

## APPENDIX 2

### Employee Health & Wellbeing Action Plan 2017/18

<b>Aims:</b>			
<ul style="list-style-type: none"> <li>• To improve employee health and reduce sickness absence across the Council</li> <li>• To promote working relationships and environments that support the SBC Culture statement, encourage wellbeing and build resilience</li> <li>• To focus on preventing and managing Mental Wellbeing and Physical Wellbeing absences</li> <li>• To reduce long term absence from work.</li> </ul>			
Action	By When	Responsible	Progress
1. Absence Data and Analysis			
<p><b>a)</b> To provide quarterly Sickness Absence information to SMT.</p> <p>HR will continue to provide the interactive dashboards to Directors on a quarterly basis, along with a report identifying Employees who meet the Council's triggers for attendance management in a rolling 12 month period.</p> <p>HR are also able to provide ad hoc information to Directors and Managers around sickness absence when required.</p>	Ongoing	HR	Reports are being produced quarterly for the Directors/Assistant Directors
<p><b>b)</b> To provide quarterly information regarding Occupational Health referrals and information provided from the Counselling and Physiotherapy service on usage.</p> <p>HR will cross reference this information against sickness absence to identify trends and areas of concern. This will support targeted interventions and promote support services</p>	Following Q1 2017/18 (July 2017)	HR	Information is being included in the CMT reports. Initial information suggests that Physiotherapy and Counselling Services are primarily being accessed by employees who are at work, and not absent.
<p><b>c)</b> To proactively provide advice and assistance to help reduce sickness absence across the Council</p> <p>HR will identify on a quarterly basis all absences that</p>	Quarterly	HR	HR contact managers on a quarterly basis to discuss Long term sickness cases or employee's with sickness absence that maybe a cause for concern/excess corporate

## APPENDIX 2

### Employee Health & Wellbeing Action Plan 2017/18

<p>meet the Council's triggers for attendance management in a rolling 12 month period and discuss cases with Managers.</p> <p>HR will identify on a quarterly basis all absences that are open after a 3 month period that have not had Advisory involvement. Contact will be made with managers to provide HR support.</p> <p>Identify trends in sickness absence within services and look at interventions / target support to manage any concerns.</p>	Ongoing		triggers.
<p><b>d)</b> To continue to benchmark the absence rates against our neighbouring authorities and national information</p>	End of 2017/18	HR	2016/17 Absence figures have been benchmarked against the 4 neighbouring authorities.
<p><b>e)</b> To communicate sickness absence information with the wider workforce through KYIT, highlighting levels of absence across the Council and the Employee support available</p>	Following Q1 2017/18 (July 2017)		Draft communication document to be shared with SMT in July 2017
<b>2. Policy Review / Awareness</b>			
<p><b>a)</b> The Attendance Management Policy will be reviewed in line with the new Culture Statement and to give managers more autonomy in managing sickness absence.</p>	Draft by September 2017	HR	A scrutiny review of sickness absence will take place in 2017/18. In addition the Attendance Management Policy is to be reviewed with input from the SBF Culture Work Stream
<p><b>b)</b> A review of the following HR policies will take place in 2017/18</p> <ul style="list-style-type: none"> <li>• Disciplinary</li> <li>• Grievance / Tackling Bulling &amp; harassment</li> <li>• Equal Opportunities</li> </ul>	Ongoing	HR	

## APPENDIX 2

### Employee Health & Wellbeing Action Plan 2017/18

<ul style="list-style-type: none"> <li>• Performance Management</li> </ul>			
<p><b>c)</b> Promote further awareness of the options available within the Leave Policy to support Employees</p>	July 2017	HR	
<b>3. Training &amp; Support</b>			
<p><b>a)</b> To provide Attendance Management workshops for Managers.</p> <p>To become part of a mandatory Managers Induction process.</p> <p>Re-enforce managers' responsibility in identifying and addressing sickness absence, recording absence on HR Online, carrying out all Return to Work interviews, and addressing concerns in line with Council's policy.</p>	Ongoing	HR	<p>Attendance Management briefing sessions have taken place in 2016/17 within the following Services:</p> <ul style="list-style-type: none"> <li>• Learning &amp; Skills</li> <li>• Customer Services</li> <li>• Schools &amp; SEN</li> <li>• Economic Growth &amp; Development</li> <li>• Reablement Services</li> <li>• Revenues &amp; Benefits</li> </ul>
<p><b>b)</b> To create a "Managers Toolkit" (accessible online) with easy to use guides and example letters for managers to use to support the new Attendance Management Process.</p> <p>Linking in with updated HR Policy</p>	2018	HR	Attendance Management Policy to be updated in 2017/18.
<p><b>c)</b> Continue to review the Employee Support available to employees who are subject to Service Review</p> <p>Ensuring our Employees are supported before, during and following a service review to help build resilience and support organisational change</p>	Ongoing	HR	<p>Discussions have taken with National Careers Service and Job Centre Plus, and a programme of Redundancy Support Briefing sessions have been planned as well as any bespoke sessions (i.e. interview skills) as required.</p> <p>Dealing with Change course has also been revised and dates are available during 2017.</p>
<p><b>d)</b> To explore the option of a Mental Health Awareness training course (e.g. Mental Health First Aid) as part</p>	September 2017	HR	Consideration is still being given to this, in addition to the Mindfulness Programme

## APPENDIX 2

### Employee Health & Wellbeing Action Plan 2017/18

of the Employee Development offer to employees.			which the Council has committed to.
<b>4. Initiatives &amp; Support</b>			
<p><b>a)</b> Continue to promote the Employee Health &amp; Wellbeing Support Services available to employees</p> <p>Trigger related emails sent out to manager when absence is reported due to poor Mental Wellbeing and Physical Wellbeing</p>	May 2017	HR	
<p><b>b)</b> To organise and take part in promotional and proactive events to improve Employee Health &amp; Wellbeing.</p>	Ongoing	HR/Public Health/Health Advocates	
<p><b>c)</b> To continue to work towards the Continuing Excellent Better Health at Work accreditation and continue to assist in the roll out of health promotion programmes (e.g. flu vaccinations to employees) where funding is available</p> <ul style="list-style-type: none"> <li>• Participate in a minimum of five local, regional or national health campaigns / events throughout the year</li> <li>• Promote Health topics to the wider community and to families of the workforce</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	HR /Public Health/Health Advocates	<p>The Council achieved the Gold award accreditation in December 2016.</p> <p>Mental Health Awareness week – 8<sup>th</sup> May 2017</p>
<p><b>d)</b> To consider initiatives to reduce sickness absence due to infections.</p> <p>Sickness absence due to infections increase each year in Q3 &amp; Q4. Provide information / guidance to help reduce the spread of infections within the workplace to service areas</p>	September 2017	HR	