the Council provide a way out for employees wishing to leave, where this also supported the business requirements of the Council, without incurring significant costs. The maximum cost of £95k would include any contractual costs to be incurred in any case, for example an employee's pay during their notice period.

Was there an age limit before the Discretion could be applied?

Employees would need to be aged 55 or over to benefit from the Discretion, as only employees over 55 could take early retirement with a part of their pension. The Discretion allowed the Council to provide an incentive to take early retirement and avoid more significant costs at a later date.

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Would the new Discretion be open to abuse due to bias or favouritism?

In each instance, a business case would be produced to assess costs, and this would be authorised by the relevant senior officers, thereby avoiding any issues of bias or favouritism.

Did the new Discretion allow for enhanced voluntary redundancies or retirements?

The Discretion would not apply to voluntary or compulsory redundancy payments as these were separate matters. The Discretion related to the enhancement of pension in accordance with LGPS rules, in appropriate cases.

The Chair proposed the approval of the Pension discretion and the Committee approved the item, noting Councillor Dhaliwal's abstention.

Resolved - That the Pension Discretion, as set out in the paragraphs 10 to 12 of the report, be approved.

28. Staff Wellbeing Update

Surjit Nagra, HR and OD Business Partner, provided an update on staff wellbeing, the key points of which were:

Policy Compliance

Policy compliance equated to 50% weighting of the overall management score. Figures for Q3 2015 (July-September) vs. Q2 showed no significant change.

Training Attendance

This equated to 25% of the overall score, and showed stable figures across the Q3 period. At the previous meeting, members had suggested that the 25% weighting be lowered. Although the weighting had not been amended, the future introduction of e-learning packages would mean that Managers could self-train rather than waiting for a scheduled training course.

Occupational Health Referrals and Attendance

OH Referrals and Attendance equated to 25% of the overall scorecard. The data was stable and high, showing that the majority of Managers were referring staff to OH upon hitting a trigger (number of days absent).

Overall Management Score

Considering the above criteria, the overall score was seen to have decreased slightly during Q3. Work was being undertaken to improve performance.

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Staff Absences

Since the last report to the Committee, data for sickness days lost across the Authority in Q3 had fluctuated between 0.7 and 0.6, a decrease in comparison to the same period in 2014.

Days lost per FTE were broken down by Directorate. Reasons for absence remained similar to previous reports, with the top 3 being 'Not Stated', 'Skeletal breaks/sprains' and 'Stress'.

Stress was being addressed via increased working with the Community Mental Health Team, to promote external, confidential sessions as support to employees. In addition, a counselling service was available 24/7. Additional work was being carried out to identify reasons for stress, particularly within the RGR directorate. It was recognised that staff morale could be contributing to sickness absence.

The 'Not Stated' absence category remained a concern to Members. Members were informed that previous guidance had stated that the 'Not Stated' category was a required field, and an employee could not be forced to cite a reason for absence. However, persistence absence would result in an employee being referred to OH who would then make recommendations to Managers on how to manage the employee's condition (whatever that may be). In addition, the Return to Work interviews and launch of the new Agresso system (which contained a high number of specific absence fields) should see a decline in the number of absences logged under this field. It was agreed that further investigation into the potential removal of this field be undertaken by HR.

Resolved - That the report be noted.

29. **Matrix Contract Report**

Roger Parkin, Director of Customer and Community Services, introduced a report on temporary Agency Staffing, the key points of which were:

Figures for the first 3 quarters of the 2015 financial year (April–December 2015), showed the total invoiced spend on agency staff was £8,780,406 . This was slightly £500,000 above the £7,826,799 spend for the same period in 2014. Spend by Directorate had been requested at the previous E&A meeting, however it had proven more difficult to split the costs from the Children's Trust than anticipated. This data would be brought to the Committee in a report to the next meeting.

There were 171 staff placements across the Council, with the highest number being within the Wellbeing Directorate. Partly, this was due to the difficulty in recruiting to certain posts e.g. social workers. In other cases, this was due to deliberately not recruiting permanent staff in order to provide flexibility for internal redeployments following staff redundancies, or recruiting staff on a short-term basis to complete short-term projects.

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Members were informed that the Matrix contract was coming to an end, and whilst it was felt that the contract had provided transparency over agency spend, and provided a measure of governance and control that was previously absent, further internal discussions would need to be held to determine whether it had met expectations and provided value for money.

Members were concerned at the tenure of certain agency workers, with particular reference to those workers who had been in employment for 40 weeks to 2 years. It was confirmed that the OD & HR teams had begun an in-depth review to determine the reasons for this length of tenure and reduce as appropriate. .

A question was raised regarding whether any permanent staff had converted to agency staff, in the interest of receiving higher pay. It was confirmed that SBC staff received pay parity with agency staff, though staff could not be prevented in becoming agency staff if that was what they wished (for example, due to increased flexibility).

Resolved - (a) That the report be noted.
(b) That a further report be brought to the next meeting of the Employment & Appeals Committee.

30. Member's Attendance Record

The Member's Attendance Record was noted.

31. Date of Next Meeting

The date of the next meeting was confirmed as Wednesday, 6th April 2016.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.16 pm)

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CONSULTATION DOCUMENT

Proposed Changes to Mileage Allowance and Pay Protection Arrangements

Date: 21st March 2016

Circulation:

All staff
Corporate Consultative Forum Members
Schools based staff via Gatekeeper
Headteachers via Gate Keeper
Trade Union Representatives:
James Merritt, UNISON
Julie Kelly, GMB
Bob Middleton, Unite

For information only:
ARVATO, Cambridge Education, Slough Children's Trust, Slough Libraries

PLEASE TAKE THE TIME TO READ THIS DOCUMENT AS IT MAY CONTAIN PROPOSALS WHICH WILL AFFECT YOU IN RESPECT OF YOUR ENTITLEMENT TO RECEIVE MILEAGE ALLOWANCE AND PAY PROTECTION.

1. Introduction

This document details the proposals to reduce workforce costs in response to budget constraints and the need to achieve savings:-

- Removing the £1,000 mileage allowance payable to staff upon completion of 1000 business miles in a tax year through a transitional arrangement as outlined in section 5.
- Reducing the pay protection period where an employee is redeployed to an alternative post one grade lower from 3 years to 1 year and to remove the Strategic Director discretion to apply some element of pay protection to those redeployed to posts more than one grade lower as outlined in section 5.

2. Affected Staff

The proposals affect all directly employed staff within the Council. The majority of staff are employed under the National Joint Council 'Green Book' Conditions of Service. These and Joint National Committee for Chief Officers Conditions of Service will be affected by the proposals within this document.

Slough school-based support staff, where the Local Authority is the employer i.e. community and voluntary controlled schools, are also affected by these proposals.

A copy of these proposals will be provided via email and available on the intranet to all affected staff and the relevant recognised independent trade unions as part of the consultation process.

Staff are encouraged to make any comments on the proposals by no later than 4pm Friday 22nd April 2016.

Staff information sessions to go through these proposals will be held on

- Tuesday 29th March 2016 at 11am in Venus Suites 3&4, SMP
- Monday 4th April 2016 at 2pm in Conference Rooms 3&4, LMP

3. Background – The Need for Change

As the Council's budgets reduces and demand for services increases, it is important we ensure our limited financial resources are available to meet the needs of the Council in the future.

To be responsive we need to be agile and cost effective. This includes the benefits and terms and conditions on which we employ staff, striking a balance between a competitive employment offer and value for money for local taxpayers.

In the current financial climate the Council has to look at ways to achieve savings and has made every effort to reduce workforce costs without reducing staff. This has been through various routes such as service transformation, partnering arrangements and accommodation changes.

The need to find further savings over forthcoming years has led to a further review of costs associated with the workforce. Both mileage allowances and pay protection periods have been identified as potential areas for savings. The following sections highlight the proposed changes to these two areas.

3.1 Mileage Allowance

The costs associated with mileage claims have been assessed and it has been identified that the £1,000 lump sum allowance paid to staff on reaching 1,000 business miles in a tax year is significant.

Further, these payments can be seen as a reward or incentive for achieving a high level of business miles and goes against the Council's policy on reducing carbon emissions.

Within the financial year 2014/2015, 277 members of staff triggered the £1,000 mileage allowance resulting in £277,000 being paid to staff across all services. As of December 2015, 149 members of staff triggered the allowance and £149,000 was paid to staff with more payments expected within the financial year 2015/2016. The majority of these staff did not complete significantly over the 1,000 miles. The withdrawal of the payment of £1,000 could mean a saving equivalent to 4.5 f.t.e posts paid at the top of salary level 5, based upon the above figure.

Whilst this payment has been seen as compensation for the car's wear-and-tear, this is already factored into the HMRC recommended mileage rates of 45p per mile for all business mileage undertaken. The Council currently pays and will continue to pay this recommended mileage rate for any business miles undertaken.

3.2 Pay Protection

Where services have been reorganised and reduced, the Council has avoided compulsory redundancies, wherever possible, by pursuing natural change, redeployment and voluntary redundancy. Currently under the redeployment policy the Council protects an employee's salary for a period of 3 years if they are redeployed to a post which is one salary level lower than their current post. Having undertaken a comparison exercise, it has been identified that this arrangement is out of step with some other local authorities.

Within these arrangements, currently Strategic Directors have discretion to apply some element of pay protection where an employee is redeployed to a post which is more than one salary level lower than their current post. This discretionary element is subjective and does not promote consistency across the council and will be removed.

4. Purpose of Consultation

Whilst the payment of the mileage allowance is subject to review, variation and discontinuance at the Council's discretion and/or in light of operational needs, and the pay protection period is not contractual, the Council are consulting with all affected staff.

In the spirit of staff engagement and in line with the values and behaviours the Council has adopted (in particular, being clear, open and listening to and valuing other people's opinions), the Council wish to engage in a consultation exercise with staff and the launch of this document is the start of this consultation process.

The purpose of this consultation is:

- to listen to your comments and suggestions
- to consider alternatives that meet the identified objectives
- to understand where there may be negative impact for staff that has not previously been considered and find ways of reducing that impact to a minimum

It will not be possible to reply to every individual response, however, all will be considered and generic responses provided.

5. Proposals

The details of the proposals are outlined below:

- 5.1 Remove the £1,000 mileage allowance payable to staff upon completion of 1,000 business miles in a tax year with effect from 1st August 2016.

To minimise any hardship to staff, it is proposed to:

- give 12 weeks notice as of 9th May 2016 (subject to the outcome of the consultation) to allow staff time to plan and make the necessary adjustments to financial commitments where necessary;

and to offer

- a transitional arrangement whereby staff that reach 1,000 business miles by **1st September 2016** will be eligible to receive a £500 mileage allowance. After this date, no further payments will be made.

Further, in order to mitigate against the removal of this allowance the Council will be introducing a Car Salary Sacrifice Scheme which will be available to staff (subject to certain qualifying criteria). Under this scheme employees will be able to access a brand new, fully insured and maintained car and benefit from tax and national insurance savings through sacrificing a portion of their gross salary.

5.2 Reduce the pay protection period from 3 years to 1 year and to remove the Strategic Director discretion.

Consideration has been given to restructure consultations that may be underway or scheduled as follows:

- those affected by restructure consultations agreed by CMT and fully launched **before 1st June 2016** will retain the 3 years pay protection.
- those affected by restructure consultations agreed by CMT and launched **on or after 1st June 2016** will be subject to 1 years pay protection.

6. Counter proposals

Any counter-proposals or comments around the proposals from individuals or groups of affected staff and the trade unions should be put in writing to Christina Hefferon by email or post via Sarah Ricketts (sarah.ricketts@slough.gov.uk or OD/HR, 2nd Floor West, SMP) **by 4pm on Friday 22nd April 2016**.

Counter-proposals should aim to meet the objectives of helping to achieve budget savings.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to implement these proposals starting from **1st June 2016** (pay protection arrangements) and **1st August 2016** (mileage allowance) with the transitional arrangements set out above.

7. Consultation and opportunities to influence the proposal

These proposals will be subject to a 30 day consultation period with all staff and their accredited Trade Union Representatives. The consultation period commences on the 21st March 2016 and closes on the 22nd April 2016 at 4.00pm.

8. Communication with staff

All staff will be notified electronically (via email) of the release of this document and a copy of the document will be attached to the email. The document will also be available to read or download in printed form from SBC Insite. For staff without access to the IT system printed copies will be made available.

Should staff have individual questions or wish to discuss personal situations, 121 surgeries can be arranged throughout the duration of the consultation period at mutually convenient times. For Individual HR Surgeries please contact Andleeb Akhtar via email – andleeb.akhtar@slough.gov.uk.

Staff will be invited to submit responses to the consultation and although it will not be possible to reply to every individual response, all will be considered and generic responses provided. Where appropriate 'Frequently Answered Questions (FAQs)'s will be added to SBC Insite.

9. Proposed Implementation Timetable

The proposed timetable is outlined below:

Dates	Action
Monday 21 st March 2016	Commencement consultation. Proposals issued to affected staff and Trade Unions and circulated as per circulation list.
Tuesday 29 th March 2016	Staff Briefings <ul style="list-style-type: none"> • 29th March 2016 at 11am in Venus Suites 3&4, SMP
Monday 4 th April 2016	<ul style="list-style-type: none"> • 4th April 2016 at 2pm in Conference Rooms 3&4, LMP
Throughout consultation period	HR Surgeries - Should staff have individual questions or wish to discuss personal situations, 121 surgeries can be arranged throughout the duration of the consultation period at mutually convenient times. For Individual HR Surgeries please contact Andleeb Akhtar via email – andleeb.akhtar@slough.gov.uk
Friday 22 nd April 2016 at 4pm	End of formal consultation period and any formal responses to be addressed to Christina Hefferon by email or post via Sarah Ricketts (sarah.ricketts@slough.gov.uk or OD/HR, 2 nd Floor West, SMP) by 4pm.
Week commencing 25 th April 2016	Consultation responses considered
9 th May 2016	Consultation response issued. 12 weeks notice given to remove £1,000 car mileage allowance
Wednesday 1 st June 2016	Implement changes to pay protection arrangements as outlined in this document.
Monday 1 st August 2016	£1,000 mileage allowance removed on phased basis.
Friday 30 th September 2016	Staff reaching 1,000 miles by this date will receive a £500 payment. After this date, no further payments will be made.

10. Concluding Remarks

These proposals will assist the Council in making the required savings, minimising the need to further reduce the workforce and striking a balance between a competitive employment offer and value for money for local taxpayers.

Staff are encouraged to make any comments on the proposals via e-mail or by post addressed to Christina Hefferon via Sarah Ricketts (sarah.ricketts@slough.gov.uk or OD/HR, 2nd Floor West, SMP) **by 4pm on Friday 22nd April 2016.**

Christina Hefferon
Assistant Director of Organisational Development and HR
21st March 2016

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 6th April 2016
CONTACT OFFICER: Surjit Nagra, OD / HR Business Partner
AUTHOR: Sarah Cargin, HR Services Officer
WARD(S): All

PART 1
FOR INFORMATION

SICKNESS ABSENCE PERFORMANCE UPDATE

1 **Purpose of Report**

To provide members with an update on progress of the Council's Sickness absence. The report includes supporting appendices which show the latest performance figures and the Council's Overall Sickness Absence Balanced Scorecard.

2 **Recommendation(s)/Proposed Action**

The report is submitted for information only.

3 **Supporting Information**

The sickness absence balanced scorecard is composed of three elements; Policy Compliance; Training Attendance and Occupational Health referrals and attendance. An outline of the performance of each element is given below:

Policy Compliance

This element of the performance scorecard equates to 50% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

October 2015	November 2015	December 2015
24.1	27.4	25.9

Ongoing support and advice is being provided to directorates by OD&HR to ensure compliance with the policy.

Training Attendance

This factor of the performance scorecard equates to 25% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

October 2015	November 2015	December 2015
24.3	24.3	24.3

Although these figures have remained the same over the last quarter, it needs to be acknowledged that this will never be 25% due to managers leaving and joining the organisation. The current information states that the Wellbeing directorate is the only area that still needs to train managers however work is being undertaken to maintain the 'managers list' and this will therefore highlight a true picture of managers that still require training on sickness absence. We are looking at devising an E-Learning Package for all managers and supervisors which will make the training more accessible and easier to complete.

Occupational Health Referrals and Attendance

This factor of the performance scorecard equates to 25% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

October 2015	November 2015	December 2015
23.6	23.8	23.6

This element considers whether managers are undertaking Occupational Health referrals when the employees hit the 'trigger' point as outlined in the policy. The data is positive and has been consistent for this period and demonstrates that managers are engaging with our Occupational Health team and ensuring that employees are supported by our medical advisors during their absence.

A breakdown for the individual 3 components that make up the scorecard (by Directorate) is attached as Appendix 1.

Overall Management Score

Considering all of the above information the total management scores for the last quarter (October – December 2015) are presented below;

October 2015	November 2015	December 2015
72.0	75.5	73.7

The above summary indicates that the overall SBC performance score has fluctuated over the last 3 months. Work is therefore ongoing to improve performance.

The breakdown of the overall management score is attached as Appendix 2.

Sick Days Lost Per FTE

Appendix 3 shows the graph of sickness absence rates per month (expressed as Sick Days lost per FTE) up to December 2015. Since the last report to Committee sickness days lost across the quarter has fluctuated between 0.8 and 0.7 and has decreased slightly compared to the previous year. In addition the Sick Days per FTE have been provided for each directorate and then broken down by Division at the end of each scorecard.

Sickness Targets

From the Directorate Scorecards, 2 out of the 4 Directorates have met their target. The table below gives the comparative data for the Council as a whole and each directorate.

Directorate	Actual Number of Days	Target for Directorate
SBC	8.3	8.1
Chief Executives	3.2	8.1
Customer and Communities	7.2	8.1
Regeneration, Housing and Resources	8.8	8.1
Wellbeing	9.7	9.4

As the table states Wellbeing has the highest number of actual days lost per FTE. This is closely followed by RHR, although there has been a reduction since the last report following work to reduce this figure by providing additional support to managers to manage sickness absence swiftly.

Further work has also been undertaken to analyse the reasons for sickness and which areas are a cause for concern, so that we can identify specific interventions which could be implemented to improve this for the future.

Appendix 4 identifies the directorate sickness targets and the division split.

Number of Days Sick and Long Term Sickness

Further work has been undertaken to produce data on the number of days sickness broken down by persistent short term and 20+ days plus those staff on long term sickness. This table identifies that 29.3% of our workforce has taken 0-5 days of sickness in the last 6 months and this would be managed informally as they have not hit any of the trigger points. With regard to long term sickness there are still 8 employees currently on long term sickness as at 31st December 2015 and managers are proactively managing these cases through the formal sickness process.

Appendix 5 presents this data for each Directorate and Division.

Sickness Reasons

The most common reasons given for sickness absence for the period 1st October 15 – 31st December 15 for the Council are shown in the table below. However, notwithstanding the reasons for the absence it is important that all sickness absence is managed proactively.

Reasons	CE	RHR	CCS	WB	Total	% of days lost
Not Stated	0	179	37.5	125	341.5	21
Infections	26	41	56	148.5	271.5	16
Stress	0	108	73	101	282	17

(*) please note that % is calculated against the total days lost for the Council during this period

Not Stated: Further work is being undertaken with managers and Avarto to reduce the ‘not stated’ recording.

Infections: This is not unusual given the fact that this quarter was in the winter months therefore flu like symptoms and infections increase during this period.

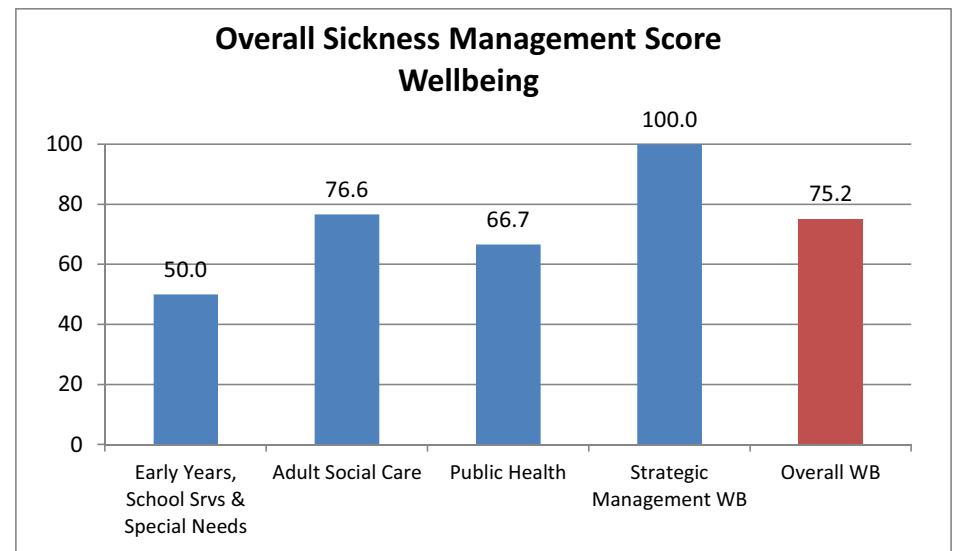
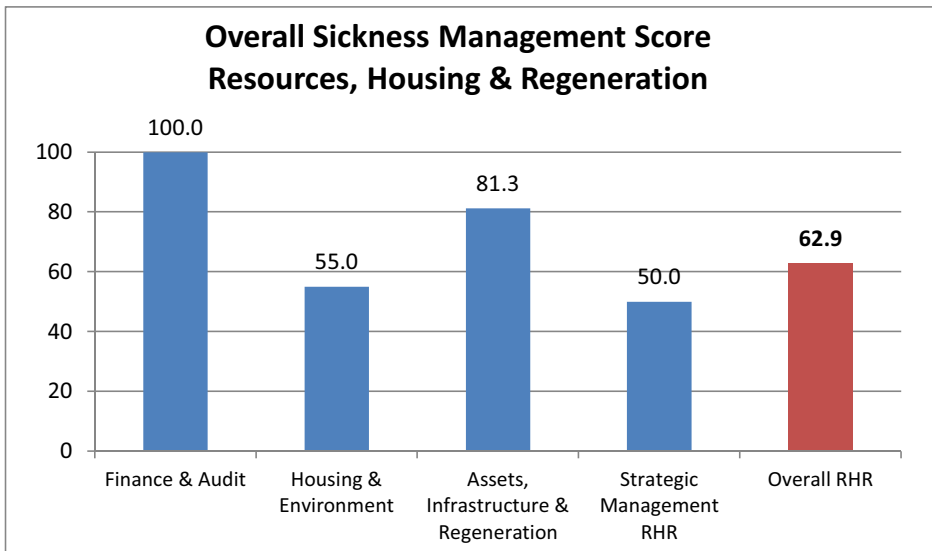
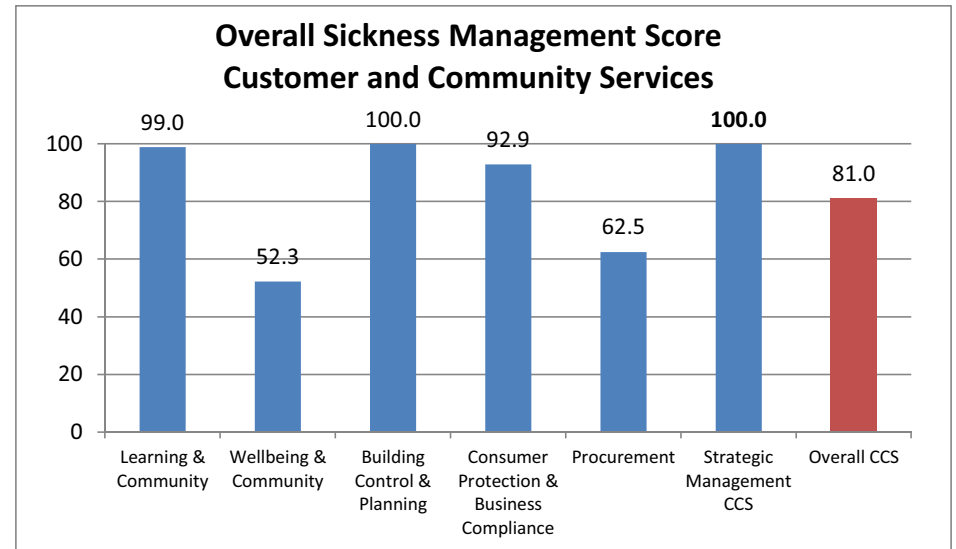
Stress: OD&HR are currently developing the Corporate Learning and Development Programme for 2016/2017 and are looking at what support can be provided to managers to manage stress and mental health related sickness. All employees also have access to the Employee Assistance Programme, which is a free and confidential 24 hour service.

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Overall Sickness Management Score per Division within the Directorates - October 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	-	25.0	-	100.0
	Communications	-	25.0	25.0	100.0
	Professional Services	0.0	25.0	25.0	50.0
	Overall CE	0.0	25.0	25.0	50.0
Customer & Community Services	Learning & Community	50.0	25.0	24.0	99.0
	Wellbeing & Community	27.3	0.0	25.0	52.3
	Building Control & Planning	-	25.0	25.0	100.0
	Consumer Protection & Business Compliance	50.0	25.0	17.9	92.9
	Procurement	12.5	-	25.0	62.5
	Strategic Management CCS	-	-	-	100.0
Overall CCS	32.6	25.0	23.4	81.0	
Resources, Housing & Regeneration	Finance & Audit	50.0	25.0	-	100.0
	Housing & Environment	6.3	25.0	23.8	55.0
	Assets, Infrastructure & Regeneration	33.3	25.0	22.9	81.3
	Strategic Management RHR	0.0	-	-	50.0
	Overall RHR	14.3	25.0	23.6	62.9
Wellbeing	Early Years, School Srvs & Special Needs	0.0	25.0	-	50.0
	Adult Social Care	29.5	23.5	23.7	76.6
	Public Health	16.7	25.0	25.0	66.7
	Strategic Management WB	50.0	-	25.0	100.0
	Overall WB	27.7	23.8	23.8	75.2
SBC Overall		24.1	24.3	23.6	72.0

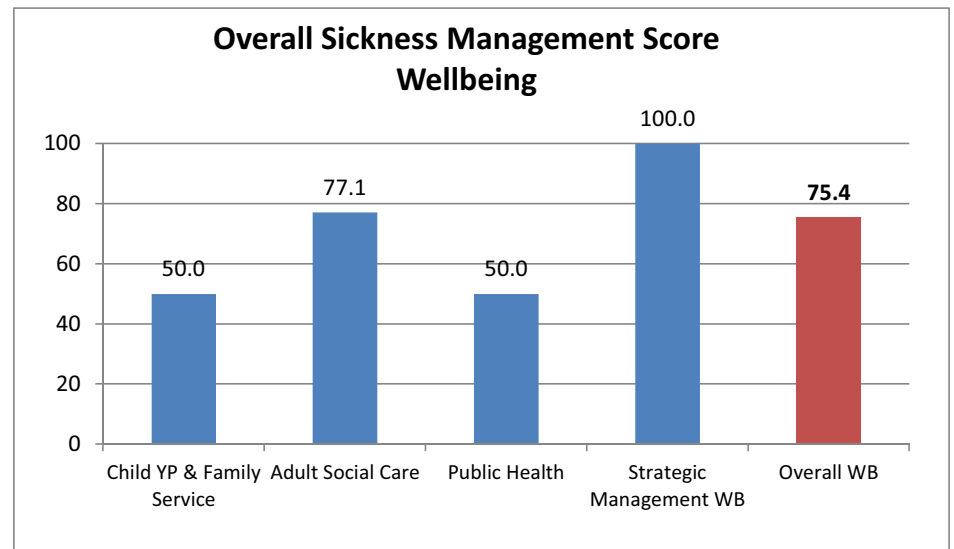
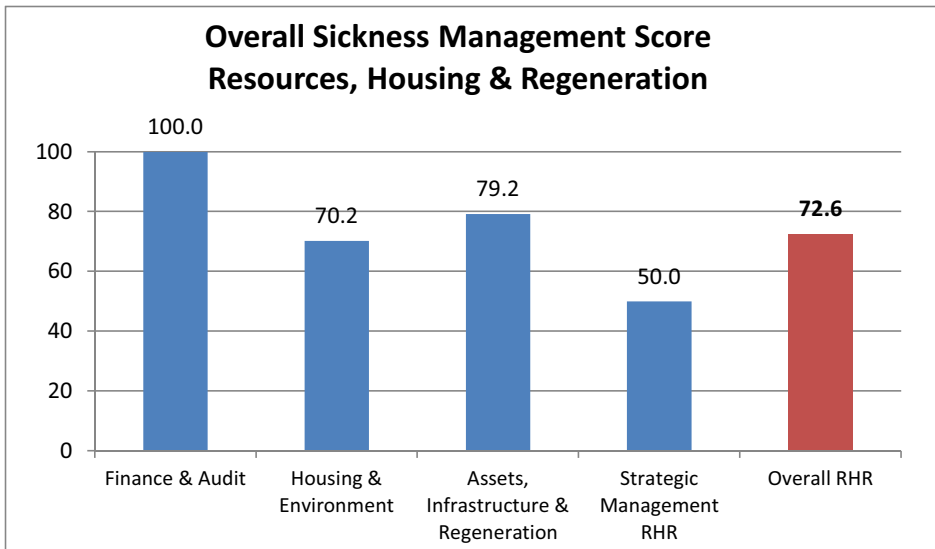
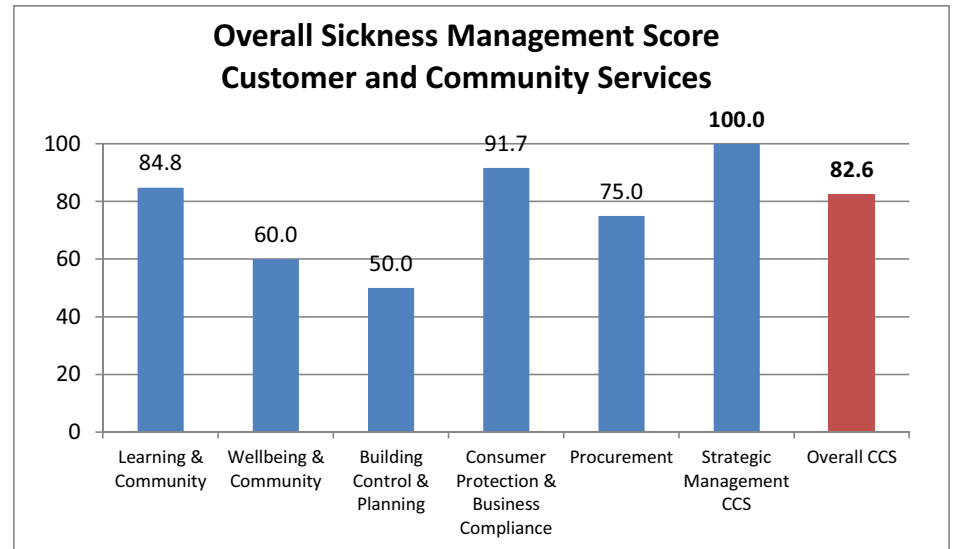
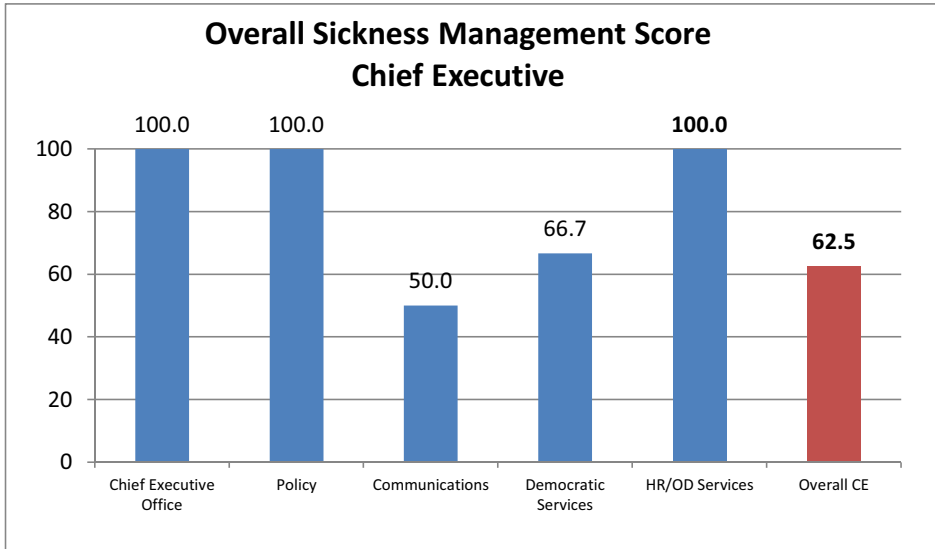
Overall Sickness Management Score per Division within the Directorates - October 2015



Overall Sickness Management Score per Division within the Directorates - November 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	-	25.0	-	100.0
	Communications	0.0	25.0	25.0	50.0
	Democratic Services	16.7	25.0	25.0	66.7
	HR/OD Services	-	25.0	25.0	100.0
	Overall CE	12.5	25.0	25.0	62.5
Customer & Community Services	Learning & Community	35.7	25.0	24.0	84.8
	Wellbeing & Community	35.0	0.0	25.0	60.0
	Building Control & Planning	0.0	25.0	25.0	50.0
	Consumer Protection & Business Compliance	50.0	25.0	16.7	91.7
	Procurement	25.0	-	25.0	75.0
	Strategic Management CCS	-	-	-	100.0
Overall CCS	34.0	25.0	23.6	82.6	
Resources, Housing & Regeneration	Finance & Audit	50.0	25.0	-	100.0
	Housing & Environment	20.8	25.0	24.4	70.2
	Assets, Infrastructure & Regeneration	31.3	25.0	22.9	79.2
	Strategic Management RHR	0.0	-	-	50.0
	Overall RHR	23.5	25.0	24.1	72.6
Wellbeing	Child YP & Family Service	0.0	25.0	-	50.0
	Adult Social Care	30.2	23.5	23.4	77.1
	Public Health	0.0	25.0	25.0	50.0
	Strategic Management WB	50.0	-	25.0	100.0
	Overall WB	28.0	23.8	23.6	75.4
SBC Overall		27.4	24.3	23.8	75.5

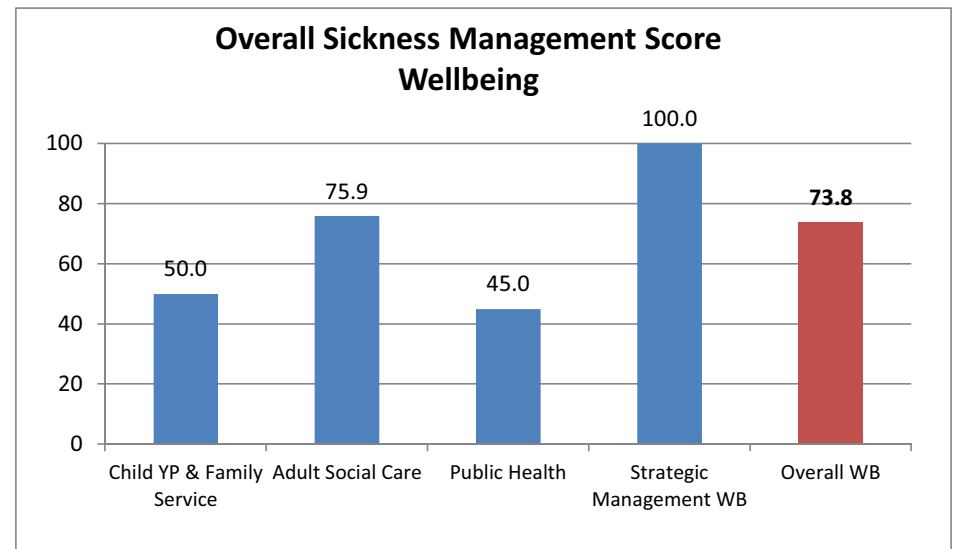
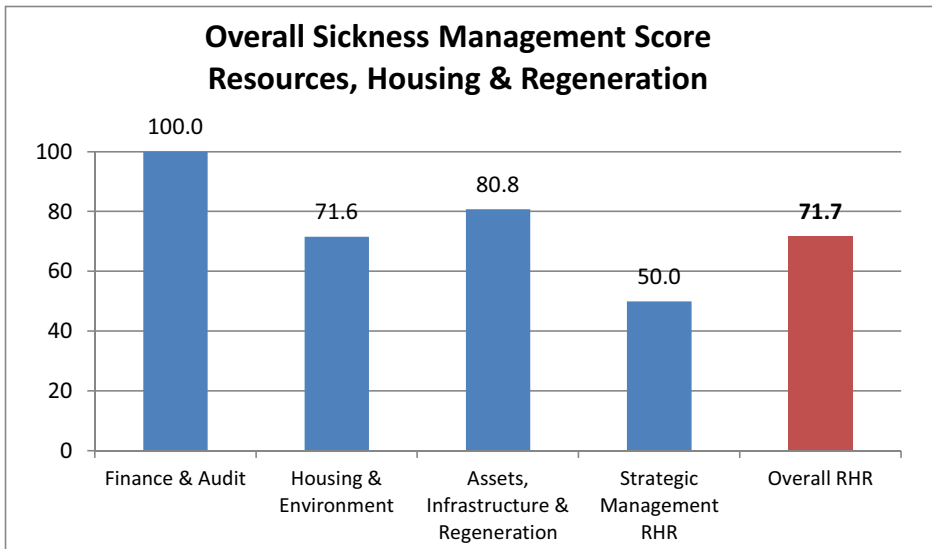
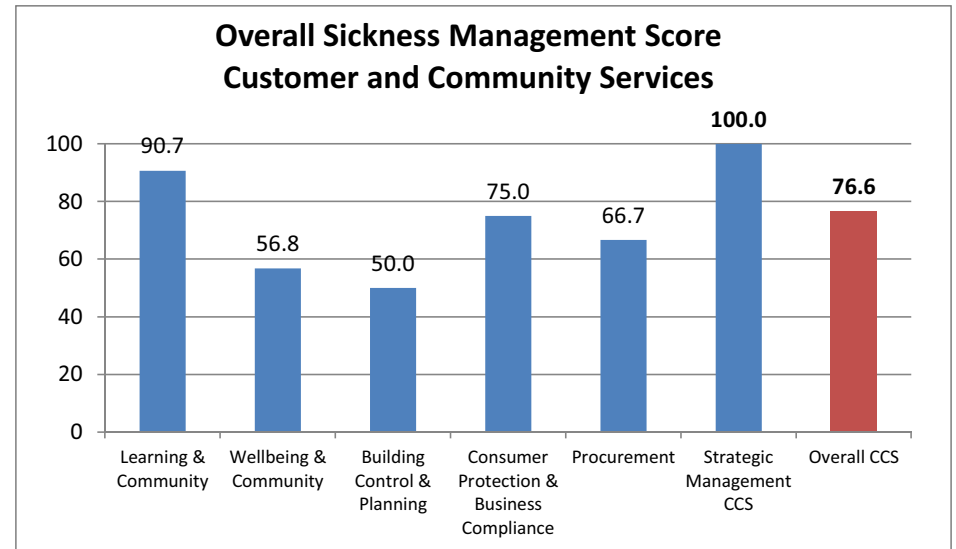
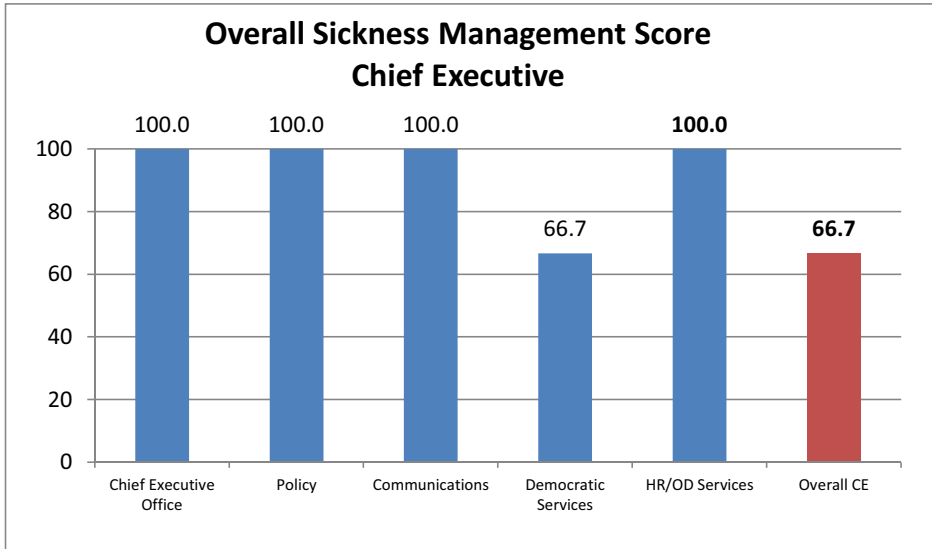
Overall Sickness Management Score per Division within the Directorates - November 2015



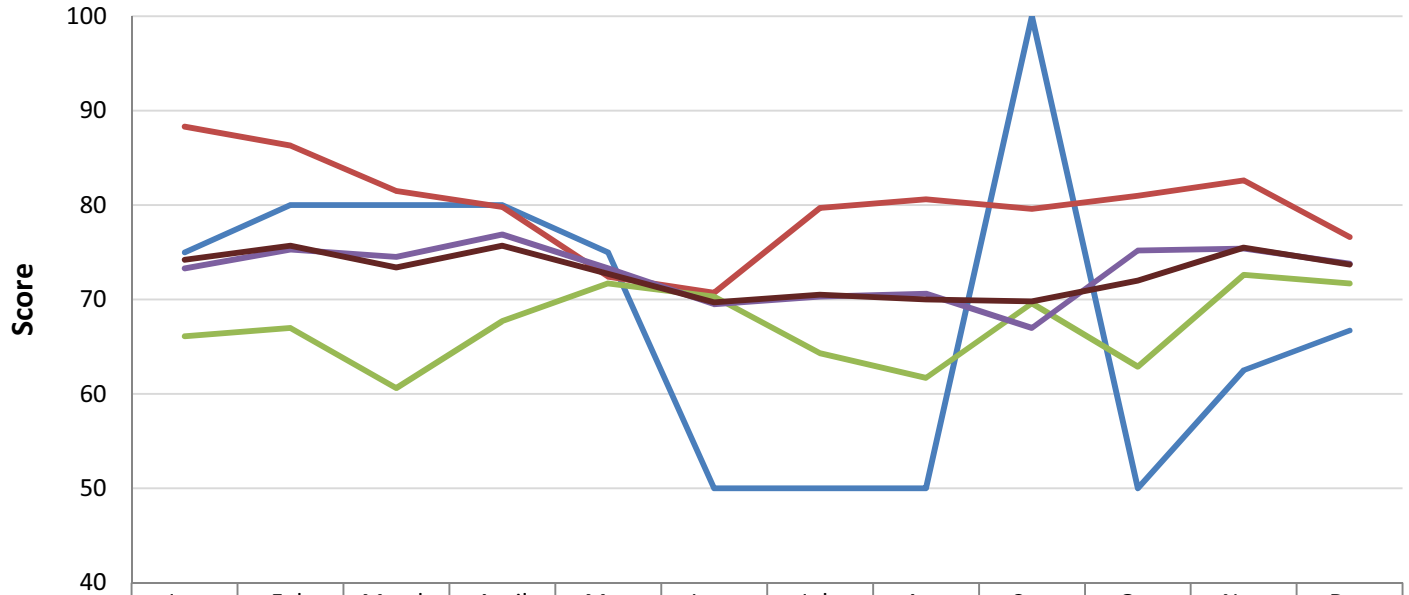
Overall Sickness Management Score per Division within the Directorates - December 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	-	25.0	-	100.0
	Communications	-	25.0	25.0	100.0
	Democratic Services	16.7	25.0	25.0	66.7
	HR/OD Services	-	25.0	25.0	100.0
	Overall CE	16.7	25.0	25.0	66.7
Customer & Community Services	Learning & Community	41.7	25.0	24.1	90.7
	Wellbeing & Community	31.8	0.0	25.0	56.8
	Building Control & Planning	0.0	25.0	25.0	50.0
	Consumer Protection & Business Compliance	25.0	25.0	25.0	75.0
	Procurement	16.7	-	25.0	66.7
	Strategic Management CCS	-	-	-	100.0
	Overall CCS	27.6	25.0	24.0	76.6
Resources, Housing & Regeneration	Finance & Audit	-	25.0	-	100.0
	Housing & Environment	22.7	25.0	23.8	71.6
	Assets, Infrastructure & Regeneration	33.3	25.0	22.5	80.8
	Strategic Management RHR	0.0	-	-	50.0
	Overall RHR	23.1	25.0	23.6	71.7
Wellbeing	Child YP & Family Service	0.0	25.0	-	50.0
	Adult Social Care	29.2	23.5	23.3	75.9
	Public Health	0.0	25.0	20.0	45.0
	Strategic Management WB	-	-	25.0	100.0
	Overall WB	26.9	23.8	23.1	73.8
SBC Overall		25.9	24.3	23.6	73.7

Overall Sickness Management Score per Division within the Directorates - December 2015



Overall Management Score January 2015 to December 2015



	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
CE	75.0	80.0	80.0	80.0	75.0	50.0	50.0	50.0	100.0	50.0	62.5	66.7
CCS	88.3	86.3	81.5	79.8	72.4	70.7	79.7	80.6	79.6	81.0	82.6	76.6
RHR	66.1	67.0	60.6	67.7	71.7	70.3	64.3	61.7	69.6	62.9	72.6	71.7
WB	73.3	75.3	74.5	76.9	73.3	69.5	70.3	70.6	67.0	75.2	75.4	73.8
SBC	74.2	75.7	73.4	75.7	72.7	69.7	70.5	70.0	69.8	72.0	75.5	73.7

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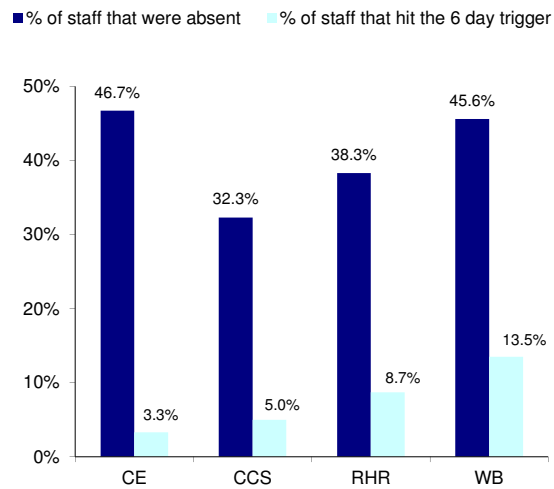
Please see enclosed the Sickness Balanced Scorecard for December 2015 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from January 2015 to December 2015.

Sickness Balanced Scorecard - December 2015 Report SBC (Jul 14 - Dec 15)

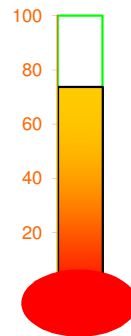
	CE 60	CCS 303	RHR 230	WB 274	Total 867
Number of staff overall					
Staff sick for at least 1 day	28 46.7%	98 32.3%	88 38.3%	125 45.6%	339 39.1%
Staff that met the 6 day sickness trigger	2 3.3%	15 5.0%	20 8.7%	37 13.5%	83 9.6%
Staff referred to OH	0 0.0%	11 73.3%	8 40.0%	24 64.9%	48 57.8%
Staff had stage 1 meeting when 6 day trigger met	1 50.0%	8 53.3%	9 45.0%	28 75.7%	53 63.9%
Staff with further absence after stage 1 meeting	1 100.0%	2 25.0%	5 55.6%	15 53.6%	25 47.2%
If further sickness, stage 2 meeting taken place	0 0.0%	1 50.0%	2 40.0%	0 0.0%	3 12.0%
Staff with further sickness after stage 2 meeting	0 -	1 100.0%	1 50.0%	0 -	2 66.7%
Staff that have had a Director Review	0 -	0 0.0%	1 100.0%	0 -	1 50.0%
Managers attended or booked onto absence course	13 100.0%	66 100.0%	53 100.0%	101 95.3%	233 97.9%

How can I improve this?

- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the deadline.

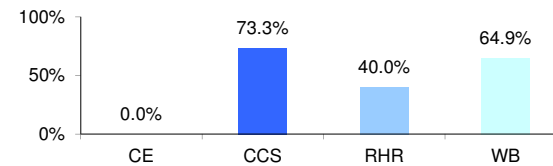


Overall Sickness Management Score **73.7**



The Overall Score has components weighted at:
50% Applying Policy
25% Course Attendance
25% OH Attendance.

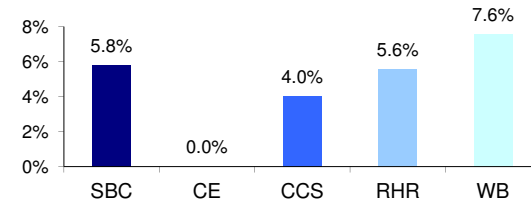
% of staff that met the 6 day trigger referred to OH



How can I improve this?

- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

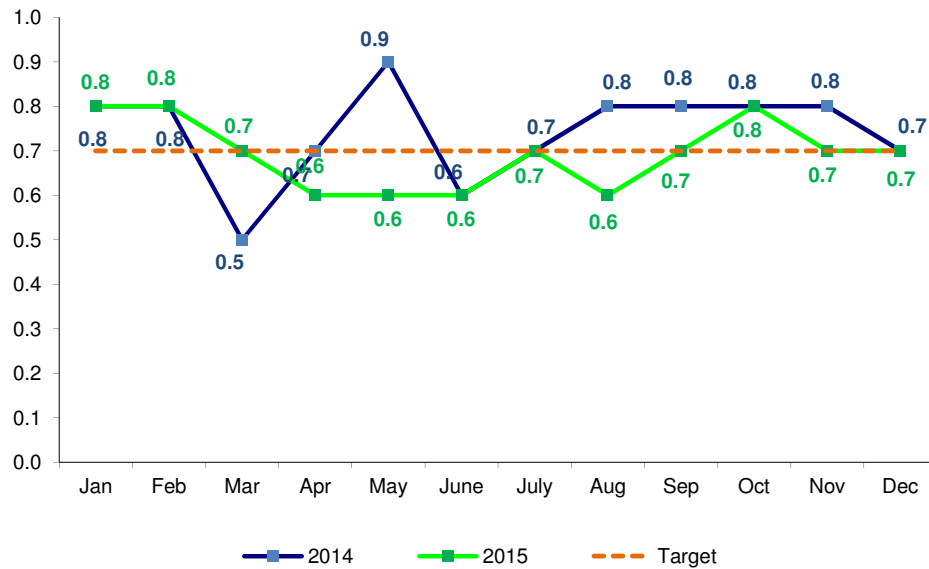
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

Sickness Balanced Scorecard - December 2015 Report
SBC (Jul 14 - Dec 15)

Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (January 14 - December 15)	8.3
Average Per Month (Days)	0.69

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

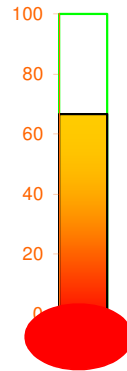
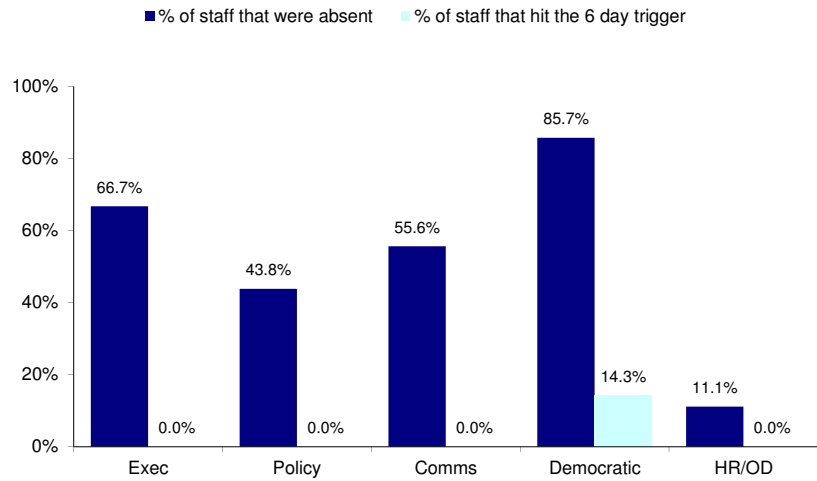
Sickness Balanced Scorecard - December 2015 Report Chief Executive (Jul 14 - Dec 15)

	Executive Office		Policy		Communications		Democratic Services		HR/OD Services		Total	
	3		16		9		14		18		60	
Number of staff overall	2	66.7%	7	43.8%	5	55.6%	12	85.7%	2	11.1%	28	46.7%
Staff sick for at least 1 day	0	0.0%	0	0.0%	0	0.0%	2	14.3%	0	0.0%	2	3.3%
Staff referred to OH	0	-	0	-	0	-	0	0.0%	0	-	0	0.0%
Staff had stage 1 meeting when 6 day trigger met	0	-	0	-	0	-	1	50.0%	0	-	1	50.0%
Staff with further absence after stage 1 meeting	0	-	0	-	0	-	1	100.0%	0	-	1	100.0%
If further sickness, stage 2 meeting taken place	0	-	0	-	0	-	0	0.0%	0	-	0	0.0%
Staff with further sickness after stage 2 meeting	0	-	0	-	0	-	0	-	0	-	0	-
Staff that have had a Director Review	0	-	0	-	0	-	0	-	0	-	0	-
Managers attended or booked onto absence course	-	-	1	100.0%	2	100.0%	4	100.0%	4	100.0%	11	100.0%

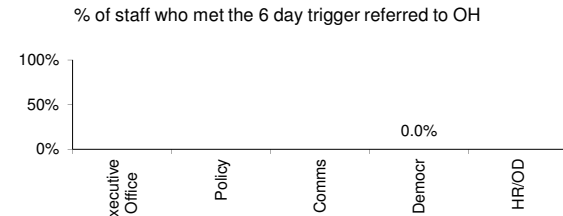
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.

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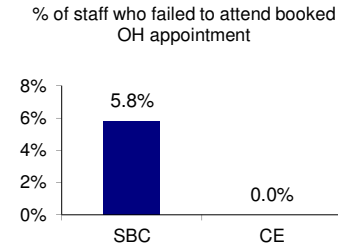
Overall Sickness Management Score **66.7**



The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



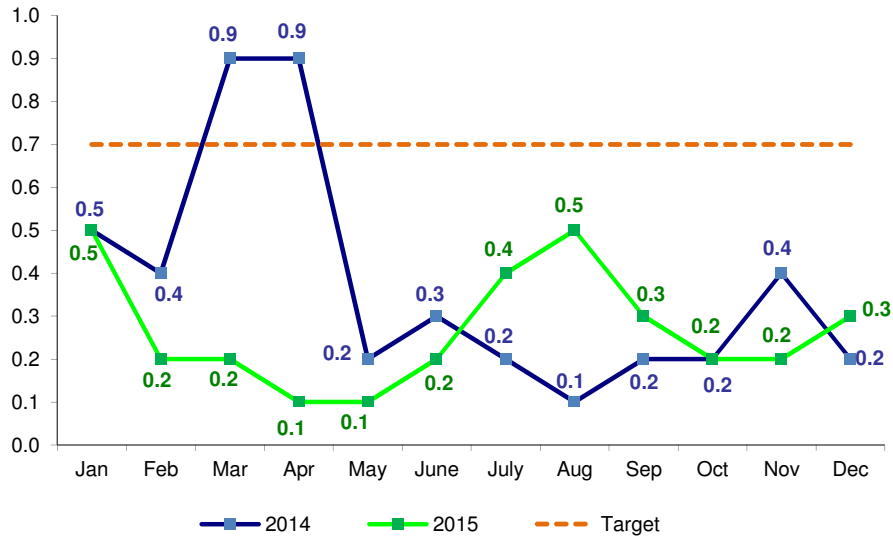
How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - December 2015 Report
Chief Executive (Jul 14 - Dec 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (January 14 - December 15)	3.2
Average Per Month (Days)	0.27

CE Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

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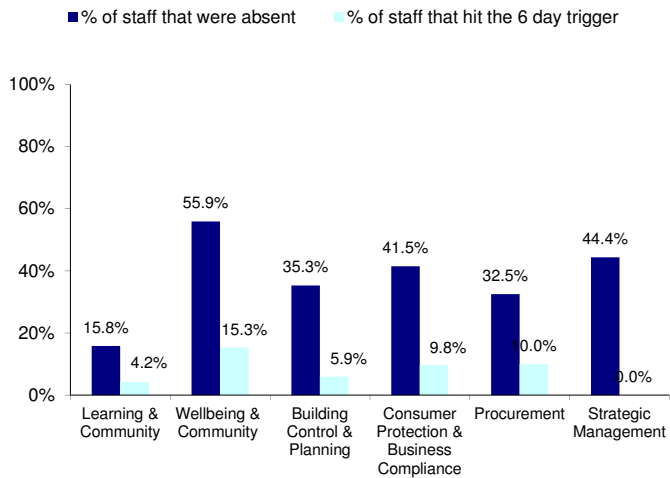
Sick Days Per FTE												
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Chief Executive	0.0	0.0	2.0	0.7	0.0	0.0	0.3	0.0	0.0	0.0	0.1	0.3
Strategy Pol & Comms	-	-	-	-	-	0.3	0.5	0.8	0.4	0.4	0.1	0.3
Professional Services	0.2	0.1	0.2	0.1	0.2	0.0	0.1	0.1	0.1	0.0	0.2	0.4

Sickness Balanced Scorecard - December 2015 Report Customer & Community Services (Jul 14 - Dec 15)

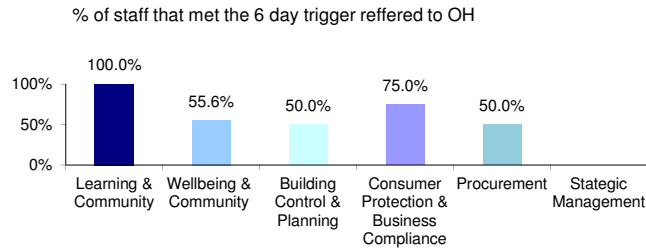
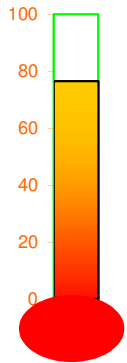
	Learning & Community	Wellbeing & Community	Building Control & Planning	Consumer Pro & Business Comp	Procurement	Strategic Management	Total
Number of staff overall	120	59	34	41	40	9	303
Staff sick for at least 1 day	19 15.8%	33 55.9%	12 35.3%	17 41.5%	13 32.5%	4 44.4%	98 32.3%
Staff that met the 6 day sickness trigger	5 4.2%	9 15.3%	2 5.9%	4 9.8%	4 10.0%	0 0.0%	15 5.0%
Staff referred to OH	5 100.0%	5 55.6%	1 50.0%	3 75.0%	2 50.0%	0 -	11 73.3%
Staff had stage 1 meeting when 6 day trigger met	5 100.0%	7 77.8%	0 0.0%	2 50.0%	1 25.0%	0 -	8 53.3%
Staff with further absence after stage 1 meeting	1 20.0%	2 28.6%	0 -	0 0.0%	1 100.0%	0 -	2 25.0%
If further sickness, stage 2 meeting taken place	0 0.0%	0 0.0%	0 -	0 -	1 100.0%	0 -	1 50.0%
Staff with further sickness after stage 2 meeting	0 -	0 -	0 -	0 -	1 100.0%	0 -	1 100.0%
Staff that have had a Director Review	0 -	0 -	0 -	0 -	0 0.0%	0 -	0 0.0%
Managers attended or booked onto absence course	100.0%	100.0%	100.0%	100.0%	-	-	66 100.0%

How can I improve this?

- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the deadline.



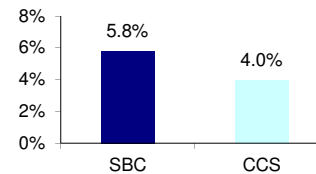
Overall Sickness Management Score **76.6**



How can I improve this?

- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

% of staff who failed to attend booked OH appointment

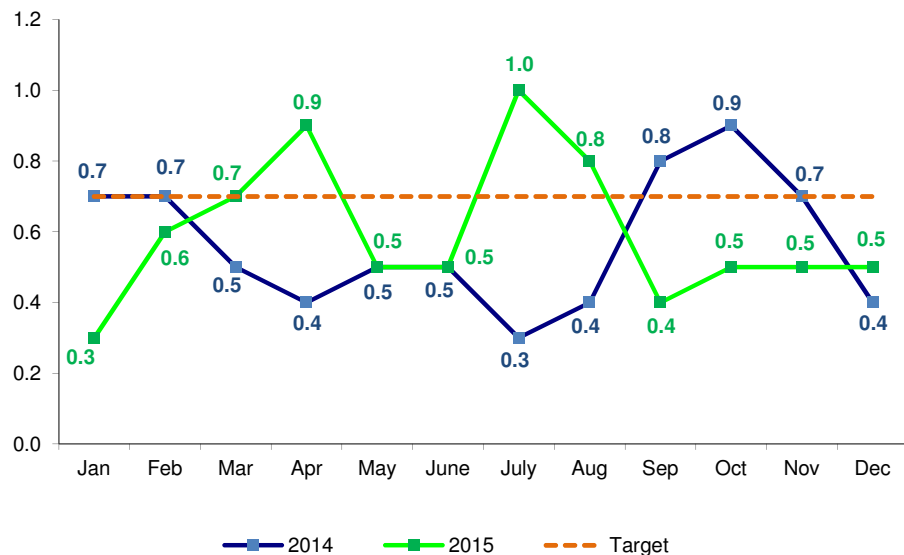


Please note this % relates to the period stated above.

The Overall Score has components weighted at:
50% Applying Policy
25% Course Attendance
25% OH Attendance.

**Sickness Balanced Scorecard - December 2015 Report
Customer & Community Services (Jul 14 - Dec 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (January 14 - December 15)	7.2
Average Per Month (Days)	0.60

CCS Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

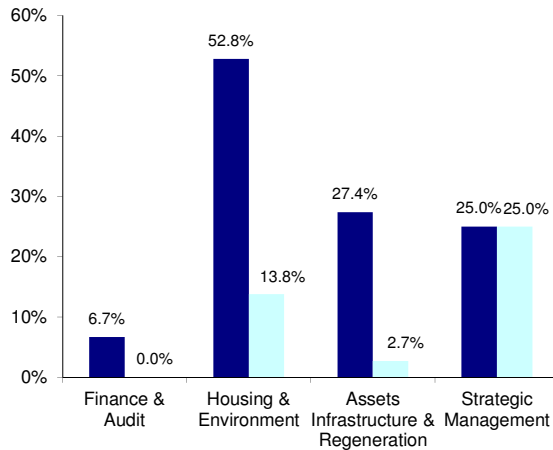
Sick Days Per FTE												
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Learning & Community	-	-	-	-	-	-	1.9	1.5	0.7	0.8	0.8	0.7
Wellbeing & Community	-	-	-	-	-	-	0.1	0.1	0.3	0.2	0.2	0.0
Enforcement & Regulation	0.1	0.3	0.2	0.4	0.1	0.1	0.3	0.2	0.1	0.3	0.3	0.0
Strategic Management	0.0	0.4	0.0	0.0	0.0	0.0	0.3	0.0	0.1	0.1	0.1	0.0
Procurement	-	-	-	-	-	0.3	0.3	0.0	0.1	0.3	0.0	0.1

Sickness Balanced Scorecard - December 2015 Report Resources Housing & Regeneration (Jul 14 - Dec 15)

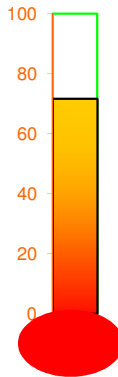
	Finance and Audit	Housing & Environment	Assets, Inf & Regeneration	Strategic Management	Total
Number of staff overall	30	123	73	4	230
Staff sick for at least 1 day	2 (6.7%)	65 (52.8%)	20 (27.4%)	1 (25.0%)	88 (38.3%)
Staff that met the 6 day sickness trigger	0 (0.0%)	17 (13.8%)	2 (2.7%)	1 (25.0%)	20 (8.7%)
Staff referred to OH	0 (-)	6 (35.3%)	1 (50.0%)	0 (100.0%)	8 (40.0%)
Staff had stage 1 meeting when 6 day trigger met	0 (-)	7 (41.2%)	2 (100.0%)	0 (0.0%)	9 (45.0%)
Staff with further absence after stage 1 meeting	0 (-)	4 (57.1%)	1 (50.0%)	0 (-)	5 (55.6%)
If further sickness, stage 2 meeting taken place	0 (-)	2 (50.0%)	0 (0.0%)	0 (-)	2 (40.0%)
Staff with further sickness after stage 2 meeting	0 (-)	1 (50.0%)	0 (-)	0 (-)	1 (50.0%)
Staff that have had a Director Review	0 (-)	1 (100.0%)	0 (-)	0 (-)	1 (100.0%)
Managers attended or booked onto absence course	14 (100.0%)	23 (100.0%)	16 (100.0%)	-	53 (100.0%)

How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.

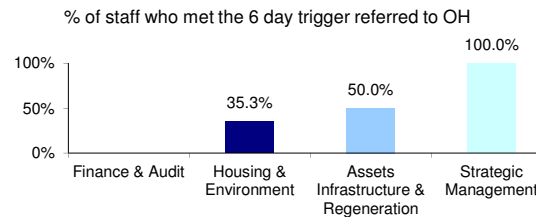
■ % of staff that were absent ■ % of staff that hit the 6 day trigger



Overall Sickness Management Score
71.7

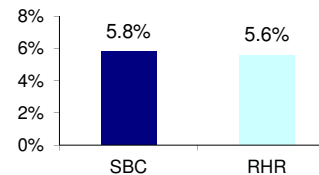


The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

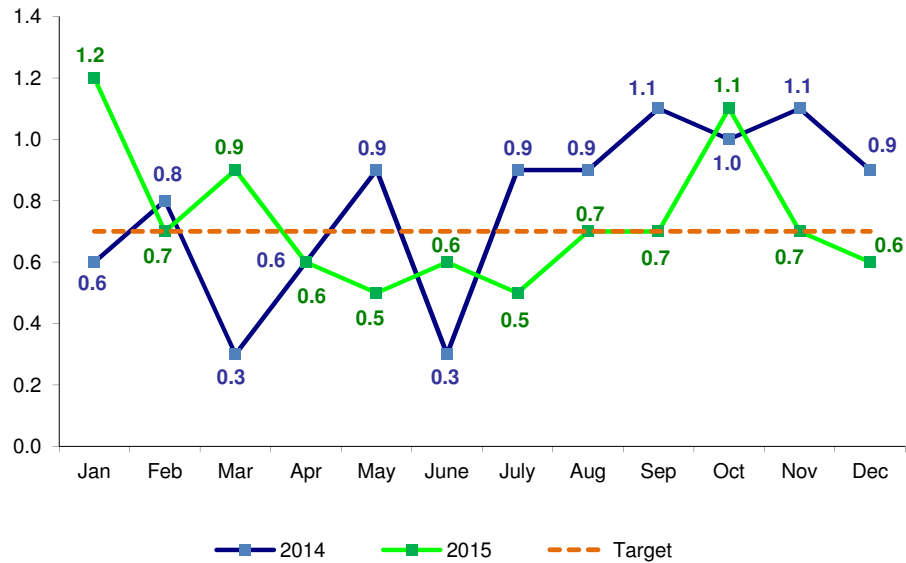
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - December 2015 Report
Resources Housing & Regeneration (Jul 14 - Dec 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (January 14 - December 15)	8.8
Average Per Month (Days)	0.73

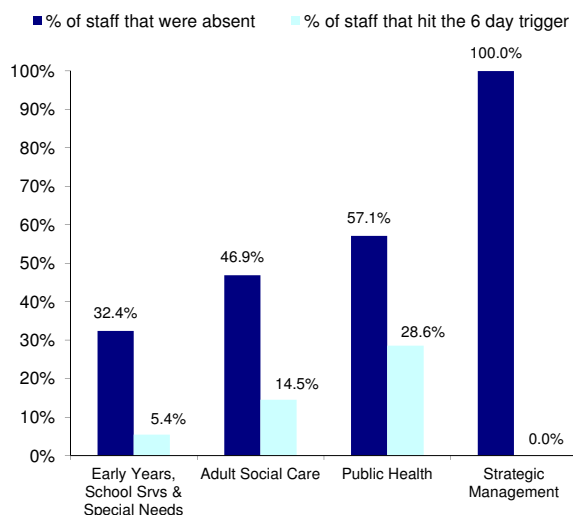
RHR Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

Sick Days Per FTE												
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Finance and Audit	0.3	0.0	0.3	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0
Housing & Environment	1.5	1.0	1.3	0.7	0.8	0.7	0.7	1.1	1.2	1.3	1.2	1.0
Assets, Inf & Regeneration	1.0	0.6	0.5	0.6	0.2	0.2	0.4	0.2	0.2	0.3	0.3	0.1
Strategic Management	0.4	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.0	4.4	0.0	0.0

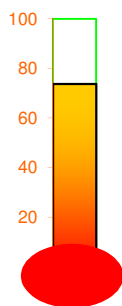
Sickness Balanced Scorecard - December 2015 Report Wellbeing (Jul 14 - Dec 15)

	Child YP & Family Service	Adult Social Care	Public Health	Strategic Management	Total
Number of staff overall	37	228	7	2	274
Staff sick for at least 1 day	12 32.4%	107 46.9%	4 57.1%	2 100.0%	125 45.6%
Staff that met the 6 day sickness trigger	2 5.4%	33 14.5%	2 28.6%	0 0.0%	37 13.5%
Staff referred to OH	0 0.0%	23 69.7%	1 50.0%	0 -	24 64.9%
Staff had stage 1 meeting when 6 day trigger met	0 0.0%	28 84.8%	0 0.0%	0 -	28 75.7%
Staff with further absence after stage 1 meeting	0 -	15 53.6%	0 -	0 -	15 53.6%
If further sickness, stage 2 meeting taken place	0 -	0 0.0%	0 -	0 -	0 0.0%
Staff with further sickness after stage 2 meeting	0 -	0 -	0 -	0 -	0 -
Staff that have had a Director Review	0 -	0 -	0 -	0 -	0 -
Managers attended or booked onto absence course	10 100.0%	45 93.8%	3 100.0%	- -	101 95.3%

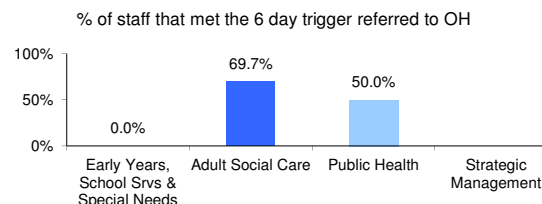
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.



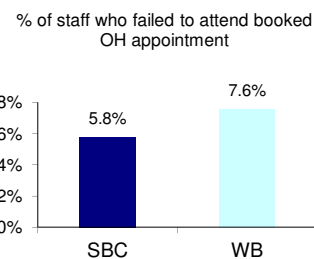
Overall Sickness Management Score **73.8**



The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



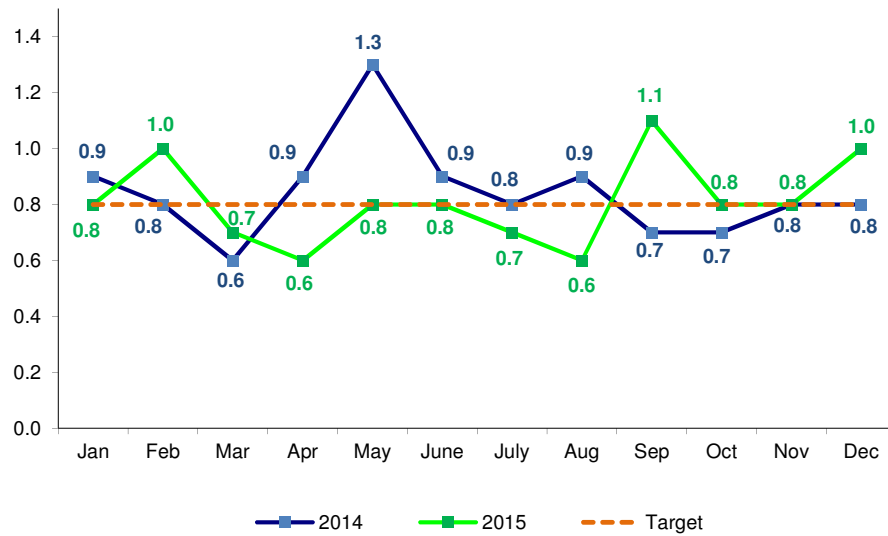
How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

Sickness Balanced Scorecard - December 2015 Report
Wellbeing (Jul 14 - Dec 15)

Number of sick days per FTE (Monthly)

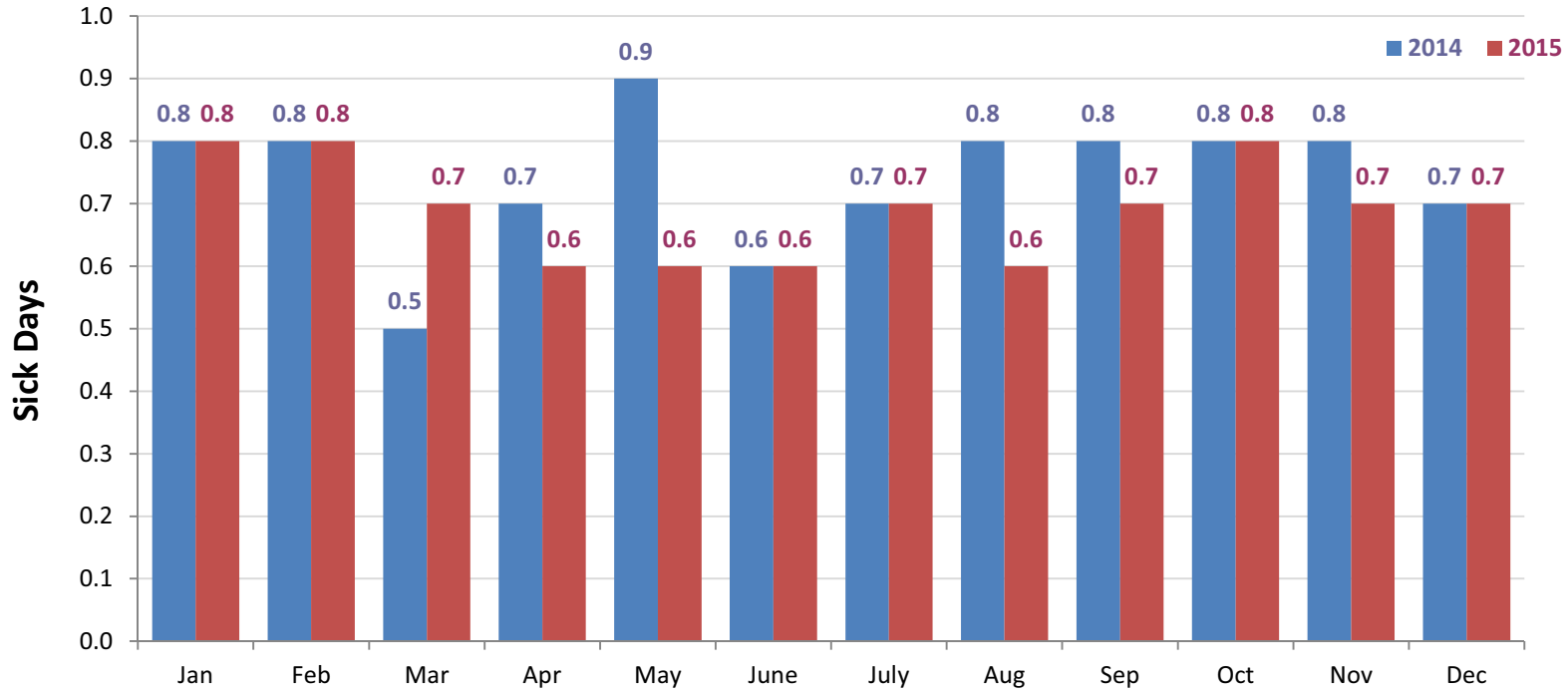


Actuals	
Year to Date Number of Days (January 14 - December 15)	9.7
Average Per Month (Days)	0.81

WB Targets	
Year to Date Target for Mar 2015 (Days per year)	9.4
Year to Date Target for Mar 2015 (Average Per Month)	0.8

Sick Days Per FTE											
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Nov 2015	Dec 2015
Child YP & Family Service	2.0	0.8	1.7	0.3	0.3	1.0	2.1	0.9	2.3	2.7	0.0
Adult Social Care	0.9	0.8	0.8	0.7	0.6	0.8	0.3	0.4	1.0	0.7	1.0
Public Health	0.1	0.5	1.5	0.0	0.1	0.0	0.5	0.5	1.5	2.9	1.1
Strategic Management	2.5	10.0	11.0	7.3	12.7	10.0	6.5	0.0	0.0	0.0	1.5

Sick Days per FTE in SBC January 2015 to December 2015



Sick Days Per FTE by Division: 12 Month Rolling Total April 2015 to December 2015

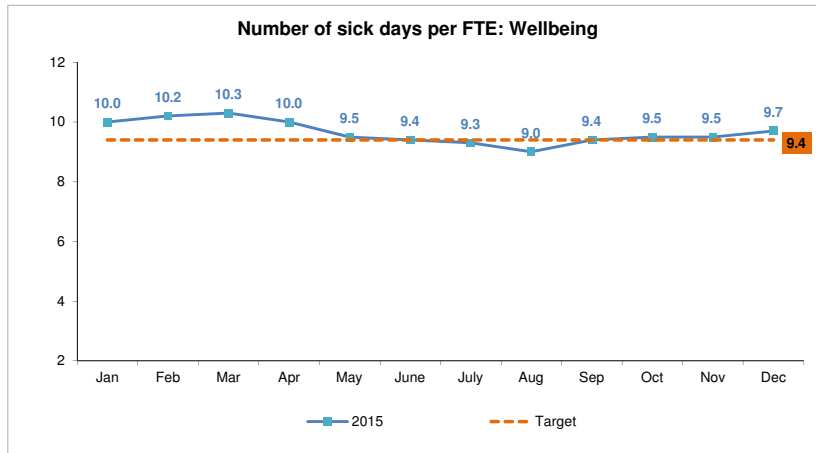
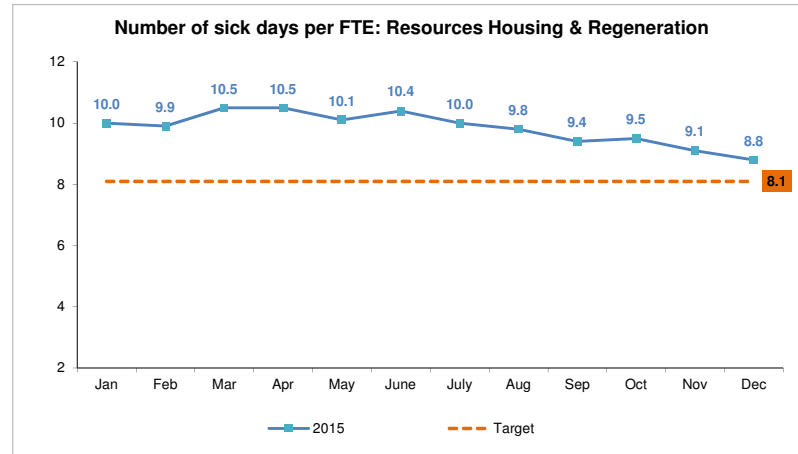
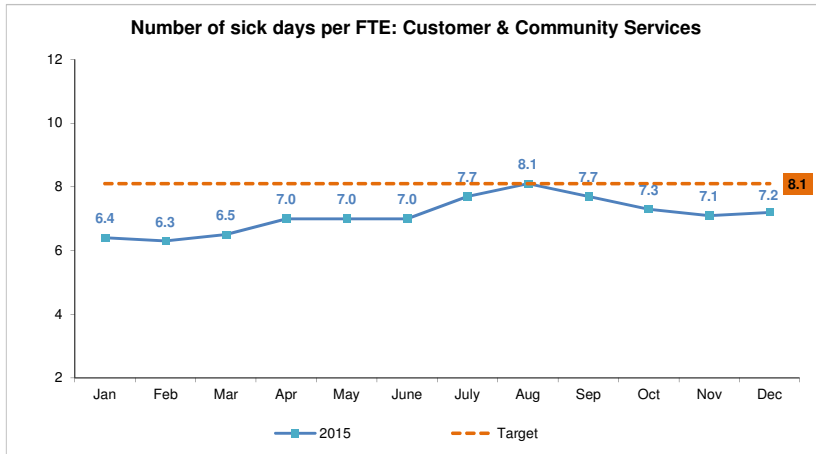
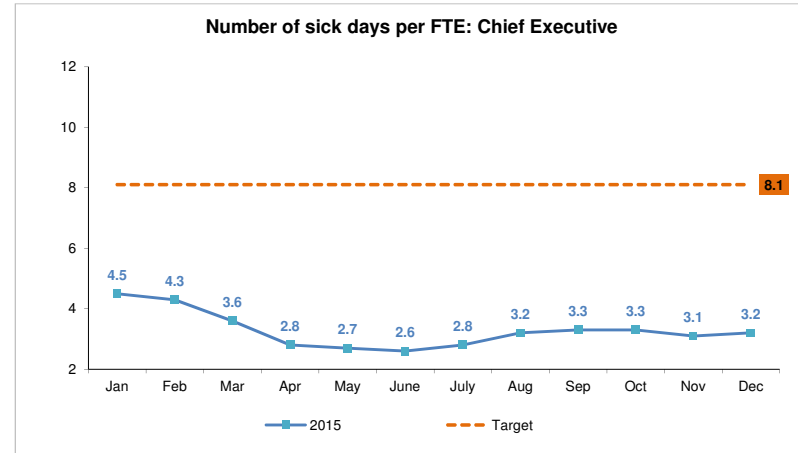
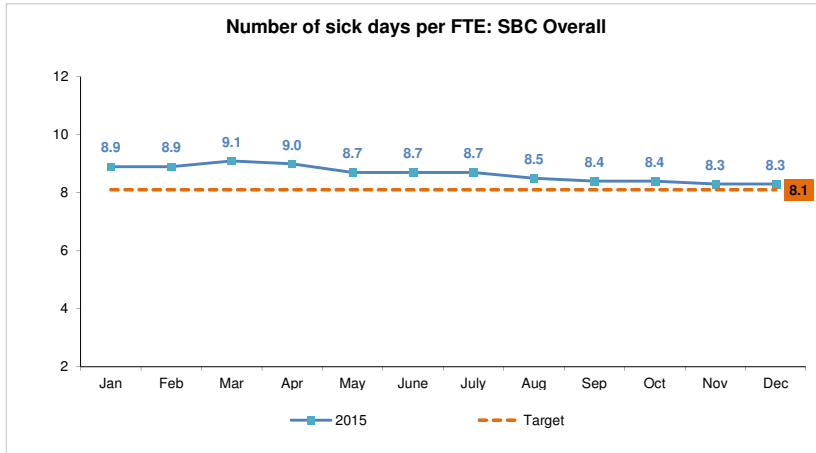
		Sick Days Per FTE									
Division		Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Travel between Oct 2015 and Nov 2015
Chief Executive (Target 8.1)	Chief Executive	3.0	3.0	3.0	3.3	3.3	3.3	3.3	3.1	3.4	□
	Strategy Pol & Comms	3.9	3.9	3.4	3.8	4.3	4.5	4.7	4.5	4.7	□
	Professional Services	2.7	2.6	2.5	2.3	2.3	2.1	1.8	1.6	1.7	□
	Chief Executive	2.8	2.7	2.6	2.8	3.2	3.3	3.3	3.1	3.2	□
Customer & Community Services (Target 8.1)	Community & Skills *	7.5	7.8	8.2	9.5	10.4	10.4	10.4	10.4	10.8	□
	Enforcement & Regulation	6.7	6.3	5.6	5.2	4.8	3.7	2.8	2.5	2.4	□
	Strategic Management	0.4	0.4	0.4	0.7	0.7	0.8	0.9	1.0	1.0	□
	Procurement	0.0	0.0	0.3	0.6	0.6	0.7	1.0	1.0	1.1	□
	Customer & Community Services	7.0	7.0	7.0	7.7	8.1	7.7	7.3	7.1	7.2	□
Resources, Housing & Regeneration (Target 8.1)	Finance and Audit	2.3	2.3	2.3	1.5	1.1	1.1	1.1	1.0	0.6	□
	Housing & Environment	15.5	14.9	15.1	14.6	14.0	13.5	13.1	12.7	12.5	□
	Assets, Inf & Regeneration	8.1	7.7	7.8	7.7	7.1	6.4	5.8	5.3	4.6	□
	Strategic Management	1.5	1.0	1.0	1.2	1.2	1.2	5.6	5.6	5.0	□
	Resources, Housing & Regeneration	10.5	10.1	10.4	10.0	9.8	9.4	9.5	9.1	8.8	□
Wellbeing (Target 9.4)	Early Years & School Svcs	11.8	10.6	10.4	11.4	11.4	13.3	12.9	14.7	14.1	□
	Adult Social Care	12.4	11.3	10.8	10.1	9.1	9.0	8.7	8.6	8.8	□
	Public Health	2.9	2.5	2.5	3.0	3.5	5.0	7.6	10.2	11.3	□
	Strategic Management	36.8	49.5	59.5	66.0	66.0	65.5	65.0	62.5	61.5	□
	Wellbeing	10.0	9.5	9.4	9.3	9.0	9.4	9.5	9.5	9.7	□
Slough Borough Council (Target 8.1)		9.0	8.7	8.7	8.7	8.5	8.4	8.4	9.5	9.7	□

Target Achieved
Target Not Achieved
Significant Cause For Concern

* Community & Skills has been split into two sections (Learning & Community and Wellbeing & Community). Due to historic data being unavailable, the combined Community & Skills division is currently being shown.

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Sick Days Per FTE by Directorate: Rolling 12 Month January 2015 to December 2015



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1. Number of Employees by Number of Days Sick between July 2015 to December 2015

2. Number of Employees Returned from Long Term Sickness and Currently on Long Term Sickness as at 31st December 2015

		Number of Staff	1. Number of Days Sick between July 2015 and December 2015						2. Number of Employees by Long Term Sickness as at 31st December 2015	
			Number of Employees 0 to 5 Days of Sickness	Percentage of Employees 0 to 5 Days of Sickness	Number of Employees 6 to 10 Days of Sickness	Number of Employees 11 to 15 Days of Sickness	Number of Employees 16 to 19 Days of Sickness	Number of Employees 20+ Days of Sickness	Long Term Sickness - Returned to Work	Number of Employees Currently on Long Term Sickness
Chief Executive	Chief Executive Office	3	2	66.7%	0	0	0	0	0	0
	Policy	16	7	43.8%	0	0	0	0	0	0
	Communications	9	5	55.6%	0	0	0	0	0	0
	Democratic Services	14	10	71.4%	2	0	0	0	0	0
	HR/OD Services	18	2	11.1%	0	0	0	0	0	0
	Overall CE	60	26	43.3%	2	0	0	0	0	0
Customer & Community Services	Learning & Community	120	13	10.8%	3	0	1	2	2	0
	Wellbeing & Community	59	24	40.7%	4	0	0	5	2	2
	Building Control & Planning	34	10	29.4%	2	0	0	0	0	0
	Consumer Protection & Business Compliance	41	13	31.7%	1	1	2	0	0	0
	Procurement	40	9	22.5%	3	1	0	0	0	0
	Strategic Management CCS	9	4	44.4%	0	0	0	0	0	0
Overall CCS	303	73	24.1%	13	2	3	7	4	2	
Resources, Housing & Regeneration	Finance & Audit	30	2	6.7%	0	0	0	0	0	0
	Housing & Environment	123	47	38.2%	7	1	0	10	7	3
	Assets, Infrastructure & Regeneration	73	18	24.7%	1	1	0	0	0	0
	Strategic Management RHR	4	0	0.0%	0	0	0	1	1	0
Overall RHR	230	67	29.1%	8	2	0	11	8	3	
Wellbeing	Child YP & Family Service	37	10	27.0%	1	1	0	0	0	0
	Adult Social Care	228	74	32.5%	12	4	2	15	8	2
	Public Health	7	2	28.6%	0	0	0	2	0	1
	Strategic Management WB	2	2	100.0%	0	0	0	0	0	0
	Overall WB	274	88	32.1%	13	5	2	17	8	3
SBC Overall		867	254	29.3%	36	9	5	35	20	8

Long Term Sickness defined as 20 or more consecutive days of sickness

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MEMBERS' ATTENDANCE RECORD 2015/2016

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	23/06/15	20/10/15	21/01/16	06/04/16
Brooker	Ap	P	P	
A S Dhaliwal	Ap	P	P	
M Holledge	Ap	P	P	
N Holledge	Ap	P	P	
Morris	Ab	P	P	
Plenty	P	P	P	
Sharif	P	P	P	
Smith	P	Ab	Ab	
Zarait	P	P	P*	

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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