

Appendix 4: Sickness Absence Management Resident Impact Assessment

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| Title of plan, policy and/or procedure being assessed | Sickness Absence Management Review |
| Name of Service Area Assessed | Council-wide |
| Staff conducting assessment including contact details | Linda Nicholas, Head of Business Partnering & Business Analytics, Human Resources 0207 527 1808 |
| Date of assessment | 7 January 2019 |

Impact on Council employees

The following sections provide an update on the current council employee profile and looks forward to assess the potential impacts of proposed changes, where sufficient detail has been provided.

Current equalities profile

The council's employee (November 2018) headcount is 4422. This is a reduction of 59 people since the last Resident Impact Assessment.

Headcount

The council's headcount is 4593 which is an increase of 171 on the previous RIA.

| Service | Grand Total |
|-----------------------------------|--------------------|
| Chief Executive Department | 42 |
| Children, Employment and Skills | 1090 |
| Environment and Regeneration | 1102 |
| Housing and Adult Social Services | 1435 |
| Public Health | 59 |
| Resources | 865 |
| Grand Total | 4593 |

Gender

| Service | Gender | |
|-----------------------------------|---------------|-------------|
| | Female | Male |
| Chief Executive Department | 59.52% | 40.48% |
| Children, Employment and Skills | 76.51% | 23.49% |
| Environment and Regeneration | 28.40% | 71.60% |
| Housing and Adult Social Services | 48.50% | 51.50% |
| Public Health | 83.05% | 16.95% |
| Resources | 54.22% | 45.78% |
| Grand Total | 51.95% | 48.05% |

The percentage of women in the workforce has increased by 0.55% since last year. The largest increase is in Public health which is 3.46%

Age

| Service | Age Band | | | | |
|-----------------------------------|--------------|---------------|---------------|---------------|--------------|
| | 16-24 | 25-39 | 40-49 | 50-64 | 65+ |
| Chief Executive Department | 11.90% | 40.48% | 30.95% | 16.67% | 0.00% |
| Children, Employment and Skills | 3.85% | 36.42% | 23.94% | 33.76% | 2.02% |
| Environment and Regeneration | 3.09% | 25.77% | 26.04% | 42.11% | 2.99% |
| Housing and Adult Social Services | 2.86% | 23.97% | 22.93% | 46.55% | 3.69% |
| Public Health | 8.47% | 52.54% | 25.42% | 13.56% | 0.00% |
| Resources | 3.70% | 26.24% | 24.86% | 42.20% | 3.01% |
| Grand Total | 3.46% | 28.30% | 24.38% | 40.93% | 2.92% |

There has been a small increase in the number of young people working for the council. The overall percentage of those aged 16-24 has increased by 1.41%. There has also been a small increase, of 1.94%, in the number of those aged 50-64 working for the council.

Ethnicity

| Service | Ethnicity | | | |
|-----------------------------------|---------------|--------------|-------------------|---------------|
| | BME | Not Stated | Prefer not to say | White |
| Chief Executive Department | 23.81% | 2.38% | 0.00% | 73.81% |
| Children, Employment and Skills | 40.28% | 0.92% | 3.94% | 54.86% |
| Environment and Regeneration | 27.50% | 0.73% | 13.88% | 57.89% |
| Housing and Adult Social Services | 42.23% | 0.07% | 12.20% | 45.51% |
| Public Health | 23.73% | 1.69% | 6.78% | 67.80% |
| Resources | 47.98% | 0.92% | 3.35% | 47.75% |
| Grand Total | 38.91% | 0.63% | 8.80% | 51.67% |

There has been a small increase of 1.20% in the percentage of "BME" staff working in the Council compared to last year.

Disability

| Service | Disability | | |
|-----------------------------------|---------------|---------------|--------------|
| | No | Not Stated | Yes |
| Chief Executive Department | 50.00% | 47.62% | 2.38% |
| Children, Employment and Skills | 42.75% | 49.36% | 7.89% |
| Environment and Regeneration | 39.02% | 54.17% | 6.81% |
| Housing and Adult Social Services | 37.21% | 53.80% | 8.99% |
| Public Health | 66.10% | 30.51% | 3.39% |
| Resources | 25.55% | 66.82% | 7.63% |
| Grand Total | 37.25% | 54.93% | 7.82% |

There has been an increase of 4.32 % in the percentage of people declaring that they do not have a disability and a 3.72 % reduction in the percentage of people who are "Not Stated". An inner London borough is expected to have a prevalence of disability at around 13%. The proportion of employees who have reported a disability to HR does not significantly differ by Directorate (Islington Council State of Equalities report 2018).

Sexual orientation

| Service | Sexual Orientation | | | |
|-----------------------------------|--------------------|---------------|---------------|-------------------|
| | LGBT | Heterosexual | Not Stated | Prefer not to say |
| Chief Executive Department | 9.52% | 64.29% | 23.81% | 4.76% |
| Children, Employment and Skills | 4.49% | 55.14% | 37.25% | 3.12% |
| Environment and Regeneration | 3.09% | 60.53% | 31.13% | 5.26% |
| Housing and Adult Social Services | 3.35% | 53.24% | 40.42% | 3.00% |
| Public Health | 0.00% | 72.88% | 25.42% | 1.69% |
| Resources | 2.08% | 51.45% | 45.20% | 1.27% |
| Grand Total | 3.31% | 55.45% | 37.99% | 3.24% |

Those declaring as Heterosexual are 55.45% this year while last year was 51.60% an increase of 3.85%. the not stated figure has dropped by 4.07% from last year

Religion

| | Chief Executive Department | Children, Employment and Skills | Environment and Regeneration | Housing and Adult Social Services | Public Health | Resources | Grand Total |
|-------------------|----------------------------|---------------------------------|------------------------------|-----------------------------------|---------------|-----------|-------------|
| Christian | 28.57% | 28.44% | 29.58% | 36.24% | 32.20% | 28.44% | 31.20% |
| Muslim | 2.38% | 5.05% | 7.35% | 3.90% | 3.39% | 6.24% | 5.42% |
| No Religion | 23.81% | 9.72% | 12.34% | 8.64% | 27.12% | 7.75% | 9.99% |
| Not Stated | 28.57% | 39.91% | 37.02% | 39.58% | 22.03% | 45.20% | 39.78% |
| Other Religion | 9.52% | 13.39% | 8.35% | 8.57% | 11.86% | 10.52% | 10.08% |
| Prefer not to say | 7.14% | 3.49% | 5.35% | 3.07% | 3.39% | 1.85% | 3.53% |

The number of staff that have declared a religion has stayed almost static with less than 0.25 % movement.

Ongoing equality issues among staff

It is recognised that sickness absences are under reported and that line managers do not have access to regular reports notifying of those who have hit the 8+ and 3 occasions in 3 months' trigger points. Managers are regularly reminded to update MyHR to ensure that management information reports are up to date and accurate. Staff have been encouraged to update their personal equalities profile through the 'Let Us Know' campaign. This has resulted in an increase in reporting year on year, but there continues to be gaps in our knowledge of disability and sexuality as noted above and which impacts on data accuracy. We need to continue to encourage employees to update their profile so that the information can be used to their benefit.

There are other inherent inequalities which are widely evident across society as a whole and which result, in gender imbalance, for example in roles such as caring which can lead to more women or parents using sick leave as a means to covering the school holiday periods when childcare responsibilities are known to increase. This may explain the spike in sickness absences reported during July and October each year. Mental health and prolonged musculoskeletal health conditions as well as long term absence from work may also impede access to learning and development and career progression opportunities.

Impacts from review of sickness absence management

The action plan detailed in the report aims to improve sickness absence management within the council. A number of HR policy and process reviews (Managing Absence, Domestic Violence, Workplace Resolution, Reasonable Adjustments framework for new employees) are earmarked for 2019. This and access to enhanced management information, coaching and guidance will in time see an improvement in how sickness absences are managed and a reduction in absences overall. The development of a new People Strategy and new wellbeing initiatives will also provide opportunities for a more holistic approach. The HR Business Partners provide guidance and support to managers in progressing individuals who become subject to our formal procedures. They also ensure that business change programmes take into account the impact organisational change has on individuals and teams who often find change unsettling.

The number and scale of the restructures proposed over the next year indicate that there will be significant impact on both managers and staff. There will also be implications for HR and managers in managing trade union and staff consultations, reviewing and updating job descriptions and running selection and assessment processes, all of which may see an increase in sickness due to stress, anxiety and depression as well as reduced levels of motivation, morale and work performance.

The importance of staff messaging and communications during this period cannot be underestimated.

Mitigation for negative impacts on staff

The council recognises that the HR action plan may have a disproportionate negative impact on some groups of staff and undertakes initiatives to mitigate that impact.

These include:

Robust management of sicknesses at school, corporate and council levels including:

- Review of Managing Absence and related procedures and processes
- Considering alternative and preventative options to reduce absences and attendance at work (phased return to work for long term cases, Ill Health Retirement, flexible working or other 'working differently' options, wellbeing programmes and initiatives)
- In many cases, additional mitigation measures will be proposed and agreed through the full Resident Impact Assessment process for specific proposals.

Training and development:

- Providing coaching, training and development for line managers

Monitoring

- Continued monitoring of equality impacts: the impact of these changes will be monitored by HR in collaboration with other stakeholders as part of the council's commitment to its' equalities objective.

Welfare and support

- Access to Occupational health and counselling support
- Improving access to flexible working opportunities where possible, including condensed hours, flexible start and end time as well as part time working.
- We are a Timewise accredited council meaning we offer a flexible working where possible to employees. Our good practice in supporting carers has recently been recognised in 2014 by 'Working Families' and we have also been awarded a London Health Workplace Charter award at 'Achievement' level, demonstrating our commitment to the health and wellbeing of our staff.
- Stress management support and counselling services will be offered to staff and managers to help them cope with the additional pressures that structural change may bring.

Engagement

- Ongoing engagement with staff equality forums and with recognised trade unions to ensure they can advise and support staff where appropriate
- Developing appropriate strategies to support organisational change

Annex A: Public Sector Equality Duty

Section 149 of the Equality Act 2010 provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to —

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are —

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

(8) A reference to conduct that is prohibited by or under this Act includes a reference to —

(a) a breach of an equality clause or rule;

(b) a breach of a non-discrimination rule.

(9) Schedule 18 (exceptions) has effect.