

Appendix 3

	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?	Progress
1	To achieve successful outcome on priority absence cases	<ul style="list-style-type: none"> All employees that are currently in an attendance management procedure either informal or formal will be recorded on the absence monitoring module on FirstCare HR advisors will work with Managers to ensure that cases within the Top 10 in each service area are transferred to the FirstCare System to effectively track progress 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 Attendance Management is a continuous culture change programme within HR to become less "risk averse" in 	Ongoing	HR	<i>The current Top 100 database will cease on the 31/01/2019. Outcome reports based on the top 10 in each service area will be produced and analysed and a new Director's template has been produced requiring actions based on a rag rating. The recording of informal/formal attendance management stages will move to the FirstCare system with effect from the 4 February 2019. Actions will be monitored</i>	Completed
			Ongoing	HR	<i>When all absence management cases are on the FirstCare system so that reports can be downloaded and progress monitored</i>	
			Ongoing	HWAT	<i>Managers from across the Council attending clinics and implementing guidance and processes in line with the health, wellbeing and attendance strategy and approach.</i>	
			Ongoing	HR	<i>Attendance Management is a standing agenda Item on the Strategic HR Team Meeting. Relevant cases are reviewed and discussed to drive forward consistency and development. HR support will be included in actions arising from the Director's template</i>	

Appendix 3

	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?	Progress
		relation to advising on absence cases consistently and in line with Council Policies.				
2	To produce and deliver training programme and resilience workshops	<ul style="list-style-type: none"> Mental Health First Aid to be rolled out across the Council, aim for 400 Mental Health First Aiders across the organisation. Targeted manager training through the real time monitoring work. Including effective return to work interviews, completing an effective OH referral, having an effective health conversation and using FirstCare effectively. HoS/SD to send highlighted managers to relevant training sessions Employee conference presentation 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Date TBC</p>	<p>HWAT</p> <p>HWAT</p> <p>HWAT</p> <p>HWAT/CLT</p>	<p><i>MHFA's trained, code of conduct agreed. MHFA's accessed where necessary by approved channels</i></p> <p><i>Managers identified and attend training</i></p> <p><i>HoS/SD actively using FirstCare to identify training needs, sending managers to sessions</i></p> <p><i>Vision and approach clearly communicated to employees followed with communications campaign across the council</i></p>	
3	Attendance is managed robustly and fairly	<ul style="list-style-type: none"> Attendance monitoring system to come into effect on FirstCare – 4th February, allowing managers to track and record their actions on employee's attendance when triggers are hit. 	<p>4th February 2019</p> <p>Ongoing</p>	<p>HWAT</p> <p>All line</p>	<p><i>Managers using the system to enter and track employees through Absence management procedures in line with Council Policy</i></p> <p><i>Absence process tracked through FirstCare</i></p>	Completed

Appendix 3

	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?	Progress
		<ul style="list-style-type: none"> 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 Real time absence tracking by HWAT, managers challenged and offered support where there is a concern about absence management Director Target setting for days lost per FTE per service this will be incorporated into appraisal objectives Service Directors to produce a monthly report on absence in their area and actions taken to improve 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 Attendance 	<p>g</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2019</p> <p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>	<p>managers/HoS</p> <p>HR/Legal</p> <p>Line managers/HR</p> <p>HWAT</p> <p>HWAT</p> <p>CLT/Service/Strategic Directors</p> <p>HWAT</p> <p>HWAT</p> <p>OD/Managers/CLT</p>	<p><i>meeting a successful and timely conclusion</i></p> <p><i>HR liaising with manager on all employees in formal procedures</i></p> <p><i>Daily emails sent to all managers identified, training offered where necessary, monthly report on progress at CLT</i></p> <p><i>Meeting held and targets agreed with Directors</i></p> <p><i>Monthly reports submitted to Strategic Directors with actions identified to improve attendance. Monitoring reports sent to CLT</i></p> <p><i>Internal communications relating to absence will show DLPE</i></p> <p><i>HoS attendance at AMPG</i></p> <p><i>Attendance management Performance to be discussed with the line manager and improvement driven through appraisals</i></p>	<p>Completed</p>

Appendix 3

	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?	Progress
		<p>Management Project Group (AMPG) to discuss challenges in their area and support required to improve</p> <ul style="list-style-type: none"> 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 Reporting to CLT/DMT's on FirstCare usage by managers 	<p>April 2019</p> <p>Ongoing</p> <p>Monthly</p> <p>Monthly</p>	<p>HWAT/Strategic and Service Directors</p> <p>HWAT</p> <p>HWAT</p> <p>HWAT</p>	<p><i>HWAT attending all DMTs/SMTs</i></p> <p><i>HWAT attending CLT on monthly basis</i></p> <p><i>HWAT attending CLT and DMT's on monthly basis</i></p> <p><i>HWAT attending CLT and DMT's on monthly basis</i></p>	<p><i>On track</i></p>
4	To improve data recording and quality on First Care and related systems for absence performance	<ul style="list-style-type: none"> 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 	<p>Every Quarter</p> <p>On going</p> <p>On going</p>	<p>HWAT</p> <p>HWAT</p> <p>HWAT</p>	<p><i>Information provided from system</i></p> <p><i>Future update of First Care</i></p> <p><i>Improvements in data on First Care</i></p>	

Appendix 3

	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?	Progress
	Key metrics	<p>First Care and related systems and the FirstCare upgrade</p> <ul style="list-style-type: none"> Continue to deliver training and support for managers and heads service on First Care and related systems Review the framework of processes and policies that support the Attendance Management Policy. Identify any Policy revisions to support an attendance culture. 	On – going June 2019	<p>HWAT</p> <p>HWAT HR/Health, Wellbeing and Attendance Project Group</p>	<p>Training available on MiPeople Self Service, each course run once per month</p> <p>Policy revisions agreed with the Trade Union and implemented.</p>	
5	Change to a low absence and high performance organisational culture	<ul style="list-style-type: none"> Articulate and communicate a new strategic vision through the management structure of the high attendance/high performance organisation Review and redraft the Health and Wellbeing and Attendance Management Strategies to reflect a partnership approach to attendance and to support the HR Strategy Introduce targeted communications based on real time focused data, which demonstrates costs and impact of absence on services, actual days lost, costs of absence 	<p>February 2019</p> <p>June 2019</p> <p>April 2019</p> <p>Ongoing</p>	<p>CLT/HWAT</p> <p>HWAT/HR/OD</p> <p>HWAT/OD/HR</p>	<p>Communications sent to all managers from CLT detailing the new approach and expectation</p> <p>Implementation of new strategies and communicated to all colleagues</p> <p>Communications delivered on real impact of absence to budgets</p> <p>Outcomes of actions arising from Director</p>	Completed

Appendix 3

	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?	Progress
		<ul style="list-style-type: none"> • Provide positive leadership and take appropriate managerial action to make the vision a reality • Ensuring that managers are embedding the vision in day to day management and this is monitored and managed by HoS • All existing managers to have completed the managing attendance e-learning module by 31 March 2019 • All new managers to complete e-learning course within 1 week of joining the Council • Deliver training to achieve understanding and engagement with management – leadership development • Build Managing Attendance from a performance perspective into the Manager induction process • Develop recognition schemes for exemplary attendance and spotlight successful health and 	<p>g</p> <p>Ongoing</p> <p>31 March 2019</p> <p>Ongoing</p> <p>March 2019</p> <p>April 2019</p> <p>Ongoing</p>	<p>Strategic and Service Directors</p> <p>Managers/HoS</p> <p>OD/managers</p> <p>OD/manager OD/HWAT OD/manager OD/HWAT</p> <p>OD/People Analytics Consultant</p> <p>OD/HWAT/Communications</p>	<p><i>templates to show a green rag rating</i></p> <p><i>Actions of HoS and managers result in improvement in the top 10 cases of absence in each service area and colleagues are supported to remain at work</i></p> <p><i>Communications cascaded on completion of the e-learning module.</i></p> <p><i>Induction guidance to be updated to reflect target</i></p> <p><i>Attendance at leadership workshops. This will also be linked to highlighted training needs from the reviews of Director templates</i></p> <p><i>Message on attendance management and health and wellbeing included in new managers induction</i></p> <p><i>Cascade communications of proposals and put proposals into place</i></p>	<p><i>On track</i></p>

Appendix 3

	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?	Progress
		wellbeing stories <ul style="list-style-type: none"> • People analytics to be used to forecast and identify improvements and target hot spots for further investigation 	Ongoing	People Analytics Consultant/ HWAT	<i>Information shared and used to improve attendance</i>	