<table>
<thead>
<tr>
<th>Strategic theme</th>
<th>Action no.</th>
<th>Actions</th>
<th>Intended outcomes</th>
<th>Lead</th>
<th>Progress against actions &amp; intended outcomes</th>
<th>Complete by</th>
<th>RAG</th>
</tr>
</thead>
</table>
| Improving focus on attendance management | 1 | Regular updates to People Strategy Board to include:  
- Summary of progress towards corporate absence target  
- Progress against action plan  
- Feedback summary from departmental absence ‘star chambers’ | Sustained achievement of corporate target of 7.5 days absence per FTE  
Sustained strategic focus, and support provided, to enable effective and consistent attendance management across the Council  
Departmental absence ‘star chambers’ identify that managers are effectively managing attendance consistently across services | Andrea Denham | Updates to PSB scheduled for each meeting. Updates to include:  
- Current sickness absence position  
- Progress against actions | On going | G |
| Improving focus on attendance management | 2 | Implementation of Absence ‘Star Chambers’ within all departments, which run at a frequency related directly to each departments performance against the corporate attendance target | Regular sustained senior management review of attendance management activity within departments  
Managers can demonstrate that they effectively and consistently manage the attendance of their teams | HR Business Partners | Pilot completed in A&C in June  
Sessions taking place in CR in Sept  
Roll out across other departments in October where applicable | September 2015 | G |
| Improving focus on attendance management | 3 | Ensure DMTs include ‘attendance management’ as a standard agenda item on the agenda or either their DMT or other equivalent senior manager meeting.  
Each DMT should review their progress against the corporate target (and any departmental target set). Actions to make improvements should be agreed and reviewed. | Senior managers are accountable for attendance management and maintain regular and sustained focus on achieving the corporate attendance target | People Strategy Board departmental Leads  
HR Business Partners | CMT agreed to approach on 23/07/15  
PSB agreed on 09/09/15 | August 2015 | G |
| Improving focus on attendance management | 4 | CMT commit to managers within all departments being set attendance management (behavioural) targets for their team which are reviewed within PDRs. PSB departmental representatives ensure DMT implementation. Monitor manager behaviours through absence star chambers. Managers’ ability to manage attendance within their teams is reviewed as part of the PDR process, and required improvement are addressed. 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. DMTs use absence star chambers’ to review the consistency and effectiveness of attendance management activity across each department. | CMT | CMT agreed on 23/07/15 PSB agreed to implement within departments, on 09/09/15 | September 2015 |
| Improving focus on attendance management | 5 | Establish an ‘attendance management operational group’ compromising of departmental (Head of Service) and HR representatives, to support the delivery of the action plan and make recommendations for further actions. Terms of reference to be circulated to CMT. Coordinated operational support is provided to ensure the delivery of the agreed actions and to identify areas for future improvements. | Andrea Denham | All department reps nominated First meeting held on 22/09/15 Terms of reference agreed Monthly meetings scheduled | September 2015 |
| Improving focus on attendance management | 6 | Oracle functionality to be developed to enable the monitoring of return to work interview completion. CMT/PSB/DMTs to consider ‘return to work interview’ completion rates as part of absence monitoring and to take action to address any concerns. All managers complete return to work interviews in a timely manner with all staff who are absent from work due to illness. CMT, PSB & DMTs monitor return to work interview completion and take action where appropriate. | Alyson Podmore – Oracle functionality development Andrea Denham – return to work interview monitoring & reporting | Recording functionality being rolled out Communication to managers via Managers Digest | December 2015 |
| 7 | Improving focus on attendance management & Improving Health & Wellbeing | 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 |
|---|---|---|---|---|---|---|
| 8 | Improving the effective of attendance management | Attendance management skills workshop to be developed and delivered to managers across LCC.  
Initial pilot will be focused in departments/services will 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 |
| 9 | Improving the effective of attendance management | Review of the effectiveness of Mental Health first aiders  
Report findings & recommendations to PSB | Understand how effect 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 |
| 10 | Improving the effective of attendance management | 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:  
- 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 |
| **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:  
- 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 |
|---|---|---|---|---|---|---|
| **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** | **12** | | 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 |
| **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 | **13** | | 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 |
<table>
<thead>
<tr>
<th>Improving attendance through smarter working</th>
<th>14</th>
<th>People Strategy Board to consider recommendations on how 'Smarter Working' could support employee attendance</th>
<th>PSB to consider how Smarter Working may be used as a tool to improve attendance</th>
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<tbody>
<tr>
<td>Amend guidance/tools for managers as appropriate</td>
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<td>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</td>
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<td></td>
<td></td>
<td>Andrea Denham</td>
<td>To agree when to take forward to PSB</td>
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<td></td>
<td></td>
<td>TBA</td>
<td>Following the roll out of the Smarter Working Policy</td>
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