

## 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. Identify and profile 100 priority cases by absence criteria; total days lost, historical absence record, triggers hit.	Completed January 2018	CB	<ul style="list-style-type: none"> <li>Report completed</li> </ul>
	2. Produce monthly top 100 case data to ensure "new" top priority cases be identified	February 2018	Data management	<ul style="list-style-type: none"> <li>Reports are produced and updated to case management system</li> </ul>
	3. Compose email to be sent by Service Directors to manager and Head of Service of each priority case (top 100) setting out management expectations.	Completed January 2018	CB	<ul style="list-style-type: none"> <li>Message delivered January 2018</li> </ul>
	4. Chair of Attendance Management Project Group and Head of HR to meet Service Directors on options to progress cases	February 2018	KE/LM	<ul style="list-style-type: none"> <li>Meetings held</li> </ul>
	5. Design appropriate Case management system to meet corporate reporting requirements	Early May 2018	JM/SC	<ul style="list-style-type: none"> <li>System is agreed and implemented cases are transferred</li> </ul>
	6. HR to review and update top 100 case status on data base or alternative case system in line with agreed approach	Completed March 2018	CB/AA	<ul style="list-style-type: none"> <li>Data base and "file progress" sheets and are updated accordingly</li> </ul>
	7. HR and Legal teams prepare approach for robust management of priority cases as required	April 2018	AA/CH	<ul style="list-style-type: none"> <li>Protocol is agreed with legal services for priority cases as required.</li> </ul>
	8. 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	May 2018	CB/BL	<ul style="list-style-type: none"> <li>Electronic ECF fields are added and uploaded to iDerby, communication plan to managers activated</li> </ul>
	9. Undertake monthly case audits and report to DMTs	March 2018	CB/AA	<ul style="list-style-type: none"> <li>DMTs receive case progress data</li> </ul>
	10. 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	
			HWb&A Advisers	
	11. Produce Monthly absence data to	From April		<ul style="list-style-type: none"> <li>HR advice is consistent cases</li> </ul>

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	<i>Strategic/Service Directors on overall performance</i>	2018		<i>progress in a timely manner</i>
<b>2. To produce and deliver training programme and resilience workshops</b>	1. Produce Mandatory (HWb&A) training pack	Jan- May 18 <b>May 18</b>	OD/HWb&A HWb&A– KL	<ul style="list-style-type: none"> <li>Completed training pack</li> <li>Training delivered to support services</li> </ul>
	2. Deliver to support services initially to gather momentum, engagement and support	<b>June 2018</b>	HWb&A – KL, HP	<ul style="list-style-type: none"> <li>Training programme successfully delivered to an agreed number of managers</li> </ul>
	3. Deliver mandatory training programme, initially for those managers of priority cases	Jan-May 2018 E-learning module now on-line	HWb&A/OD	<ul style="list-style-type: none"> <li>Resilience workshops held with an agreed number of head of service</li> </ul>
	4. Arrange and deliver resilience workshops for Heads of Service to robustly manage attendance. Provide e-learning solutions for resilience.		HWb&A - KL,HP	
	5. 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	H,W&A – <b>WJ &amp;SK</b>	<ul style="list-style-type: none"> <li>Managers able to manage sickness absence and health issues more effectively in accordance with new approach of support.</li> </ul>
	6. 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	June 2018	OD	<ul style="list-style-type: none"> <li>Reduced mental health/stress issues resulting in increased performance</li> </ul>

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	<p>interventions</p> <p>7. Deliver "Holding Honest Conversations" Workshops to deal with attendance management conversations</p> <p>8. Develop Partnership Conversation Training re performance management</p> <p>9. Evaluate feedback from mandatory training.</p> <p>10. Evaluate information gained and feedback from H&amp;Wb clinics</p> <p>11. Roll out optional training – OH referral, Motivational Interviewing.</p> <p>12. Develop and deliver employee training/support to address their health, mental, physical and spiritual</p>	<p>March 2019</p> <p>July 2018</p> <p>Begin Sept 18</p> <p>End Sept 18</p> <p>June 18</p> <p>Sept 18</p>	<p>HWb&amp;A, OD</p> <p>WJ</p> <p>WJ</p> <p>HWb&amp;A – KL</p> <p>HWb&amp;A, OH, OD, HR, Workwell</p>	<ul style="list-style-type: none"> <li>Managers displaying more confident behaviours when having conversations with employees about behaviour and health</li> <li>Outcome as above</li> <li>Information collated, reported back to Strategic Director and changes implemented</li> <li>Training becomes available</li> <li>Package of interventions agreed upon, designed and delivery model agreed.</li> </ul>
3. Attendance is managed robustly and fairly	<p>1. Managers and Heads of Service robustly manage priority cases to a successful conclusion</p> <p>2. Service Directors monitor and manage priority absence list to a successful reduction</p> <p>3. Agreement that managers work with HR and Legal on exceptional cases which may need a range of options</p> <p>4. Service Directors to become accountable for business cases (ECF) as to whether it essential to fill any</p>	<p>December 2018</p> <p>From February 2018</p> <p>February 2018</p> <p>May 2018</p>	<p>Service Directors</p> <p>Service Directors</p> <p>Service Directors</p> <p>Service Directors</p>	<ul style="list-style-type: none"> <li>Departmental sickness stats improve</li> <li>Departmental actions plans adopted by operational managers and reviewed at all DMT meetings</li> <li>Non engagement by managers will be escalated to Service Directors</li> <li>Identified savings made on posts no longer required</li> <li>Reduction on stress levels recorded in relevant stress risk assessments</li> <li>Improvement in Sickness Absence rate</li> </ul>

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	<b>post where an where an employee has exited the council due to incapability</b>			
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	September 2018	DMc, LM/DS/WJ	<ul style="list-style-type: none"> <li>Review of action plan &amp; key priorities undertaken</li> </ul>
	2. Any extra capacity and source funding to be agreed for each team	September 2018	LM/DS/WJ	<ul style="list-style-type: none"> <li>Resources plan agreed, funding secured</li> </ul>
	3. Regularly review action plan progress	On a <b>monthly</b> basis	WJ/LM/DS  WJ	<ul style="list-style-type: none"> <li>All changes are kept as a record</li> <li>Actions agreed between services about how to address any slippages</li> <li>Up and coming actions to be highlighted in <b>orange</b>, new actions or changes completed in <b>red</b> and changed to black once all parties aware. Actions in italics and removed a next monthly review</li> <li>Report back to Strategic Director monthly</li> </ul>
5. To improve data recording and quality on First Care and related systems for absence performance metrics	1. <b>Arrange and deliver training and support for managers and heads service on First Care and related systems</b>	<b>May 2018</b>	<b>HWb&amp;A</b>	<ul style="list-style-type: none"> <li><b>Effective training delivered to agreed numbers of managers</b></li> </ul>
	2. <b>Work with managers HR and heads of service to improve the quality and recording of data on First Care and related systems</b>	<b>May 2018</b>	<b>HWb&amp;A</b>	<ul style="list-style-type: none"> <li><b>Robust data made available to appropriate managers and staff for absence management</b></li> </ul>
	3. <b>Produce robust quarterly data for</b>	<b>May 2018</b>	<b>HWb&amp;A</b>	<ul style="list-style-type: none"> <li>Good data quality in reliable performance metrics to monitor absence levels</li> </ul>

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	<p><b>return to work performance metric</b></p> <p>4. Develop, test and implement Firstcare absence monitoring module and develop training on usage</p> <p><b>5. Adherence to the new GDPR rules are exercised in relation to the holding and sharing of sensitive data</b></p>	<p>July 2018</p> <p>May 2018</p>	<p>HWb&amp;A</p> <p>All</p>	<ul style="list-style-type: none"> <li>Robust system for managers to record their actions in managing absence, managers are trained</li> <li><b>Risk analysis produced</b></li> </ul>
6. To change to a low absence and high performance organisational culture	<p><b>1. Articulate and communicate a new strategic vision through the management structure of the high attendance/high performance organisation</b></p> <p>2. Provide positive leadership and take appropriate managerial action to make the vision a reality</p> <p>3. Ensuring that managers are aware that the new vision is embedded into all plans, policies and strategies</p> <p>4. Ensuring that managers are embedding the vision in day to day management.</p> <p>5. <i>Create a MIP objective for all levels of managers on total performance management, to include attendance management.</i></p> <p>6. Deliver training to achieve understanding and engagement with</p>	<p>May 2018</p> <p>March 2019</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed March 2018</p> <p>March 2019</p>	<p>COG</p> <p>COG</p> <p>OD/HR/HWb&amp;A</p> <p>COG</p> <p>OD</p> <p>OD/HW&amp;A/HR</p>	<ul style="list-style-type: none"> <li>High level strategic vision is communicated to all through management structure</li> <li>The new strategic vision becomes an integral part of all plans, policies, and strategies.</li> <li>Review of policies bi-annually</li> <li>Leadership behaviours are integrated into day to day management, balanced scorecard approach and introduced within Manager MIP's</li> <li>Training completed by all relevant managers</li> </ul>

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	management and staff at all levels			
	<b>7. Build Managing Attendance from a performance perspective into the Manager induction process</b>	<b>March 2018</b> Project group to review date	<b>HWb&amp;A</b>	<ul style="list-style-type: none"> <li>New managers attend Managing Attendance training as part of induction, and managerial style reflects the new vision</li> </ul>
	8. Develop a reward and recognition schemes for exemplary attendance	March 2019	HR/OD/Managers	<ul style="list-style-type: none"> <li>Scheme is introduced</li> </ul>
	9. People analytics to be used to forecast and identify improvements	March 2019	COG/OD/HR/H&W	
	10. Management and employee standards to be identified and delivered through induction and workshops	March 2019	OD	<ul style="list-style-type: none"> <li>Data is produced and actions taken</li> <li>Ownership and accountability is delivered</li> </ul>
	11. Provide training and “on line” material to achieve understanding and engagement with management and staff at all levels	March 2019	OD/HR/H&W	<ul style="list-style-type: none"> <li>Training and “on line” material is produced</li> </ul>

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