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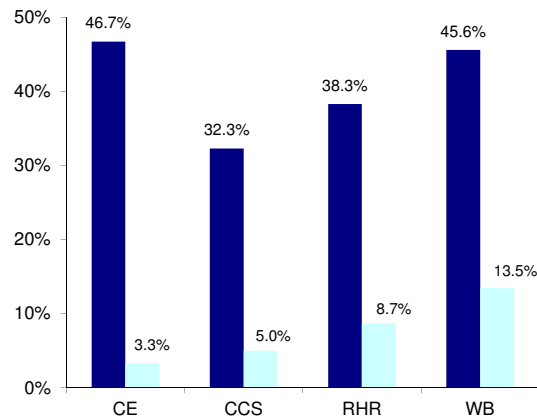
Sickness Balanced Scorecard - December 2015 Report
SBC (Jul 14 - Dec 15)

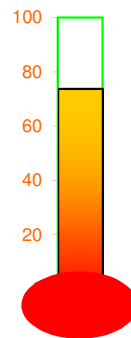|	CE		CCS		RHR		WB		Total	
Number of staff overall	**60**		**303**		**230**		**274**		**867**	
Staff sick for at least 1 day	**28**	46.7%	**98**	32.3%	**88**	38.3%	**125**	45.6%	**339**	39.1%
Staff that met the 6 day sickness trigger	**2**	3.3%	**15**	5.0%	**20**	8.7%	**37**	13.5%	**83**	9.6%
Staff refered 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.

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

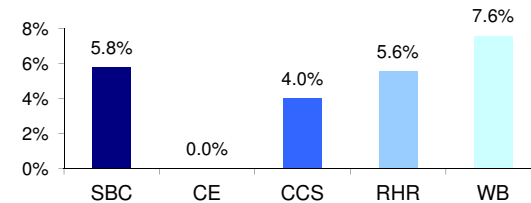Overall Sickness Management Score **73.7**

% 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

The Overall Score has components weighted at:
50% Applying Policy
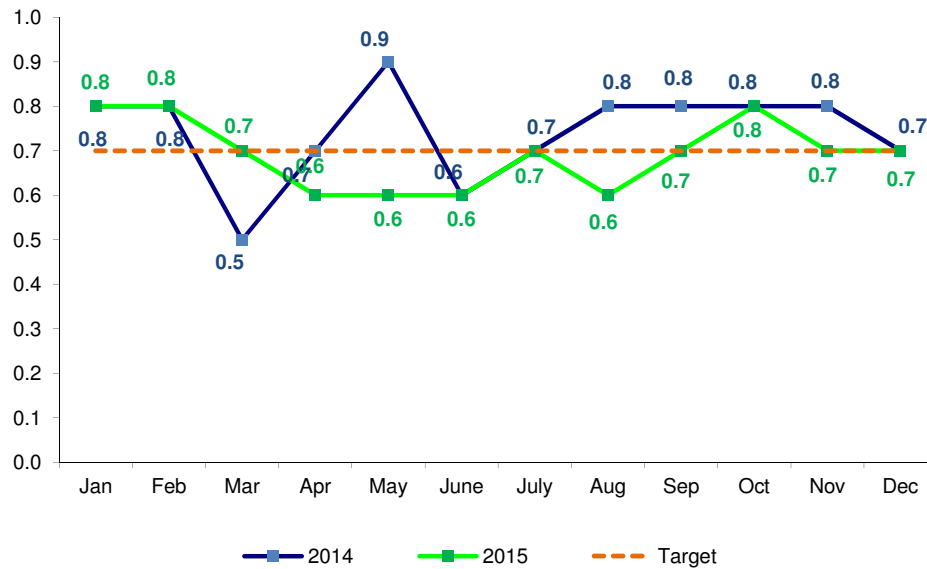25% Course Attendance
25% OH Attendance.
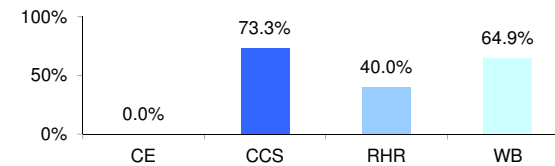
% of staff who failed to attend booked OH appointment

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

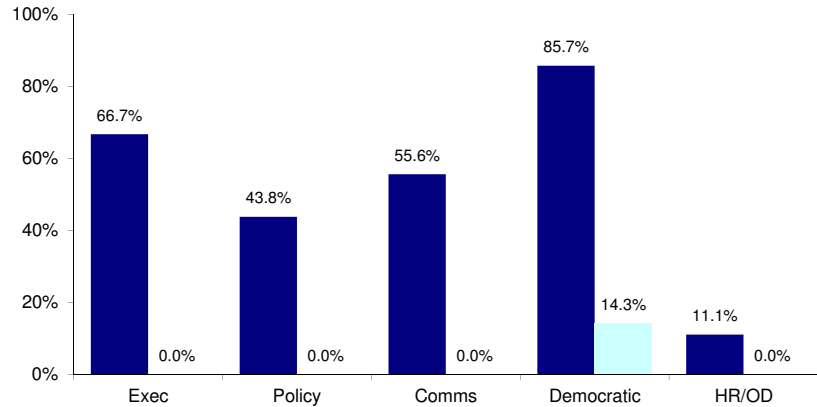| Council Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

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

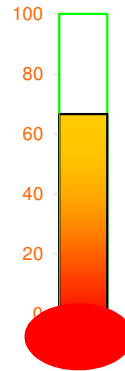|	Executive Office		Policy		Communications		Democratic Services		HR/OD Services		Total	
Number of staff overall	**3**		**16**		**9**		**14**		**18**		**60**	
Staff sick for at least 1 day	2	66.7%	7	43.8%	5	55.6%	12	85.7%	2	11.1%	28	46.7%
Staff that met the 6 day sickness trigger	0	0.0%	0	0.0%	0	0.0%	2	14.3%	0	0.0%	2	3.3%
Staff refered 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.

Overall Sickness Management Score **66.7**

■ % of staff that were absent   ■ % of staff that hit the 6 day trigger
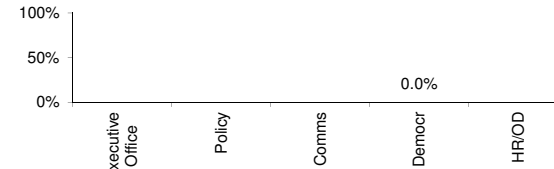
The Overall Score has components weighted at:
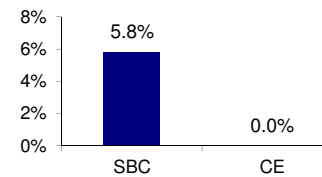50% Applying Policy
25% Course Attendance
25% OH Attendance.

% of staff who 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
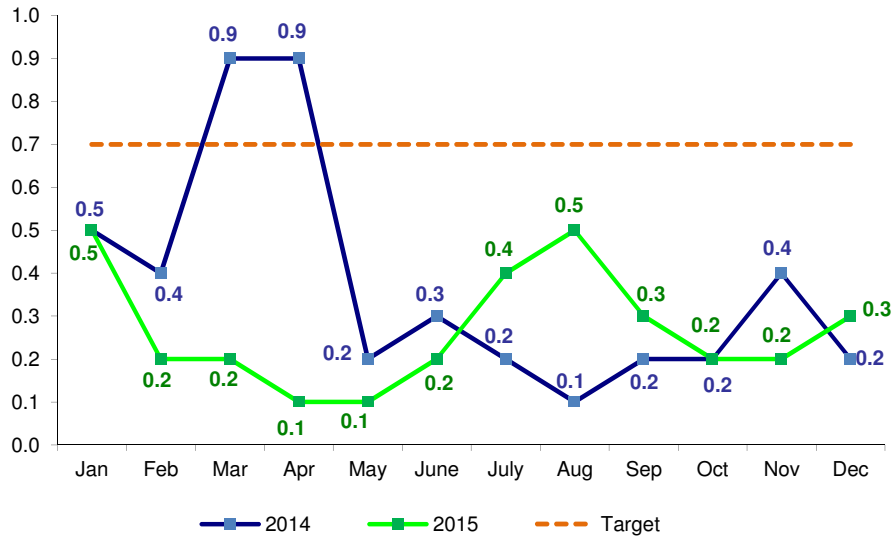
% of staff who failed to attend booked OH appointment

Please note this % relates to the period stated above.

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

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
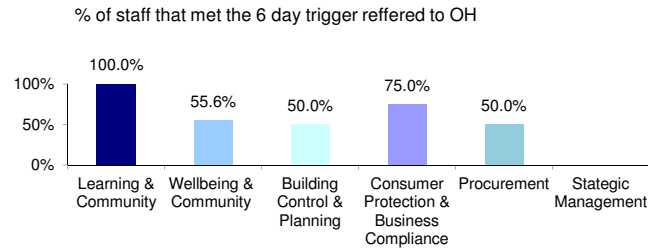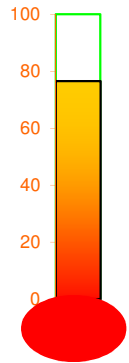## Customer & Community Services (Jul 14 - Dec 15)

	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 refered 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%

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

Overall Sickness Management Score   **76.6**

Bar chart: % of staff that were absent / % of staff that hit the 6 day trigger
- Learning & Community: 15.8%, 4.2%
- Wellbeing & Community: 55.9%, 15.3%
- Building Control & Planning: 35.3%, 5.9%
- Consumer Protection & Business Compliance: 41.5%, 9.8%
- Procurement: 32.5%, 0.0%
- Strategic Management: 44.4%, 0.0%

% of staff that met the 6 day trigger reffered to OH
- Learning & Community: 100.0%
- Wellbeing & Community: 55.6%
- Building Control & Planning: 50.0%
- Consumer Protection & Business Compliance: 75.0%
- Procurement: 50.0%
- Stategic Management:

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

% of staff who failed to attend booked OH appointment
- SBC: 5.8%
- CCS: 4.0%

Please note this % relates to the period stated above.

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

Legend: 2014 — 2015 — Target

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
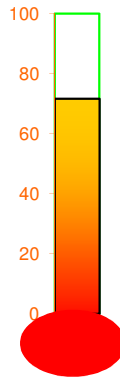## Resources Housing & Regeneration (Jul 14 - Dec 15)

	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 refered 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.
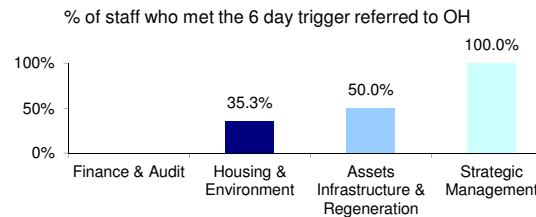- Ensure managers are returning the completed tracker sheets within the deadline.

■ % of staff that were absent ■ % of staff that hit the 6 day trigger
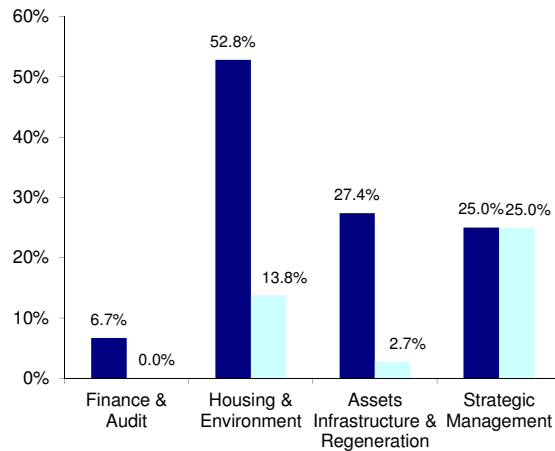
Overall Sickness Management Score **71.7**

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

% of staff who 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
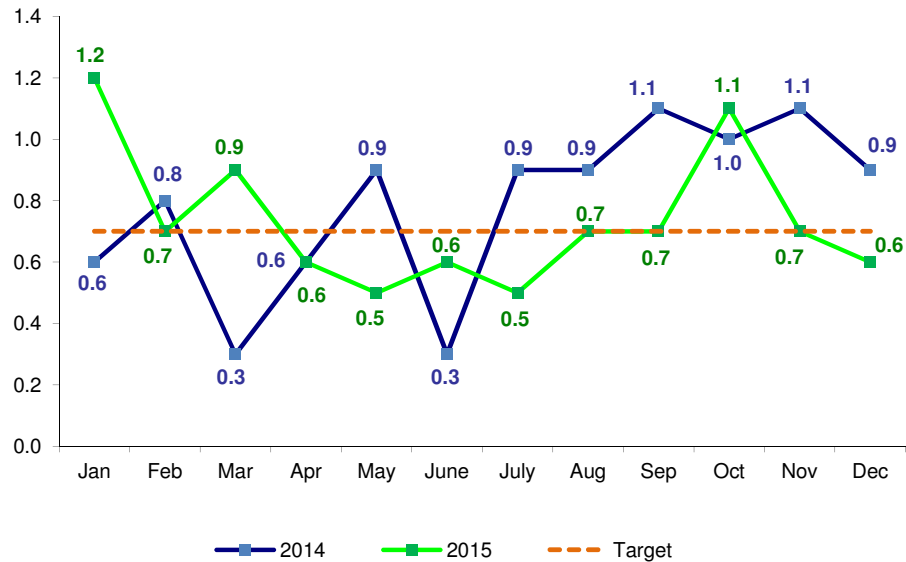
% of staff who failed to attend booked OH appointment
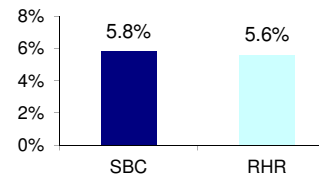
Please note this % relates to the period stated above.

Sickness Balanced Scorecard - December 2015 Report
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

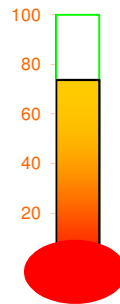| Sick Days Per FTE											
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Finance and Audit	0.3	0.0	0.3	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0
Housing & Environment	1.5	1.0	1.3	0.7	0.8	0.7	0.7	1.1	1.2	1.3	1.2	1.0
Assets, Inf & Regeneration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

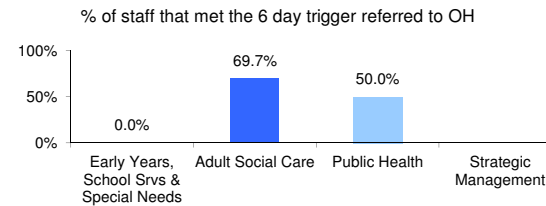|	Child YP & Family Service		Adult Social Care		Public Health		Strategic Management		Total	
Number of staff overall	**37**		**228**		**7**		**2**		**274**	
Staff sick for at least 1 day	12	32.4%	107	46.9%	4	57.1%	2	100.0%	125	45.6%
Staff that met the 6 day sickness trigger	2	5.4%	33	14.5%	2	28.6%	0	0.0%	37	13.5%
Staff refered 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.

■ % of staff that were absent ■ % of staff that hit the 6 day trigger
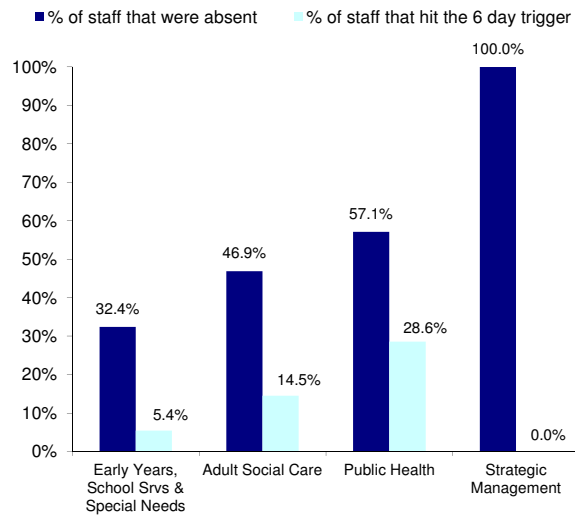
Overall Sickness Management Score **73.8**

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
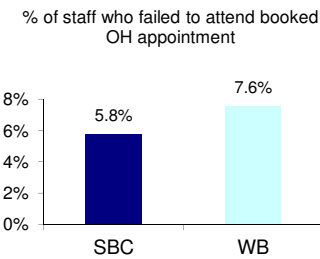
Please note this % relates to the period stated above.

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

Number of sick days per FTE (Monthly)
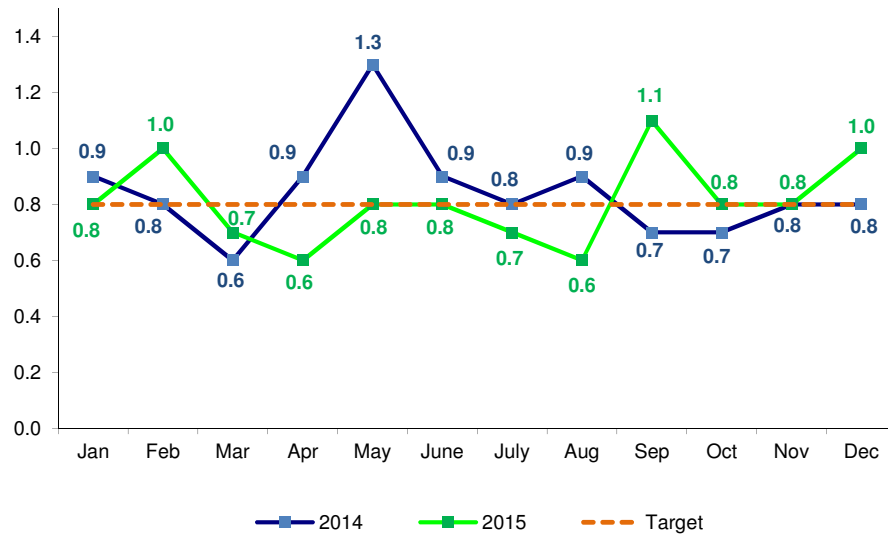
Actuals	
Year to Date Number of Days (January 14 - December 15)	9.7
Average Per Month (Days)	0.81

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