



**FORWARD TOGETHER**

# Appendix 1 HR MI Pack

February 2026

# Content of MI Pack

This pack aims to illustrate key HR Management Information which illustrates the progress against the workforce strategy where there is a clear aim to:

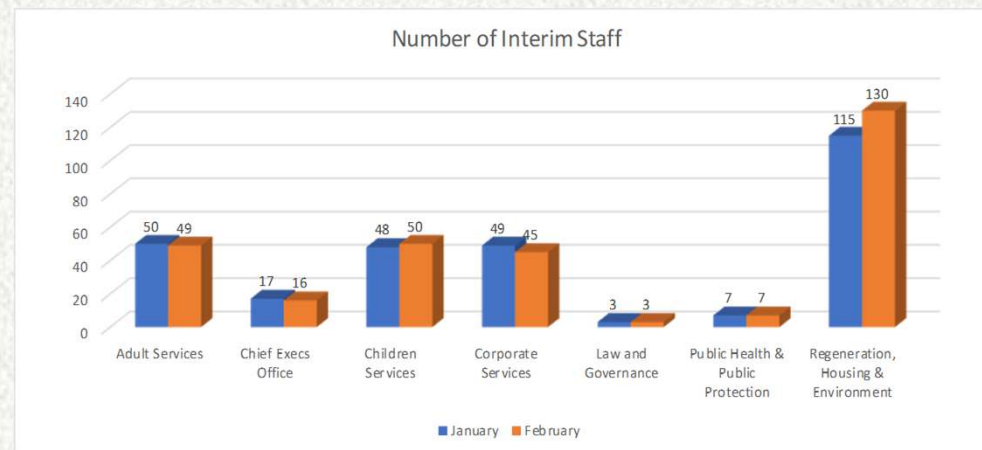
- ✓ Reduce both cost and reliance on interims
- ✓ Improve the ways in which we support our staff to escalate a concern and the speed and quality by which we address and resolve concerns
- ✓ Improve the sickness absence rates and ways in which we support our staff to achieve positive wellbeing
- ✓ Develop our managers from a practical and leadership perspective, ensuring they develop their teams

This pack is not an exhaustive measure of progress. The main paper goes into more detail on where have outstanding actions to complete for 26/27 which will help ensure **SBC is a great place to work for everyone.**



# Number of interim staff by Directorate – Jan 2026/ Feb 2026

Directorate	January	February
Adult Services	50	49
Chief Execs Office	17	16
Children Services	48	50
Corporate Services	49	45
Law and Governance	3	3
Public Health & Public Protection	7	7
Regeneration, Housing & Environment	115	130
<b>Grand Total</b>	<b>289</b>	<b>300</b>



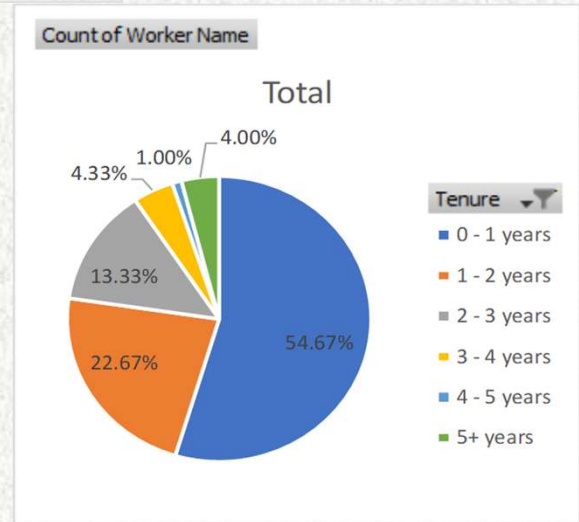
- Interims increased by 11
- The number of interim staff may vary due to late starters and leavers on Matrix, depending on the date of the report.
- The figures for March are currently estimated to be lower than 300.



# Interims Tenure – Feb 2026

Directorate	0 - 1 years	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years	Grand Total
Adults Services	22	11	8	4	2	2	49
Chief Execs Office	10	4	1	1			16
Children's Services	16	18	12	3		1	50
Corporate Resources	25	9	6	2		3	45
Law and Governance	2	1					3
Public Health & Public Protection	1	3	1	1	1		7
Regeneration, Housing & Environment	88	22	12	2		6	130
<b>Grand Total</b>	<b>164</b>	<b>68</b>	<b>40</b>	<b>13</b>	<b>3</b>	<b>12</b>	<b>300</b>

- Around 80% of interims are with SBC less than 2 years & 20% of them are here for more than 2 years
- Most of the long-standing interims are from Adults, Children & Corporate Resources & RHE





# Reduction on reliance on Interim Workforce

## CDL Conversion

31 transfers completed to date; £28,195 in total savings delivered (Oct 25 – March 2026)

## Current Wave

9 additional transfers in Phase 2 (2+ years tenure) projected saving of additional £1,625.

## Quick Win

£110,000 saved via Christmas period office closure/stand-down.

# Casework- Overall Feb 2026



HR Case Type	Count
Sickness	78
Grievance	8
Disciplinary	8
Performance PIP	3
Probation	2
IHR	2
<b>Grand Total</b>	<b>101</b>

Directorate	Tribunal cases
Adult Services	0
Chief Executive	0
Children Services	1
Corporate Services	0
Law & Governance	0
Public Health	0
Regeneration, Housing & Environment	2
<b>Total</b>	<b>3</b>

HR Case Type	Adult Services	Chief Executive	Children Services	Corporate Services	Law & Governance	Public Health	Regeneration, Housing & Environment	Grand Total
Disciplinary	0	0	3	0	1	0	4	8
Grievance	1	0	1	2	0	2	2	8
IHR	0	0	0	0	0	0	2	2
Sickness	6	12	11	10	3	2	34	78
Probation	0	0	0	0	1	0	1	2
Performance PIP	3	0	0	0	0	0	0	3
<b>Grand Total</b>	<b>10</b>	<b>12</b>	<b>15</b>	<b>12</b>	<b>5</b>	<b>4</b>	<b>43</b>	<b>101</b>

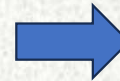
Sickness Stages	Adult Services	Chief Executive	Children Services	Corporate Services	Law & Governance	Public Health	Regeneration, Housing & Environment	Grand Total
Stage 1	6	11	9	9	3	2	29	69
Stage 2	0	1	2	1	0	0	4	8
Stage 3	0	0	0	0	0	0	1	1
<b>Grand Total</b>	<b>6</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>34</b>	<b>78</b>

- The number of HR cases from SBC – has risen from 90 cases to 101 cases
- Sickness remains the highest number of HR cases amongst all types of cases, more sickness cases being managed since the introduction of the new sickness absence policy

# HR Casework



Case Management SLA Summary before HR Restructure			
Case Type	No. of Cases	SLA (days)	Average handling time (days) per case
AWOL	1	137	137.00
Disciplinary	19	2918	153.58
Grievance	6	905	150.83
IHR	3	620	206.67
Others	2	522	261.00
Performance PIP	1	188	188.00
Probation	5	327	65.40
Sickness	39	8870	227.44
<b>Grand Total</b>	<b>76</b>	<b>14487</b>	<b>190.62</b>



Case Management SLA Summary after HR Restructure			
Case Type	No. of Cases	SLA (days)	Average handling time (days) per case
Disciplinary	2	114	57.00
Grievance	1	40	40.00
Probation	3	77	25.67
Sickness	2	20	10.00
<b>Grand Total</b>	<b>8</b>	<b>251</b>	<b>31.38</b>

## Improved performance under the new ER Casework Team:

Early results already show transformational improvement in how quickly cases move to a conclusion:

Average case duration dropped dramatically **from 190.62 days to just 31.38 days**, demonstrating a step-change in efficiency following the HR restructure

## Under pinning this has been the stronger, clearer policies driving faster outcomes:

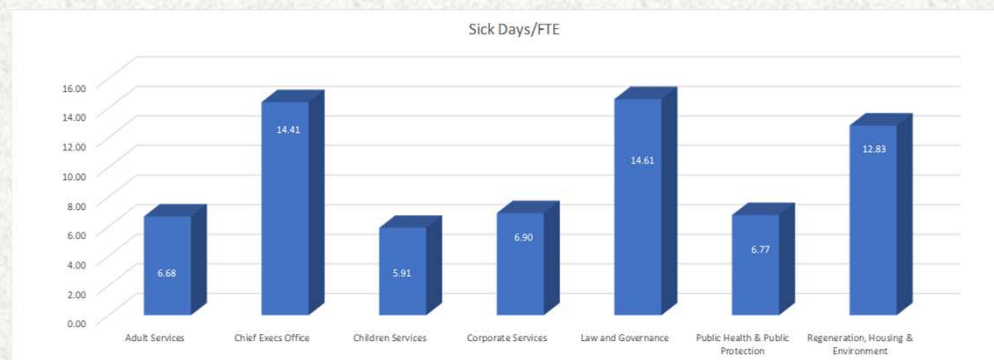
The updated disciplinary and grievance policies have created greater clarity, consistency and confidence, enabling quicker decision-making and significantly accelerating case resolution.



## 5. ABSENCE MANAGEMENT AND WELL-BEING

Sickness: Mar 2025 – Feb 2026

Directorate	Sick Days/FTE	Money lost/FTE	Absence Rate
Adult Services	6.68	£669.81	2.67%
Chief Execs Office	14.41	£1,379.64	6.26%
Children Services	5.91	£507.99	3.59%
Corporate Services	6.90	£744.00	2.73%
Law and Governance	14.61	£1,428.80	6.28%
Public Health & Public Protection	6.77	£843.36	2.83%
Regeneration, Housing & Environment	12.83	£1,119.80	5.35%
<b>Average</b>	<b>9.17</b>	<b>£865.67</b>	<b>4.04%</b>



### New sickness absence policy

- Aims to reduce productivity loss through earlier intervention, with HR proactively contacting managers when a trigger is reached to offer coaching and guidance. This approach strengthens risk management, supports fairness and drives a more consistent experience for employees across the Council

### Reduction in repeated absences

- The number of employees with 2–5 repeated absences decreased from 539 in 2024 to 477 in 2025, which shows the effectiveness of the improved absence management policy and positive impact of the early intervention by both HR Casework team & line managers

# Employee Wellbeing



New Occupational Health Provider since Feb 2026



In response to staff feedback, we have significantly strengthened our wellbeing offer by appointing a new Occupational Health provider, Health Partners, and our Employee Assistance Programme (EAP) Health Heros.

The new OH service provides faster access to expert clinical advice and a more responsive, solutions-focused experience for employees and managers. Early indications show that referral outcomes are already more balanced and constructive.

We have also delivered TalkAbout sessions to support managers in making high-quality referrals, ensuring both Occupational Health and our EAP providers are used effectively to maximise support for colleagues across the council.

More information can be found at SBCinsite - [Occupational Health](#)

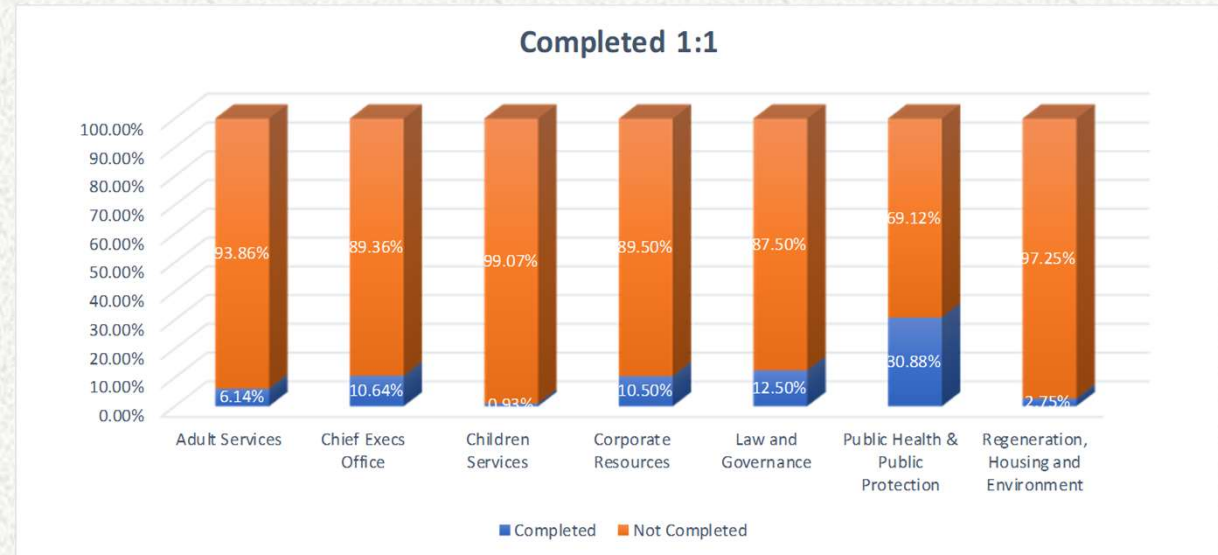
## 4. LEADERSHIP DEVELOPMENT AND EFFECTIVENESS



### •% Completion of monthly 1:1s

121 completed data (February)	Completed	Not Completed
Adult Services	6.14%	93.86%
Chief Execs Office	10.64%	89.36%
Children Services	0.93%	99.07%
Corporate Resources	10.50%	89.50%
Law and Governance	12.50%	87.50%
Public Health & Public Protection	30.88%	69.12%
Regeneration, Housing and Environment	2.75%	97.25%
<b>Average</b>	<b>10.62%</b>	<b>89.38%</b>

- The % of recording 121s on the central system is still significantly low across the council
- 121s are essential for keeping an effective and motivated workforce and reducing the incidence of sickness
- We have found that 121s are taking place and being recorded in other ways. This provides some reassurance, but we are keen to encourage the usage of a central system.



Learning & Development Team is encouraging the uptake by:

- Hosting drop-in sessions across SBC sites and 121 / team sessions with those areas who do not work on computers regularly.
- Extra guidance for 121s has been produced and combined with EOYR drop-in sessions to support people with 121 queries.

## 7. TRAINING: PER DIRECTORATE – Feb 2026



Directorate	Completed	Exempt	Not Completed
Adults Services	62.22%	2.14%	35.65%
Chief Execs Office	74.22%	0.16%	25.62%
Children's Services	56.82%	5.47%	37.71%
Corporate Resources	74.11%	0.77%	25.13%
Law and Governance	89.44%	0.00%	10.56%
Public Health & Public Protection	77.03%	3.25%	19.71%
Regeneration, Housing & Environment	45.53%	7.28%	47.19%
<b>Average</b>	<b>59.49%</b>	<b>4.23%</b>	<b>36.29%</b>

- Completion of mandatory learning has hovered around 40% in previous years. This year has seen a significant increase. L&D team has been proactive in supporting ED with key MI to provide targeted support within their business areas.
- Completion of mandatory training now added to EOYR so staff must confirm they are up to date.
- Change to mandatory training refresher dates to 1st April for all staff will make it easier to chase non-completion. This will prevent a constant fluctuation of people going overdue throughout the year, instead there will be an intense annual burst of activity to ensure refreshers are complete.