

Key: **Completed** / **On schedule** / **Behind Schedule**

Headline	Action	Timescale	Owner	Update
Policy	Review attendance and wellbeing policy	March 2019	HR Policy Manager/ HR Business Partner (HRBP)	<p>Completed. The Wellbeing Strategy has been agreed and workplace initiatives have been developed to underpin wellbeing (reported to Staffing Committee in October 2018.) Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment and culture along with the way they are managed and led.</p> <p>Best practice from other organisations, including local authorities has been sought to inform our approach. In addition, ACAS guidance has been reflected to ensure future policy meets requisite standards and legislative requirements.</p> <p>Ongoing. The well-being policy has been approved and finalised with the attendance management policy being agreed in principle by the trade unions and awaiting final sign off by the portfolio holder.</p> <p>An initial e-learning package is being developed by Workforce Development with support from HR Delivery and the HR Policy Teams. Further face to face training will also be developed.</p>
Governance	Implement a governance framework to ensure effective attendance management	April 2018	Head of HR/HRBP	<p>Completed. A governance framework has been established and regular information is scrutinised at Directorate Management Teams line managers and HR representatives. Regular reports are provided to the Corporate Leadership Team and Staffing Committee.</p>
Monitoring and Compliance	Set targets for absence levels	Annually	CLT	<p>Completed. This has been set at 10 working days per FTE.</p>
	Management information at strategic and	March 2018	HR Delivery	<p>Completed. Monthly reporting in place as part of governance arrangements.</p>

<p>Monitoring and compliance (continued)</p>	<p>operational level</p> <p>Ensure adherence to attendance management procedure by managers</p> <p>Performance targets for Occupational Health; trends in respect of referrals identified to focus HR support</p>	<p>On-going</p> <p>Quarterly</p>	<p>Director / Head of Service/ HR</p> <p>H&S Manager / HRBP</p>	<p>Completed. On-going monitoring via Directorate and Service meetings and one to one support for individual cases.</p> <p>Completed. H&S manager meets regularly with service provider (PAM) to review quality of service provision, trends and to address future interventions.</p>
<p>Support for Managers</p> <p>Support for Managers (continued)</p>	<p>Attendance management remains a key objective on PDRs for all senior managers</p> <p>Development and training of line managers to increase awareness of attendance policy and develop skills to increase people management skills</p>	<p>April 2018</p> <p>May 2019</p>	<p>CLT/DMT/</p> <p>HRBP / OD Manager</p>	<p>Completed. Communications sent to managers via Directorate Management Teams/other management meetings as well as in Team Voice. Communication reinforced by Chief Executive at Wider Leadership Team events.</p> <p>Ongoing. A self-assessment leadership and management skills audit for all managers was carried out in July 2018. With a 78% response rate, this has allowed the informed development of a leadership and management programme.</p> <p>‘Having the Conversation’ full-day training sessions for all people managers, as part of the Brighter Future Programme, have been provided to over 400 staff to provide guidance on what is expected of managers in relation to values and behaviours and how these might affect the management and supervision of staff.</p> <p>The ‘My Conversation’ toolkit pilot was completed in mid March 2019. Feedback is being collated before it is rolled out across the organisation. Bespoke attendance management training sessions are delivered to line managers. In addition, the introduction of HR surgeries in April 2019 will focus on key HR topics for managers and will include attendance management.</p>

	Understand potential barriers to managing absence	May 2018	HRBP / OD Manager	Ongoing. As part of the review of attendance, workshops were conducted with line managers to seek feedback on current attendance procedures. As part of the consultation with the trade unions, there have been discussions about the potential barriers to managing attendance consistently. This has been addressed through clarity of the policy, comprehensive management guidance and toolkits. It will be reinforced and promoted within the e-learning and face to face training packaged.
	Share good practice between managers through 'guest slots' on attendance management training	April 2018	HRBP /OD Manager	Completed. Training sessions in November 2018 focussed on sharing good practice, the principles of constructive attendance management and developing managers confidence, skills and knowledge to support staff who are absent from work. These training sessions will continue throughout 2019.
Reporting	Review technology and refine reporting arrangements (and include costing for absence)	March 2019	HR Business Partner / B4B project	Ongoing. This will be addressed thorough implementation of Business World (delayed).
	Provide further statistical analysis highlighting hotspots and trends	June 2018	HRBP/ HR Strategy	Completed. HR Delivery target initiatives to address hotspots/trends and provide detailed analysis to each Directorate Management Team.
	Benchmark statistics against other public and private sector organisations	June 2018	HRBP/ HR Strategy	Completed. Benchmarking exercises are undertaken through North West Employers and the Office of National Statistics. This will be repeated annually to inform future attendance management activity.

Controls	Include sickness absence in HR Scorecard at directorate and service level	July 2018	HRBP	Completed. Incorporated within Corporate Scorecard and Management Information provided to Corporate Leadership Team and the Directorate Management Teams.
	Restriction on agency cover to encourage managers to actively manage absence	April 2018	CLT	Completed. There is a robust process in place via Recruitment Watch which requires a business case to be submitted prior to approval to recruit agency workers. Managers are required to submit their business case which is approved by Heads of Service.
Prevention and Well-being	Embed responsibilities for managers and employees to support staff well-being at work and during absence episodes	April 2019	Managers/H R Delivery	Ongoing. This continues through day-to-day working with the managers and will also be incorporated into the revised Attendance Management Training. HR surgeries will focus upon attendance and wellbeing.
	Roll out of Mental Health First Aid Training	Feb 2018	Workforce Manager	Completed. Two cohorts have been trained with plans for a further session to be rolled out in 2019. The names and contact details of Mental Health First Aiders are publicised on posters throughout Council’s buildings.
	Liaise with Occupational Health/other agencies regarding health campaigns	On-going	Health and Safety Manager	Completed. A series of health awareness campaigns have been publicised through Team Voice and the Wellbeing Newsletter. A calendar of health campaigns has been developed for 2019 with monthly themes focussing on areas such as mental health, no smoking, men’s health, women’s health, looking after your heart.
	Promote the Employee Assistance Programme (EAP)	March 2019	HR Strategy/ HRBP	Completed. Regular items continue to be included in council communications including the most recent Wellbeing in Work newsletter. Senior HR Officers promote the services of the EAP scheme across the Council. Completed. Personal resilience and stress management form part of the corporate training programme. These courses will continue to run during

	Continue the ongoing training programme to build personal resilience and manage stress.	March 2019	Workforce Manager	2019.
	The adoption of initiatives as identified by the Well-being in Work Staff Forum and Wellbeing Contributors Group.	Ongoing	OD Manager	Ongoing. The building based wellbeing in work forums have continued to meet. The Westfields group which is very strong, along with members of the contributors group, have delivered a book club, yoga sessions in the evening, benches on the grass in the car park and are piloting a wellbeing room. The first aid room in all the main buildings is now a multi-purpose room for first aid, prayer and breast feeding. Forum meetings are planned for all the main buildings at the end of January.