



Attendance Management Action Plan 2017/2019

| What we want to do? | How will we do it? | When will we do it by? | Who will take the lead on it? | How will we know it's been done? |
|---|---|---|-------------------------------|--|
| 1. To achieve successful outcome on priority absence cases | 1. Design appropriate Case Management system to meet corporate reporting requirements | Early May 2018 | JM/SC | <ul style="list-style-type: none"> System is agreed and implemented cases are transferred |
| | 2. Re-design ECF to add additional field for managers to complete a business case to re-appoint to a post where an employee has exited the Council due to in-capability reasons (Awaiting IT actions) | End of June 2018 | CB/BL | <ul style="list-style-type: none"> Electronic ECF fields are added and uploaded to iDerby, communication plan to managers activated |
| | 3. Undertake monthly case audits and report to DMTs | On-going from March 2018 | CB/AA | <ul style="list-style-type: none"> DMTs receive case progress data |
| | 4. Commence a continuous culture change programme within HR to become less "risk averse" in relation to advising on absence cases consistently and in line with Council Policies | Ongoing | CB/AA | <ul style="list-style-type: none"> HR advice is consistent cases progress in a timely manner |
| | 5. Produce Monthly absence data to Strategic/Service Directors on overall performance | From April 2018 ongoing | HWb&A Advisers | |
| | 6. Main streaming priority cases as business as usual for HRAs | From 01/07/18 – on-going | HR Advisers | |
| 2. To produce and deliver training programme and resilience workshops | 1. Deliver to support services initially to gather momentum, engagement and support | Updates - ongoing to be delivered to new staff. | HWb&A– KL | <ul style="list-style-type: none"> Training delivered to support services |
| | 2. Deliver mandatory training programme, | Sept 18 | HWb&A – KL, HP | <ul style="list-style-type: none"> Training programme successfully |



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| | initially for those managers of priority cases | | | delivered to an agreed number of managers |
| | 3. Arrange and deliver resilience workshops for Heads of Service to robustly manage attendance. Provide e-learning solutions for resilience. | Sept 18 and ongoing | HWb&A/OD | <ul style="list-style-type: none"> Resilience workshops held with an agreed number of head of service. E-learning solution still live and accessible. |
| | 4. Health and Attendance team to implement health and attendance clinics to support managers. Review current format of Clinics by end of September 2018 | Clinics in place Review by Sept 2018 | HWb&A - KL,HP | <ul style="list-style-type: none"> Managers able to manage sickness absence and health issues more effectively in accordance with new approach of support. |
| | 5. Explore, develop and implement additional mental health support and interventions, such as permanent counselling service, internal mental health first aid trainer and information/resources. Plan development of the support and interventions | September 2018 | H,W&A – WJ &SK | <ul style="list-style-type: none"> Reduced mental health/stress issues resulting in increased performance |
| | 6. Deliver “Holding Honest Conversations” Workshops to deal with attendance management conversations | July 2018 and ongoing | OD | <ul style="list-style-type: none"> Managers displaying more confident behaviours when having conversations with employees about behaviour and health |
| | 7. Develop Partnership Conversation Training re performance management | March 2019 | HWb&A, OD | <ul style="list-style-type: none"> Outcome as above |
| | 8. Evaluate feedback from mandatory training. | August 2018 and ongoing | WJ | <ul style="list-style-type: none"> Information collated, reported back to Strategic Director and changes implemented |
| | | Begin Sept 18 | WJ | <ul style="list-style-type: none"> Training becomes available |



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| | 9. Evaluate information gained and feedback from H&Wb clinics 10. Roll out optional training – OH referral, Motivational Interviewing. 11. Develop and deliver employee training/support to address their health, mental, physical and spiritual | End Sept 18 Sept 18 | HWb&A – KL HWb&A, OH, OD, HR, Workwell | <ul style="list-style-type: none"> Package of interventions agreed upon, designed and delivery model agreed. |
| 3. Attendance is managed robustly and fairly | 1. Managers and Heads of Service robustly manage priority cases to a successful conclusion 2. Service Directors monitor and manage priority absence list to a successful reduction 3. Agreement that managers work with HR and Legal on exceptional cases which may need a range of options 4. Service Directors to become accountable for business cases (ECF) as to whether it essential to fill any post where an where an employee has exited the council due to incapability | December 2018 From February 2018 Ongoing May 2018 | Service Directors Service Directors Service Directors Service Directors | <ul style="list-style-type: none"> Departmental sickness stats improve Departmental actions plans adopted by operational managers and reviewed at all DMT meetings Non engagement by managers will be escalated to Service Directors Identified savings made on posts no longer required Reduction on stress levels recorded in relevant stress risk assessments Improvement in Sickness Absence rate |
| 4. To reprioritise existing work and capacity in HR, OD and OHWB teams | 1. Service Directors and Heads of Service to ascertain the extent to which work priorities need to be changed 2. Any extra capacity and source funding to be agreed for each team | September 2018 September 2018 | DMc, LM/DS/WJ LM/DS/WJ | <ul style="list-style-type: none"> Review of action plan & key priorities undertaken Resources plan agreed, funding secured |



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| | 3. Regularly review action plan progress | On a monthly basis | WJ/LM/DS | <ul style="list-style-type: none"> All changes are kept as a record Actions agreed between services about how to address any slippages Up and coming actions to be highlighted in orange, new actions or changes completed in red and changed to black once all parties aware. Actions in italics and removed a next monthly review Report back to Strategic Director monthly |
| 5. To improve data recording and quality on First Care and related systems for absence performance metrics | <p>1. Arrange and deliver training and support for managers and heads service on First Care and related systems</p> <p>2. Work with managers HR and heads of service to improve the quality and recording of data on First Care and related systems</p> <p>3. Produce robust quarterly data for return to work performance metric</p> <p>4. Develop, test and implement Firstcare absence monitoring module and develop training on usage</p> <p>5. Adherence to the new GDPR rules are exercised in relation to the holding</p> | <p>Ongoing</p> <p>Ongoing</p> <p>May 2018</p> <p>Sept 2018</p> <p>May 2018</p> | <p>HWb&A</p> <p>HWb&A</p> <p>HWb&A</p> <p>HWb&A</p> <p>All</p> | <ul style="list-style-type: none"> Effective training delivered to agreed numbers of managers Robust data made available to appropriate managers and staff for absence management Good data quality in reliable performance metrics to monitor absence levels Robust system for managers to record their actions in managing absence, managers are trained Risk analysis produced |



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| 6. To change to a low absence and high performance organisational culture | and sharing of sensitive data | | | |
| | 1. Articulate and communicate a new strategic vision through the management structure of the high attendance/high performance organisation | May 2018 | CLT | <ul style="list-style-type: none"> High level strategic vision is communicated to all through management structure |
| | 2. Provide positive leadership and take appropriate managerial action to make the vision a reality | March 2019 | CLT | |
| | 3. Ensuring that managers are aware that the new vision is embedded into all plans, policies and strategies | Ongoing | OD/HR/HWb&A | <ul style="list-style-type: none"> The new strategic vision becomes an integral part of all plans, policies, and strategies. Review of policies bi-annually |
| | 4. Ensuring that managers are embedding the vision in day to day management. | Ongoing | CLT | <ul style="list-style-type: none"> Leadership behaviours are integrated into day to day management, balanced scorecard approach and introduced within Manager MIP's |
| | 5. Deliver training to achieve understanding and engagement with management and staff at all levels | March 2019 | OD/HW&A/HR | <ul style="list-style-type: none"> Training completed by all relevant managers |
| | 6. Build Managing Attendance from a performance perspective into the Manager induction process | March 2018 Project group to review date | HWb&A | |
| | 7. Develop reward and recognition schemes for exemplary attendance | March 2019 | HR/OD/Managers | <ul style="list-style-type: none"> New managers attend Managing Attendance training as part of induction, and managerial style reflects the new vision |
| | 8. People analytics to be used to forecast and identify improvements | March 2019 | CLT/OD/HR/H&W | |
| | | March 2019 | OD | |



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| | <p>9. Management and employee standards to be identified and delivered through induction and workshops</p> <p>10. Provide training and "on line" material to achieve understanding and engagement with management and staff at all levels</p> | March 2019 | OD/HR/H&W | <ul style="list-style-type: none">• Scheme is introduced• Data is produced and actions taken• Ownership and accountability is delivered• Training and "on line" material is produced |

Black: current open action

Italics: Action to be removed after all agreed the action has been completed

Orange: Action due for completion

Red: New or updated action, changed to black when all are aware of action