

# Policy & Resources Scrutiny Committee

## People Management: Sickness Absence Monitoring Report – half year 2018/19

31<sup>st</sup> October 2018



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2018



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## **People Management**

### **Sickness Absence Performance Monitoring Report**

#### **Half Year 2018/19**

##### Introduction

The Authority Performance Indicator (PI) for sickness absence measures the number of working days lost due to sickness absence per full time equivalent (FTE) headcount per annum. The target set by Corporate Management Team for improvement for 2018/19 was 9.6 FTE.

In June 2017 departmental targets were also agreed to support a reduction in sickness absence and these targets have been maintained for 2018/19. Both the corporate and departmental targets are monitored half yearly via Corporate Management Team (CMT) and quarterly via Departmental Management Teams (DMT). The targets were calculated by reference to the average Full Time Equivalent (FTE) headcount figure and End of Year (EOY) results over the preceding 3 years less 5%.

##### What has changed during 2018/19 to date?

It is the responsibility of all DMTs to maintain a high profile on attendance management, monitor performance on a quarterly basis, to set clear expectations of all its managers to manage sickness absence proactively and to foster a healthy working environment that encourages improved attendance from all employees.

From a corporate perspective People Management has focused its energies during 2018/19 on supporting in the following areas:

##### a) Improved corporate working

In April, CMT confirmed that the three largest departments (Environment, Communities and Education and Children's Services) would fund two Wellbeing Coordinators' posts, for 18 months. The aim of which is to work with colleagues corporately and departmentally to maintain the reduction of absence and to improve the wellbeing of the workforce, through proactive health and wellbeing education and promotion, developing plans with the DMTs in each department. The Wellbeing Coordinators are recruiting more Wellbeing Champions who will encourage their colleagues to take part in events, initiatives and to take responsibility for their own health and wellbeing.

b) Health & Wellbeing Project

Managing the Health and Wellbeing Project which is funded by 3 departments, Communities, Environment and Education & Children. As part of this project we have undertaken the following activities:

- carried out 18 health & wellbeing events/awareness raising initiatives with employees;
- Sickness absence and other data has been analysed and an option papers for determining actions and priorities to improve employee health and wellbeing has been produced for each of the three departments;
- Priorities have been agreed in Environment and Action Plans are in draft for the Service Areas involved.
- Communities has agreed to run pilot projects in key service areas, e.g. one care home, one domiciliary care team, which is currently in the planning process;
- Education & Children will be discussing the option paper at their Departmental Management Team (DMT) in November;
- Work has also been carried out to raise the profile of the project through attending various DMTs and Business Management Team (BMT) meetings, People Manager events, the Corporate Employee Relations Forum with trades unions and Heads of Services and their managers across the 3 Departments;
- Key learning from each project plan will be evaluated and where there are benefits for the wider organisation these will be shared;
- Working with multidisciplinary teams to understand qualitative information alongside the quantitative data and to put in place suitable support and interventions, which will ultimately lead to improved attendance.

c) Mental Health Awareness

To support managers in managing staff attendance, funding streams are being explored to roll out mental health awareness to managers and employees to supplement the existing e-learning modules. This includes consultation with CCCs recognised trades unions and exploring the potential for support via the Wales Union Learning Fund (WULF). If funding is secured this will enable a targeted, bespoke training programme to be implemented across the authority in relation to 'Managing Mental Health in the Workplace' and 'Mental Health Awareness', prioritised in areas with the highest level of absence attributed to stress/mental health.

d) Schools' Staff Absence Scheme (SSAS)

Continued promotion of the SSAS to all primary schools and proactive support and advice to Head teachers and Chairs to ensure compliance with Schools' Model Attendance policies and procedures. To recap most CCC schools purchased insurance policies through a range of insurance providers to cover the replacement costs of teaching, learning support and other staff absent from school.

The SSAS is an alternative means of providing schools with financial cover for replacement costs but operates on the principles of mutuality and not for profit. Its main purpose is to raise funds from its members, ie. Primary schools, which can then be used to provide shared benefits and safeguards to scheme members and the Authority. Contributions are pooled into a central fund rather than purchasing insurance policies with any net surpluses to be refunded to schools in future years.

In addition, following evaluation of the first year of operating Corporate Management Team has agreed that the SSAS extends beyond its pilot period for a further two years from April 2019 to March 2021.

60 CCC primary schools joined the scheme during 2017/18 and a further 18 have joined during 2018/19. The remaining primary schools are being visited by a member of the team to encourage membership from April 2019.

e) TIC Award for Transformation and Innovation

The SSAS Team was one of the winners at the recent TIC Awards Ceremony in recognition of its transformational work on attendance management within schools, contributing to improved attendance and reduced costs during challenging financial times for the education sector.

f) Resourcelink MyView development

In the last reporting period People Management rolled out My View self-service to enable schools to manage sickness absence interactively dispensing with paper processes thereby enabling schools to manage absence in a timely and effective manner. During 2018/19 the full functionality of Resourcelink has been rolled out to all schools to complete this process.

Launched an improved Resourcelink online sickness absence recording screen to capture dates of the Employee Support Meeting and formal Absence Management Meetings to enable enhanced reporting to monitor compliance against the Sickness Absence policy;

Launched Resourcelink online Self-Certification/Return to Work Interview screens to streamline the process and reduce paperwork associated with absence management procedures.

g) Attendance Management briefings for managers

Continuing to deliver its rolling programme of attendance management development activities to all people managers including Head Teachers and Chairs of Governing Bodies, so each understands his/her responsibilities and how to manage sickness absence in line with model policies and procedures.

Schools			
Head/Deputy Teacher	Chair	Clerk	Other
47 – covering 55 schools	10	13 – covering 31 schools	8

\*  
Excluding  
Head  
Teachers  
/Senior  
Leadership  
Teams

Department	People Managers /Supervisors	Attendance Management briefings	% attendance
Chief Executive's	63	37	58%
Communities	185	157	85%
Corporate Services	49	29	59%
Education & Children*	134	66	49%
Environment	150	123	82%
Regeneration & Policy	46	25	54%
<b>Total</b>	<b>627</b>	<b>437</b>	<b>70%</b>

#### h) Challenge & Review Attendance Forum

Continuing its support to the 'Challenge & Review (C&R) Attendance Forum', chaired by the Deputy Leader Cllr. Mair Stephens and attended by Cllr. Giles Morgan, Chair of P&R Committee. The aim of the forum is to provide challenge and support to Heads of Service to maintain a high profile on attendance management, to discuss performance in relation to sickness absence and what strategies the Head of Service has utilised to seek improvement;

All Heads of Service have been invited to attend the forum to discuss performance in relation to sickness absence to maintain progress and profile of positive attendance management. The next forum scheduled for 10<sup>th</sup> December 2018.

#### i) Performance management information

Maintained the provision of improved performance management information, benchmarking and ranking data, and summaries of main reasons for absence at an authority, departmental, divisional and team level, to inform CMT, DMTs and divisional Business Management Teams (BMTs) to enable improved performance monitoring and action planning;

Provision of improved performance management information, benchmarking and ranking data, and summaries of main reasons for absence at an authority, all schools, primary, secondary and special school level to inform CMT, Education DMT and Governing Bodies to enable improved performance monitoring in line with ESTYN requirements. Model reporting templates have been circulated to Head teachers for inclusion in the termly report to Governing Bodies;

HR Business Partners discuss performance management information at Departmental Management Teams, Primary and Secondary Head Teachers' meetings and offer support and advice to agreed appropriate actions for improvement.

j) Disability Confidence

Maintained CCCs accreditation as a Disability Confident Employer which provides a commitment to support disabled applicants and employees in gaining and maintain employment.

k) Neybar Financial Assistance

On 6<sup>th</sup> November 2018 Corporate Management Team agreed to the launch of the Neybar Financial Assistance Scheme to our employees to complement our People Management policies and procedures. The scheme enables access to saving products and loans at competitive rates that employees may find difficulty accessing via high street lenders or who may go to pay day lenders as an alternative. Financial concerns may be a contributor to stress related absence and this scheme is aimed to support staff and offer an alternative solution.

l) School Model Policies

On 2<sup>nd</sup> October 2018 Executive Board agreed a Model Schools' Flexible Working Policy and Dignity and Respect in the Workplace Guidance. This model policy and guidance will complement our Model Sickness Absence policy and support employees in addressing particular concerns that may impact on attendance.

Has this made a difference?

Performance indicates that Education & Children has met its 2018/19 half year target. As the agreed targets have been set to support a reduction against previous 3 year average performance by 5%, 2018/19 half year result should ideally be below half year targets for all departments.

However, the half year figure for the whole Authority of 4.2 is below the 2018/17 half year result of 4.47. There has been a decrease of 0.27 FTE days lost by average employee FTE headcount indicating a continuing downward trend. (see Table 1).

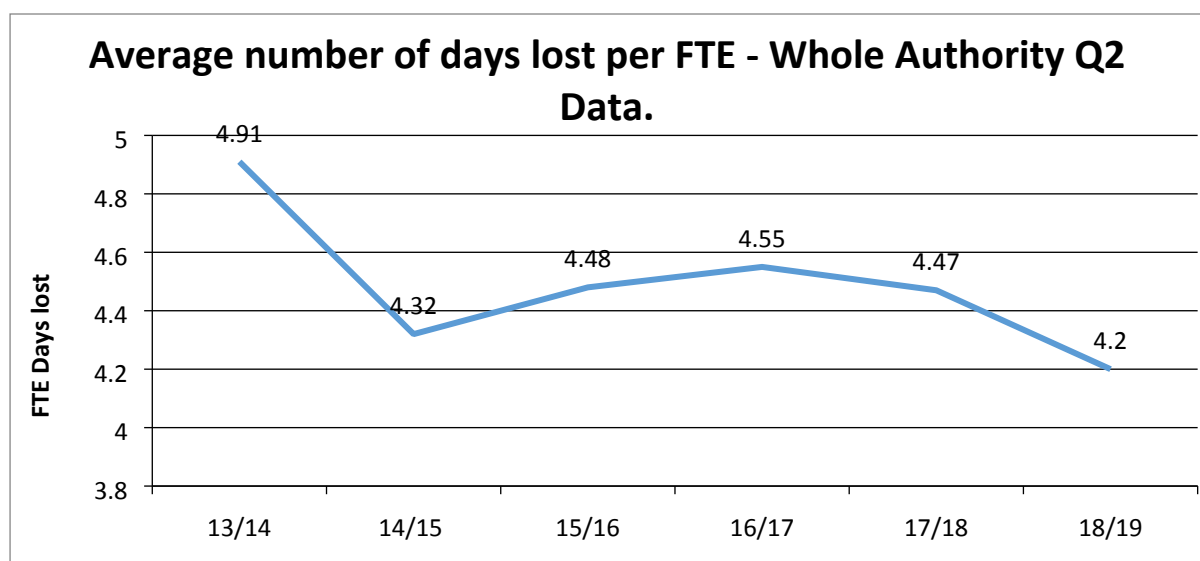
[Table 1: Departmental/Divisional/Section/School performance ranking Q2 2018/19](#)

Department	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Rank	2017-18 Q2 Performance		2018-19 Target. Q2 =whole year target /4 & seasonally adjusted	
									Q2 Target*	On Target?
Corporate Services	206.7	264.70	388.50	653.2	3.2	1	3.4	-0.2	2.9	No
Chief Executives	192.8	323.3	331.6	654.9	3.4		2.3	1.1	2.6	No
Regeneration & Policy	204.3	418.60	339.40	758.0	3.7		3.7	0.0	2.8	No
<i>Chief Executives incl Regen &amp; Policy</i>	<i>397.06</i>	<i>741.90</i>	<i>671.00</i>	<i>1412.90</i>	<i>3.6</i>	2	3.0	0.6	2.8	No
Education & Children	3228.7	4524.40	7108.90	11633.3	3.6	2	4.0	-0.4	3.7	Yes
Communities	1321.8	2601.10	4401.70	7002.8	5.3	4	5.3	0.0	4.8	No
Environment	894.5	1672.00	3040.80	4712.8	5.3	4	5.8	-0.5	4.6	No
<b>Authority Total</b>	<b>6048.9</b>	<b>9804.1</b>	<b>15610.9</b>	<b>25415.0</b>	<b>4.20</b>		4.47	-0.3	4.00*	No

\* - This is a weighted target based on average results over previous years. If the annual target is split equally across each quarter then Q2 target would be 4.82

[Table 2: Average number of days lost per FTE – whole Authority ↓](#)

Following the launch of the Sickness Absence policy and targeted interventions there was a marked reduction in 2013/14. This increased slightly during 2015/16 and 2016/17. Q4 2017/18 result indicated a continuing downward trend following introduction of greater accountability of sickness absence performance established through the Sickness Absence Management Framework and targeted interventions as reported at end of year. Cumulative results at half year 2018/19 also shows a continuing downward trend compared to half year Q2 2017/18.





**Table 3: Performance of Divisions that attended the C&R Attendance Forum**

It is evident that where Heads of Service have been proactive and set clear expectations in relation to positive attendance management that improvements have been made. Whilst this forum has to date focused on those divisions where performance was in the lowest quartile, all Heads of Service need to ensure they maintain the profile of positive attendance management, set clear expectations with their managers and monitor consistency of application of the authority's Sickness Absence Policy and procedures. All Heads of Service have now received invitations to attend the forum to discuss divisional progress to ensure all services are contributing towards a reduction in the level of absence.

The Heads of Service for the service areas below have been requested to provide a report on performance and progress against the actions agreed at the C&R Attendance Forum for review by the Deputy Leader and Chair of P&R Scrutiny Committee.

Division	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	Performance 2017/18	Improvement
Homes & Safer Communities	591.5	1113.60	1976.00	3089.6	5.2	6.2	↑
Property	285.8	587.10	1145.50	1732.6	6.1	5.3	↓
Waste and Environmental Services	188.2	427.40	874.50	1301.9	6.9	8.9	↑
Information Technology	63.4	169.00	125.00	294.0	4.6	3.1	↓
Access to Education	178.7	223.40	691.20	914.6	5.1	5.7	↑

**Table 4: Impact of targeted interventions to support schools in managing sickness absence**

The table below compares the performance of CCCs primary, secondary and special schools between 2017/18 and 2018/19. There is a reduction of 0.3 FTE days lost by average FTE headcount in the primary sector, 0.4 in the secondary sector and 2.9 in the special school sector which is a significant reduction. The People Management Division continue to support schools during 2018/19 to secure continued and sustained improvement.

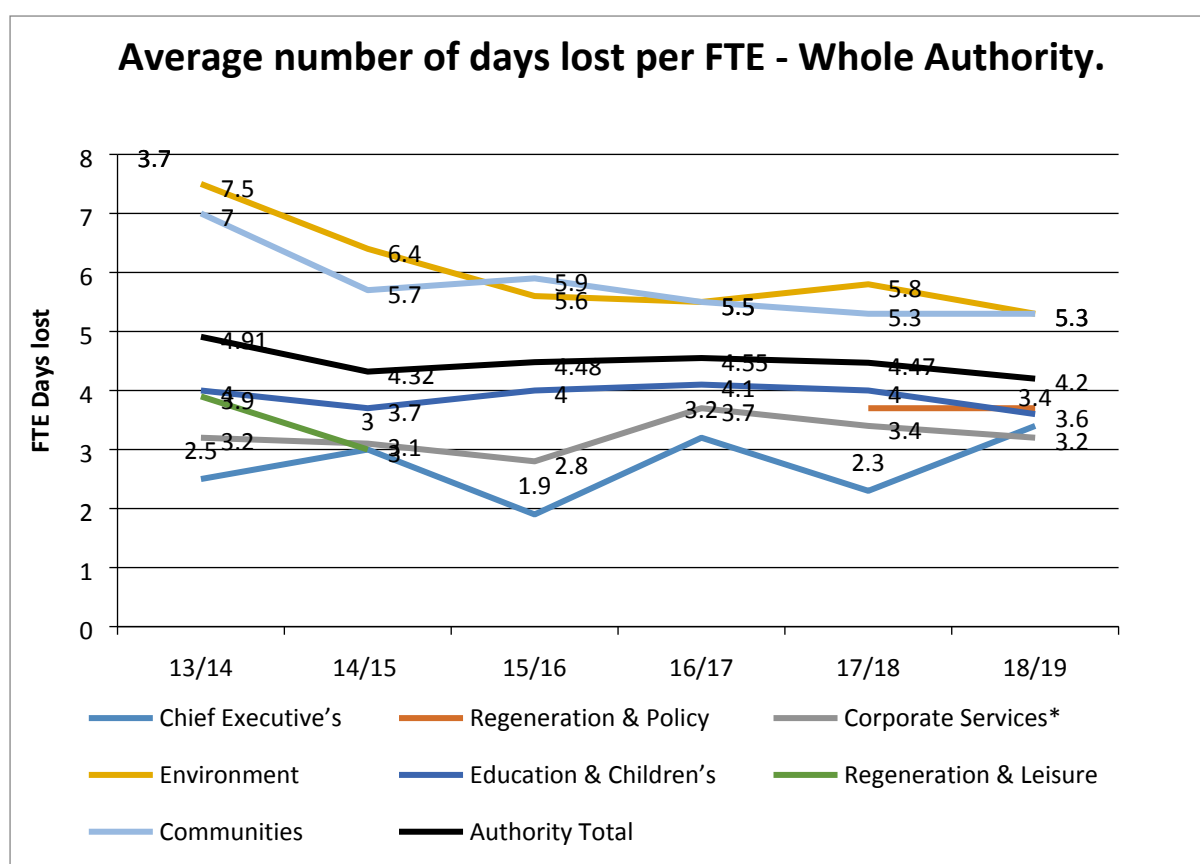
Division	Average Employee FTE Headcount	Short Term Lost FTE Days	Long Term Lost FTE Days	Total Lost FTE Days	FTE Days Lost by Average Employee FTE Headcount	2017/18 Q2 FTE days lost by avg FTE Headcount	Improvement
Secondary Schools	379.1	766.70	748.50	1515.2	3.1	3.5	↑
Primary Schools	586.6	795.60	1506.80	2302.4	3.4	3.7	↑
Special Schools	68.4	144.60	306.10	450.7	5.3	8.2	↑

**Table 5: Departmental Analysis**

When departmental performance is compared to that of the previous year (Table 1) it can be seen that performance has improved the most within Environment Department where a reduction of 0.5 days has been achieved. In fact a reduction of between 0.2 and 0.5 days in four departments, with no change in Communities and an increase in Chief Executive's department.

The divisions with the greatest variance (decrease - /increase +) compared to 2017/18 are:

- Business Support & Performance, Environment (-3.9)
- Media & Marketing, Regeneration & policy (-3.2)
- Special Schools, Education & Children's (-2.9)
- Business Support & Improvement, Communities (-2.7)
- Waste & Environmental Service, Environment (-2.0)
- Mental Health & Learning Disabilities, Communities (+2.7)
- Information Technology, Chief Executive's (+1.5)
- Electoral Registration, Regeneration & Policy (+1.3)
- Integrated Services, Communities (+1.3)
- Curriculum & Wellbeing, Education & Children's (+1.0)



**Table 6: Cost of Absence**

The table below illustrates the cumulative cost of occupational sick pay for Q1 to Q2 since 2016/17. This excludes additional costs that may be incurred by divisions as a consequence in particular those delivering e.g. Overtime costs, agency costs; other replacement costs.

<b>Occupational Sick Payments (OSP) Q2 cum</b>			
<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Chief Executives	£82,745	£58,586	£70,567
Communities	£737,246	£729,114	£665,173
Corporate Services	£72,177	£43,939	£50,754
Education & Children*	£1,461,260	£1,372,951	£1,249,242
Environment	£388,680	£380,670	£378,000
Regeneration & Policy	£84,614	£70,219	£69,614
<b>Total</b>	<b>£2,826,722</b>	<b>£2,655,479</b>	<b>£2,483,350</b>

\* Including schools

**Table 7: Employee Wellbeing appointment data**

The table below indicates the number of employees being referred and supported by the Employee Wellbeing Centre. Each employee will attend at least one appointment with either the Occupational Health Advisor or Physician. Depending on the recommendations made, a proportion will be offered a further referral for an Initial Assessment to the Wellbeing Support Service and supported using a range of interventions and strategies which may include: CBT / CBT informed approach, counselling/active listening, coping skills and problem solving. If they are accepted to the service they are then offered up to a further 6 sessions (these further sessions are not included in the table below Fig.1)

The totals include Statutory Health Surveillance appointments to the nurse.

New Employment Questionnaire screens and Night Worker Questionnaire screens by the nurse are not included in the totals. Teachers' pension administration by the practitioners are also not included.

As can be illustrated by the data below (Fig.1) there has been a 37.21% increase in the total number of employees seen at the Centre in Q2 2018/19 compared to Q2 2017/18.

**Fig.1**

Number of Appointments Attended at the Occupational Health Centre			
Department	Number of Appointments Q2 Cumulative		
	2016/2017	2017/2018	2018/2019
Chief Executives	70	82	120
Communities	521	556	776
Corporate Services	77	68	15
Environment	461	511	728
Education & Children	589	629	929
Regeneration & Policy	5	21	37
External	188	196	198
<b>Total</b>	<b>1911</b>	<b>2063</b>	<b>2803</b>

The table below indicates the total number of Appointments attended at the Employee Wellbeing Centre. These further sessions referenced above **are** included in the table below (Fig.2). The totals include Statutory Health Surveillance appointments to the nurse.

As can be illustrated by the data below (Fig.2) there has been a 46.67% increase in the total number of appointments to the Employee Wellbeing Centre.

**Fig.2**

Number of Employees seen at the Occupational Health Centre			
Department	Number of Employees Attended Q2 Cumulative		
	2016/2017	2017/2018	2018/2019
Chief Executives	42	38	54
Communities	300	299	397
Corporate Services	43	28	14
Environment	398	410	635
Education & Children	247	309	352
Regeneration & Policy	5	9	15
External	154	170	159
<b>Total</b>	<b>1185</b>	<b>1263</b>	<b>1626</b>

#### **Employees Attended – Reason breakdown:**

Figures 3, 4 and 5 below show a breakdown of the reasons by number of employees that have attended the Employee Wellbeing Centre.

**Fig. 3**

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2016/2017						
Department	Appointment Reason					
	OHA	OHP	WSS Initial	H/S	*Other	Totals (1185)
Chief Executives	22	9	10	0	1	42
Communities	121	63	71	25	20	300
Corporate Services	17	13	8	0	5	43
Environment	49	67	19	255	8	398
Education & Children	88	47	89	1	18	243
Regeneration & Policy	5	0	0	0	0	5
External	47	62	15	28	2	154

**Fig.4**

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2017 / 2018						
Department	Appointment Reason					
	OHA	OHP	WSS Initial	H/S	*Other	Totals (1263)
Chief Executives	17	13	7	0	1	38
Communities	122	78	69	2	28	299
Corporate Services	10	6	10	0	2	28
Environment	66	60	28	255	1	410
Education & Children	148	70	77	0	14	309
Regeneration & Policy	3	3	3	0	0	9
External	35	51	7	75	2	170

**Fig.5**

Breakdown: Total Number of Employees Attended the Occupational Health Centre Q2 Cumulative 2018/2019						
Department	Appointment Reason					
	OHA	OHP	All WSS Appts	H/S	*Other	Total (1626)
Chief Executives	22	12	15	0	5	54
Communities	25	161	93	14	17	397
Corporate Services	5	1	0	0	8	14
Environment	54	90	17	465	9	635
Education & Children	120	68	138	4	22	352
Regeneration & Policy	5	2	5	1	2	15
External	49	60	9	34	7	159

*\*These appointments include: Chair Assessments, Ill Health Retirement Appointments with the pensions doctor, Case Conference*

[Table 8: Number of employees dismissed on the grounds of capability \(health\)](#)

Valuing our employees by supporting good health and wellbeing is one of the authority's core values. There is much research to demonstrate that attendance at work contributes to positive health and wellbeing. The authority aims to support its employees by providing a safe and healthy workplace and promoting a culture where regular attendance can be expected of all. Absence from work is unlikely to be a positive experience for the absent employee(s) or his / her colleagues, so the authority actively manages and supports those employees who experience ill health during their employment in line with its Sickness Absence Management policy.

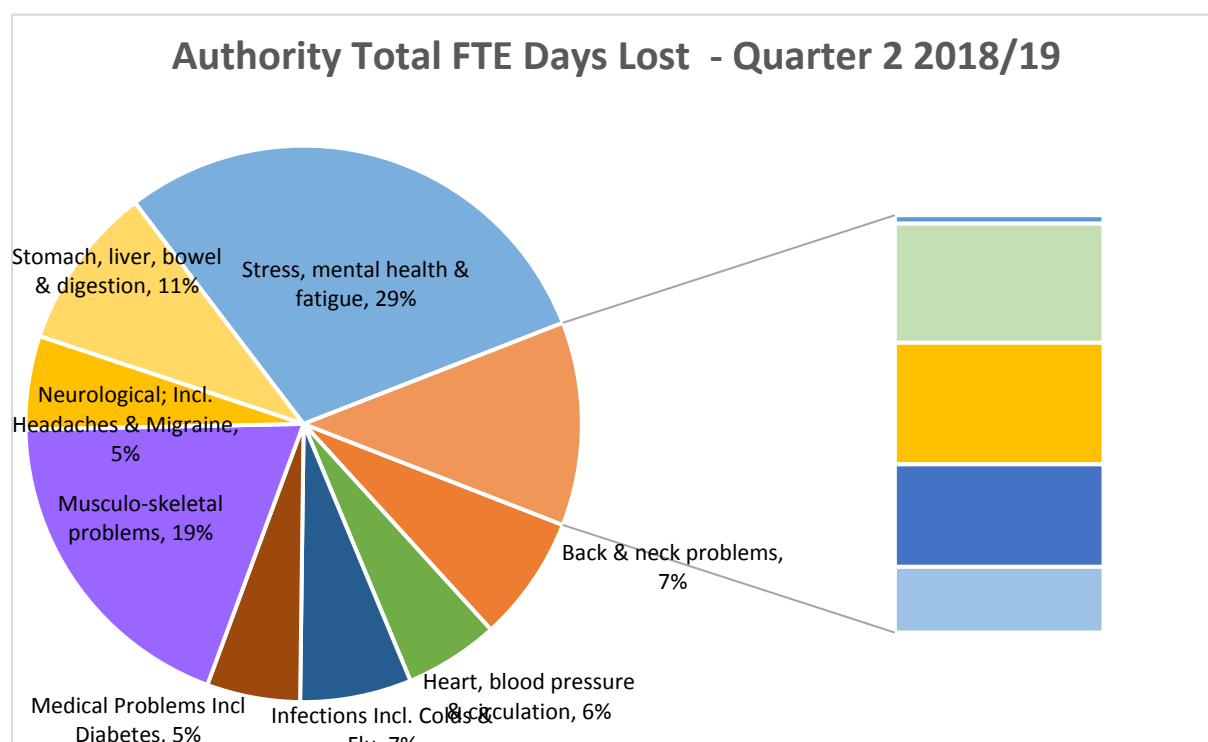
However, there are occasions where an employee cannot be supported back to work to his/her substantive role or redeployed into suitable alternative employment due to the nature of the illness or condition and in such circumstances an employee will be dismissed on the grounds of capability (health). Table 8 below details the number of employees that have been dismissed on the grounds of capability (health) over the last three years:

	2015/16	2016/17	2017/18	2018/19
	EOY	EOY	EOY	Q2 cumulative
<b>Total</b>	70	59	69	28

**Table 9: Causes of absence – half year cumulative Q2 2018/19**

Stress, mental health & fatigue is the most common cause of absence within the authority (29.5%) followed by musculoskeletal problems (19.05%). Other reasons for absence are as detailed within the pie chart below and will vary from one reporting period due to seasonal variations, e.g. infections - including colds & flu (6.47%) in Q2 compared to (11.%) at end of year 2017/18 and this will impact on percentage variations between reporting periods.

Whilst stress, mental health & fatigue is the main cause of absence within CCC and an area of significant concern, the level of absence for this reason is comparable with other public sector organisations including health, education and civil service.



**Table 10: Comparative sickness absence performance indicator**

Carmarthenshire directly employs approximately 7,800 employees in a range of occupations including catering, cleaning, residential / domiciliary care, refuse and leisure services. In many of the local authorities listed below these services are contracted outside of the authority and therefore not included in the respective calculations. It should be noted that, according to benchmarking figures, these occupations generally have higher sickness absence rates either due to the physical nature of the work or being more susceptible to illness due to interaction with service users/customers.

It should also be noted that the actual make up of local government reported sickness figures can also vary considerably i.e. first 3 days removed, long term sickness removed; Carmarthenshire County Council include both.

All Wales Comparative benchmarking data for 2017/18 is published once audited in September 2018. Comparisons of end of year results indicate that Carmarthenshire has improved its ranking position from 14<sup>th</sup> to 12<sup>th</sup> and is now median in the table compared to 3<sup>rd</sup> quartile at end of year in 2016/17.

Local Authority	EOY 2017/18		EOY 2016/17	
Merthyr Tydfil	7.8		5.5	↓
Denbighshire	8.4		8.7	↑
Gwynedd	8.7		9.0	↑
Flintshire	8.9		9.8	↑
Neath Port Talbot	9.5		9.9	↑
Powys	<b>9.7</b>	Upper quartile	9.0	↓
Conwy	9.7		11.3	↑
Isle of Anglesey	10.0		9.8	↓
Carmarthenshire	<b>10.1</b>	Median	10.8	↑
The Vale of Glamorgan	10.1		8.8	↓
Newport	10.1		9.8	↓
Pembrokeshire	10.2		10.5	↑
Swansea	10.8		9.7	↓
Bridgend	10.8		10.7	↓
Wrexham	<b>10.9</b>	Lower quartile	11.3	↑
Monmouthshire	10.9		11.5	↑
Torfaen	11.1		10.8	↓
Blaenau Gwent	11.2		12.5	↑
Cardiff	11.3		10.8	↓
Caerphilly	12.3		12.2	↓
Ceredigion	13.6		10.4	↓
Rhondda Cynon Taf	-		-	

#### Benchmarking with English Unitary Authorities 2016/17

Sickness absence FTE days per employee - Rationale:

This indicator is collected through the Local Government Workforce Survey conducted in England between June and September each year. The question is: 'Please complete the following table and provide the sickness absence rate for the current financial year?';

- The sickness absence calculation includes all staff (including school based support staff), but excludes teachers. The performance indicator reported by the 22 authorities within Wales includes teachers.
- During 2016/17 25 of 52 English Unitary Authorities participated in the survey question relating to sickness absence;
- The average number of days lost per FTE published for 2016/17 was 9.7 per employee. 2017/18 figures are not yet published.
- This compares to 9.0 in 2015/16 and 9.5 in 2016/17 illustrating declining performance in England over the last three years.



[Table 10: Sector comparisons by percentage working time lost v FTE days lost](#)

XpertHR is a reference tool for HR professionals with information on compliance, legislation, best practice and benchmarking. It undertakes annual benchmarking exercises on sickness absence rates and costs, and focuses on absence figures according to industry, organisation size and sector.

The latest survey results was conducted in 2016 and published in 2017 and approximately 600 employers participated from all industry sectors.

Among the survey respondents that provided data on absence rates, the national average stood at 2.8% of working time in 2016, equivalent to 6.3 days per employee.

When broken down by sector survey respondents, the national average for the public sector stood at 3.8% of working time in 2016, equivalent to 8.6 days per employee with local government averaging at 4%, equivalent to 9.0 days per employee.

In terms of Carmarthenshire, our end of year 2017/18 figure of 10.15 FTE days lost per employee as a percentage of working time lost is 4.5%. At half year Q2 2018/19 the result of 4.2 FTE days lost per employee as a percentage of working time is 1.9%.

Within the published data there are sector and occupational differences illustrated. The table below attempts to match similar occupational groups to similar divisions and service areas within the Authority.

<b>Private, public and non-profit sector comparators</b>	<b>Average days lost per employee per year</b>	<b>Similar occupational group within CCC</b>	<b>End of Year 2017/18</b>	<b>2018/19 cumulative Q2</b>
Care services/ Housing association	11.3 7.9	Homes and Safer Communities (includes Care & Support)	13.8	5.2
IT services	4.0	Information Technology	9.9	4.6
Transport distribution & storage	7.8	Transportation & Highways	10.6	4.6
Hotels, catering and leisure	5.3	Access to Education (includes Catering) Leisure	12.8 10.6	5.1 5.4
Professional Services (accountancy, advertising, consultancy)	5.9	Finance Revenues & Compliance People Management Admin & Law	5.0 7.2 7.6 6.5	3.7 2.7 3.3 1.8
Media (Broadcasting and Publishing)	4.4	Media and Marketing	13.2	4.9