

**Hampshire Fire and Rescue Service
Absence Improvement Plan**

Details of Action	Owner	Date raised	Target completion date	In Progress/ Completed	Action Taken / Update
DATA and MANAGEMENT INFORMATION					
1. Provide managers with the absence data they need to effectively manage attendance	Helen Mears/Gemma Tapley	Mar-15	Jul-15	In progress	Managers have access to individual sickness reports but do not have overview reports that show their overall position in respect of absence levels and long term sickness. There is discussion ongoing about whether Bradford Factor reports will be available via the manager portal. In the interim discussions are underway with the Firewatch team (GT) and Knowledge Management to determine what alternative reporting can be provided (HM).
2. Regular analysis of absence trends and problem areas (to include comparative data from other Services)	Helen Mears	Mar-15	Jul-15	In progress	At least quarterly absence analysis to be undertaken based on data provided by Knowledge Management. An organisational level absence analysis was carried out in March and will be repeated shortly to show the end of year position for 2014/15. A request for comparative absence data will be made via Knowledge Management.
3. Use casework and Occupational Health metrics to assess HFRS level of engagement with these services and highlight areas of concern	Zoe Graydon/Kate Kyne	Mar-15	Jul-15	In progress	Casework statistics (type, number of open/closed cases etc) and OH statistics (number of referrals, wait times for appointment etc) to be provided at least quarterly for the group.
PROCESS and POLICY					
4. Clarify sickness absence reporting and recording process for different groups of staff in HFRS	Maureen Matthews/Rikki Noble/Bruce Gordon	Mar-15	Jun-15	In progress	Workflow of absence reporting and recording to be mapped out in order that this can be refined and communicated to all staff. A specific piece of work may need to be undertaken regarding FDS officers due to the way their duties are managed. MM and RN meeting shortly to finalise details and will update at the next meeting.
5. Review the absence management policy to identify areas of improvement that will have positive impact on reducing sickness absence and associated costs.	Helen Mears	Mar-15	Jun-15	In progress	Policy circulated and areas for improvement identified (see meeting notes). Group asked to consider specifics of how these suggestions should be reflected in the policy.
6. Ensure that the pay review process supports timely and effective decision making	Zoe Graydon	Mar-15	Jun-15	In progress	Current practice frequently causes the decision to reduce pay to be delayed. Longer lead in times for notification would address this issue. ZG will discuss with HR Operations colleagues and bring a proposed process/timescales for the group to discuss further. Update Apr 15- issues have been identified with obtaining the pay reduction date due to the way that firewatch records absence and interacts with SAP. Also not clear whether the notification email is being sent to managers, so further work is needed.
TRAINING AND DEVELOPMENT					
7. Support supervisors to have the confidence and capability to deal effectively with attendance management through workshops, coaching etc	Zoe Graydon	Mar-15	Ongoing	In progress	Workshops relating to attendance, performance, grievance etc are currently being jointly delivered by HR Operations and Workforce Planning. A new leadership/management programme is being developed by Workforce Development so content and delivery schedule of the current courses may need to be reviewed in light of this. Rep bodies are keen to be involved in the workshops.
COMMUNICATION					
8. Ensure that managers and staff have access to the information they need to manage attendance by developing a 'toolkit' of relevant guidance, policy, documents etc on the intranet. To include material that will encourage early intervention by line managers and set out the benefits of managing attendance effectively	Bruce Gordon/Kate Kyne/Ryan James	Mar-15	Aug-15	In progress	To include a communications strategy to increase awareness of the available information and ensure that managers know what guidance is available and where to find it. BG will speak to Marcomms to develop ideas for a 'platform' and the group need to contribute suggestions as to what should be included within the 'toolkit'.
9. Develop a communications strategy for Occupational Health which highlights the services available and how to access them.	Kate Kyne	Mar-15	Jun-15	In progress	To include using face to face opportunities to 'sell' OH services e.g. at stress and resilience workshops. Strategy needed due to current reputational issues and negative perceptions of OH service in Fire. KK and RJ working with Marcomms to publicise OH services within Fire.

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CASE MANAGEMENT					
Encourage early intervention by managers	TBC	Mar-15		Closed	Agreed at meeting on 29th April that this would best be addressed as part of the communications plan, so action closed and action number 8 updated accordingly.
10. Regular review of long term sickness cases by senior members of HR Operations and Occupational Health	Zoe Graydon	Mar-15	Ongoing	In progress	To ensure that long term sickness is being effectively managed and any themes can be highlighted to AMWG. ZG to progress with HR Ops colleagues- cases are already reviewed regularly and lessons learned could be brought back to the group.
11. Management review of those with the 20 highest absence records per employee group to ensure appropriate interventions are in place.	Helen Mears/Zoe Grayden	Mar-15	Ongoing	In progress	Names to be provided quarterly to managers and HR Ops as part of absence analysis (HM). ZG to liaise with colleagues in HR Ops regarding appropriate case management.
WELLBEING					
12. Provide stress and resilience workshops	Kate Kyne	Mar-15	Ongoing	In progress	Dates of 2015 workshops published.
13. Implement a Trauma Incident Management (TRIM) process	Helen Mears/Kate Kyne	Mar-15	Aug-15	In progress	Options paper being developed for presentation at June HoST (HM)