

Attendance Management Action Plan 2015/16

Strategic theme	Action no.	Actions	Intended outcomes	Lead	Progress against actions & intended outcomes	Complete by	RAG
Improving focus on attendance management	1	<p>Regular updates to People Strategy Board to include:</p> <ul style="list-style-type: none"> - Summary of progress towards corporate absence target - Progress against action plan - Feedback summary from departmental absence 'star chambers' 	<p>Sustained achievement of corporate target of 7.5 days absence per FTE</p> <p>Sustained strategic focus, and support provided, to enable effective and consistent attendance management across the Council</p> <p>Departmental absence 'star chambers' identify that managers are effectively managing attendance consistently across services</p>	Andrea Denham	<p>Updates to PSB scheduled for each meeting. Updates to include:</p> <ul style="list-style-type: none"> - Current sickness absence position - Progress against actions 	On going	G
Improving focus on attendance management	2	<p>Implementation of Absence 'Star Chambers' within all departments, which run at a frequency related directly the each departments performance against the corporate attendance target</p>	<p>Regular sustained senior management review of attendance management activity within departments</p> <p>Managers can demonstrate that they effectively and consistently manage the attendance of their teams</p>	HR Business Partners	<p>Pilot completed in A&C in June</p> <p>Sessions taking place in CR in Sept</p> <p>Roll out across other departments in October where applicable</p>	September 2015	G
Improving focus on attendance management	3	<p>Ensure DMTs include 'attendance management' as a standard agenda item on the agenda or either their DMT or other equivalent senior manager meeting.</p> <p>Each DMT should review their progress against the corporate target (and any departmental target set). Actions to make improvements should be agreed and reviewed.</p>	<p>Senior managers are accountable for attendance management and maintain regular and sustained focus on achieving the corporate attendance target</p>	<p>People Strategy Board departmental Leads</p> <p>HR Business Partners</p>	<p>CMT agreed to approach on 23/07/15</p> <p>PSB agreed on 09/09/15</p>	August 2015	G

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Improving focus on attendance management	4	<p>CMT commit to managers within all departments being set attendance management (behavioural) targets for their team which are reviewed within PDRs.</p> <p>PSB departmental representatives ensure DMT implementation.</p> <p>Monitor manager behaviours through absence star chambers</p>	<p>Managers' ability to manage attendance within their teams is reviewed as part of the PDR process, and required improvement are addressed</p> <p>Managers understand that attendance management is a key element of performance management, and can demonstrate action taken to manage individual cases of absence in line with the HR attendance policy</p> <p>DMTs use absence 'star chambers' to review the consistency and effectiveness of attendance management activity across each department</p>	CMT	<p>CMT agreed on 23/07/15</p> <p>PSB agreed to implement within departments, on 09/09/15</p>	September 2015	G
Improving focus on attendance management	5	<p>Establish an 'attendance management operational group' comprising of departmental (Head of Service) and HR representatives, to support the delivery of the action plan and make recommendations for further actions.</p> <p>Terms of reference to be circulated to CMT.</p>	<p>Coordinated operational support is provided to ensure the delivery of the agreed actions and to identify areas for future improvements</p>	Andrea Denham	<p>All department reps nominated</p> <p>First meeting held on 22/09/15</p> <p>Terms of reference agreed</p> <p>Monthly meetings scheduled</p>	September 2015	G
Improving focus on attendance management	6	<p>Oracle functionality to be developed to enable the monitoring of return to work interview completion.</p> <p>CMT/PSB/DMTs to consider 'return to work interview' completion rates as part of absence monitoring and to take action to address any concerns</p>	<p>All managers complete return to work interviews in a timely manner with all staff who are absent from work due to illness</p> <p>CMT, PSB & DMTs monitor return to work interview completion and take action where appropriate</p>	<p>Alyson Podmore – Oracle functionality development</p> <p>Andrea Denham – return to work interview monitoring & reporting</p>	<p>Recording functionality being rolled out</p> <p>Communication to managers via Managers Digest</p>	December 2015	G

Improving focus on attendance management & Improving Health & Wellbeing	7	Develop and deliver a corporate communications plan to support the action plan Ensure there are strong links with key messages within the Campaign on Health & Wellbeing	Staff and managers are fully engaged with the importance and expectations of attendance management Staff receive and act upon information & advice on how to maintain their own health & wellbeing Achievement of Health & Wellbeing Charter status	Andrea Denham	Communications plan agreed by PSB on 09/09/15	September 2015	G
Improving the effective of attendance management	8	Attendance management skills workshop to be developed and delivered to managers across LCC. Initial pilot will be focused in departments/services with the highest levels of absence.	Managers have access to learning & development activities which provides them with practical skills to manage attendance confidently and effectively The level of management competence to manage attendance effectively is demonstrated through departmental absence 'star chambers'	Andrea Denham Caroline Fairchild (pilot only)	Pilot completed – 2 workshops within A&C Work underway to agree the details of corporate roll out	November 2015	G
Improving the effective of attendance management	9	Review of the effectiveness of Mental Health first aiders Report findings & recommendations to PSB	Understand how effective the Mental Health first aiders have been in supporting staff experiencing mental health issues Take actions to improve the use of this resource	Jennifer Penfold	A survey of Mental Health First Aiders has been conducted. The data from the survey is being analysed. The results will be considered by the Absence Operational Group and reported back to People Strategy Board.	October 2015	G
Improving the effective of attendance management	10	Audit of occupational health report quality Report findings and recommendations to PSB	Strategic review of the effectiveness of occupational health reports in the following areas: <ul style="list-style-type: none"> - Timing/frequency of reports - Quality of questions asked/information provided to OH - Choice of practitioner or nurse - Quality of response - Effectiveness as a tool to progress individual absence cases 	Andrea Denham	Plan is being drafted	November 2015	G

			Action taken to improve the use of OH reports as an effective attendance management tool				
Improving the effective of attendance management	11	Audit of improvement plan quality Report findings and recommendations to PSB	Strategic review of the effectiveness of improvement plans in the following areas: <ul style="list-style-type: none"> - Timing of implementation - Appropriateness of actions & follow up - Appropriateness of timescales for review - Effectiveness in improving attendance Action taken to improve the effectiveness of improvement plans	Andrea Denham	Plan agreed Sourcing information to begin assessment	November 2015	G
Improving the effective of attendance management	12	Conduct a series of focus groups with managers to gain their feedback and ideas to develop further improvements to the tools and techniques available to manage attendance effectively	Gather and review a wide range of views on the attendance management process and tools Agree and implement actions as agreed by PSB	Andrea Denham	Working with Communications Unit to scope and arrange	December 2015	G
Improving employee health & wellbeing	13	Viral infections & stomach problems make up over 40% of days lost due to absence As part of the County Hall Master Plan, cleaning equipment and behaviour protocols will be rolled out to support infection control within the working environment	Reduce the likelihood of the spread of viral infections and stomach bugs within office environments across the Council Staff are educated and encouraged to improve the levels of infection control	Graham Read	Cleaning stations and behaviour protocols have been successfully piloted in HR & OD Equipment is available within locality offices	In line with CH master plan timeline	G

Improving attendance through smarter working	14	<p>People Strategy Board to consider recommendations on how 'Smarter Working' could support employee attendance</p> <p>Amend guidance/tools for managers as appropriate</p>	<p>PSB to consider how Smarter Working may be used as a tool to improve attendance</p> <p>In line with PSB direction, engage staff and managers, and provide appropriate tools and guidance, to enable reductions in the instances of short term absence through the application of Smarter Working</p>	Andrea Denham	To agree when to take forward to PSB	TBA	<p>Following the roll out of the Smarter Working Policy</p> <p>G</p>
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