

## ABSENCE PERFORMANCE ANALYSIS

### Q4: 1 January 2021 – 31 March 2021 & YEAR END

#### Section 1: The Data

##### SPI Criteria:

- Absence performance is determined in accordance with the Local Government Benchmarking Framework (LGBF) guidelines.

##### Data Set:

- SPI data shows 4306.36 Full Time Equivalent (FTE) for Quarter 4 2020/21

#### Section 2: Overview of Absence Performance

##### Number of work days lost per Full Time Equivalent (SPI) – Quarter 4 2020/21

Strategic Group	WDL	FTE	WDL/FTE	WDA	% Absence
SMT	0.00	14.00	0.00	821.00	0.00%
Education, People & Business	3133.08	2701.34	1.16	150630.29	2.08%
Customer & Digital Services	374.80	209.26	1.79	10948.28	3.42%
Education (Non Teaching)	1202.08	926.70	1.30	52175.07	2.30%
Education (Teacher)	1354.2	1428.329	0.95	80220.63	1.69%
Legal & Democratic Services	96.00	44.40	2.16	2401.60	4.00%
Organisational Transformation	106.00	92.66	1.14	4884.71	2.17%
Finance	0.00	42.35	0.00	2167.60	0.00%
Health & Social Care Partnership	2440.67	514.13	4.75	27115.90	9.00%
Adult Services	661.32	133.79	4.94	7095.96	9.32%
Children Services & Criminal Justice	297.04	123.23	2.41	6080.08	4.89%
Older People	1482.31	257.12	5.77	13939.85	10.63%
Place, Neighbourhood & Corporate Assets	2426.86	1034.54	2.35	56853.07	4.27%
Assets & Facilities	1671.355	561.495	2.98	33674.44	4.96%
Housing	58.00	38.90	1.49	2052.35	2.83%
Land Planning & Development	0.00	63.00	0.00	3482.00	0.00%
Neighbourhood Services	326.00	147.00	2.22	6350.21	5.13%
Place & Community Planning	16.00	50.00	0.32	2214.90	0.72%
Roads & Environment	355.50	174.14	2.04	9079.18	3.92%
<b>All EDC</b>	<b>8000.61</b>	<b>4306.36</b>	<b>1.86</b>	<b>237587.87</b>	<b>3.37%</b>
LGW Only	6646.41	2878.03	2.31	157367.24	4.22%
Teachers Only	1354.20	1428.33	0.95	80220.63	1.69%

#### Section 3: Number of work days lost per Full Time Equivalent (SPI) 2020/21 Year-End

Directorate/Strategic Group	WDL	FTE	WDL/FTE	WDA	% Absence
SMT	0.00	14.00	0.00	3198.50	0.00%
Education, People & Business	11512.31	2634.42	4.37	587981.51	1.96%
Customer & Digital Services	1232.10	207.35	5.94	42143.24	2.92%
Education (Non Teaching)	4899.51	885.32	5.53	196337.71	2.50%
Education (Teacher)	4634.60	1406.81	3.29	321271.13	1.44%
Legal & Democratic Services	184.00	45.70	4.03	9801.20	1.88%
Organisational Transformation	562.10	89.24	6.30	18428.23	3.05%
Finance	289.50	42.94	6.74	8702.05	3.33%
Health & Social Care Partnership	8035.66	503.96	15.94	103139.88	7.79%
Adult Services	2008.72	136.30	14.74	28506.85	7.05%
Children Services & Criminal Justice	1333.84	122.23	10.91	23359.03	5.71%
Older People	4693.10	245.43	19.12	51274.01	9.15%
Place, Neighbourhood & Corporate Assets	8595.83	985.89	8.72	216837.30	3.96%
Assets & Facilities	5826.93	511.20	11.40	121755.16	4.79%

Housing	229.40	42.18	5.44	8961.45	2.56%
Land Planning & Development	19.00	55.13	0.34	11693.75	0.16%
Neighbourhood Services	1234.00	150.00	8.23	26591.71	4.64%
Place & Community Planning	180.00	50.63	3.56	9968.45	1.81%
Roads & Environment	1106.50	176.77	6.26	37866.79	2.92%
<b>All EDC</b>	<b>28433.30</b>	<b>4181.21</b>	<b>6.80</b>	<b>919859.25</b>	<b>3.09%</b>
LGW Only	23798.70	2774.40	8.58	598588.12	3.98%
Teachers Only	4634.60	1406.81	3.29	321271.13	1.44%

#### Section 4: Number of work days lost, related to Covid-19 and unable to work from home, per Full Time Equivalent Q4 2020/21

The table below outlines Covid-19 absence for Quarter 4 2020/21 for employees who were absent for a reason related to Covid-19 and unable to work from home showing actual work days lost and working days available (not pro-rated to FTE equivalent).






**Table 3: Quarter 4 2020/21 – Absences related to COVID-19**

The table below shows the Covid percentage absence logged as at 31<sup>st</sup> March 2021 for Q4.


	COVID WDL	WDA	FTE	% Covid	WDL/FTE
SMT	3.00	821.00	14.00	0.37%	0.21
Education, People & Business	1974.05	173180.52	2701.34	1.14%	0.73
Customer & Digital Services	79.00	12132.89	209.26	0.65%	0.38
Education (Non Teaching)	1311.05	66019.62	926.70	1.99%	1.41
Education (Teacher)	447.00	87417.00	1428.33	0.51%	0.31
Legal & Democratic Services	0.00	2450.50	44.40	0.00%	0.00
Organisational Transformation	137.00	5160.50	92.66	2.65%	1.48
Finance	0.00	2268.50	42.35	0.00%	0.00
Health & Social Care Partnership	2106.97	31408.41	514.13	6.71%	4.10
Adult Services	588.47	7914.63	133.79	7.44%	4.40
Children Services & Criminal Justice	37.00	6534.50	123.23	0.57%	0.30
Older People	1481.50	16959.28	257.12	8.74%	5.76
Place, Neighbourhood & Corporate Assets	3178.00	73779.29	1034.54	4.31%	3.07
Assets & Facilities	2664.00	50268.08	561.49	5.30%	4.74
Housing	56.00	2213.50	38.90	2.53%	1.44
Land Planning & Development	64.00	3517.50	63.00	1.82%	1.02
Neighbourhood Services	192.00	6350.21	147.00	3.02%	1.31
Place & Community Planning	10.00	2295.00	50.00	0.44%	0.20
Roads & Environment	192.00	9135.00	174.14	2.10%	1.10
<b>All EDC</b>	<b>7262.02</b>	<b>281457.71</b>	<b>4306.36</b>	<b>2.58%</b>	<b>1.69</b>

## Section 5 : Absence Performance – Statutory Performance Indicators (SPI)



### EDUCATION, PEOPLE & BUSINESS: Q4 2020/21 & Year End





Strategic Grouping	Q1 2020/21 WDL	Q2 2020/21 WDL	Q3 2020/21 WDL	Q4 2020/21 WDL	Year End 20/21	Service Specific Update and Next Steps
Customer & Digital Services	1.47	1.33	1.39	1.79	 5.94	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has increased this quarter from 1.39 WDL/FTE in Quarter 3 20/21 to 1.79 WDL/FTE in Quarter 4 20/21.</li> </ul>
Education (Non-Teaching)	0.89	1.13	1.81	1.30	 5.53	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained and improved upon.</li> <li>Trend analysis identified that absence has reduced from 1.81 WDL/FTE in Quarter 3 20/21 to 1.30 WDL/FTE in Quarter 4 20/21.</li> </ul>
Education (Teaching)	0.28	0.62	1.51	0.95	 3.29	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained and improved upon.</li> <li>Trend analysis identified that absence has reduced this quarter from 1.51 WDL/FTE in Quarter 2 20/21 to 0.95 WDL/FTE in Quarter 4 20/21.</li> </ul>
Legal & Democratic Services	0.00	0.11	1.96	2.16	 4.03	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained and improved upon.</li> <li>Trend analysis identified that absence has increased from 1.96 WDL/FTE in Quarter 3 20/21 to 2.16 WDL/FTE in Quarter 4 20/21.</li> </ul>
Organisational Transformation	1.68	2.36	1.12	1.14	 6.30	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has marginally increased from 1.12 WDL/FTE in Quarter 3 20/21 to 1.14 WDL/FTE in Quarter 4 20/21.</li> </ul>

### FINANCE: Q4 2020/21 & Year End




Strategic Grouping	Q 1 2020/21 WDL	Q2 2020/21 WDL	Q3 2020/21 WDL	Q4 2020/21 WDL	Yr End 2020/21 WDL	Service Specific Update and Next Steps
Finance	1.47	3.96	1.32	0.00	 6.74	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has reduced this Quarter from 1.32 WDL/FTE in Quarter 3 20/21 to 0.00 WDL/FTE in Quarter 4 20/21.</li> </ul>

### PLACE, NEIGHBOURHOOD & CORPORATE ASSETS: Q4 2020/21 & Year End

Strategic Grouping	Q1 2020/21 WDL	Q2 2020/21 WDL	Q3 2020/21 WDL	Q4 2020/21 WDL	Yr End 2020/21 WDL	Service Specific Update and Next Steps
Assets & Facilities	2.66	2.71	3.08	2.98	 11.40	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that increase has reduced this Quarter from 3.08 WDL/FTE in Quarter 3 to 2.98 WDL/FTE in Quarter 4 20/21.</li> </ul>
Land Planning & Development		0.02		0.00	 0.34	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained or improved upon.</li> </ul>

Strategic Grouping	Q1 2020/21 WDL	Q2 2020/21 WDL	Q3 2020/21 WDL	Q4 2020/21 WDL	Yr End 2020/21 WDL	Service Specific Update and Next Steps
	0.08		0.24			<ul style="list-style-type: none"> <li>Trend analysis identified that absence has reduced from Quarter 3 20/21 from 0.24 WDL/FTE for Quarter 3 20/21 to 0.00 WDL/FTE in Quarter 4 20/21.</li> </ul>
Neighbourhood Services	1.61	2.44	1.88	2.22	 8.23	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has increased this Quarter from 1.88 WDL/FTE in Quarter 3 20/21 to 2.22 WDL/FTE in Quarter 4 20/21.</li> </ul>
Place & Community Planning	1.36	0.44	1.23	0.32	 3.56	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained and improved upon.</li> <li>Trend analysis identified that absence has reduced this quarter from 1.23 WDL/FTE in Quarter 3 20/21 to 0.32 WDL/FTE in Quarter 4 20/21.</li> </ul>
Roads & Environmental	1.04	1.31	1.96	2.04	 6.26	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained or improved upon.</li> <li>Trend analysis identified that absence has increased from 1.96 WDL/FTE in Quarter 3 20/21 to 2.04 WDL/FTE in Quarter 3 20/21.</li> </ul>
Housing	1.15	1.51	1.31	1.49	 5.44	<ul style="list-style-type: none"> <li>The performance in Q4 is below the EDC average absence of 1.86 WDL and efforts continue to ensure that this is sustained or improved upon.</li> <li>Trend analysis identified that absence has increased this Quarter from 1.31 WDL/FTE in Quarter 3 20/21 to 1.49 WDL/FTE in Quarter 4 20/21.</li> </ul>

## HEALTH & SOCIAL CARE PARTNERSHIP: Q4 2020/21 & Year End

Strategic Grouping	Q 1 2020/21 WDL	Q2 2020/21 WDL	Q3 2020/21 WDL	Q4 2020/21 WDL	Yr End 2020/21 WDL	Service Specific Update and Next Steps
Older People	3.88	4.80	4.71	5.77	 19.12	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has increased this Quarter from 4.71 WDL/FTE to 5.77 WDL/FTE Quarter 4 20/21.</li> </ul>
Children's Services & Criminal Justice	2.61	3.2	2.79	2.41	 10.91	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend Analysis shows Children Services &amp; Criminal Justice has reduced this quarter from 2.79 WDL/FTE in Quarter 3 20/21 to 2.41 WDL/FTE in Quarter 4 20/21.</li> </ul>
Adult Services	3.09	2.65	4.38	4.94	 14.74	<ul style="list-style-type: none"> <li>The performance in Q4 is above the EDC average absence of 1.86 WDL and will continue to be monitored for improvement.</li> <li>Trend analysis identified that absence has increased this Quarter from 4.38 WDL/FTE in Quarter 3 20/21 to 4.94 WDL/FTE in Quarter 4 20/21.</li> </ul>

## Section 6: Actions and Interventions

Action	Q1	Q2	Q3	Q4
Stage 1/ Long Term Support Meetings	9	2	4	11
Absence Review Hearing - Stage 2	12	1	1	0
Stage 3		6	1	0
Stage 4 – FEM/ Capability Hearing & Ill Health Retirement		0	4	5

### Interventions to generate improvement in performance include:

- Quarter 4 has seen a decrease in absence from Q3 replicating the same trend as 2019/20 and is lower than Q4 2019/20.
- Close monitoring and case management of complex cases will continue with the aim to mitigate any increases in absence and target the areas of concern.
- Wellbeing work continues around the implementation and re-enforcement of support and guidance for employees in line with Government advice including:
  - Supporting positive Covid-19 cases or who are required to isolate through close contact/caring or being symptomatic,
  - Supporting the return to work of employees who have been absent including long Covid cases
  - Supporting the safe return to work for frontline employees, in particular Education service following the easing of restrictions including the review and implementation of risk assessments where required;
  - Continuation of 7 day telephone contact line provision for employees to report Covid related absences ensuring timely responses for further actions to mitigate risks and supporting services to remain operational.
- The Employee Zone is continually developed providing information in relation to the pandemic and wellbeing support information;
- Whilst the number of referrals to the Employee Assistance Programme has seen a reduction this year from 19/20 there was an increase in referrals from Q3 to Q4;
- There is a significant increase in the number of telephone counselling sessions, with a reduction in face to face counselling. Whilst promotion of the EAP continues it is expected this trend will continue as a result of the pandemic and supported by home working for part of the workforce in relation to privacy to undertake these sessions away from the office environment.
- Resumption of mandatory Attendance Management training for Managers is planned for 2021/22 in the format of an on-line course along with other core policy training;
- Targeted supports and interventions are being directed to the HSCP as this is noted as an area of concern
- Monthly information campaigns linked to absence reasons continue to be promoted through Employee News, Deputy Chief Executive updates and the Employee Zone in line with Health Working Lives agenda;
- Absence data continues to be reviewed with high level reporting to the Deputy Chief Executive – Education, People & Business to monitor absence and Covid-19 levels. This has been stepped down from daily due to weekly reflecting the easing of restrictions and reduction in Covid 19 absences.
- Concentrated efforts have been targeted at re-establishing Health Surveillance following the lock down period of the Pandemic with reviewing of needs and planning taking place in Q3 and roll out in Q4 which has seen approx. 25% of the identified Health Surveillance requirements undertaken/commenced with around 75% of HAVS assessments being undertaken.

### External Support & Provision

The external supports available for employees' well-being is outlined below. The management reports from the provider have been updated and a breakdown of the number of employees utilising the various services available is detailed below:

Support Mechanism	Q4 2019/20	19/20 Total	Q1	Q2	Q3	Q4	20/21 Total
EAP Access: Total Referrals	22	104	11	18	14	17	60
EAP Telephone Counselling Referrals	2	9	8	15	8	12	43
EAP Telephone Counselling Sessions	8	33	39	68	37	66	210

EAP: Face to Face Counselling referrals	10	59	1	1	4	1	7
EAP: Face to Face Counselling Sessions	72	259	4	9	19	5	37
EAP: Cognitive Behaviour Therapy	0	1	0	0	0	0	0
EAP: Cognitive Behaviour Sessions	0	10	0	0	0	0	0
OHS Referrals	77	187	16	75	68	57	216
Physiotherapy	29	120	4	12	26	35	77
Osteopathy	2	6	0	0	2	2	4
<b>Health Surveillance Clinics</b>	<b>Q4</b>	<b>19/20 Total</b>	<b>Q1*</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>20/21 Total</b>
Health Surveillance (Noise Testing)	29	186	0	0	0	20	20
Hand & Arm Vibration screening/Appts (HAVS)	14	175	0	0	0	152	152
Health Surveillance Respiratory	19	33	0	0	0	0	0
Skin	29	29	0	0	0	17	17
Working at Heights	2	2	0	0	0	0	0
Night Worker screening/Appts	0	0	0	0	0	35	35