Health, Wellbeing and Attendance Action Plan 2019

Derby City Council

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	• HR are dealing with the top 100 absence cases and providing management support.	On – going	HR	
	• Health and Wellbeing Team have weekly Health and Attendance Clinics for managers and employees to attend for advice and support. More will be added if demand is needed including satellite options if necessary	On – going	HWAT	Managers from across the Council attending clinics and implementing guidance
	• 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	On – going	HR	
2. To produce and deliver training programme and resilience workshops	• Mental Health First Aid to be rolled out across the Council, aim for 400 mental health First Aiders in the business.	On – going	HWAT	MHFA's trained, code of conduct agreed. MHFA's accessed where necessary by approved channels
	• Targeted manager training. Including effective return to work interviews, completing an effective OH referral and having an effective health conversation.	On – going	HWAT	Managers identified and attend training
	• HOS/SD to direct poor performing managers to relevant training sessions	On-going	HoS/SD	HoS/SD actively using FirstCare to identify training needs, sending managers to sessions
	• Colleague communications	On-going	HWAT	Vision and approach clearly communicated to employees followed with comms campaign across the council
3. Attendance is	• Attendance monitoring system now	**on-going**	HR	Managers using the system to enter and

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managed robustly and fairly	in effect allowing managers to track and record their actions on employee's attendance when triggers are hit. • Managers and Heads of Service robustly manage priority cases to a successful conclusion • Agreement that managers work with HR and Legal on exceptional cases which may need a range of options • HRA's now working directly in the areas they support to ensure support is accessible and timely • Director Target setting for days lost per FTE per service are incorporated into Great Performance Conversations (GPC) • • Use DLPE as the measure when talking internally about absence levels as this is a more accurate reflection of an areas performance • HOS in poorly performing areas to be invited to AMG to discuss challenges in their area and support required to improve • All managers to have an attendance management performance objective in appraisals • Attendance management to be a standing item on DMTs and SMTs • Monthly reports to CLT on progress highlighting absence performance, trends and concerning individuals	**On-going** **On-going** **April 2019** **On going** **On going** **Feb 2019**	All line managers/HoS Line managers/HR HR HWAT HWAT HWAT **OD/CLT** HWAT HWAT	track employees through Absence management procedures in line with Council Policy Absence process tracked through FirstCare meeting a successful and timely conclusion HR liasing with manager on all employees in formal procedures Meeting held and targets agreed with Directors Internal communications relating to absence will show DLPE HoS attendance at AMG HWAT attending all DMTs HWAT attending all CLT's

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		On going		
		On going		
4. **To improve data recording and quality on First Care and related systems for absence performance metrics**	• Producing robust quarterly data for return to work performance metric in real time • Improving the way of updating the employee data on FirstCare • Work with managers HR and heads of service to improve the quality and recording of data on First Care and related systems and the FirstCare upgrade • Continue to deliver training and support for managers and heads service on First Care and related systems	**Every Quarter** **On – going** **On – going** **On – going**	HWAT HWAT HWAT HWAT	Training available on MiPeople Self Service, each course run once per month
5. **Change to a low absence and high performance organisational culture**	• Articulate and communicate a new strategic vision through the management structure of the high attendance/high performance organisation • Review the Council approach to wellbeing and create a plan to ensure we area exceeding the Governments Thriving at Work Standards for safeguarding colleague mental Wellbeing • Review and redraft the Health and Wellbeing and Attendance Management Strategies to reflect a partnership approach to attendance and to support the HR Strategy	FEB 2019 On – going	**CLT** HWAT/HR/OD HWAT/HR	Communications sent to all managers from CLT detailing the new approach and expectation Plan communicated across the council. Yearly report on progress made available

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	• We need to plan some regular targeted comms based on real time focused data, eg actual days, how much it costs, actual numbers of people etc		All line managers/HoS	
	• Provide positive leadership and take appropriate managerial action to make the vison a reality		HWAT/OD	
	• Ensuring that managers are embedding the vision in day to day management and this is monitored and managed by HoS			
	• All managers to have completed the managing attendance e-learning module by 31 March 2019		OD	
	• Deliver training to achieve understanding and engagement with management and staff at all levels		OD	
	• Build Managing Attendance from a performance perspective into the Manager induction process		OD	
	• Develop reward and recognition schemes for exemplary attendance and spotlight successful health and wellbeing stories		People analytics consultant	
	• People analytics to be used to forecast and identify improvements and target hot spots for further investigation			

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