

APPENDIX 1: SIGNIFICANT GOVERNANCE ISSUES 2014/15

Governance issue (as per AGS 2014/15)	Action required to resolve issue (as per AGS 2014/15)	Lead Officer	Progress
corporate procurement arrangements.		Resources	have been approved and take effect from 1 April 2016, with briefings being held for officers. Officers must comply in full with the Contracts Procedure Rules, working in conjunction with the Procurement Team, so as to ensure a robust corporate approach.
<p><u>Absence Management</u> The organisation failed to meet its absence target for 2014/15. The Council must now review its approach to ensure that absence is reported and managed effectively in accordance with Council policies.</p>	<p>A range of measures are being taken to reinforce the Council's absence management policy with managers and employees. This includes strengthening management information and the completion of a mandatory e-learning package on attendance management by all staff. Data provided by North West Employers shows that the Council's performance in comparison with other authorities has improved in recent years.</p>	Head of Human Resources and Organisational Development	<p>The Council has implemented a range of measures intended to assist in reducing absence. The sickness absence policy has been revised and a number of changes made to strengthen the response to this issue. Chiefly, this has included amendments to the absence triggers and more timely referrals to occupational health for stress-related absence. There has also been extensive awareness-raising for officers and managers. The projected figure for 2015/16 is 11.7 days (after December 2015 figures) compared to a target of 9.75 (the effects of staff transfers to newly-formed local authority companies will be evident in the figures from January 2016.) A comparison of this to other Councils will follow the year-end. Officers and managers must comply in</p>

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			full with the Absence Management policy, so as to ensure that the objective of reducing absence levels is achieved.
<p><u>Culture</u> The Council has identified issues relating to staff and management adherence to internal controls.</p>	<p>The People Strategy 2015 is being developed to support a refreshed leadership and culture framework, linked to the Council's target operating model. This will include a diagnosis of the required changes to culture, structure, systems and processes, underpinned by a new form of leadership for the future.</p>	<p>Head of Human Resources and Organisational Development</p>	<p>Work is ongoing to define a "new operating model" for the Council. This has been informed by an organisational diagnosis and feedback from the LGA Peer Review of November 2015.</p> <p>A short-term culture action plan has been agreed, focusing on key activities to be delivered by April 2016. A longer term action plan will be developed to support the implementation of the new operating model.</p> <p>The People Strategy will be developed to support a refreshed leadership and culture framework, linked to the Council's new operating model.</p> <p>Officers and managers must embrace the responsibilities placed on them so as to ensure that the objective of adherence to internal controls is achieved, and the introduction of Accountability Statements will assist in ensuring that there is improved visibility of the expectations of managers.</p>