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CED: Performance Framework




The Chief Executive's Department deliver a range of outcomes. These measures provide more detail on some of the key performance areas across the wide range of the Services' activity and delivery.

| Outcome/ Theme/Strategy | Milestone/ Target 2019/20 | Year End Actual 2018/19 | At Q4 2019/20 | Performance Note | RAG (Red/ Amber/ Green) |
|---|---------------------------|-------------------------|---------------|--|-------------------------|
| Legal and Administration | | | | | |
| Licencing - Straightforward license applications processed within target processing periods. | 70% | 70% | 43.30% | Performance Targets are set at service level, agreed by the senior management team and are subject to regular monitoring by the Chief Executive's Department Senior Management Team (CED SMT). | R |
| Licencing - Percentage of licences considered and determined within statutory timescales. | 100% | 100% | 43.30% | For Licencing - The Coronavirus legislation amended the statutory timescale for processing civic licensing applications from 9 months to 1 year. The target processing periods were however not amended to reflect this legislative change – hence 43.3% is lower than normal. | R |
| Registrars - Ensure 75% or more of customers are seen within a waiting time of less than 20 minutes. | 75% | 85% | 88% | | G |
| Registrars - Ensure 75% or more of customers are attended to within a transaction (serving) time of less than 20 minutes. | 75% | 75% | 75% | In terms of transaction times, deaths and marriage appointments have a 35/30 minute transaction time allocated to them, as recognition of best practice in these areas. Revised report to be developed to better reflect necessary variations in serving time | G |
| Committee Services - Percentage of committee reports issued on time. | 100% | 100% | 98% | 4 meetings called at less than 3 clear days notice on the grounds of urgency (Emergency Committee and Public Processions Committee) | G |


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| Committee Services - Percentage of committee minutes issued on time. | 95% | 98% | 96% | The target to is set at 95% to reflect necessary delays that can be caused by the requirement for sign off, and confirmation of specific technical detail where required. |  |
| Delivery of Elections | <p>Polling Place and District Review to be conducted.</p> <p>Review accessibility improvements for Elections.</p> <p>Commence E-Counting Tender preparation.</p> | <p>We are fully committed organising at very short notice a full city wide European Election.</p> <p>Preparation work for a Polling Place and District review.</p> <p>Work with Scottish Government on Accessibility improvements feasibility project to the Electoral process.</p> | <p>Polling Place review stalled until lock down lifted</p> <p>E counting tender issued returns expected 21st May then a major piece of work to analyses</p> <p>Legislation passed so no snap by elections</p> | <p>Preparation work for a Polling Place and District review</p> <p>Start work on the E counting tender process for the Local Government Elections 2022 in conjunction with the EMB and Scottish Government.</p> <p>Awareness of possible snap elections or referendums</p> |  |
| Corporate Human Resources (CHR) | | | | | |
| Absence management – average days lost per employee in CEO | 4.4 days | 4.4 days | 4.8 | Chief Executive’s Department did not achieve their target of 4.4 days this year and instead lost an average of 4.8 days per person due to sickness absence. Chief Executives Department continue to support Health and Wellbeing strategies in |  |

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| | | | | accordance with the revised Maximising Attendance policy. | |
| Absence management (all Council) – average days lost per employee: including teachers | 7.4 days | 10.6 days | 12.1 days | Maximising employee attendance remained a focus within services throughout 2019/20 with an average days lost per employee of 12.1 days. While an increased level of sickness absence was disappointing, it was not entirely unexpected and was broadly in line with expectations. In March 2020, the Covid-19 pandemic response was to safeguard the health and well-being of our employees. This involved vulnerable groups such as those who were shielding, had underlying health issues, pregnant employees and those employees over 70 being sent home at the start of lockdown. |  |
| Employee attendance percentage (all Council) (including teachers) | 96.6% | 94.4% | 93.9% | The 2019/20 full year performance has delivered an employee attendance percentage of 93.9%. This is still a good performance for an organisation as large and complex as Glasgow City Council. |  |
| Absence management (all Council) – average days lost per employee: excluding teachers | 8.3 days | 12.3 days | 13.8 days | As we address the issues of recovery and renewal, our plans to safeguard the health and well-being of our employees, in accordance with up to date Government advice, remains a priority. We aim to deliver an exemplary level of employee support and health and wellbeing activities |  |

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| | | | | as part of our holistic approach in supporting employees. | |
| Absence management – average days lost per employee: teachers | 5.2 days | 5.7 days | 5.8 days | The 2019/20 full year performance has seen a small increase of 0.1 average days lost for Teachers. | Information Only |
| Female earnings – highest paid 5% of earners | 58% | 58.67%. | 58.65% | | Information Only |
| Corporate Governance | | | | | |
| Govern and support delivery of the Capital Investment Programme and prepare and publish the Capital Investment Programme Annual Performance Report (APR). | Govern and monitor the Capital Investment Programme and publish the Capital Investment Programme Annual Performance Report (APR). | The 2018/19 Annual Performance Report was presented to the Capital Programme Board on 5 August 2019 and to FASC on 7 August 2019. This was on schedule. | Complete – the 2018/19 Annual Performance Report was completed and reported, as planned. The 2019/20 Annual Performance Report was presented to the Capital Programme Board on 31 August 2020 and to FASC on 30 September 2020. | The Capital Investment Programme APR includes: <ul style="list-style-type: none"> • A breakdown of the size, scope and value of the Programme; • Performance statistics on capital projects; • Distribution and financing of capital expenditure; • Extensive detail on benefits realised from capital projects, including specific case studies, aligned to strategic themes; • Governance improvements and activity in the year, and • A look ahead to priorities for future years. |  |
| Development of H&S Strategy is to be refreshed by April 2020. The new 2020-23 strategy will reduce the seven key themes to | Deliver strategy refresh by April 2020. | The drivers for the SIP ie results from self-assessment were presented at the Joint Council Forum and | BAU activities within the H&S Group were significantly impacted during in the final quarter of 2020 due to Covid 19. All H&S | Services are aware of and are understanding of the need to defer the launch of the strategy during what has been a challenging period operationally. | The COVID response work meant this outcome was |

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| <p>three covering competency, communication and controls</p> <p>Safety Improvement Plans based around the H&S strategic themes to be embedded across all services</p> | <p>Safety Improvement plans will be developed and monitored throughout 2019/20 via Joint forum and SMT's.</p> | <p>respective service meetings.</p> | <p>professionals were subsequently deployed to support the councils response. Consequently, a decision was made to defer the H&S Strategy until 2021. Timelines for launch of the 2021-24 strategy will now be June 2021 following the appropriate consultation.</p> | <p>The reduction in the strategic themes from 7 down to 3 has been well received by both management and unions due to its simplicity. This will also have a positive knock on effect when the services embark on the subsequent safety improvement plans (SIP's) that will follow the strategy document.</p> <p>Initial TU engagement is taking place at the March Joint Council H&S Forum. Formal Launch will be delivered through tool box talks, unions comms, management briefings and corporate comms</p> | <p>suspended. No RAG is therefore made.</p> |
| Public Relations | | | | | |
| <p>Stage 1 CED Complaints resolved in 5 days.</p> | <p>5 days</p> | <p>0.7 days</p> | <p>0.2 days</p> | <p>On target.</p> <p>There were 11 Stage 1 complaints received against CED during the Q4 period.</p> | <p align="center"></p> |
| <p>Stage 2 CED Complaints resolved in 20 days.</p> | <p>20 days</p> | <p>3 days</p> | <p>2 days</p> | <p>On target.</p> <p>There were 2 complaints received against CED and dealt with at Stage 2 during the Q4 period.</p> | <p align="center"></p> |
| <p>Overall satisfaction with Services provided by Glasgow City Council</p> | <p>N/A</p> | <p>65%</p> | <p>An annual survey was not completed during 2019/20.</p> | <p>For information only Annual Survey conducted by IPSOS MORI</p> | <p>Information Only</p> |




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| <p>% of FOI requests responded to within 20 working days of receipt</p> | <p>100%</p> | <p>99.6%</p> | <p>100%</p> | <p>Although our statutory target will always be 100%, the Scottish Information Commissioner's self-assessment toolkit 2016 categorises FOI performance as Good (in the range 85%-95%), and Excellent (in the range 96% -100%).</p> <p>Over the past two years Services have faced a slight increase in the number of requests (2017/18 – CEO 889) (2018/2019 – CEO 964). Slight drop in figures for 2019/2020 – CEO 944. The increasing complexity and scope can impact on their ability to provide responses in a timely manner.</p> <p>Various steps have been taken to improve performance, including refreshing processes, introducing the allocation of cases to individual Case Officers within the IDP Team. This allows the Case Officers to have a more direct involvement with the service officers, issue direct reminders and ensure that responses are delivered on time which will increase the overall performance of the team.</p> <p>2017/18 year end figure was 85.7%. 2018/19 year end figure is 93.4% 2019/20 year end figure is 99.6%</p> | <p></p> |


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| | | | | Our aim is to reach and maintain our performance within the Excellent range (96% - 100%). | |
| Strategic Policy and Planning | | | | | |
| Deliver Service Planning, performance management and continuous improvement - ASPIR | Delivery ASPIR Guidance and support revised business planning approach. | Draft Guidance for March 2019 release. | Guidance produced and circulated to Service in March 2020. However ASPIR process for 2020-21 under review pending revised Committee timetable as a result of COVID 19 | CED also co-ordinates the Guidance for all other relevant Council Services, and provides briefings and support for the completion of Service ASPIRs. |  |
| - Corporate EFQM self-assessment | Implementation of Improvement Plan 2017. | The second stage of the service-based self-assessment programme has begun. Milestone meetings will be held in May, July and September. | Up to March 2020; a number of services had completed an EFQM assessment (The Glasgow Model) either at Service (FS) or Section (Planning and Building Control) level. A number of other services had begun pre assessment work. However, since March 2020 no further work has been undertaken. | |  |


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| - Flourish Awards. | Review Flourish awards. | Options paper on proposed Awards format being developed in summer 2019. | Further discussion on the options ongoing to conclude option appraisal and associated costs. | |  |
| - Local Government Benchmarking Framework (LGBF) | Delivery of Local Government Benchmarking Report. | <p>Link to development National Performance Framework raised at Benchmarking Performance Forum in context of LGBF.</p> <p>Comments submitted to chair of SOLACE on LGBF overview report.</p> <p>Final data release due from the Improvement Service April 2019</p> | LGBF report deferred due to COVID 19 impacts. To be reported to FASC and OPDSC in Autumn 2020 | <p>Ongoing logistical support provided to the Improvement Service to hold learning events in Glasgow.</p> <p>Next data release scheduled for December 2020. First verified data available end of January 2021.</p> |  |
| - Equality Impact Assessment Training | Train 120 staff a year in EQIA. | <p>Approximately 200 staff trained since Q1.</p> <p>A further 3 training sessions scheduled for July 2019.</p> | <p>4 blocks of training delivered in 2019-20</p> <p>EQIA Refresher training also delivered to elected members.</p> | <p>Aim to deliver 4 blocks of training per year (each block containing 3 sessions each training between 15 -25 staff).</p> <p>Equality Human Rights Commission have recommended CED EQIA training to Scottish Government, CALMAC and other</p> |  |

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| | | <p>Continuous ongoing support to all Council and ALEO Service Departments to complete EQIAs.</p> <p>Budget EQIA summary report delivered for scrutiny February 2019.</p> | <p>Further training post March 2020 suspended as a result of COVID 19</p> | <p>public bodies as a national example of good practice.</p> <p>CED consistently engage and support services and partners complete EQIA screenings in line with Guidance. Further work to look at more formal sampling for Quality and adherence to Guidance to be explored in 18-19.</p> <p>Staff from NHS Highlands and Aberdeen Council attending November training.</p> | |
| <p>Deliver consultation and Engagement:</p> <ul style="list-style-type: none"> - Manage the Council's Consultation Hub, and | <p>To ensure that all Council Policy consultations are presented on the Hub.</p> | <p>Budget proposal paper prepared for consideration September 2018.</p> | <p>March and August 2020 all council consultations were suspended due to Covid restrictions</p> | |  |

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| <p>provide support to the Public Petitions and General Purposes Policy Development Committee</p> <p>- Annual Household Survey</p> | <p>Deliver Household Survey Report and ensure results inform policy and service delivery.</p> | <p>2018 Glasgow Household Survey was carried out between April and June 2018.</p> <p>The main findings were presented to the ECMT on 21st August 2018 and the Operational Performance Delivery and Scrutiny Committee on the 19th August 2018.</p> <p>The full report is on the Councils website: www.glasgow.gov.uk/index.aspx?articleid=17712</p> | | <p>Final reports available on the Councils website: www.glasgow.gov.uk/article/17712/Glasgow-Household-Survey-GHS</p> <p>The 2020 GHS will be undertaken during April – May 2020.</p> | <p style="text-align: center;"></p> |