

**City of Bradford Metropolitan District Council
Corporate Overview and Scrutiny Committee**

Scrutiny Review into Managing Attendance across Bradford Council

DRAFT - Terms of Reference

See Part 3E paragraphs 2.1 to 2.11 of the Constitution of the Council.

Background

At its meeting on Wednesday 22 November 2017, the Corporate Overview and Scrutiny Committee agreed to undertake an in-depth Scrutiny Review, into Managing Attendance across Bradford Council.

This issue came to the surface when members of the Corporate Overview and Scrutiny Committee considered the Mid Year Finance and Performance Statement. This resulted in extensive discussions relating to managing attendance across the District.

Context

Set-out below are the short term and long term sickness absence trends from 2014/15 to December 2017/18.

<u>Year</u>	<u>Target (excl schools)</u>	<u>Outturn (excl schools)</u>
2014/15	10 days	11.3 days
2015/16	10	11.3
2016/17	10	11.3
2017/18 (to Dec)	7.5 (to Dec, 10 for year)	9.0 (to Dec)

<u>Year</u>	<u>Short Term (excl schools)</u>	<u>Long Term (excl schools)</u>
2014/15	37.5%	62.5%
2015/16	33.4%	66.6%
2016/17	32.1%	67.9%
2017/18 (to Dec)	30.4%	69.6%

Key Lines of Enquiry

The key lines of enquiry for this scrutiny review are to:

- Examine progress made against the 2005 Managing Attendance Improvement review recommendations;
- Review the Councils current policies and procedures in dealing with sickness absence, in order to assess the effectiveness of the management of sickness absence within the Council;
- Identify best practice and innovative approaches in the Council and from other organisations both in the public and private sector in managing staff attendance;
- Establish a consistent approach to establishing “baseline” costs for calculating the

cost of sickness absence across the Council;

- Examine the causes of staff absence, including the reasons given for absence, trends, issues and key factors;
- Consider Human Resources role, including the role of Occupational Health and HR Plus in managing attendance;
- Review Manager's roles and responsibilities in managing attendance;
- Analyse the impact that staff absence has on service delivery and to the Council;

Methodology

The committee will receive and consider a variety of evidence/information provided by a range of interested parties. The Committee may adopt one or more of the following methods to collect evidence/information:

- relevant documents;
- relevant data;
- written submissions from, or meetings with interested parties;
- undertake relevant visits.

Indicative list of interested parties

An indicative list of interested parties is provided below. This is not definitive or exclusive and can be developed as the scrutiny progresses.

Organisation / Department	Contact
Bradford Council.	Michele Moverley – Human Resources. Simon Jenkins – Human Resources. Caroline Booth – Employee Health and Well Being. Strategic Directors. Council Staff. Procurement.
Trade Unions.	Linda Crowther - Unison. Gary Nesbitt - GMB. Patrick Kerry - Unite.
Councillors.	
HR Plus.	
Public/Private sector organisations.	

Indicative Timetable

Date	Milestone
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Date	Milestone
Thursday 22 March 2018.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
TBC.	Information gathering session –
TBC.	Information gathering session –
TBC.	Information gathering session –
TBC.	DRAFT Review Report and Recommendations to Corporate Overview and Scrutiny Committee – for discussion and approval.