

Please see enclosed the Sickness Balanced Scorecard for March 2015 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from April 2014 to March 2015.

## Sickness Balanced Scorecard - March 2015 Report

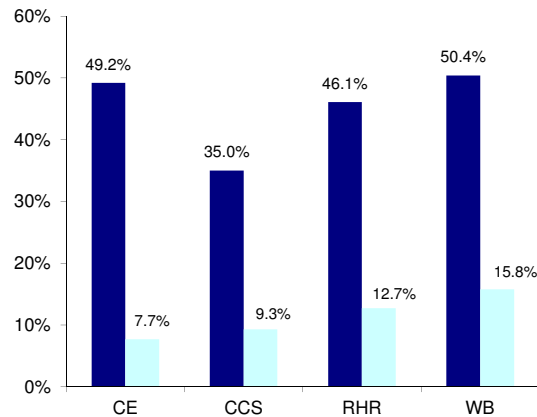
### SBC (Oct 14 - Mar 15)

	CE		CCS		RHR		WB		Total	
	65		323		228		546		1162	
Number of staff overall										
Staff sick for at least 1 day	32	49.2%	113	35.0%	105	46.1%	275	50.4%	525	45.2%
Staff that met the 6 day sickness trigger	5	7.7%	30	9.3%	29	12.7%	86	15.8%	150	12.9%
Staff referred to OH	4	80.0%	18	60.0%	5	17.2%	48	55.8%	75	50.0%
Staff had stage 1 meeting when 6 day trigger met	3	60.0%	21	70.0%	6	20.7%	52	60.5%	82	54.7%
Staff with further absence after stage 1 meeting	0	0.0%	5	23.8%	3	50.0%	19	36.5%	27	32.9%
If further sickness, stage 2 meeting taken place	0	-	2	40.0%	1	33.3%	4	21.1%	7	25.9%
Staff with further sickness after stage 2 meeting	0	-	1	50.0%	1	100.0%	2	50.0%	4	57.1%
Staff that have had a Director Review	0	-	0	0.0%	0	0.0%	0	0.0%	0	0.0%
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?

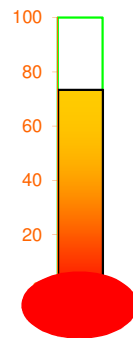
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the deadline.

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



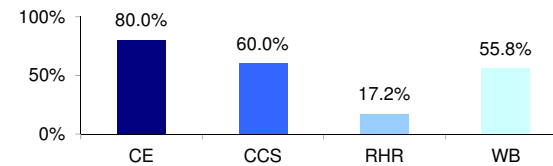
Overall Sickness Management Score

**73.4**



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

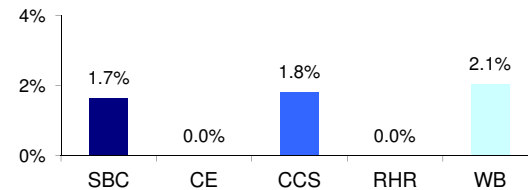
% of staff that met the 6 day trigger referred to OH



#### 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

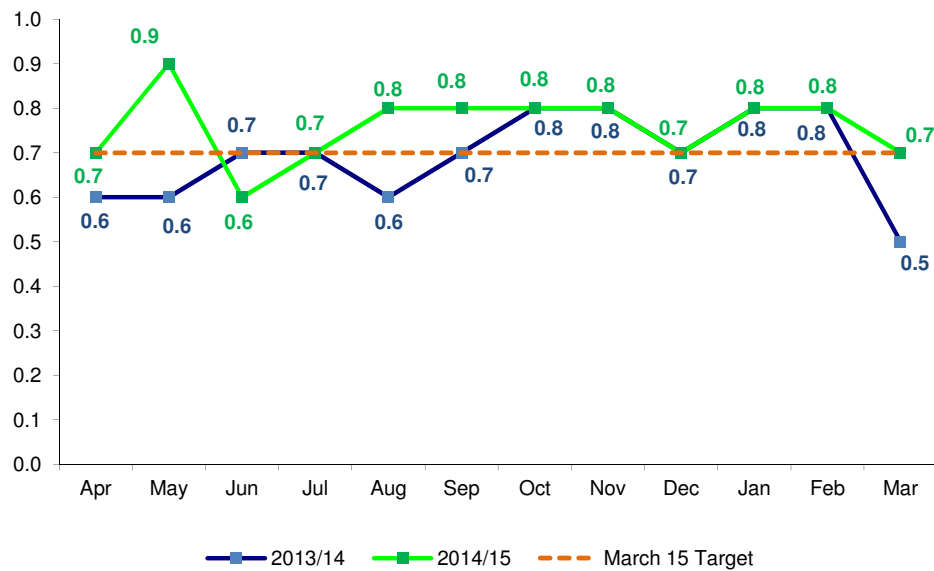
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

## Sickness Balanced Scorecard - March 2015 Report SBC (Oct 14 - Mar 15)

Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	9.1
Average Per Month (Days)	0.76

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

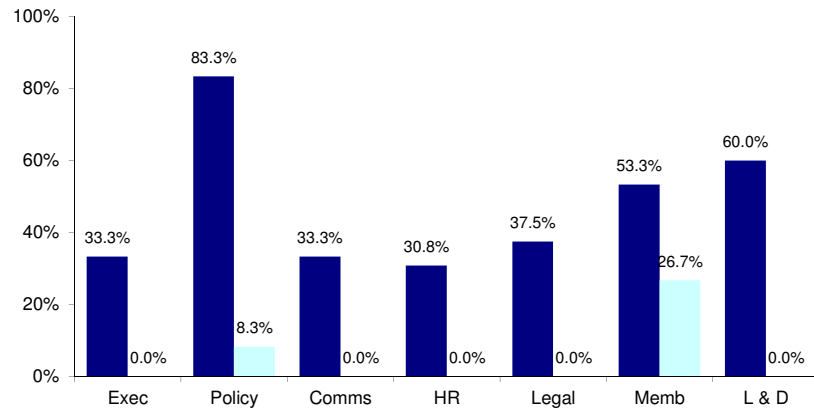
## Sickness Balanced Scorecard - March 2015 Report Chief Executive (Oct 14 - Mar 15)

	Executive Office		Policy		Communications		HR Services		Legal Services		Corp Memb Serv		Learning & Dev		Total	
Number of staff overall	<b>3</b>		<b>12</b>		<b>9</b>		<b>13</b>		<b>8</b>		<b>15</b>		<b>5</b>		<b>65</b>	
Staff sick for at least 1 day	<b>1</b>	33.3%	<b>10</b>	83.3%	<b>3</b>	33.3%	<b>4</b>	30.8%	<b>3</b>	37.5%	<b>8</b>	53.3%	<b>3</b>	60.0%	<b>32</b>	49.2%
Staff that met the 6 day sickness trigger	<b>0</b>	0.0%	<b>1</b>	8.3%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>4</b>	26.7%	<b>0</b>	0.0%	<b>5</b>	7.7%
Staff referred to OH	<b>0</b>	-	<b>1</b>	100.0%	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>3</b>	75.0%	<b>0</b>	-	<b>4</b>	80.0%
Staff had stage 1 meeting when 6 day trigger met	<b>0</b>	-	<b>0</b>	0.0%	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>3</b>	75.0%	<b>0</b>	-	<b>3</b>	60.0%
Staff with further absence after stage 1 meeting	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	0.0%	<b>0</b>	-	<b>0</b>	0.0%
If further sickness, stage 2 meeting taken place	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-
Staff with further sickness after stage 2 meeting	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-
Staff that have had a Director Review	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-
Managers attended or booked onto absence course	-	-	<b>1</b>	100.0%	<b>2</b>	100.0%	<b>3</b>	100.0%	<b>2</b>	100.0%	<b>4</b>	100.0%	<b>1</b>	100.0%	<b>13</b>	100.0%

### How can I improve this?

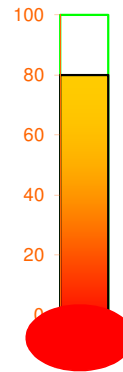
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
- Ensure managers are returning the completed tracker sheets within the deadline.

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



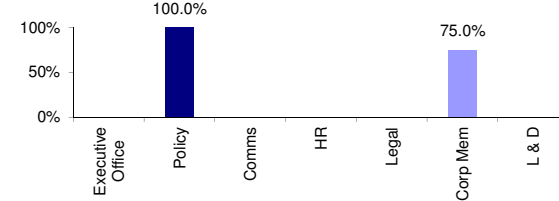
Overall Sickness Management Score

**80.0**



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

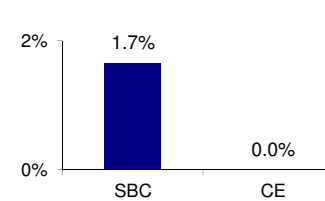
% of staff who met the 6 day trigger referred to OH



### 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

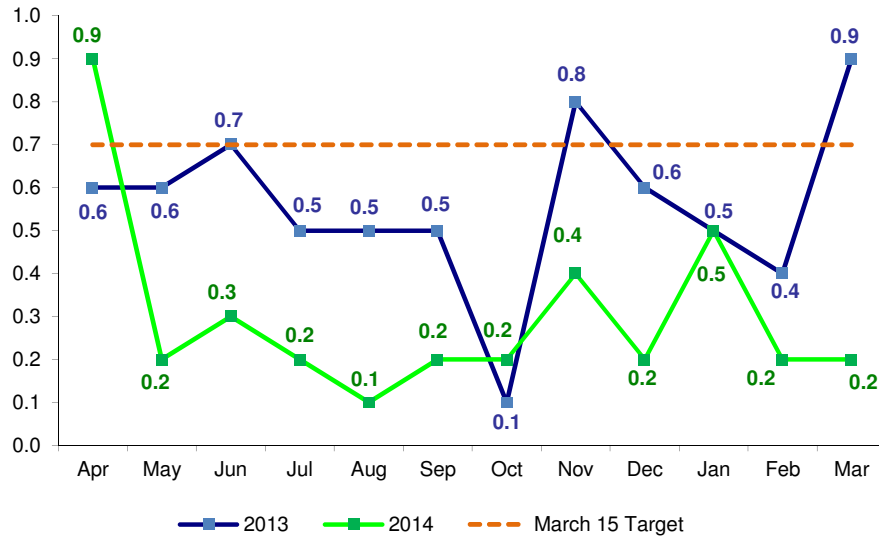
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

## Sickness Balanced Scorecard - March 2015 Report Chief Executive (Oct 14 - Mar 15)

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	3.6
Average Per Month (Days)	0.30

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

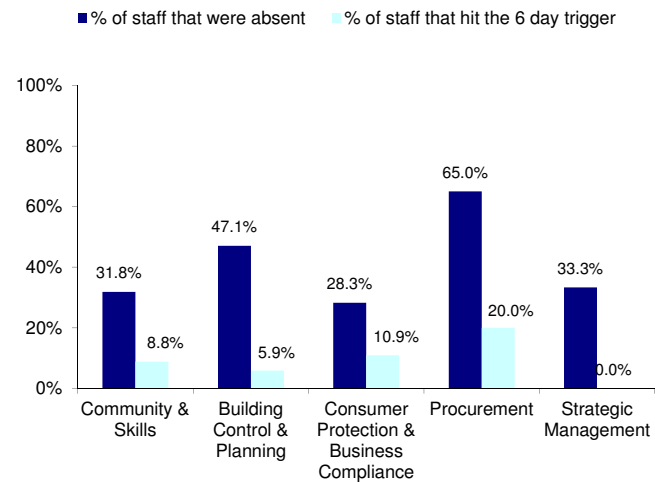
Sick Days Per FTE			
Division	Jan 2015	Feb 2015	Mar 2015
Chief Executive	0.0	0.0	2.0
Communications	0.0	0.1	0.0
Policy	2.1	0.8	0.0
Professional Services	0.2	0.1	0.2

## Sickness Balanced Scorecard - March 2015 Report Customer & Community Services (Oct 14 - Mar 15)

	Community & Skills	Building Control & Planning	Consumer Pro & Business Comp	Procurement	Strategic Management	Total
Number of staff overall	217	34	46	20	6	323
Staff sick for at least 1 day	69 31.8%	16 47.1%	13 28.3%	13 65.0%	2 33.3%	113 35.0%
Staff that met the 6 day sickness trigger	19 8.8%	2 5.9%	5 10.9%	4 20.0%	0 0.0%	30 9.3%
Staff referred to OH	9 47.4%	2 100.0%	4 80.0%	3 75.0%	0 -	18 60.0%
Staff had stage 1 meeting when 6 day trigger met	11 57.9%	2 100.0%	5 100.0%	3 75.0%	0 -	21 70.0%
Staff with further absence after stage 1 meeting	3 27.3%	1 50.0%	1 20.0%	0 0.0%	0 -	5 23.8%
If further sickness, stage 2 meeting taken place	0 0.0%	1 100.0%	1 100.0%	0 -	0 -	2 40.0%
Staff with further sickness after stage 2 meeting	0 -	0 0.0%	1 100.0%	0 -	0 -	1 50.0%
Staff that have had a Director Review	0 -	0 -	0 0.0%	0 -	0 -	0 0.0%
Managers attended or booked onto absence course	35 100.0%	100.0%	100.0%	- -	- -	66 100.0%

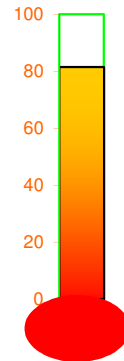
### How can I improve this?

- 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.



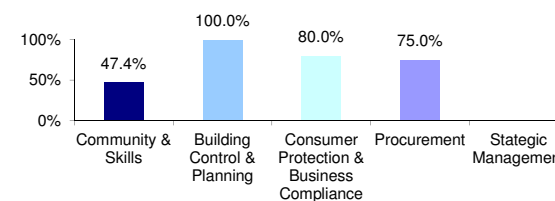
Overall Sickness Management Score

**81.5**



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

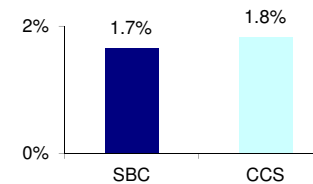
### % of staff that met the 6 day trigger referred to OH



### 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

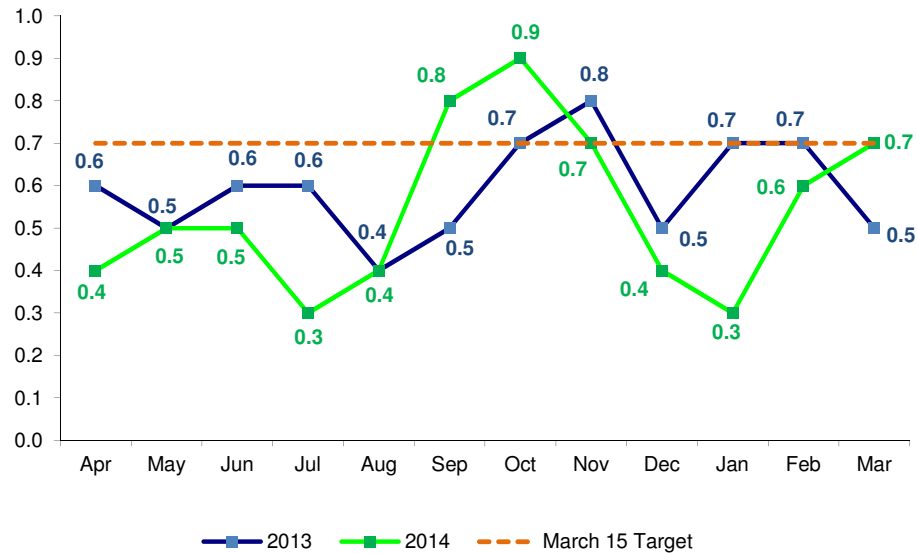
### % of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - March 2015 Report**  
**Customer & Community Services (Oct 14 - Mar 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	6.5
Average Per Month (Days)	0.54

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
Community & Skills	0.5	0.8	1.1
Enforcement & Regulation	0.1	0.3	0.2
Strategic Management	0.0	0.4	0.0

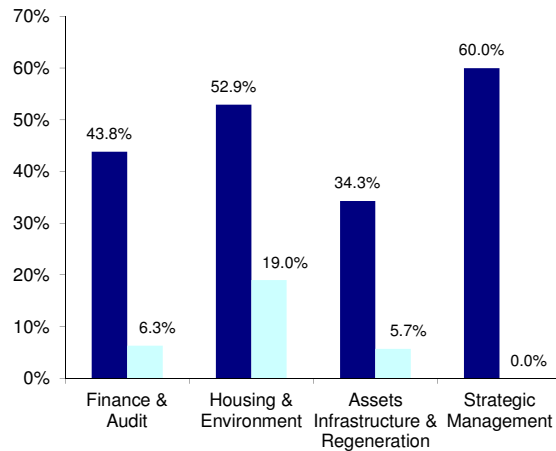
## Sickness Balanced Scorecard - March 2015 Report Resources Housing & Regeneration (Oct 14 - Mar 15)

	Finance and Audit		Housing & Environment		Assets, Inf & Regeneration		Strategic Management		Total	
Number of staff overall	<b>32</b>		<b>121</b>		<b>70</b>		<b>5</b>		<b>228</b>	
Staff sick for at least 1 day	14	43.8%	64	52.9%	24	34.3%	3	60.0%	105	46.1%
Staff that met the 6 day sickness trigger	2	6.3%	23	19.0%	4	5.7%	0	0.0%	29	12.7%
Staff referred to OH	0	0.0%	2	8.7%	3	75.0%	0	-	5	17.2%
Staff had stage 1 meeting when 6 day trigger met	1	50.0%	2	8.7%	3	75.0%	0	-	6	20.7%
Staff with further absence after stage 1 meeting	0	0.0%	2	100.0%	1	33.3%	0	-	3	50.0%
If further sickness, stage 2 meeting taken place	0	-	1	50.0%	0	0.0%	0	-	1	33.3%
Staff with further sickness after stage 2 meeting	0	-	1	100.0%	0	-	0	-	1	100.0%
Staff that have had a Director Review	0	-	0	0.0%	0	-	0	-	0	0.0%
Managers attended or booked onto absence course	14	100.0%	23	100.0%	16	100.0%	-	-	53	100.0%

### How can I improve this?

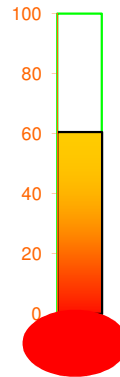
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
- Ensure managers are returning the completed tracker sheets within the deadline.

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



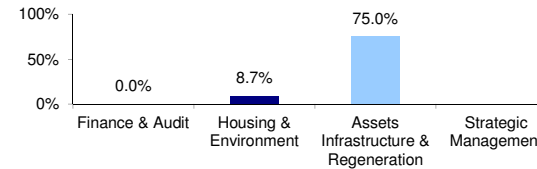
Overall Sickness  
Management Score

**60.6**



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

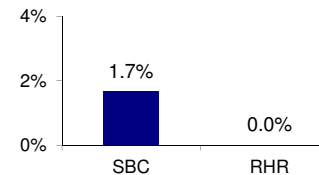
% of staff who met the 6 day trigger referred to OH



### 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

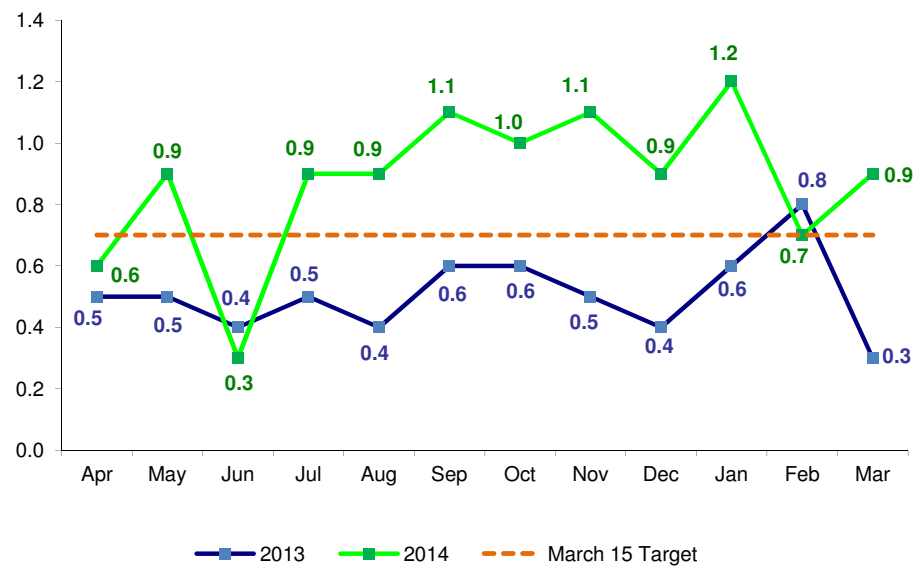


Please note this % relates to the period stated above.



**Sickness Balanced Scorecard - March 2015 Report**  
**Resources Housing & Regeneration (Oct 14 - Mar 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	10.5
Average Per Month (Days)	0.88

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
Finance and Audit	0.3	0.0	0.3
Housing & Environment	1.5	1.0	1.3
Assets, Inf & Regeneration	1.0	0.6	0.5
Strategic Management	0.4	0.0	0.0

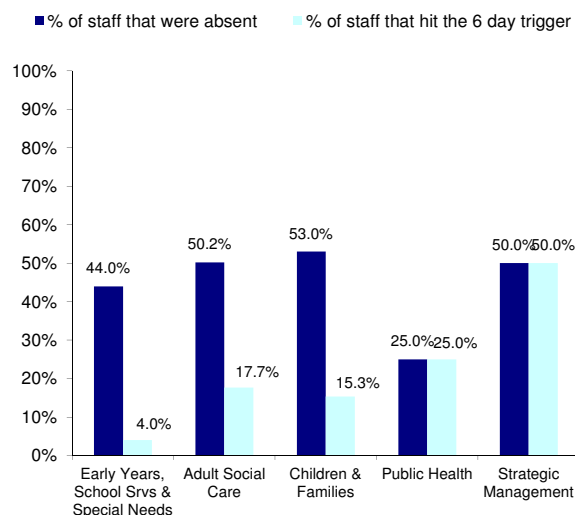
## Sickness Balanced Scorecard - March 2015 Report

### Wellbeing (Oct 14 - Mar 15)

	Early Years & School Svcs		Adult Social Care		Children & Families		Public Health		Strategic Management		Total	
Number of staff overall	<b>50</b>		<b>271</b>		<b>215</b>		<b>8</b>		<b>2</b>		<b>546</b>	
Staff sick for at least 1 day	<b>22</b>	44.0%	<b>136</b>	50.2%	<b>114</b>	53.0%	<b>2</b>	25.0%	<b>1</b>	50.0%	<b>275</b>	50.4%
Staff that met the 6 day sickness trigger	<b>2</b>	4.0%	<b>48</b>	17.7%	<b>33</b>	15.3%	<b>2</b>	25.0%	<b>1</b>	50.0%	<b>86</b>	15.8%
Staff referred to OH	<b>0</b>	0.0%	<b>33</b>	68.8%	<b>14</b>	42.4%	<b>0</b>	0.0%	<b>1</b>	100.0%	<b>48</b>	55.8%
Staff had stage 1 meeting when 6 day trigger met	<b>0</b>	0.0%	<b>36</b>	75.0%	<b>14</b>	42.4%	<b>1</b>	50.0%	<b>1</b>	100.0%	<b>52</b>	60.5%
Staff with further absence after stage 1 meeting	<b>0</b>	-	<b>12</b>	33.3%	<b>5</b>	35.7%	<b>1</b>	100.0%	<b>1</b>	100.0%	<b>19</b>	36.5%
If further sickness, stage 2 meeting taken place	<b>0</b>	-	<b>4</b>	33.3%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>4</b>	21.1%
Staff with further sickness after stage 2 meeting	<b>0</b>	-	<b>2</b>	50.0%	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>2</b>	50.0%
Staff that have had a Director Review	<b>0</b>	-	<b>0</b>	0.0%	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	0.0%
Managers attended or booked onto absence course	<b>10</b>	100.0%	<b>45</b>	93.8%	<b>43</b>	95.6%	<b>3</b>	100.0%	-	-	<b>101</b>	95.3%

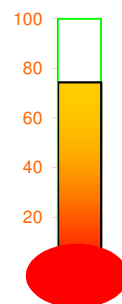
#### How can I improve this?

- 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.

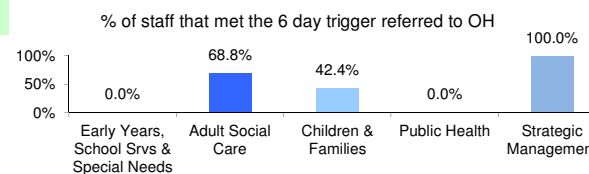


Overall Sickness Management Score

**74.5**



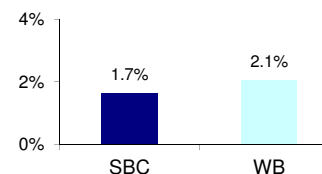
The Overall Score has components weighted at:  
50% Applying Policy  
25% Course Attendance  
25% OH Attendance.



#### 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

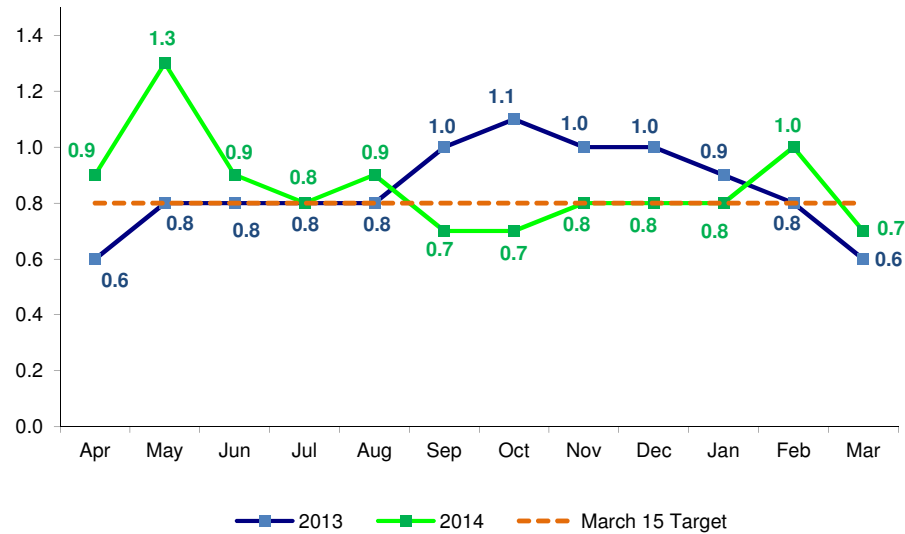
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

## Sickness Balanced Scorecard - March 2015 Report Wellbeing (Oct 14 - Mar 15)

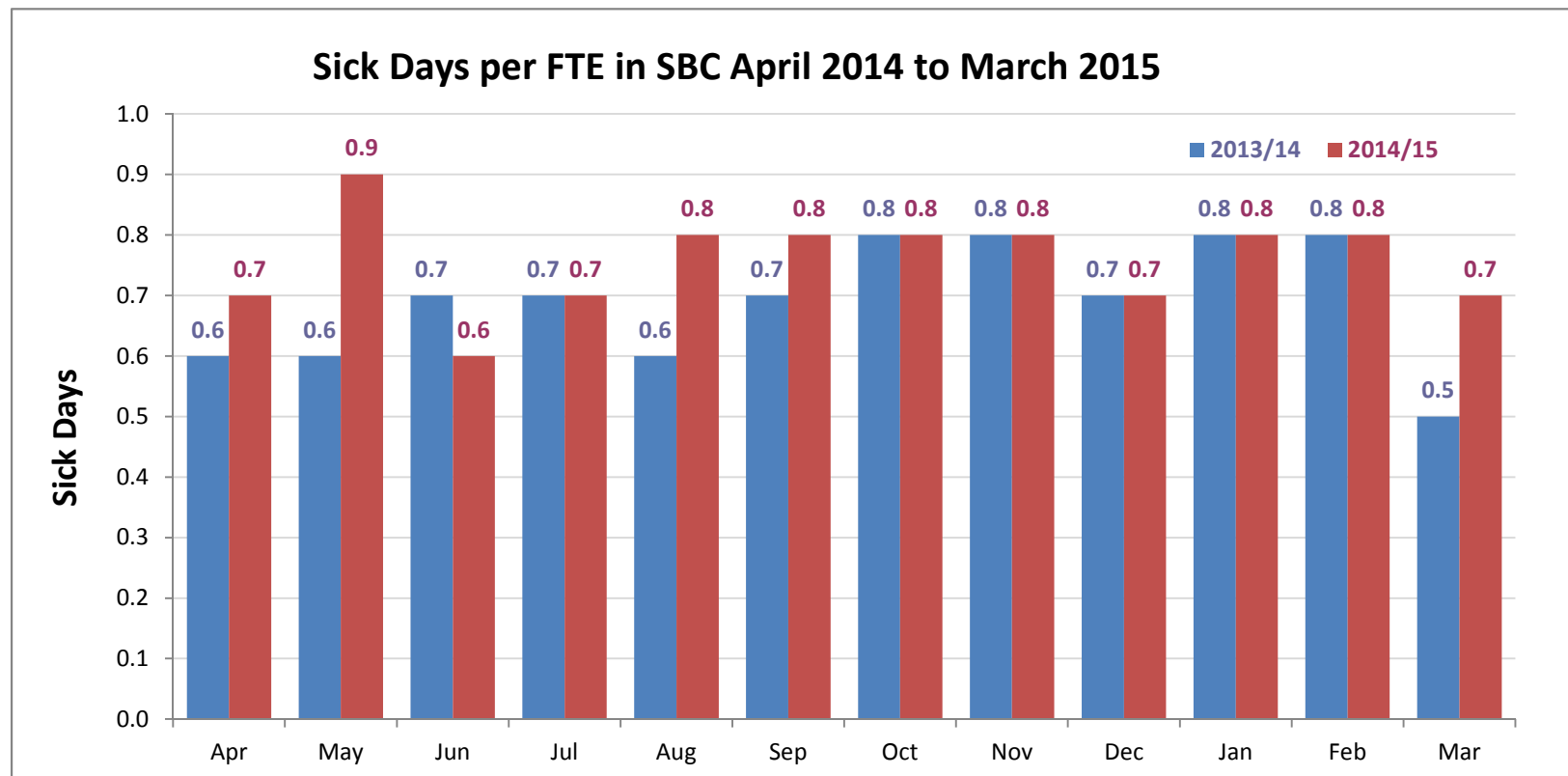
Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	10.3
Average Per Month (Days)	0.86

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
Early Years & School Srvs	2.0	0.8	1.7
Adult Social Care	0.9	0.8	0.8
Children & Families	0.6	1.1	0.3
Public Health	0.1	0.5	1.5
Strategic Management	2.5	10.0	11.0



In May 2014 the sick days per FTE figure increased to 0.9. Looking at the individual directorate figures, Wellbing had a figure of 1.3 days, an increase of 0.5 days compared to the same period as last year. This impacted on the overall SBC result.