

To: Members of the Special Sub-Group

Councillors Humphreys, Phillips, Smith, M Stanley and Sweet

For the information of the other Members of the Council

SPECIAL SUB-GROUP

15 DECEMBER 2014

The Special Sub-Group will meet in the Committee Room, The Council House, South Street, Atherstone on Monday 15 December 2014 at **3.00 pm**.

AGENDA

PART I - PUBLIC BUSINESS

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**
- 4 Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact David Harris on 01827 719222 or email democraticservices@northwarks.gov.uk.

**PART A – ITEMS FOR DISCUSSION AND DECISION
(WHITE PAPERS)**

- 5 **Development of New Indoor Leisure Facilities in Coleshill** – Report of the Assistant Director (Leisure and Community Development)

Summary

This report updates the Sub-Group on progress in respect of the development of new indoor leisure facilities in Coleshill.

The Contact Officer for this report is Simon Powell (719352).

- 6 **Joint Committee Update** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

To receive a verbal update on the Joint Committee

The Contact Officer for this report is Steve Maxey (719438).

- 7 **Progress Report on Human Resource Issues** – Report of the Assistant Chief Executive (Finance and Human Resources)

Summary

This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2014 to September 2014 and provides some further information on action taken in managing absence.

The Contact Officer for this report is Kerry Drakeley (719300).

JERRY HUTCHINSON
Chief Executive

For general enquiries please contact David Harris, Democratic Services Manager, on 01827 719222 or via e-mail – davidharris@northwarks.gov.uk.

For enquiries about specific reports please contact the officer named in the report.

Agenda Item No 5

Special Sub-Group

15 December 2014

**Report of the
Assistant Director
(Leisure and Community Development)**

**Development of New
Indoor Leisure Facilities
in Coleshill**

1 Summary

- 1.1 This report updates the Sub-Group on progress in respect of the development of new indoor leisure facilities in Coleshill.

Recommendation to the Sub-group

That the Sub-Group notes and comments upon the progress made in respect of the development of new indoor leisure facilities at The Coleshill School.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Special Sub-Group, the Community and Environment and Resources Boards, the Safer Communities Sub-Committee, Members with responsibility for Health, Well-being and Leisure and Young People and Coleshill Ward Members have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally to the Sub-Group.

3 Background and Update on Progress – Construction Work

- 3.1 As the Sub-Group is aware the construction of new indoor community leisure facilities commenced on site at The Coleshill School in early November 2013. The construction programme was originally scheduled for completion on 31 October 2014, but the building was formally handed to the Borough Council a week early, on 24 October. The Practical Completion Certificate was accompanied by a formal Notification of Defects Certificate and a detailed "Snags List", the majority of items on which were made good by Wates Construction over the following two weeks at nil cost to the contract. The only significant area of action to be completed at the end of this period was the replacement of a number of ceiling tiles, which were difficult to source at short notice. The 12 months Contract Defects Date expires on 24 October 2015.
- 3.2 Subsequent to the opening of the facility to the public, on 17 November 2014, and to The School a day later, a small number of teething problems have come to light, which is an inevitable phase in the development and operation

of a major new building. Despite the time and energy that was devoted to the safeguarding of vulnerable people during the design and construction of the building, two design issues were quickly identified that required to be addressed in order to ensure that the building could be managed to ensure everyone's safety. These issues have now been corrected to the satisfaction of both The School and the Borough Council. Female customers were quick to identify a feeling of unease about the "open plan" nature of their changing accommodation, as a consequence of which Wates Construction has been instructed to introduce privacy screens into two of the female changing rooms. It was perhaps also inevitable that car parking would again be raised as a matter of concern by some customers. The opening weeks of operation have been very busy and the on-site car park has been full on a number of peak period occasions. The situation will be monitored over the coming weeks, for it may be necessary to look at the introduction of contingency arrangements, particularly in view of the anticipated level of high demand after the Christmas / New Year holiday period.

4 Update on Progress – Financial Position

- 4.1 The Sub-Group is aware that the capital funding available for the project is £4,301,366, including £2,815,000 from the Borough Council, with the balance being made up of valuable contributions from the Education Funding Agency and England Squash and Racketball. Account needs to be taken of the need to fund £154,000 of fees attributable to the project, thereby leaving a sum of £4,147,366 available to support project delivery (including all contingencies and provision for fitness equipment and furniture and fittings, etc.).
- 4.2 Wates Construction is required to provide its Target Cost and Actual Cost forecasts on a monthly basis. The Project Manager, who is very carefully scrutinising all costs on behalf of the Borough Council, is required to produce a monthly Funding Position Statement a week thereafter. At the time of writing this report, the Project Manager's latest Funding Position Statement is awaited, further to Wates Construction's anticipated submission of its fourteenth and final project invoice. The Funding Position Statement should be presented to the Borough Council in advance of the Sub-Group meeting and, therefore, Members will receive a verbal report on this matter at that time. Within his last Statement, the Project Manager was still predicting an overspend of approximately £29,500. Despite the need to instruct Wates Construction to undertake a number of minor works post practical completion, it is anticipated that any overspend will be less than that predicted by the Project Manager in his last Statement.
- 4.3 Currently, just over £4 million has been paid to the contractor. Upon receipt of the final invoice from Wates Construction, a last Invoice will be issued to The Coleshill School in order to ensure that the full sum of grant aid is drawn down from the Education Funding Agency. The £25,000 grant from England Squash and Racketball has been received in full.

5 Update on Progress – Other Matters

- 5.1 As reported, the Leisure Centre opened to the public on 17 November. The initial feedback from customers and School students and staff has been extremely positive. It is also pleasing to be able to report that there has been a steady rise in membership numbers subsequent to the opening of the facility. The Sub-Group will be aware that there was also a well-attended Official Opening of the Leisure Centre, led by the Mayor and held on 04 December, which provided an opportunity to thank the many people and partners who had contributed to the development of the facility. The Official Opening was followed by an Open Weekend of activities organised by the Leisure Centre staff.
- 5.2 Construction of the Leisure Centre represents the end of the first phase in the delivery of new indoor recreational provision in Coleshill. Borough Council and School staff now have a responsibility to ensure that the facility effectively and efficiently meets the demands of their respective and shared communities long into the future. The opportunity, however, has also been taken to reflect on the construction process and “Lessons Learned” meetings have been held with both Wates Construction and their architectural partners, IDP. Whilst, overall, the development of the new building has been a very positive experience and has led to the provision of a high quality Leisure Centre for the community of North Warwickshire, it is important to acknowledge those areas within which the process could have been improved or where mistakes occurred that could be avoided within any future capital projects. Whilst detailed notes from the two meetings have yet to be finalised, the following broad themes were raised by project partners:
- The need for a better understanding of the Procurement Framework process, both before and during the construction process
 - The need for a more specific project brief
 - The need for clarity of understanding about the building design and how the building would work in practice
 - The need for continuity of engagement by key personnel, both before and during the construction process
 - The need for a shared and agreed (by all partners) Communication Plan
 - The need for a clearer understanding of the potential risks associated with the project
 - The need to try and avoid last minute changes to the project, which can clearly lead to the development of tensions between all parties
- 5.3 Nevertheless, irrespective of the foregoing, it is important to acknowledge that the development of the new Leisure Centre was undertaken with the positive co-operation of all project partners, that it was delivered ahead of schedule and that it provides a high quality dual-use facility for the people of the Borough. Its provision can be viewed as a success by both the Authority and The School, as well as by Wates Construction and its partners. The process has strengthened the relationship between the Borough Council and The School and the relationship between the Authority and its community, which has enthusiastically received the new Leisure Centre. The task now is to

ensure that the Centre plays a positive role in the inclusive development of the health, well-being and growth of the local community.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 In addition to those previously reported to the Sub-Group, the headline financial implications associated with the construction of the new Coleshill Leisure Centre will be reported verbally to Members at the meeting.

6.2 Safer Communities Implications

6.2.1 The provision of good quality leisure facilities and services has profound and positive implications for the development of safer communities and a reduction in the likelihood of criminal and / or anti-social behaviour.

6.3 Legal and Human Rights Implications

6.3.1 The new Leisure Centre will have direct and positive implications for the Authority's ability to meet the requirements of Equalities and other legislation and on its determination to enhance access to good quality services for the local community.

6.4 Environment and Sustainability Implications

6.4.1 The investment of resources in the new Leisure Centre will enable the Council to maintain and enhance the quality, consistency and sustainability of its indoor leisure provision in Coleshill. The services provided through the new leisure facility will make a positive and lasting impact on individual and collective quality of life within North Warwickshire.

6.5 Health, Well-being and Leisure Implications

6.5.1 Leisure facilities have a positive impact on the health and well-being of individuals and communities through the provision of opportunities for formal and informal recreation and by contributing to an enhanced quality of life in the Borough. The project is also compliant with, and helps to deliver against, the priorities identified in the Warwickshire Health and Well-being Strategy and the supporting Joint Strategic Needs Assessment.

6.6 Human Resources Implications

6.6.1 There is no immediate human resource implication arising directly from this report.

6.7 Risk Management Implications

6.7.1 The condition and future replacement of Coleshill Leisure Centre have been the subject of a detailed risk assessment, a copy of which was presented to the Community and Environment Board in July 2012.

6.8 Equalities Implications

6.8.1 The scheme to replace Coleshill Leisure Centre has been designed to positively impact on the corporate priority to protect and provide access to Council services. An Equality and Impact Needs Assessment (EINA) has been carried out and was presented to the Community and Environment Board at its meeting held in July 2012.

6.9 Links to Council's Priorities

6.9.1 The undertaking to replace Coleshill Leisure Centre has positive and direct links to the following corporate priorities:

- Public service
- Crime and disorder
- Access to services
- Consultation and communication
- Health and well-being

6.9.2 The provision of the new Leisure Centre at The Coleshill School has positive implications for the Sustainable Community Strategy priorities to:

- Raise aspirations, educational attainment and skills
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Simon Powell (719352).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
1	Wates Construction	Client Meeting Report 2	January 2014
2	Coventry City Council	Clerk of Works Report 2	January 2014
3	Coventry City Council	Client Meeting Notes (16 January 2014)	January 2014
4	Coventry City Council	Client Meeting Notes (26 February 2014)	Feb 2014
5	Wates Construction	Client Meeting Report 4	March 2014
6	Wates Construction	Client Meeting Report 5	April 2014
7	Wates Construction	Client Meeting Report 6	May 2014
8	Wates Construction	Client Meeting Report 7	June 2014
9	Wates Construction	Client Meeting Report 8	July 2014
10	Wates Construction	Client Meeting Report 9	August 2014
11	Coventry City Council	Clerk of Works Report 9	August 2014
12	Wates Construction	Client Meeting Report 10	Sept 2014
13	Coventry City Council	Clerk of Works Report 10	Sept 2014
14	Wates Construction	Client Meeting Report 11	Oct 2014
15	Coventry City Council	Clerk of Works Report 11	Oct 2014
16	Wates Construction	Lessons Learned Notes	Nov 2014

Agenda Item No 7

Special Sub-Group

15 December 2014

**Report of the Assistant Director
(Finance and Human Resources)**

**Progress Report on Human
Resources Issues**

1 Summary

- 1.1 This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2014 to September 2014 and provides some further information on action taken in managing absence.

Recommendation to the Sub-Group

That the report be noted.

2 Report

- 2.1 This report provides an update on the Human Resources (HR) Strategy Action Plan and under Health and Absence Management gives the position on sickness for 2014/15.

3 Recruitment, Retention and Selection

- 3.1 There were a number of starters and leavers between April 2014 and September 2014. There were 28 leavers, including 4 employees who retired, 3 ill-health retirement (one employee in 3 roles), 2 end of contracts, 2 redundancies and 1 dismissal. There were 7 starters. This equates to a labour turnover of 8.34%.
- 3.3 The Council has continued with the strategy of reviewing all posts that become vacant. Those posts that need to be filled are recruited to internally where possible.
- 3.4 The induction process has been updated and is on the intranet for everyone to use. Part of the corporate induction process is an E learning module which enables us to capture part time and casual workers e.g. employees working in Leisure for a couple of hours per week, as well as full time staff.

4 Policies Procedures and Processes

- 4.1 The Statutory Right to Request Flexible Working was extended to all employees in June 2014. The guidance was updated and all managers were briefed on the changes.
- 4.2 The Local Government Pension Scheme changed from 1 April 2014. The Retirement Policy was updated and all managers were briefed on the changes

5 Pay and Benefits

- 5.1 Under section 38 of the Localism Act 2011 a Pay Policy Statement was prepared and was adopted at Executive Board on 6 February 2012. This is required to be reviewed annually and the last update of the statement went to Full Council on 24 June 2014. The Pay Policy Statement is published on the Council's website.
- 5.2 The pay award for NJC staff has been agreed to be implemented from 1 January 2015.
- 5.3 The implementation of the salary sacrifice scheme for employees to access car leasing has been launched successfully and is now available to permanent employees within the limits of the minimum wage. The scheme still needs to be agreed with HMRC.

6 Learning, Training and Development

- 6.1 In the 2013/14 training year, Principal Officers received a 360-degree appraisal with the HR section managing the process and producing the analysis in house. An external consultant provided the feedback to the officers and produced a report of the overall findings. There were some suggestions to improve the 360 degree appraisal process further, which have been implemented for the 360 degree appraisals currently being carried out.
- 6.2 The learning and development arm of the Staffordshire Plus Project has continued to meet to share information, learning and training. The HR Manager is part of this group. Working in collaboration with the other Local Authorities in the group, the Council has continued to benefit from cost effective or free training. The Council has joined the partnership for E learning with this group, which is a cost effective way of delivering some areas of training. Our E learning programme is currently covering Health and Safety, Fraud Awareness, Equality and Diversity, Customer Service, Data Protection, Freedom of Information, Bribery Act 2010, Staff Reviews (Appraisals) and Safeguarding Adults. The HR Manager continues to work with the administrator to develop modules for NWBC.
- 6.3 During the 2014/15 training year, the Council is running in house courses including Child Protection, Attendance Management and Health and Safety courses (e.g. First Aid, Fire Marshall, Personal Safety and Conflict Management, Manual Handling, Risk Assessment and Safety Audit).

- 6.4 The Council has up skilled the workforce which means that there are fewer employees that meet the criteria to qualify for funded training. However, where appropriate the Council will continue to take advantage of this funding.
- 6.5 The Council continues with its apprenticeship programme. Currently we have two apprentices, one of which is on an advanced apprenticeship (Level 4).

7 **Safety Management**

- 7.1 The HR Team has 3 officers with the NEBOSH qualification. This enables the team to provide support for managers in completing risk assessments and providing health and safety advice, where needed.
- 7.2 HR have an action plan for reviewing policies and procedures. Proactive monitoring of health and safety issues will be undertaken by both the HR section and the corporate Health and Safety Working Party in 2014/15.
- 7.3 It has been decided to use the TRIM document management system to hold all of the risk assessments and safe systems of work. HR will be able to monitor that these are kept up to date and to undertake audits of the risk assessments. The HR Officer is working with IT and Assistant Directors to get this completed before the end of 2014/15.
- 7.4 The Council continues to run Healthy Workforce days and a Health and Safety week is held every year. Examples of activities undertaken include healthy eating and hazard awareness information sessions for employees. The Health and Safety week 2014 was held in October 2014.
- 7.5 The Council has run a stress survey and the results are being collated now. An action plan will be drawn up to address any issues in the findings.

8 **Health and Absence Management**

8.1 **Summary of Sickness Absence 2014/15 (April 2014 – September 2014)**

8.1.1 The number of recorded days sick for the period April 2014 to September 2014 was 1,737.34 days, equating to 5.23 days per full time employee (FTE). For the same period last year the number of recorded days sickness was 1,483.62 days with a FTE of 4.39 days per employee. Appendix A shows these figures by Division for both years, and also shows the split between long and short-term sickness.

...

8.1.2 The variations between the two years show that there has been an overall increase of 253.72 days in sickness in 2014/15. This has produced an increase of 0.84 days, from 4.39 to 5.23 days per FTE.

8.1.3 Short-term sickness in April 2014 – September 2014 has decreased by 0.10 days per FTE, compared with the short-term sickness in April 2013 – September 2013. Short-term sickness absence reports are sent to Assistant Directors on a monthly basis. HR also meet with the Assistant Directors on a

bi-monthly basis to provide advice and to discuss what action they have taken within their Divisions. The aim of these reports and meetings is to increase managers' awareness of sickness absence within their Divisions, which should aid proactive and consistent management of absence issues and will contribute to a reduction in the short-term absence figures. Managers are now looking to take employees with habitual short-term absences to case management sooner.

8.1.4 Long-term sickness in April 2014– September 2014 has increased by 0.94 days per FTE, compared with the long term sickness in April 2013 – September 2013. The long-term sickness absence is being managed either by getting staff back to work or them exiting the organisation either on ill-health retirement or by resignation. Those with significant long-term absence equates to 9 employees having lost a total of 703.70 days. Six of these employees have successfully returned to work, 2 have left the Council and 1 employee is currently still absent and their case is being managed in line with the Attendance Management Policy.

... 8.1.5 Appendix B shows the reasons for the number of days lost per FTE. The main reasons for absence relate to: Musculoskeletal Operation/Post Op, Heart and Chest.

8.2 **Ill Health Monitored Under the Attendance Management Policy**

8.2.1 Under the Attendance Management Policy where ill health is having a detrimental effect on an individual's ability to perform their job, or where the trigger points have been exceeded under the policy, then managers will seek to manage these cases in a pro-active way. The Attendance Management Policy sets out the procedures to be used, starting with management reviews to Case Management stages 1, 2 and working through, if necessary, to the end of the process at stage 3.

8.2.2 There are a number of cases currently being dealt with under the Attendance Management Policy, and the current status of these cases are as follows:

- 14 employees are having management/formal reviews
- 3 employee are due to go onto Stage 1
- 11 employees are at Stage 1
- 2 employees are at Stage 2

8.2.3 Attendance Management training was carried out by ACAS for all managers and supervisors followed by briefings on the use and implementation of the Council's Attendance Management Policy. The intention was for managers and supervisors to manage difficult cases proactively. Since the training and the briefings, we have removed from the books 10 difficult cases and although their figures are still in the rolling year they are no longer adding to the level of absence.

9 Human Resource Management Systems

9.1 Employee files are now all on TRIM and the objective of all employee files being paperless has been achieved.

9.2 The HR Manager and the HR Officer are involved in providing advice to Managers on policies, procedures, employment law and best practice.

10 Organisational Development

10.1 The Council's Workforce Plan (WFP) for 2013-2016 has been approved by this group. The action plan is monitored and updated to support the WFP. This was last reviewed and updated in January 2014, so will be revisited again in the New Year.

11 Employee Relations

11.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officer provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance. There were 6 investigations undertaken from April 2014 – September 2014.

11.2 The HR Manager and HR Officer also provide considerable support in the preparation for Hearings and Appeals. Of the investigations – 1 resulted in dismissal, 1 resulted in a written warning, 2 resulted in no disciplinary sanction and 2 resulted in the employees' resignation.

11.3 The HR team are co-ordinating the Staff Survey 2014, which has been sent out to all employees in November 2014. It is planned that these results will be available by the end of December 2014/early January 2015.

12 Report Implications

12.1 Finance and Value for Money Implications

12.1.1 These will depend on whether additional resources are used to cover periods of absence. Most short-term absence is absorbed within sections. However, if sickness is long term, and the service could potentially fail as a result of staff shortages, then there would be additional costs to maintain services, either through buying in extra resources or acting up arrangements.

12.2 Human Resources Implications

12.2.1 As detailed in the report.

12.3 Environment and Sustainability Implications

12.3.1 The work on numeracy, literacy and NVQ's is bringing the employee skills up to a minimum standard and will directly contribute towards the priorities of the North Warwickshire Sustainable Communities Strategy 2009 – 2026 of raising aspirations, education, attainment and skills.

12.4 Equality Implications

12.4.1 Under the Equality Act there are specific responsibilities specified under the public sector equality duty to ensure that local authorities meet the general equality duty. In terms of Human Resources there are specific codes of practice for employment and for equal pay.

12.5 Links to Council's Priorities

12.5.1 The Council has a priority for Local Employment, bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.

The Contact Officer for this report is Kerry Drakeley (719300).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

ALL SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	32.59	89.00	59.65	2.89	1.83
Corporate Services	31.54	30.84	59.76	154.31	1.89	5.00
Streetscape	59.03	61.30	469.50	694.04	7.95	11.32
Leisure & Comm Dev	59.45	54.51	367.88	264.27	6.19	4.85
Community Services	41.39	41.51	48.31	77.76	1.17	1.87
Finance & HR	16.53	16.71	44.49	92.38	2.69	5.53
Housing	92.46	88.26	398.68	382.52	4.31	4.33
Internal Audit	2.48	2.48	0.00	3.95	0.00	1.59
Chief Exec	3.86	3.86	6.00	8.46	1.55	2.19
Total	337.57	332.06	1,483.62	1,737.34	4.39	5.23

SHORT TERM SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	32.59	27.20	59.65	0.88	1.83
Corporate Services	31.54	30.84	37.76	83.11	1.20	2.69
Streetscape	59.03	61.30	203.50	111.04	3.45	1.81
Leisure & Comm Dev	59.45	54.51	158.61	154.14	2.67	2.83
Community Services	41.39	41.51	48.31	77.76	1.17	1.87
Finance & HR	16.53	16.71	16.11	10.38	0.97	0.62
Housing	92.46	88.26	200.76	143.52	2.17	1.63
Internal Audit	2.48	2.48	0.00	3.95	0.00	1.59
Chief Exec	3.86	3.86	6.00	8.46	1.55	2.19
Total	337.57	332.06	698.25	652.01	2.07	1.96

LONG TERM SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	32.59	61.80	0.00	2.00	0.00
Corporate Services	31.54	30.84	22.00	71.20	0.70	2.31
Streetscape	59.03	61.30	266.00	583.00	4.51	9.51
Leisure & Comm Dev	59.45	54.51	209.27	110.13	3.52	2.02
Community Services	41.39	41.51	0.00	0.00	0.00	0.00
Finance & HR	16.53	16.71	28.38	82.00	1.72	4.91
Housing	92.46	88.26	197.92	239.00	2.14	2.71
Internal Audit	2.48	2.48	0.00	0.00	0.00	0.00
Chief Exec	3.86	3.86	0.00	0.00	0.00	0.00
Total	337.57	332.06	785.37	1,085.33	2.33	3.27

Reasons for Sickness

APPENDIX B

	Accident At Work	Anxiety / Dep	Back	Cancer	Chest	Cold	ENT / Eye	Flu	Geni-Urin	Heart	Hyperten	Musc	Neuro	Op & Post Op	Preg	Stom	Stress	Not known	Total
NWBC	0.00	91.70	108.88	66.13	120.82	19.70	39.79	45.12	3.93	152.00	0.00	495.37	27.30	357.24	1.20	105.87	102.30	0.00	1737.34

<u>Sickness Code</u>	<u>Description</u>
Accident At Work	Accident At Work
Anxiety/ Depression	Anxiety, Depression
Back	Back & Neck problems
Cancer	Cancer related
Chest	Chest & Respiratory: to include Chest infections
Cold	Cold symptoms
ENT/Eye	Eye, Ear, Nose & Mouth/Dental : to include sinusitis
Flu	Flu symptoms
Genito-Urinary	Genito Urinary: to include menstrual problems
Heart	Heart Blood pressure& circulation
Hypertension	High Blood Pressure
Muscular	Other musculoskeletal problems
Neurological	Neurological; to include headaches and migraine
Operation & Post Op	Operation, Post Op
Pregnancy	Pregnancy related
Stomach	Stomach, Liver, Kidney & Digestion; to include gastro-enteritis
Stress	Stress, Mental health & fatigue
Unknown	No reason known for absence