

## Appendix B



**2.59**

The average working days lost per employee due to sickness absence

**Target 2**

Theme - Outcomes. Action – The average working days lost per employee due to sickness absence

Target vs performance: 2.59 days actual compared to 2 days target

Trend (compared to last quarter) – Positive. The average working days lost in quarter two stood at 2.78.

Background – The small number of employees with long-term health issues has again affected the overall figure, although it is better compared to the second quarter of 2.78 days. The projected total for the year is currently 9.2 days compared to the annual target of eight days.

Key actions underway – Monthly directorate absence reports are circulated that enable a review of attendance to be completed to spot any trends or highlight any long-term absences that may need more formal action.

All managers/supervisors have access to ‘real time’ absence reports for staff who they manage.

Mandatory training is provided for all managers to ensure consistent application of the Council’s Attendance Management Procedure.

For the two main causes of absence, stress and musculoskeletal injuries, the HR team provided a rolling programme of training in stress management for managers and employees as well as manual handling.

Opportunities/risks: High absence levels not only impacts on service delivery but also places additional strain on the remaining workforce.

This could then lead to increased costs through the employment of additional staff and/or overtime payments to cover staff absences.



**0**

Consider the introduction of a Community Infrastructure Levy

**Target 1**

Theme - Place. Action – Consider the introduction of a Community Infrastructure Levy

Target vs performance - Target: Conclusion of final report and submission to Committee.

Performance: Delayed as we are awaiting a Government White Paper which could change policy on developer contributions and planning obligations.

Trend (compared to last quarter) – Quarter one was achieved, but unforeseen changes have influenced the outcomes of quarters two and three.

Key actions underway – The drafting of the report has been put on hold whilst Government announcements are awaited.

Risks: The risks are unknown without the information about Government policy.



**22/11**

Average time taken to process new Benefit claims and changes in circumstances

**Target 18/8**

Theme – People. Action – Average time taken to process new Benefit claims (PE2.3) and changes in circumstances (PE2.4)

Target vs performance – 22 days actual compared to 18 days target (new claims) and 11 days actual compared to 8 days (changes in circumstances)

Trend (compared to last quarter) - Negative. New Benefit claims were processed in an average of 17.59 days in quarter two, with changes in circumstances processed in an average of 7.99 days.

Background – Some delays occurred due to a backlog in claims arising from the processing of information to/from HMRC.

Key actions underway – After a period of stability and consistent performance over the last two years, this was the second quarter out of the last three where the target has not been met. Operational responsibility for processing Benefit claims was transferred back to the Council on February 1, 2017. A review of processing arrangements is being undertaken.

Opportunities/risks – The risk of delayed processing is that residents entitled to Benefits (especially new claimants) are not receiving payments in a timely manner.

With the transfer of services back to the Council, this presents an ideal opportunity to review processing arrangements without the additional responsibility of serving other clients.



**0**

To review job competencies and to retain the Investors in People (IIP) Standard.

**Target 1**

Theme – Outcomes. Action – Maintain a Skilled Workforce

Target vs performance – To review job competencies and to retain the Investors in People (IIP) Standard. No action undertaken.

Trend (compared to last quarter) – Not applicable.

Background – Job competencies are kept under review and updated in job specifications when vacant posts arise.

The national Standard for IIP has changed and it is now proposed to attain accreditation against the new standard later in 2017/18. It is anticipated that this process will follow any changes that may be required to deliver the level of budget savings approved by the Council.

Key actions underway – To be kept under review in liaison with the Council's assessor.

Opportunities/risks – The risk is that, potentially, the workforce of the Council is not developed. However, the new standard contains more stretching targets. This will help to gauge the Council's commitment to its workforce following a period of on-going change, together with the bedding-in of services and people that have recently transferred back to the Council from Northgate Public Services.