

MANAGEMENT OF ATTENDANCE – ACTION PLAN (Updated June 2018)

ACTION		OWNER	TIMESCALES	PROGRESS
PERFORMANCE MANAGEMENT				
1	Monthly report to CMT re: comparative absence	HR	Monthly	COMPLETE AND ONGOING Monthly reports containing sickness absence figures in relation to pro rata targets continue to be considered by CMT each month.
2	Monthly report to DMT's re: comparative absence	HR	Monthly	COMPLETE AND ONGOING Monthly reports containing sickness absence figures and long-term 'Priority Sickness Absence Reports' are distributed to Directors and Heads of Services each month in advance of CMT.
3	Development of Directorate Action Plans	Service DMT	Monthly	COMPLETE AND ONGOING All Directorate Management Teams had developed service specific action plans with support from their HR Business Partner.. Action plans are being reviewed in al Directorates for 2018/19
4	Six monthly report to Cabinet / Scrutiny Committee	HR	Six Monthly	COMPLETE AND ONGOING The management of attendance and the levels of sickness absence continue to be reported to Cabinet and Scrutiny Committee (Corporate Performance & Resources) every six months.
5	Monthly sickness absence flagging reports	Employee Services	Monthly	COMPLETE AND ONGOING The sickness absence flagging reports continue to be sent to managers / supervisors on a monthly basis. These reports identify all sickness absences, the reason and duration of the absence and the stage of the management of attendance policy that has been triggered. HR Business Partners work with managers to use this information as a tool to identify any patterns of absence and trigger any necessary supportive action.

6	Casework review of priority absence cases (escalation of issues to Heads of Service)	Occ Health / HR	Monthly	COMPLETE AND ONGOING Dedicated casework reviews of the high priority cases of sickness absence are held each month and continue to be considered on a scheduled basis.
7	Incorporation of attendance levels as part of Chief Officer Appraisal Scheme	Directors	Yearly	COMPLETE AND ONGOING Performance management arrangements are now embedded as a standard performance requirement for each Chief Officer.
8	Review absence targets	CMT	2017/18	COMPLETE The revised targets for 2017/18 were based the unique service specific circumstances whilst maintaining the overall corporate target of 8.9 days lost per FTE. The targets have been reviewed for 2018/19.
9	Ensure absence monitoring in key corporate priority areas	HR	Ongoing	COMPLETE AND ONGOING Performance management arrangements are reflected in all Directorate Action Plans and are monitored on a monthly basis through the 'Priority Sickness Absence Reports'.
OPERATIONAL IMPROVEMENTS				
10	Visit of Occupational Health Nurse Manager to Directorate DMT's	Occ Health / DMT's	Ongoing	COMPLETE The Occupational Health Nurse Manager and the Corporate Health and Safety Officer have visited each Directorate Management Team meeting. Visits and support arrangement will be repeated in 2018/19.
11	Development of tool-kits/guidance in relation to the management of: <ul style="list-style-type: none"> Stress-related absence Operations/Recovery Viral infections Muscular skeletal disorders 	Occ Health	2017/18	PROGRESSING A set of tool-kits / guidance notes are being developed to help managers to respond to the "top four" reasons for absence (i.e. stress, operations/recovery, viral infections and muscular skeletal disorders). Stress and Muscular Skeletal Disorders have been developed.
12	Annual review of Counselling Service	Occ Health	Ongoing	COMPLETE The Employee Assistance Programme (EAP), including a Counselling Service, provided by Care First was launched in June 2016 and had been further promoted during 2017. This will be ongoing during 2018/19.

13	Revive positive health initiatives (health fairs / promotions etc.)	Occ Health	2017/18 and ongoing	ONGOING A variety of health events continue to be run for National Event Days to promote positive health (including for example No Smoking Day, Stress Awareness Day. These include blood pressure sessions as well as a Health Fair and health screening). The annual Flu inoculation programme has been run again in 2017 with over 1300 vaccinations being given.
14	Training to support new Attendance Policy	HR Business Partners	Ongoing	COMPLETE AND ONGOING Briefing on the new Managing Attendance at Work Policy took place prior to the launch of the new policy in October 2016. Such training has now been incorporated into the annual training menu.
15	Implementation of new Attendance Policy	HR Business Partners	April 16	COMPLETE The new Managing Attendance at Work policy was implemented on 1 st October 2016 and reviewed in November 2107/ A further review will be conducted in October 2018.
16	Explore insurance policies to support attendance/cover costs of absence	OM (Finance)	Nov 16	ONGOING An options appraisal has been conducted to review the use of an insurance scheme to cover the cost of absence. Options included the possibility of insuring in-house (following the lines of the school staff sickness insurance scheme) or to go out to tender for quotes. This is being reviewed again in as part of the current savings targets for 2018/19.
17	Repeat of flu vaccination approach	Occ Health	October 2017	ONGOING The Flu Vaccination campaign has again taken place during 2017 at various locations across the council with over 1300 vaccinations being given.

WIDER ENGAGEMENT STRATEGY				
18	<p>Alignment of actions with outcomes from Engagement Strategy:</p> <ul style="list-style-type: none"> • Communications strategy • Training and Development • Manager/Employee relations • Engagement/innovation 	HR	October 2016 and ongoing	<p>COMPLETE AND ONGOING</p> <p>The new staff charter was launched in October 2016 alongside a range of engagement related workstreams. Progress in implementing the 15 commitments is ongoing and the second annual staff survey was completed in November 2017.</p>
19	Review/streamlining of “conflict” policies with trade unions	HR	Ongoing	<p>TO BE PROGRESSED</p> <p>Work to streamline a range of policies will be progressed as part of the work programme of the new HR Business Partnership Team.</p>