

## Health Wellbeing and Attendance Plan 2006 - 10

HWA Priority One		Process			
Build a process for attendance management that is clear, integrated, accurate and utilised fully by managers to manage health at work					
Objective 1					
Improve the quality and accuracy of sickness reporting making data more robust and reliable.		Who?	Time	Tasks/Outcomes	Impact
1.1.1	Review sickness reporting & monitoring systems	JS / NL / Reps	Dev -Summer 07 Imp – April 08	<ul style="list-style-type: none"> <li>Sickness report categories revised to align with OMAS</li> <li>Accidents recorded on revised form</li> <li>Implement pilot of categorisation</li> <li>Reduce processing time for sickness</li> <li>Assess prospects for work streaming</li> <li>Ensure separate recording of DDA sickness – clear process</li> <li>Set annual target for sickness absence, monitor and review progress post BVPI requirements</li> </ul>	<ul style="list-style-type: none"> <li>Comparison of HR and OH sickness trends possible</li> <li>Correlation between incident and sickness reporting is good</li> <li>Managers better able to process sickness absence</li> <li>ES input time on sickness adjustments reduced. Greater reasons detail available</li> <li>Provide sickness guidance and better links</li> </ul>
1.1.2	Improve management accountability for reporting and absence management.	BS	On-going	<ul style="list-style-type: none"> <li>Managers receive monthly sickness reports from Business Support</li> <li>Short 'refresher' sessions delivered for all managers</li> <li>Monthly long term absence reports followed up by directorates</li> </ul>	<ul style="list-style-type: none"> <li>Managers constantly aware of impact</li> <li>New managers adopt KCC regime</li> <li>BS continuously aware of levels</li> <li>Relationship between incidents and sickness clear.</li> </ul>
		NL/OH/BS	07-09		
		NL/BS	07-08		
			On-going		

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				<ul style="list-style-type: none"> <li>• Good links between accidents and sickness made by managers</li> <li>• Promote appropriate early referral to OH</li> </ul>	
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### HWA Priority One

### Process

**Build a process for attendance management that is clear, integrated, accurate and utilised fully by managers to manage health at work**

#### Objective 2

#### Strengthen management response to attendance issues

#### Responsibility

#### Time

#### Tasks/Outcomes

#### Impact

1.2.1	Ensure all new managers are inducted in attendance and other people management challenges	ERMS / Directorate Business Support	From Sept 07 (?)	<ul style="list-style-type: none"> <li>• 'People Management' element of induction includes focus on attendance</li> </ul>	<ul style="list-style-type: none"> <li>• New managers adopt KCC regime</li> </ul>
1.2.2	Promote and enhance training opportunities including <ul style="list-style-type: none"> <li>* attendance management'</li> <li>* positive mgt of mental health</li> <li>* speed surgeries</li> <li>* stress/pressure mgt</li> </ul>	NL / Business Support/SCS/L&D	From Sept 07	<ul style="list-style-type: none"> <li>• Enhance Attendance Management Training promoted for non-schools managers from Sept 07 and training for HT promoted through SPS Bulletins</li> <li>• Develop confidence in managing staff with mental health issues (thorough training) positive mgt of mental health well course oversubscribed</li> </ul>	<ul style="list-style-type: none"> <li>• Managers have up-to-date understanding</li> <li>• Staff with mental health issue have better experience – managers handling cases involving mental health well</li> </ul>

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1.2.3	Build management confidence in handling long term / complex attendance problems	Business Support/SCS/CDT	On-going	<ul style="list-style-type: none"> <li>• Improved focus and completeness of OH referrals made by managers</li> <li>• Referrals occurring at trigger points</li> <li>• Case Management Model promoted and used appropriately</li> <li>• Additional targeted support available for high priority areas</li> <li>• Provide guidance on managing diversity issues e.g. disability</li> </ul>	<ul style="list-style-type: none"> <li>• OH advice detailed and relevant to case</li> <li>• Early, appropriate referrals take place 'long-term' sickness reduced</li> <li>• Co-ordinated approach used handle complex health cases.</li> <li>• Relationship between BS/OH collaborative</li> <li>• Organisational resources directed at 'hotspots'</li> </ul>
1.2.4	Delivery of risk assessed, timely advice to aid managers decision making	NL / Business Support / OH / HSA	On-going	<ul style="list-style-type: none"> <li>• Business Support kept up to date with relevant case law (Update sessions)</li> <li>• Develop good collaboration between management advisers (OH / HS / BS)</li> </ul>	<ul style="list-style-type: none"> <li>• Personnel advice and knowledge current and consistent</li> <li>• Managers receive 'joined up' advice from a single source</li> <li>• Professional advice gives full consideration to business requirements</li> </ul>
1.2.5	Promote positive attendance management models	Business Support/Core Group	In development	<ul style="list-style-type: none"> <li>• New managers 'buddied' with good people managers</li> <li>• Senior managers to discuss attendance management during 1:1</li> </ul>	<ul style="list-style-type: none"> <li>• New managers receive good support</li> <li>• Managing attendance has same value as other management responsibilities</li> </ul>

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**Review, investigate and reframe entitlements to achieve optimum attendance contributing to better work-life balance and organizational aims.**

Objective 3		Responsibility	Time	Tasks/Outcomes	Impact
Review current absence trends					
2.3.1	Examine attendance trends in KCC	NL / Core Group	Ongoing	<ul style="list-style-type: none"> <li>• Maintain an accurate picture of                             <ul style="list-style-type: none"> <li>- reasons for sickness/poor attendance</li> <li>- use of other leave provisions</li> </ul> </li> <li>• Develop an appreciation of relative value of current entitlement/benefits for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Trends, hotspots and areas for review known</li> <li>• KCC can target its attentions to elements that will enhance its 'offer' data</li> </ul>
2.3.2	Analyse use of entitlements and benefits by category of employee (age, gender, ethnicity, Disability job type)	NL / Core Group	Annually	<ul style="list-style-type: none"> <li>• Identify possible deficiencies or obsolete provisions identified and potential areas for rationalisation / enhancement identified</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiencies achieved and feeds into pay bargaining</li> </ul>
2.3.3	Compare KCC data with other organisations	NL / Core Group	On-going	<ul style="list-style-type: none"> <li>• Research other organisations absence management data public and private sector</li> </ul>	<ul style="list-style-type: none"> <li>• KCC's performance known.</li> </ul>
Objective 4		Responsibility	Time	Tasks/Outcomes	

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Investigate Best Practice and Staff Preferences					Impact
2.4.1	Research evidence based best practice in absence management, health and well-being in all sectors	NL / <u>EM.</u> /Core Group	On-going	<ul style="list-style-type: none"> <li>• Identify potential development areas and deficits in 'own' offer</li> <li>• Identify potential for partnership/ collaborative working and build on links established by work &amp; wellbeing e.g. health, police, schools</li> </ul>	<ul style="list-style-type: none"> <li>• HWA approach always reflects best practice and is dynamic</li> <li>• Efficiencies and enhancements achieved</li> <li>•</li> </ul>
2.4.2	Assess employees opinions regarding health and well-being at work	NL / EM/Core Group	Annually	<ul style="list-style-type: none"> <li>• Staff survey data used to test employee response.</li> <li>• Evaluation of work &amp; wellbeing activity from representative group, staff and feedback from wellbeing mailbox</li> </ul>	<ul style="list-style-type: none"> <li>• KCC incorporates staff perspective in HWA development areas</li> </ul>

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<b>Objective 5</b>					
<b>Reframe the entitlements policies and procedures to align strategically with broad organisational aims</b>		<b>Responsibility</b>	<b>Time</b>	<b>Tasks/Outcomes</b>	<b>Impact</b>
2.5.1	Devise and implement contractual enhancements that can impact upon attendance and health (and incorporate priorities as part of Public Health Agenda)	ALL	On-going	<ul style="list-style-type: none"> <li>• Implementation of Carer and Paternity Leave pilot implemented (NL)</li> <li>• Adoption Leave in place (Apr 07)</li> <li>• Revision of Career Break / Sabbatical revised</li> <li>• Review of Smoking Policy (Dec 06)</li> <li>• Introduction of new Flexible Working Policy</li> <li>• Introduction of Respect and Dignity at Work statement</li> </ul>	<ul style="list-style-type: none"> <li>• Carers of all kinds acknowledged and supported</li> <li>• KCC's Smoking Policy reflects the law and best practice</li> <li>• Facility to work flexibly widely understood</li> <li>• KCC's communicates its expectation for the treatment of its staff</li> <li>• Staff record all incidents</li> <li>• KCC's wellbeing activities relate to identified needs</li> </ul>

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2.5.2	Re-promote facilities within the organisation that enhance attendance	Business Support/ EM/ SCS/Management Population	On-going	<ul style="list-style-type: none"> <li>• Deliver Wellbeing activity including fit4health programme</li> <li>• Maintain awareness of routes for resolving disputes, raising complaints and support services</li> <li>• Promote Support Line Services &amp; Health check programme</li> <li>• Work &amp; Wellbeing fit4health presented as best practice at national conference</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing dialogue between managers and staff about wellbeing.</li> <li>• Staff have facility to address fitness through work</li> <li>• KCC staff able to raise concerns and report incidents easily.</li> </ul>
2.5.3	Review (ER) statistics and data regularly	NL/ERMs/Core Group	On-going	<ul style="list-style-type: none"> <li>• Maintain ongoing appreciation of the number and types of issues being raised by staff</li> </ul>	<ul style="list-style-type: none"> <li>• KCC able to identify trends in dispute resolution quickly</li> </ul>
2.5.4	Review contractual sick pay provisions	NL / Core Group / Business Support	In development	<ul style="list-style-type: none"> <li>• Review probationers access to contractual scheme</li> <li>• Model alternative entitlement structure</li> </ul>	<ul style="list-style-type: none"> <li>• Probation used positively to support selection decisions</li> <li>• Alternatives to current contractual provision explored</li> </ul>

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<b>HWA Priority Three</b> Develop the range of organizational interventions to increase productivity	<b>Interventions</b>
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Objective 1		Responsibility	Time	Tasks/Outcomes	Impact
Develop practice and direct resources according to identified needs					
3.1.1	Develop protocol for managing complex health cases	OH/NL/Core Group	2006	<ul style="list-style-type: none"> <li>• Protocol agreed, in place and used appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• 'Joined Up' advice provided to managers</li> </ul>
3.1.2	Focus well-being activity on identified health concerns	EM	07/08 & 08/09  09/10	<ul style="list-style-type: none"> <li>• Well-being actions focused on increasing exercise and reducing obesity (07/08)</li> <li>• Design &amp; deliver 09/10 wellbeing action plan to address priority areas</li> </ul>	<ul style="list-style-type: none"> <li>• KCC staff see positive effects on health and take proactive steps to manage health issues</li> <li>• Resources targeted to priority areas from mgt intelligence</li> </ul>
3.1.3	Improve speed of return to work for staff on long term sick leave.	Business Support / NL / OH/ Support Line Services	On-going  On going  On going	<ul style="list-style-type: none"> <li>• Encourage managers to facilitate effective return to work reviews</li> <li>• Examine the feasibility of rehabilitative placements/temporary redeployment</li> <li>• Continue fast track intervention for physio</li> <li>• Assess business case for utilising CBT (cognitive behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Return to Work reviews take place for <u>all</u> staff</li> <li>• Staff on long term sick are placed in work of some kind</li> <li>• Absence reduced for these conditions</li> </ul>



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				therapy)	
3.1.4	Establish feasibility of a 'multi-disciplinary, rapid response approach (core group)	ALL	Deferred Spring 09	<ul style="list-style-type: none"> <li>• Reduce delay in managing attendance in priority cases</li> <li>• Targeted Resource solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Funding or support needed is made available</li> <li>• KCC responds proactively to identified need</li> </ul>
3.1.5	Promote and enhance interventions to support early conflict resolutions and assisting staff under pressure	EM/SCS/NL	On going  March 08  08/09	<ul style="list-style-type: none"> <li>• Promote SCS (Mediation, counseling diagnostic servicers</li> <li>• Dedicated phone line in place at KCC call centre to sign post staff in support of D&amp;R and ethical standards</li> <li>• Enhance management training in dispute resolution</li> <li>• Provide mgt training handling difficult conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are aware of and able to access right support when incidents occur</li> <li>• KCC management population able to manage disputes confidently</li> </ul>

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**HWA Priority Four**  
Develop strategy for raising and maintaining the profile of health well-being and attendance
**Communication**

Objective 1		Responsibility	Time	Tasks/Outcomes	Impact
Communicate HWA activity to Members, Managers and staff					
4.1.1	Devise 4 year dynamic HWA action plan for improving health well being and attendance ensuring links with H&S and Work & Wellbeing activity	All	On going	<ul style="list-style-type: none"> <li>• Agree strategy</li> <li>• Maintain currency of plan</li> <li>• Monitor achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan agreed and dynamic</li> <li>• Plan remains relevant to the KCC HWA profile</li> <li>• Achievements reported to DMTs and others</li> </ul>
4.1.2	Report to Personnel Committee and other groups annually on developments in HWA	NL/EM/HB/Committees	On-going	<ul style="list-style-type: none"> <li>• Provide narrative to accompany BVPI results (reduction in sickness absence)</li> <li>• Work &amp; Wellbeing action plan endorsed by workforce strategy board</li> </ul>	<ul style="list-style-type: none"> <li>• Members and others understand the context of BVPI results and HWA activity</li> </ul>
4.1.3	Share HWA achievements with other public sector partners	Core Group	On-going	<ul style="list-style-type: none"> <li>• Develop links with others to achieve better health at work practices</li> </ul>	<ul style="list-style-type: none"> <li>• Public and related sector practice enhanced</li> </ul>
4.1.5	Encourage staff to manage their own attendance levels	NL/EM/ES  ES/RP/Oracle	In development  On going	<ul style="list-style-type: none"> <li>• Enhance payslips include number of days sick</li> <li>• Develop 'self service' for sickness reporting</li> <li>• Enhance health Promotion activity to encourage</li> </ul>	<ul style="list-style-type: none"> <li>• Staff self monitor on absence</li> <li>• Reporting accurate and owned by managers and staff</li> </ul> <p>People take more accountability for</p>

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				healthy lifestyle	their own health and well-being (reduced sickness)
4.1.6	Promote positive attendance management	ALL	Spring 09  In development	<ul style="list-style-type: none"> <li>• Offer 'Speed Surgeries' for managers on managing attendance/performance</li> <li>• Revised Guidance on attendance management for schools</li> </ul>	Management population proficient at managing attendance and understand its place in managing performance