

Appendix C



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Full consultation completed with staff and trade unions.

Target - 1

Theme – Outcomes

Action – O4.2 Use the decision making methodology identified by the Local Government Association review.

Target – Full consultation completed with staff and trade unions.

Performance – Report not approved by Council.

Background – The Local Government Association (LGA) has been employed to conduct an independent review of the Council's existing management structure and arrangements.

Representatives from the LGA completed interviews and submitted initial proposals to the Chief Executive in quarter one. These are under consideration and it is now planned that a report will be approved by Council by the end of quarter three.

Key actions underway – The Chief Executive has discussed the proposals from the LGA with the Council's Strategic Directors and a report was approved by Finance and Management Committee on November 29, 2018. A formal consultation period is now being completed and final proposals to be presented to Finance and Management on February 14, 2019. Final proposals were approved and work is now progressing to implement the proposals from April 1, 2019.

Opportunities/risks – The Decision Making Accountability process is designed to further improve the services we deliver to our residents and communities and to develop a Council which is fit for the future.

The aim is to ensure the Council continues to have organisational structures which are effective and provide clear roles that are efficient in their use of management resources. This includes strengthening management accountabilities, processes and ways of working so the Council is best placed to meet future challenges.



2.85 days

The average working days lost per employee

Target - 2

Theme – Outcomes

Action – O4.2 The average working days lost per employee.

Target: Less than two days per quarter.

Performance – 2.85 days (1.6 days long term, 1.22 days short term)

Trend – The number of working days lost to sickness absence for the year 2017/18 was 3,408 days or, on average, 11.63 days per person. This is an increase from 2,613 days and 9.91 days per person in 2016/17.

Key actions underway – An internal working group of employer and employee representatives, led by the Strategic Director (Service Delivery), are meeting to consider a range of measures to address the current levels of absence. The focus for the group has been stated as 'improving attendance' (through different initiatives such as reviewing employment policies) rather than managing absence to ensure that a rounded view of actions is taken.

An action plan has been developed and contact been made with different partners to identify potential initiatives to be progressed. Training has provided in Mental Health First Aid with three people now available as points of contact; further training has been planned in mental health awareness and mental health awareness for managers along with a review of the Attendance Management Procedure (AMP). A dedicated site on the intranet has been developed and now available for employees that contains information and contact details in relation to health and wellbeing in the workplace. Proposals to amend trigger points in the AMP are being discussed with the trade unions.

Opportunities/risks - Sickness absence can lead to a potential loss of productivity. Whilst employees are still paid during a period of absence (although this can reduce in periods of longer absence) an extra cost can be incurred to cover the duties of absent colleagues.

Having effective practices and processes in place to manage the health and well-being of the workforce promotes better working methods and early, preventative action to improve levels of performance and attendance at work.

There are two actions for the Finance and Management Committee