

Attendance at Work Procedure

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	168
Brief description:	The Attendance at Work procedure revised draft in order to ensure consistency when managing attendance within the council.
Date Completed:	24/01/2017 19:47:39 Version: 1
Completed By:	Andrea Malam
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Not Applicable,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

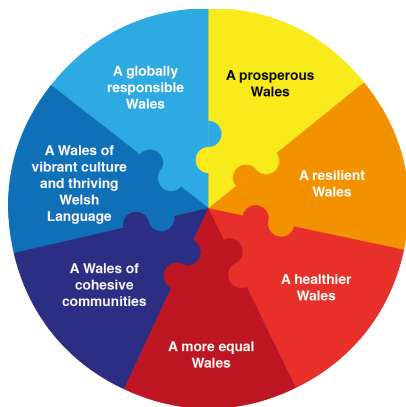
(3 out of 4 stars)



Actual score: 17/ 24.

Summary of impact

Wellbeing Goals



A prosperous Denbighshire	Negative
A resilient Denbighshire	Neutral
A healthier Denbighshire	Positive
A more equal Denbighshire	Positive
A Denbighshire of cohesive communities	Neutral
A Denbighshire of vibrant culture and thriving Welsh language	Neutral
A globally responsible Denbighshire	Negative

Main conclusions

Unintended negative impacts are mainly around the fact that employees may go through a process which could ultimately lead to dismissal, however the process leading up to that is a well managed process which allows employees to explore options with their manager and occupational health. The aim is to improve attendance at work and the council works with all parties to provide that help and support, regardless of protected characteristics.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact:	Negative
Justification for Impact:	Any dismissals via ill health capability are taken through consistent processes looking at reasonable adjustments where they fall under the Equality Act 2010, therefore this will be an unintended negative impact

Positive consequences identified:

Increasing attendance levels by actively managing to process, thus having the employees to carry out this action.

Unintended negative consequences identified:

Potential dismissal through ill health capability of employees via the attendance at work process
Potential dismissal through ill health capability of employees via the attendance at work process
Potential dismissal through ill health capability of employees via the attendance at work process could result in key skills being lost.

Mitigating actions:

Any potential dismissals are taken through a process and follow the dismissal process outline within the procedure and legislation.

A resilient Denbighshire

Overall Impact:	Neutral
Justification for Impact:	The attendance at work procedure will have a neutral impact as the above are not applicable.

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

Consideration will be given to a resilient Denbighshire.

A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	Managing attendance within the council will have a positive impact on overall health and wellbeing as those discussions/interventions are taking place early, helping managers to ultimately manage attendance levels. Support and assistance is on hand via occupational health and there is a range of help and support available for employees and managers.

Positive consequences identified:

The procedure helps the employee think about lifestyle and wellbeing. Any employee taken through the stages or referred to occupational health will have discussions around health and wellbeing in order to maximise attendance.

Managers may encourage improved health and wellbeing via leisure opportunities.

Managers and occupational health are there to support and look at reasonable adjustments for employees when required.

Employees have access the Occupational health internally.

Unintended negative consequences identified:

Attendance levels are sometimes beyond the control of the employee and therefore will still have to be managed through a process and in line with the Equality Act and reasonable adjustments where applicable.

The illness/absence may contribute to poor attendance at work which may result in the employee hitting triggers and moving through the attendance at work process. This may result in dismissal via ill health capability.

Mitigating actions:

Any negatives will be carefully considered and reasonable adjustments will be explored where applicable. A consistent approach is taken to managing attendance and any outcomes are carried out in line with legislation and the relevant policies.

A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	Reasonable adjustments are applied to all protected characteristics and those employees who do not fall under the equality act. Employees undergoing treatment for a long term condition are able, work around their treatment with the support from their GP without any impact on their pay or sickness record. These are positive steps to a more equal Denbighshire.

Positive consequences identified:

The procedure applies to all employees and will be applied consistently regardless of any protected characteristics. Reasonable adjustments will be made and discussed in conjunction with occupational health. Support is offered and given to all employees as and when required e.g. support and advice to quit smoking. Enabling employees to attend work via a fit note when they are undergoing treatment or a long term condition. This doesn't impact their sickness record or pay.

Unintended negative consequences identified:

Employees who have reasonable adjustments made but still have poor attendance may still be managed through the stages of the attendance process which could potentially end in dismissal for ill health capability. There may be a impact on salary when an employee reaches half pay or no pay when absent due to sickness - in line with the council's occupational sick pay scheme.

Mitigating actions:

Minimising negatives would involve managers looking at more reasonable adjustments when managing attendance and offering help and support in order to increase attendance, however this ultimately is down to the employee and ensuring they are taking reasonable steps to attend work.

A Denbighshire of cohesive communities

Overall Impact:	Neutral
Justification for Impact:	N/A

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

N/A

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	The procedure will be bilingual and any guidance, promotion and e-learning will also be in Welsh.

Positive consequences identified:

The procedure will be bilingual. Guidance and e-learning will also be provided in the medium of Welsh.
The procedure will be bilingual

Unintended negative consequences identified:

The councils occupational health advisor does not speak Welsh. Therefore the service will be provided in English.

Mitigating actions:

A translation service could be used if an employee requests to be seen by a Welsh speaker or access to a Welsh Occupational Health Advisor from another council. REports may be translated into Welsh by the occupational admin support as they are Welsh speaking.

A globally responsible Denbighshire

Overall Impact:	Negative
Justification for Impact:	Managers will be required to ensure the wellbeing of employees is priority and if employees are attending work when they are visibly unwell, then that will need to be addressed and discussed with the employee.

Positive consequences identified:

Any appeal, grievances or complaints arising from the attendance at work procedure will be dealt with under the relevant policy.

Unintended negative consequences identified:

Employees may come to work even when they are unwell for fear that they may lose their jobs. This can be a potential health and safety concern.

Poor attendance in one department may impact service provision in another.

Mitigating actions:

Management addressing concerns with the employee and seeking advice from occupational health will help to minimise negative consequences.