



Glasgow City Council

Operational Performance and Delivery
Scrutiny Committee

Report by Director of Governance and Solicitor to the Council

Item 7

21st November 2018

Contact: Robert Anderson, Head of Human Resources
Ext: 75179

2018/19 Q2 Attendance Management Report

Purpose of Report:

To provide Committee with an executive summary of the council's attendance management performance and staff health strategy initiatives during quarter 2 of 2018/19.

Recommendations:

It is recommended that Committee note the analysis of attendance levels and health and wellbeing initiatives across the council.

Ward No(s):

Citywide:

Local member(s) advised: Yes No consulted: Yes No

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1 Executive Summary

In accordance with the Council plan priority of A Well Governed City that listens and responds, an analysis of the council's 2018/19 Q2, 1 July until 30 September 2018 attendance management performance is reported.

In keeping with seasonal patterns, the Q2 average days lost performance of 1.9 days per employee, is a reduction when compared to the Q1 performance of 2.2 days. The quarter performance has been marginally worse when compared to the same period of the previous year.

Whilst disappointing, it is worth noting that the organisation achieved 95.4% attendance levels, which is still a good performance for an organisation as large and complex as Glasgow City Council. We have also seen Glasgow placed first of ten authorities for 2017/18 attendance management performance from a recent Core Cities benchmarking exercise.

With regard to impact of the new Maximising Attendance policy on 2018/19 performance to date, it is advised that it is too early in the implementation process to draw any firm conclusions.

Table 1. Q2 Absence Statistics

Sickness Absence Performance	Employee (Head Count)	Avg Days lost Q2	Attendance %	2018/19 Avg Days Lost YTD	2017/18 Avg Days Lost
Council Total	20777	1.9	95.4%	4.1	8.9

Table 2. Rolling Four Quarter Average Days Lost

Quarter	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Rolling Year	2017/18 Target
Avg Days Lost	2.5	2.7	2.2	1.9	9.3	7.4

The rolling four quarters performance detailed in table 2 above shows a rolling 9.3 days lost to sickness absence against last year's performance of 8.9 days and the target of 7.4 days.

Chart 1 shows the average days lost in each quarter over the rolling three years and clearly illustrates the strong seasonal pattern to sickness absence. Our attendance levels are always much better in the spring and summer months than in autumn and winter, which is neither unusual nor surprising.

Chart 1. Average Days Lost Per Employee

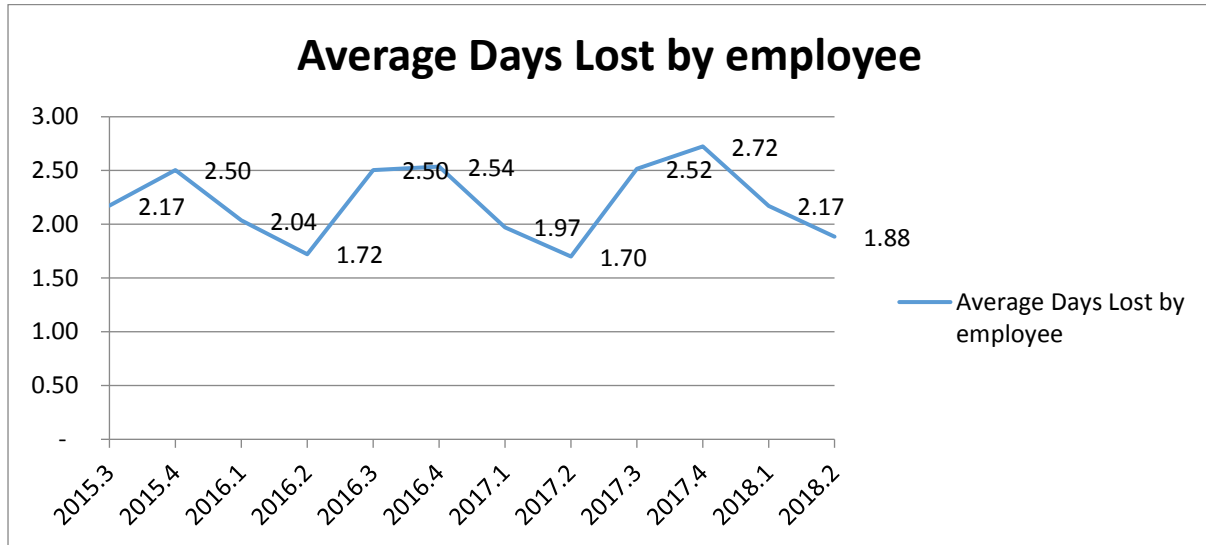


Table 3. Average Days Lost Per Employee

	Q1		Q2		Q3		Q4		Full Year	
	%	Days	%	Days	%	Days	%	Days	%	Days
2015/16	4.09	1.83	3.76	1.58	4.56	2.17	5.02	2.5	4.39	8.08
2016/17	4.45	2.04	4.28	1.72	5.31	2.50	5.07	2.54	4.81	8.81
2017/18	4.44	1.97	4.24	1.70	5.1	2.52	5.2%	2.72	4.78	8.91
2018/19	4.52	2.17	4.62	1.88						

Table 4. Q2 Average days lost per employee breakdown by Service

Service	Employee (Head Count)	Avg Days lost Q2	Q2 Abs %	2018/19 Avg Days Lost YTD	2017/18 Avg Days Lost
CEO	536	0.7	1.3%	1.2	3.1
DRS	521	1.9	3.3%	3.9	5.3
EDS	11599	1.1	3.3%	2.8	7.5
Support	5161	1.6		3.9	10.0
Teacher	6438	0.7		1.8	5.5
FS	1507	2.0	3.7%	4.1	8.3
LES	2800	3.6	7.1%	6.7	12.6
SWS	3814	3.3	6.4%	6.4	11.7
Support	798	2.4		4.8	8.4
PCS (front line)	3016	3.5		6.8	12.5
Total	20777	1.9	4.6%	4.1	8.9

The Chief Executive's Department achieved the lowest level of sickness absence this quarter, losing 0.7 days per employee. The highest level of sickness absence was within Land and Environmental Services, losing an average of 3.6 days per employee.

- As part of the 'Your Wellbeing' pilot, three follow up Roadshow events took place at Dawsholm Depot and 231 George Street. The events showcased a number of organisations and activities to support a mentally healthy workplace. Line management training commenced in July 2018, focusing on increasing line management awareness and reducing the stigma surrounding mental health in the workplace. In addition, approximately 100 LES staff have attended various training activities associated with mental health awareness. The Pilot Project is now complete and an update will be provided to the Corporate Management Team in December and the General Purposes City Policy Committee in the New Year.
- Education Services have delivered training sessions centrally to ensure a consistent message of the updated Maximising Attendance policy. The HR team are providing increased support to Head Teachers and managers across all sectors which is a key focus and priority, particularly in areas with higher than average levels of absence.

2 Reasons for Absence by long term/short term split

Top 3 reasons for absence are summarised below, by long and short term.

Long Term Absence	Top 3 Absence Category reasons	Short Term Absence	Top 3 Absence Category reasons
%		%	
24.1%	Psychological	6.9%	Psychological
14.3%	Musculoskeletal	6.6%	Respiratory Tract
5.4%	Post-operative	6.2%	Gastro- Intestinal

The reasons for appointments with our Occupational Health provider are detailed below and demonstrate a strong correlation to the reasons for absence.

Occupational Health Referral reasons	% of appointments
Anxiety/stress/depression/other psychiatric	28%
Back problems	7.9%
Other Musculoskeletal	15.5%

3 Employee assistance utilisation

Service	Headcount	Utilisation (cases)	Utilisation as % of headcount
CED	536	13	2.4%
DRS	521	8	1.5%
EDS	11599	103	0.9%
FS	1507	10	0.7%
LES	2800	41	1.5%
SWS	3814	85	2.2%
Total	20777	260	1.3%

The utilisation of the employee assistance provider by service is shown above. Total utilisation has decreased from 310 cases in Q1 to 260 in Q2, with a total utilisation figure of 1.3%. The EAP provider advise that the utilisation of service is consistent with industry norms.

4 Staff Health Strategy

Having retained the Healthy Working Lives Gold Award highlighting the council as an 'exemplar public sector employer', we continue to implement our Staff Health and Wellbeing Action Plan to provide routes to encourage, support and inform employees to manage their own health and wellbeing.

It is focused across the key themes of alcohol, obesity, mental health and wellbeing, tobacco, cancer and communication and engagement. Examples of activity across the priority areas during this reporting period include:

- Promotion of World Mental Health day which this year, looked to raise awareness among young adults and adolescents of ways to look after their mental health and to help peers, parents, and teachers know how to support their friends, children and students.
- A pilot 'Understanding your Menopause' lunchtime session was planned for staff in July, with an additional five sessions delivered, due to the high level of interest expressed.
- The council's fourth annual Lawn Bowls inter-service competition took place at Kelvingrove in August, as one of the Year of Sport activities.
- Alzheimer Scotland workshop with our Carer's Employee peer support network to talk about the range of support they can offer to both those living with dementia and their carers.
- Promotion of our Employer Assistance Provider range of services and webinars to staff.
- Ongoing engagement with staff on the importance of health and wellbeing with monthly Insider articles, including health related prize competitions.

5 Conclusions

Improving absence levels across the organisation continues to be a priority and we will continue to support employees improve their attendance through the delivery of our Health and Wellbeing activities the implementation of our revised Maximising Attendance arrangements, and the development of the Mental Health and Wellbeing Stress Strategy, which has been rebranded as 'Your Wellbeing'.

6 Policy and Resource Implications

Resource Implications: There are no new implications arising from the report.

Financial: No new financial implications

Legal: No new legal issues

Personnel: No direct personnel implications

Procurement: No relevant procurement issues

Council Strategic Plan: A Well Governed City that listens and responds

Equality Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 Not applicable

What are the potential equality impacts as a result of this report? No significant impact.

Sustainability Impacts:

Environmental: Not applicable

Social: Not applicable

Economic: Not applicable

Privacy and Data Protection impacts: No data protection impacts identified.

7 Recommendations

It is recommended that Committee note the analysis of attendance levels and health and wellbeing initiatives across the council.