

**To: Council**

**Date: 16 July 2012**

**Item No:**

**Report of: Head of HR & Facilities**

**Title of Report: Attendance Management Policy & Procedure**

### Summary and Recommendations

**Purpose of report:** To present for approval and adoption a revised Attendance Management policy & procedure

**Key decision?** No

**Executive lead member:** Cllr Bob Price

**Report approved by:**

**Finance:** Nigel Kennedy

**Legal:** Jeremy Thomas

**Policy Framework:** Efficient & effective Council

**Recommendation(s):**

1) That the Attendance Management policy & procedure agreed with the Trade Unions (appendix A) be approved with immediate effect.

2) That the Head of HR & Facilities be authorised to implement the policy and procedures within an appropriate time frame, make changes as required to put right clerical mistakes or to reflect changes in the law and agree any changes to 'absence score intervention levels' (see paragraph 4 below) in consultation with trade unions.

### **Introduction**

1. The Council is continuing to progress its people management initiatives including a periodic review of existing employment policies (in consultation with trade unions) and the introduction of anything new, as required.
2. Changes in the Attendance Management Policy are being introduced with an aim to make further improvements to employee attendance

3. Trade union colleagues have been consulted and the attached documents reflect any changes agreed with them. There were no unresolved areas of dispute and both Unison and Unite agree with the introduction of the revised policies.

## **Summary**

4. The **Attendance Management Policy & Procedure** is summarised as follows:

Replaces the previously agreed version. Introduces a new scoring mechanism which identifies employees who may have attendance problems, based on the number of instances of absences in a 12 month period and the total number of days off in the same period. Application of the formula gives larger absence 'scores' to employees who are frequently sick for short periods. As a result the Council should see further improvement in attendance.

Continues to support employees on with longer term sickness problems, Gives more prescription to the process managers need to go through when they are addressing absence problems. Introduces Disability Leave procedure – either planned or unplanned – which will provide further support to employees with disabilities.

## **Assessment of Risk**

5. A risk management framework is attached at Appendix B.

## **Climate change / environmental impact**

6. There are no climate change or environmental impacts.

## **Equalities impact**

7. An Equalities Impact Assessment form is attached at appendix C.

## **Financial implications**

8. The Attendance Management Policy should help to reduce sickness absence further which will have a positive impact on productivity and staff costs.

## **Legal Implications**

9. The new policy will form part of the terms and conditions of employment for Council staff.

**Name and contact details of author:**

Simon Howick, Head of HR & Facilities,

**List of background papers:**

None

**Version number: 1.0**

## APPENDIX B – RISK ASSESSMENT

### Risk Register

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
SRR-007-PE	Employment Policy and Procedures	T	Failure to provide a suite of policies that fit for purposes of improving performance and managing risk	Managers not equipped with a revised policy and procedure	Effective employment policies not implemented, consistently and fairly applied	1.1.2010	6		3	3	2	2	2	Simon Howick	29.05.12	

### Management of the risk

Please see attached policy. Adoption, dissemination, training and support of managers and employees for this policy.

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	Milestone Delivery Date	%Action Complete	Date Reviewed
SRR-007-PE	Employment Policy and Procedures	Simon Howick	R	Develop and agree policy through internal consultation process to produce final policy documents for approval by Council. To provide appropriate guidance and training to managers and employees on new policies and procedures.	Approval of Attendance Management Policy	16.7.12	95%	29.5.12

## APPENDIX C – Attendance Management Equalities Impact Assessment

### Initial screening EqIA template

*Prior to making the decision, the Council's decision makers considered the following guide to decision making under the Equality Act 2010:*

*In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the 9 protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, marriage or civil partnership, pregnancy and maternity, religion or belief, sex and/or sexual orientation.***

*The decision maker(s) must specifically consider those protected by the above characteristics:*  
(a) *to seek to ensure equality of treatment towards service users and employees;*  
(b) *to identify the potential impact of the proposal or decision upon them.*

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

*This is an assessment of the revised Attendance Management Policy, which will replace the existing policy that was introduced in November 2009. There are no anticipated adverse effects for groups with protected characteristics. Please refer to the sections below for details of proposed changes in the policy that will assist employees with a disability or who are absent for maternity or pregnancy related reasons.*

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

*The policy contains provisions for employees with a disability to ensure they are not adversely affected. It introduces Disability Leave for employees who are considered disabled under the Equality Act 2010. There is also provision for adjustments to be made in respect of unplanned sickness absence that is disability related. Absences for maternity or pregnancy related reasons are excluded when monitoring levels of sickness absence.*

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

*The Councils' Corporate Management team, Law & Governance team, Unite and Unison leads, members of the Human Resources Team including the Equalities & Diversity Business Partner were invited to comment on the proposed policy and reach agreement on the changes. The Policy will go before Council on 16<sup>th</sup> July 2012 for approval.*

*Disabled people have been involved by inviting Lynne Hooper, the Council's access officer, to promote good practice on their behalf, and involving the trade unions in the proposals by consulting them.*

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

*There are no adverse impacts envisaged upon those with protected characteristics.*

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

*Policies will be subject to regular reviews of any changes made to legislation/directives by central government. Any challenges to the policy that result in gaps or irregularities being found will be amended following further review, agreement between the employer and the local trade unions, and subsequent sign off from Council (if required).*

*All managers will receive training on this policy in bespoke sessions and through regular meetings with respective service area Business Partners.*

*Absence levels for the Council as a whole and at Service Area and team level are closely monitored and reviewed. Appropriate action plans are put in place to improve attendance levels.*

Lead officer responsible for signing off the EqIA:

Simon Howick, Head of HR & Facilities, 01/06/2012