

DRAFT Managing Attendance Scrutiny Review

Thursday 22 October 2020

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Membership of the Corporate Overview and Scrutiny Committee

Members

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Cllr David Green
Cllr Rosie Watson
Cllr Angela Tait
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Alternate Members

Cllr Sameena Akhtar
Cllr Richard Dunbar
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Chairs Foreword

This report has been produced by the Corporate Overview and Scrutiny Committee, in response to the recommendation made by this Committee on Wednesday 22 November 2017, to undertake an in-depth Scrutiny Review, into Managing Attendance across Bradford Council.

The recommendations contained within the report come under the key lines of enquiry for the review, as contained in the Terms of Reference, (attached as appendix 1).

An Improvement Staff attendance review was undertaken in 2005 and progress against the 2005 review recommendations is contained within the report.

However, there has been a rise in sickness absence across the council, particularly relating to long term sickness and sickness absence relating to mental health. This has resulted in Corporate Overview and Scrutiny Committee members, agreeing to undertake this scrutiny review.

As you will see from the recommendations, a range of approaches will be required to assist in managing attendance across Bradford Council.

I would like to thank fellow councillors of the committee and council officers for taking part in this scrutiny review.

Cllr Nazam Azam
Chair, Corporate Overview and Scrutiny Committee

Executive Summary

This scrutiny review follows on from the recommendation made by Corporate Overview and Scrutiny Committee on Wednesday 22 November 2017, to undertake an in-depth Scrutiny Review, into Managing Attendance across Bradford Council.

The three information gathering sessions undertaken as part of this scrutiny review focused on the nine key areas for improvement, in accordance with the Terms of Reference, adopted at the Corporate Overview and Scrutiny Committee on Thursday 22 March 2018. Specifically, the committee resolved to:

1. Examine progress made against the 2005 Managing Attendance Improvement review recommendations;
2. Review the Council's current policies and procedures in dealing with sickness absence, in order to assess the effectiveness of the management of sickness absence within the Council;
3. Identify best practice and innovative approaches in the Council and from other organisations both in the public and private sector in managing staff attendance;
4. Establish a consistent approach to establishing "baseline" costs for calculating the cost of sickness absence across the Council;
5. Examine the causes of staff absence, including the reasons given for absence, trends, issues and key factors;
6. Consider Human Resources role, including the role of Occupational Health and HR Plus in managing attendance;
7. Review Manager's roles and responsibilities in managing attendance;
8. Analyse the impact that staff absence has on service delivery and to the Council.

As a result of the review, this Committee has made a number of recommendations for consideration. These are contained (a) within the body of the report and (b) summarised at the end for ease of reference.

Chapter 1 - Introduction

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.

Corporate Overview and Scrutiny Committee members began their deliberations on Thursday 22 November 2018, with the session focusing on Bradford Council officers who are responsible for managing attendance of staff. At the information gathering sessions on Thursday 24 January 2019 and Thursday 19 February 2019 members met with Trade Union representatives and Bradford Council's Human Resources officers and HR Plus Advisory officers.

Key Aims and Scrutiny Process

The key aims of this stage in the scrutiny review are as outlined on the previous page.

Members have received and gathered a range of information from a number of different sources, including:

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

Local Context

Written submissions from Bradford Council's Human Resources Department has set-out the local context, in relation to sickness absence within Bradford Council.

Table 1 – Long term sickness absence trends for the last five years

Average FTE Days Lost Per employee	30 June 2020	31 March 2020	31 March 2019	31 March 2018	31 March 2017	31 March 2016	31 March 2015
Council Total (excluding schools)	12.60	12.96	13.00	12.57	11.85	11.70	11.72
Council Total (including schools)	10.68	11.17	11.09	10.94	10.50	9.90	10.34

Table 2 – Short term sickness absence trends for the last five years

Current	30 June 2020	
Short Term/Long Term Sickness	Short	Long
Council Total (excluding schools)	28%	72%
Council Total (including schools)	29%	71%

	31 March 2020		31 March 2019		31 March 2018		31 March 2017		31 March 2016		31 March 2015	
Short Term/Long Term Sickness	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long	Short	Long
Council Total (excluding schools)	26%	74%	27%	73%	31%	69%	32%	68%	33%	67%	34%	66%
Council Total (including schools)	30%	70%	32%	68%	35%	65%	36%	64%	33%	67%	37%	63%

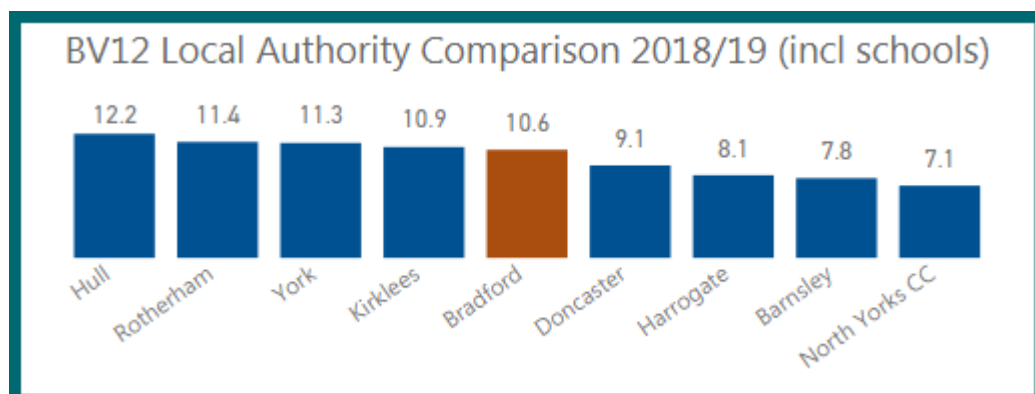
Long term sickness makes up over two thirds of sickness absence so the effective management of this type of sickness will have a much more significant impact on absence rates. The figures indicate that, in the past, this has not been managed as effectively. As the percentage of long term sickness went up, so did the overall absence figure. The most recent figures show a reduction in overall sickness absence and a reduction in the percentage of long term sickness.

Table 3 – Top causes of sickness absence

Top 5 Sickness Absence reasons	June 2020	31 March 2020	31 March 2019	31 March 2018	31 March 2018	31 March 2016	31 March 2015
Fractures/Sprain/Muscular	14.94%	15.56%	15.42%	15.66%	16.82%	14.77%	14.69%
Cold/Flu/Viral	8.79%	11.17%	11.03%	13.10%	11.33%	10.45%	11.43%
Stress non work related	14.30%	11.33%	10.50%	11.24%	9.65%	7.24%	6.78%
Depression/Anxiety	13.84%	9.34%	9.20%	9.35%	8.58%	8.50%	8.75%
Stress work related	11.52%	10.3%	8.94%	7.20%	6.70%	6.70%	6.67%
Gastric	3.00%	6.34%	6.24%	6.09%	7.32%	7.13%	8.02%
Other reason	N/A	N/A	N/A	N/A	N/A	7.53%	7.34%

NB Cold/flu/viral includes Covid-19, which accounts for 4.67%

Graph 1 – Local Authority sickness absence comparison 2018-19, (including schools)



According to CIPD (Chartered Institute of People Management) in the latest 'Health and Well-Being at Work Report' (March 2020, published by the CIPD and Simply Health), the average rate of employee absence is 5.8 days per employee or 2.6% of working time lost.

For public services the average working days lost per employee per year is 8.2, for private sector service industries this is 5.1 working days lost per employee, for private sector manufacturing and production industries this is 7.1 working days lost per employee, and for the not for profit sector 5.8 working days are lost per employee.

The Office for National Statistics states that sickness rates have remained static in recent years and that in 2018, on average, 4.4 days are lost to sickness or injury per worker.

Cost of sickness absence to Bradford Council

During the information gathering sessions for this scrutiny review, Corporate Overview and Scrutiny Committee members discussed the cost of sickness absence to Bradford Council, in particular the use of agency staff to cover for sickness absence.

Additional information supplied by Bradford Councils Human Resources team indicated that from October 2019 to September 2020, the total spend on Agency cover that has been attributable to sickness absence cover, was just over £597k.

Chapter 2 - Progress against the 2005 Managing Attendance Improvement Review Recommendations

Set out below are the recommendations from the 2005 improvement review to Managing Attendance, together with the progress against each recommendation.

Recommendation	Progress
<p>The Chief Executive should ensure that there is a Top Management Champion Assistant Chief Executive, Policy & Corporate Support) who has overall responsibility for the cultural change required through performance management in helping to reduce the sickness absence levels in the Council by;</p> <ul style="list-style-type: none"> ▪ promoting a culture for staff attendance and the management of sickness absence ▪ re-enforcing key issues about sickness absence management and attendance linking to the Vision and Values work being undertaken by the Council. ▪ ensuring that Senior Management put in place appropriate performance managing frameworks to ensure managers are held accountable for the management of sickness absence (e.g. through monitoring performance on the management of sickness absence at Departmental Management Teams on a regular basis). 	<p>An action plan was produced and progress against these actions has been reported to Corporate Overview & Scrutiny.</p>
<p>The Assistant Chief Executive to work with the Director of Human Resources to ensure that reports on measures undertaken by Departments to reduce sickness levels and the outcome of these measures within the Council are regularly report on an annual basis to the Corporate Improvement Committee and the Improvement and Innovation Board.</p>	<p>Over the years structures and roles have changed but the Director of Human Resources has always had overall responsibility this type of role supported by other senior roles in HR. New performance indicators for sickness management were agreed by CMT and implemented in September 2018 and formed part of the overall approach to absence and wider performance management.</p>
<p>In order to drive improvements in the levels of sickness absence in Bradford Council, a corporate target for reducing sickness absence should be agreed by the Director of Human Resources and Policy and Performance Director, which should also be reported as part of the Councils Corporate Plan under the priority of improving customer services. This target should be challenging yet realistic and by 2007/2008, the Council should be out of the bottom quartile for metropolitan authorities. The corporate target should be supported by departmental, service and team targets which should be included in their respective plans.</p>	<p>A performance target for sickness absence rates has been set annually and introduced as a Well Run Council measure and a report, as detailed, taken to Corporate Overview and Scrutiny Committee. Other reports have also been taken on sickness as requested by the Committee. Benchmarking information regarding quartiles of performance is no longer available. Little Benchmarking is now available since the Best Value PIs are no longer a requirement for Local Government.</p>
<p>Ensure that the cost for sickness absence to the authority is accurately established, the Council should develop a system in relation to recording the exact cost in relation to recruiting someone from a recruitment agency to cover for sickness absence as well as recording where overtime payments are attributable to sickness absence. This should be implemented by June 2006 and include;</p> <ul style="list-style-type: none"> ▪ the cost of recruiting agency staff to cover for sickness by department; ▪ the Council to determine the amount of payments directly attributable to cover for 	<p>The cost of sickness and agency cover for sickness absence are monitored on an on-going basis.</p>

Recommendation	Progress
<p>sickness absence. Once a total cost is established, (baseline), the Assistant Chief Executive (Policy and Corporate Support) should consider establishing targets with departments to reduce the amount of spend on agency staff, while maintaining the same level of service for 2007/08.</p>	
<p>In understanding how the Council will deal with sickness absence the Director of Human Resources should;</p> <ul style="list-style-type: none"> ▪ monitoring and report the use of the Council's procedures for dealing with sickness absence, and ensure that they are being used consistently interpreted and applied; ▪ providing guidance and support through appraisal for sickness absence management; ▪ identifying a specific 'HR Champion' at senior level to co-ordinate the expertise in Human Resources, especially in dealing with long-term absence cases, particularly to; ▪ providing general advice and guidance to managers on sickness absence, particularly on conducting return to work interviews and managing long term sickness; ▪ providing a strategic approach to disseminating good practice in relation to sickness absence; ▪ identifying hotspots where sickness absence levels are high and encourage managers and supervisors to tackle these by providing additional support; ▪ monitoring Departmental sickness levels and compliance by managers and supervisors with sickness absence procedures; ▪ having a more strategic role which looks specifically at longer term solutions for managing sickness absence and to then feed them into Bradford Councils workforce planning systems; ▪ conducting a review to evaluate the role of Champion will be undertaken after 12 months. 	<p>HRplus provide Management Information on compliance with sickness procedures and there is an escalation process via the line manager chain for cases where the manager's do not progress cases in line with policy and targets. MI is fed back to DMTs. This now forms part of the new PIs for managers.</p> <p>The previous appraisal process has been replaced. Guidance and support is provided by HRplus. An Human Resources Champion has always been in place. Sick absence management advice to managers and escalation continues to be undertaken by HRplus and the Human Resource Service.</p> <p>Targeted training has been developed (Best Solutions for Manager), additional performance metrics implemented. Absence data is discussed at monthly Service DMTs.</p>
<p>To ensure that training for sickness absence management is tailored to the needs of managers and supervisors, Human Resources should specifically ensure that the programme meets the needs of individual departments on an ongoing basis.</p>	<p>HRplus provides coaching support to all managers on managing sickness. The recent and on-going Best Solutions for Managers training also provides managers with the tools they need to effectively manage absence and also coaching managers to act promptly through supportive, and difficult conversations.</p>
<p>To support the improvement in the approach to staff absences identified in this report and to address long term sickness absence, The Director of Human resources should undertake a structured audit of all current long term sickness cases. This should be reported to individual departments September 2006 who should develop actions to address these cases which should be reflected in the departments sickness targets contained within Departmental</p>	<p>LTS MI is provided by HRplus. These cases are examined jointly by HRplus, the HR Business Partnering Service and Employee Health and Wellbeing in conjunction with the manager to implement the most effective actions.</p>

Recommendation	Progress
Strategic Plans.	
<p>In improving management information, a vital component in Managing Attendance, the Director of Finance needs to ensure that in its negotiations with its ICT contractor, in particular relating to the SAP that regard is given to manager and supervisors information needs that would assist them in managing sickness absence. This should in particular cover;</p> <ul style="list-style-type: none"> ▪ maintaining reliable records on sickness absence, including patterns of sickness absence, the reasons for sickness absence and the number of days present; ▪ strategic directors and senior management being able to identify trends in sickness absence in their service areas; ▪ current pay status of those employees who are off sick; ▪ giving managers early reminders as to when specific trigger points have been met. 	<p>A suite of reports is available to managers on sickness absence accessed through MSS. Managers are sent email reminders whenever an employee breaches a trigger point prompting them to raise an HRplus case, and follow up contact and escalations process is in place. Corporate sickness MI continues to be provided.</p>
<p>The Performance Improvement Group to specify a project with Occupational Health to undertake a consultancy project relating to process mapping of how individual cases of sickness absence are referred and dealt with by Occupational Health. The consultancy project should be completed by September 2007.</p>	<p>Employee Health and Wellbeing continue to provide an efficient and effective service.</p> <p>Mental Health absence is an immediate referral to employee health and wellbeing.</p>
<p>In order to make an informed decision about the application of family friendly policies on improving staff attendance, there should be a review of family-friendly policies.</p>	<p>There is now legislation providing rights for employees to request flexible working. Shared Parental Leave etc are in place. Flexible ways of working have also been introduced by the Council which allow managers and staff to agree ways of working that reflect a positive work life balance. Different contract types e.g. part time, term time and also access to different paid and unpaid leave arrangements are in place.</p>

Chapter 3 – Key Findings

This section presents the findings of the Corporate Overview and Scrutiny Committee into Managing Attendance, covering the agreed key lines of enquiry for this Scrutiny Review.

The key recurring issues that have arisen during this scrutiny review have centred around:

- Long Term Sickness Absence;
- Advice from HRplus;
- Sickness absence cases relating to Mental Health;
- Training.

Long Term Sickness Absence

Officers from Bradford Council who are responsible for managing attendance, informed Corporate Overview and Scrutiny members that the process for managing long term sickness absence could be improved. Examples were given whereby the Sickness Absence Management Procedure indicates that when an employee is off sick, they cannot be contacted for four weeks. Subsequently, officers who are responsible for Managing Attendance felt that this was hindering them in addressing long term sickness absence cases.

There was unanimous agreement amongst members and officers that the more contact that takes place with employees who are off sick, the more likely they are to return to work quickly. Keeping employees informed of developments at work and having those supportive conversations with employees to make their progression back to work more quicker, along with offering reasonable work related adjustments; were considered to be paramount in employees returning to work more quickly.

Recommendation 1

That amendments be made to Bradford Council's Sickness Absence Management Procedure, specifically relating to promoting earlier conversations and dialogue between manager and employee, with a view to a quicker return to work.

Continuing on, Bradford Council officers informed Corporate Overview and Scrutiny councillors that employees were obtaining a sick note from the doctor, with different conditions attached to them, including that an employee cannot be contacted for four weeks, particularly if an employee is off with stress.

Members also heard that the doctors are only really given the employees version of the case and it would be helpful for officers who are responsible managing attendance to also be able to have some dialogue at this stage, particularly as reasonable adjustments could be offered to an employee to get that back to work quicker, which the doctor would not be aware of.

Furthermore, there was consensus amongst all participants that it is very difficult to deal with long term sickness absence cases. It was felt that the Managing Attendance Policy is there, but as officers dealt with such a variety of sickness absence cases that often did not fit in with the Policy and more multi-faceted approach was required.

Recommendation 2

That officers from Human Resources and the Health and Wellbeing Board raise with the Clinical Commissioning Groups and explore opportunities to overcome barriers presented with 'no contact' statements on GP Fit Notes in order to progress support, occupational health referral and adjustments and facilitate an employee returning to work early. That officers review and strengthen the supporting attendance policy on communicating with employees who are absent due to illness or injury.

One of the recommendations from the 2005 Managing Attendance Improvement Review recommended that Departmental Attendance Champions be appointed.

The Departmental Attendance Champions used to meet on a monthly basis and then later on a three monthly basis and discussed a range of managing attendance related themes, some of which included improving the management of sickness absence, supporting staff and sharing and implementing best practice across Bradford Council.

However, Bradford Council officers informed Corporate Overview and Scrutiny Committee members, that this group did not meet any more.

Officers also informed Corporate Overview and Scrutiny Committee members, that as a result of the work undertaken by the Departmental Attendance Champions, there were reductions in sickness absence across the Council.

However, members were informed by Bradford Council officers responsible for managing attendance, that there was a direct correlation between the cessation of the Departmental Attendance Management Champions group and improvements in managing attendance across the Council.

Recommendation 3

That the Director of Human Resources reinstates the Department Attendance Champions group, to be chaired by the Director of Human Resources.

Advice from HRPlus

During the information gathering session with Bradford Council officers who are responsible for Managing Attendance, members heard that they officers were receiving different and conflicting advice from HR Plus advisors, in relation to Managing Attendance cases.

Different and conflicting advice often resulted in Bradford Council officers not being able to effectively address sickness absence cases and officers were then subsequently, seeking advice from Bradford Councils Human Resources Team, as well as HR Plus advisors. It was felt that this was hindering officers as it put doubt in the minds of officers who are dealing with sickness absence cases and making difficult decisions about individuals.

There was also discussion centred around the issue that HRPlus were originally designed to deal with the day to day Human Resources issues, leaving the more complex and difficult cases to be addressed by Bradford Council Human Resources team.

Therefore, Corporate Overview and Scrutiny members felt that if HRPlus were now dealing with the more complex cases and not the routine day to day cases, then this appeared to be a change of policy and not what HRPlus were originally designed to do.

Recommendation 4

That officers in Bradford Council's Human Resources develop a more consistent and streamlined approach to providing and guidance to Bradford Council officers, who are responsible for managing attendance.

Sickness absence cases relating to Mental Health

Continuing on, Trade Union representatives stated that there had been an increase in mental health related sickness absence from 29% in 2012, to 77% in 2018. Despite the fact that Bradford Council has signed up to a "Time to Change", this is a part of Bradford Council's health and wellbeing commitment to work to reduce the mental health stigma and tackle mental health in the workplace. There has still be a significant rise in sickness absence cases relating to mental health.

Information provided by Bradford Council's Human Resources Department, identified that the average length of absence as a result of stress and mental health related conditions, was 30 days for 2018-19.

Furthermore, members also heard that Bradford Council's employee wellbeing service is good at addressing medical conditions that require a medical diagnosis, such as broken bones. However, the Council is not so good at dealing with sickness absence cases relating to mental health.

It was felt by participants, that Bradford Councils Managing Attendance Policy is a standard response to an illness and does not particularly deal with mental health issues very well.

Members were unanimous in that they felt the Councils Managing Attendance Policy did not actually need to be amended, but enacted.

Recommendation 5

That Bradford Council's Human Resources officers develop and implement approaches, to ensure that the Council's Managing Attendance Policy is being followed consistently, by those officers who have a responsibility for Managing Attendance.

Training

During the information gathering session for this scrutiny review, members were informed that 50% of Bradford Council officers who have a responsibility for managing attendance, had been provided training on managing attendance.

Participants stressed the issue that there appeared to be a lack of confidence by Bradford Council officers in dealing with managing attendance cases, particularly mental health sickness absence cases. Members were informed that such cases were not being tackled proactively at an early stage, hence resulting in such cases becoming complex and difficult to manage.

There was consensus amongst Corporate Overview and Scrutiny Committee members, that Bradford Council officers who have a responsibility for managing attendance, should be supported in providing them with the confidence and tools, which would give them the autonomy to successfully deal with such cases.

Recommendation 6

Mandatory learning and development support should be provided to all Bradford Council officers who have a responsibility for managing attendance.

Chapter 4 – Concluding Remarks

Throughout the course of this scrutiny review, Corporate Overview and Scrutiny Committee members heard that the biggest challenge to managing sickness absence, is long term sickness absence levels, as well as a lack of clarity within the managing attendance policy and the ability to interpret the policy in several different ways.

Managing attendance is a multifaceted issue and it appears that there is no single approach that will deliver improvements in how Bradford Council manages attendance. In order to effectively address managing attendance, this scrutiny review has highlighted that a range of approaches will need to be adopted.

This Committee has sought to take a balanced approach in its deliberations relating to this Scrutiny review and aimed to ensure that this report encompasses the views and concerns of all interested parties.

The scrutiny review report identifies a number of recommendations. If implemented, these will further improve the approach that Bradford Council has in terms of managing attendance across the Council.

Bradford Council's Corporate Overview and Scrutiny Committee, will monitor future progress against these scrutiny review recommendations.

Recommendation 7

Bradford Council's Corporate Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

Chapter 5 – Summary of Scrutiny Review Recommendations

Recommendation 1

That amendment's be made to Bradford Council's Managing Attendance Policy, specifically relating to promoting earlier conversations and dialogue between manager and employee, with a view to a quicker return to work.

Recommendation 2

That officers from Human Resources and the Health and Wellbeing Board raise with the Clinical Commissioning Groups and explore opportunities to overcome barriers presented with 'no contact' statements on GP Fit Notes in order to progress support, occupational health referral and adjustments and facilitate an employee returning to work early. That officers review and strengthen the supporting attendance policy on communicating with employees who are absent due to illness or injury.

Recommendation 3

That the Director of Human Resources reinstates the Department Attendance Champions group, to be chaired by the Director of Human Resources.

Recommendation 4

That officers in Bradford Council's Human Resources develop a more consistent and streamlined approach to providing and guidance to Bradford Council officers, who are responsible for managing attendance.

Recommendation 5

That Bradford Council's Human Resources officers develop and implement approaches, to ensure that the Council's Managing Attendance Policy is being followed consistently, by those officers who have a responsibility for Managing Attendance.

Recommendation 6

Mandatory learning and development support should be provided to all Bradford Council officers who have a responsibility for managing attendance.

Recommendation 7

Bradford Council's Corporate Overview and Scrutiny Committee to receive a report back in 12 months, which monitors the progress against all the recommendations contained within this scrutiny review.

**City of Bradford Metropolitan District Council
Environment and Waste Management Overview and Scrutiny Committee**

Scrutiny Review into Managing Attendance across Bradford Council

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)	10	12

<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)	31.3%	68.7%

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.	Joanne Hyde – Strategic Director, Corporate Services. Anne Lloyd – Director of Human Resources. Simon Jenkins – Human Resources. Caroline Booth – Employee Health and Well Being. Strategic Directors. Council Staff. Procurement

Organisation / Department	Contact
Trade Unions.	Linda Crowther - Unison. Gary Nesbitt - GMB. Patrick Kerry - Unite.
Councillors.	Cllr Susan Hinchcliffe.
HRPlus.	Sarah Greene.

Indicative Timetable

Date	Milestone
Thursday 22 March 2018.	DRAFT Terms of Reference to be presented to the Corporate Overview and Scrutiny Committee – for discussion and approval.
Thursday 22 November 2018.	Information gathering session – Bradford Council officers responsible for Managing Attendance.
Thursday 24 January 2019.	Information gathering session – Trade Unions representatives.
Tuesday 19 February 2019.	Information gathering session – Bradford Council HR and HR Plus.
TBC.	DRAFT Review Report and Recommendations to Corporate Overview and Scrutiny Committee – for discussion and approval.

Corporate Overview & Scrutiny Review - Participants

First evidence-gathering session, City Hall, Bradford, Thursday 22 November 2018

- Cllr Sue Duffy, (Deputy Chair, Corporate Overview and Scrutiny).
- Cllr Rosie Watson, (Corporate Overview and Scrutiny).
- Cllr David Green, (Corporate Overview and Scrutiny).
- Cllr Richard Dunbar, (Corporate Overview and Scrutiny).
- Phil Hays, (Bradford Council, ICT).
- Martin Stubbs, (Bradford Council, Revenues and Benefits).
- Jenny Cryer, (Bradford Council, Children's Services).
- Tracey Cellian, (Bradford Council, Home Care).
- Angela Greenhough, (Bradford Council, Home Care).
- Pat Cole, (Bradford Council, Community Services).
- Najum Saleem, (Bradford Council, Health and Well Being).
- Louise Williams, (Bradford Council, Neighbourhood Services).
- Geoff Binnington, (Bradford Council, Fleet and Transport Services).

Second evidence-gathering session, City Hall, Bradford, Thursday 24 January 2019

- Cllr Nazam Azam, (Chair, Corporate Overview and Scrutiny).
- Cllr Sue Duffy, (Deputy Chair, Corporate Overview and Scrutiny).
- Cllr Rosie Watson, (Corporate Overview and Scrutiny).
- Cllr Cath Bacon, (Corporate Overview and Scrutiny).
- Patrick Kerry, (Bradford Council, UNITE).
- Rob Murgatroyd, (Bradford Council, GMB).

Third evidence-gathering session, City Hall, Bradford, Tuesday 19 February 2019

- Cllr Nazam Azam, (Chair, Corporate Overview and Scrutiny).
- Cllr Sue Duffy, (Deputy Chair, Corporate Overview and Scrutiny).
- Cllr Kamran Hussain, (Corporate Overview and Scrutiny).
- Cllr David Green, (Corporate Overview and Scrutiny).
- Cllr Richard Dunbar, (Corporate Overview and Scrutiny).
- Cllr Shakeela Lal.
- Anne Lloyd, (Bradford Council, Human Resources).
- Michelle Moverley, (Bradford Council, Human Resources).
- Janet Twinn, (HR Advisor Plus).
- Sophie Hupfield, (HR Advisor Plus).