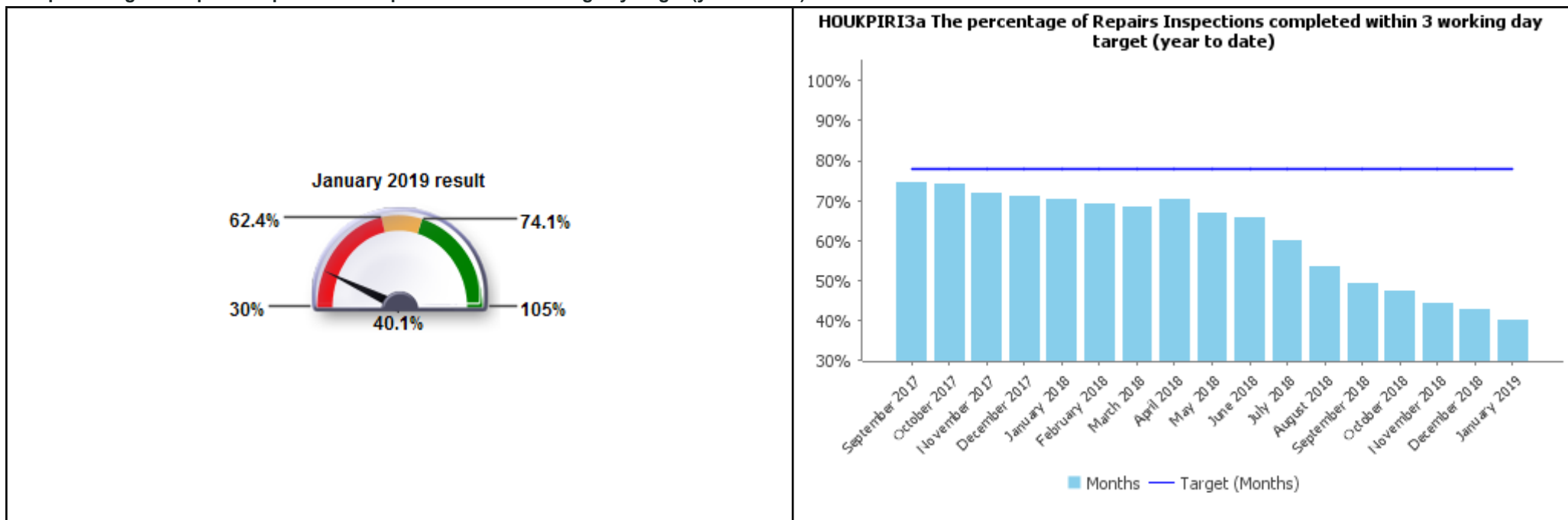# Operational Delivery Committee Performance Report Appendix B

The percentage of Repairs Inspections completed within 3 working day target (year to date)

January 2019 result

62.4% — 74.1%

30% — 105%

40.1%

HOUKPIRI3a The percentage of Repairs Inspections completed within 3 working day target (year to date)

Months — Target (Months)

Why is this important?

The Scottish Social Housing Charter (SSHC) was introduced by the Housing (Scotland) Act 2010, which requires Ministers to set standards and outcomes that social landlords should be achieving for tenants and customers through their housing activities.

This indicator, along with others, feeds in to measures which monitor whether we are achieving our desired outcomes and are committed to 'Sustain/improve performance in respect of the SSHC outcomes'.

Benchmark Information:

This measure is not currently benchmarked.

Target:

The 2018/19 target for the % of reactive repairs inspected within 3 working days is **78%**

Intelligence:

The reporting of pre-inspections has recently been changed from completion time to actual response time. This means that a more accurate reflection of performance is measured, based on the actual attendance by staff to conduct an inspection instead of full completion which may include a number of checks involving owners/other Council services and additional back office processes.

From 1st November 2018 to date, there has been some improvement in averaged three month performance in comparison with the previous 'quarter' (when based on monthly figures only, as shown below). This table indicates the substantive decline in performance experienced in the autumn of 2018, the reasons for which given in the Report to the November meeting of the Committee, are beginning to display a recovering statistical trend albeit there has been a dip in January's monthly figure, partly due to festive period holidays and partly due to increased number of inspection requests over the January period.

As yet, this improving monthly trend has not begun to substantially impact on the Year-To-Date outcome trend direction.

Month by month data is as shown below:

Apr - 72.11%
. May - 64.97%
. Jun - 66.17%
. Jul - 42.66%
. Aug - 29.68%
. Sep - 16.73%
. Oct - 13.41%
. Nov - 29.66%
. Dec – 30.12%
. Jan – 24.31%

As previously reported, the data for this PI is calculated on a year to date basis so under performance in previous months will continue to impact in the interim. We are, however, confident that performance will improve over the coming months linked to the issues identified below, and the proposed intervention being outlined.

An anomaly has been identified in how the job record system records inspection timescales, in particular where a tenant requests an inspector to attend on a day that is outwith the 3 day inspection target. We are now actively seeking an urgent solution to this issue which, from initial investigations, should result in a significant improvement in the percentage completed on target. We are, on average, receiving approx. 1000 pre-inspections per month and will continue to work with Housing Management and the Customer Contact Centre to assess the pre-inspections being raised to ensure that we deliver the most efficient customer journey on a consistent basis.
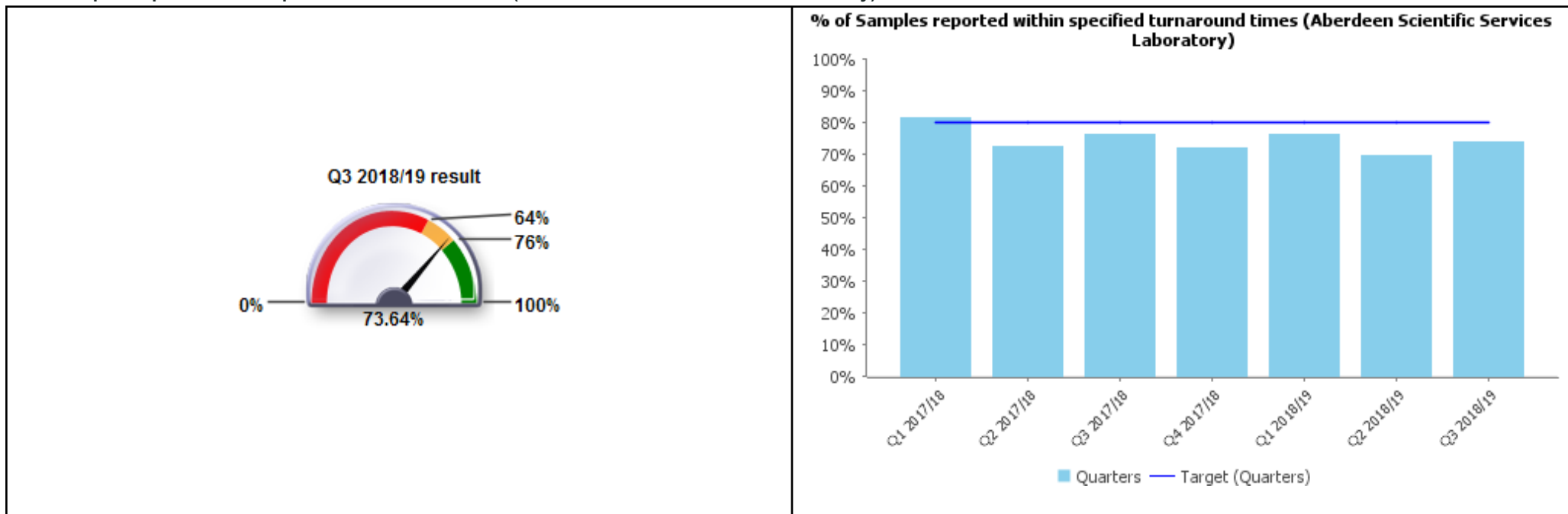
Responsible officer:	**Last Updated:**
Graham Williamson	January 2019

% of Samples reported within specified turnaround times (Aberdeen Scientific Services Laboratory)

% of Samples reported within specified turnaround times (Aberdeen Scientific Services Laboratory)

Q3 2018/19 result

64%
76%
0%
100%
73.64%

Quarters — Target (Quarters)

Why is this important?

Turnaround time statistics are recorded to allow management to monitor laboratory performance in this area and to highlight any specific work areas or sections that may be of concern.

Benchmark Information:

Turnaround time targets for local authority samples are set in-house and, although similar to other Public Analyst laboratories, they are not specifically bench marked against them. Turnaround time targets for private samples are also set in-house, but at a level that is comparable to the turnaround times produced by competitor private laboratories.

Target:

The current target for this measure has been set at 80%

Intelligence:

Current turnaround time targets are consistently being met for all work areas, with the exception of Water Chemistry and Food Microbiology.

The primary reason for the current problems with Water Chemistry is due to the laboratory's commitment to the AWPR-CJV programme. This programme has resulted in a 12% increase in income since May 2015, resulting in increased pressure on existing staff. Demands have fallen slightly during Q3, allowing for the slight increase which can been seen from Q2. This lower level of demand has continued during Q4 to date so it is expected the performance, when measured for that period in it's entirety, will be further improved. There is, however, the possibility (not currently known definitively) that AWPR work may recommence in March which might in turn impact on Q1 outcomes for Q1 of 2019/10/

The primary reason for the current problems with Food Microbiology is due to the retirement, at the end of July, of the Public Analyst who previously also filled the role of Food Examiner. Although the Public Analyst position has been filled, the current PA is not a trained Food Examiner (there is an extremely limited pool of people qualified and experienced both as a Public Analyst and a Food Examiner and none applied for this role). Until that position is resolved, the current Principal Scientist (Microbiology) is carrying out the duties of the Food Examiner, in addition to their own role. This has had an inevitable knock-on effect on the reporting of food microbiology samples, as the current Public Analyst gains the experience required to fulfil the Food Examiner role. However, interim reports are sent out on a routine basis to ensure clients are kept informed of any potential issues with samples, so backlog in production of final reports is not viewed as a serious problem.

Responsible officer: **Last Updated:**

James Darroch   Q3 2018/19

Food Safety Hygiene Inspections % premises inspected more than 12 monthly

Q3 2018/19 result

80%

95%

40%   100%

59.79%

Food Safety Hygiene Inspections % premises inspected more than 12 monthly

■ Quarters — Target (Quarters)
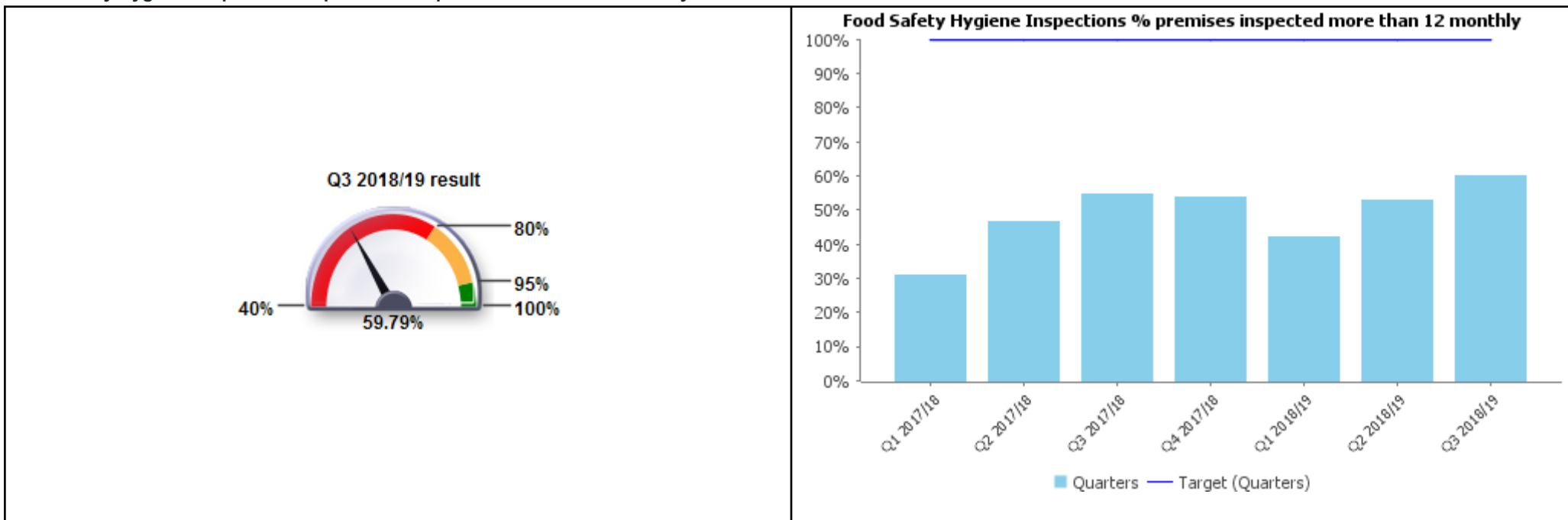
Why is this important?

This indicator, along with two others, monitors performance against the planned food premises inspection plan, as outlined in the Service Plan.

Benchmark Information:

This indicator can be benchmarked against other Scottish Local Authorities on an annual basis as it is collated and reported online by Food Standards Scotland

Target:

The current target is for 100% of all planned inspections to be undertaken on time, as required by the Food Law Code of Practice (Scotland)

Intelligence:

Description of Food Premises
The food hygiene risk rating of food premises is assessed at each full inspection by the officers. The risk assessment considers the risk of cross contamination, vulnerability of consumers, premises structure, food hygiene practices, and confidence in management. Premises are rated A-E with A being the highest risk and inspected most frequently (every 6 months). Category A and B premises are both considered high risk and feature takeaway premises, care homes, and catering premises with poor food handling practices. The majority of Aberdeen City food businesses are risk category C and are largely school kitchens, restaurants and other caterers. Category D premises include retail premises, some low risk catering premises that are well managed with adequately controlled risks. Category E's are extremely low risk and a typical category E premises is a retail premises selling low risk wrapped foods with a long shelf life.

Overview of Performance
This PI is part of a suite of 3 PIs that relate to food hygiene inspections. This PI relates to the inspection of medium risk category C and low risk category D food premises (inspected more than 12 monthly). Category E are not inspected routinely but instead are subjected to other interventions. Category A and B premises are naturally prioritised for inspection, due to the higher risk. Other high-risk work includes response to complaints and other situations judged to present a risk to public health. When resources are stretched, lower risk visits tend to be the casualty. Some services are essential for businesses to trade, e.g. fish export certification, these will also be prioritised.

The PI for the highest risk establishments is OPS1.15 and to date we have achieved 100%.

Medium risk establishments are covered by OPS1.16 and to date we have achieved 98.40%.

Additionally, 26 inspections were undertaken during Quarter 3 that are not within scope of the PIs. These are a combination of inspections overdue from previous quarters, new unrated food businesses and inspections due at the start of Quarter 4. A further 79 revisits to non-compliant establishments were also undertaken.

There has been a slight improvement in performance against this PI in Q3. This may be due to the restructuring of the team in September, but it is too early to be definitive. Notably, the improvement relates to inspection of Category C rated establishments during the quarter which has improved from 85.29% to 90.79%.

Quarter 3 - 95 establishments due and 70 inspected on time - 73.68%. Of these, 76 were C rated establishments (18 month frequency) of which 69 were inspected on time (90.79%). Of the 19 D rated establishments (2 year inspection frequency), only 1 was inspected on time (5.26%).

Year to date - 291 premises due. 174 premises inspected on time (59.79%). Of these, 195 were C rated establishments (18 month frequency) of which 164 were inspected on time (84.10%). Of the 96 D rated establishments (2 year inspection frequency), only 10 were inspected on time (10.42%).

Service Challenges
There are currently 2.85 vacant posts for field officers within the Commercial Team, approximately 18.4% under establishment to undertake inspections. A recruitment exercise has been undertaken but unfortunately no appropriate applications were received. The posts are to be re-advertised this year.

A service review looking to make transformational changes is on the way. The focus is to try to realise efficiency savings to release resource to tackle a greater percentage of these lower rated establishments These changes include greater use of mobile working and use of digital tools as well as adjustments to practices and procedures. Rapid progress is currently being made towards digitisation as part of the digital strand of the transformation process. Additionally, from September 2018, the team has been re-structured into separate response and proactive inspection teams for a trial period with the intention of reducing the impact of response activity on the proactive inspection programme.

The PIs for food premises inspections are used as a proxy for the work of the Commercial section which also undertakes Occupational Health & Safety, Port Health, Animal Health & Welfare and Licensing Standards. There is a necessity to review the relative priorities of food and health and safety interventions, so as to ensure health & safety controls are effectively enforced, and that officers can maintain competence. Additionally, depending on the details of the Brexit agreement, there remains a high possibility of a need for greater activity relating to the import and export of foods. The European Union's Technical Paper has indicated that a 'No Deal' scenario would require specific certification to be provided for every consignment of food travelling between the UK and Europe. The Service is working with other Scottish LAs, COSLA and Scottish Government to influence the nature of any required certification scheme to minimise the resource implications and costs to industry, whilst delivering the assurances required by Europe. The potential for a currently unquantifiable impact on performance remains which is being monitored continuously.
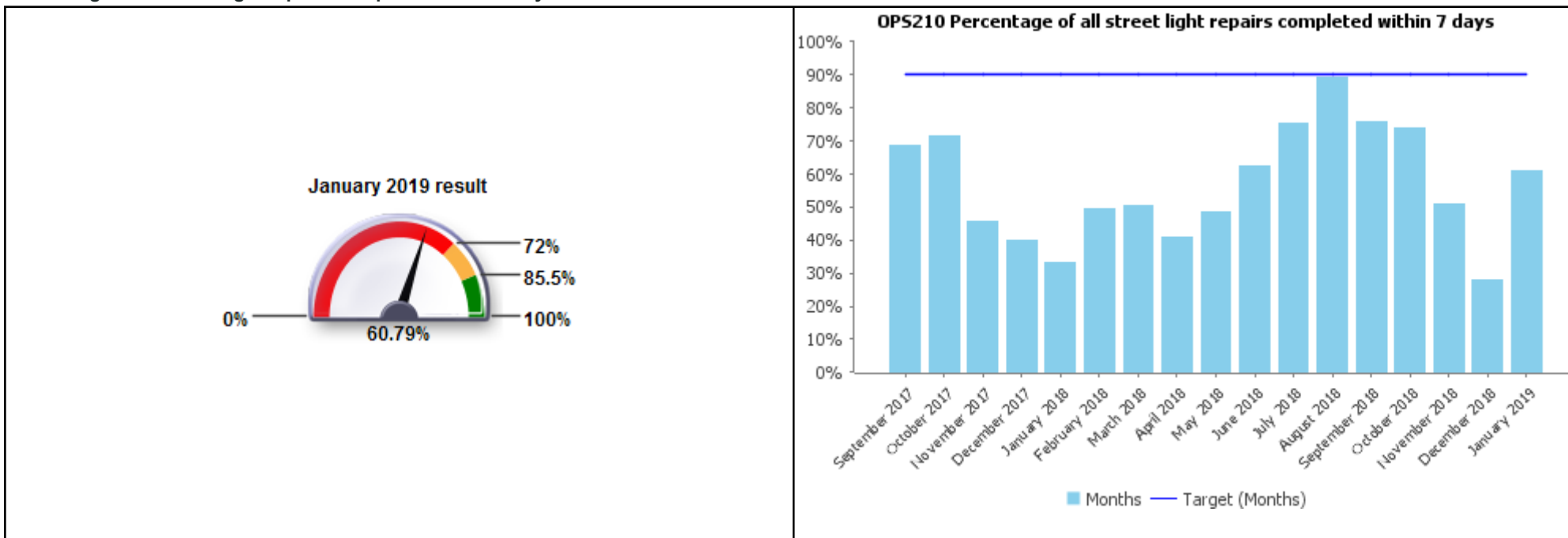
Responsible officer:	**Last Updated:**
Andrew Morrison	Q3 2018/19

Percentage of all street light repairs completed within 7 days

January 2019 result

72%
85.5%
0%
60.79%
100%

OPS210 Percentage of all street light repairs completed within 7 days

Months — Target (Months)

Why is this important?

This indicator, along with others, monitors whether we are achieving our desired outcome of 'Improving Customer Experience', as outlined in the Shaping Aberdeen programme.

Benchmark Information:

In 2017/18 our year-end figure was 50.15%, significantly worse than the 2016/17 outcome of 59.07%. Benchmarking data for 2017/18 produces an outcome of 54.6% against the APSE family group average of 84.54% and Scotland wide average of 87.39%

Target:

The target for this indicator for 2017/18 was set at 90% and will be maintained at that level for 2018/19.

Intelligence:

Of 1,311 faults due to be completed during December 2018 and January 2019, 581 (44.29%) were completed within the 7-day target timescale, with the figure for January being substantially improved on the previous two months. Comparing this with the same period during 2017/18 also produces an improved result (36.43% completed on time in December 2017 and January 2018)

While it is inevitable that as the number of faults increases as we move into the winter months and it will be difficult to maintain the level of performance currently being achieved, it is hoped that the possible use of sub-contractors, which is currently being considered subject to available budget, will have a positive impact. However, the available pool of sub-contractors is extremely limited. Unfortunately, the lack of in-house resources and limited supply of sub-contractors in this area currently being experienced due to more competitive hourly rates provided by the still buoyant housing market, means we are prevented from putting in place any other service improvements. However, Officers are currently in discussions with our HR team in relation to an apprenticeship scheme which it is hoped will have a positive impact, longer term if implemented.

In addition, staff resources are also being employed in carrying out LED conversion work which, while impacting negatively on-time repairs in the short term will, in the longer term, result in the lowering of maintenance requirements across the city.
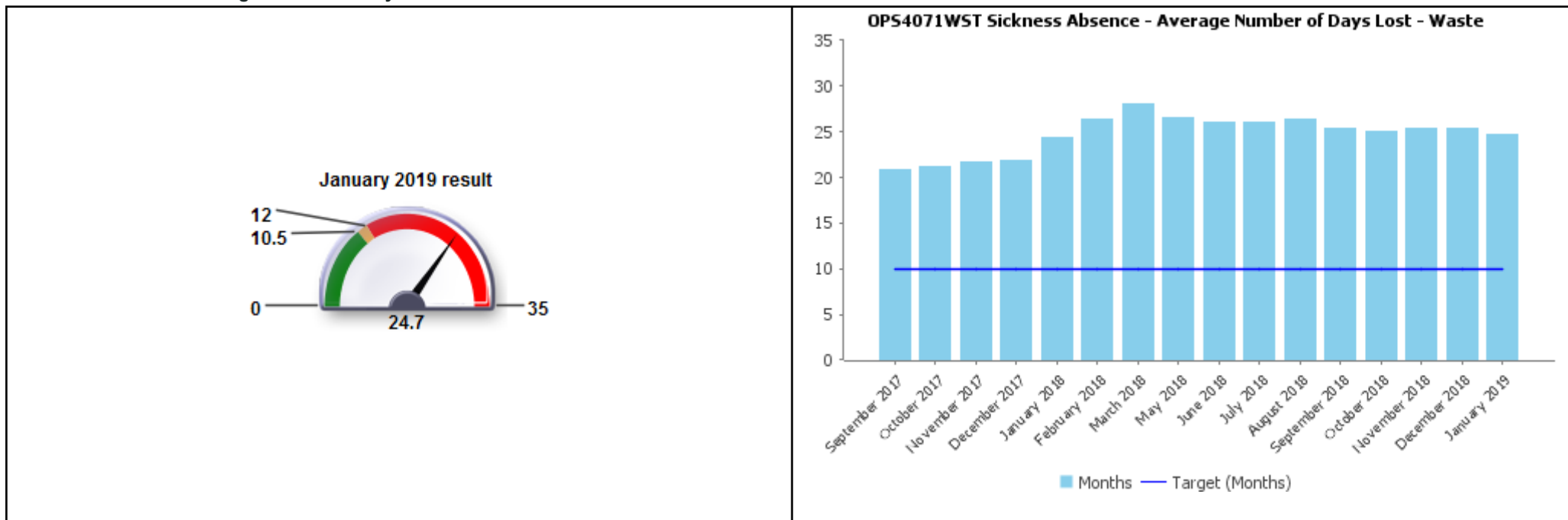
Responsible officer:	**Last Updated:**
Doug Ritchie	January 2019

Sickness Absence - Average Number of Days Lost

January 2019 result

12
10.5

0   35
24.7

OPS4071WST Sickness Absence – Average Number of Days Lost – Waste

Months   Target (Months)

Why is this important?

The Council recognises its staff as its most important asset and staffing costs account for the single biggest element of the Council's budget.
It is therefore imperative that the health and wellbeing of our staff is paramount and that we effectively manage staff absences.

Benchmark Information:

In the most recent LGBF report for 2017/18, the average number of days lost per employee (non-teacher) ranges from 16.78 to 8.36 days across Scottish local authorities. Performance places Aberdeen City Council (at 11.65 days) approx. 0.24 days higher than the 2017/18 Scottish average of 11.41 and 20th from a total of 33 Councils. This shows an improvement in ranking (from 23rd) but little overall change in average number of days lost for non-teaching staff.

Target:

The target for the Average Number of Days lost per employee has currently been held at 10 days per annum for 2018/19.

Intelligence:

Across the Operations function, average days lost per employee due to sickness absence is currently 10.2 days (3.9 short-term and 6.3 long-term) and in comparison, the figures for the Operations and Protective cluster are 14.5 days (4.8 short and 9.7 long-term).

The average number of days lost for Waste remains the highest within Operations and Protective services by some margin, with an overall day lost score of 24.7 days as at January 2019.

Both long and short-term absence categories have fallen slightly since the start of the financial year (long term – 1.5 days reduced and short term 1.2 since March of 2018). The service continues to work on reducing long term absence in particular, but it should be noted that the higher level of sickness is, in the main, attributable to a small number of employees with extended levels of long term absence. The physical nature of the service also means that opportunities for long term absentees to return on "light duties" are limited and this can have a negative effect on the length of absence in some cases. This is, however, considered and implemented wherever possible.

Although not all are directly comparable due to organisational changes, the majority of services in Operations and Protective services (including the Waste Service) have seen a statistical improvement in YTD outcomes when compared with the prior two years and although, in most instances, these levels are still out with target tolerances, there is some evidence of progress towards the corporate objective.

In the past few months the Council's Health & Wellbeing Officer has been assisting services with support to help improve health. Topics range from mental health training sessions, support to give up smoking as well as healthy eating sessions and leaflets.

For Operations and Protective Services, the breakdown of the main reason categories relating to instances of absence during for the 12-month period to January is as follows (figures for 12 months to November bracketed):
Musculoskeletal – 33.9% (44.5%)
Gastrointestinal – 12% (7.9%)
Respiratory – 10.7% (3.1%)
Psychological – 20.1% (21.1%)
Neurological – 5% (2%)
Cardiovascular – 6.2% (8.8%)
Malignancy – 5.2% (8.9%)

On a corporate level, the Council adopted a replacement for the Maximising Attendance policy, the Supporting Attendance and Wellbeing policy, at the meeting of the Staff Governance Committee on the 1st November 2019.

https://committees.aberdeencity.gov.uk/documents/s89889/Supporting%20Attendance%20and%20Wellbeing%20policy.pdf

Colleagues in the People and Organisation cluster, and in Health and Safety teams, have been providing additional advice, and on-line support for both employees and management, around a variety of early intervention themes relating to absence management, and implementation of the new policy, which has been welcomed by Operational services in assisting their delivery of priority prevention themes.

The Sickness Absence report, discussed at the January meeting of the Staff Governance Committee, is the most recent point of data availability on short and long-term absence levels enabling

comparisons between and across clusters, and which endorsed the corporate approaches for reducing sickness absence across the Council.

https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=614&MId=6248&Ver=4

Additional intelligence gathering is currently being undertaken in conjunction with individual services and the BI&PM cluster to develop a greater understanding of the effect of the application of Council policies in diverse work settings, and to further assess the use of bespoke initiatives which will enhance the effectiveness of delivery of these policies.
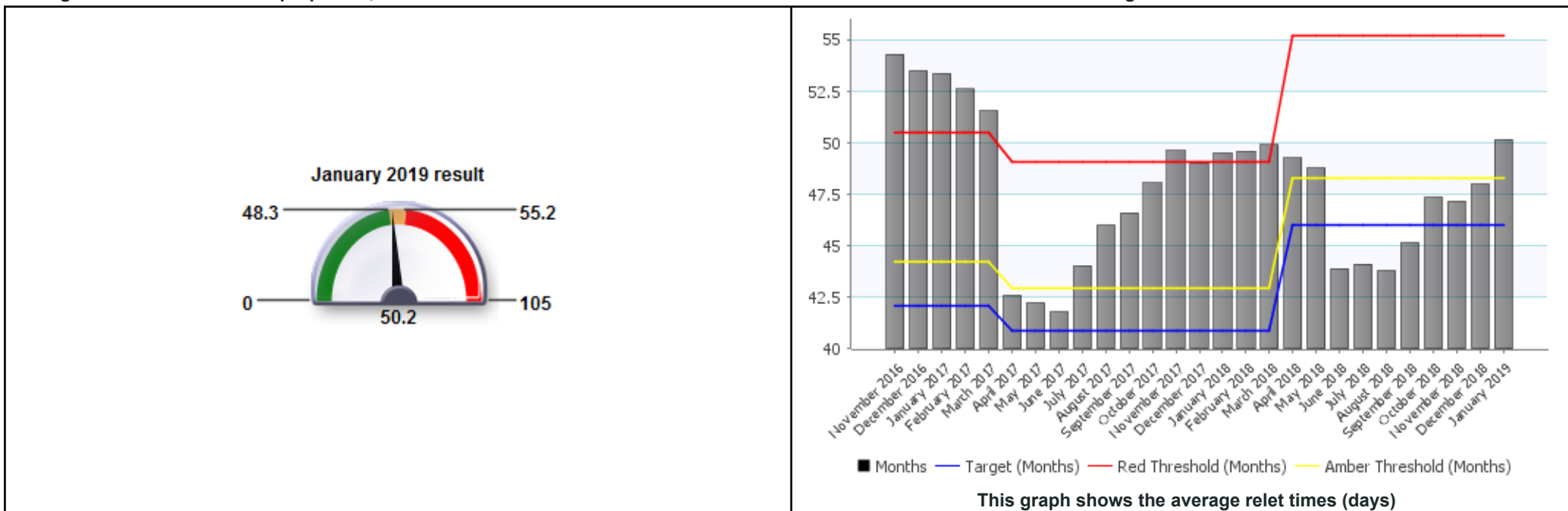
Responsible officer:	**Last Updated:**
All	January 2019

Average time taken to Relet all properties, Void Rent Loss and New Tenants Satisfaction with the Standard of home when moving in

January 2019 result

48.3 — 55.2

0 — 105

50.2

■ Months ── Target (Months) ── Red Threshold (Months) ── Amber Threshold (Months)

This graph shows the average relet times (days)

Why is this important?

The Scottish Social Housing Charter (SSHC) was introduced by the Housing (Scotland) Act 2010, which requires Ministers to set standards and outcomes that social landlords should be achieving for tenants and customers through their housing activities.

Charter Outcome **4** – Quality of Housing stipulates that Social Landlords ensure that:
'tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (EESSH) by December 2020.

Charter Outcome **10** – Access to Housing – stipulates that Social Landlords ensure that:
People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

Charter outcome **13** – Value for Money - stipulates that Social Landlords manager their business so that; *Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay*

Benchmark Information:

2017-18
Average relet times was **49.9** days against the Scottish average of **30.7** days.
Rent Loss due to Voids was **1.19%** against the Scottish average of **0.84%**
Percentage of new tenants satisfied with the standard of their home when moving in was **64.4%** against the Scottish average of **84.9%**

Target:

Targets **2018/19**
Average number of days to relet all properties was set at **46** days.
Rent Loss due to Voids was set at **1.00%**
Percentage of new tenants satisfied with the standard of their home when moving in was set at **75%**

Intelligence:

The year to date average time to re-let all properties is **50.2** days this an increase on the **47.2** days last reported to committee.

The year to date % of rent lost due to void properties is **1.45% (£1,011,794**) a slight increase on the **1.40%** last reported to committee.

The year to date % of tenants reporting that they are satisfied with the standard of their home when moving in is **63.9%** this is a decrease on the **66.7%** last reported to committee.

We have experienced reducing demand for 2 bedroomed properties which has contributed to longer void periods and have applied special letting initiatives in response. Waiting periods for setting care packages in a small number of very sheltered housing lets has also impacted on relet times.

Building services have deployed significant additional resources to improve void repair timescales. Over the past month the total number of voids has reduced by **52** (**14%**). We are also working towards completing all repair work within the void period and this should have a significant impact on satisfaction levels. Under current work arrangements, the tenant satisfaction increases significantly once all post void period repairs have been completed.
Building services are also in the process of extending use of its digital work scheduling system for voids properties which will also improve service efficiencies.

Additional housing officers are being recruited to enable letting processes to proceed more swiftly and will also create increased capacity to help ensure that tenants meet their tenancy obligations in respect of repair and maintenance. This will, as a result, reduce the level of repair work required during void periods.
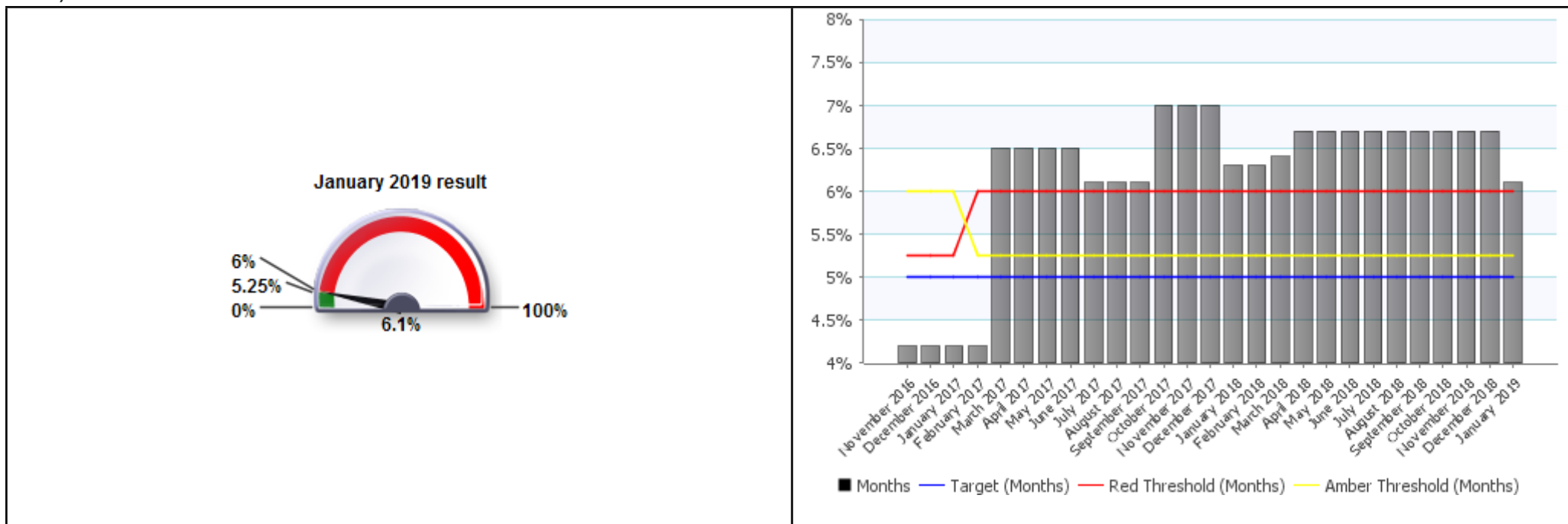
Responsible officer:	Last Updated:
Neil Carnegie	January 2019

YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided By Scottish Government on a Quarterly Basis)

Why is this important?

The Scottish Social Housing Charter was introduced by the Housing (Scotland) Act 2010, which requires Ministers to set standards and outcomes that social landlords should be achieving for tenants and customers through their housing activities.

Charter outcome **12** – Homeless People - stipulates that Local councils perform their duties to homelessness people so that;
Homeless people get prompt and easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them get and keep the home they are entitled to.

This indicator, along with others, monitors whether we are achieving our desired outcomes and are committed to 'Sustain/improve performance in respect of the SSHC outcomes' and that people at risk of losing their homes get advice on preventing homelessness.

Benchmark Information:

The 2017-18 **%** of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed was **6.4%** against the Scottish LA average of **6.4%**

Target:

The 2018/19 target for % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed is **5%**

Intelligence:

Year to date the % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed is **6.1%,** a decrease on the **6.7%** reported at the last committee.

The organisation has committed to eradicating repeat homeless presentations within 12 months as part of the 5 year Rapid Rehousing Transition Plan and has set up new monitoring procedures to analyse cases currently falling into this category. We are also in contact with the housing associations and letting agents in the city to establish better joint working protocols and carry out similar analysis of homeless households utilising their stock.

In line with the Rapid Rehousing Transition Plan, the Housing Access & Support Service is reviewing the homeless journey to streamline processes and ensure households spend as little time as possible in temporary accommodation reducing the number we lose contact with over the course of the homeless process. We have also identified the target of ensuring every household has support in place from first contact with the service to support service users through the homeless process and transitioning into their mainstream accommodation. Estate Management Services are also in the process of reviewing their work in relation to the Rapid Rehousing Transition Plan and have started to establish new protocols for households struggling to maintain accommodation. Particular focus is being applied to strengthening their ties with partner organisations involved with tenants who are considered to be at risk of losing accommodation and re-entering the homelessness process.

Responsible officer:	Last Updated:
Kay Diack	January 2019