

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY – VALUE FOR MONEY & CUSTOMER SERVICE

26 JUNE 2017

Title:

WORKFORCE PROFILE UPDATE

**[Portfolio Holder:Councillor Julia Potts, Leader of the Council]
[Wards Affected:n/a]**

Summary and purpose:

As requested by the Overview and Scrutiny Committee, this report provides Members with detailed information about the Council's workforce to help assess the staffing resilience in each service area.

The following information has been provided by:

1. Peter Vickers, Head of Finance (including 'Employee Services' which is the service area dealing with Payroll and Recruitment)
2. Wendy Gane, Strategic HR Manager

How this report relates to the Council's Corporate Priorities:

Waverley's staff are the organisation's most important resource in delivering the Council's immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead.

This report is focused on the resilience of Council staff in terms of turnover and sickness levels in each of the service areas and provides a summary of overall staff satisfaction.

Financial Implications

The Council's staffing budget is £12,793,000.

HR Implications

The strategies, policies and procedures which are linked to the information contained in this report comply with relevant employment law.

Background

Waverley employs at any one time about 470 staff, a significant proportion (36%) of which work part-time. The majority of Waverley staff are based at the The Burys offices in Godalming, with others working in key locations across the borough such as Sheltered Housing Units, Parks and Open Spaces and at Waverley Training Services.

Waverley's staff team deliver 110 different types of services to the community through a total of 98,700 working days

The Council competes in the recruitment market with key organisations, in the private sector, London Boroughs, Surrey Local Authorities and the surrounding regions, for staff in areas such as Planning, Legal, Finance, IT, and roles associated with the building sector.

A committed, skilled and high performing workforce is key to the overall success of the Council. There are three key performance measures that are relevant to this:

- Staff turnover rates
- Staff sickness levels
- Overall measures of staff satisfaction

High **staff turnover rates** can result in a loss of valuable knowledge and skills in the organisation and be very disruptive to service delivery. However, a moderate level of turnover is important in providing career development opportunities for existing staff and for bringing new skills and perspectives into the organisation which can help to further improve performance. The age profile of the organisation can be a factor in driving staff turnover rates with a higher proportion of staff leaving each year through retirement. Internal and external promotion and career progression can also be a factor leading to higher turnover rates for organisations that actively encourage staff development.

Staff sickness levels is a good measure of the health and wellbeing of the workforce. While some level of sickness is inevitable, high levels of sickness and the type of sickness can indicate poor morale and a lack of effective staff management. The age profile of the workforce can be a factor in longer-term sickness, with incidents of cancer and degenerative conditions, including musculoskeletal problems increasing relative to age.

Staff satisfaction levels are measured through staff surveys and are used to assess the factors that are important in developing a motivated, committed and high performing workforce. These factors include a) ensuring staff are clear what is expected of them and how their role contributes to the organisation's goals, b) the level of trust and respect that exists between staff and managers, c) the tools and information they need to do a good job and d) how well they get on with their colleagues and other factors which impact them in their work environment such as their relationship with our Members.

To actively manage the above, including the the Council's overall organisational and service resilience a number of key policies and strategies have been developed with associated action plans. These are:

- HR Strategy (2015–18)
- Skills Gaps and Capacity Management Strategy. (2015–2020)
- Staff Engagement Strategy
- Fit for Work Policy

The primary focus of these policies and strategies is to make Waverley “an Employer of Choice”, promoting a positive and committed staff culture, developing and retaining the most talented staff and ensuring that Waverley is able to compete effectively in the employment market.

Overall context for Waverley

There are a number of factors that influence the Council's ability to recruit and retain high quality staff. These include:

- The high cost of living: Waverley is top of the 389 local authorities in the UK Prosperity Index. As a result, house prices are among the most expensive in the region and there has been a limited supply of affordable housing for those in essential public service jobs.
- As a rural borough, transport infrastructure is extremely limited with Waverley having the lowest connectivity index in the South East. With one of the lowest levels of unemployment in the country residents tend to work in highly paid jobs in the commercial sector.
- Competition from London for high quality staff. A smaller District Council, Waverley can not easily match the salaries of the significantly larger London boroughs or the private sector.

To succeed, the Council recognises that Waverley needs to offer current and future staff compelling reasons to want to work for Waverley and then, once here, the opportunity to do their best work and develop their career here. Factors that impact include:

- A welcoming and friendly staff culture
- Excellent training and development opportunities
- Flexible working opportunities
- Career progression
- Opportunity to deliver sector leading performance and best practice
- Good quality management that motivates and inspires and a constructive relationship with Members
- Good communication
- Good systems including IT systems that provide the tools staff need to perform well.

Summary of key performance indicators

Turnover

Waverley's annual staff turnover was 17.27% in 2016/17. This compares to a UK national average of 15%. Turnover rates vary significantly between different services with the highest rates being recorded in areas of significant skill shortages (e.g. property related functions and IT) where salaries have grown significantly in the employment market. A significant proportion of the 2016/17 turnover rates relate to or are a consequence of internal promotions and transfers – particularly in Planning and Environmental Services. Further detail on staff turnover can be found in Annexe 1 below.

Sickness

Waverley's total working days lost through sickness equates to c.1.2%. of the total number of working days available. This is significantly less than the 2.9% working days lost (as published by the Office for National Statistics) recorded across the public sector last year, and lower than the 1.7% recorded in the private sector. There are no obvious trends from the data in relation to the type of sickness or the services the staff come from, further information is included in Annexe 2 below.

Staff Engagement

Waverley's latest staff survey was completed at the end of 2016. As agreed with staff, the results were aggregated so that individual staff could respond confidently knowing that they could not be individually identified. The results showed a significant improvement in all indicators when compared with the results from the previous staff survey completed almost three years ago. Going forward, arrangements have been made for the staff survey to be conducted every two years to enable us to monitor trends and take appropriate action.

It is intended that Employee Services will develop an Exit Interview process which will produce high value information regarding reasons for leaving so that the Council can take further appropriate action.

Staff Survey Results (summary)

% of Waverley staff who agree with each statement		
Waverley has a Corporate Plan with a clear vision and priorities	95%	Yes
I understand what our corporate priorities are	93%	Yes
I understand how I contribute to the corporate priorities	90%	Yes
I understand how my team contributes to the corporate priorities	91%	Yes
I understand how my role makes a vital contribution to the local community	95%	Yes
My line manager trusts me to do a good job	92%	Yes
I have access to the knowledge and information I need to do my job well	89%	Yes
I am able to offer my ideas and suggestions for improvements	90%	Yes
The people I work with at Waverley are great!	93%	Yes

As you would expect, a range of actions have been needed to address our recruitment and retention challenges. We have achieved a great deal but recognise that there is more to be done.

The actions to date include (in summary):

Recruitment

- ✓ Supporting Managers to:
 - be aware of the market,
 - carefully determine the *Essential* criteria for the job to maximise the relevant applicant pool
 - write adverts suitable for social media
 - Be aware of options to review salary benchmarking, and/or offer career development, flexible working etc, or outsource the role
 - remove all possible barriers for potential candidates by making it as easy as just emailing us their CV

- provide high quality 'job packs' including a personal letter, written by a senior manager
- consider 'job redesign' or outsourcing if unable to recruit the appropriate calibre staff.
- Consider succession planning, trainee opportunities etc.

Retention, performance management (including sickness)

✓ Supporting Managers to:

- Clearly communicate each member of staff's objectives with effective measurements of success
- Provide a supportive and motivational style of leadership and management
- Support their staff to feel they are part of an energised and welcoming culture with a 'shared vision'
- Celebrate success
- Be aware of options to review salary benchmarking and/or offer market supplement, career development, flexible working etc, or outsource the role

Recommendations

Members are asked to comment on the analysis set out in this report and identify any further information that they wish to receive regarding staffing resilience in the organisation.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Peter Vickers
Head of Finance
(Head of Service for Employee Services which is the service area dealing with Payroll and Recruitment administration)

Telephone: 01483 523539
E-mail: peter.vickers@waverley.gov.uk

Name: Wendy Gane
Strategic HR Manager

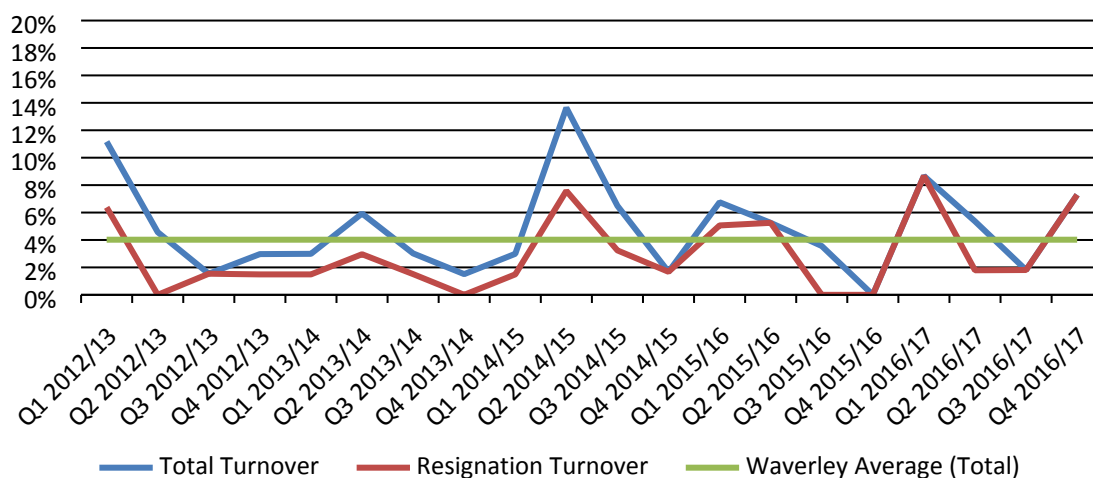
Telephone: 01483 523382
E-mail: wendy.gane@waverley.gov.uk

Annexe 1 – Staff Turnover

1. Service Area Turnover and Recruitment Information

1.1. Community Services (2016/17 average number of staff – 56)

1.1.1. Staff Turnover – 5 year trend analysis



- Staff turnover in Community Services has largely remained consistent over the last 5 years, between 1% and 5%. The peak, seen in Q2 2014/15, is a result of 9 employees leaving, 4 of whom left as a result of an end of their temporary contracts. The other 5 posts were the following:
 - 2 Careline Officers
 - 1 Countryside Projects Assistant
 - 1 Seasonal Assistant Ranger
 - 1 Tutor
- The Countryside team annually recruit seasonal rangers on temporary contracts. This therefore increases the number of employees leaving the team when these contracts end. The impact of this can be seen on the graph in Q2 12/13, Q2 13/14, Q2 14/15, Q3 15/16 and Q2 16/17.
- Waverley Training Services (WTS), with an average number of 17 staff, has experienced higher turnover relative to other teams within Community Services over the past 5 years (averaging 6.27% per quarter, 1 member of staff each quarter). A total of 21 employees have left WTS accounting for 35% of all leavers in Community Services. The leavers were as follows:

Post	Number of leavers	Av. length of service	Reason(s) for leaving
Apprentice (nb. not employed through Waverley's Apprenticeship Scheme)	6	1 year	5 end of apprenticeships, 1 resignation
Assessor	4	6 years	1 resignation 1 retirement 1 redundancy 1 dismissal

Assistant Manager	1	3 years	1 resignation
Centre Manager	1	8 years	1 resignation
Tutor	9	2 years	9 resignations (detail is varied and known and is being addressed by the new WTS manager)

Note: Resignation may include staff taking up internal and external promotions.

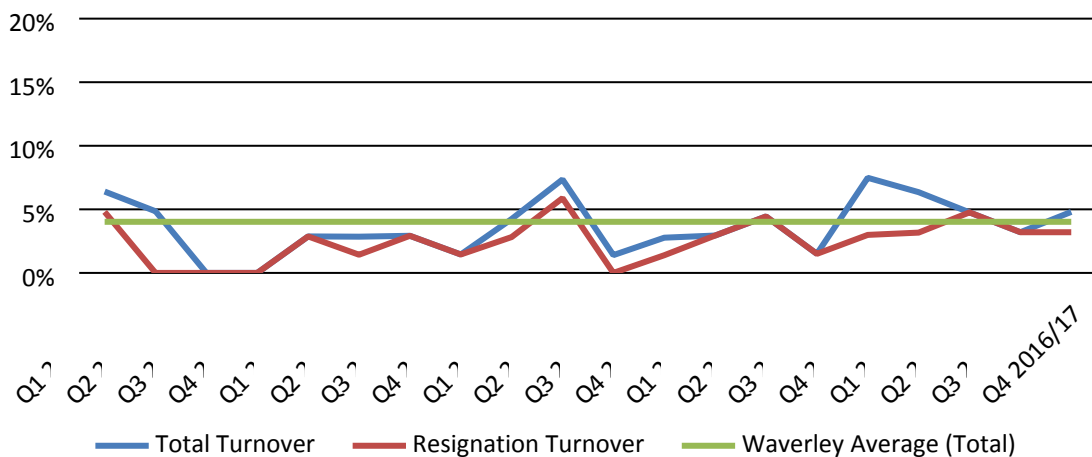
1.1.2. Recruitment 2016/17 – Community Services

Community Services Recruitment Information	
Posts advertised	19
Appointed on 1 st advertisement	17
Appointed on 2 nd advertisement	2
	<ul style="list-style-type: none"> • Tutor • Casual Projectionist (Borough Hall)

Action taken: Adverts reviewed and staff successfully recruited.

1.2. Customer and Corporate Services (2016/17 average number of staff – 63)

1.2.1. Staff Turnover – 5 year trend analysis



- Staff turnover in Customer and Corporate Services has been consistent over the last 5 years, between 1% and 5% and regularly falling below the average for Waverley as an organisation.
- A number of the leavers from this service come from posts such as office cleaners who account for 35% of all leavers in the last 5 years (equivalent to 17 members of staff).
- The two peaks in turnover in Q2 2014/15 and Q4 2015/16 were the result of 5 employees leaving in each of those quarters, totalling 10 employees, 8 of whom were in posts such as office cleaners and post and scanning assistants. The other two were:

- 1 Senior Service Desk Assistant – retirement after 31 years of service
- 1 Estates and Valuation Manager – resigned after 2 years of service

1.2.2. Recruitment 2016/17 – Customer and Corporate Services

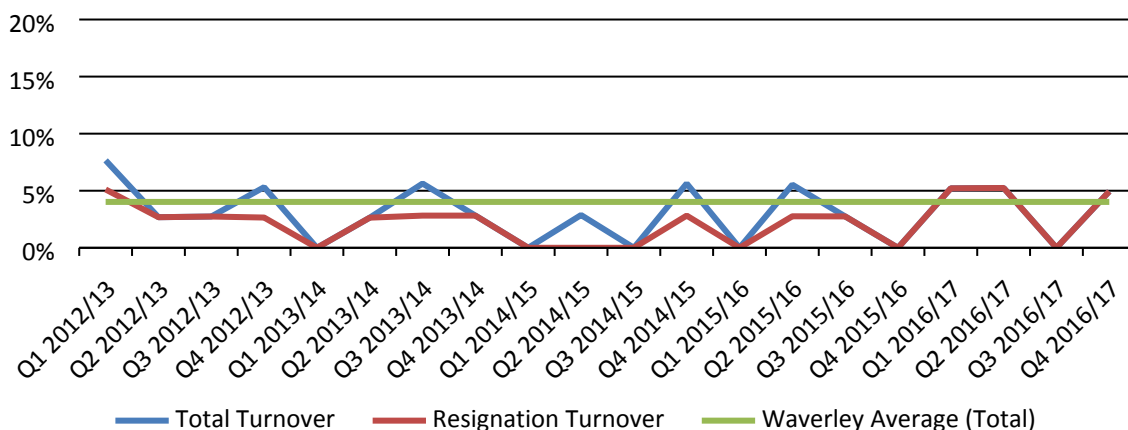
Customer and Corporate Services Recruitment Information	
Posts advertised	16
Appointed on 1 st advertisement	10
Appointed on 2 nd advertisement	3 <ul style="list-style-type: none"> • Catering Manager and Chef • IT Support Analyst • Estates and Valuation Officer
Appointed on 3 rd advertisement	3 <ul style="list-style-type: none"> • 2 Service Desk Analysts (newly created, not 'vacancy') • Estates and Valuation Manager

Action taken

- Review of the job description/person specification in two cases (Estates and Valuation Manager, Catering Manager), resulted in successful appointments.
- Head of Service has addressed opportunities to mitigate recruitment challenges and is aware of the option of applying a market supplement to 'difficult to recruit' posts but acknowledges that the proximity of London continues to be a potential challenge. (NB: currently the IT service is fully staffed).

1.3. **Environmental Services** (2016/17 average number of staff – 39)

1.3.1. Staff Turnover – 5 year trend analysis



- Staff turnover in Environmental Services is consistently low, between 1% and 5%. Each peak above the Waverley average represents just 2 members of staff leaving the service area.
- In 2012/13 the Environmental Health team there was at least one leaver per quarter; however since the start of 2013/14 four members of staff have left the team in the four year period until March 2017

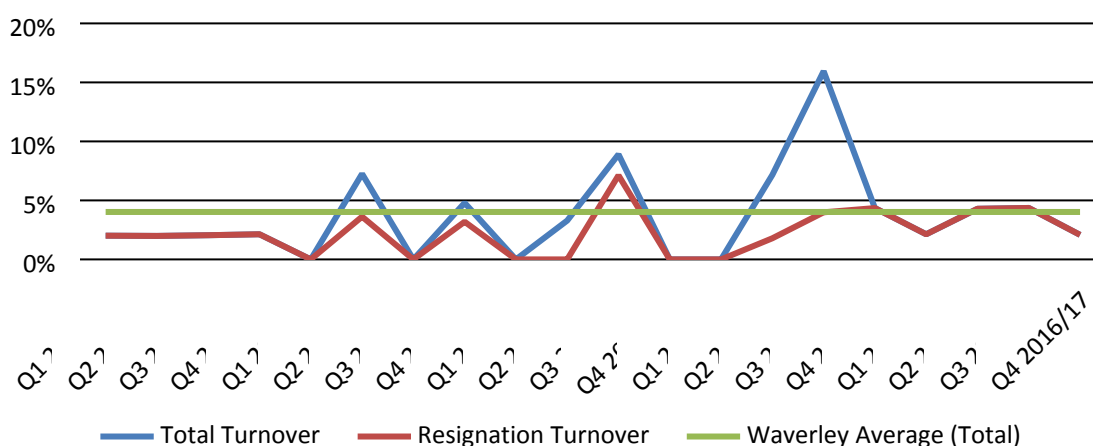
1.3.2. Recruitment 2016/17 – Environmental Services

Environmental Services Recruitment Information	
Posts advertised	11
Appointed on 1 st advertisement	9
Appointed on 3 rd advertisement	1 • Deputy Environmental Health Manager
Appointed on 5 th advertisement	1 • Environmental Health Officer

Action taken: Head of Service will be taking a proposal to Management Board in the light of the benchmarking of Environmental Health Officer salaries.

1.4. **Finance** (2016/17 average number of staff – 47)

1.4.1. Staff Turnover – 5 year trend analysis



- Staff turnover in Finance has been largely consistent however one clear peak in Q3 2015/16 is evident on the graph. This peak is a result of the Benefits Investigation team (3 members of staff) being TUPE transferred to a central office not run by Waverley in addition to 'normal' staff turnover in the service.
- Another peak in Q3 2014/15 was caused by 5 members of staff leaving Waverley, these were:
 - 1 Apprentice

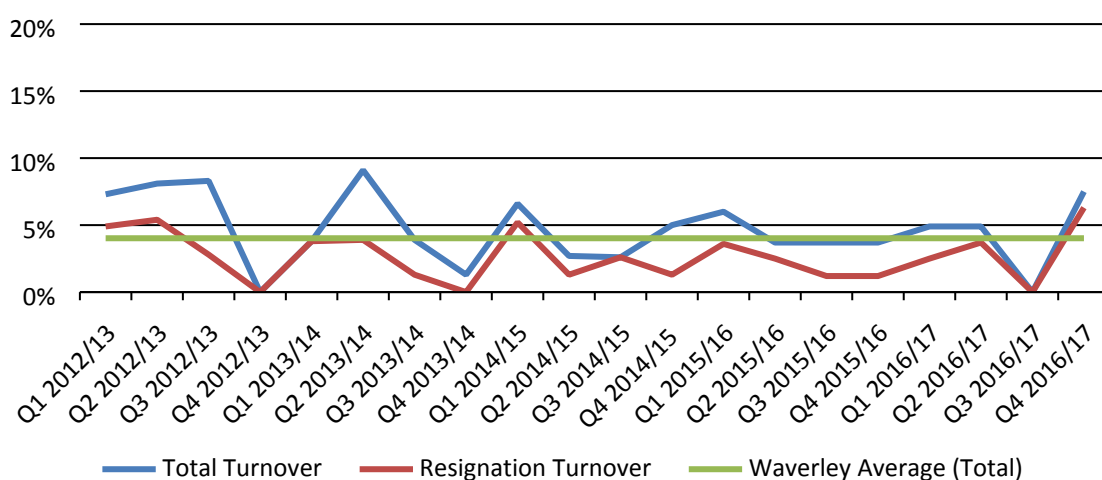
- 1 Benefits Assessment Officer
 - 1 Employee Services Team Leader
 - 1 Procurement and Improvement Officer
 - 1 Senior Accountant
- Up until March 2016 the Benefits team experienced regular staff turnover; however in 2016/17 they experienced zero staff turnover.
 - In 2016/17 Accountancy experienced more staff turnover than the team had previously. This team was responsible for all staff turnover in Finance between Q2 and Q4 2016/17 (July 2016 and March 2017) with a total of 5 members of staff leaving. These were:
 - 2 Accountancy Assistants
 - 1 Finance Officer
 - 1 Senior Accountant
 - 1 Trainee Accountant

1.4.2. Recruitment 2016/17 – Finance

Finance Recruitment Information	
Posts advertised	13
Appointed on 1 st advertisement	13

1.5. Housing Operations (2016/17 average number of staff – 81)

1.5.1. Staff Turnover – 5 year trend analysis



- Turnover in Housing Operations has improved since the consistently high levels in the first three quarters of 2012/13 and the resignation element of turnover is lower than average.
- Between 2012/13 – 2015/16 staff turnover within Tenancy and Estates accounted for the majority of leavers in Housing Operations however more recently, between Q4 2015/16 – Q3 2016/17, no members of staff left the Tenancy and Estates team.
- Staff turnover in Housing Maintenance has been largely consistent over the last 5 years, averaging 4.72% per quarter, however in 2016/17 the average turnover per quarter was higher at 7%, the equivalent of 2 employees per quarter. However, this

has given the Head of Service the opportunity to review the structure of this area of the service with a view to achieving further budget savings.

1.5.2. Recruitment 2016/17 – Housing Operations

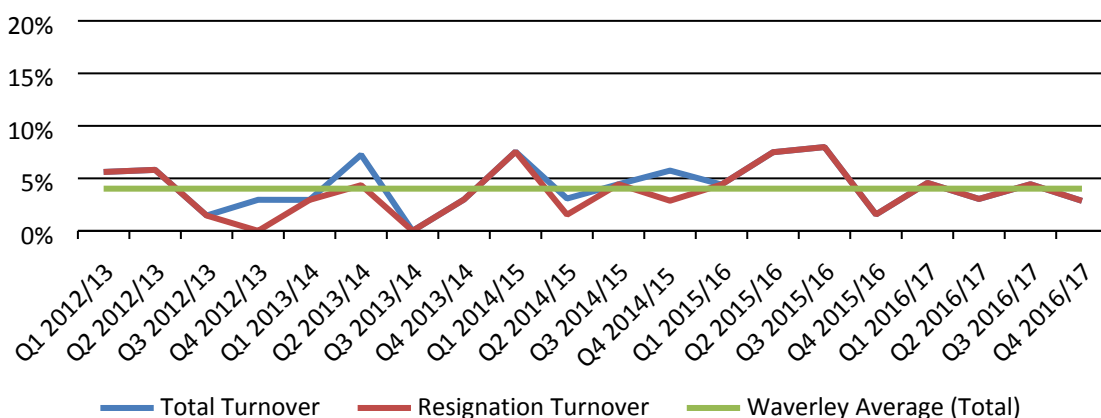
Housing Operations Recruitment Information	
Posts advertised	21
Appointed on 1 st advertisement	17
Appointed on 2 nd advertisement	1 • Sheltered Housing and Careline Manager
Appointed on 3 rd advertisement	1 • Rent Accounts Officer (Job Share)
Currently vacant – under review	2 • *Compliance Officer • *Mechanical and Electrical Officer/Gas and Electrical Contracts Officer/Gas and Electrical Contracts Manager (This role has been advertised under three different job titles and amended job descriptions.)

Action taken:

A range of approaches has been taken to address the challenges faced when recruiting the above technical staff (e.g. salary benchmarking and salary adjustment, 'Golden Hello' payment, reviewed advert and supporting recruitment literature, job redesign). However, we are still finding it difficult to recruit in these areas. Therefore, the Head of Service is considering absorbing the technical roles (marked * above) into the current consultancy remit.

1.6. Planning Services (2016/17 average number of staff – 67)

1.6.1. Staff Turnover – 5 year trend analysis



- Over the past 16 months staff turnover in Planning has been consistently between 1% and 5% following a period of higher turnover in Q2 and Q3 2015/16. There were 8 leavers during that period, these were:
 - 1 Administration Assistant
 - 1 Area Team Leader
 - 1 Planning Information Officer (Maternity cover)
 - 1 Planning Policy Technician
 - 1 Planning Policy Technician (Temp)
 - 2 Planning Technicians
 - 1 Principal Planning Officer
- Due to the size of the Development Control team (average of 41 employees) the majority of staff turnover within Planning occurs in this area (61%, equivalent to 36 out of 59 leavers in the 5 year period). 20 of these leavers were professional planning officers, all of whom resigned with an average of 7 years service. Between August 2016 and March 2017 was a period of stability when no professional planning officers left Development Control.
- It is acknowledged that recruitment and retention of professional planners is a challenge due to significantly higher private sector salaries (c £15,000 higher than the public sector), and therefore the Council has addressed the need to offer career development and accept a turnover of c. 18 months to 2 years.

1.6.2. Recruitment 2016/17 – Planning Services

Planning Services Recruitment Information	
Posts advertised	28
Appointed on 1 st advertisement	21
Appointed on 2 nd advertisement	4 <ul style="list-style-type: none"> • Area Team Leader (Maternity cover) • Planning Information Officer • Planning Technician • Principal Planning Officer (Maternity cover)
Currently under review by Head of Service prior to advertising	3 <ul style="list-style-type: none"> • Major Development Projects Officer • Projects Team Leader (Maternity cover) • Senior Planning Officer (Policy)

Action taken:

A range of approaches have been successfully used to address the challenges faced, including:

Overt support for career development, internal promotions (see below), 'Golden Hello' payment, review of adverts and recruitment literature, flexible working etc.

NB: Building Control has been addressed separately and in detail by the Head of Service and Building Control Manager in a report to O&S.

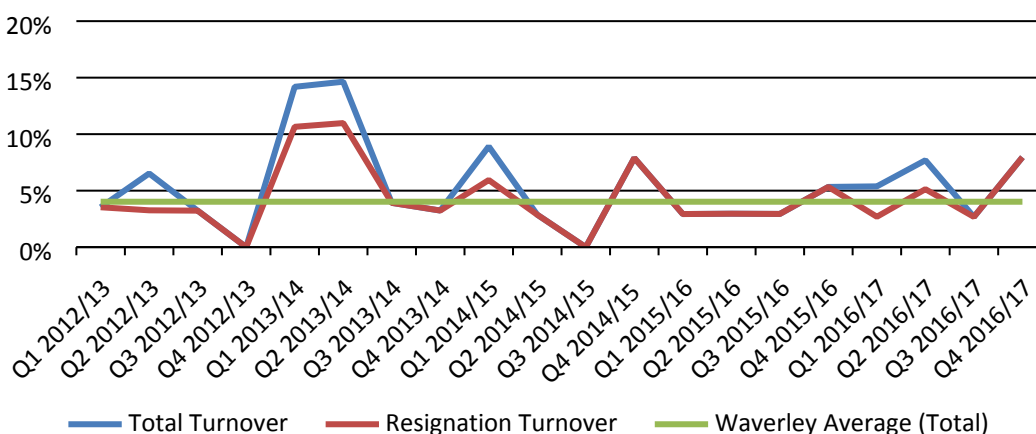
Internal movements/promotions in Planning

In the last 12 months 8 employees in Planning were successfully promoted through the normal recruitment process. This means that Waverley staff have been selected against external applicants and therefore Waverley has retained and developed high quality staff.

Planning Services Internal Movements/Promotions	
<i>Previous Position</i>	<i>New Position</i>
Major Development Projects Officer	Development Control Manager
Principal Planning Officer	Area Team Leader (maternity cover)
Senior Planning Officer	Principal Planning Officer
Senior Planning Officer	Principal Planning Officer
Planning Officer	Senior Planning Officer
Planning Technician	Planning Officer
Planning Technician	Planning Officer
Planning Information Officer	Planning Technician

1.7. Policy and Governance Services (2016/17 average number of staff – 38)

1.7.1. Staff Turnover – 5 year trend analysis



- Due to the size of the Policy and Governance Service area if four members of staff left the staff turnover figure would be over 10%. For this reason staff turnover in Policy and Governance has been, over the last 5 years, slightly inconsistent.
- The peaks in staff turnover in Q1 and Q2 2013/14 were caused by 8 members of staff leaving Waverley. These posts were:
 - 1 Communications Apprentice
 - 1 Communications Assistant
 - 1 Communications Manager
 - 1 Local Land Charges Administrator
 - 1 Planning Lawyer
 - 1 Senior Communications Officer
 - 1 Temporary Local Land Charges Administrator

- 1 Website and Digital Media Officer
- Two teams are responsible for 26 out of 35 leavers in the last 5 years (74%) in this service area, Communications and Legal Services. These posts were as follows:

Post	Number of leavers	Average Length of service	Reason(s) for leaving
Communications & PR Officer	1	0.5 years	Resignation
Communications Apprentice	1	2 years	Resignation (2 year temporary contract would have applied)
Communications Assistant	1	9 years	Resignation
Communications Manager	1	21 years	Redundancy
Communications Officer	1	0.5 years	Resignation
Communications Projects Assistant	1	0.5 years	End of temporary contract
Information Rights Co-ordinator (legal)	2	8 years	1 Resignation 1 Retirement
Lawyer	2	1 year	2 Resignations
Legal Services Manager	1	9 years	Resignation
Local Land Charges Administrator	4	2 years	4 Resignations
Local Land Charges Assistant	1	4 years	Resignation
Planning Lawyer	3	2 years	3 Resignations
PR Manager	1	1 year	Resignation
Senior Communications Officer	1	3 years	Resignation
Senior Media Officer	1	5 years	Resignation
Temporary Local Land Charges Administrator	1	1 month	End of temporary contract
Website and Digital Media Officer	3	1 year	3 Resignations

1.7.2. Recruitment 2016/17 – Policy and Governance Services

Policy and Governance Recruitment Information	
Posts advertised	12
Appointed on 1 st advertisement	9
Appointed on 2 nd advertisement	3 <ul style="list-style-type: none"> ● Policy and Performance Officer ● Scrutiny Officer ● Website and Digital Media Officer

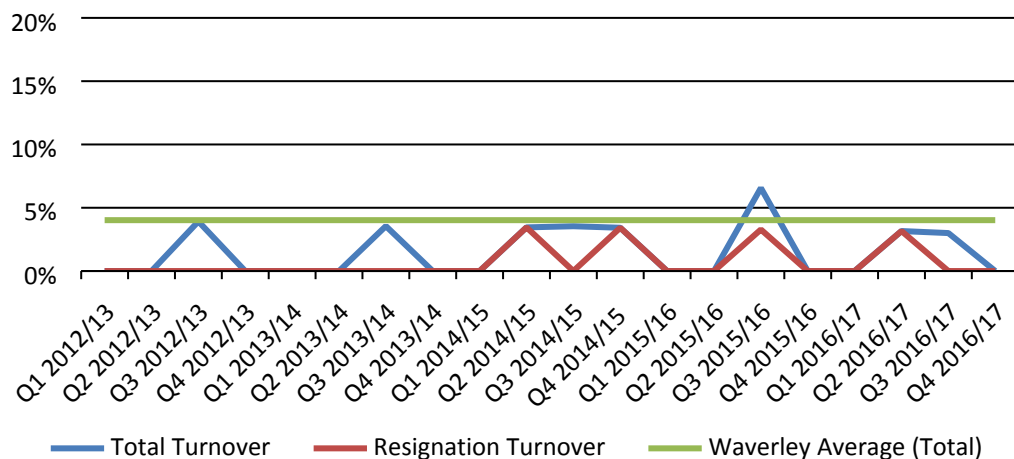
Action taken:

Review of adverts, market supplement to be added to the Deputy Borough Solicitor role.

Additionally, the Head of Service is using the results of a benchmarking exercise for the Legal Service to make a proposal to be included in the Budget Review.

1.8. Strategic Housing and Delivery (2016/17 average number of staff – 33)

1.8.1. Staff Turnover – 5 year trend analysis



- Staff turnover in Strategic Housing and Delivery has been consistently low over the last 5 years. Due to the size of the service one member of staff leaving results in a turnover rate of 4%.
- The majority of leavers in Strategic Housing and Delivery are from the Housing Options team (7 out of 9). This is not surprising due to the Housing Options team being the largest team in Strategic Housing and Delivery accounting for over half the employees.

1.8.2. Recruitment 2016/17 – Strategic Housing and Delivery

Strategic Housing and Delivery Recruitment Information	
Posts advertised	5
Appointed on 1 st advertisement	5

1.9. Electoral Services (2016/17 average number of staff – 5)

1.9.1. Staff Turnover – 5 year trend analysis

- Due to the small number of employees in Electoral Services a graph has not been produced as the impact of an individual member of staff leaving would not be comparative to graphs included above.
- Over the past 5 years, 6 members of staff have left the Elections team these (1 in 2016/17) are:
 - 4 Administrative Assistant (4 end of temporary contracts)
 - 2 Electoral Services Assistants (2 resignations)

1.9.2. Recruitment 2016/17 – Electoral Services

- 1 post was advertised and successfully filled in 2016/17.

2. Exit interviews

Employee Services are developing an Exit Interview process so that the Council can fully understand the reasons why staff leave, monitor trends and take appropriate action.

Annexe 2 – Short Term Sickness

1. Short Term Sickness 2016/17 Analysis

At the last O&S meeting Members requested an analysis into short term sickness absence in 2016/17 as it had increased from 2015/16 data. The following analysis shows the reasons for short term sickness absence in 2016/17 and indicates that whilst Waverley has seen an increase in sickness absence the level is still below the national figure for local authorities.

1.1. Sickness Benchmarking

Indicator	Days lost per employee (annual 2016)
CIPD (all sectors)	6.3 days
CIPD (Local Government data)	9.9 days
Waverley Borough Council (2016)	6.22 days
Waverley Borough Council (2016/17)	6.38 days

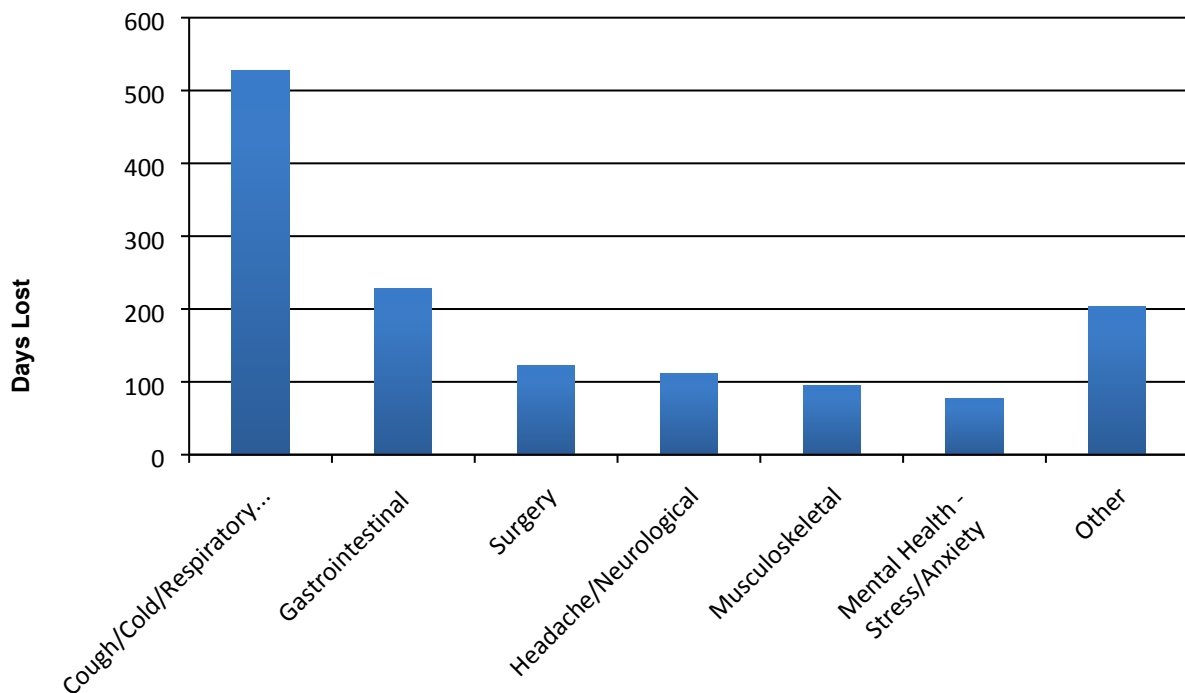
The table above shows how Waverley compares to national benchmarks in 2016 according to the CIPD Absence Management Survey.

Waverley's sickness reporting service, FirstCare, also provide their own benchmarking metrics. Their recent report covering the 2016/17 financial year showed that **Waverley's sickness is 26% lower than the average for other Councils in their client base and 18% below the average for the client base as a whole.**

The Council's comprehensive Fit for Work Policy actively addresses sickness absence management. The Council's approach is to balance maximising the attendance of staff through appropriate support and management action whilst maintaining our duty of care to our staff and recognising that there will be occasions when staff are unable to work due to sickness.

1.2. Short Term Sickness Reasons Analysis 2016/17

Short Term Sickness Absence 2016/17



The graph above shows that a large proportion of days lost have been a result of cough/cold/flu or gastrointestinal, the majority of these sicknesses lasting 1 or 2 working days.

Total working days: 98,700 days

Total working days lost through sickness in 2016/17: 1366.5 days

2. Note on Sickness Reporting Figures

Waverley regularly provides sickness reporting information to Surrey Chief Executive Meetings. The information supplied to this group has previously been the same figure supplied to Corporate O&S.

The information now supplied to Surrey Chief Executives reflects the average number of days lost due to sickness absence by FTE employees. For this reason the figure now supplied to Surrey Chief Executive Meetings will be higher than the figure supplied to O&S.

Waverley's position as one of the lowest rates of absence in Surrey will remain unaffected.

The Council actively manages sickness absence through the Fit for Work Policy.

3. Note on Sickness Target

Taking into consideration the external benchmarking information supplied by the CIPD and Surrey Chief Executives, Waverley's sickness absence is currently lower than the national and local averages.

However, the Office of National Statistics recently reported that the average number of days last per worker across their reporting was 4.3 days, this is two days lower than the information supplied by the CIPD for all sectors and five days lower than the public sector information. It is also acknowledged that the term 'presenteeism' is a term frequently used nationally, supported by ACAS, regarding staff coming in to work when unwell. Therefore, again, this Council is working to achieve the right balance in this area.

It is recommended that Waverley reviews its sickness absence target in order to more closely match the average supplied by the CIPD and Surrey Chief Executives for sickness absence as this information reflects sector and local government specific information. Using the most recent information available the average number of days lost in public sector and local government is 8.75 days, this reflects figures for the 2016 calendar year.

It is therefore recommended that the target for Waverley is reviewed to reflect this average and be set at 6.5 days rather than the current level of 5.5 days lost.
