

Appendix A

DRAFT

18/01/2016

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 | Keely/Molly/Sam | Mar-15 | TBC (based on Reporting Sub Group) | In progress | Managers have access to individual sickness reports and the Bradford Factor score in their workflow but do not have overview reports that show absence levels and long term sickness. Knowledge Management advised data production is complicated, and Managers present confirmed that not all staff groups are using FireWatch, therefore, absence levels are under reported |
| 2. Explore if it's possible for FireWatch access to be given to OHW and HR Operations specifically to view absence reasons | Sam/KM | Nov-15 | Feb-16 | In progress | OHW and HR Operations require access to FireWatch but no HFRS ID accounts may prevent this. |
| 3. Establish a Reporting Sub Group to consider the data challenges. This this inform the regular analysis of absence trends and problem areas (to include comparative data from other Services) | Molly/Ieuan | Mar-15 | Mar-16 | In progress | Quarterly absence analysis to be undertaken based on data provided by Knowledge Management. |
| 4. Use casework and Occupational Health metrics to assess HFRS level of engagement with these services and highlight areas of concern | Sarah/Barry | Mar-15 | Feb-16 | 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. Barry advised that Open/Closed cases can now be reported more clearly. |
| PROCESS and POLICY | | | | | |
| 6. Clarify sickness absence reporting and recording process for different groups of staff in HFRS | Maureen Matthews/Rikki Noble/Bruce Gordon | Mar-15 | Mar-16 | 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 have worked with Firewatch on a process and some watches are already using this. Anticipate wider roll out in early July to include guidance (on Moodle) and comms. Work has revealed gaps in absence recording which when addressed are likely to affect recorded absence levels |
| 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 | Complete | Policy circulated and areas for improvement discussed at meetings on 29/04 and 08/06. Feedback will be passed on to HR Operations policy team who are leading on a review of all HFRS HR policies. This will entail policies being put into a new format which should make them easier for managers to navigate and use. The review will also consider areas where policy can be aligned across the partners to improve consistency and share good practice. Agreed revised policy was issued in June 2015 (this was prior to the wider HR policy review referred to below) |
| Ensure that the pay review process supports timely and effective decision making | Zoe Graydon | Mar-15 | Jun-15 | Complete Nov-15 | Current practice frequently causes the decision to reduce pay to be delayed. Action closed as this is being covered by the HR Policy Review. Unions advised they have requested the Review is suspended pending Risk Review and other priorities. |
| TRAINING AND DEVELOPMENT | | | | | |
| 7. Support supervisors to have the confidence and capability to deal effectively with attendance management through workshops, coaching etc | Sarah/Molly | Mar-15 | Jun-16 | In progress | Workshops relating to attendance and performance to be developed and delivered to HFRS managers and supervisors. |
| COMMUNICATION | | | | | |
| Develop a communications strategy for Occupational Health & Wellbeing which highlights the services available and how to access them. | Kate Kyne | Mar-15 | Jun-15 | Complete Nov-15 | 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 OHW service in Fire. Work ongoing on intranet content to publicise services includes details of new EAP, dates of stress and resilience workshops etc. Closed action as become business as usual for OHW. |

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| CASE MANAGEMENT | | | | | |
| Regular review of long term sickness cases by senior members of HR Operations and Occupational Health | Zoe Graydon | Mar-15 | Ongoing | Complete Nov-15 | 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. Action closed as this has become business as usual. |
| Management review of those with the 20 highest absence records per employee group to ensure appropriate interventions are in place. | Helen Mears/Zoe Graydon | Mar-15 | Ongoing | Complete Nov-15 | 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. First report to be provided in July. Action closed as this is now being considered within the Reporting Sub Group. There are other ways to achieve focus on 'top 20' not just Bradford Factor Score. Further exploration of data needs to take place to see where energies need to be targeted to reduce absence. |
| WELLBEING | | | | | |
| Provide stress and resilience workshops | Kate Kyne | Mar-15 | Ongoing | Complete | Dates of 2015 workshops published and ongoing programme planned |
| 8. Implement a Trauma Incident Management (TRIM) process | Keely/Emma Liddell | Mar-15 | Mar-16 | In progress | Options paper presented at September HoST. Agreed funding to introduce TRiM programme and first stage of psychological screening programme. Training organised for TRiM Practitioners for Feb 2016. volunteers undergoing screening process. |