
Report to Council

Date of Meeting: 8 March 2012

Subject: Maximising Attendance & Employee Wellbeing Policy

Report by: Governance Manager

1.0 Purpose

- 1.1 The purpose of the report is to present the Maximising Attendance & Employee Wellbeing Policy to Council for formal approval.

2.0 Recommendations

- 2.1 The Council approves ;
- I. the Maximising Attendance & Employee Wellbeing Policy;
 - II. notes that the Maximising Attendance & Employee Wellbeing Procedure and an implementation plan has been agreed between Management and the Trade Unions

3.0 Considerations

- 3.1 As we continue to embed the principles of good corporate governance throughout the organisation, we recognise as a Council that the relationship that we have with our staff and in turn the quality of their performance in their roles fundamental elements of a robust and effective governance framework. Our people are crucial to our ability to provide high quality, cost effective services to our customers and as such we are committed to ensuring their continued wellbeing and attendance at work.
- 3.2 Over the past two years Management and Trade Unions have been working closely to address absence across the organisation. Through our regular consultative forum we have been implementing a more proactive approach to tackling absence and supporting staff to get back to work. We have seen a significant improvement as illustrated in the table below. Building upon this success we sought to develop a policy and procedure which reflected this proactive approach to supporting staff and managing absence

Absence Performance: 2011/12 to end December 11

Historical:

2006/7	2007/8	2008/9	2009/10	2010/11	2011/12 To Date
5.4%	4.7%	5.2%	4.4%	3.8%	3.4%

- 3.3 We acknowledge that the causes of absence are often far broader than simple ill health therefore the Maximising Attendance and Employee Wellbeing Policy and Procedure has been designed to reflect the need for an holistic approach to absence management.
- 3.4 Staff absence can have a detrimental impact upon service provision, efficiency, morale and motivation of other staff as well the high financial cost to the organisation. Employees are contracted and paid to come to work therefore regular attendance from all employees is the expected norm.
- 3.5 Maximising Attendance and Employee Wellbeing Policy and Procedures have been developed by the Management in conjunction with our Trade Union colleagues as part of our commitment to implementing a fair and consistent approach to positive absence management. The purpose of the Procedure is to provide a framework for both managers and employees to implement the principles contained within the Policy.
- 3.6 The Policy and Procedures have been designed to provide a clear support mechanism for staff and a practical toolkit for Managers to assist them in supporting and maintaining high levels of attendance. They also provide an agreed framework for addressing non attendance.
- 3.7 This Policy represents a constructive and positive approach to absence management. The documentation has been drafted following close collaborative working with the Trade Unions and reflects a shared vision for our working environment.

4.0 Consultation process

- 4.1 The Policy and Procedure have been consulted upon at each stage of the drafting and upon completion with the Corporate and Senior Management Teams, LNCT & SNCT and with staff via UNISON, UNITE, EIS, SSTA, GMB

5 Implementation Plan

- 5.1 For the Maximising Attendance and Employee Wellbeing Policy and Procedures to be effective, they must be implemented in an appropriate manner.
- 5.2 Management and Trade Unions had a key role to play in ensuring the welfare of staff and positively managing attendance.

- 5.3 Once approved, it is the intention of Management and the Trade Unions to conduct joint awareness raising sessions for all staff across several Council locations. Furthermore HR will be also provide more detailed training sessions for Managers and Team Leaders as regards the practical application of the Procedures.

6.0 Effectiveness of Policy & Procedure

- 6.1 The purpose of the Policy is to promote employee wellbeing and in doing so reduce absence levels. To assess the effectiveness of the policy we will require to collate and analyse relevant management information relating to the use and impact of supportive measures such as Occupational Health Services on levels or types of absence. This information, as well as data relating to any identifiable trends or patterns will be provided to the Corporate Management Team on a regular basis. Service specific information will also be shared with relevant Service Management Teams. Analysis and evaluation of this information collected over a reasonable time period will enable us to measure the effectiveness of the policy in proactively managing and reducing absence.

7.0 Sustainability Implications

There are no sustainability implications arising directly from this report.

8.0 Resource Implications

There are no financial implications arising directly from this report.

9.0 Exempt Reports

- 9.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>

The Council is effective, efficient and recognised for excellence

✓

(2) Council Policies (Please detail)

11.0 Equalities Impact

11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ✓ No ☐

12.0 Legality

12.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

13.0 Appendices

13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 : Maximising Attendance & Employee Wellbeing Policy

14.0 Background Papers

14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ✓ (please list the documents below) No ☐

Maximising Attendance & Employee Wellbeing Procedure

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Clackmannanshire Council
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Maximising Attendance & Employee Wellbeing

Policy

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1. Policy Statement

- 1.1 The Council is committed to providing high quality, cost effective services to its customers. We recognise that in achieving this aim, a key factor is ensuring the continued wellbeing and attendance at work of all our people.
- 1.2 The Council is aware of and fully committed to its continuing responsibilities as an employer for supporting, so far as is reasonably practicable, the health, safety and welfare of its staff. The Council recognises the role of Occupational Health and our health surveillance programme in preventing ill health. As a responsible employer we will also promote employee wellbeing through a variety of ongoing initiatives.
- 1.3 The Council acknowledges that the causes of absence are often far broader than simple ill health, the Maximising Attendance and Employee Wellbeing Procedures will reflect the need for an holistic approach to absence management.
- 1.4 High levels of attendance contribute positively to the provision of quality services. Absence is costly, it affects service provision, efficiency and can impact on morale and motivation amongst other staff. Employees are contracted and paid to come to work therefore regular attendance from all employees is the expected norm. It is critical for the effective and efficient operation of the Council's services.
- 1.5 The Council, in conjunction with the Trade Unions, is committed to implementing a fair and consistent means of monitoring absence, to ensure that Managers are aware of when they should and how they can properly support staff to maintain or improve attendance. Managers need to be responsive to the needs of employees by identifying health or other problems at an early stage.
- 1.6 The Council is aware of its responsibilities under the Equality Act 2010 and will fully comply with them.
- 1.7 Maximising Attendance and Staff Wellbeing procedures have been developed to provide a framework for managers and employees to implement the principles contained within the policy.

2. Scope

- 2.1 This policy applies to all Council employees

3. Principles

- 3.1 This policy, and the associated procedures prepared for managers and employees, provide clarity about how we intend to support staff to maintain wellbeing and maximise their attendance. In pursuing these aims we will always ensure that the following general principles are followed:

The Council will:

- actively promote the health, wellbeing and safety of our employees
- support employees, wherever practicable, in remaining in the workplace
- ensure that every individual is treated fairly regardless of gender, race, age, status, sexual orientation, religious or political beliefs or disability.

- communicate clear expectations with regard to attendance and support employees to achieve them.
- 3.2 The Council will also address cases of frequent, short term absences or those with unusual patterns of absence and Employees need to be aware that persistent absence or misuse of self certification procedures may result in disciplinary sanctions and even dismissal, subject to the following :-
- (i) the employee has been advised that the level / pattern of absence may result in termination of employment ;
 - (ii) the employee has had a fair opportunity to improve their level / pattern of attendance and
 - (iii) the employee has been provided with the support and guidance set down in the policy & procedures
- 3.3 In cases of long term sickness absence the Council may have to consider termination of employment on the grounds of ill-health subject to the following ::
- (i) the employee has been advised that continued absence may result in termination of employment ;
 - (ii) the possibility of alternative work has been considered and actively sought / investigated by both management and the member of staff ;
 - (iii) the employee has been provided with the support and guidance set down in the policy & procedures; and
 - (iv) all reasonable adjustments have been made where applicable
- 3.4 We will maintain appropriate confidentiality when dealing with personal medical information and remain within the rules governing data protection.

4. Roles & Responsibilities

4.1 Human Resources will:

- a. Work with supervisors and line managers so that they can support employees and take responsibility for monitoring and managing absenteeism effectively within their own Sections / Units
- b. Work with trade union colleagues so that they can support their members.
- c. Provide advice and guidance to supervisors and line managers on the application of the policy and procedures
- d. Monitor the application of the policy to ensure fairness and consistency.
- e. Provide a system to record absence
- f. Provide the strategic and policy framework which allows managers to promote a healthy, safe workplace and employee wellbeing.

4.2 Line Managers and Supervisors will

- a. Ensure that all employees are made aware that their attendance and performance at work is of vital importance and that their contribution to the work of the Council is valued.;
- b. Make themselves fully familiar with the content of the policy and procedures and apply them fairly, consistently and in a sensitive manner
- c. Ensure that employees they line manage are fully aware of the policy and procedures, their responsibilities and the consequences of not complying with them;
- d. Promote the health, safety and wellbeing of all employees by identifying and managing potential hazards which might impact on both physical and/or mental wellbeing.
- e. Seek appropriate advice and support from Human Resources to maximise attendance and promote employee wellbeing within their teams/service areas

4.3 Employees will :

- a. Meet their contractual obligation to attend work when fit to do so
- b. Ensure that they promote their own health and well being. This includes ensuring that their lifestyle and the activities do not impact on their ability to attend work, unless genuinely unfit to do so
- c. Make sure that they fully understand their responsibilities within the policy and procedures and comply with them at all times. If in any doubt, they should seek guidance from their line manager or supervisor.
- d. Cooperate with the Council in maximising their own attendance and wellbeing by advising their line manager of any illness which affects their ability to attend work or to undertake the duties of their post to a satisfactory level and raising concerns at an early stage with their line manager if they consider their sickness absence to be connected to their job
- e. Ensure that any medical advice and treatment received is followed as quickly as possible in order to facilitate a return to work.

5. Implementing the Policy

- 5.1 Heads of Service will ensure that line managers and supervisors and subsequently employees are briefed on the policy and procedures. Thereafter they will monitor compliance with the policy and procedures within their service area.

6. Monitoring Absence

- 6.1 Finance & Corporate Services will monitor the absence rates across the Council and provide senior management with statistical data.

7. Review

Finance & Corporate Services, in consultation with service management and trade unions will review and where necessary revise this policy every 2 years.

November 2011