

MID ARGYLL KINTYRE AND ISLAY FQ3 2018/19 OVERALL PERFORMANCE SUMMARY

The tables below present a summary of all of the success measures included in the Scorecard. They show the performance against targets, and the trend against the previous quarters performance.

SUMMARY OF PERFORMANCE AGAINST TARGETS

| FQ2 18/19 | FQ3 18/19 |
|-----------|-----------|
| 15 | 13 |
| 9 | 9 |
| 10 | 9 |

GREEN
RED
NO TARGET

SUMMARY OF THE TREND AGAINST PREVIOUS QUARTER

| TREND | ● | ● | NO TARGET |
|-------|---|---|-----------|
| ↑ | 4 | 5 | 2 |
| ⇒ | 6 | 0 | 0 |
| ↓ | 3 | 4 | 7 |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|---|--------|-------|------------------|------------------|------------------|------------------|---------------|---|
| Corporate Outcome No 1 - People live active, healthier and independent lives | | | | | | | | |
| Number of affordable social sector new builds - MAKI (Housing Services) | ● | ↑ | 0 | 0 | 36 | 36 | Allan Brandie | <p>FQ3 2018/19 - MAKI ACHA completed 20 units at Bowmore (phase 3) on Islay in November; Fyne Homes completed 16 units at Lochgilphead (phase 4);</p> <p>FQ2 2018/19 - MAKI As per Q1 comments, there were no projects completed in full during quarter 2.</p> <p>The remaining onsite projects are still scheduled to complete during Q3 & Q4</p> |
| CC26_01-Number of new affordable homes completed per annum. (Housing Services) | ● | ↑ | 0 | 0 | 62 | 62 | Allan Brandie | <p>FQ3 2018/19 - A&B ACHA completed 20 units at Bowmore (phase 3) on Islay in November; Fyne Homes completed 16 units at Lochgilphead (phase 4); Dunbritton completed 26 units at Succoth. With a further 41 units potentially due for completion in Q4, this would get very close to the annual LHS target.</p> <p>FQ2 2018/19 - A&B As per Q1 comments, there were no projects completed in full during quarter 2. 8 of the 26 units at Succoth were handed over by Sept 30th, but will be counted with the remainder of the units in Oct. The remaining onsite projects are still scheduled to complete during Q3 & Q4</p> |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|---|--------|-------|------------------|------------------|------------------|------------------|---------------|--|
| Corporate Outcome No.2 - People live in safer and stronger communities | | | | | | | | |
| Car Parking income to date - MAKI (Streetscene MAKI) ANNUAL CUMULATIVE TOTAL | ● | ↑ | £55,049 | £56,195 | £70,968 | £63,467 | Stuart Watson | <p>FQ3 2018/19 - MAKI The income for FQ3 was £63,647 which is a shortfall of £7,501 against the target of £70,968. The shortfall may be, in part, due to a delay in income arising from the new "pay by phone" system, however, it should be noted that the shortfall may result in not achieving the forecast income for the financial year.</p> <p>FQ2 2018/19 - MAKI The income for quarter two was £56,195 which is £1,146 more than the set target. Inclement weather has been quite poor, the increase in income may be down to the timing of cash banking.</p> |
| Car Parking income to date - A&B (StreetScene) ANNUAL CUMULATIVE TOTAL | ● | ↑ | £647,549 | £620,057 | £834,808 | £800,441 | Stuart Watson | <p>FQ3 2018/19 - A&B The income for FQ3 was £800,441 which represents a shortfall of £34,367 against the target income of £834,808. The shortfall may be, in part, due to a delay in income arising from the new "pay by phone" system, however, it should be noted that a shortfall of £35k is being predicted the financial year. The breakdown of the shortfall are -£20,000 for DPE and -£15,000 for parkign receipts. The DPE shortfall may be down to better driver behaviour generating less PCNs as they begin to follow the COuncils parkings rules. The shortfall in parking receipts is more dificult to explain, it may be due to poor weather, lack of events or other unknowns.</p> <p>FQ2 2018/19 - A&B The income for FQ2 was £620,057 which is a shortfall of £27,492 against the target of £647,549. The shortfall may down to the timing of cash banking and, if so, this should come through in the following quarter. It is possible, however, that the poor weather has had an impact on the use of car parks.</p> |
| Total number of Penalty Charge Notice Figures - MAKI | | ↓ | No Target | 70 | No Target | 4 | Keith Tennant | <p>FQ3 2018/19 - MAKI Inveraray car parks are currently free until 1/4/19. Campbeltown TRO has been approved, awaiting signs and line markings</p> <p>FQ2 2018/19 - MAKI New Traffic Regulation Order for Campbeltown is pending. Inveraray pay and display areas are now charging for the summer period.</p> |
| Total number of Penalty Charge Notice Figures - A&B | | ↓ | No Target | 1,809 | No Target | 1,246 | Keith Tennant | <p>FQ3 2018/19 - A&B Commentary provided at Area level</p> <p>FQ2 2018/19 - A&B Commentary provided at Area level</p> |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|--|--------|-------|------------------|------------------|------------------|------------------|------------|--|
| Dog fouling - total number of complaints MAKI (Streetscene MAKI) | | ↑ | No Target | 4 | No Target | 8 | Tom Murphy | FQ3 2018/19 - MAKI The number of complaints received over the FQ3 period was 8. The warden service continues to work hard within the local communities in an attempt to have information sharing allowing the Council to take necessary action against irresponsible dog owners. |
| | | | | | | | | FQ2 2018/19 - MAKI The number of complaints received over the FQ2 period was 4. The warden service continues to work hard within the local communities in an attempt to have information sharing allowing the Council to take necessary action against irresponsible dog owners. |
| Dog fouling - total number of complaints A&B (StreetScene) | | ↑ | No Target | 55 | No Target | 56 | Tom Murphy | FQ3 2018/19 - A&B The Council continue to work closely with Police Scotland and our communications team to provide advice to all parts of our community highlighting the dog fouling campaign. |
| | | | | | | | | FQ2 2018/19 - A&B The council continue to work closely alongside Police Scotland and our communications team to provide advice to all parts of our community and involving school children in creating posters as part of this dog fouling campaign. The roll out is currently happening in B&C and we intend to carry this on to the other administrative areas |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|--|--------|-------|------------------|------------------|------------------|------------------|------------|---|
| LEAMS - MAKI Islay (Cleanliness Monitoring Systems) MONTHLY DATA | ● | ⇒ | 73 | 84 | 73 | 84 | Tom Murphy | FQ3 2018/19 LEAMS - MAKI Islay The performance of street cleanliness on Islay through the FQ3 period was 84 for each of the calendar months. The Local Environment Teams have retained a very high level of performance not only through the FQ3 period but through the year to achieve this standard consistently |
| | | | | | | | | FQ2 2018/19 LEAMS - MAKI Islay The performance of street cleanliness on Islay through the FQ2 period remained at a very good level of performance. The level of performance is 84 for each of the months during FQ2 period, with the target level of performance being set at 73. |
| LEAMS - MAKI Kintyre (Cleanliness Monitoring Systems) MONTHLY DATA | ● | ⇒ | 73 | 73 | 73 | 73 | Tom Murphy | FQ3 2018/19 - MAKI Kintyre The area LEAMS score for the Kintyre area has remained consistent throughout the year with the FQ3 period showing 73 for the months of October, November and December. This areas LEAMS score has room for improvement and the local team are addressing this. |
| | | | | | | | | FQ2 2018/19 - MAKI Kintyre The performance of street cleanliness in the Kintyre area through the FQ2 period remains at a good level of performance. The performance through the FQ2 period was July 73, August 73, September 73, this is a drop from the usual level of performance and the local management team will review the operations and look to address any issues affecting performance levels. |
| LEAMS - MAKI Mid Argyll (Cleanliness Monitoring Systems) MONTHLY DATA | ● | ⇒ | 73 | 77 | 73 | 77 | Tom Murphy | FQ3 2018/19 LEAMS - MAKI Mid Argyll For the FQ3 period within the Mid Argyll area the performance of street cleanliness was at a very good level. The level of performance for October 81, November 78 and December 72. The Council's target is 73 with the national target set at 67. |
| | | | | | | | | FQ2 2018/19 LEAMS - MAKI Mid Argyll The performance of street cleanliness in the Mid-Argyll area through the FQ2 period remained at a very good level of performance. The level of performance is 77 for each of the months during the FQ2 period, with the Council's performance target being set at 73. |
| LEAMS - Argyll and Bute monthly average (Cleanliness Monitoring Systems) | ● | ↑ | 75 | 79 | 75 | 80 | Tom Murphy | FQ3 2018/19 LEAMS - A&B The level of performance is at a very good standard, the service uses the annual report from Keep Scotland Beautiful and monthly inspections to assess the data and make appropriate alterations to work schedules to ensure that the level of performance is maintained. The role of the amenity wardens have a key influence around littering and dog fouling to assist in maintaining the good level of performance. |
| | | | | | | | | FQ2 2018/19 LEAMS - A&B The level of performance remains at a very good standard, the service uses the annual report from Keep Scotland Beautiful and monthly inspections to assess the data and make appropriate alterations to work schedules to ensure that the level of performance is maintained. The role of the amenity wardens have a key influence around littering and dog fouling to assist in maintaining the good level of performance |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|--|--------|-------|------------------|------------------|------------------|------------------|-----------------|--|
| Corporate Outcome No.3 - Children and young people have the best possible start | | | | | | | | |
| No Area Committee Measures to report on for Corporate Outcome 3 | | | | | | | | |
| Corporate Outcome No.4 - Education, skills and training maximises opportunities for all | | | | | | | | |
| HMIE positive Secondary School Evaluations - MAKI (Authority Data) | ● | ⇒ | 0% | 0% | 0% | 0% | Maggie Jeffrey | FQ3 2018/19 - MAKI There were no HMIE Inspections during quarter 3 FQ2 2018/19 - MAKI There were no secondary school inspections in MAKI |
| HMIE positive Secondary School Evaluations - A&B (Authority Data) | ● | ⇒ | 0% | 0% | 0% | 0% | Maggie Jeffrey | FQ3 2018/19 - A&B There were no HMIE Inspections during quarter 3 FQ2 2018/19 - A&B No Secondary Schools were inspected this period. |
| Percentage of pupils with positive destinations - A&B (Authority Data) | ● | ⇒ | 92.0% | 94.7% | 92.0% | 94.7% | Martin Turnbull | FQ3 2018/19 - A&B No update within this quarter, next update will be February 2019 FQ2 2018/19 - A&B A new approach to the publication of school leaver destination statistics has been developed by Scottish Government in partnership with Skills Development Scotland (SDS). SDS will no longer publish school leaver destination statistics but instead focus on the publication of the annual Participation Measure every August; reporting and providing more detailed analysis on a much wider group of young people (all 16-19 year olds). School Leaver Destination data for specific schools will now be collated from information available on Insight. Conformation of reporting arrangements and an analysis of the 17/18 cohort will be produced for FQ3 18/19 |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|--|--------|-------|------------------|------------------|------------------|------------------|------------|--|
| Corporate Outcome No.5 - The economy is diverse and thriving | | | | | | | | |
| Householder Planning Apps: Ave no of Weeks to Determine - MAKI (Planning Applications) | ● | ↑ | 8.0 Wks | 8.8 Wks | 8.0 Wks | 7.2 Wks | Peter Bain | FQ3 2018/19 - MAKI The time taken to determine Householder applications in Mid-Argyll, Kintyre & Islay reduced to 7.2 weeks in FQ3; making it the team's best quarterly performance in FY18/19 to date. |
| | | | | | | | | FQ2 2018/19 - MAKI Comment from Richard Kerr (Area Team Leader, MAKI)... The lengthening of time to deal with householder applications is prompted by some cases which have required negotiation, within what are a relatively small number of such applications. The average figure is not therefore indicative of the inability of the team to respond properly to such applications. |
| Householder Planning Apps: Ave no of Weeks to Determine - ABC (Planning Applications) | ● | ↑ | 8.0 Wks | 7.6 Wks | 8.0 Wks | 7.4 Wks | Peter Bain | FQ3 2018/19 - A&B Householders applying for planning permission in Argyll and Bute continue to receive good service. Performance has remained below the 8 week determination target for over five years now. |
| | | | | | | | | FQ2 2018/19 - A&B Householders applying for planning permission in Argyll and Bute continue to receive good service. Performance has remained below the 8 week determination target for over five years now. |
| Percentage of Pre-Application enquiries processed within 20 working days - MAKI (Planning Applications) | ● | ↑ | 75.0 % | 28.0 % | 75.0 % | 51.5 % | Peter Bain | FQ3 2018/19 - MAKI Although this target has not been met, performance is a significant improvement on FQ1 & FQ2. The resource issues in the MAKI team has necessitated prioritisation on processing statutory applications ahead of responding to pre-application enquiries. All statutory targets were achieved. A new Planning Officer has been recruited, and another colleague has returned from maternity so we expect to see further improvements in this area. |
| | | | | | | | | FQ2 2018/19 - MAKI Comment from Richard Kerr (Area Team Leader, MAKI)... The ability to respond to pre-apps has been impacted upon by officers routinely dealing with applications in the MAKI team having been reduced from 3 to 2 since December 2017 (unfilled maternity leave) with priority being given to application processing, ahead of responses to pre-application enquiries. There are currently 20 pre-apps still pending consideration. The recent departure of one of the 2 remaining officers has now left a post temporarily unfilled, which means there is little prospect in performance being improved immediately, without resources being redirected into the area from elsewhere. |
| PR23_03-Percentage of Pre-application enquiries processed within 20 working days - A&B (Planning Applications) | ● | ↑ | 75.0 % | 67.6 % | 75.0 % | 69.0 % | Peter Bain | FQ3 2018/19 - A&B Local targets have been met in 2 out of the 4 area teams, and a slight improvement on FQ2 has been observed. The resource issues in the MAKI team has necessitated prioritisation on processing statutory applications ahead of responding to pre-application enquiries. All statutory targets were achieved. A new Planning Officer has been recruited, and another colleague has returned from maternity so we expect to see further improvements in this area. |
| | | | | | | | | FQ2 2018/19 - A&B Local targets have been met in 2 out of the 4 area teams. Performance is however affected by the severely depleted resources within the MAKI team which has necessitated prioritisation on processing statutory applications ahead of responding to pre-application enquiries. |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|--|--------|-------|------------------|------------------|------------------|------------------|----------------|--|
| Corporate Outcome No.6 - We have infrastructure that supports sustainable growth | | | | | | | | |
| Street lighting - percentage of faults repaired within 10 days - MAKI (Street Lighting - Maintenance) | ● | ↓ | 75% | 63% | 75% | 21% | Kevin McIntosh | FQ3 2018/19 - MAKI Performance figures demonstrate a reduced performance from that which was achieved in FQ2 with recent sickness absence and annual leave hampering our ability to attend dark lamps in this particular locus. Our ability to utilise staff and an electrician from another area was limited due to Christmas light installations and some major faults affecting large number of street lights in a single locus/area. Staffing levels are now as normal though the electrician based in the west has been involved in repairs and maintenance works on Mull for a period. Recruitment exercise is being undertaken that will be the squad back to full strength and enable repair timescales to be better achieved. |
| | | | | | | | | FQ2 2018/19 - MAKI Performance figures demonstrate an improved performance from that which was achieved in FQ1 but recent sickness absence has hampered our ability to attend dark lamps in this particular locus. We are utilising staff and an electrician from another area. |
| RA14_05-Percentage of street lighting repairs completed within 10 days (Street Lighting - Maintenance) | ● | ↓ | 75% | 74% | 75% | 25% | Kevin McIntosh | FQ3 2018/19 - A&B Due to transformation, overdue jobs have increased slightly. Vacancies are being filled, therefore there will be a focus on reducing the overdue jobs. |
| | | | | | | | | FQ2 2018/19 - A&B Overall performance has improved, though sickness absence has had an effect in western domains. Full compliment of staff and operatives should be available from Monday 22nd October. We would look to see continuous improvement in FQ3. |
| Complaints ref Waste Collection MAKI (Streetscene MAKI) | | ↓ | No Target | 6 | No Target | 3 | Tom Murphy | FQ3 2018/19 - MAKI During the FQ3 period the service received 3 complaints in relation to waste collections in the MAKI area, this has halved from FQ2. This level of service is excellent given the number of properties serviced relating to both domestic and commercial collections |
| | | | | | | | | FQ2 2018/19 - MAKI During the FQ2 period, the service received 6 complaints in relation to waste collections in the MAKI area, this level of service is excellent, given the number of properties serviced relating to both domestic and commercial collections. |
| Total number of Complaints regarding Waste Collection - A&B (StreetScene) | | ↓ | No Target | 31 | No Target | 15 | Tom Murphy | FQ3 2018/19 - A&B The total number of service complaints are lower this period than last which is very good given the inclement weather and vehicle breakdowns that occurred. In general terms all collections were carried out although in some areas they may have been a couple of days late. Where collections were running late this information was posted on the Council's web page to inform the public. |
| | | | | | | | | FQ2 2018/19 - A&B Service complaints continue to be low in comparison to roll out period of 3 weekly collection and we continue to provide a good service to the public |

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|---|--------|-------|------------------|------------------|------------------|------------------|------------|--|
| Shanks - Percentage of Waste Recycled, Composted & Recovered (Waste Management Performance) | | ↓ | No Target | 50.0% | No Target | 45.0% | John Blake | FQ3 2018/19 - Waste PPP Area 45% recycled ,composted and recovered in Q3 (28.9% recycling/composting and 16.1% recovery). Year to date figure is 49.5% (31.6% recycling/composting and 17.9% recovery). |
| | | | | | | | | FQ2 2018/19 - Waste PPP Area 50% recycling, composting and recovery in Q2 (32.9% recycling/composting and 17.1% recovery). |
| Islands - Percentage of Waste Recycled, Composted & Recovered (Waste Management Performance) | | ↓ | No Target | 42.7% | No Target | 32.4% | John Blake | FQ3 2018/19 - Islands 32.4% recycling ,composting and recovery in Q3 . Year to date figure is 34.9% . |
| | | | | | | | | FQ2 2018/19 - Islands 42.7% recycling and composting in Q2 . Year to date is 35.9% recycling and composting. |
| H&L - Percentage of Waste Recycled, Composted & Recovered (Waste Management Performance) | | ↓ | No Target | 53.3% | No Target | 52.6% | John Blake | FQ3 2018/19 - H&L 52.6% recycling ,composting and recovery (44.8% recycling/composting plus 7.8% recovery). Year to date figure is 49.7% (41.4% recycling/composting plus 8.3% recovery). |
| | | | | | | | | FQ2 2018/19 - H&L 53.3% recycling ,composting and recovery in Q2 (45.6% recycling/composting and 7.7% recovery). Year to date is 48.3% (39.8% recycling/composting and 8.5% recovery). |
| RA24_02-Percentage of waste recycled, composted and recovered. (Waste Management Performance) | ● | ↓ | 40.0 % | 50.3% | 40.0 % | 46.4% | John Blake | FQ3 2018/19 - A&B 46.4% recycling, composting and recovery in Q3 (34.3% recycling/composting and 12.1% recovery). Year to date figure is 48.3% recycling, composting and recovery (34.9% recycling/composting and 13.4% recovery) |
| | | | | | | | | FQ2 2018/19 - A&B 50.3% recycling, composting and recovery in Q2 (37.9% recycling/composting and 12.4% recovery). Year to date is 49.6% (35.8% recycling/composting and 13.8% recovery). |

MAKI Area Scorecard FQ3 2018-19

| Performance element | Status | Trend | Target FQ2 18/19 | Actual FQ2 18/19 | Target FQ3 18/19 | Actual FQ3 18/19 | Owner | Comments |
|---|--------|-------|---------------------|---------------------|---------------------|---------------------|---------------|--|
| Making It Happen | | | | | | | | |
| MAKI Teacher Absence (Education Other Attendance) | ● | ↓ | 1.50 Avg. days lost | 0.85 Avg. days lost | 1.50 Avg. days lost | 1.82 Avg. days lost | Anne Paterson | FQ3 2018/19 - MAKI This quarter has seen an increase in absence amongst teaching staff, which is expected in the quarter due to seasonal infections. There has been a positive trend in attendance recently so this will be monitored. |
| | | | | | | | | FQ2 2018/19 - MAKI MAKI improvement from last quarter, now well within target. A positive trend. |
| A&B Teacher Absence (Education Other Attendance) | ● | ↓ | 1.50 Avg. days lost | 1.05 Avg. days lost | 1.50 Avg. days lost | 1.48 Avg. days lost | Anne Paterson | FQ3 2018/19 - A&B Whilst there was an increase this quarter, this measure remains within target. FQ3 is the quarter in which we see seasonal absences due to colds and flus and this increases the figures. |
| | | | | | | | | FQ2 2018/19 - A&B Overall a positive trend, still well within target. |
| MAKI LGE Only (HR1 - Sickness absence ABC) | ● | ↑ | 2.36 Avg. days lost | 3.09 Avg. days lost | 2.36 Avg. days lost | 2.71 Avg. days lost | Jane Fowler | FQ3 2018/19 - MAKI Although this quarter's performance has not been within target, there has been a reduction in absence overall since last quarter. This is positive, given that the trend in FQ3 is for increased absence related to seasonal infections. |
| | | | | | | | | FQ2 2018/19 - MAKI An improvement this quarter although absence is above target. Overall absence rates show an increase in medical related absences which can be attributed in part to an aging workforce. We are also seeing higher levels of absence in the health and social care partnership with the area. Evidence shows that change can result in higher levels of stress related absence. It should also be noted that care workers and catering staff may exhibit higher rates of absence because if they have infections, they have a responsibility not to put their customer or clients at risk. |
| A&B LGE Staff Summary - Combined Office & Non Office (HR1 - Sickness absence ABC) | ● | ↑ | 2.36 Avg. days lost | 3.64 Avg. days lost | 2.36 Avg. days lost | 3.60 Avg. days lost | Jane Fowler | FQ3 2018/19 - A&B Although this quarter's performance has not been within target, there has been a very slight reduction in absence overall. This is positive, given that the trend in FQ3 is for increased absence related to seasonal infections. These impact more on services that are customer facing, such as social care or catering. The Council continues to deliver on the attendance management procedures, ensuring that managers have up to date information on staff absence, are prompted to complete return to work interviews and can support their staff in accessing Occupational Health or Employee Assistance Programme support. Overall in local government, there is an increase in absence year on year. Some councils perform better than others by employing a dedicated absence management HR team to support managers. Argyll and Bute is in the 4th quartile for LGE staff in the most recent benchmarking report. Overall we are seeing increasing numbers of long term, medical related absences, attributed in part to an aging workforce. Stress related absence remains relatively high, in common with other Councils and we have a range of support mechanisms, as outlined above, to manage this. |
| | | | | | | | | FQ2 2018/19 - A&B A&B For the third consecutive quarter LGE staff absence is above target. Overall absence rates show an increase in medical related absences which can be attributed in part to an aging workforce. We are also seeing higher levels of absence in the health and social care partnership across the area. Evidence shows that change can result in higher levels of stress related absence. It should also be noted that care workers and catering staff may exhibit higher rates of absence because if they have infections, they have a responsibility not to put their customer or clients at risk. The Council is working on preventative measures, including mental health first aiders, information on wellbeing initiatives, promoting stress risk assessments and we are currently working on an action plan to take forward activities highlighted in a recent employee Wellbeing Survey. |