

OUR PEOPLE

Focus on Leading
Organisational Wellbeing

Annual Review **2022/23**



Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.





Message from Monica Fogarty, Chief Executive

Supporting the health and wellbeing of our people continues to be hugely important to us as an organisation. Put simply we want our people to be at their best to enable them to provide the best services to our customers and communities, and we know that our colleagues understand and appreciate this.

This year we have been able to enhance our approach further with the development of a new wellbeing delivery plan that aligns to our data and insight to shape a wide range of activities and initiatives that help us to continually enhance and improve the support we can provide. Over the last year we have re-established our Leading Organisational Wellbeing forum; bringing together colleagues from across the organisation to help us drive wellbeing forward and really embed it into what we do. We have developed more tailored training and development to meet the needs of our people – stress; healthy eating and nutrition, and menopause are all areas that have benefited from a more tailored approach to the support we provide, which has been met with really positive feedback.

Sickness absence has stabilised throughout the year, and our long-term absence rates have decreased; and we continue to look at how we can support colleagues through periods of illness and with their return to work.

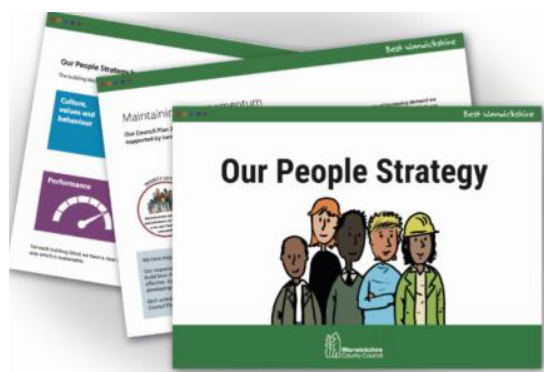
We continue to push our wellbeing focus forward and the forthcoming year promises to bring further developments as we look to re-procure our occupational health and employee assistance offer; and build our evidence to gain the silver Thrive at Work accreditation.

Our people remain our most valuable asset, and we will continue to prioritise our wellbeing approach to ensure colleagues are supported to stay well and be at their best.

At a glance

1. **Absence** has stabilised throughout the year, with a slight decrease from 9.05 days per FTE at the end of 2021/2022 to 8.99 days per FTE at the end of 2022/23. This is positive, given the increase in the previous year and places us within our target of 8 days per FTE (+/- 1 day).
2. **Our wellbeing delivery plan** was established and continues to evolve, based on evidence from the Your Say survey's, colleague network feedback and the Thrive accreditation activity.
3. In our **revised approach to engagement**, we now record an overall wellbeing score, based on 3 wellbeing questions. We established a baseline score in 2022/23, showing 78% agreement for positive overall wellbeing in the workplace.
4. The **Leading Organisational Wellbeing Group**, relaunched this year, with wider, more inclusive and representative membership. In addition to managers and leaders, the group now includes interested individuals in the topic of wellbeing and is 40 members strong. The group are guided by the commitments in 'Our Approach to Wellbeing', with an overall purpose to ensure the Council is proactive in supporting the wellbeing of our colleagues, meeting quarterly, communicating via a Teams channel, and regularly reviewing data and campaigns, sharing best practice and enabling the wellbeing delivery plan.
5. While the launch of the **managers' absence dashboard** has been delayed due to issues beyond our control, we plan to launch it next year. This enables us to better review the success of 'Our Approach to Wellbeing', with richer, data-orientated insights and decisions.
6. **Absence related to stress and mental health illness**, increased over the last 12 months from 2.54 to 2.72 days per FTE. This is higher than our target of 2.5 days per FTE, therefore understanding how we can help reduce stress and mental health absence whilst ensuring supportive initiatives and mechanisms are in place remains a key focus of 2023/2024.
7. **Musculo-skeletal (MSK) remains the second highest reason for absence**, although the percentage of time taken off work has reduced from 15.1% in 2021/22 to 12.1% in 2022/23. The Health and Safety team can provide advice and training in relation to manual handling and the new Occupational Health tender will provide opportunities to focus on MSK.
8. **Absence relating to COVID-19 is the third highest reason for absence** (11.4%), peaking in December 2022, and reducing considerably over quarter one. A small number of related long-term sickness cases are still live, and are being proactively managed. At the end of March 2023, these absences had not exceeded three months.
9. **Overall long-term absence has decreased over the year**, from 5.74 days per FTE in 2021/22 to 5.28 days per FTE in 2022/23. Concluding cases in a timely way remains a key focus.
10. To support the ongoing work to stabilise absence rates, the proposal for the 23/24 absence target is to remain at 8 days per FTE (+/- 1 day).
11. **Priorities for 2023/24** along with the focus on stabilising absence levels, our priorities are:
 - Wellbeing check ins and refining the wellbeing delivery plan, guided by the real needs of our people.
 - Launch the managers' absence dashboard, providing real time and up to date information.
 - Tailored support for teams with high or increasing absence levels.
 - Focus on long-term absence, to ensure we are supporting people in returning to work as soon as possible.
 - Focus on stress and mental health absence, to ensure that early support is provided.
 - Continue to gain evidence for the Silver Thrive at Work accreditation.

Our People Strategy alignment



Through the later end of 2020, the council refreshed the 'Our People Strategy', to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



To support us to achieve this vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused

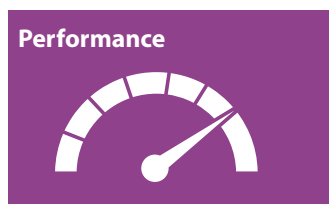


Accountable



Trustworthy

Embodying our values and behaviours, Our People Strategy is built on 6 building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

Looking back

Key focus areas for 2021/2022

In last year's annual review, we set the following priorities for 2021/2022

- Develop a wellbeing delivery plan that co-ordinates all wellbeing activity.
- Launch the managers' absence dashboard, providing up to date information to managers to support the management of attendance.
- Understanding the longer-term impact of the pandemic.
- Target areas of high or increasing absence levels.
- Prepare for Silver Thrive at Work accreditation.

This document reviews absence statistics and actions taken to create a sustainable and resilient workforce through our Leading Organisational Wellbeing approach through 2022/2023 along with the plans for 2023/2024.

Measuring success

To measure our performance, we will continue to monitor and report the following:





Achievements 2022/2023





Our wellbeing action plan

Our Council Plan commitment to support people to live healthy, happy and independent lives is built into Our People Strategy, strategic priorities and delivery activity. Embedding wellbeing in work as a priority means that our people can be in the strongest position to achieve the best possible outcomes for the people of Warwickshire.

We define wellbeing as “how we are doing as individuals and how we experience our lives and the world around us”. Achieving ‘good’ wellbeing is influenced by a variety of factors, including work, personal life, and individual preferences.

A new, dynamic wellbeing delivery plan has been established, based on evidence from the Your Say surveys, colleague network feedback, and the Thrive accreditation activity. Linked to ‘Our Approach to Wellbeing’, it aims to support our people to be their best selves both in work and in their communities. Positive wellbeing enables productivity; we cannot be productive if we do not take care of ourselves and those around us. Aligned to current insight, the plan focuses on mental health and stress; physical health and wellness; working relationships founded on respect and financial wellbeing.

People Strategy Building Blocks	What?	Measurement of success
	Explore workloads, meeting etiquette and how we work.	Your Big Conversation data, Your Say survey, absence data.
	Relaunch Leading Organisational Wellbeing Group.	
	Devise a suite of training sessions and workshops to support wellbeing that will run annually.	Absence Data, Feedback from sessions, Your Say survey.
	Develop an annual programme of activities designed to get people away from their desks/workstations.	Absence Data, Feedback from sessions, Your Say survey.
	Support targeted campaigns that are in keeping with our people’s needs and link with relevant teams.	Absence Data.
	Support and promote Listening Mates, Wellbeing Champions, and networks.	Number of calls, conversations and feedback received.
	Create a wellbeing product to allow wellbeing to be localised and adapted to differing teams’ needs in line with team principles and stress plans.	Devise feedback as part of the product.
	Making sure that leaders have support that they need to enable them to support their teams and have adult to adult conversations.	Turnover rates, Your Say survey.
	Appoint a senior leader wellbeing ally.	Turnover rates, exit interviews Your Say survey.
	Develop resource to share wellbeing information with leaders.	Your Say surveys, exit interviews, engagement figures with campaigns.

	Add a range of discounts for local leisure centres, gyms, and classes to the Vivup platform.	Number of staff who take up this offer.	
	Develop a wellbeing STAR award.	Number and content of nominations for the STAR awards.	
	Promote Vivup and the Citysave credit union across WCC.	Level of engagement with Vivup.	
	Recruit, train, support and develop Listening mates, Health and Wellbeing Champions.		
	Ensure line managers and colleagues are aware of the roles and allowances for Listening Mates and Health and Wellbeing champions.		
	Engage with policy task force to embed wellbeing into all policies.		
	Retender and promote Employee Assistance Programme (EAP).		No. of EAP calls and occupational health referrals and feedback.
	Build a product to take to local teams that enables them to engage with their own wellbeing and take ownership of it.		No. of attendees at sessions and feedback from sessions.
	Regular wellbeing sessions and listening events.		Your Say survey engagement Event engagement.
	Find ways to engage with colleagues without intranet access.		Feedback from teams.
	Ensure that we have processes and procedures in place to monitor effectiveness of our activities.	No. of listening mates calls feedback of listening mates Your say survey data sickness absence data case studies from colleagues	
	Add wellbeing questions to Your Say Thrive activities focusing on leavism, presenteeism, absenteeism, how we work, workloads, additional support offered.	Use this as a measure of success or to highlight priority areas for work.	

As part of this plan, wellbeing activity has been moved into our Diversity, Inclusion and Wellbeing (D,W&I) team, comprising two roles that oversee wellbeing across the Council; a Senior Diversity, Inclusion and Wellbeing Practitioner, and a Senior Wellbeing Support Officer.

Leading Organisational Wellbeing Group

The newly refreshed, 40-member strong, Leading Organisational Wellbeing (LoW) Group, provides strategic oversight to ensure that the Council takes a proactive approach towards wellbeing and holds a fundamental, active and responsible role for the delivery of this plan, helping to ensure we reach the widest possible audience across our entire organisation.

New corporate wellbeing training offer

Through proactive and ongoing communication with colleagues from across WCC, we discovered that our people want to learn more about a number of topics, including how to deal with stress, healthy eating and nutrition, and menopause. This insight shaped a new catalogue of wellbeing training, available to all Council colleagues, with measures attached to monitor how well the offer meets the needs and expectations of our people.

Sessions include:

- 5 Ways to Wellbeing eLearning
- Control, Influence, Accept
- Dealing with pressure and becoming more resilient for staff
- Dealing with pressure and becoming more resilient as a manager
- Food and energy
- Food and immunity
- Food and the menopause
- Food and mood
- Managing perimenopause and menopause with Newson Health
- Menopause awareness eLearning
- Overcoming Imposter Syndrome
- Tools for having a supportive conversation

Many of the sessions were originally designed to be an hour long, in support of colleagues who carry a heavy workload. However, feedback from those who attended the hour-long sessions highlighted a desire for them to be longer; a positive indicator of the personal responsibility colleagues are taking, and line managers are providing, in prioritising health and wellbeing.

From demographic data of all attendees to date, we can see that male colleagues, and individuals over 60, were underrepresented. We plan to continue to gather this data to ensure we have an accurate picture of who is accessing this service and who are unable to use our services. This will help us understand trends and allow us to proactively target attendance of underrepresented groups. Our immediate actions from this will be to explore what male colleagues would like us to focus on so that we are able to support their wellbeing.

Sessions to encourage employees to take care of their wellbeing

There are small things that we can all do that lift our spirits and our mood. However, everyone's wellbeing is different and what gives energy for one person, can be draining for another. We have been putting on a range of short sessions for people to try to discover what can help with their wellbeing.

These have included:

- Head and hand massage sessions
- Drumming and singing workshops
- Mindfulness
- Thai Chi
- Crafting Sessions
- Walking and foraging groups

We received some great feedback and recognise that colleagues who take some time away from their work, come back feeling refreshed and able to be more productive.

"I entered feeling fed up and overwhelmed by work and left feeling really positive and happy. Was the highlight of my week."

Time to Talk

A campaign run by Mind and Rethink Mental illness to encourage people to talk about how they feel. Stress and mental health related issues account for 2.72 days per FTE absence at the County Council. Therefore, we are exploring ways to support people to talk to one another more often about what is going on and find ways to support one another.



To mark Time to Talk day in February, we ran events designed to encourage people to talk about how they are doing. **Sessions included:**

- Training for line managers on how to have supportive conversations. This is now part of our core wellbeing training offer.
- Inclusivi-tea sessions where people can meet up and get to know someone new.
- A crafting session for people to make friends over shared interest, have a break from work, and learn something new.

These were designed to support the ongoing culture change focusing on fostering trust and adult- to-adult conversations and relationships.

"I think the course was great and would be of great benefit when people first get people managing jobs. Lots of practical tips to being a supportive listener and helped me identify my advice monster!"



Sugar Smart, healthy cooking demonstrations and employee-created cookbook

The 2021 Thrive health needs assessment showed that colleagues wanted to be able to eat more healthily but didn't have the time or money to make that a priority. Therefore, Public Health and the internal Wellbeing Team ran the Sugar Smart campaign that was designed to make people more mindful of how much sugar the foods they were eating contained.

This campaign consisted of:

- Face to face session in Warwick Library to talk about sugars in processed foods and to share Wellbeing for Life advice, guidance and resources for people to access in their own time
- Two online cookery sessions looking at the amount of sugar in different ingredients and creating a healthier alternative was made
- Collecting recipes from colleagues that were cheap, easy and healthy

Thanks to an overwhelming response, the recipes were collated into our very first cookbook – Taste of the County. This was produced in-house with support from the Marketing and Communications Team. The cook book is now used in regular cookery training sessions for colleagues hosted online and in County Parks facilities. As of March 2023, the cookery book has been downloaded 1742 times.

"More sessions like this please as it is good to get together with others and it is beneficial to health to spend some time cooking and looking at healthy foods"

Engagement

We have implemented a new approach to engagement in 2022. This featured two Your Say surveys, and a series of Big Conversations, hosted by Assistant Directors, focusing on workload. This approach provides us with regular opportunities to check in with our people.

Overall, our engagement score increased from 74% to 76%, and we were pleased to see an increase in our participation rates. We have introduced a new measure for wellbeing, based on an aggregated score of the following questions, which overall gave us an agreement score of 78%, which is an encouraging baseline for future year:

- I am able to prioritise my wellbeing – 63%
- I know where to access support for my wellbeing – 85%
- I believe my manager cares about my wellbeing – 85%



Thrive at Work Accreditation

We continue to work towards the silver level and have been working with the West Midlands Combined Authority on collating the evidence required. The silver level Wellbeing Check-in was launched in May 2023, as part of our Your Say activity. The results, due in August 2023, will inform the continued evolution of the wellbeing delivery plan and enable us to be assessed for silver in the summer of 2024.



New wellbeing hub and visual identity

Our intranet pages were redesigned and brought together to form a new wellbeing hub. This signposts to information and resources on:

- Physical wellbeing - staying active and safe at work; nutrition information; WCC sports grounds and green spaces; and Cycle to Work scheme
- Social wellbeing including building good working relationships; managing workloads, and Council social activities
- Mental wellbeing including 5 ways to wellbeing; stress and resilience; mindfulness, and external support including crisis support
- Training and support available for individuals and teams
- Occupational health services
- Relevant policies and procedures



As part of this redesign, a new visual identity was created to help promote the importance of wellbeing across the organisation and provide a consistent look and feel to our wellbeing approach.

Flu vaccination campaign

Continued collaboration with Public Health to integrate and promote messaging around flu vaccinations. A further successful year of on-site flu vaccination clinics were delivered over 10 days, for the 2022-2023 flu season, in partnership with Shiraz and Sons Ltd (Crest Pharmacy). Up from 480 in 2021-2022, 800 of our employees accessed the service, at locations across Warwickshire, at no direct cost to them.

Menopause

In July 2022, we began work on how we can support people as they go through the menopause, acknowledging that it can happen at any age for a range of reasons, and that each woman or person's menopause will affect them differently.

A new menopause intranet page was created with ways to access support, resources, as well as information on how to provide support to colleagues going through the menopause. We have also added menopause as a reason for absence, so that we can start to monitor the absence trends.

Training sessions were developed with a range of women and people of all ages and from diverse backgrounds so that everyone had access to learning about the impact of menopause and how to support those going through it. These were formally launched in October 2022 as part of Menopause Awareness Month, along with sessions on:

- Menopause treatments and HRT from Dr Halini Khunger from Newson Health
- Navigating your menopause by Tina Holloway, Menopause Ambassador
- Yoga for menopause as a way to bring people together to share their experiences
- Nutrition to help menopause by Sarah Summers
- Menopause cook along containing recipes with ingredients known to help with menopause symptoms
- Journalling for menopause to allow people to explore the emotions and experiences associated with menopause
- Foraging for menopause with Kate Beswick to highlight the benefits of being in nature to wellbeing and how natural remedies can help symptoms

A menopause peer support group has now been set up which offers a safe space for anyone who is experiencing the menopause. The group meets monthly, virtually and offer a safe space for people to share experiences and advice with others. There is also a teams channel to join for ad hoc support.

Following the positive impacts and success of this campaign, Menopause is now part of our corporate training offer with:

- **Understanding Menopause**
- **Food and the Menopause**

Going forward, we are developing an organisation-wide approach to supporting those experiencing the Menopause to ensure everyone feels supported and valued and do not feel they have to sacrifice careers or their wellbeing.

“Thank you, thank you, thank you for opening the doors and acknowledging the high percentage of staff going through either peri menopause or the menopause. I hope WCC continues to offer support to those going through it and managers on how best to support their staff. Well done WCC for organising such a calendar of interesting events for staff to attend.”

Listening Mates

This year we have been working on developing and promoting our Listening Mates service. Listening Mates are a group of staff volunteers who have been trained to provide support to colleagues about anything that is bothering them. Listening Mates signpost where necessary to further sources of help or information.

We have streamlined the referral process and feedback process for Listening Mates so that people can access support faster whilst ensuring anonymity. We have also created a video for people to understand the process of contacting a Listening Mate, what support is available, and hear testimony from people who have used the service in the past.

All Listening Mates now receive Mental Health First Aid training, offering them a community to support them if they encounter difficult topics, and a range of resources to signpost people to.

Managers insight and data

Managers have continued to be provided with monthly data to support them in managing attendance. Alongside this, work has continued to take place in developing meaningful, relevant and accessible absence dashboards, which are due to be launched later this year.

Public Health collaboration

Successful partnership working continues with Public Health on suicide prevention and domestic abuse, both being key wellbeing priorities for both Coventry and Warwickshire. Additional training opportunities were identified and implemented, including the launch of the Zero Suicide Alliance training and Domestic Abuse eLearning. Statements of commitment and related guidance were created for internal use, as a translation of the external strategies, linked with the development of internal delivery plans.

Our employee networks

Warwickshire County Council recognises the power of staff networks to improve the wellbeing of our staff, and the culture of our organisation. One of the ways we wish to support this is through the development of specific staff networks. Such groups provide members with the opportunity to support one another, connect, and discuss prevalent issues and enact change.



Our staff networks are run by employees for employees, with administrative support from the Diversity, Inclusion and Wellbeing (D,I&W) team. We currently have nine staff networks:

- **Cancer Support Group**
- **Carers Network**
- **Christian Network**
- **Culture Network**
- **LGBT+ Network**
- **Menopause Peer Support Group**
- **Neurodiversity Network**
- **Women's Network**
- **Widows / Widowers Network**

A representative from each of our equality staff networks attends the Council's Leading Organisation Wellbeing group meetings as a critical friend, providing the networks with a clear route within WCC to feedback, recognising the importance of two-way communication to enable a collaborative, innovative and accountable environment.

The chairs of all networks also meet every other month to discuss ways they can work together to highlight any areas of concern or focus, and work together to bring about positive change within the organisation.

Looking forward

Key focus areas for 2023/2024

- Run a Wellbeing Check in and review the wellbeing delivery plan to make sure that it supports the real needs of our people, and links to relevant public health campaigns.
- Launch the managers' absence dashboard, providing up to date information to managers to support the management of attendance.
- Tailored support for teams with high or increasing absence levels and lower wellbeing scores in the Your Say survey.
- Focus on long-term absence and stress and mental health related absence, to ensure we are supporting people in returning to work as soon as possible.
- Continue to gather evidence for the 'Silver' Thrive at Work accreditation.
- Re-procure our provider for occupational Health and employee assistance programme services.
- Continue to develop the Leading Organisational Wellbeing group, our listening mates and our Wellbeing Champions.
- Launch 'Our Approach to Menopause' and 'Our Approach to Suicide Prevention', outlining our commitment to support
- Linking with the engagement project for community-based teams and continue to monitor our wellbeing engagement measures through our Your Say activity.
- Linking with the leadership offer to enhance leadership-based training for our leaders.

Key measures and targets for 2023/2024

- 8 days per FTE (+/- 1 day) sickness absence
- 2.5 days per FTE stress / mental health / anxiety absence
- maintaining overall wellbeing score above 75%
 - I am able to prioritise my wellbeing
 - I believe my manager cares about my wellbeing
 - I know where to access support for my wellbeing
- Monitor top 5 reasons for absence
- Monitor long term : short term absence split

Conclusion

Through 2022/2023 we have continued to demonstrate our commitment to wellbeing and keeping our people well and in work. Absence rates have stabilised and remain under target.

We have re launched the Leading Organisational Wellbeing Group, bringing together colleagues with an interest in wellbeing, to help inform our offer.

We have developed a wellbeing delivery plan, aligned to the needs of our people, our organisation and have already delivered several wellbeing initiatives as part of this.

We have continued to collect evidence to apply for Silver Thrive at Work, and launched the associated wellbeing check-in in June 23.


Our new wellbeing Your Say engagement score has set a positive baseline for future years. Our people believe that their manager cares about their wellbeing and how to access support. Further work needs to be done on enabling people to prioritise their wellbeing.

We look forward to bringing together the outputs from the wellbeing check in and working with our newly procured occupational health and employee assistance programme providers, in developing a wellbeing offer aligned to the needs of our people.

Best Warwickshire

Our Approach to WELLBEING


Creating a sustainable and resilient workforce

 **At Warwickshire County Council the wellbeing of our people is one of our top priorities.**


- We believe that everyone who works for Warwickshire County Council wants to do a good job and embodies our values and behaviours.
- We support our people to bring their whole selves to work.
- We care about our people and provide the tools and flexibility, within reason and considering business needs, to maximise wellbeing and productivity, starting with strengths.
- With increased hybrid working, there are different issues to consider and signs to look for. We will be responsive to this as an organisation ensuring managers and our people have the right support at the right time.

Being the best you can be, by:

- Taking responsibility for your own health, safety and wellbeing.
- Engaging in honest and open conversations with your manager to get the support you need.
- Accessing appropriate resources and support available to help your wellbeing.
- Engaging in opportunities to inform yourself about how to keep well.
- Seeking help in a timely manner and engaging with services to help maintain your attendance or return to work.
- Participating in team/service wellbeing initiatives, keeping in touch with your manager, and looking out for the wellbeing of colleagues.
- Adopting agile working in a way that best suits you, whilst meeting Service needs.




Our Leaders and Managers will do what they say by:




- Proactively looking out for team members' wellbeing and exploring new initiatives to keep them well, engaging in regular wellbeing focused conversations.
- Using the resources available to support the wellbeing of our people and enable their attendance eg. wellness plans.
- Making regular contact with individuals who are off sick and have return to work conversations within 3 days of them returning.
- Reviewing and managing sickness absence in a timely manner.
- Referring individuals to occupational health as required. Those who struggling with stress or mental health should be referred as early as possible.
- Developing action plans to end the absence, for individuals who are off sick longer than three months, which will be regularly reviewed.
- Ensuring that sickness absence dates and reasons are recorded in YourHR in a timely and accurate way.
- Embracing an agile approach – looking out for team members and maintaining contact regardless of working location.

HR will focus on solutions by:





- Ensuring our wellbeing and sickness absence support is clear and easy to find with targeted interventions for particular areas.
- Ensuring that our wellbeing and sickness management offer is "best in class" and is continually developing to meet the needs of our organisation.
- Providing timely and accurate information and support to enable managers to manage wellbeing as a priority.
- Providing managers with data to enable them to manage their team's attendance.
- Providing senior management with information to support and constructively challenge their direct reports.
- Supporting managers with timely occupational health referrals and through stages of the attendance procedure
- Supporting new managers with attendance procedures and the hand-over of cases between managers.
- Identifying individuals who require an action plan and supporting managers to create them.

Leading Organisational Wellbeing group will:



- Review the success of the "Our approach to wellbeing" and other initiatives in order to develop progressive strategies.
- Recognise and celebrate wellbeing successes.
- Future scope wellbeing and attendance management initiatives to enable a sustainable and resilient workforce.
- Monitor wellbeing and absence trends, undertake further analysis and recommend actions.
- Recommend annual attendance targets for WCC.
- Review policy and support documentation to ensure best in class.





Key Measures and Definitions

Full Time Equivalent (FTE): Full Time Equivalent relates to the number of hours an employee is contracted to work each week as a proportion of the number of hours per week defined as full-time as per contracts of employment. Thus, a full-time employee would have an FTE of 1/0 and an employee working 18.5 hours per week in a role based upon a 37 hours contract would have an FTE of 0.5

Days per Full Time Equivalent (FTE): Days per FTE relates to the number of days of sickness absence per FTE

Key Highlights

Absence has **decreased** over the last 12 months from **9.04** days to **8.99** days per FTE.

The balance between long term and short term absence is moving toward becoming more **equal**, however short term absence has increased in 2022/23 and long term absence decreased overall.

Stress and Mental Health is the top reason for absence and the days per FTE have **increased** slightly this year. The percentage of days lost to Stress and Mental Health have also **increased** in this year from **28.2%** to **30.3%**.

Coronavirus has had an impact on our absence figures this year, accounting for 11.4% and over 1 day per FTE. This has decreased from the previous year.

The number of people on long term absence and those hitting triggers has **decreased** slightly this year.

Employee engagement has increased this year to **76%**.

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.



We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.

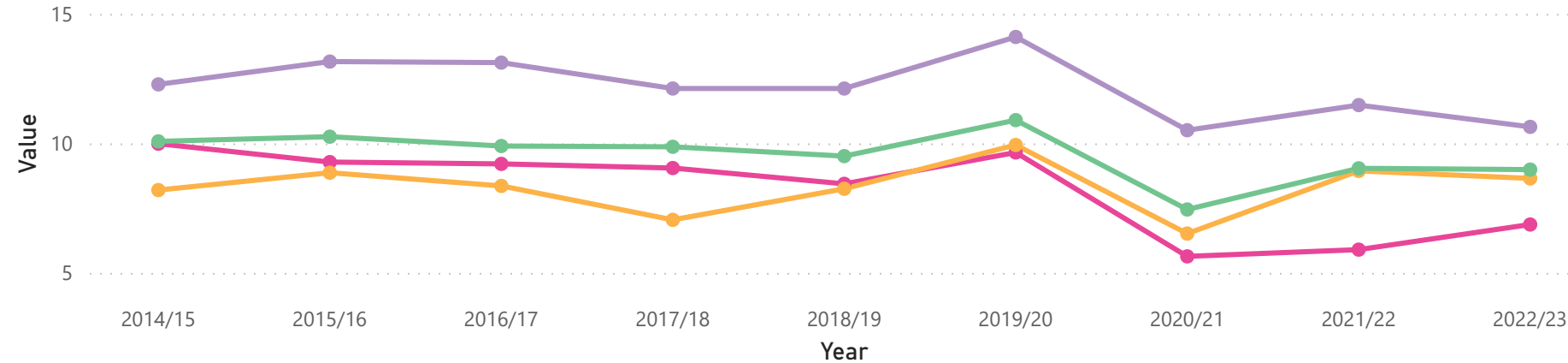


Sustainable and Resilient Workforce Annual Report 22-23

Absence

Days per FTE

Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC (excluding schools)



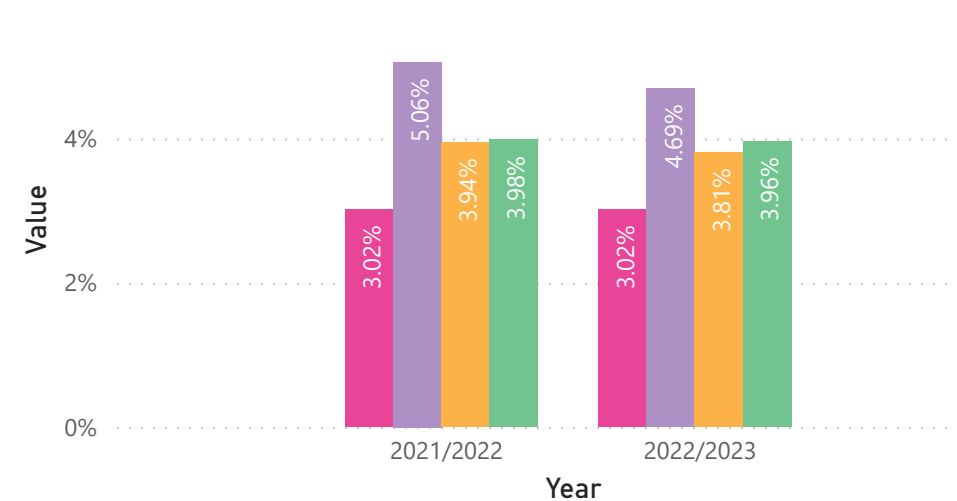
The days per FTE for WCC overall have slightly decreased from 2021/22 (9.04 days per FTE) to 2022/23 (8.99 days per FTE).

There has been a decrease in days per FTE in the People Directorate and Resources Directorate, however a slight increase within the Communities Directorate (5.90 days per FTE 21/22 to 6.87 days per FTE in 22/23).

Days per FTE were highest in 2019/20 which could relate to the outbreak of Coronavirus.

Absence % of Time Lost 22/23

Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC



The percentage of time lost to absence in WCC has increased from 3.98% in 2021/22 to 3.96% in 2022/23.

There has been a decrease in the percentage of time lost to absence within the People Directorate and Resources Directorate, however a slight increase within the Communities Directorate in 2022/23.

Days per FTE has **decreased**

WCC Days per FTE 21/22 9.04	↓	WCC Days per FTE 22/23 8.99
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% of staff with no absence has **decreased**

% staff with no absence 21/22 41.9%	↓	% staff with no absence 22/23 38.3%
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Top Sickness absence reasons 22/23

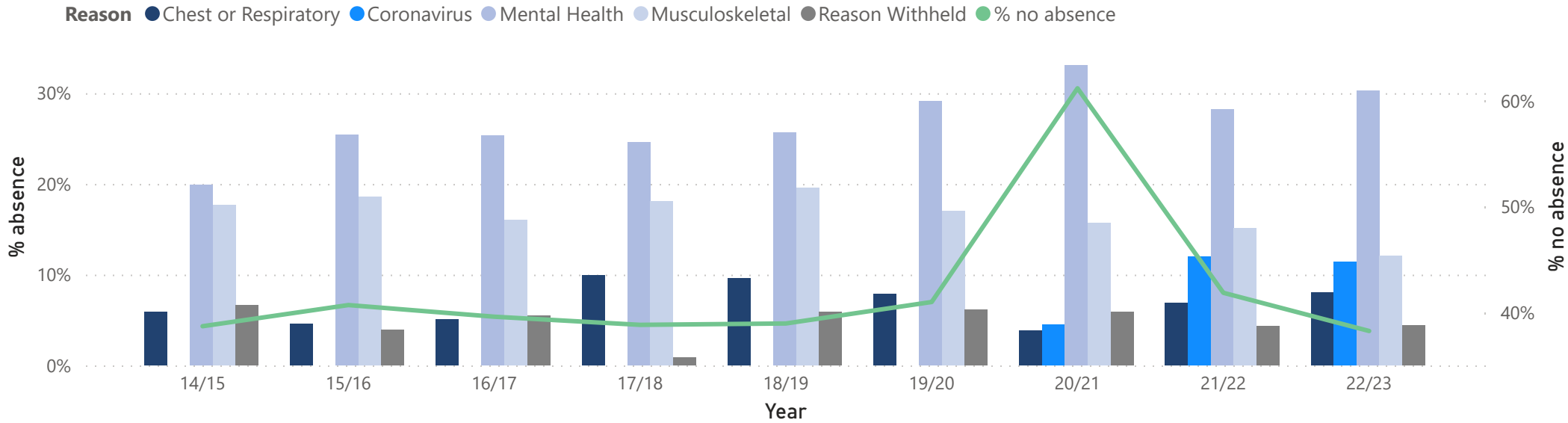
Stress and Mental Health 30.3%	Musculo-skeletal 12.1%	Coronavirus 11.4%
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Sustainable and Resilient Workforce Annual Report 22-23

Absence

Top Reasons for Absence and % of all staff with no absence trend

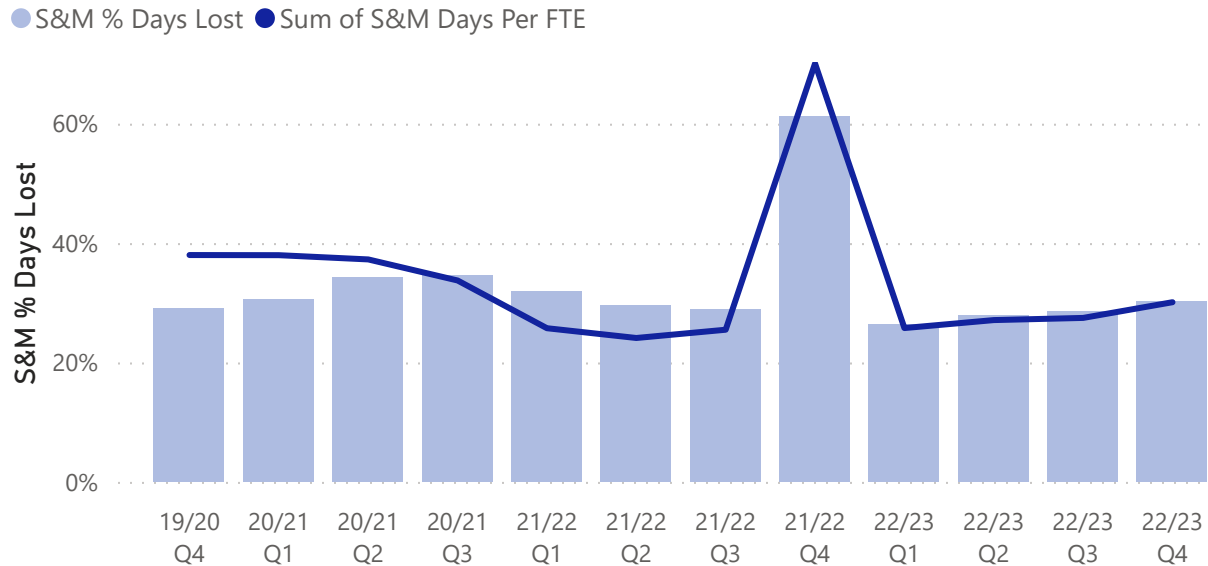


The top reason for sickness absence is Stress and Mental Health, which has increased from **28.2%** in 2021/22 to **30.3%** in 2022/23.

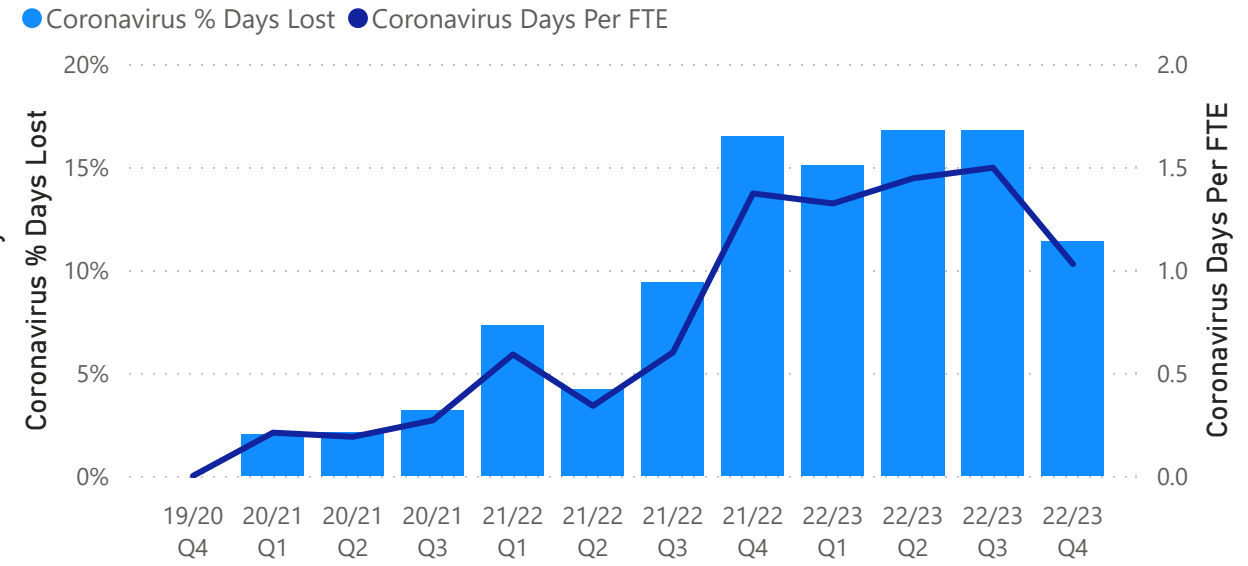
Musculoskeletal is the second cause of absence, although this has decreased from **15.1%** in 2021/22 to **12.1%** in 2022/23.

The percentage of no absence has decreased from 2021/22 from **41.9%** to **38.3%** in 2022/23.

Stress and Mental Health % of days lost



Coronavirus % of days lost



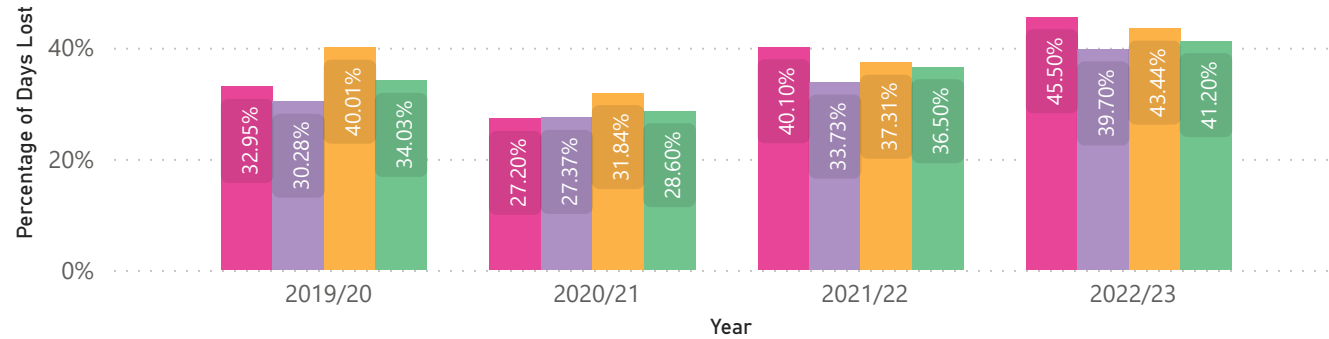
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Absence

% days lost to short term absence

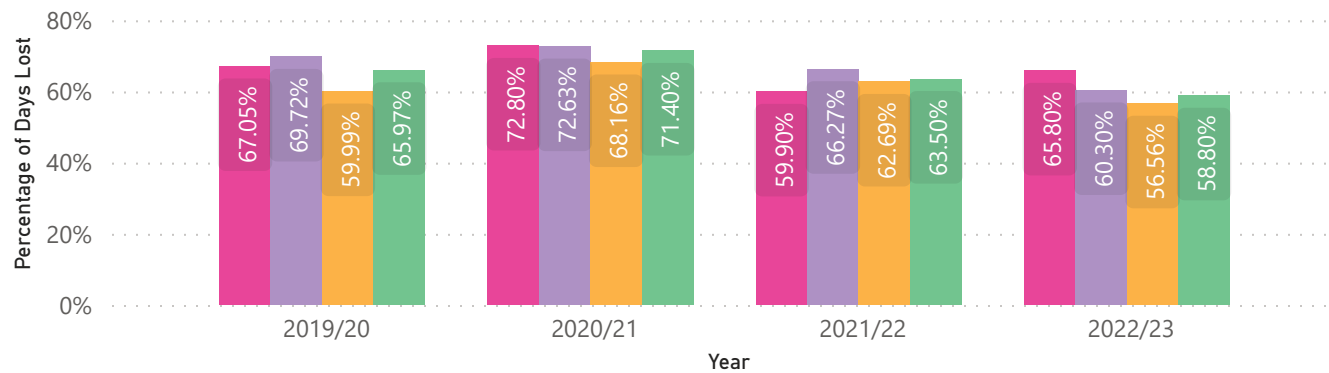
Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC



The percentage of days lost to short term absence has increased since 2020/21 and is at its highest in 2022/23. There has been an increase in all Directorates.

% days lost to long term absence

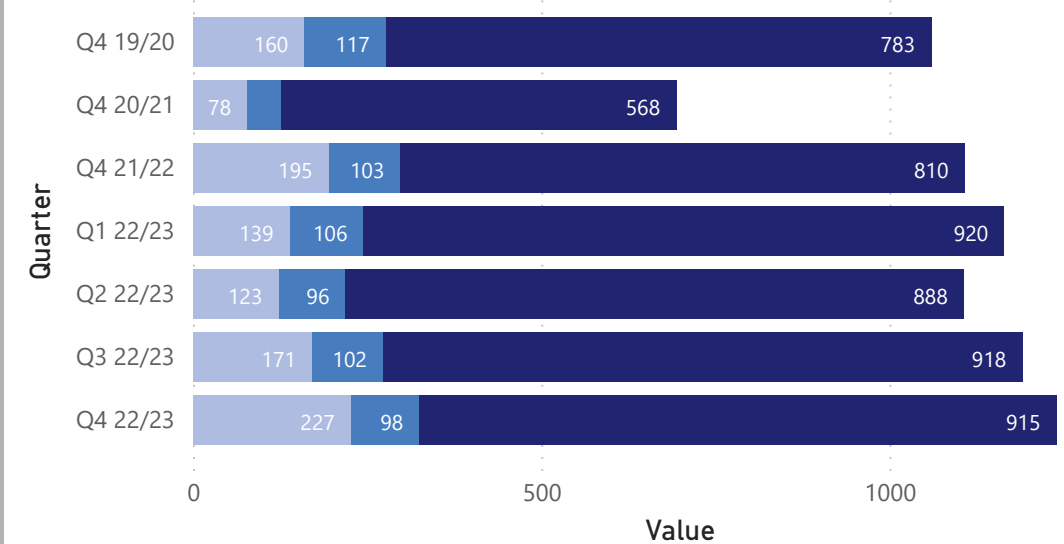
Area ● Communities Directorate ● People Directorate ● Resources Directorate ● WCC



The percentage of days lost to long term absence has decreased since 2020/21 for WCC overall and is at its lowest in 2022/23 at **58.8%**. All Directorates report a decrease, aside from the Communities Directorate that has had an increase from 59.9% in 2021/22 to 65.8% in 2022/23.

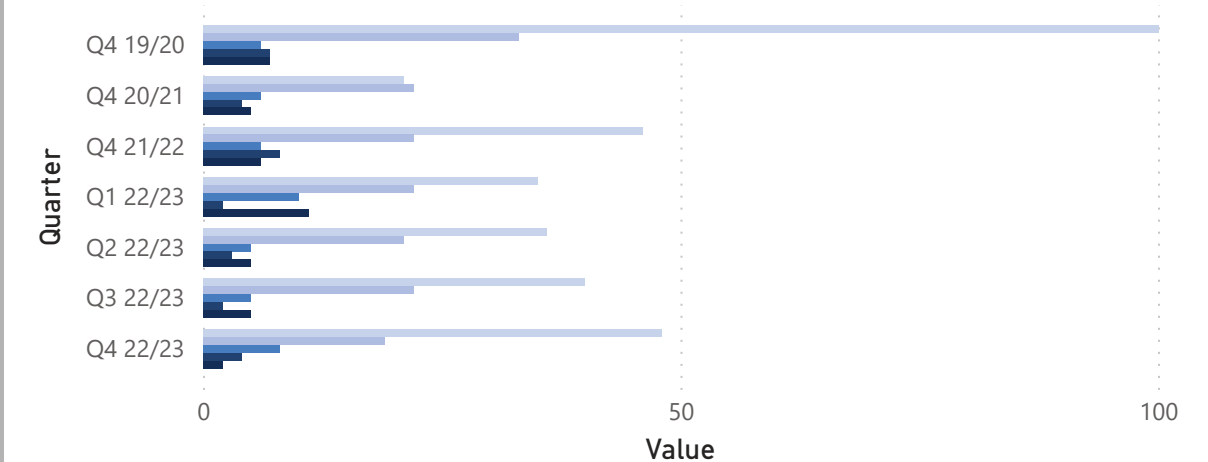
Number of staff hitting trigger indicators

Trigger ● 3 in 6 months ● 5 in 12 months ● 10 days in 12 months



Long term absence by length

Length ● 1-3 Months ● 3-6 Months ● 6-9 Months ● 9-12 Months ● 12+ months

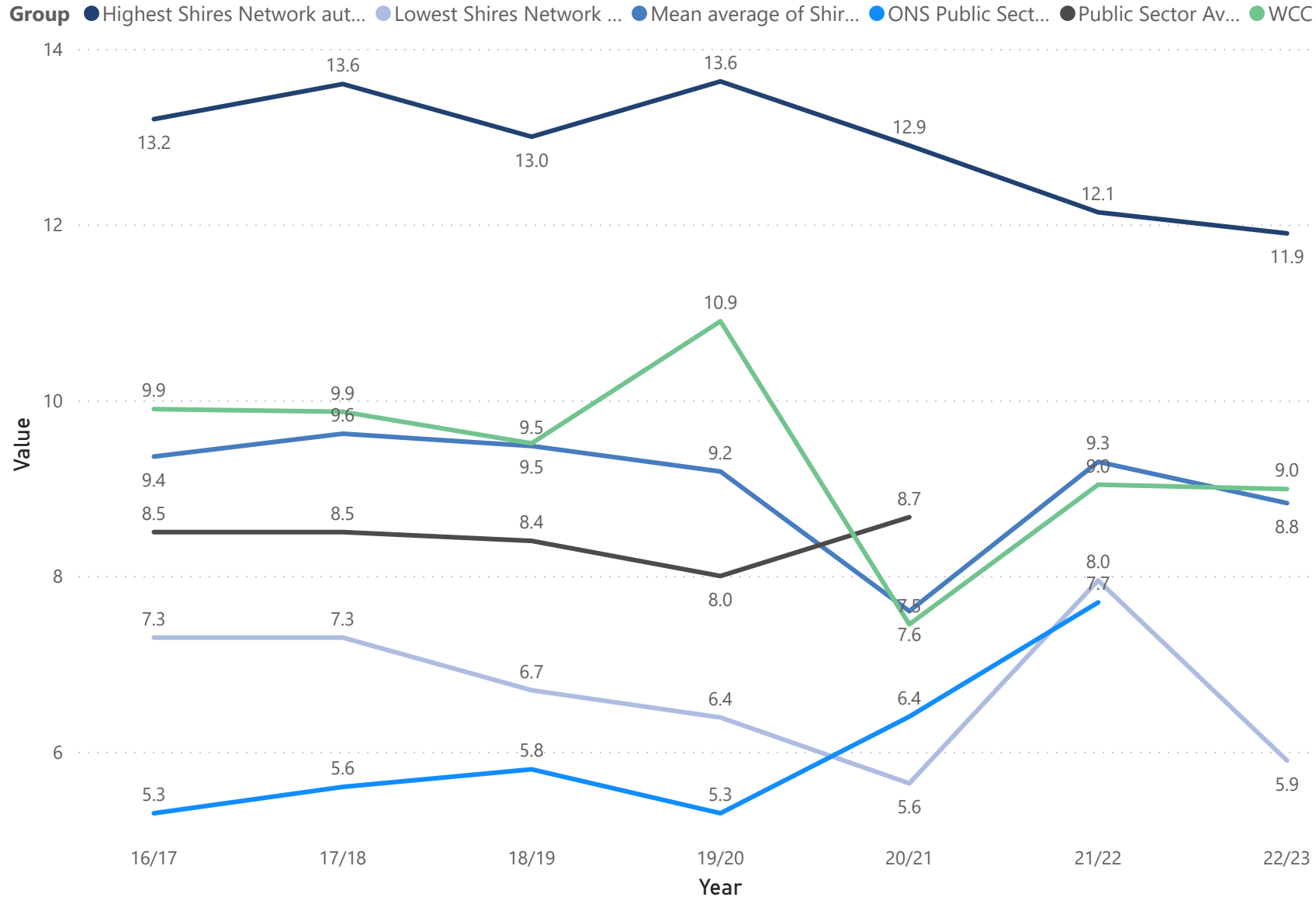




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Benchmarking

Benchmark by year



Benchmark data on average days absence has been obtained from 13 local authorities across the Shire Counties network to provide comparative data. The data compares the highest, lowest and mean average against Warwickshire's annual days per FTE figure.

In terms of national statistics, there is a lag in the data available, with the most up to date data being available for 2021/2022. The CIPD no longer publish data, therefore ONS data has been included instead.

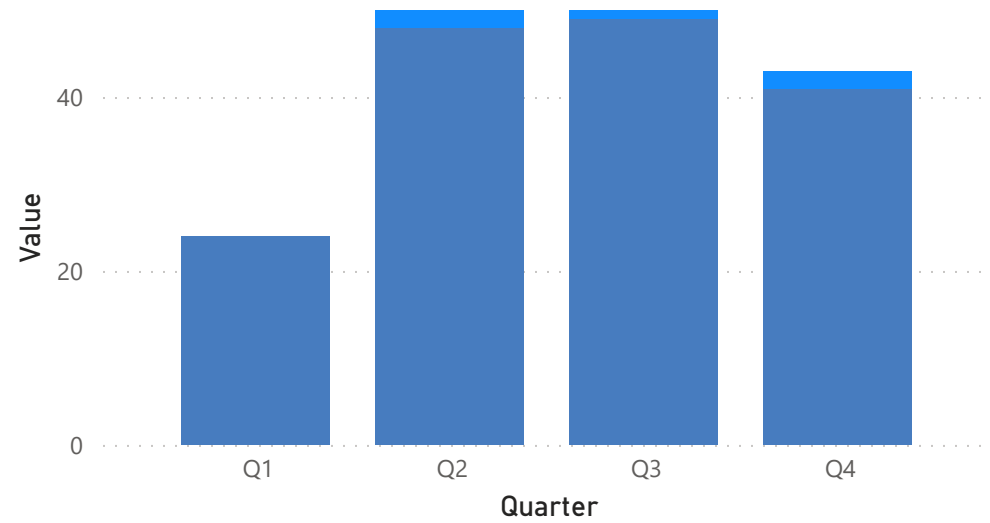


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Employee Assistance Programme & Occupational Health

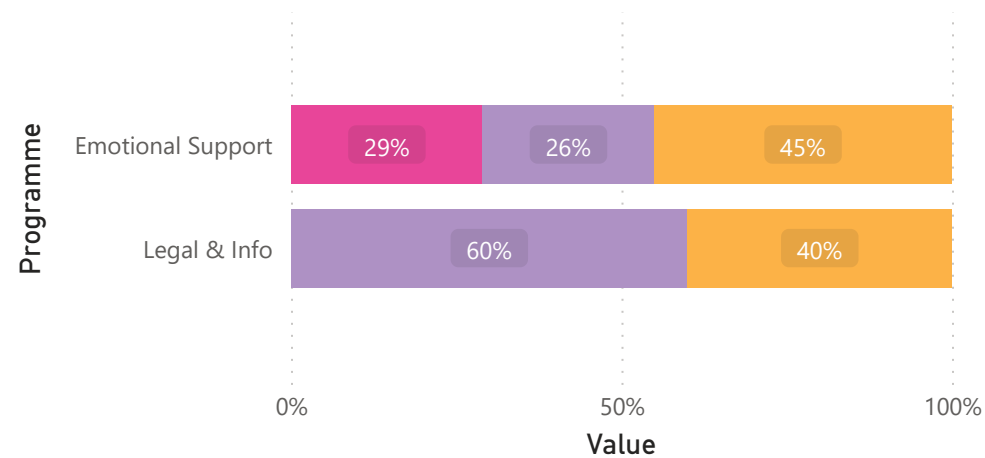
Employee Assistance Programme

Programme ● Emotional Support ● Legal & Info



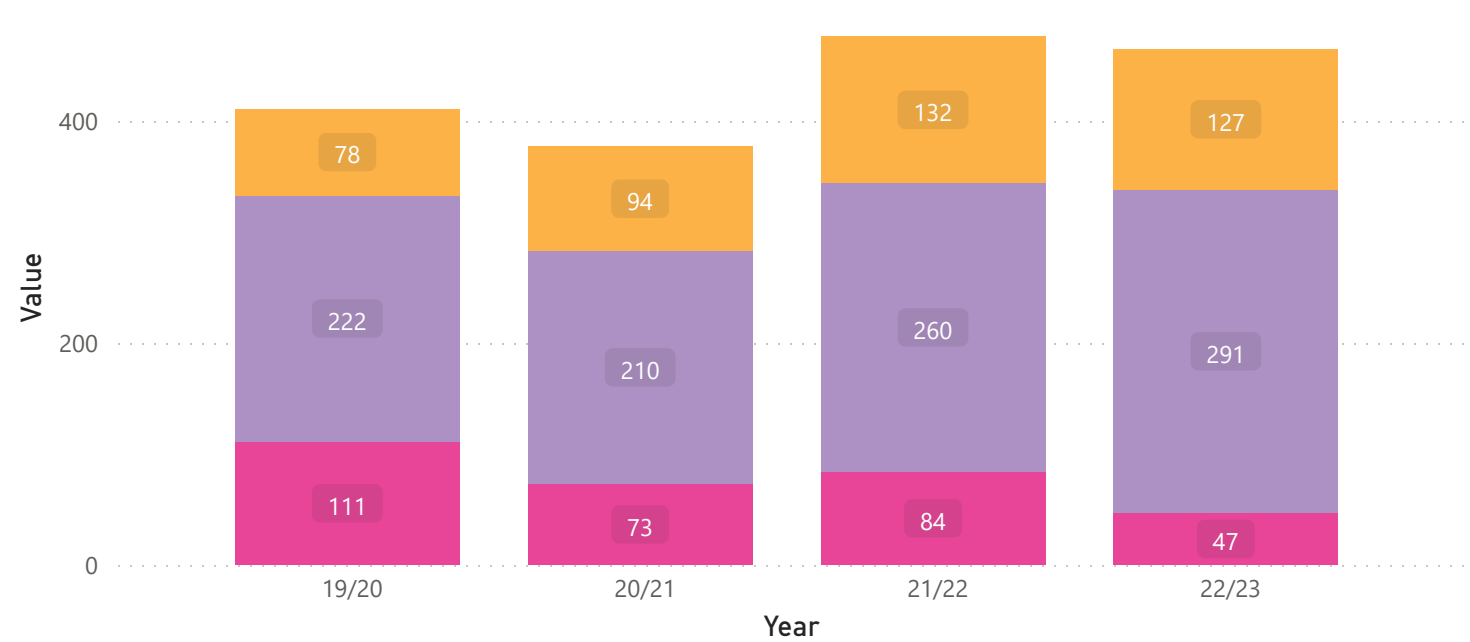
Programme by Directorate

Area ● Communities ● People ● Resources



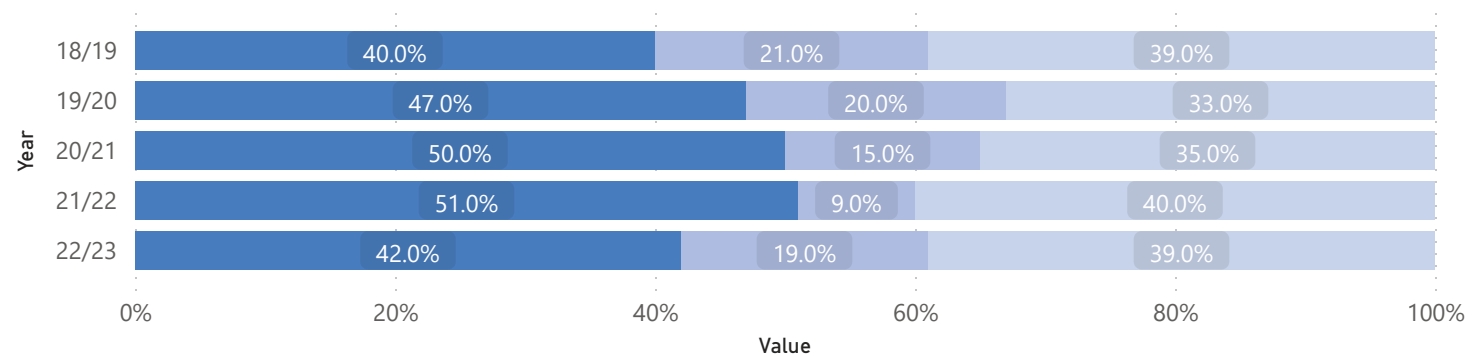
Number of Occupational Health Referrals by Year and Directorate

OH referrals ● Communities ● People ● Resources



Occupational Health Referral reason by year

OH referral reason ● Mental Health ● Musculo-Skeletal ● Other Reasons

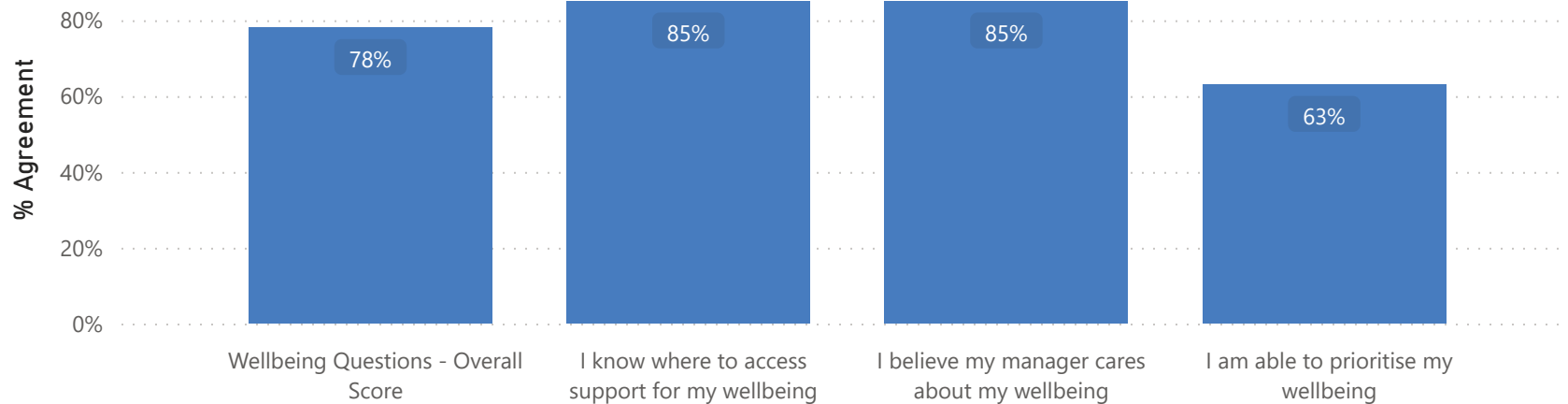




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Engagement and Wellbeing

Your Say Survey Wellbeing 2022/23



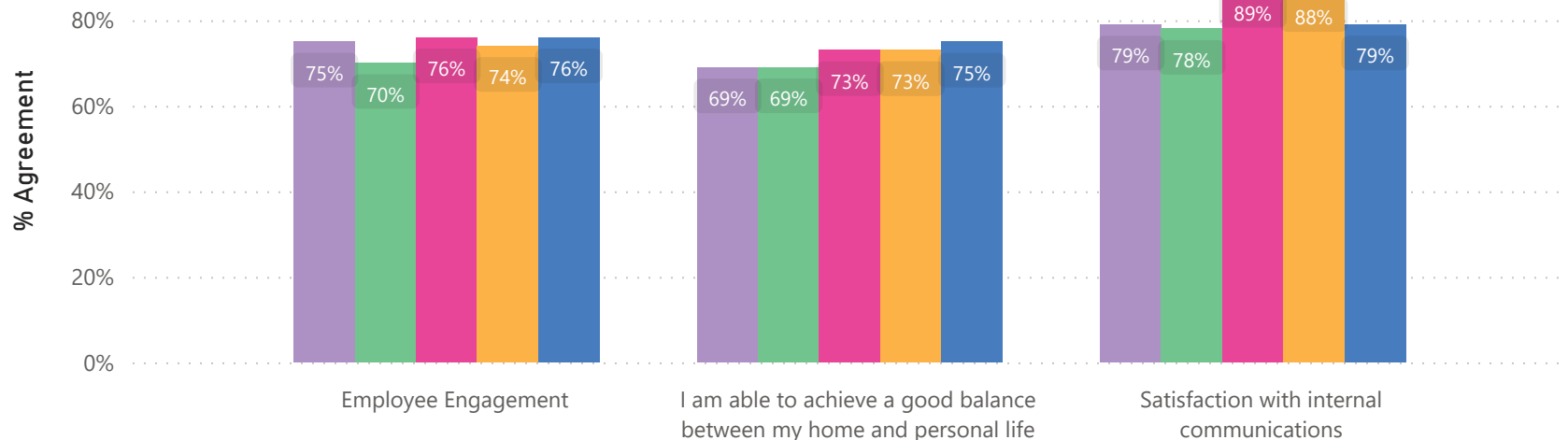
Employee wellbeing and engagement has been monitored through a series of check-in surveys from April 2020 to present.

The percentage of employees that agree 'I am able to prioritise my wellbeing' is **63%**, which is lower than the overall score for wellbeing.

Both 'I know where to access support for my wellbeing' and 'I believe my manager cares about my wellbeing' is higher than the overall score for wellbeing and is **85%**.

Your Say Survey Engagement

Year ● 2018 ● 2019 ● 2020/21 ● 2021/22 ● 2022/23



Employee Engagement has increased from 2021/22 (**74%**) to 2022/23 (**76%**). There was a decrease in employee engagement in 2019/20 which could relate to the impact of Coronavirus.

The percentage of employees that agree they are able to achieve a good balance between home and personal life has increased and is at its highest in 2022/23 at **75%**.

Satisfaction with internal communications has decreased from **88%** in 2021/22 to **79%** in 2022/23.