

SERVICE AND PERFORMANCE PANEL.

Minutes of meeting in County Buildings, Wellington Square, Ayr,
on 17 November 2020 at 10.00 a.m.

Present: Councillor Alec Clark (Chair).

Present

Remotely: Councillors Laura Brennan-Whitefield, Andy Campbell, Iain Campbell, Chris Cullen, Hugh Hunter and Bob Pollock.

Apology: Councillor Derek McCabe

Attending: Alison Nelson, Co-ordinator, Democratic Support and Janice McClure, Lead Committee Services Officer

Attending

Remotely: M.Newall, Assistant Director – People, J.Bradley, Assistant Director – People, G. Farrell, Service Lead - Organisational Development and Customer Services, J. Andrew, (OD Change and Improvement) W. Carlaw, Service Lead - Democratic Governance, D. McVey, Team Leader, Information Governance, T. Eltringham, Director, Health and Social Care and J. Wood, Senior Manager - Planning Performance.

1. Opening Remarks.

The Chair took the sederunt and confirmed that today's meeting was not open to the press and public, which was permissible under the COVID-19 legislation. He also confirmed to Members the procedures to conduct this meeting.

2. Declarations of Interest.

There were no declarations of interest by Members in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

3. Minutes of previous meeting.

The minutes of 8 September 2020 (issued) were submitted and approved.

4. Action Log and Work Programme.

There was submitted an update of the Action Log and Work Programme ([issued](#)) for this Panel.

The Assistant Director – People gave a verbal update on the Action Log as detailed below:

Item 1 – Requested information not yet available, Item 2 – Completed, Item 3 – Requested information not yet available, Item 4 – 10 Completed, Item 11 – Requested information would be available on 30 November 2020.

The Assistant Director – People also advised that in terms of the Work Programme, the only outstanding due date was Action No 2 Mainstream Participatory Budgeting and that action would be presented to the Panel on 9 March 2021.

A Member raised concerns regarding Item 1 of the Action Log – South Ayrshire Performs – ‘Our People. Our Place – Council Plan 2018/22’ 2019/20 performance report (Strategic Priorities 1-3) – Carers who feel supported to continue their caring role. The Action Log detailed that the figure for 2019/20 would be available in April 2020, the Member asked if this was this an error or were these figures available. The Director, Health and Social Care agreed to clarify this and provide Members with further information by way of a Briefing Note.

Another Member enquired as to what support carers were being given at the moment particularly during the Covid 19 period. The Director, Health and Social Care agreed to provide a Briefing Note to update Members on this matter.

In relation to the Work Programme, a Member requested further information on the Mainstream Participatory Budgeting process, particularly relating to community engagement. The Assistant Director – People intimated that Kevin Anderson, Service Lead - Performance Policy and Community Planning and his team had been examining what processes could be improved upon from previous community engagement events and what actions could be put in place to improve and increase community engagement. The Assistant Director – People agreed to provide further information relating to the proposal for community engagement to the next meeting by means of a Briefing Note.

A Member raised concerns relating to Item 11 of the Action Log relating to Employee Absence and the indirect costs associated with staff absences, as this item was still outstanding and the Assistant Director – People agreed to update the Panel immediately following the meeting.

5. Council Plan 2018-22 (2020 Mid-Term Refresh) – July to September 2020.

There was submitted a report ([issued](#)) of 6 November 2020 by the Assistant Director – People allowing Members the opportunity to review progress made towards achieving the strategic objectives contained within the Council Plan 2018-22 (2020 Mid-Term Refresh – July/September 2020) ([Appendix 1](#))

The Assistant Director -People gave an update on various issues arising from the report. In terms of the due date for all of the actions within the plan, the Assistant Director – People advised that the completed due date was set in the refreshed Council Plan as a default date for the completion of the overall plan of 31 March 2022 which was different from previous Council Plans where the actions had been a mixture drawn from Service Improvement Plans or Directorate Plans which would have had different completion dates. Depending on which plan they came from, the due dates could be altered but that would be for Service Leads to advise. The uncertainty of Covid 19 and Brexit may persuade Service Leads to retain the due date as the 31 March 2022 unless they had a degree of certainty and confidence that actions would be completed prior to that date, however, actions were substantially on target.

As all actions had a due date of 31 March 2022 and as this would result in a substantial report being submitted to Panel, to allow for adequate scrutiny, it was suggested that these dates be staggered particularly as some of the actions were near completion with a suggestion of including an estimated completion date and a required completion date in future reports. The Chair requested that routine updates be submitted to this Panel at regular intervals relating to completion dates and the Assistant Director – People agreed to take this forward.

With regard to COPL 01.3b Work with services to improve budget monitoring and forecasting processes in order to facilitate more effective management of Council resources and having heard a Member of the Panel intimate that he was disappointed to note that this objective was only 10% complete and suggested that this item be split into two; systems functionality and manual processes and that it would be helpful to have a timeframe for the progression of each objective, the Assistant Director People - agreed to liaise with the Service Lead involved and provide an update to the Panel by way of a Briefing Note.

With regard to COPL 01.4b Review of Council's House Allocations Policy to make best use of available housing stock. A Councillor intimated that the Council had agreed to support more refugees within South Ayrshire, and enquired how this would impact on housing and allocation plans. The Assistant Director – People agreed to provide a Briefing Note relating to this item.

With regard to COPL 01.4c 'Undertake a phased review of the Benefits Service to ensure a responsive and customer focused approach is provided to support those affected by Welfare Reform, a Member asked if the Service was now in a position to progress this work and the Assistant Director – People advised that he could not guarantee that this piece of work would not be delayed further. If the due date for this action was amended that would give a level of reflection on the level of progress for this particular action.

With regard to COPL 02.5a Work with partners to respond to Scotland's 'Transition to Rapid Rehousing' for homeless and potentially homeless households and COPL 02.5b Expand the Housing First service to meet the needs of people with experience of repeat homelessness and complex needs, a Member asked how many homeless families had been housed and the effect that has had on the Council's housing allocation policy and the Assistant Director – People agreed to provide a Briefing Note relating to this item.

With regard to COPL 03.1g Development and implementation of a Sports, Leisure and Physical Activity Strategic Framework a Member asked how this Framework linked with the work ARA was undertaking relating to open spaces and trying to encourage the use of footpaths/cycling paths and associated maintenance funding allocation and the Assistant Director – People agreed to provide a Briefing Note relating to this item.

With regard to COPL 04.4 We will support local businesses to develop and grow. Aside from Council partners a Member asked what measures were being put in place to help local businesses diversify to aid in minimising the risk of losses. The Assistant Director – People advised Members that a briefing had been issued (16/11/20) to Members by the Service Lead – Economy and Regeneration which had addressed this issue.

With regard to COPL 05.1a Deliver on the Engagement Strategy and ensure meaningful engagement with our stakeholders, a Member enquired if the training and development awareness sessions scheduled to be delivered in October/November had commenced and the Assistant Director – People intimated that he would establish whether the sessions had commenced and advise Members accordingly.

With regard to COPL 05.3a Maximise the use of social media as a key proactive, interactive and reactive communication tool. A Member enquired if the Council collated the data relating to the number of clicks on each post as it may aid in identifying the volume of engagement and the Service Lead – OD and Customer Service intimated that she would provide a Briefing Note relating to this.

With regard to COPL 06.1f Raising awareness of the effects of car idling on air quality and climate change and the penalties for breaching the Road Traffic (Vehicle Emissions) (Fixed Penalty) (Scotland) Regulations 2003 through a programme of publicity. A Member enquired what use of social media and the Council's communication channels were being used to promote this as car idling was a concern for people's health and the Assistant Director – People agreed to liaise with the Council's communications team and ensure that action was taken relating to this.

With regard to COPL 06.1i Develop and implement a Waste Strategy that increases recycling and identifies a long-term solution for Household waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to landfill in 2025 - as this was an important issue for local communities, a Member asked what the long-term strategy was for household waste recycling at this time. The Assistant Director – People advised that he had not been involved with this but would provide an update for Members by way of a Briefing Note.

Having considered the progress through the narrative set out within Appendix 1 of the report, the Panel

Decided: to note the contents of the report.

6. **Succession Planning**

There was submitted a report ([issued](#)) of 6 November 2020 by the Assistant Director – People updating the Panel on the corporate approach to succession planning, supported by a new toolkit which had been developed for Service Leads.

The Service Lead - OD and Customer Services and the Co-ordinator (OD Change and Improvement) provided a verbal report to the Panel.

The Service Lead – OD and Customer Services advised that Organisational Development had devised a workforce and succession planning toolkit which was on the Council's new intranet platform with the toolkit including a succession planning template which guided managers in their consideration as to what roles may be critical, the reasons why, associated risk, and the actions proposed to address gaps. A significant aim was to mitigate 'brain drain' and ensure critical skills and knowledge remained within the organisation. The toolkit would prompt managers to carry out succession planning by considering, documenting and reviewing aspects such as; effective records management; shadowing/mentoring/ exploring transferable skills; 'grow you own'; external training and accreditation and wider service reviews.

The Service Lead – OD and Customer Services further advised that the Improvement Services had requested a copy of the Council's toolkit and had been very positive regarding it as were the Society of Personal Development Scotland. She further advised that the Co-ordinator (OD Change and Improvement) would also be representing the Council and the Health and Social Care Partnership on a Scottish Government Working Group in developing a national template to support workforce and succession planning, and that as this work progressed, the Council would continue to update the Workforce and Succession Planning toolkit.

A Member raised a question relating to PDRs and asked if these were being undertaken and whether PDRs signposted people to other areas of the Council e.g. HSCP, the Service Lead – OD and Customer Services advised that, in terms of PDRs, managers should be developing staff and identifying gaps through this process; that the PDR process had been refreshed; and that staff were going to be asked what their ambitions were and what they were most proud of. She also advised that the Council operated a graduate intern programme.

The Director, Health and Social Care advised that the Health and Social Care Partnership had not been experiencing difficulties in terms of recruitment but were mindful that there would be an increased demand for entry level jobs and that these posts were specialist with vocational aspects and so not suited to everyone. He further advised that, generally, posts within the Health and Social Care Partnership were specialist posts and that the Health and Social Care Partnership worked closely with local colleges and the University of the West of Scotland to develop links there relating to career pathways with Health and Social Care.

A Member asked how this toolkit would ensure that the Council had the necessary succession planning in place and the Service Lead, OD and Customer Services advised that succession planning was a national problem and the Council were ahead in terms of the development of this toolkit. She further advised that the toolkit would allow Managers to ask the right questions, to think about how they would fill the skills gaps and how they would address this issue, that it also gave Managers the ability to use data i.e. customer data/demographic data and that the Toolkit would provide a range of information that the Council would build on when the national picture became clearer.

A Member intimated that, as the Council knew when members of staff were retiring or leaving the Council, processes should be in place for other members of staff to shadow the employee leaving the organisation. The Service Lead - OD and Customer advised that each case would require to be considered individually but there still required to be a fair process for people applying for posts within the Council.

A Member enquired about the re-distribution of staff within the Council due to the impact that the Covid-19 pandemic has had. Another Member raised concerns about the number of staff now working from home in terms of shadowing/mentoring and the difficulty this would have on succession planning and how staff would be supported on these issues working from home. The Service Lead – OD and Customer Services advised that the Recovery Group would be considering these issues.

A Member raised the question of PDRs when an increasing number of staff were working from home, how would the Council enforce the PDR process and the Service Lead – OD and Customer Services intimated that it was a manager's responsibility to undertake the PDR process with their employees and she advised that the 'house experience' part of this was developing an 'Employee Deal' and part of that deal would be to develop employees to be skilled and digitally confident, which was part of the PDR process. It was however acknowledged that the PDR process would require to be done differently at this time for example via video conferencing.

Another Member raised the issue of PDRs being confidential and not accessible to Senior Managers to enable them to be proactive and assist in addressing some of the issues raised in terms of mentoring/shadowing and succession planning.

A Member asked if the Council were proactive in recruiting for apprentices where a skills gap had been identified and was the Council working with schools in terms of the career advisory programmes to direct young people into careers that they may not necessarily have considered via apprenticeships and the Service Lead – OD and Customer Services advised that the Employability and Skills team worked directly with schools and Careers Advice and target programmes where there were skills gaps.

The Co-ordinator (Change and Improvement) further intimated that they were working closely with Service Leads to identify skills gaps.

Having scrutinised the information in the context of the report ,the Panel

Decided: to consider the progress made in the development of a corporate toolkit for succession planning.

7. Complaints – Scrutiny Update – Period 1 April to 30 September 2020

There was submitted a report ([issued](#)) of 6 November 2020 by the Head of Legal, HR and Regulatory Services providing complaints performance information for the period from 1 April to 30 September 2020 and comparing performance to the same reporting period in 2019/20. The report reflected the statutory reporting categories required by the Scottish Public Services Ombudsman (SPSO), as well as information on how the Council improved services following Stage 2 and Ombudsman complaints.

It was noted that this report covered the period of lockdown. With reference to page 8 it was identified that in 2019/20 100% of those who responded had found it easy to make a complaint to the Council but this had decreased to 50% during 2020/21. The Team Leader (Information and Governance) advised that there had been a low uptake on the survey with a return of 13%, the vast majority of those people were not happy with Council response to their complaint and used the survey again as a reason to continue to intimate that they were dissatisfied with the response to their complaint. She further advised that she would be attending the next Complaints Handlers Network and would raise this issue to ascertain if across Scotland we could try and obtain more balanced feedback to the complaints process rather than the process being used to continue to disagree with how their complaint was being handled.

The Chair enquired if complaints were submitted online or via the mail and the Team Leader (Information Governance) intimated that she did not have this breakdown but would provide this information to the Panel, however, she could confirm that the Council had been receiving complaints via mixed media - online, emails, telephone calls and Royal Mail.

A Member referred to page 4 and the number of cases that were escalated, during 2019/20 - 6% had been escalated compared to 12% during 2020/21. The Team Leader (Information and Governance) intimated that as part of the complaints process the complainant always had the right to escalate to Stage 2, it was however interesting to note that from the survey, of those who had responded (13%), indicated that they did not know how to escalate a complaint. The process was made very clear when a Stage 1 complainant was unhappy with the outcome the Council would encourage them to advance their complaint to Stage 2. There had not been a specific trend across the escalated complaints for this reporting period on any particular matter or across any particular Service. Details of the escalation process were detailed in the Stage 1 response letter and the Team Leader (Information and Governance) intimated she would review the

wording of this letter to make the escalation process clearer.

One Member commented on the fact that the number of complaints received had been low and generally only received when the service received was poor and that taking this into account and the minimal number of complaints received by the Council, it was important to note that the Council did in fact provide excellent services.

A Member also enquired regarding Appendix 2 Page 11 – Employee Behaviour, particularly in relation to employee driving and enquired if this related to employees being on the phone whilst driving or driving whilst drinking. The Team Leader (Information Governance) intimated that it was assumed to be the quality of employees' driving.

Having heard from the Team Leader (Information Governance) in further detail and having scrutinised the contents of the report, the Panel

Decided:

(1) to scrutinise the contents of the report; and

(2) to request a further report to a future meeting of this Panel providing an update on the Council's complaints performance during the period 1 October 2020 to 31 March 2021.

8. South Ayrshire Heath and Social Care Partnership Annual Performance Report

There was submitted a report ([issued](#)) of 6 November 2020 by the Director of Heath and Social Care *providing the Panel with the approved Annual Performance Report for 2019/20 for the South Ayrshire Heath and Social Care Partnership as detailed in [Appendix 1](#) to the report.

The Director – Heath and Social Care advised that it was a statutory duty for the Integrated Joint Board (IJB) to present the Annual Performance Report to the Council and the NHS. The report included an assessment of performance in relation to the national health and wellbeing outcomes with reference to the extent to which the Strategic Plan and associated resources had contributed to the delivery of those national outcomes and performance against key measures in relation to the outcome. The report related to the integration principles in the delivery of integration functions; financial performance under the direction of the integration authority; and significant decisions made by the integrated authority. The data included in the report was gathered before the Covid-19 pandemic and initial lockdown period.

He further advised that it was important to note that some data was 12 months old due to various delays in national data publications, however, the report highlighted the progress that had been made over the course of 2019/20 and identified key areas of ongoing and planned work to bring further improvements to services and to outcomes for communities.

He advised that the IJB's focus this year had been on achieving financial sustainability through early intervention and prevention, defining new ways of working to enable people to be supported in the community. Key financial successes for 2019/20 included an overall reported surplus, allowing for the earmarking and protection of ring-fenced funding for Scottish Government priorities; savings totalling £4m were delivered in-year and the approval of Medium Financial Strategy, included transformation activities.

He outlined the progress against a full range of national and local performance measures and that these may change in the coming year as a Strategic Commissioning Plan was

developed.

The Director, Health and Social Care and Senior Manager – Planning and Performance provided a further update and highlighted improvements in the care of adults and older people and moving towards a more person-centred care which integration had a focus on, and it was encouraging to note the uptake on SDS and good satisfaction levels in terms of quality of care.

There was also some encouraging information relating to enhanced capacity to deal with ASP – Adults Support and Protection referrals in a timely manner and that there was a significant improvement in that area. Finally, the report detailed good inspection results covering last year's period. The partnership also covered Community Justice Services and their performance indicators were detailed in the report.

The Director, Health and Social Care however intimated that it was important to note that the figures on delayed discharge for last year do not meet the targets that had been set and that this was highlighted in the report and that this issue was a real focus area for improvement activity for operational colleagues.

The Panel noted that this was a comprehensive report and that it was for 2019/20 however indicated the flavour of future direction, Members also welcomed the improvement in the financial position of the Board and the work undertaken to achieve this, however felt that the report could have been produced in a more user-friendly format as the report was overly complex for the purposes of this Panel. The format was being considered and the management team were working on this for future publications, The , Director, Health and Social Care intimated that he would advise the Panel of the timescale for this. A Member sought clarity on the work undertaken with stakeholders and stakeholder engagement as detailed on page 8 of the report and the Senior Manager – Planning and Performance advised that there was a range of stakeholder engagements that the Board undertook; provider forums for various services that were commissioned and that engagement, with these forums, had been increased over the course of the pandemic and he advised that the Board also recognised the need to engage with citizens and the people that were being supported, and next year a Communication and Engagement Strategy would be published in an effort to improve engagement structures. The Director, Health and Social Care agreed to provide further information to the Panel on the issue of stakeholder engagement.

The Director – Health and Social Care advised that, in terms of the statistics in relation to long term conditions and cancer rates, this was an issue that the Board was mindful of in that South Ayrshire was vulnerable and had a high level of need. He further intimated that on the Covid-19 crisis the Public Health Observatory had produced information that suggested that South Ayrshire was almost, if not, the most vulnerable place in relation to Covid-19 and that reflected the age of the population and the relatively high level of long-term conditions experienced by people in South Ayrshire, primarily due to the unusual demographics of South Ayrshire which highlighted the demand for some services that other areas may not require.

With reference to the wording detailed on Page 70 – NI23 'Expenditure on end of life care, cost in last 6 months per death', a Member was uncomfortable with the terminology and questioned the wording of this in terms and its 'coldness' but acknowledged that it was a Scottish Government indicator and outwith the Health and Social Care Partnership's control.

A Member sought clarity on the figures in relation to the decrease in the number of Emergency Bed Days and the increase in the number of Delayed Discharge Days. The

Director, Health and Social Care advised that this was due to the reduction in the use of beds partly because there were fewer beds in the system and that therefore reduced the consumption of acute hospital beds.

He further advised that once patients had concluded their treatment they should be discharged and it was noted that there was a separate counting process relating to this indicator.

A Member commented on the number of days patients spent in hospital when they were ready to be discharged and that we were ahead of Scottish data and enquired if this was generally due to the lack of care packages available and the Director of Health and Social Care advised that the issues were associated with the discharge of patients to care homes in terms of the number of places available, this year the Health and Social Care Partnership were seeking to support people at home rather than go into a care home and that, on occasion, there was more demand for care home places than places available and the Health and Social Care Partnership were undertaking improvement activity in terms of care at home.

The demand for cancer treatment was also raised and a Member enquired as to what steps were being taken to move forward with cancer treatment and the Director, Health and Social Care advised that information relating to cancer treatment was the responsibility of Acute Services and fell within the remit of the Director of Public Health. He advised that it was public health activities associated with reducing smoking etc that Health and Social Care worked closely with colleagues in Public Health regarding improvement and promoting health and wellbeing promotions.

A Member raised a question relating to page 31 of the report as it detailed the number of staff (5) that had completed their SVQ and enquired as to why that number was so low. The Senior Manager – Performance and Planning intimated that he would provide further information to the Panel regarding this item. The Member also enquired as to the inspection grades for Chalmers Road which went from 'Very Good' in 2018 to 'Good' in 2019 and the Director, Health and Social Care agreed to provide the Panel with further information relating to this by way of a Briefing Note.

A Member raised a question in relation to supporting people with dementia – post diagnostic support and why data for 2018/19 and 2019/20 was not used instead of the data illustrated in the report for 2017/18 and the Director, Health and Social Care agreed to clarify this and provide further information to the Panel.

A Member commented on the lack of detail in relation to mental health and impact of alcohol and drugs in the report and the Senior Manager – Planning and Performance indicated that this was a concern, particularly during the pandemic; and advised that one focus would be mental health and alcohol and drug abuse within the Health and Social Care Strategic Plan next year.

Following a question from a Member on the percentage of those placed on Community Payback with a requirement of unpaid work starting within one week reducing significantly over the last two years to 67%, the Director, Health and Social Care agreed to provide the Panel with further information by way of a Briefing Note relating to this item.

A Member enquired as to the number of patients being discharged from hospital without a negative Covid-19 test and the Director, Health and Social Care agreed to provide further information to the Panel relating to this item.

Having heard the Director, Health and Social Care and the Senior Manager – Planning and Performance and having scrutinised the contents of the report, the Panel

Decided:

- (1) to consider the attached Annual Performance Report for the Health and Social Care Partnership for 2019/20;
- (2) to highlight any matters within the report that it would wish the Integration Joint Board (IJB) or Council to consider; and
- (3) to request that future performance reports are submitted to this Panel in a format that is in line with Council's performance reports, that they should be in an easy to read format, with strategies and figures clearly set out to allow appropriate scrutiny by this Panel.

The meeting ended at 11.50 a.m.