

Half Year Exception Report for Social Work

This report provides further information on the trends and issues affecting performance for those service areas currently identified as underperforming and excelling.



PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

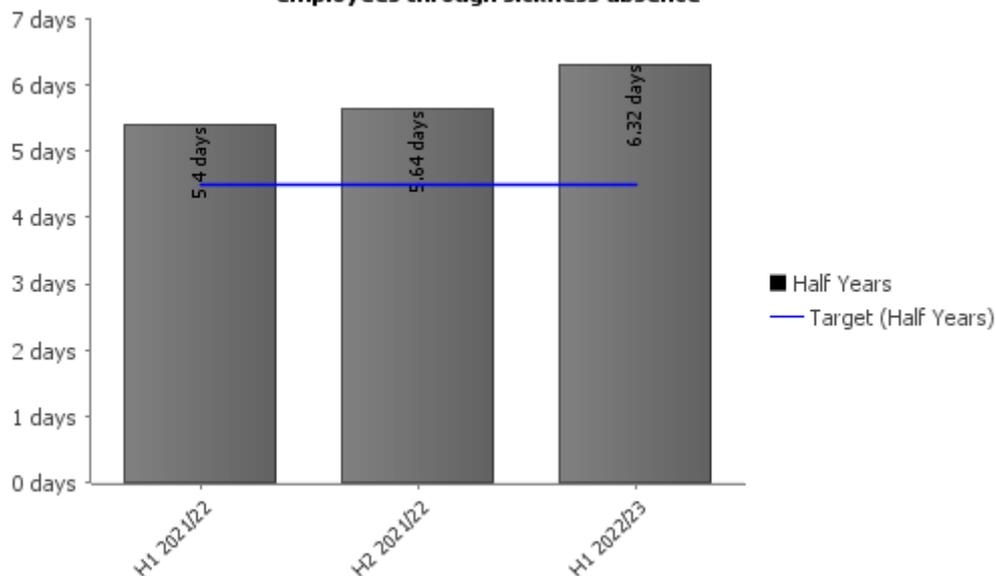
DG03_SW

The average number of days lost per all other (non-teacher) local government employees through sickness absence

Sickness absence in the public sector is widely regarded as being a significant cost to Councils. This indicator is important because it allows councils to manage sickness absence and compare rates to establish which councils are dealing effectively with this issue.

The indicator looks at the effectiveness of the HR function in terms of impact on the overall levels of sickness absence in the council through development of processes and procedures, and training for managers. Councils should aim to reduce the number of days lost through sickness absence over time.

DG03_SW The average number of days lost per all other (non-teacher) local government employees through sickness absence



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	Value	Target	Status	Short Trend
H1 2022/23	6.32 days	4.5 days		

How are we Performing?

The first 6 months of 2021 shows our performance has not achieved the anticipated target of 4.5 days requiring a continued focus on improvement.

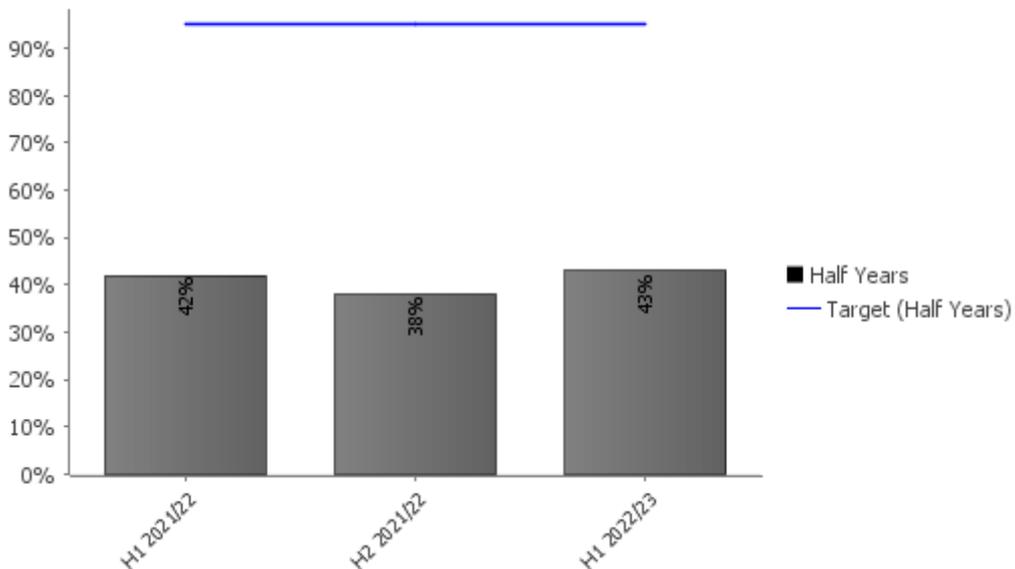
Appendix 2

Improvement Action	<p>The health and wellbeing of our staff remains important to our service, and we continue to provide those staff absent through sickness with continued access to occupational health, early intervention options, adjustments or modifications and support to ensure they can take positive steps back into the workplace.</p> <p>The Social Work Services Strategic Planning Group consider absenteeism on a regular basis and monitor long term absence as appropriate through relevant management support.</p> <p>SWS continue to promote the relevant vaccination programmes across all front-line and vulnerable staff groups.</p> <p>It is important that we recognise the significant stress staff are experiencing as a consequence of the significant increased demand for social work Services, we have an ongoing recruitment and retention challenge, which is having a negative impact on those staff who are already exhausted following the requirements of the last nineteen months.</p>
Resource Implications	Within current resource
Head of Service	Lillian Cringles, Chief Social Work Officer; Michael Shepley, Head of People and Transformation

Percentage of staff who have completed an annual performance development review

The percentage of staff within Social Work Services who have received an annual performance review council wide and by service level. Performance development reviews take place to: - effectively manage, develop and support employees through periods of significant change; develop our workforce ; and measure and report on performance against our objectives to help improve commitment, performance and service delivery.

DG11_SW Percentage of staff who have completed an annual performance development review



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	Value	Target	Status	Short Trend
H1 2022/23	43%	95%		

How are we Performing? Performance in relation to the completion of PDRs is significantly below the target for the first 6 months of 2021, however, it was anticipated that our performance may be impacted, by the COVID Pandemic, in the short term as managers make the necessary and safe arrangements to accommodate face to face PDRs wherever possible.

Improvement Action This will be an area of focus over the next few months as staff undertake a phased return to the physical workplace, however, we have developed mechanisms for the ongoing support of our workforce remotely with the use of teams to facilitate supportive discussions where required or requested.

We have also experienced significant changes to our workforce by way of secondment or temporary redeployment opportunities and staff have not yet required a PDR in that new position.

It should be noted that we are aware as a management team that within the service that on a number of occasions managers have had to stand down the PDR interview due to them and staff dealing with high levels of crisis and demand, we will continue to work towards the completion of the PDRs within the service, however, the ongoing crisis management will continue to have an impact on our ability to achieve the desired target.

PDRs will be scheduled as a priority, wherever possible, for those who still require one in this reporting period.

Resource Implications Within current resource

Head of Service Lillian Cringles, Chief Social Work Officer; Michael Shepley, Head of People and Transformation

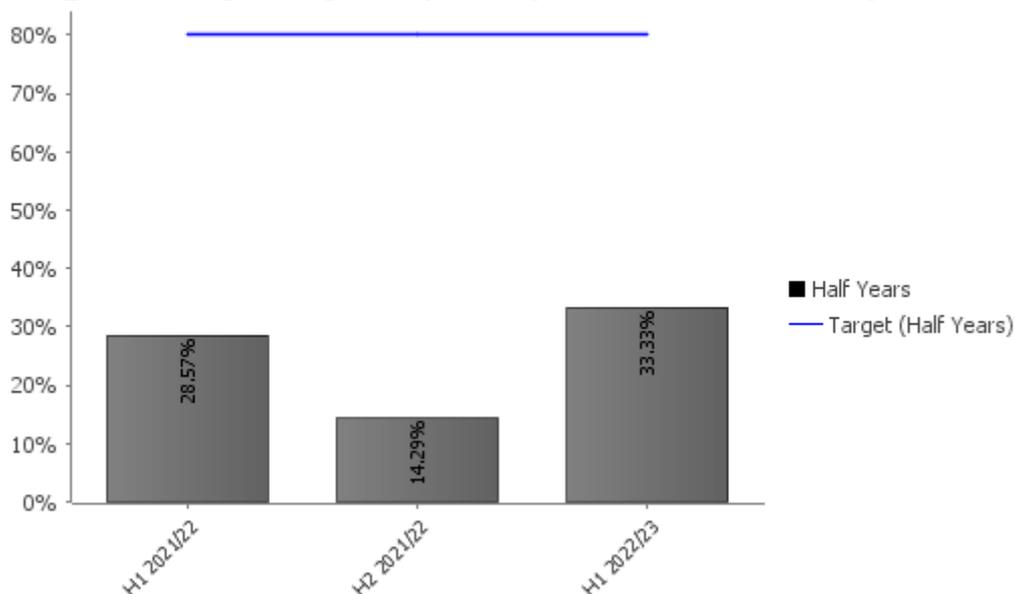
Percentage of Stage 2 complaint responses issued within statutory timescales

Local authorities are required to assess complaints handling performance in order to support continuous improvement in complaints handling.

The revised Model Complaints Handling Procedures (MCHP) were issued on 1 April 2021. Part 4 of the revised MCHP covers complaints governance. It sets out SPSO's requirements for reporting complaints and publicising complaints information. It includes mandatory reporting and publishing of complaints performance statistics, complaints trends and outcomes, and actions taken to improve services. The SPSO provide a standardised set of complaints key performance indicators (KPIs) we are required to use. The consistent application and reporting of performance against the KPIs can be used to compare, contrast and benchmark complaints handling with other organisations. This will help share learning and improve standards of complaints handling performance. The MCHP requires complaints to be closed within 20 working days at Stage 2.

Percentage of Stage 2 complaint responses issued within statutory timescales for Social Work Services.

DG21_SW Percentage of Stage 2 complaint responses issued within statutory timescales



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	Value	Target	Status	Short Trend
H1 2022/23	33.33%	80%	●	↑

How are we Performing? **Change in performance – performance against target, trend and benchmark data**
- The value for the first half of 2022/23 is 33.33% compared to the target of 80%. This value is higher than the first half of 2021/22 which was 28.57%.

Reasons for the changing performance – During this reporting period Social Work received three Stage 2 Complaints and two complaints required an extension.

One required an initial extension due to Investigating Officer's phased return to work. Further extension applied due to key member of staff for complaint investigation on annual leave and sickness absence.

The other had an extension applied due to the complexity of issues; essential information unavailable due to annual leave of Investigation Officer and delay from customer in responding to meeting invite.

The SPSO view the case as late after Day 21 (whether an extension is applied or not). However, in practice extensions are used when necessary. Therefore, this case is still viewed late by SPSO.

Appendix 2

Improvement Action	Action/s we are taking to improve performance – A weekly report on complaints performance is provided to the Chair and Vice Chair of the Communities Committee. This is also shared with Directors and Heads of Service for their awareness and scrutiny. Where responses are issued out-with the set timescales, Services are asked to provide detail on the reason for the delay and any actions to be taken to improve complaints performance going forward.
Resource Implications	Within current resource
Head of Service	Lillian Cringles, Chief Social Work Officer; Vlad Valiente, Head of Governance and Assurance
