Performance Management Workforce Strategy update
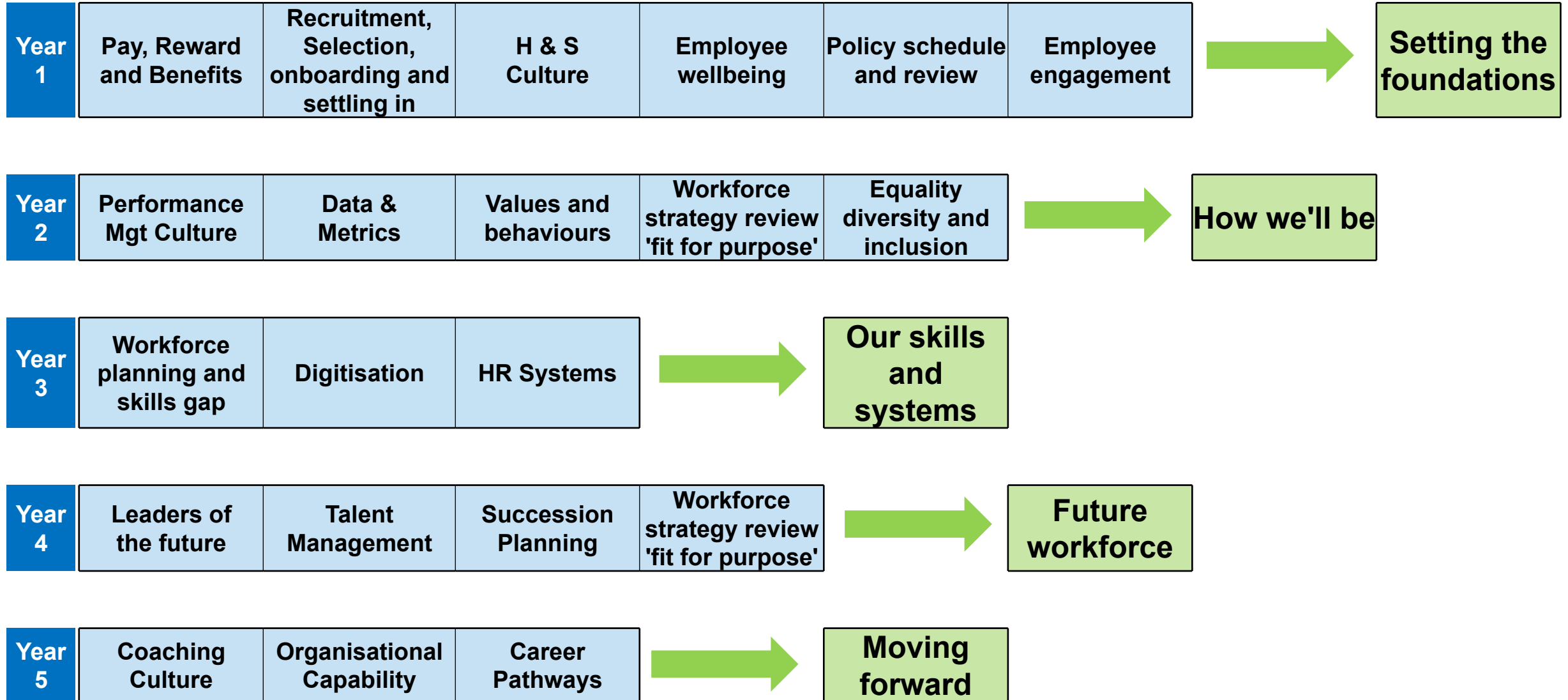
Shaping our culture together

Workforce Strategy - 5 year delivery plan

Year 1	Pay, Reward and Benefits	Recruitment, Selection, onboarding and settling in	H & S Culture	Employee wellbeing	Policy schedule and review	Employee engagement

→ **Setting the foundations**

Year 2	Performance Mgt Culture	Data & Metrics	Values and behaviours	Workforce strategy review 'fit for purpose'	Equality diversity and inclusion

→ **How we'll be**

Year 3	Workforce planning and skills gap	Digitisation	HR Systems

→ **Our skills and systems**

Year 4	Leaders of the future	Talent Management	Succession Planning	Workforce strategy review 'fit for purpose'

→ **Future workforce**

Year 5	Coaching Culture	Organisational Capability	Career Pathways

→ **Moving forward**

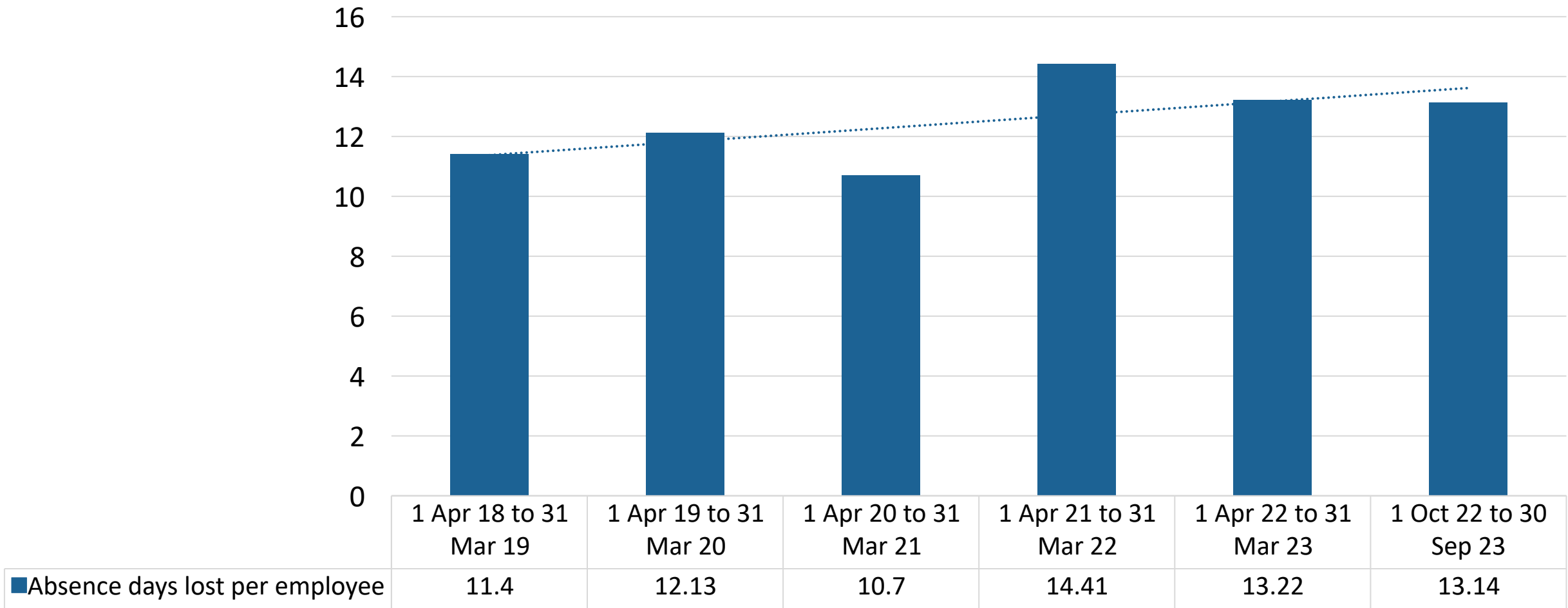Gateshead Council

Focus on this update

- Sickness absence
- Employee wellbeing and EDI
- Employee turnover
- H & S update

Sickness Absence

Sickness absence

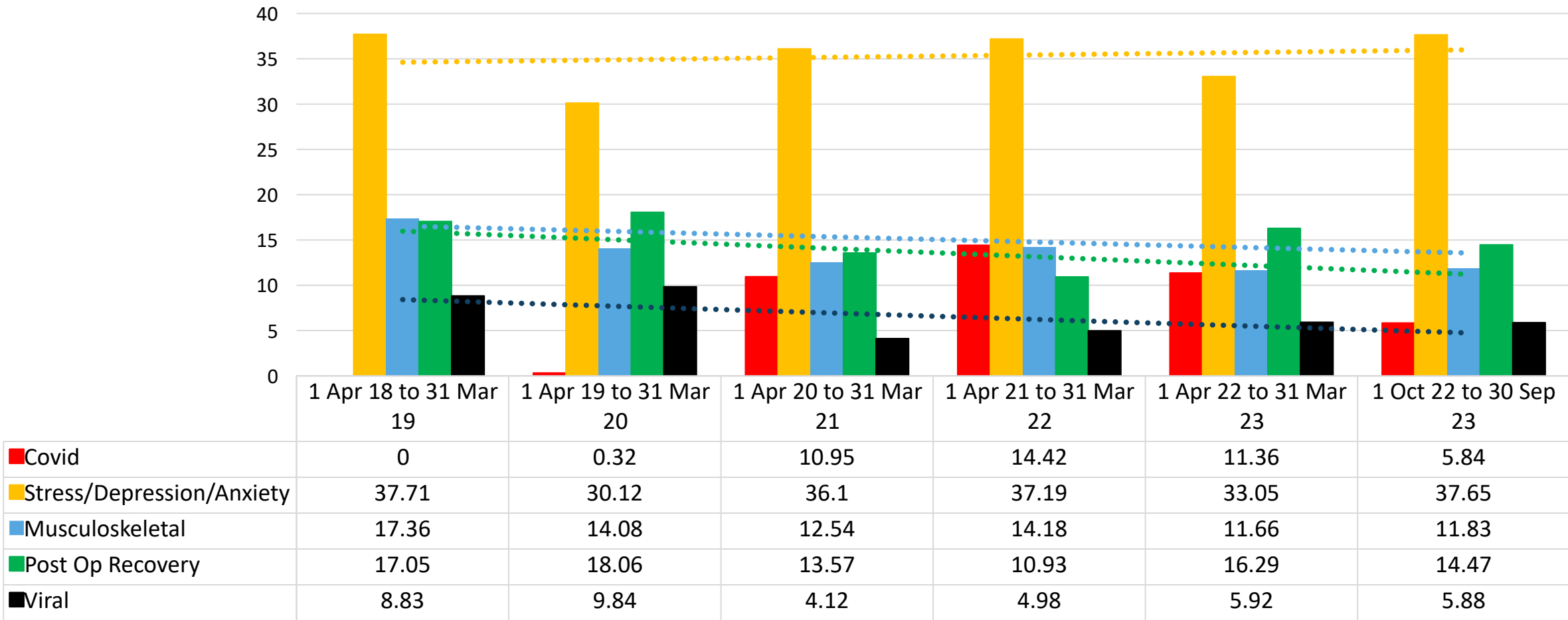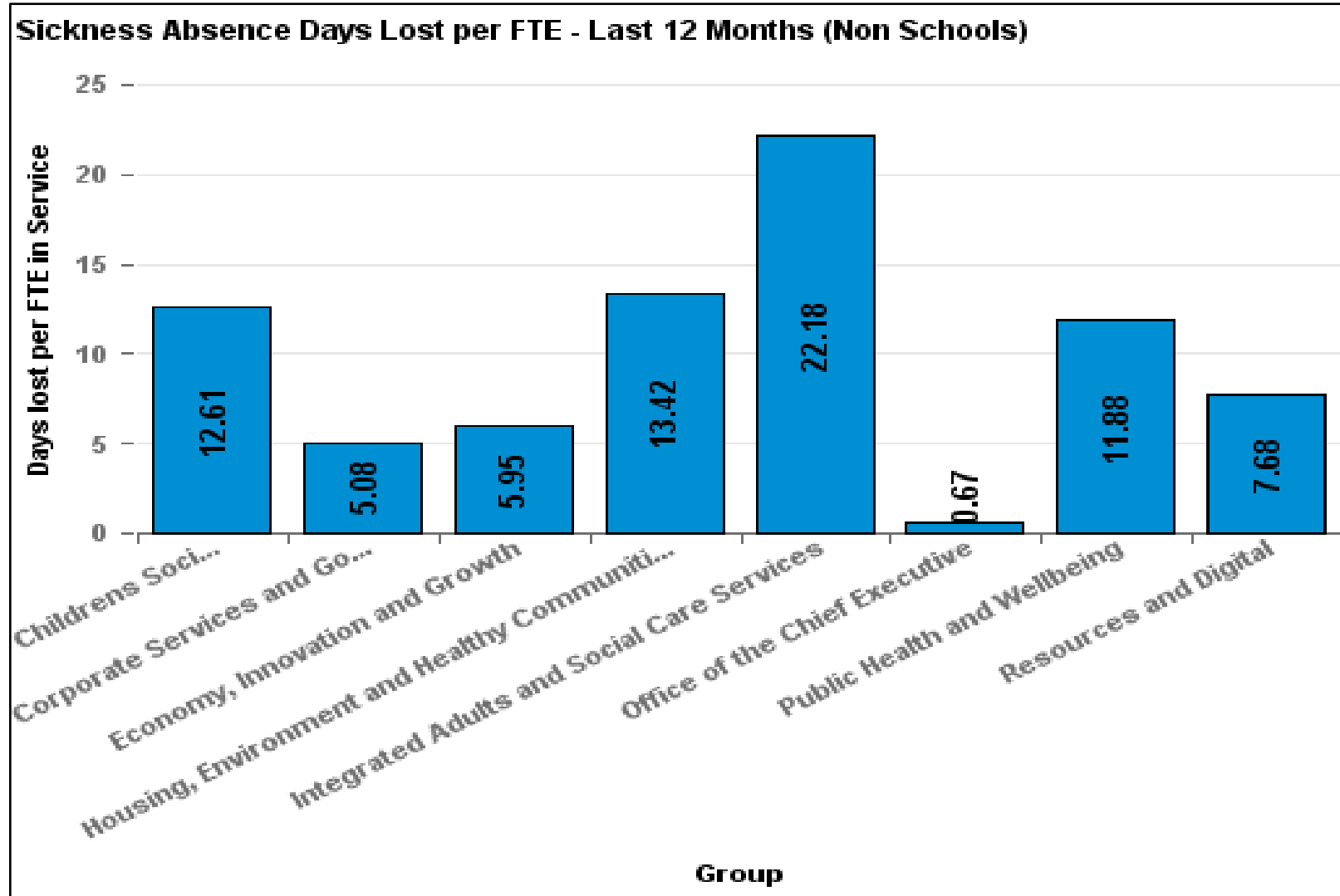Days lost due to sickness absence by financial year inc. Covid sickness

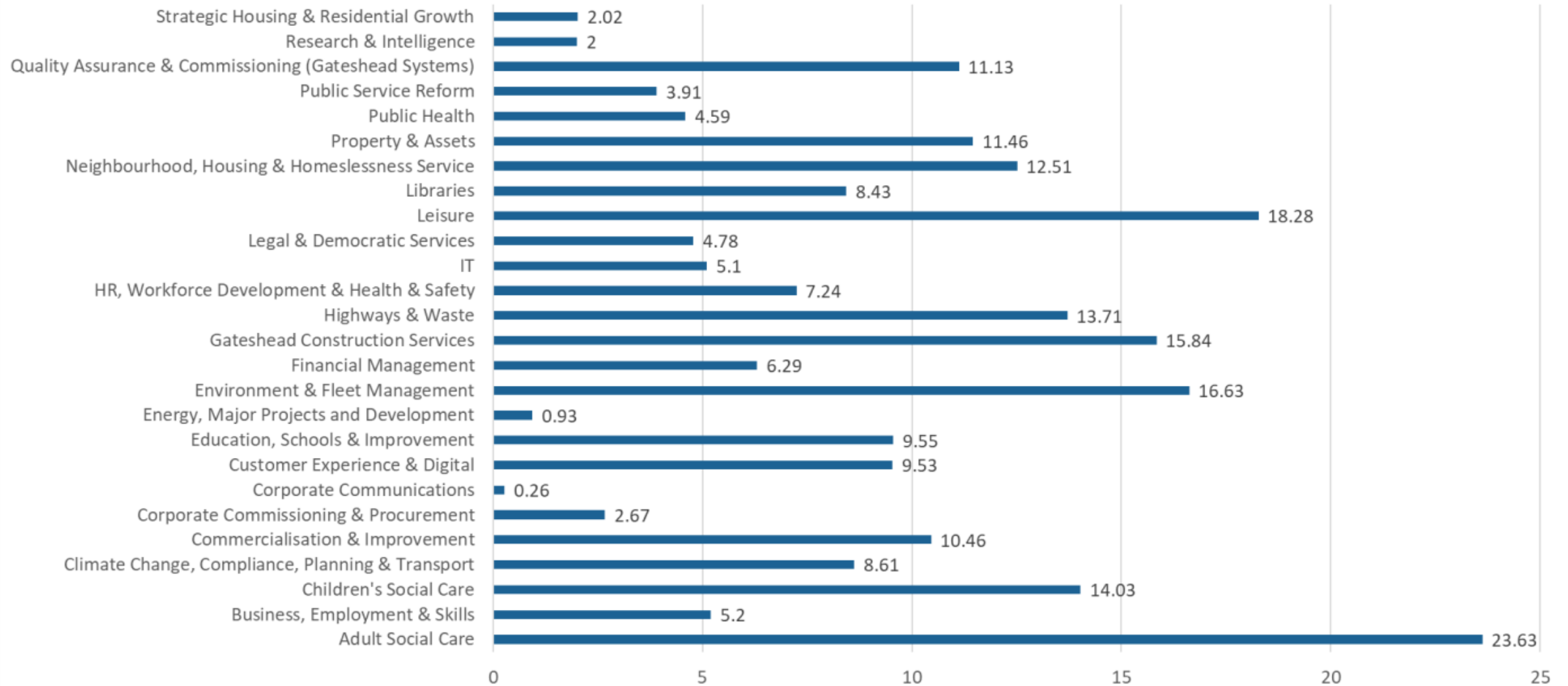|	1 Apr 18 to 31 Mar 19	1 Apr 19 to 31 Mar 20	1 Apr 20 to 31 Mar 21	1 Apr 21 to 31 Mar 22	1 Apr 22 to 31 Mar 23	1 Oct 22 to 30 Sep 23
Absence days lost per employee	11.4	12.13	10.7	14.41	13.22	13.14

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Sickness absence

Top 5 reasons for absence as a percentage of days lost by financial year

	1 Apr 18 to 31 Mar 19	1 Apr 19 to 31 Mar 20	1 Apr 20 to 31 Mar 21	1 Apr 21 to 31 Mar 22	1 Apr 22 to 31 Mar 23	1 Oct 22 to 30 Sep 23
Covid	0	0.32	10.95	14.42	11.36	5.84
Stress/Depression/Anxiety	37.71	30.12	36.1	37.19	33.05	37.65
Musculoskeletal	17.36	14.08	12.54	14.18	11.66	11.83
Post Op Recovery	17.05	18.06	13.57	10.93	16.29	14.47
Viral	8.83	9.84	4.12	4.98	5.92	5.88

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Sickness absence by Group Service

Sickness Absence Days Lost per FTE - Last 12 Months (Non Schools)

Sickness Days Lost by Service per FTE

Service	Days
Strategic Housing & Residential Growth	2.02
Research & Intelligence	2
Quality Assurance & Commissioning (Gateshead Systems)	11.13
Public Service Reform	3.91
Public Health	4.59
Property & Assets	11.46
Neighbourhood, Housing & Homeslessness Service	12.51
Libraries	8.43
Leisure	18.28
Legal & Democratic Services	4.78
IT	5.1
HR, Workforce Development & Health & Safety	7.24
Highways & Waste	13.71
Gateshead Construction Services	15.84
Financial Management	6.29
Environment & Fleet Management	16.63
Energy, Major Projects and Development	0.93
Education, Schools & Improvement	9.55
Customer Experience & Digital	9.53
Corporate Communications	0.26
Corporate Commissioning & Procurement	2.67
Commercialisation & Improvement	10.46
Climate Change, Compliance, Planning & Transport	8.61
Children's Social Care	14.03
Business, Employment & Skills	5.2
Adult Social Care	23.63

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Sickness absence Reasons 2022 compared to 2023
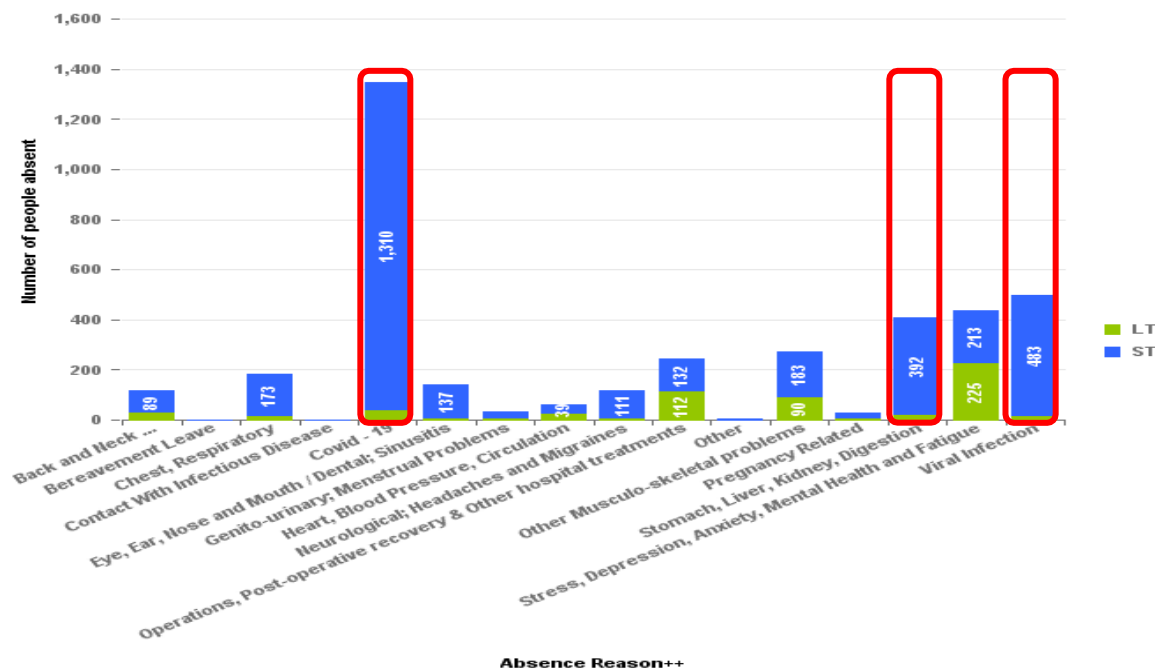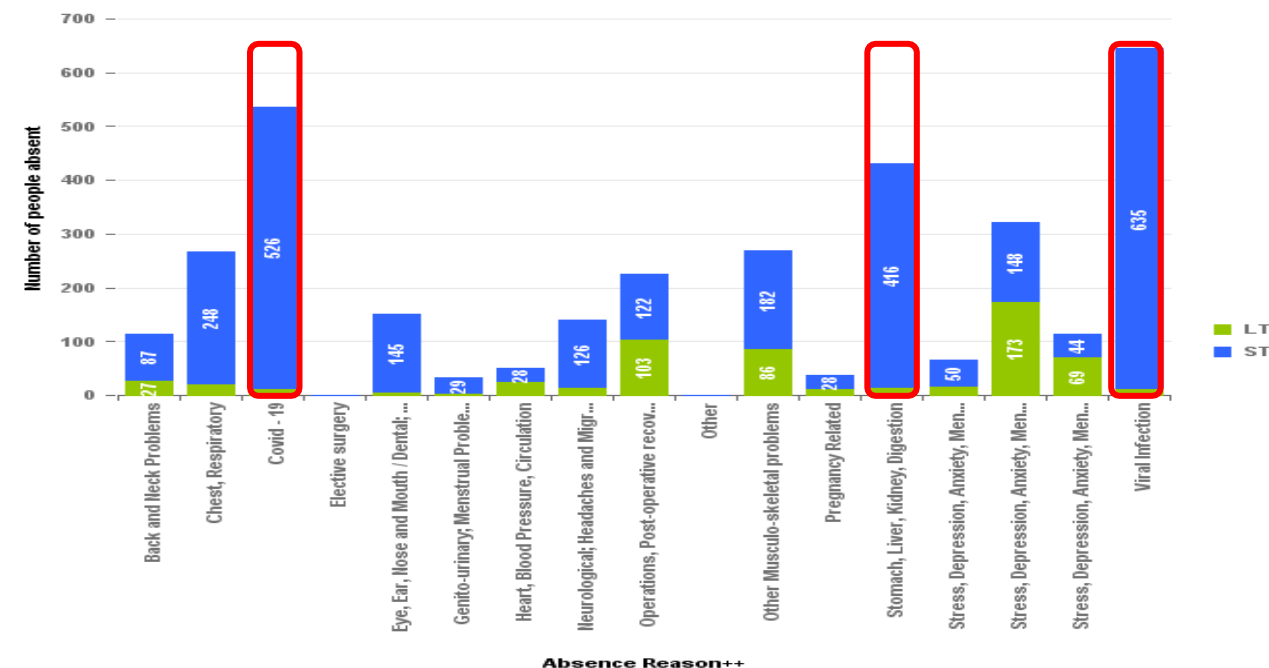
Key points

- Short term absence is significantly higher than long term sickness absence
- Short term sickness absence has the greatest operational impact
- Covid, Viral infection and Stomach/digestion concerns account for the highest number of days lost at this point in 2022 and in 2023.
- Significant decrease in the number of Covid related absences compared to the same period in 2022.

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Sickness absence - Work-related Stress Days Lost by Service

Service	Calendar days lost
Adult Social Care	1,236
Business, Employment & Skills	0
Children's Social Care	1,502
Climate Change, Compliance, Planning and Transport	49
Commercialisation and Improvement	113
Corporate Commissioning and Procurement	0
Corporate Communications	0
Customer Experience & Digital	115
Directorate	0
Education, Schools & Improvement	540
Energy, Major Projects and Development	0
Environment & Fleet	257
Financial Management	0
Gateshead Construction Services	311
Highways & Waste	306
HR, Workforce Development & Health & Safety	0
IT	0
Legal and Democratic Services	142
Leisure	250
Libraries	0
Neighbourhood, Housing & Homelessness	519
Property & Assets	687
Public Health	68
Public Service Reform	0
Quality Assurance & Commissioning	0
Research & Intelligence	0
Strategic Housing & Residential Growth	0

Calendar days lost

Gateshead Council

Sickness absence – Non Work-related Stress Days Lost by Service

Service	Calendar days lost
Adult Social Care	3,835
Business, Employment & Skills	7
Children's Social Care	2,188
Climate Change, Compliance, Planning and Transport	165
Commercialisation and Improvement	125
Corporate Commissioning and Procurement	3
Corporate Communications	0
Customer Experience & Digital	516
Directorate	
Education, Schools & Improvement	910
Energy, Major Projects and Development	0
Environment & Fleet	474
Financial Management	617
Gateshead Construction Services	1,529
Highways & Waste	595
HR, Workforce Development & Health & Safety	220
IT	0
Legal and Democratic Services	12
Leisure	783
Libraries	157
Neighbourhood, Housing & Homelessness	991
Property & Assets	1,438
Public Health	0
Public Service Reform	0
Quality Assurance & Commissioning	107
Research & Intelligence	0
Strategic Housing & Residential Growth	50

Gateshead Council

Sickness absence - Work-related Stress Days Lost by Grade

■ Calendar days lost

Grade	Calendar days lost
Grade B	261
Grade D	757
Grade E	491
Grade F	1,010
Grade G	834
Grade H	567
Grade I	456
Grade J	473
Grade K	183
Grade L	112
Grade M	98
Grade N	105
Non-Schools UPS Teacher 3	60
Health Authority	68

Gateshead Council

Sickness absence – Non Work-related Stress Days Lost by Grade

Calendar days lost

Grade	Calendar days lost
GRADE B	261
GRADE D	757
GRADE E	491
GRADE F	1,010
GRADE G	834
GRADE H	567
GRADE I	456
GRADE J	473
GRADE K	183
GRADE L	112
GRADE M	98
GRADE N	105
NON-SCHOOLS – UPS TEACHER 3	60
HEALTH AUTHORITY BAND 7-4	68

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Employee wellbeing
and
Equality, Diversity and Inclusion

Gateshead Council

Inclusive & Well

Workforce Wellbeing Strategy

2024 - 2029

Senior Advisor – EDI and Wellbeing

Wellbeing

Employee health and wellbeing

Mental health advice and support

NHS 111
For urgent advice and support
Tel: 111*
111.nhs.uk
*Lines open 24 hours a day, 365 days a year. Calls are free for landlines and mobile phones.

Samaritans
For somebody to speak to
Telephone: 116 123*
samaritans.org/how-we-can-help
*Lines open 24 hours a day, 365 days a year. Calls are free for landlines and mobile phones.

Mind
For mental health information
Telephone: 0300 123 3393*
mind.org.uk
*Lines open 9am to 6pm, Monday to Friday (except bank holidays). Calls charged at the standard rates.

In a medical emergency dial 999

IT'S GOOD TO TALK

Mental ill health in the workplace

What are the signs that a team member may be experiencing mental ill health?

- Sustained changes to physical functioning and/or appearance
- Sustained changes to cognitive processes
- Sustained changes to social interaction
- Inappropriate behaviour
- Frequent absences or reduced work engagement

What should a manager do if they suspect a team member is experiencing mental ill health?

- Perform due diligence before approaching the team member
- Encourage communication
- Consider reasonable workplace adjustment

vivup

Our Solutions

Mental health advice and support

Wellbeing and Employee Assistance Programme

Gateshead Council

Inclusion

LEVEL 1 BASIC
We talk about equality, diversity and inclusion, and, know it's important, but there are no strategies or plans that define our desired outcomes beyond those required by legislation.

LEVEL 2 FAMILIER
Being an employer who is inclusive, diverse and respects equality is increasingly seen as an organisational benefit by all. It's acknowledged as a culture which can unlock further success for our people and our communities. Initiatives are developed and rolled out.

LEVEL 3 RECOGNISED
Our leaders and managers sponsor, encourage and role model the right behaviours because the see the benefits for our people and the communities we serve. Being an equal opportunities, inclusive and diverse employer is becoming part of our DNA, how we do things around here.

LEVEL 4 EMBEDDED
Equality, diversity and inclusion practices and culture are embedded into day to day activities across the Council. Everyone is committed to creating an environment where our people can bring their best selves to work, feeling valued and welcome, because what they do and how they do it is all that matters to us.

LEVEL 5 SUSTAINED
Our culture is recognised as one where we are a role model to others. Everthing we do to enhance our approach to equality, diversity and inclusion is part of business as usual. The impact on the employee experience, customer satisfaction and organisational performance is evident.

Inclusion

Our Equality, Diversity, and Inclusion Strategic Approach

Engage

Enable

Educate

Empower

Encourage

Embed

Evaluate

Evolve

Gateshead Council

Employee Turnover

Employee Turnover by Group Service

As of 30th September 2023 employee turnover was 9.28%.

Employee Turnover breakdown by group	Percentage turnover	Total No. of leavers
Childrens Social Care & Lifelong Learning	9.31%	92
Corporate Services & Governance	7.63%	19
Economy, Innovation & Growth	5.40%	17
Housing, Environment & Healthy Communities	11.11%	275
Integrated Adults & Social Care Services	7.74%	65
Office of the Chief Executive	16.22%	6
Public Health & Wellbeing	10.58%	33
Resources & Digitial	5.33%	25

Employee Turnover - Reasons

Leavers in Adult Social Care and reasons : 1 October to 30 September 23
Employee Turnover rate – 7.74%

Reason	Count
End of fixed term/temporary contract	1
Redundancy - voluntary	2
Dismissal	2
Retirement - normal	2
Retirement - ill health	4
Lack of capability	1
Other reason	1
Medical Severance	8
Retirement - early	9
Resignation	31
Died in Service	1
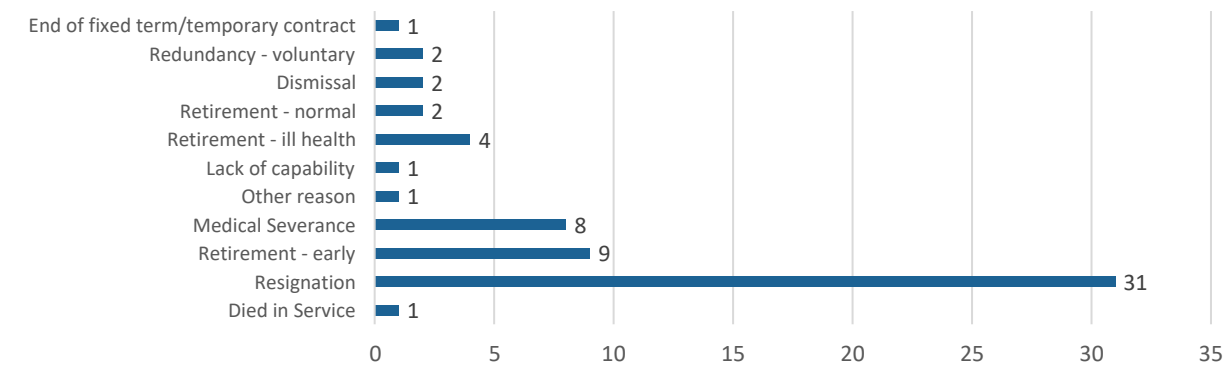
Leavers in Construction Services and reasons : 1 October to 30 September 23
Employee Turnover rate – 7.12%

Reason	Count
End of fixed term/temporary contract	1
Dismissal	4
Retirement - normal	10
Retirement - ill health	2
Other reason	2
Medical Severance	1
Resignation	17
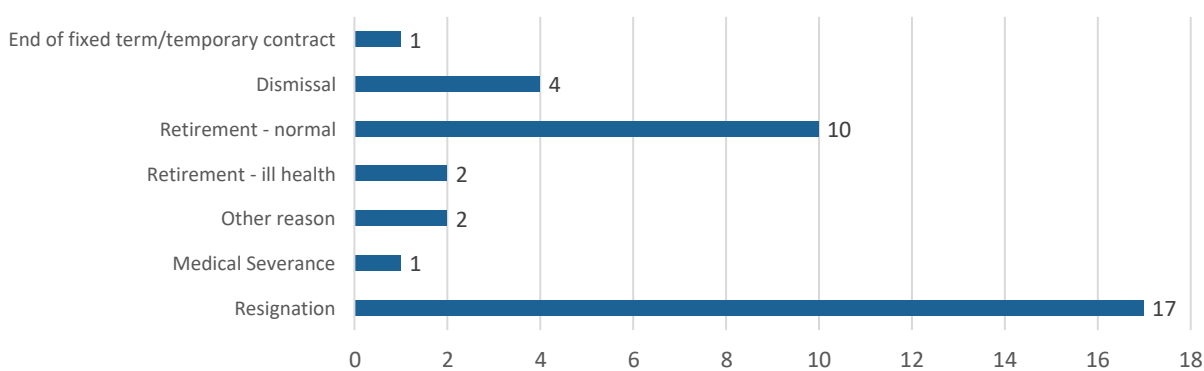
Leavers in Property & Assets and reasons : 1 October to 30 September 23
Employee Turnover rate – 10.93%

Reason	Count
Settlement Agreement	1
TUPE Out	20
Retirement - normal	14
Retirement - ill health	3
Medical Severance	10
Retirement - early	1
Resignation	49
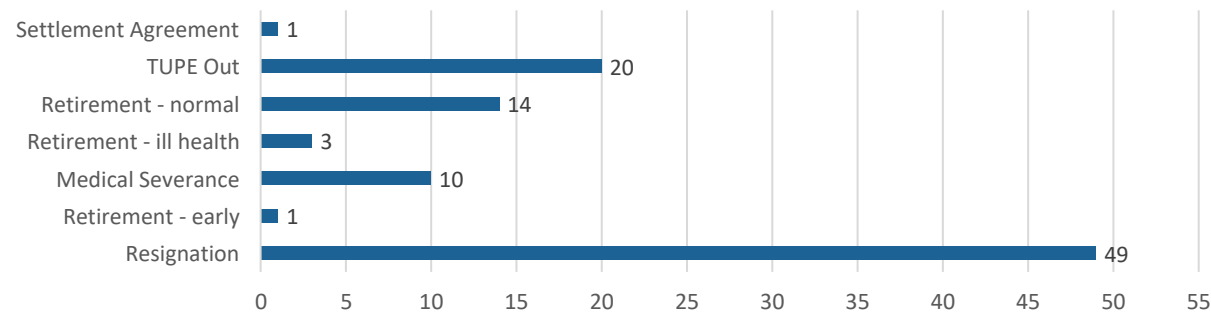
Leavers in Childrens Social Care and reasons : 1 October to 30 September 23
Employee Turnover rate – 8.23%

Reason	Count
End of fixed term/temporary contract	1
Redundancy - voluntary	1
Dismissal	1
Retirement - normal	4
End of apprenticeship	1
Resignation	45
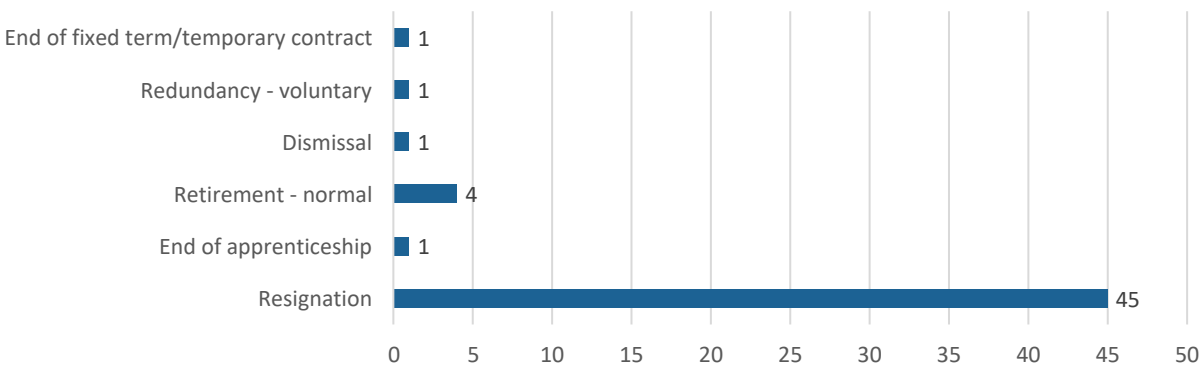
Employee Turnover - Reasons

Leavers in Education, Schools & Inclusion and reasons : 1 October to 30 September 23
Employee Turnover rate – 9.87%

Reason	Value
Settlement Agreement	2
End of fixed term/temporary contract	2
Retirement - normal	1
Lack of capability	1
Retirement - early	11
Resignation	20
Died in Service	2
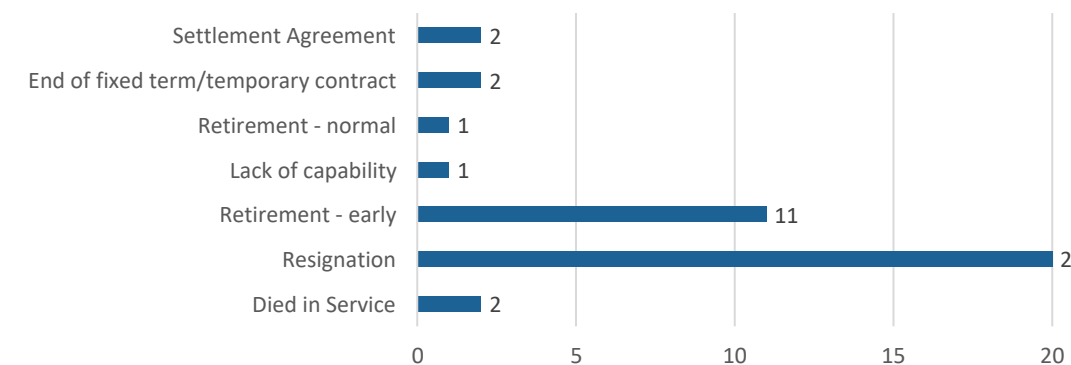
Leavers in Environment & Fleet Management and reasons : 1 October to 30 September 23
Employee Turnover rate – 22.91%

Reason	Value
Retirement - Early	6
End of fixed term/temporary contract	39
Dismissal	2
Retirement - normal	4
Retirement - ill health	2
Other reason	2
Resignation	8

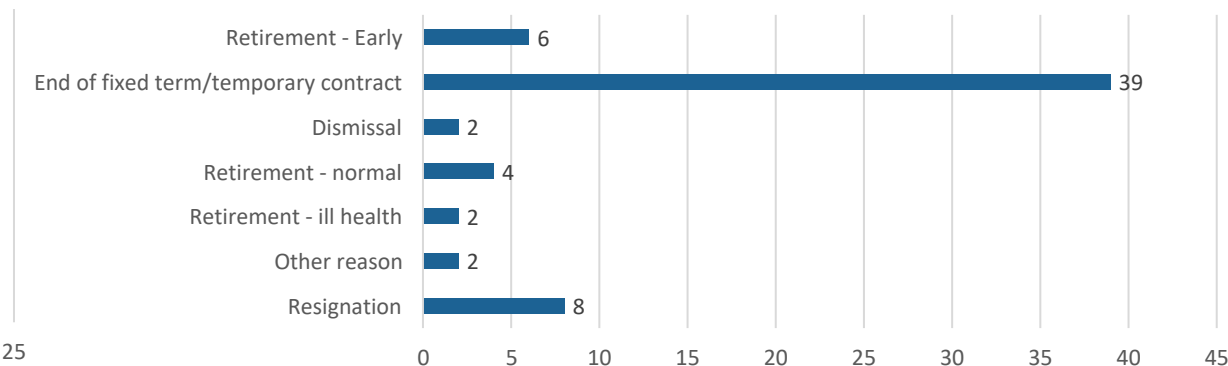## Leavers in Highways & Waste and reasons : 1 October to 30 September 23
Employee Turnover rate – 10.46%

Reason	Value
Dismissal	2
Other reason	5
End of Fixed Term/Temporary Contract	5
Died in Service	1
Settlement Agreement	1
Retirement - normal	1
Retirement - ill health	1
Medical Severance	1
Retirement - early	2
Resignation	15
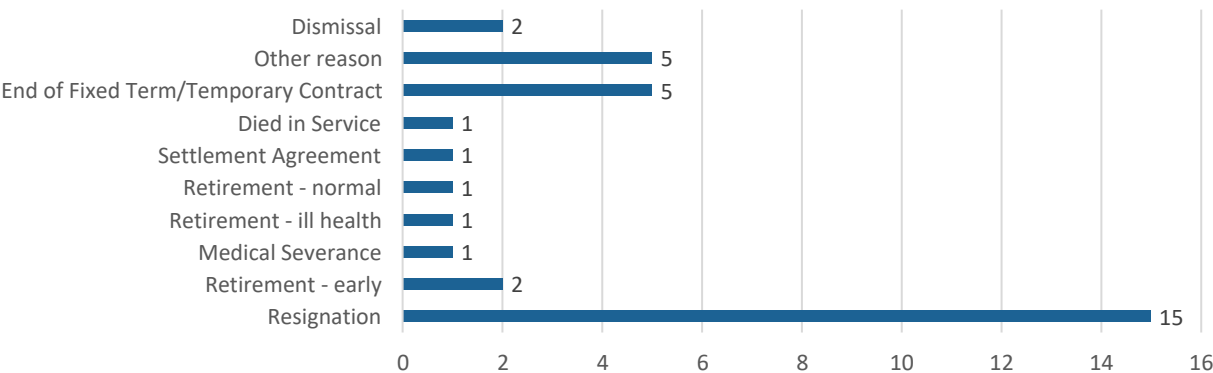
Leavers in Neighbourhood, Housing & Healthy Communities and reasons : 1 October to 30 September 23
Employee Turnover rate – 10.39%

Reason	Value
Retirement - Early	6
Other Reason	4
Died in Service	1
Dismissal	2
Retirement - normal	5
Resignation	19
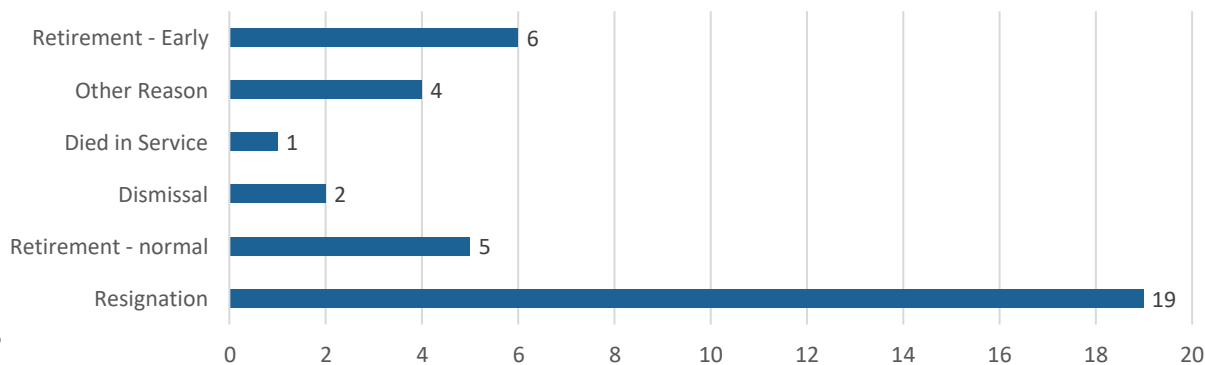
Number of leavers by Service: 1st October 2022 to 30th September 2023
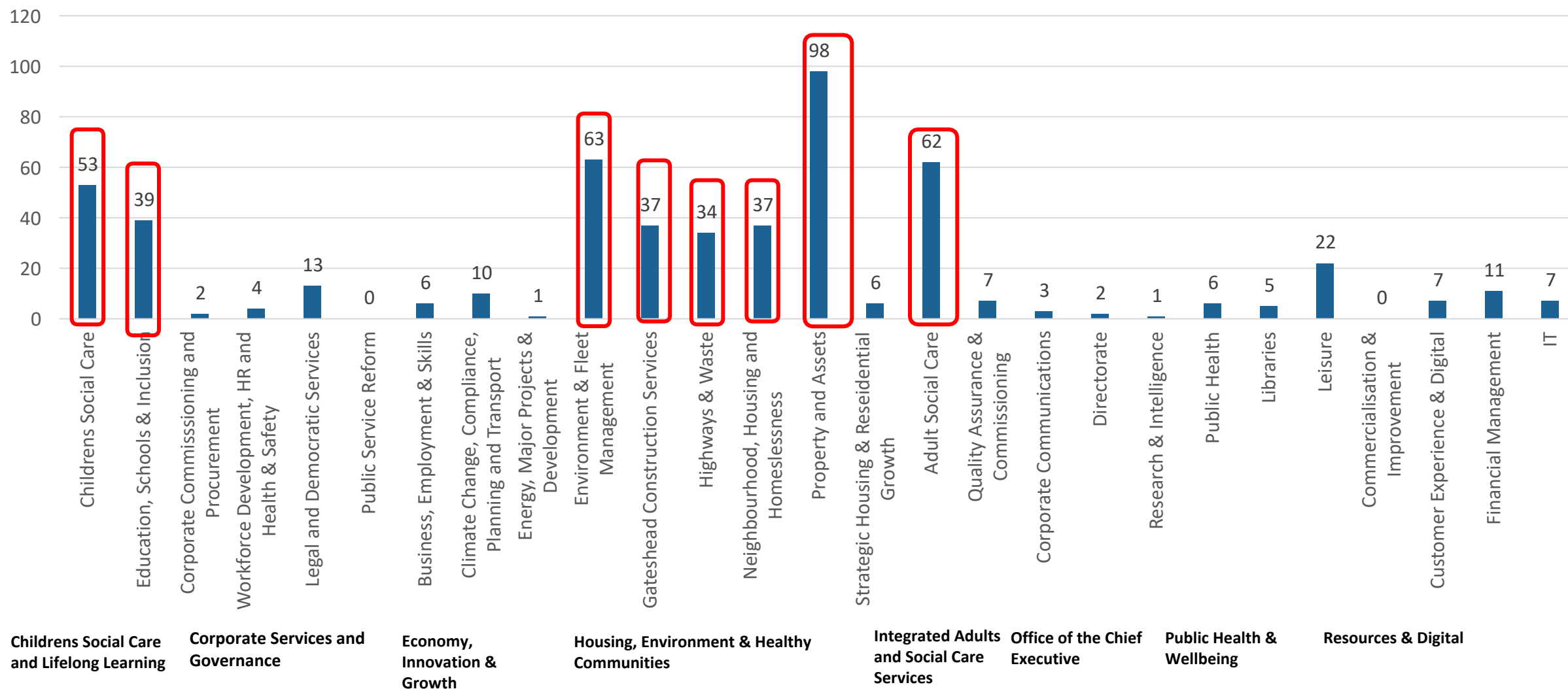
Exit Interviews

- **New exit interview launched in August.**

- **142 leaver surveys have been sent to employees.**

- **Completion Is voluntary.**

- **Received 53 completed surveys.**

- **Response rate of 37.32%.**

Top 5 reasons for deciding to leave

	Opportunity to grow professionally and enhance my career	Better pay/terms and conditions	I didn't feel valued for the contirbution I made	I found a job with the level of responsibility that I'm looking for	The workload and/or hours of work
Value	20	13	10	9	8
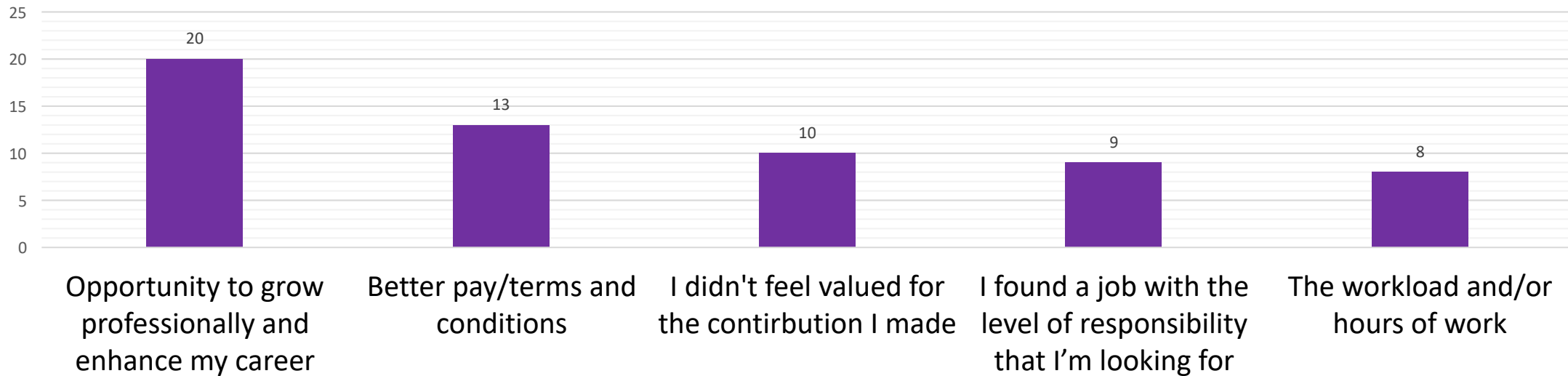
Employee turnover – next steps

Workforce Strategy - 5 year delivery plan
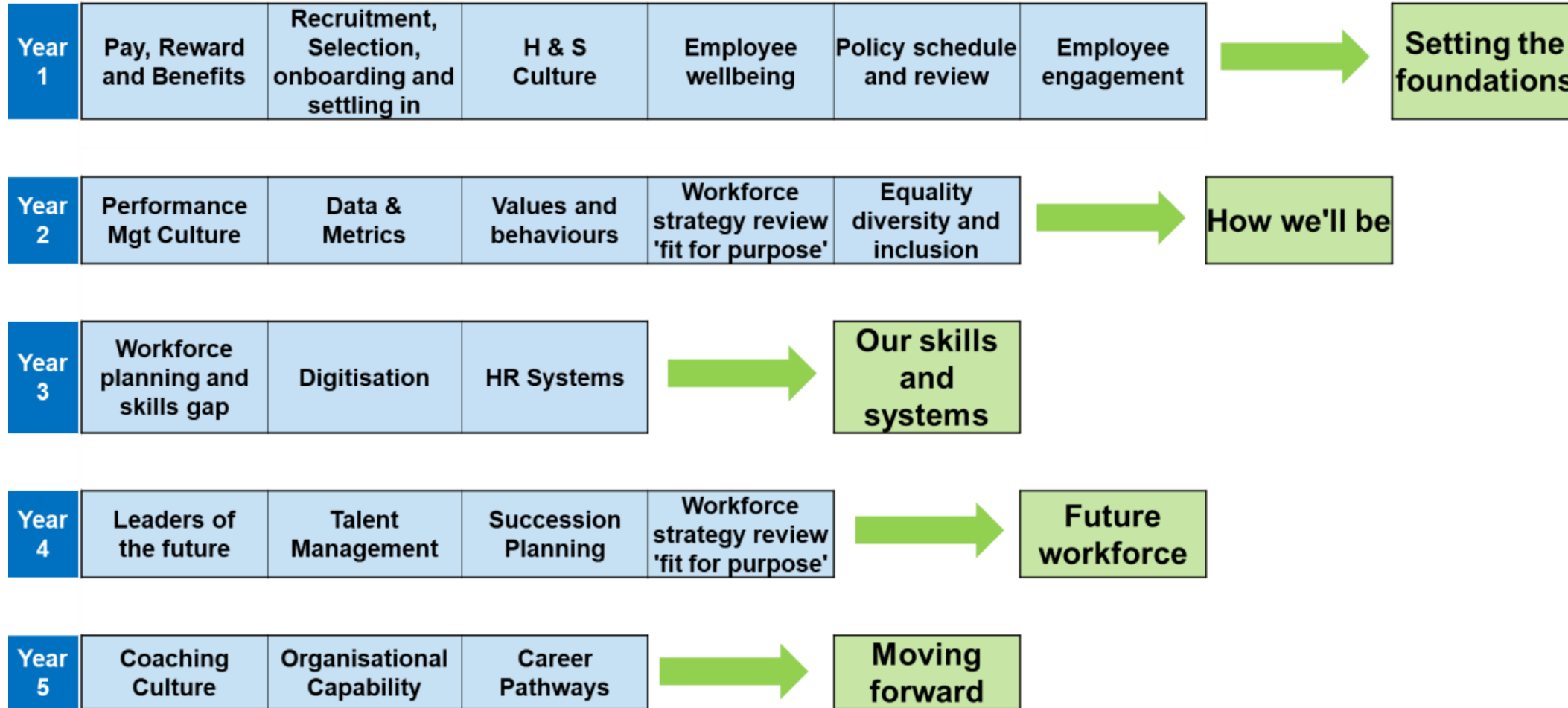
H & S

Schools near miss reporting figures (xx maintained schools)

01 April 2023 – 30 September 2023 (6 months)

- 84 incidents in total (work related)

- 16 of these were near misses

- 13 of these were reported by different schools.

(46% by Special Schools, 50% Primary, 4% Secondary)

- School N.M reporting rate = 13%.

- Other Council services near miss reporting rate = 60%.

Near Miss Factor	No. of reports
Another kind of accident	3
Equipment Failure	3
Exposed to a harmful substance	1
Failure in the system of work	3
Physical Assault	4
Road Traffic Accident	1
Struck by object	1

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H & S : Near Misses (excluding schools)

1 April 2022 – 31 September 2022

Top 4 reasons for a near miss	No.
Verbal abuse	38
Threatening behaviour	28
Physical assault	16
Failure in safe system of work	15

1 April 2023 – 31 September 2023

Top 4 reasons for a near miss	No.	Trend
Threatening behaviour	47	⬆
Verbal Abuse	27	⬇
Failure in a safe system of work	17	⬆
Physical assault	15	⬇

1	Major Injury
29	Minor Injury
300	Near Misses

- The data suggests that violent incidents are worsening.
- While near miss incidents of verbal abuse have decreased by 28.94% the number of threatening behaviour near miss incidents has increased by 67.86%.
- The way in which employees are engaged by the public is escalating in a negative way.
- Numbers of threatening behaviour incidents is highest within HEHC, CSCLL, IASCS.

Taking action to prevent a near miss becoming an incident that result in injury

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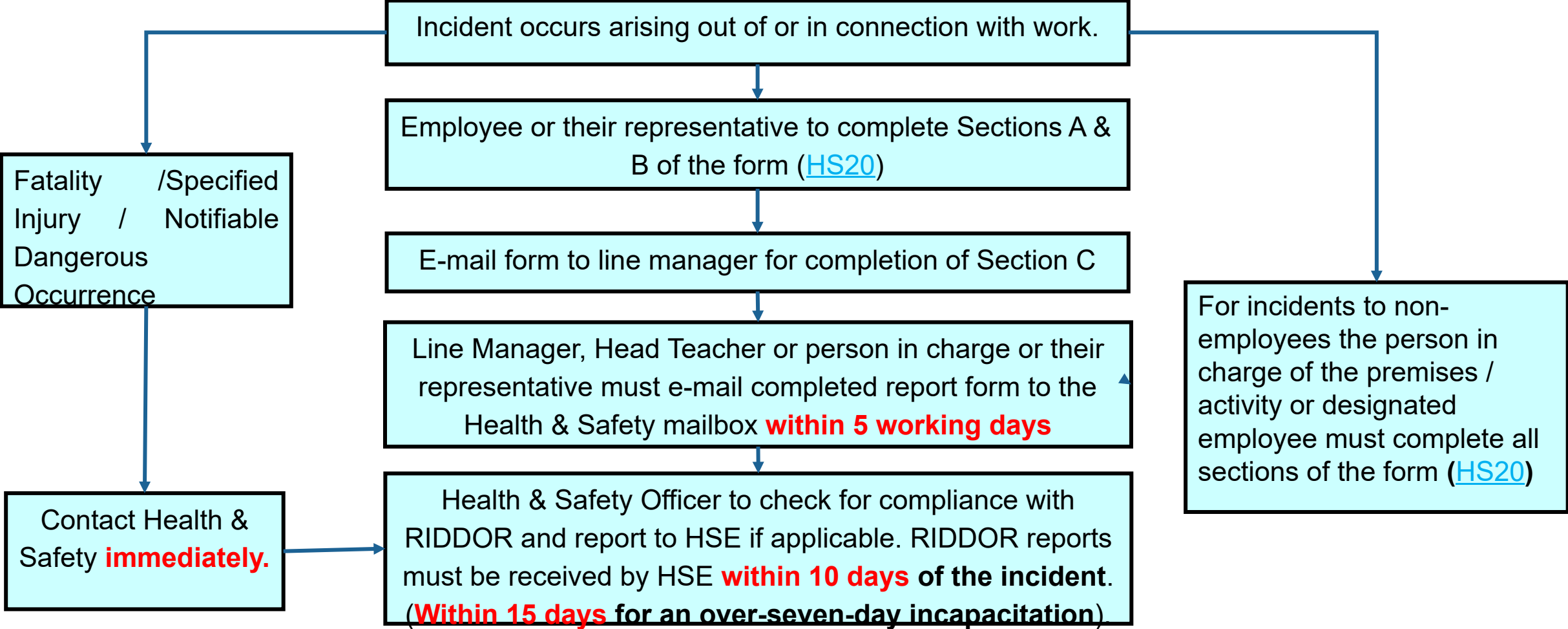
H & S : Near Misses

Taking action to prevent a near miss becoming an incident that result in injury

- Implement actions arising from the Council Warning Alert System (CWAS) audit.
- Ensure that the right people have access to the CWAS system, clearer guidance on how to use it etc.
- Personal Safety Training has been revised following work with the Workforce Development Team.
- The Personal Safety Procedure is being reviewed and consulted on to provide:
  - Managers with more detailed guidance about how to minimise the risks of threatening behaviour within their teams through risk assessment.
  - Greater clarity on the steps to take to deal with an incident should one occur (this in turn will hopefully reduce future incidents).
- Libraries have introduced a 'code of conduct' for customers to follow. If general behaviour is unacceptable then customers may be suspended from the library service. This will be considered by other services and how to apply a similar model of prevention.
- In broader terms - Colleagues in the Safer Communities team have also been involved with the Safer Streets project, to look at understanding and reducing ASB problems in parts of our community. Improve street lighting etc.

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Risk Assessments

- The council's approach for risk assessment – this follows the HSE's [Five Steps to Risk Assessment](#)

- Risk assessments must be carried out in accordance with council procedure [CSG-HS-40 Risk Assessment](#)

- Service Directors, head teachers, managers and supervisors are responsible for ensuring work-related hazards are identified and suitable and sufficient risk assessments are undertaken and recorded.

- Council services and schools are required to identify and train some staff as competent risk assessors.

- Requirement for risk assessments to be reviewed at least annually.

- Risk assessments audited as part of the Service Director/ Head Teacher Audit process ([HS39](#))

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Accident Reporting Process

Incident occurs arising out of or in connection with work.

Fatality /Specified Injury / Notifiable Dangerous Occurrence

Contact Health & Safety **immediately.**

Employee or their representative to complete Sections A & B of the form (HS20)

E-mail form to line manager for completion of Section C

Line Manager, Head Teacher or person in charge or their representative must e-mail completed report form to the Health & Safety mailbox **within 5 working days**

Health & Safety Officer to check for compliance with RIDDOR and report to HSE if applicable. RIDDOR reports must be received by HSE **within 10 days** **of the incident**. (**Within 15 days** **for an over-seven-day incapacitation**).

For incidents to non-employees the person in charge of the premises / activity or designated employee must complete all sections of the form (HS20)

Q & A