Inverclyde council

Report To:	**Policy and Resources Committee**	**Date**:	**13 November 2012**
Report By:	**Head of Organisational Development, Human Resources and Communications**	**Report No:**	**HR/16/12/AW**
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Subject:	**Attendance Management**		

1.0   PURPOSE

1.1   The purpose of this report is to make Committee aware of the Council's approach to Attendance Management.

2.0   SUMMARY

2.1   Quarterly attendance figures were presented to the 19 June 2012 Policy and Resources Committee and a request was made to advise Committee on how the Council deals with attendance management. This report fulfils that request.

2.2   The Council's attendance management return for March to June of this year shows 4.76%. (Appendix1)

2.3   The stamp 'could do better' is regularly placed against such returns, however, it is important to discuss the matter in context. The Council has made good progress over the last few years, sits well nationally and has recently put in place measures to realise further improvement.

3.0   RECOMMENDATIONS

3.1   It is recommended that Members note the relative success achieved thus far in managing attendance.

Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

4.1 Managing Attendance is a high priority for all Services and with managers who have responsibility for managing employee attendance. They are supported in this process by Human Resources policies and procedures on managing attendance and are supported at all stages of the process by Human Resources Advisors if required.

4.2 Following a revision of attendance management procedures and policies in 2005/2006 attendance levels have improved to the extent that Inverclyde is no longer at the lower end of national league tables.

4.3 The Council has agreed a managing attendance target of currently 4.75% which is well publicised. In addition, this target has been introduced in a formal context and is referred to in contracts of employment. The reason for this is that it is important to promote the responsibility of employees to manage their own attendance; the responsibility of managers to carry out the Council process; and the responsibility of Human Resources to ensure that policies are refreshed.

4.4 It is the responsibility of managers to ensure that their employees' absences are recorded and monitored on an ongoing basis. The bedrock of any attendance management policy is the return to work interview which occurs following every absence and is supported by the following trigger points which also leads to a meeting between employee and manager:

- 4 separate absences (of any duration) in a rolling 12 month period
- A total of 8 days or more absence in a rolling 12 month period
- An absence of four or more weeks duration
- An absence which is due to a musculoskeletal condition, or a mental health problem (e.g. stress, anxiety, depression)

4.5 Occupational health provision has been in place for over two years, the aim being that this service will have an impact on long term absence statistics.

4.6 The barriers to a further reduction in absenteeism are:

- Inconsistent application of the procedure
- Wide variety of employee groups to cover
- Number of locations where employees work from
- Culture of public sector in general
- Terms and conditions of employment

4.7 *'Could do better'* is understandably and easily levelled at the Council's managing attendance approach, however, this charge should be balanced against a pattern of continuous improvement over a number of years, the environment in which we operate and the often misleading and (selective) comparison made with the private sector.

Future development of our approach is continuing to link attendance management to other employee related subjects (a recent example is using attendance as a measure in the voluntary severance matrix; a long standing example is banking annual leave scheme).

5.0 PROPOSALS

5.1 It is proposed that Human Resources and all Services continue to promote attendance management as a high priority as this matter is a shared responsibility.

6.0 **IMPLICATIONS**

6.1 Finance: There are no financial implications for this report.

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

6.2 Human Resources: There are no Human Resources implications.

6.3 Legal: There are no legal implications.

6.4 Equalities: There are no Equalities issues within this report.

APPENDIX 1

Inverclyde Council - Absence Management

Period 2 - 26 March 2012 - 24 June2012

Chief Executive

Service	Number of Staff			Work Days	Number of Days Absence and %								TOTALS	
	LGE	Craft	Teachers	Available	Self Cert	%	Med Cert	%	Ind Inj	%	Unauth Abs	%	Total	%
Chief Executive	12	0	0	531.5	2	0.38%	0	0.00%	0	0.00%	0	0.00%	2.00	0.38%
	12	**0**	**0**	**531.5**	**2**	**0.38%**	**0**	**0.00%**	**0**	**0.00%**	**0**	**0.00%**	**2**	**0.38%**

Environment, Regeneration & Resources

Service	Number of Staff			Work Days	Number of Days Absence and %								TOTALS	
	LGE	Craft	Teachers	Available	Self Cert	%	Med Cert	%	Ind Inj	%	Unauth Abs	%	Total	%
Finance	116	0	0	5450	33	0.61%	170	3.12%	0	0.00%	3	0.06%	206.00	3.78%
Customer Service Centre	35	0	0	1644	0	0.00%	5	0.30%	0	0.00%	0	0.00%	5.00	0.30%
ICT	39	0	0	2168.5	25	1.15%	1	0.05%	0	0.00%	0	0.00%	26.00	1.20%
Regeneration	17	0	0	779	7.5	0.96%	8	1.03%	0	0.00%	0	0.00%	15.50	1.99%
Planning	29	0	0	1412	4	0.28%	6	0.42%	0	0.00%	0	0.00%	10.00	0.71%
Environment & Commercial	367	0	0	19763.5	197.2	1.00%	851	4.31%	54.5	0.28%	2	0.01%	1104.70	5.59%
Catering	188	0	0	9544	70.32	0.74%	319.01	3.34%	0	0.00%	0	0.00%	389.33	4.08%
Cleaning	245	0	0	12959	95.98	0.74%	268.12	2.07%	0	0.00%	0	0.00%	364.10	2.81%
Janitorial	63	0	0	3127	24	0.77%	103	3.29%	0	0.00%	0	0.00%	127.00	4.06%
Property Assets & Facilities Mgt	62	24	0	4570	24	0.53%	33	0.72%	0	0.00%	0	0.00%	57.00	1.25%
Legal	22	0	0	1117.5	23.5	2.10%	0	0.00%	0	0.00%	0	0.00%	23.50	2.10%
Democratic	12	0	0	543	2	0.37%	0	0.00%	0	0.00%	0	0.00%	2.00	0.37%
	1195	**24**	**0**	**63077.5**	**506.5**	**0.80%**	**1764.13**	**2.80%**	**54.5**	**0.09%**	**5**	**0.01%**	**2330.13**	**3.69%**

Education, Communities & Organisational Development

Service	Number of Staff			Work Days	Number of Days Absence and %								TOTALS	
	LGE	Craft	Teachers	Available	Self Cert	%	Med Cert	%	Ind Inj	%	Unauth Abs	%	Total	%
CLD	42	0	0	1875.9	23	1.23%	94	5.01%	0	0.00%	0	0.00%	117.00	6.24%
Education	730	0	770	85953	1190	1.38%	2753	3.20%	1	0.00%	0	0.00%	3944.00	4.59%
Libraries & Museums	49	0	0	2426	28.5	1.17%	158	6.51%	0	0.00%	0	0.00%	186.50	7.69%
Safer & Inclusive Communties	149	0	0	6051	77	1.27%	130	2.15%	0	0.00%	0	0.00%	207.00	3.42%
OD, HR & Communications	56	0	0	2771	69.69	2.51%	86	3.10%	0	0.00%	0	0.00%	155.69	5.62%
	1026	0	770	99076.9	1388.19	1.40%	3221	3.25%	1	0.00%	0	0.00%	4610.19	4.65%

Community Health & Care Partnership

Service	Number of Staff			Work Days	Number of Days Absence and %								TOTALS	
	LGE	Craft	Teachers	Available	Self Cert	%	Med Cert	%	Ind Inj	%	Unauth Abs	%	Total	%
CHCP	1103	0	0	53810.5	573.16	1.07%	2782.41	5.17%	0	0.00%	0	0.00%	3355.57	6.24%
	1103	0	0	53810.50	573.16	1.07%	2782.41	5.17%	0	0.00%	0	0.00%	3355.57	6.24%

All Council Services

Service	Number of Staff			Work Days	Number of Days Absence and %								TOTALS	
	LGE	Craft	Teachers	Available	Self Cert	%	Med Cert	%	Ind Inj	%	Unauth Abs	%	Total	%
Overall Council	3336	24	770	216496.4	2469.85	1.14%	7767.54	3.59%	55.5	0.03%	5	0.00%	10297.89	4.76%