

Hampshire Fire and Rescue Service **Appendix 2 - HFRS Absence**

Details of Action	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	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 further work will be undertaken to explore alternative ways of obtaining absence reports using Firewatch (GT) and manual reporting via the Knowledge Management team (HM)
2. Regular analysis of absence trends and problem areas (to include comparative data from other Services)	Mar-15	Jul-15	In progress	At least quarterly absence analysis to be undertaken. Current issues with obtaining data/reports as per 1 above, so will need to be manually provided by Knowledge Management in the interim (HM to progress). Comparative absence data to be obtained from other Services (GJ)
3. Use casework and Occupational Health metrics to assess HFRS level of engagement with these services and highlight areas of concern	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	Mar-15	Apr-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
5. Review the absence management policy to identify areas of improvement that will have positive impact on reducing sickness absence	Mar-15	Jun-15	In progress	Policy has been circulated for further discussion at the next meeting
6. Ensure that the pay review process supports timely and effective decision making	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
TRAINING AND DEVELOPMENT				

Details of Action	Date raised	Target completion date	In Progress/ Completed	Action Taken / Update
7. Support supervisors to have the confidence and capability to deal effectively with attendance management through workshops, coaching etc	Mar-15	Ongoing	In progress	Workshops relating to attendance have been delivered by HR Operations in recent months. Need to check whether these are scheduled to continue and evaluate content etc to ensure any actions identified through this improvement plan are incorporated as appropriate.
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	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.
9. Develop a communications strategy for Occupational Health which highlights the services available and how to access them.	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
CASE MANAGEMENT				
10. Encourage early intervention by managers	Mar-15	TBC when actions agreed	TBC	Detail of exact actions required to achieve this need to be discussed further at the next meeting on 29th April
11. Regular review of long term sickness cases by senior members of HR Operations and Occupational Health	Mar-15	Ongoing	In progress	To ensure that long term sickness is being effectively managed and any themes can be highlighted to AMWG.
WELLBEING				
12. Provide stress and resilience workshops	Mar-15	Ongoing	In progress	Dates of workshops TBC and availability needs to be incorporated into communications strategy at no. 9 above.
13. Implement a Trauma Incident Management (TRIM) process	Mar-15	Aug-15	In progress	Initial meeting has taken place to progress this (with Quita Walker and Ryan James from Wellbeing). Awaiting costings so that an options paper can be developed for consideration by HOST/SMT