

Cumbria County Council

Organisational Development & sickness absence update to Scrutiny Management Board

10th September 2020

Focus of the Organisational Development Board

Vision: “to deliver organisational success by attracting, engaging and empowering our people across the entire organisation and creating a dynamic, ambitious and valued culture”

- Delivery of the Workforce Plan, focussing on engagement & empowerment, Skills & behaviours and wellbeing
- The Future World of Work
- Digital World – How we will use digital enablers as part of our new ways of working
- Cultural change needed to support transformation

Where do we want to be?

empower
fair challenge
connect agile
cohesive
responsive
inspire
engaged



Impacts of Covid

Positive:

- Acceleration of desired changes
- Large % of workforce working remotely effectively (empowered & supported)
- Improved and resilient ICT infrastructure – virtual leadership
- Good Stakeholder engagement & response (surveys / comms)
- Embracing and channelling shift in culture and ways of working
- Great examples of employee talent, commitment, flexibility and skills contributing to Covid response
- Efficiencies

Impacts of Covid

Challenges:

- Impact on workforce, particularly for front line staff
- Social impact (leading to increased stress)
- Increased difficulty in recruitment to hard to fill posts (such as Social Workers)
- Some staff struggling to work remotely

“Recommencement” return to the workplace

- 6 main offices, or ‘work places’ now “covid-secure”.
- Plus 99 phase 1 priority buildings “covid-secure”
- Further 33 priority buildings in progress.
- Prioritised risk based approach to re-opening buildings
- Working with limited occupancy due to social distancing requirements and guidance.
- Expand team-touchdown and welfare meeting spaces end of August
- Desk Booking System procured – available early/mid September
- Commence key messages around new operating model & timeline



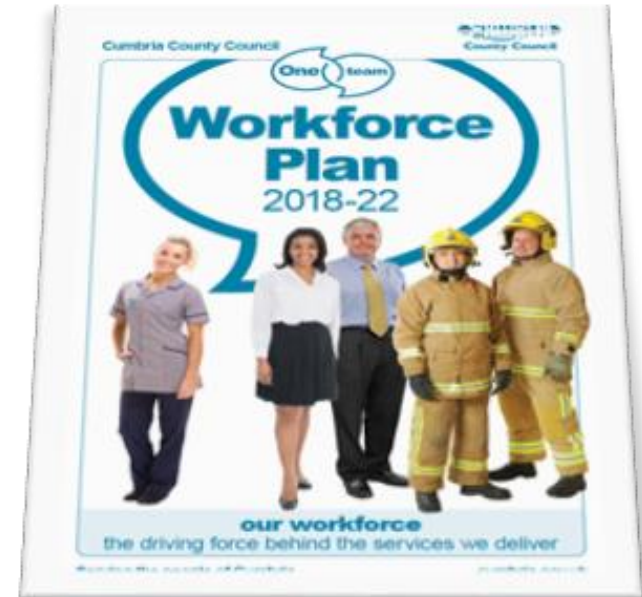
“Renewal” - future world of work

- Changing workforce and citizen expectations
- Embracing the information age, new technology and ways of working
- Enabling customers to connect with us in new ways
- Embedding new ways of working, adapting as we go.....



Workforce priorities

- Transition to future ways of working
- Skills development & virtual learning
- Strengthen employee engagement & TU relations
- Effective talent management through apprenticeships, career pathways etc.
- Simplify and improve systems & processes (digital by default)



Workforce Wellbeing Support

- Dedicated Employee Wellbeing webpages
- Access to Counselling
- Support to Health & Care via NHS partners
- Implementation of Wellbeing & Coaching network and support line
- FAQ's
- Service level blogs/communications/phone lines
- Every Life Matters Covid-19 Guide
- Wobble rooms



Sickness absence

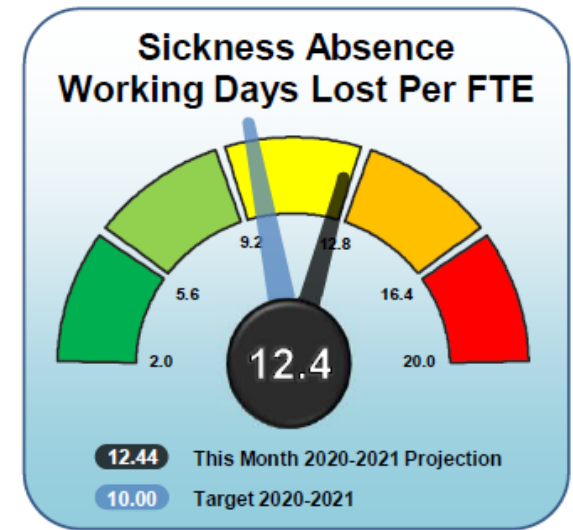
- Symptom not the problem
- Role of culture in increasing attendance
- Absence and Covid
- Absence performance / data overview
- Approach

OD impacts on attendance

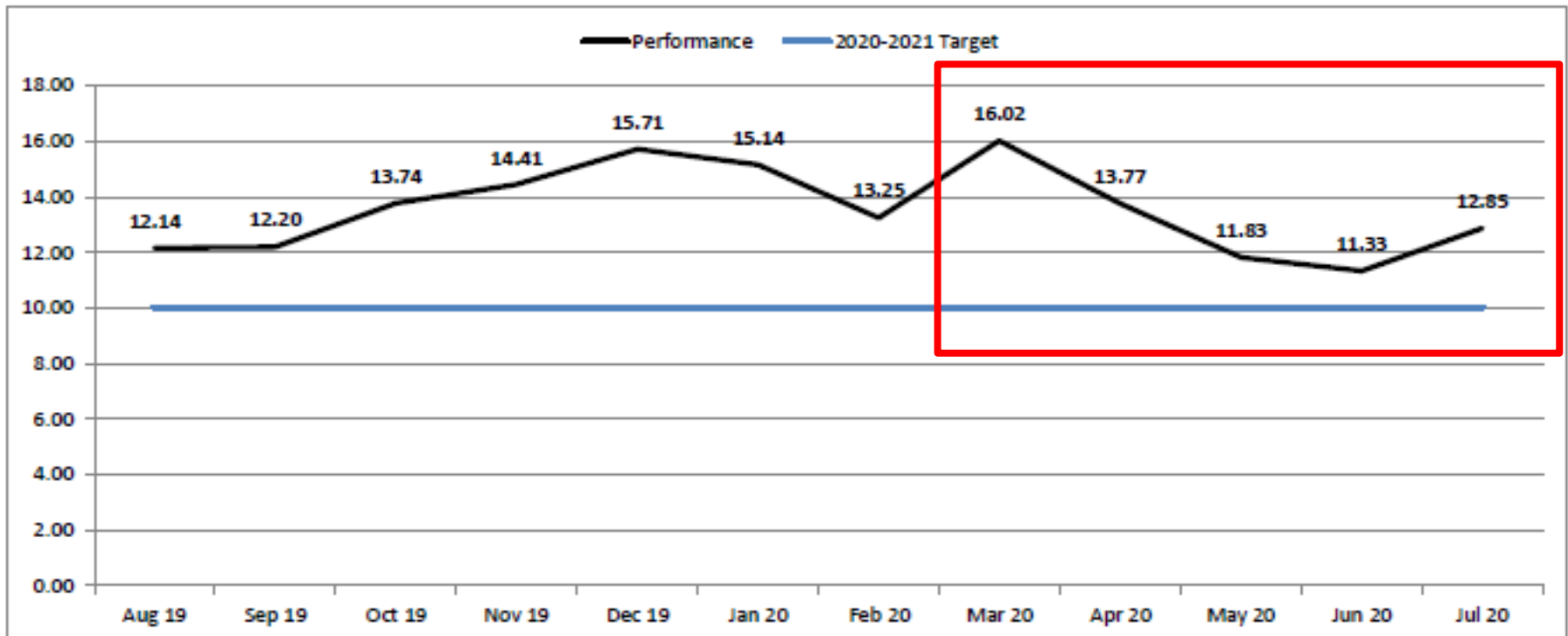
- Remote working enables increased attendance through flexibility
- Supporting our workforce (ensure sick leave is taken when needed)
- Work life balance / increased feeling of well being leading to higher attendance

July 2020 : Corporate

19/20 YE actual : 13.63 WDL per FTE
Diff from 18/19 YE (12.49) : **9% worse**
20/21 Target : 10.00 WDL
20/21 YTD projection : **12.59**
Diff from 19/20 YE (13.63) : **8% improvement**



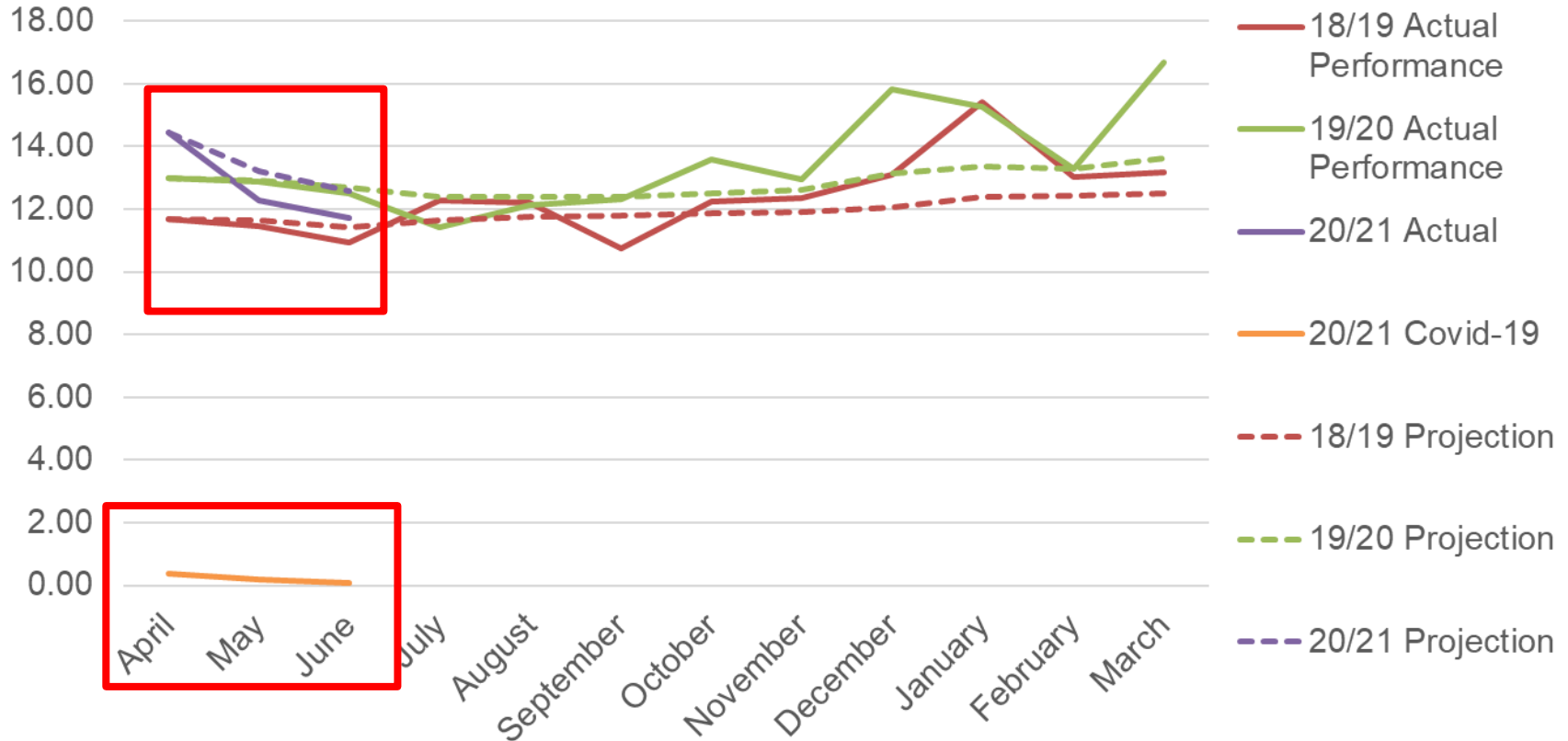
Sickness Absence Working Days Lost Per FTE - Last 12 Months



Absence Vs Covid-19

	Target (WDL per FTE)	Performance (Total WDL per FTE)
Jan – Jun 2020* (Coronavirus)	n/a	0.51 (Annualised = 1.02)
Jan – Jun 2020* (Other Sickness)	10.00 (annualised)	6.32 (Annualised = 12.64)

Absence Rates 2018 - 2021



SMB Task & Finish Group – 14 Nov 2019

Recommendations approved by Cabinet 30 Jan 20

Some key points to note on progress so far:

- Promotion of mental health support literature and proactive signposting to primary and secondary for professional intervention
- Multi disciplinary team approach resources identified
- Promotion of wellbeing as key support feature during Covid-19
- Review of Absence and Wellbeing procedure
- Upgrading of People Management Service Now portal

(further detail is provided in Appendix 1)

Discussion