

COUNCIL PERFORMANCE REPORT – APRIL TO SEPTEMBER 2018

1. SUMMARY

- 1.1 The Performance and Improvement Framework (PIF) sets out the process for presentation of the Council's performance reports. This paper presents the recent developments of the PIF and the Council's performance report with associated scorecard for performance for FQ1 and FQ2 – April to September 2018.
- 1.2 It is recommended that the Audit and Scrutiny Committee reviews these developments and the Council report and scorecard as presented for the purpose of scrutinising the Council's performance.
- 1.3 The Audit and Scrutiny Committee are asked for their views on the revised reporting template.
- 1.4 It is recommended that the Audit and Scrutiny Committee note the changes made following the implementation of the PIF and the planned improvements for 2018/19.

**Cleland Sneddon
Chief Executive**

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2. SUMMARY

- 2.1 The Performance and Improvement Framework (PIF) sets out the process for presentation of the Council's performance reports. This paper presents the recent developments of the PIF and the Council's performance report with associated scorecard for performance for FQ1 and FQ2 – April to September 2018.

The paper also identifies the strategic key successes and identifies the key challenges and the actions to respond to these presented in a revised template that mirrors the Quarterly Departmental report template.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Audit and Scrutiny Committee reviews the Council report and scorecard as presented for the purposes of scrutinising the Council's performance.
- 3.2 The Audit and Scrutiny Committee are asked for their views on the revised reporting template.
- 3.3 The Audit and Scrutiny Committee are asked to note the planned improvements and changes to the PIF for 2018/19 onwards.

4. DETAIL

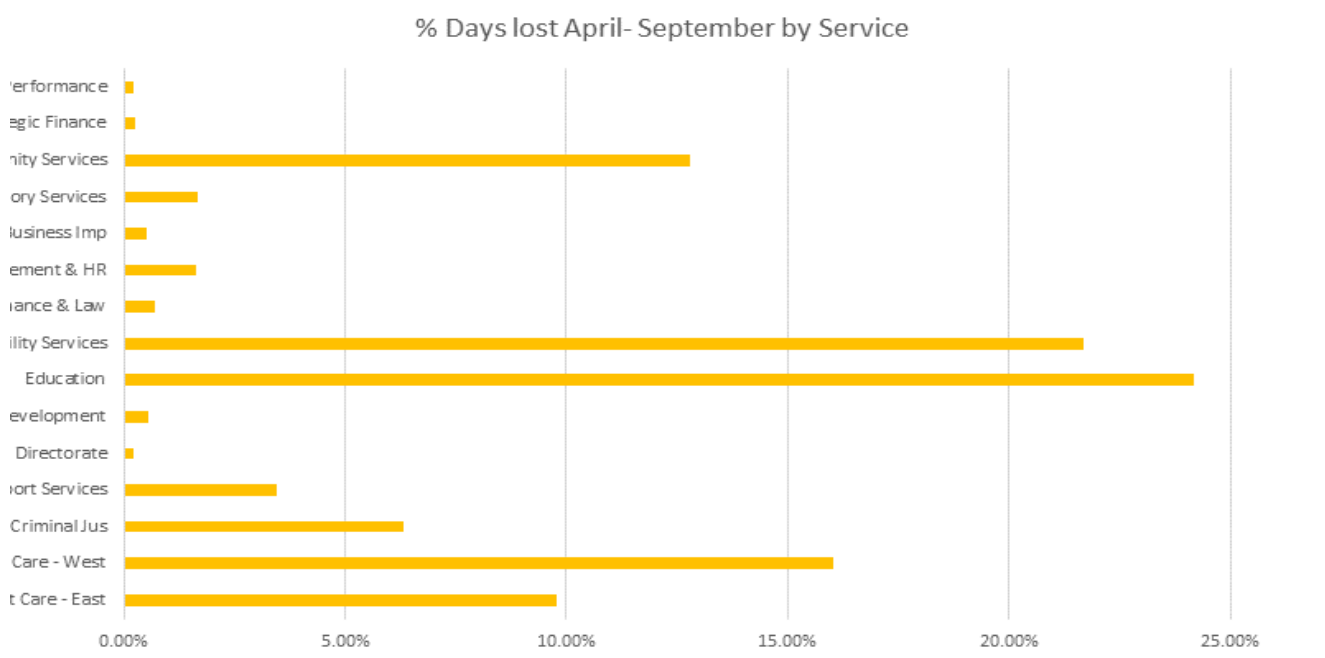
- 4.1 The Performance and Improvement Framework (PIF) was approved by the Council in September 2017 and replaced the Planning and Performance Management Framework (PPMF). There was a need to simplify and improve the quality of the Service Plans, as a result Business Outcomes were introduced and replaced the previous Service Outcomes.
- 4.2 The Business Outcomes create a corporate overview cutting across all Services and Departments. As of the 2017/18 financial year a suite of 32 business outcomes, owned and endorsed by SMT, were developed and used. These align to the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate Plan and the Priorities of Argyll and Bute Council 2017 – 2022.
- 4.3 Each Corporate Outcome is supported by a number of Business Outcomes, which in turn are supported by any number of success measures from across the Council.

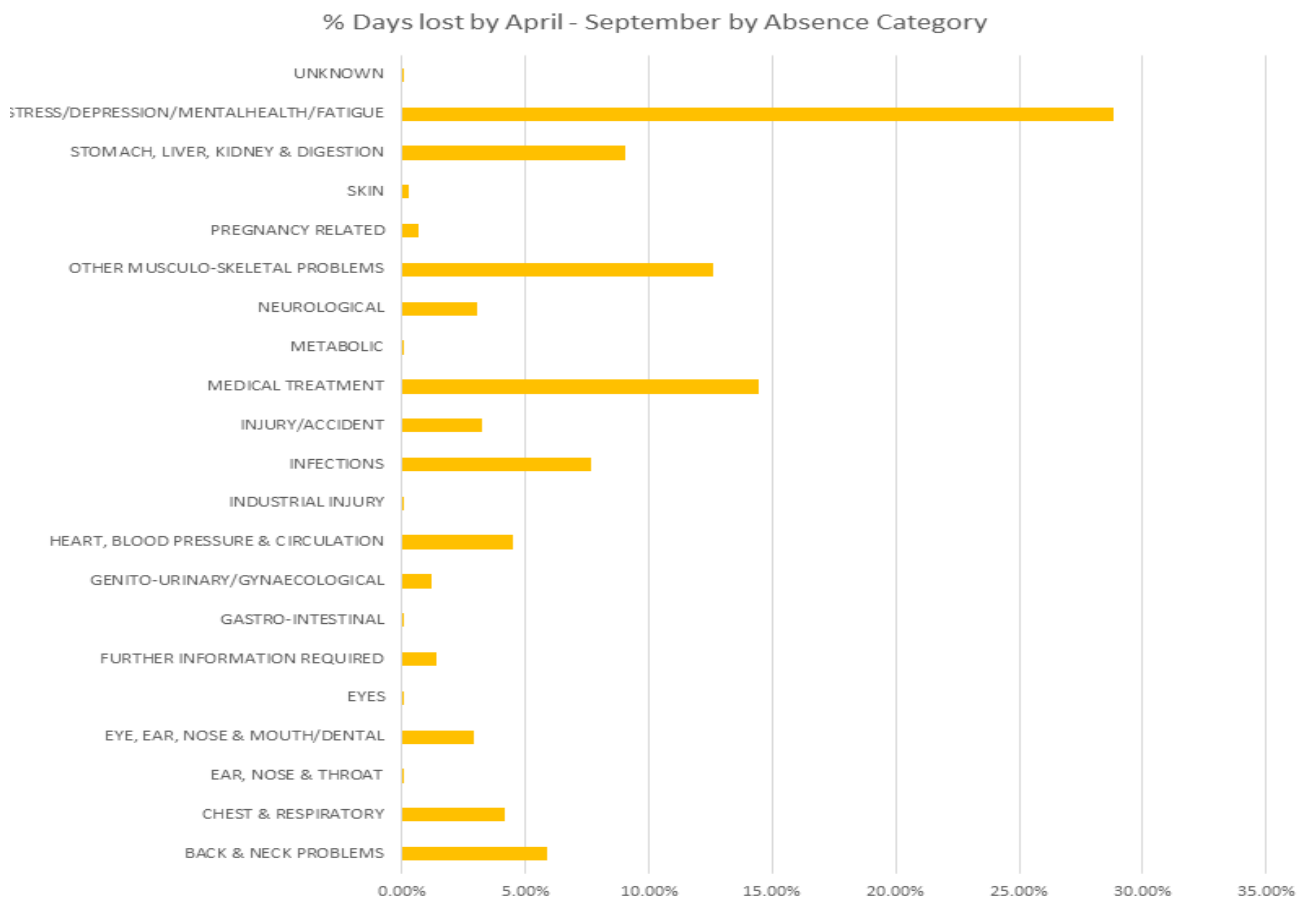
- 4.4 From FQ1 2018/19 the format of the Quarterly Departmental and 6-monthly Council reports have been improved. The reports further enhance and support the performance information available in Pyramid.

Further opportunities identified for improvement will be built in Pyramid, such as those captured through self-evaluation exercises.

- 4.5 The performance reports and scorecard illustrations form a key element in our statutory Best Value Public Performance Reporting duties. After presentation at the Strategic Committees reports and scorecards are made public through the Website.
- 4.6 During the 2018/19 financial year all success measures listed in the Service Plans and subsequently built in Pyramid have commentary at every reporting period. This is helping us 'tell our story' and feedback received from Senior Management has been positive.
- 4.7 The process for Service Planning 2019-22 is underway and the Human Resource and Organisational Development team (HROD) have worked with services and departments helping to improve the nature and number of success measures aligned to the new 17 business outcomes which is attached for information in appendix 3. It is considered that the consolidation of business outcomes produces a clearer picture of the work, achievements and challenges through the use of more appropriate success measures.
- 4.8 It is important to identify if what we are doing is making a difference to our communities. Work has commenced with senior managers and co-operation with other local authorities to identify and develop Impact Measures which will align to our Outcomes and illustrated in Pyramid.
- 4.9 Key Challenges and Actions to Address the Challenges are detailed in Appendix 1. The most significant strategic challenges facing the Council are detailed with reference to the Strategic Risk Register (SRR). Again these specific interventions are subject to scrutiny at Strategic Committee Level.
- 4.10 Appendix 1 illustrates Key Successes aligned to the Corporate Outcomes. Twelve Business Outcomes have supporting detail highlighting Key Successes in this reporting period. These results are also scrutinised through the performance reports that are submitted to the strategic committees. Additional examples are as follows -
- 4.11 Education Services are progressing their delivery plan to meet the requirements of the 1140 hours of Early Learning Childcare (ELC) by 2020 with the successful delivery to 10 establishments with positive feedback from parents and staff (June 2018). Education services have employed an additional 10 staff across 10 settings to support the delivery of ELC.
- 4.12 A large number of regeneration projects have come to fruition in the reporting period, reflecting a substantial development and asset improvement pipeline which will underpin place making across the Council area.

- 4.13 Engagement and Understanding Community Needs: The Chief Executive undertook an extensive face to face engagement tour from April to July in relation to Scottish Government Local Governance Review consultation and an overarching report and analysis was considered by the Council on 27 September 2018. The Community Planning Team undertook a participatory budgeting (PB) pilot and 61 organisations successfully received funding.
- 4.14 The Council's scorecard illustrates progress against all 32 Business Outcomes. There are 4 Business Outcomes with no success measures against them and of the remaining Business Outcomes, 14 are Green and 14 are Amber; none were at Red.
- 4.15 Sickness Absence is above the target of 4.72 days with an actual performance of 5.87 days, a reduction from 5.97 days for October to March 2018.





Adult Services, Education and Facility Services account for the majority of work days lost (they are also the services who account for the majority of the council's headcount).

Stress and mental health related absence continues to account for the highest proportion of absence around 29%. This category includes absences related situational stress reactions bereavement, post-traumatic stress, personal problems as well as clinical mental ill health (depression, bipolar disorder, anxiety) exhaustion. Support is available to employees through the Council's Employee Assistance Programme. Longer term preventative measures to build resilience are in place which are aimed at supporting individuals to recognise the signs and symptoms (corporate training), build resilience and take action prior to the point of ill health (as per narrative below). The three services with the highest proportion of stress related absence are Adult Care West, Education and Facility Services, again these services have higher headcount.

Muscular skeletal and back and neck problems combined account for the second highest proportion of absence (around 18%). This category of absence includes strains, sprains, ligament damage and fractures as well as joint pain and conditions such as arthritis. Wear and tear on the body through the aging process mean that older workers can be more susceptible to this type of absence. The highest proportion of this absence is in Facility Services, Roads and Amenity Services and Adult Care West. Our strategic workforce plan shows

that these services have high proportions of workers in the 50-65 and 65+ age groups and also include some of the more manually challenging roles (e.g. Catering Assistant, Road worker, Home Carer). The workforce in these services is often part time and can have more than one employment with the council. For example an individual may have a part time cleaning post and a catering role as well which means two absences can be attributed to the same period of employee illness.

Medical Treatment accounts for around 15% of sickness absence and generally relates to surgical operations (in some instances linked to other conditions such as cancer). The three services with the highest proportion of absence in this category are Facility Services, Education and Adult Care East. This correlates with the age profile of these services and as above, the more manual nature of the roles in these services can often make it difficult to provide “lighter duties” while someone recovers from surgery which means it can take longer to facilitate a return to work for these employee when compared for example with office based/ more sedentary roles.

Overall in terms of reacting to sickness absence/ ill health the council’s procedures comply with best practice and involve the following

- Return to work interviews,
- Keeping in touch with employees during their period of absence
- Occupational health advice and support
- Making reasonable adjustments including phased returns to work

The HR and OD team have recently completed consultation as part of a review of our maximising attendance procedures and currently redrafting them to allow for a more simplified less bureaucratic approach to dealing with sickness absence.

Ultimately any sustained and significant improvement in sickness absence statistics will come from a combination of both consistently applied reactive measures, and longer term preventative measures. This includes those within the workforce plan aimed at balancing the age profile of the workforce, increasing individual wellbeing and resilience, and developing actions based on feedback from our employee survey and recent wellbeing survey around for example perceived workload and work life balance.

- 4.16 Performance Review and Development Plans (PRDs) have a target of 90% with an actual performance of 70%, an improvement from 54% reported for the last period. PRDs are an important aspect of employee engagement and performance management. HROD are currently revising the competency framework, the approval system and exploring the options to widen the PRD process to include other areas of the workforce currently excluded. The proposed options will proceed through the agreed approval routes in due course.
- 4.17 Stage 1 and Stage 2 Complaints are both below target at 61% against a target of 80% and 75% against a target of 90% respectively. The Council overall dealt with 236 stage 1 complaints; 199 of those were for Roads & Amenity; with 25 for

Customer & Support Services. Roads & Amenity also have the highest number of stage 2 complaints; 16 out of 46, the next highest being Planning with 9.

The drop in performance is due to the volume of complaints received by Roads & Amenity, largely regarding pot holes and missed bins and the number staff available to respond to complaints.

- 4.18 All Audit Recommendations are on track. Audit recommendations are reported monthly to the Strategic Management Team and actions to complete them are recorded and allocated to the responsible officers.
- 4.19 Development and Infrastructure have 6 red risk assets, Customer Services 4 red risks and no red risks for Community Services. Detail on all of the red risk assets is contained in the Service and Group Asset Management Plans, which inform the prioritisation of budget allocation. These are overseen by the Asset Management Board, chaired by the Executive Director – Customer Services

5.0 CONCLUSION

- 5.1 This report sets out an update on changes to performance reporting and an overview on progress against key outcomes, key challenges and the response to these. In addition within appendices 2 and 3 are the new business outcomes for 2019/20 and the Council scorecard for April to September 2018.

6.0 IMPLICATIONS

- 6.1 Policy; none
- 6.2 Financial; none
- 6.3 Legal; none
- 6.4 HR; none
- 6.5 Fairer Scotland Duty: none
- 6.5.1 Equalities - protected characteristics; none
- 6.5.2 Socio-economic Duty; none
- 6.5.3 Islands; none
- 6.6. Risk; this report sets out key challenges to the organisation and actions in response.
- 6.7 Customer Service; none

10 December 2018

For further information contact:

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APPENDICES

- Appendix 1 – Key Successes, Challenges and Actions
- Appendix 2 – New Business Outcomes for 2019 - 2020
- Appendix 3 – Council Scorecard: April to September 2018

Cleland Sneddon, Chief Executive – Argyll and Bute Council