



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

Finance and Corporate Support Year-End Performance Review 2017/18

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Focus. Passion. Inspiration.



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1. Update on actions from last meeting in November 2017

Action	Progress
1. Split 20-24 age group to identify individual Service	<p>Analysis was carried out and identified that short term absence was more likely to involve young people with a trend of Monday/Friday. This was more likely to be prevalent within Business Support and Customer Services which have high numbers of staff within this age group. Employees in this group are also less likely to have the technology available to work from home.</p> <p>In addition to the existing monitoring and support which is in place, the Directorate has recently started to pilot personal days in a bid to provide more flexibility and reduce short term absence.</p>
2. Examine Monday/Friday trends	
3. Examine high ratio of days to Directorate FTE for 25-29 age group	
4. Produce report for ELT on how we compare to last year for staff with no absences	Complete.
5. Review mid-year performance report: <ul style="list-style-type: none"> • Ensure work of Internal Audit, HR and Business Support is fully reflected • Challenges of Integra • Add savings from transformation • Savings from procurement • Revise narrative for FOIs (<i>add volume</i>) and delighted customers • Add what is being done to embed Integra • Expand reference to job evaluation 	Complete.
6. Issue procurement savings to Directorates	This information will be reported through the Procurement Board.

2. Our Priorities

Finance and Corporate Support

Council Plan Priorities 2015-20

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

Ensuring people have the right skills for learning, life and work

Supporting all of our people to stay safe, healthy and active

Protecting and enhancing the environment for future generations

Directorate Priorities 2017-2018

Embedding Digital First to Provide Exceptional Customer Service

- Develop customer focussed, end to end digital services
- Increase and improve digital offering and develop marketing strategy to deliver channel shift
- Support increased customer access and self -service
- Review Customer Service's key systems to ensure that they are fit for purpose and future proofed
- Deliver ICT services that align with the Council's Digital Strategy

Effective Financial Planning and Stewardship for the Council and its Partner Organisations

- Refresh the long term financial plan to 2026/27
- Develop 2018/19 – 2020/21 medium term financial plan
- Rollout and embed the new Financial Management System including Procurement functionality
- Implement Business Partnering by Financial Services to the Council and HSCP
- Develop Procurement excellence through PCIP

Lead and Support the Delivery of Transformational Change and Organisational Development

- Lead and support Transformation 2
- Develop approach to increase realisable benefits and savings from change investment
- Consolidate lean programme and Kaizen Blitz rapid improvement projects across Services
- Support services to deliver work force plans
- Deliver and evaluate People and Culture interventions which support the People Strategy

3. Directorate Priorities

Priority 1 - Embedding Digital First to Provide Exceptional Customer Service

Key Highlights

➤ **Technology Strategy**

The Technology Strategy has been developed and agreed by ELT. This outlines the Council's approach to technology for the next 5 years around the trend of moving to Cloud, automation and streamlining of applications. The strategy will go to Cabinet at the end of May.

➤ **One Team**

The implementation of a "One Team" model for delivery of Council Tax has been hugely successful within Customer Services. The approach involved a full end-to-end review of the top 10 processes, implementation of automation software and a redesign of the service to merge the front and back office teams. The outcome of this has been delivery of £85k in savings with 96% of requests processed at first point of contact. The approach has been replicated with the Scottish Welfare Fund team and the expectation is that this approach for service review and model for delivery can be widely adopted.

➤ **Data**

A centralised Data Team has been established within Customer & Digital and a number of interesting proof of concept projects have been delivered. This includes analysis of funding provided to alleviate poverty as part of the Fair For All project and the development of a spend analysis tool to help to support services in identifying areas for transformation.

The responsibility for data protection and compliance with GDPR was transferred to Customer & Digital during 2017/18. The GDPR project has delivered excellent engagement and collaborative working across the Council towards legislative compliance. A new Information Asset Register has been created and continues to be populated, twenty corporate and IT policies and procedures have been updated/created, and procurement contracts are being revised and agreed with suppliers. There have been positive briefings with Unions, a successful high-profile communications programme, and creation and rollout of an e-learning module, Toolbox Talks, Teacher and Community Council Guidance. The GDPR team has benefited from shared learning and resources from the Digital Office to ensure alignment with the other Scottish Councils.

➤ **Invoice Processing Business Support**

As with the implementation of many new systems, the implementation of Integra saw a significant increase in processing times for Business Support in relation to orders and invoices which resulted in a dip in performance of invoices being paid on time during Q2 and Q3. Analysis suggested that the resource required doubled initially, but by continuously reviewing the processes, transforming the approach to demand and introducing different work practices this has enabled performance to be increased in Q4 and targets have been achieved without any additional resource. This also allowed the team to be in a good position for "year-end" which then passed relatively smoothly. This was achieved whilst the team was also providing additional support to managers to enable orders and invoices to be processed correctly.

Priority Update

Develop Customer Focused, End to End Digital Services

Freedom of Information

During 2017/18, performance continued to be well below the targeted 90%+ for a variety of reasons. The lack of structured reports and difficulty in extracting data made it challenging to identify and address issues. A new database for managing queries has been introduced and this provides more detailed insight and enables action to be taken prior to cases breaching the timescales. Since the implementation of the new approach, performance for Q1 18/19 to date is 92% on the new system. Combined with the old system backlog this reduces to 80% overall.

Universal Credit Implemented

Universal Credit was implemented in November and this has seen the legacy caseload reduce by 8%. While Housing Benefit new claims and caseload are reducing other new work has come into the Benefits Service for Council Tax reduction or where there is change which requires Housing Benefit to stop. Despite this increase in workload the speed of processing Housing Benefit and Council Tax reduction new claims and changes of circumstance has improved with processing targets being exceeded in 2017/18.

Digital Engagement: Increase to Self-Service and Web Chat

There has been a significant increase in self-service of 12% this year. Seasonal increases show spikes in online usage; student exemptions based on college/ university enrolment, roads and pavement requests based on severe weather conditions. Overall other self-service transactions are increasing steadily. There has been a significant increase in the volume of web chats from 100 in 2015/16 to 600 per quarter in 2017/18.

Deliver ICT Services that Align with the Council's Digital Strategy

Network review

A strategic partner has been appointed to assist with the alignment of the Council's infrastructure to support cloud solution adoption and the implementation of new technologies such as Internet of Things (IOT). Improvements to internet connectivity for Bridgegate and Cunninghame House will support the implementation of Office 365 and the new application platform.

Virtual Desk Top/Enablement

Historically the approach for procuring devices has been to purchase desktops and latterly laptops which are configured for individual users. The Technology Strategy outlines a change of approach to a virtualised environment which means that the user configuration is held centrally on a server as opposed to the device, ultimately meaning that virtualised users can log into any virtualised device. The initial pilot has virtualised 300 devices from 2700.

IT Services will drive the transformation of the physical desktop estate of 2700 to thin client virtual desktop infrastructure (VD) enabling greater mobility. IT Services will introduce a loan system (enablement) of laptops similar to the "enterprise car scheme". Over time, surplus devices will be

removed to support a cost effective concurrent device usage model rather than the more traditional one device per person model. This project will run over the next 3 years.

Cyber Essentials

As part of the Cyber Resilience strategy for Scotland and achievement of Cyber Essentials accreditation in March, the Council intends to achieve Cyber Essentials + accreditation by October 2018. Cyber Essentials is a Government backed, industry supported scheme to help organisations protect themselves against common online threats.

Key Transformation Projects

- **Office 365** - Funding has been secured and an approach agreed for the implementation of O365. A tender has been issued and it is expected that the contract will be signed in June. Due to the complexity of migrating from Lotus Notes to Microsoft email system, an implementation partner has been identified and contract discussions have commenced. A range of communication activities has commenced to help colleagues understand the benefit, their role and how they can start to prepare.
- **Platform** - The IT software audit identified 150 software applications across the Council and highlighted many areas of duplication and cross over. A high number of applications increases complexity for both the Council and the customer with difficulties in sharing information, integrating systems and increased support and development costs. Budget to implement a new technology platform has been secured and a tender process is currently underway. It is expected that the first Services will go live on the platform in early 2019.

Key Areas of Focus for the Next Six Months

- **Office 365** - Approximately 250 early adopters will participate in a “test and learn” phase of O365 to help to identify the best approach for roll out to 3000 users. Lunchtime time learning sessions are already well underway and these will continue into Quarter 2.
- **Platform** - The first services to move onto the platform will be HR& Payroll and the IT Service Desk and implementation is expected to be complete by April 2019. Planning is underway for migrating all services currently delivered on Lagan onto the platform during 2019.
- **Structure Reviews** - Significant structure reviews are underway for IT Services and Revenues and Benefits to enable the savings target for next year to be met. To facilitate this, reviews are currently underway across a range of teams to identify new ways of working.
- **GDPR** becomes law on 25th May 2018. A GDPR Roadshow and launch will run across the Council 21-25 May 2018. Tasks will continue in order to embed and maintain compliance, for example, maintaining the Information Asset Register, introducing new Terms and Conditions and Data Sharing Agreements within new contracts and developing Service roadmaps. New quarterly ELT reporting of Information Governance and Data Protection will be introduced to align with the legislation. The team will be working closely with the O365 project to ensure Service readiness for implementation.

Priority 2 – Effective Financial Planning and Stewardship for the Council and its Partner Organisations

Key Highlights

➤ Procurement

During 2017/18, the Corporate Procurement team was restructured, with the inclusion of the team from the Health and Social Care Partnership which deals with the procurement and commissioning of social care services. The merged team is now fully resourced following numerous rounds of recruitment.

The Procurement team scored 68% when independently assessed against the national Procurement and Commercial Improvement Programme (PCIP) assessment tool which was introduced by the Scottish Government. This was a positive outcome and placed North Ayrshire 12th out of 32 Councils. The assessment covers many key aspects to the procurement process, including contract management, tendering, leadership etc.

As a consequence of changes to procurement legislation, local authorities are required to produce a Procurement Strategy. The Corporate Procurement team has published a three year strategy which will help ensure compliance with national and EU procurement legislation.

➤ Financial Planning

Councils are operating in an increasingly challenging environment, to continue to support the Council's financial planning, the Service produced a Long Term Financial Outlook covering the period from 2018/19 to 2027/28. This will assist the Council in developing its plans for the next ten years and help inform the refresh of the Council Plan.

The 2018/19 – 2020/21 Medium Term Financial Plan and refreshed 10 year Capital Investment Programme were developed in partnership with Services across the Council. The key priorities, opportunities and risks facing the Council were identified. The development of an innovative on-line budget consultation tool enabled the public to engage with the budget development process and inform the identification of key expenditure and savings priorities.

The Treasury Management and Investment Strategy for 2018/19, aligning the Council's capital investment and borrowing plans and agreeing the Investment Strategy for the coming year, was completed and approved by Council.

A Finance Business Partnering model was successfully implemented and rolled out across services, providing expert advice and support across a range of high profile and innovative service developments.

Priority Update

Roll out and embed the new Financial Management System including Procurement Functionality

The new Financial Management System has been implemented across the Council providing an integrated, web based solution for the provision of procurement and financial services. This has now entered a further review phase to address specific issues that have arisen and identify further development opportunities to enhance the automation and digitalisation of services. The areas which will be reviewed and developed are detailed further under 'key areas of focus for the next six months' below.

Key Transformation Projects

Finance Business Partnering has been successfully implemented and rolled out across Services providing expert advice and support across a range of high profile and innovative service developments including:

- Expansion of Early Years provision
- Business Plan development, including the Arran Outdoor Education Centre
- The Accessible Housing Model
- Development of key investment opportunities with Economy and Communities

Key Areas of Focus for the Next Six Months

➤ Review of Debt Recovery

A review of the Debt Recovery team within Council Tax will be undertaken in 2018/19, the objective of which will be to identify opportunities to maximise income collection. This will include:

- Identification of administration tasks which could be automated or transferred to another team
- Taking a more proactive approach in collecting Council Tax debt currently not collected by the Sheriff Officer
- Conducting a review of sundry debt to identify opportunities to take payments up front and improve the collection process

By the end of 2018/19, a new structure will be in place for Debt Recovery and targets set for improving collection levels.

➤ Financial Services

The team will complete the annual financial statements for the Council and Charitable Trusts and work with the external auditor during their review of the statements.

A review will be carried out of budget monitoring arrangements across the Council to align staffing and workload to key areas of risk. This will include a review of the Education DMR process to ensure consistency with the wider budget management framework and working with the Health and Social Care Partnership to develop and maintain a robust financial framework.

A Financial Services Customer Charter will be developed detailing the relationships between Financial Services and individual budget holders.

➤ **Financial Management System**

Work will continue with Capita to review and develop the system, including full end to end process reviews for invoicing, requisitioning, bank reconciliations and VAT and reviews of key problem areas including communication, reporting, training, systems administration and the development of self service. Electronic invoicing will also be implemented which will streamline processes and increase payment performance to suppliers.

➤ **Procurement**

A Procurement Board will be established and a Council-wide procurement improvement plan will be developed and introduced.

The Procurement team will explore ways to increase the value of contracts placed with local suppliers while continuing to comply with procurement legislation. A two-year forward plan of contracting opportunities will be developed and the team will work with stakeholders to deliver contracts in line with the tender wave plan.

Priority 3 – Lead and Support the Delivery of Transformational Change and Organisational Development

Key Highlights

➤ **Human Resources and Organisational Development**

The HR team secured agreement with the Trade Unions to resolve the Council's outstanding equal pay settlements through signing up to a Memorandum of Understanding (MOU). Settlement payments to employees have begun.

Job Evaluation version 3 has been fully implemented in conjunction with the Trade Unions. This new version ensures a robust approach to evaluation in light of the Gender Equality Duty on the public sector and the Equality Act 2010.

The Organisational Development team hosted and co-ordinated the Council-wide Employee Engagement Survey and have supported Services to ensure improvement plans are in place.

North Ayrshire Achieves 2017 has been led and hosted by the OD Team with another successful awards and recognition ceremony being held in Saltcoats Town Hall in November last year.

The team also worked to support the Council's 'Livewell' health and wellbeing programme by providing a number of events under the 'Workwell' theme which supports staff with 'real life' topics such as menopause and living and working with cancer. **Workwell** will evolve to further support our wellbeing agenda under the umbrella of 'Livewell' and the 'Our People Connects' theme of a great place to work.

➤ **Employee Services**

The Voluntary Early Release (VER) scheme was redesigned and re-launched to support future financial sustainability. The new Voluntary Early Release (VER) scheme for both local government employees and teachers and associated professionals will be implemented to support workforce re-design.

Employee Benefits – The 'Better Off North Ayrshire' project continues to identify ways to increase disposable income by providing help and support including access to services to help people overcome barriers from the challenges of financial pressures. This will evolve to provide a range of employee benefits that will support our employees who are experiencing poverty by providing help and support. A new pay advance scheme has been implemented to support the transition of individuals in receipt of Benefits into employment.

The team achieved both the Disability Confident Level 2 award in relation to recruitment and Payroll Giving Bronze Award status, which was retained for 2017-18.

The Disclosure Scotland audit improvement plan, designed to enhance the Council's compliance with the requirements of the disclosure and PVG schemes, was implemented across the Council.

➤ **Health and Safety, Risk and Insurance**

Health and Safety has worked in partnership with Property Management and Investment (PMI) to engage 3rd party contractors to deliver legislative requirements for Fire Risk Assessments for all Council establishments. In addition a fire safety e learning module has been developed.

A Fire Safety Policy has been developed to support the Council in meeting the relevant fire safety standards and helping to ensure the safety of employees, service users and members of the public. The new Health, Safety and Wellbeing Policy was also implemented across the Council during 2017/18.

- **External recognition** was achieved by the Service with Kirsty Collins winning HR Assistant/Officer of the Year at the HR Network Awards. The OD Team were also finalists in two categories.

Priority Update

Financial Wellbeing events have resulted in increases in those saving for their future through additional voluntary contributions to pensions and also an increased take up in Credit Union members. Employee benefits will continue to be evolved as outlined in the 'key focus areas for the next six months' below.

The **Employee Engagement Survey** data has been analysed by the Performance team and support has been provided to senior managers across FACS to develop action plans which will address the key themes identified by members of staff through the survey.

The **Organisational Development team** has successfully implemented a new e-learning system for the Council, 'iLearn', which replaces the 'StudyIt' system.

The **Human Resources team** has begun to research span of control methodology; this will be further developed in the next six months in conjunction with a review of Scheme of Delegation governance processes from a HR standpoint.

Key Transformation Projects

- **Service Re-Design (Place)** - The Transformation Team has been working closely with Senior Managers within Place to identify opportunities for delivering savings through service transformation. A range of tools such as mobilisation, process redesign, system rationalisation and demand management will underpin future service redesign allowing the Place team to reduce impact on service delivery through transformation.
- **Mobilisation** - Over the last 2 years a number of pilots have run across different services to identify the benefits of having a mobile and flexible workforce. The pilots have identified that there is the potential to deliver productivity gains of between 20-30%. Benefits around reduced absence, improved building utilisation and reduced mileage and printing costs have also been seen in other organisations.

Personas have been developed to ensure that colleagues have the right tools that they need to access any information anywhere and to identify the best way to drive cultural change.

- As part of the Technology Strategy, the **HR/Payroll System** review is progressing in line with our future platform-based approach.

Key Areas of Focus for the next six months

- **Mobilisation** - Sensors have been procured to help to identify desk and room utilisation. The project team will work with Services to identify fixed and flexible workspaces and provide the technology available to make the best use of the space available. Flexible touch down space is being provided within IT, Economy & Communities, HSCP and Education in Cunninghame House. The roll out of virtual devices will significantly increase the number of people who are able to work flexibly and sit anywhere whilst keeping costs to a minimum. By the end of 2018/19, it is expected that there will be a clear roll out plan for mobilisation linking to service redesign.
- **Internet of Things** - A number of proof of concept projects have been planned as a result of workshops held with colleagues in Place and hosted by the Transformation Team supported by Vodafone. The projects are to implement sensors to:
 - Monitor temperature readings for Legionnaire's disease
 - Take readings from Council properties on humidity to allow early intervention for cases of damp
 - Put sensors into skips to change from scheduled emptying to on demand

These projects are designed to test both the technology and the process and to identify opportunities to deliver cashable benefits.

- **Transformation Agenda** - The Transformation team is working closely with Chief Officers and Senior Managers to identify truly transformational projects which will deliver significant savings. Work is underway to agree cross cutting themes aligned with projects with savings targets attached. A workshop in June is expected to help to gain agreement to the future direction of the transformation agenda.
- **Strategic Workforce Planning** – Both the HR and Employee Services Teams will work with Services to support workforce planning covering critical areas such as span of control, scheme of delegation governance, establishment control and a review of local government pay structures.
- **Human Resources and Organisational Development** - A number of interventions will be led by the OD Team which will support cultural transformation such as, North Ayrshire Achieves, Children's rights through our Child Centred Council approach and Kindness.
- **Health and Safety, Risk and Insurance** – Risk and Insurance will tender the Council's main insurance policies which are due for renewal on 1st April 2019.

The teams will develop a programme of campaigns to support behavioural change and reduce the number of incidents across the Council. This will include a 'Slips, Trips and Falls' campaign which will be launched in late-Summer 2018.

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council Plan priorities. Six indicators are measured by FACS. 5 of the annual Council Plan performance indicators are cost based financial indicators and do not have year-end information. These indicators and will be updated during June 2018.

Council Plan Performance Indicators as at Q4 2017/18						
Council Plan Priority	No of Indicators					
Underpinning Delivery	6			1		5

4.2. Council Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the performance indicator which is significantly adrift of target.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
	Status	Status					
Sickness absence days per employee full time equivalent (FTE) for the whole council					9.6	7.53	The Council did not achieve its target of 7.53 days lost per FTE with the year-end figure being 9.6. This however shows a 0.19 reduction from 2016/17's figure of 9.79. The top reasons for sickness are; Musculo / Skeletal, Stress / Anxiety and Surgical Procedures. Further information on interventions that have taken place is provided in Section 6 of this report.

4.3. Directorate Plan Performance Indicators Summary

FACS measures progress of 25 annual Performance Indicators. The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. Three of the annual Directorate Plan indicators do not have information and will be updated during June 2018. The 'data only' indicator relates to compliance with the Procurement and Commercial Improvement Programme (PCIP) which does not have a target.

Directorate Plan Performance Indicators as at Q4 2017/18						
Council Plan Priority	No of Indicators					
Growing our Economy, Increasing Employment and Regenerating Towns	1	1				
Directorate Plan Priority						
Embedding Digital First to Provide Exceptional Customer Service	12	9	1	2		
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	7	2	1		1	3
Lead and Support the Delivery of Transformational Change	5	2		3		

4.4. Directorate Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the indicators that were significantly adrift of the target. Two indicators – Percentage of FACS invoices that were paid within 30 days and the Accuracy Rate in Registrations - were slightly adrift of target.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
	Status	Status					
Ebiling for Council Tax Customers					8,588	15,000	The campaign for 2017/18 targeted all council tax payers within North Ayrshire Council. This campaign initiated a number of marketing techniques to maximise take-up. This campaign saw an increase of 21 % from last year's campaign to 8,588 EBill customers but has fallen significantly short of the target set of 15,000. A review of success from the different marketing techniques is underway and an action plan will be put in place for 2018/19.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of FACS staff with no sickness absence					48%	55%	This Performance Indicator is a positive measure of the percentage of staff who have no sickness absence during 2017/18. The cumulative year-end number of staff with no sickness over the whole year was 48% which is below the target of 55%. This is a reduction on 2016/17 which was 51%.
Sickness absence days per employee (FACS) per FTE					7.46	7	Overall the sickness absence days for Finance and Corporate Support (FACS) for 2017/18 was 7.46 days against a target of 7 days. Sickness absence for the Directorate in 2017/18 has decreased in comparison to the year-end figure for 2016/17 which was 10.17 days, a 27% reduction. Further information on interventions that have taken place is provided in Section 6 of this report.
Percentage of FACS who have had a PPD interview in the last 12 months					86%	95%	There are 425 staff within Finance and Corporate Support and 396 were eligible to have a Performance and Personal Development (PPD) discussion with their manager during the period 1 April 2017 to 31 March 2018. 341 staff had a PPD and this equates to 86% which is below the target of 95% and a decline in the previous year's result by 5%. Gaps in Chief Officer and Senior Manager availability within Financial Services impacted adversely on FACS overall performance (96% average achieved across other teams).

The indicator below is measured across the Council by FACS.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
	Status	Status					
Freedom of Information requests responded to in 20 working days (%) (Council Wide)					80%	94%	<p>In Quarter Four, the number of requests received and closed has remained steady at 343 compared to 353 in Quarter Three.</p> <p>Since September 2017 when responsibility for FOI requests transferred from Democratic Services to Customer & Digital, a new corporate FOI manager and team have been assembled, professional practitioner training attended, a process review undertaken and a new FOI database implemented at end-March 2018. The benefits of this will be better management and auditing of requests throughout their lifecycle, automation of previously manual elements, and introduction of new management reports, including breaches. Service FOI coordinators received training on the new system and were provided with FOI business and legislative guidance.</p>

4.5. LGBF Indicators – Priorities

FACS collates 9 performance indicators which are part of the Local Government Benchmarking Framework (LGBF). One of these indicators is measured through the Council Plan and three are measured through the Directorate Plan and are included in the tables above at 4.1 and 4.3.

The table below demonstrates a high level view of the Directorate's other five LGBF performance indicators. The single annual LGBF indicator that does not have information is calculated by an external organisation and will be updated during September 2018.

LGBF Indicators 2017/18						
Service Area	No of Indicators					
Customer and Digital Services	0					
Finance	2		1			1
People & Transformation	3	1		1	1	
Audit, Fraud, Performance & Risk	0					

4.6. LGBF Indicators – Red and Amber Status

The table below shows the progress of the indicator which was significantly adrift of target. One other indicator – Percentage of invoices that were paid within 30 days – was slightly adrift of target. Both of these indicators are measured across the Council by FACS.

Description	2016/17	2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
	Status	Status					
Sickness Absence Days per Employee (excluding teachers)					10.81	7.53	The Council did not achieve the target of 7.53 days. Sickness absence per employee (Excluding teachers) was 10.81 days, a 0.07 decrease from 2016/17 figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness. The Council continues to take a proactive approach to health and well-being with support from Occupational Health. This sits alongside close monitoring and management in accordance with the Maximising Attendance Policy and Procedures.

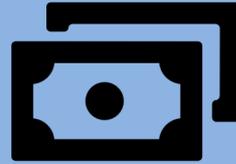
5. Year
End Summary

FACS
2017/2018



£5.3m

FACS savings
since 2010



94.8% Percentage
of income due from
Council Tax



1190 number
of weeks
employment
through
community
benefits clauses



**Improvements for all
four** speed of processing
Housing Benefit and
Council Tax claims and
changes of circumstances
Indicators

£0.378m

Financial
Recoveries for
Corporate Fraud
Team

84% Customers
delighted



99.85%
accurate pays



71.7% - Employee
Engagement Level,
an increase of 6.1%
from the last survey

£455m

Budgets Supported
by Financial
Services



68% (PCIP)
Procurement &
Commercial
Improvement
Programme

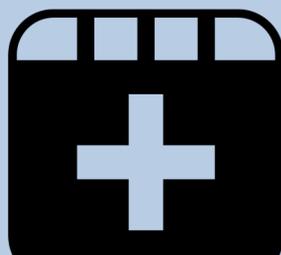


24 Internal Audit
Reports Published



36.7% of Self
Service
Transactions now
accessed online
by members of
the public

2.71 days
improvement
in Sickness
absence days
per employee
(FACS) per FTE
since 2016/17



3521 delegates
attended **181**
training courses

6. Employees

6.1. Sickness Data

Pro-active measures to support staff well-being have been introduced. A 'Workwell' group under the umbrella of 'Livewell' has been established which supports staff with their wellbeing at work.

Initiatives have been put in place including promotion of DSE assessments in the new working environment, the 'Step Challenge' and fruit baskets to support healthy eating. Discounted KA Leisure membership is available to employees and staff participate in activities during lunchtimes and after work. Mindfulness sessions have been promoted to employees. A number of staff within Finance and Corporate Support are training to participate in the North Ayrshire 10k run later in 2018.

The Council provides Occupational Health services which offer a programme of "mini health checks", physiotherapy and counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative measures rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.

The year-end absence figure for FACS was 7.46 days per FTE against a target of 7.00 days, which is slightly above the target by 0.46 days but represents a significant improvement of 2.71 days per FTE since 2016/17. The top reasons for sickness absence within FACS in 2017/18 were Stress/Anxiety, Depression, Gastro Intestinal and Surgical Procedures.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referrals, has helped to reduce sickness absence levels.

The directorate will pilot the introduction of 'personal days' for 6 months and the impact will be reviewed in November 2018. Employees are also encouraged to work from home where appropriate to reduce sickness absence.

6.2. Other Employee Information

Employee Engagement Survey

The survey was open between 23 October 2017 to 10 November 2017 and the response rate was 69.2%. FACS Engagement level was 71.7% which was an improvement of 6.1% from the 2015 survey.

The Council-wide Areas for Improvement (AFI) were the same as the 2015 survey: Communication, PPD, Recognition, Management Skills, Pay/Job Grade and Workload/Staffing Levels. Two of FACS areas for improvement are the same as the Council-wide AFIs: Communications and Personal Performance and Development (PPD). FACS also had a specific AFI relating to Change. The next steps for FACS are:

- A team specific approach will look further at data sets and comments to identify trends and synergies.
- Neutral data sets will be looked at to try to move to positive responses
- Improvement plans will be prepared by teams to focus on their key areas for improvement.
- Each team will look at improvement planning and approaches and ensure that actions are not the same as the 2015 survey improvement plan

Awards and Recognition

North Ayrshire Achieves 2017 saw once again a wealth of nominations telling us about our people and the work they do. FACS had 7 finalists at the annual ceremony in November.

FACS Awards 2017 have been held where finalists and the 5 winners attended the annual ceremony and received their trophies. This annual event has now been superseded by the **FACS Recognition Scheme**, which was launched in February 2018. The awards will run on a quarterly basis with an annual ceremony. Forty eight nominations were received for the first quarter and nine staff received recognition in the categories of Focus, Passion and Inspiration.