

REPORT TO: Policy and Performance Review Committee
MEETING DATE: 30 April 2013
BY: Executive Director (Services for Communities)
SUBJECT: Transport

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1 PURPOSE

- 1.1 This report provides the Committee with an opportunity to assess the cost and utilisation of the Council fleet of vehicles. There is also a summary of previous work completed on both Supported Services and Community bus service by external providers.

2 RECOMMENDATIONS

- 2.1 The Committee is requested to note the content and form a basis for discussion with regard to future requirements for the user departments.

3 BACKGROUND

- 3.1 At the previous meeting of the Committee (29 January 2013) a request was made by the chair for a report on the transport operation of East Lothian Council. This was to include the following topics: Annual cost per department, Number of staff employed by Transport Services, Utilisation of the fleet, Cost of lease/purchase.
- 3.2 In addition to the above a brief outline of possible options to develop community transport within East Lothian was requested.
- 3.3 The above requests are attached as Appendices with each individual topic having a separate appendix.

4 POLICY IMPLICATIONS

- 4.1 None

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

- 6.1 Financial - None
6.2 Personnel - None
6.3 Other - None

7 BACKGROUND PAPERS

- 7.1 Appendix 1 Fleet list per Department including cost
7.2 Appendix 2 Staff within Transport Services
7.3 Appendix 3 Lease and Capital costs
7.4 Appendix 4 Vehicle Utilisation
7.5 Appendix 5 Community Transport

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DATE	15 April 2013

Appendix1

Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING Abbey Nursing Home						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	SW OLDER PEOPLE	£ 984.00
VEHICLE LISTING Amenity Services Street Sweeping						
7 no.	39	IVECO DAILY	Iveco	Daily 35C15D with Derby	AMENITY STREET SWEEPING	£ 249,048.00
1 no.	43	ST SWEEP CAB & DERBY	Ford	TRANSIT 350 MWB DERBY	AMENITY STREET SWEEPING	
4 no.	44	CLASS 7 TRANSIT TYPE VAN	LDV	Maxus Van SWB	AMENITY STREET SWEEPING	
1 no.	46	FOUR WHEEL DRIVE PICKUP	Ford	RANGER 4 X 2	AMENITY STREET SWEEPING	
7 no.	50	COMPACT ROAD SWEEPER	Hako	CITYMASTER 2000	AMENITY STREET SWEEPING	
5 no.	53	COMPACT FOOTWAY SWEEPER	Hako	Citymaster 1200	AMENITY STREET SWEEPING	
1 no.	55	SMALL STREET CLEANER	Leyland Daf	FA LF45.160	AMENITY STREET SWEEPING	
1 no.	56	MED SIZED STREET SWEEPER	DULEVO	Dulevo 5000 Evolution	AMENITY STREET SWEEPING	
1 no.	CJ	CLEANSING 10 YEAR LIFE	Ifor Williams	TRAILER	AMENITY STREET SWEEPING	
VEHICLE LISTING Amenity Services						
15 no.	39	IVECO DAILY	Iveco	Daily 35C15 LWB Tipper/Po	AMENITY SERVICES	£ 151,152.00
16 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 LWB	AMENITY SERVICES	
1 no.	46	FOUR WHEEL DRIVE PICKUP	Ford	RANGER 4 X 4	AMENITY SERVICES	
10 no.	GG	GROUND CARE TRACTOR 10 YR	New Holland	TL100 4WD TRACTOR	AMENITY SERVICES	
24 no.	GJ	GROUND CARE 10 YEAR LIFE	Indespension	CHALLENGER TRAILER	AMENITY SERVICES	
12 no.	GP	ROAD TRAILERS	Indespension	TILTABED 2600KGS 16X7	AMENITY SERVICES	
1 no.	GJ	GROUND CARE 10 YEAR LIFE	Indespension	TRAILER	AMENITY SERVICES	
VEHICLE LISTING Benefits						
2 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	REVENUE BENEFITS	£ 2,172.00
VEHICLE LISTING Facilities Management						
1 no.	38	Transit Connect LWB	Ford	Transit Connect LWB	BUILDING CLEANING	£ 16,896.00
3 no.	41	SMALL KANGOO TYPE VAN	Renault	KANGOO VAN	BUILDING CLEANING	
2 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 LWB	BUILDING CLEANING	
1 no.	49	CREWCAB WITH LUTON BODY	Ford	TRANSIT 350 LWB LUTON	BUILDING CLEANING	
VEHICLE LISTING Chief Executive (Mercedes)						
1 no.	11	SALOON/HATCHBACK CAR	Mercedes	E Class 320 CDI	Chief Exec (Merchs)	£ 1,188.00

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Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING Chief Executive (Mailroom)						
1 no.	38	Transit Connect LWB	Ford	Transit Connect LWB	CHIEF EXECUTIVE	£ 5,928.00
1 no.	41	SMALL KANGOO TYPE VAN	Vauxhall	Combo 1700 1.7CDTi	CHIEF EXECUTIVE	
2 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 MWB	CHIEF EXECUTIVE	
VEHICLE LISTING Community Care						
1 no.	11	SALOON/HATCHBACK CAR	Peugeot	308 S HDI 110	SW CRISIS CARE	£ 1,068.00
VEHICLE LISTING Community Development						
1 no.	30	MINIBUS 17 SEATS (MAINT)	Ford	TRANSIT MINIBUS (17S)	Community Development	£ 2,424.00
VEHICLE LISTING Community Partnerships						
1 no.	38	Transit Connect LWB	Ford	Transit Connect LWB	COMMUNITY PARTNERSHIPS	£ 1,176.00
VEHICLE LISTING Community Wardens						
4 no.	11	SALOON/HATCHBACK CAR	Peugeot	207 URBAN HDi	COMMUNITY WARDENS	£ 4,548.00
VEHICLE LISTING Countryside Rangers						
9 no.	41	SMALL KANGOO TYPE VAN	Peugeot	PARTNER HDI 75 VAN	COUNTRYSIDE RANGERS	£ 21,240.00
1 no.	46	FOUR WHEEL DRIVE PICKUP	Ford	RANGER 4 X 4	COUNTRYSIDE RANGERS	
VEHICLE LISTING Criminal Justice						
2 no.	49	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 LWB LUTON	SW CRIMINAL JUSTICE	£ 11,520.00
VEHICLE LISTING Dunbar GS						
1 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (15S)	DUNBAR GRAMMAR	£ 2,424.00
VEHICLE LISTING Eskgreen HOP						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	SW OLDER PEOPLE	£ 984.00

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Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING Fawside Elderly						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	SW OLDER PEOPLE	£ 984.00
VEHICLE LISTING Fawside HOP						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	SW OLDER PEOPLE	£ 984.00
VEHICLE LISTING Finance						
1 no.	11	SALOON/HATCHBACK CAR	Peugeot	308 S HDI 110	FINANCE DIRECTORATE	£ 1,068.00
VEHICLE LISTING Greenfield Park HOP						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	SW OLDER PEOPLE	£ 984.00
VEHICLE LISTING IT Internal Support						
4 no.	20	ESTATE CAR	Peugeot	207 SW S 90 HDI	IT(Internal Support)	£ 3,936.00
VEHICLE LISTING IT School Support						
2 no.	10	ELECTRIC SALOON CAR	NISSAN	LEAF ELECTRIC CAR	IT(School Support)	£ 5,832.00
6 no.	11	SALOON/HATCHBACK CAR	Renault	Clio 1.5 DCi Expression	IT(School Support)	
VEHICLE LISTING Library Services						
1 no	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 LWB	LIBRARIES	£ 44,664.00
1 no	59	7.5t LIBRARY VAN	Iveco	IVECO CARGO ML75E18	LIBRARIES	
1 no.	60	12T MOBILE LIBRARY VAN	Iveco	12T MOBILE LIBRARY VAN	LIBRARIES	
VEHICLE LISTING Musselburgh GS						
1 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (17S)	MUSSELBURGH GRAMMAR	£ 5,520.00
VEHICLE LISTING North Berwick HS						
1 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (17S)	NORTH BERWICK HIGH	£ 5,520.00

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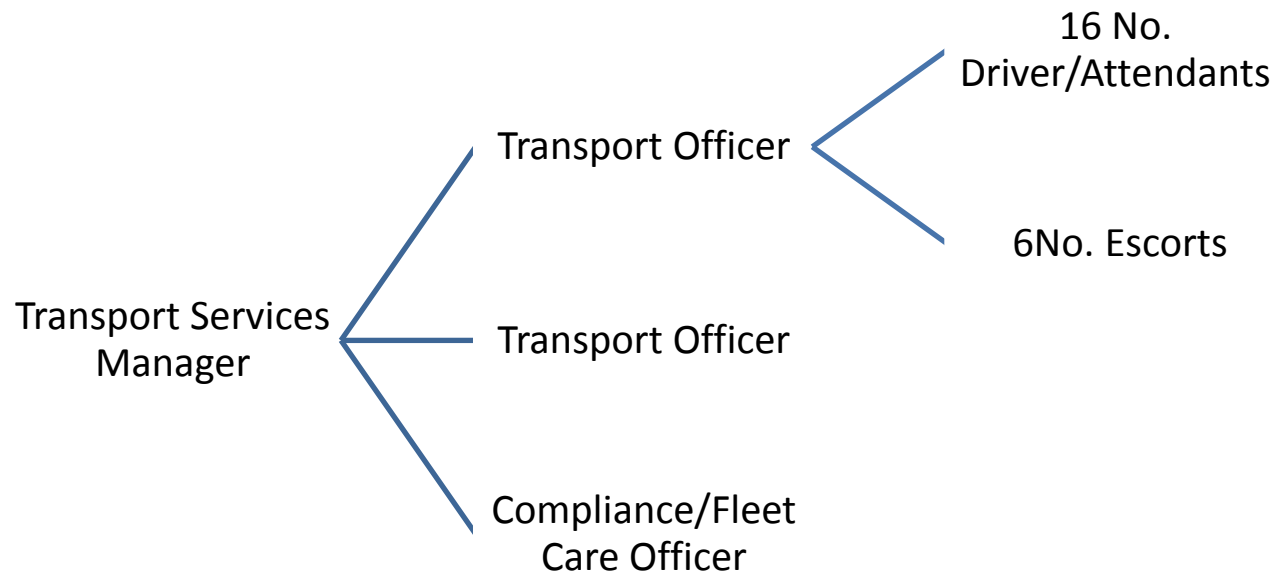
Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING SW Occupational Health						
3 no.	44	CLASS 7 TRANSIT TYPE VAN	LDV	LDV MAXUS LWB HIGH ROOF	SW OCCUPATIONAL THERAPY	£ 3,528.00
VEHICLE LISTING Olivebank Children and Family Centre						
1 no.	31	ALERO TYPE 16 SEAT BUS	Optare	ALERO 16 SEATS	OLIVEBANK	£ 10,764.00
VEHICLE LISTING Outdoor Education						
2 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (17S)	PRESTONPANS OEC	£ 13,008.00
2 no.	LJ	LANDSCAPE 10 YEAR LIFE	Indespension	TRAILER PADDLE 9 500KGS	PRESTONPANS OEC	
VEHICLE LISTING Preston Lodge HS						
1 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (17S)	PRESTON LODGE	£ 5,628.00
VEHICLE LISTING Property Maintenance						
4 no.	39	IVECO DAILY	Iveco	Daily 35S 12 High roof	PROPERTY MAINTENANCE	£ 234,432.00
1 no.	41	SMALL KANGOO TYPE VAN	Peugeot	Bipper 1.4HDi 75 S	PROPERTY MAINTENANCE	
93 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 MWB	PROPERTY MAINTENANCE	
1 no.	49	CREWCAB WITH LUTON BODY	Ford	TRANSIT 350 LWB LUTON	PROPERTY MAINTENANCE	
1 no.	70	ACCESS PLATFORM	Iveco	DAILY 50C15V ACCESS PLAT	PROPERTY MAINTENANCE	
5 no.	DJ	BLDG SERVICES 10 YR LIFE	Indespension	FLATBED 10 X 6 2600KGS	PROPERTY MAINTENANCE	
1 no.	DT	4 WAY REACH TRUCK	Jungheinrich	EVT-Q200	PROPERTY MAINTENANCE	
VEHICLE LISTING Revenues						
1 no.	11	SALOON/HATCHBACK CAR	Ford	Focus 1.6 diesel h/back	REVENUES	£ 984.00

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Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING Road Services						
1 no.	39	IVECO DAILY	Iveco	Daily 50C18 Day Cab	ROAD SERVICES	£ 800,832.00
2 no.	44	CLASS 7 TRANSIT TYPE VAN	LDV	TRANSIT 350 LWB	ROAD SERVICES	
2 no.	46	FOUR WHEEL DRIVE PICKUP	Isuzu	RODEO DENVER	ROAD SERVICES	
1 no.	47	CLASS 7 VANS	LDV	MAXUS VAN WITH SEATS	ROAD SERVICES	
1 no.	51	C/CAB 18T TIPPER GRITTER	Volvo	FL-240 TIP/GRITTER	ROAD SERVICES	
4 no.	52	C/CAB 18T 3W TIPP/GRIT	Leyland Daf	FA LF55.250 3W C/CAB TIP	ROAD SERVICES	
5 no.	54	TIPPER GRITTER	Volvo	FM9 6x4 rigid with QCB	ROAD SERVICES	
5 no.	58	IVECO/DAF TYPE TIPPER	Iveco	TIPPER GRITTER	ROAD SERVICES	
2 no.	71	LIGHTING TOWER	Iveco	LIGHTING TOWER	ROAD SERVICES	
3 no.	72	GRITTER WITH QCB SYSTEM	Leyland Daf	FA LF55.220 18t LHD	ROAD SERVICES	
1 no.	81	LIGHTING TOWER	Iveco	DAILY 50C15V ACCESS PLAT	ROAD SERVICES	
1 no.	87	14T ROAD SWEEPER	Leyland Daf	2 AXLE RIGID BODY	ROAD SERVICES	
1 no.	88	Volvo FL-240 Velocity Pat	Volvo	FL-240 Patching Unit	ROAD SERVICES	
1 no.	RB	FUEL BOWSER	NA	FUEL BOWSER	ROAD SERVICES	
19 no.	RC	MINI TRACTORS	Iseki	TF321 TRACTOR GRITTER	ROAD SERVICES	
1 no.	RD	RIDE ON EMULSION SPRAYER	WERIO	SELF PROPELLED SPRAYER	ROAD SERVICES	
1 no.	RE	Mini Paver	Marini	Mini Paver	ROAD SERVICES	
1 no.	RF	ROAD PAVER	Bomag	FINISHER	ROAD SERVICES	
1 no.	RP	ROAD TRAILERS	Ifor Williams	IFOR WILLIAMS CT166	ROAD SERVICES	
1 no.	RK	HEAVY TRAILER	MAC	TWIN AXLE 17T TRAILER	ROAD SERVICES	
1 no.	RM	ROAD PLANING	Bomag	BM1000/30 COLD PLANER	ROAD SERVICES	
3 no.	RP	ROAD TRAILERS	Indespension	12x5 2600kgs F/bed mesh c	ROAD SERVICES	
1 no.	GP	ROAD TRAILERS	Ifor Williams	Ifor Williams LM166B	ROAD SERVICES	
3 no.	RR	ROAD ROLLERS	Hamm	ROAD ROLLER	ROAD SERVICES	
4 no.	RS	EXCAVATORS	JCB	TELESCOPIC MAT HANDLER	ROAD SERVICES	
7 no.	RT	ROAD TRACTORS	JCB	AIRMASTER 2CX	ROAD SERVICES	
3 no.	RV	ROAD VIBRATORS	JCB	VIBROMAX VMT160-80 TSC	ROAD SERVICES	
1 no.	RW	CHIPPER TRAILER	MAC	TRI AXLE (5T)	ROAD SERVICES	
1 no.	RX	ROUNDAABOUT MOWING MACHINE	Ferris	ZTR 61 KAR MOWING MACHINE	ROAD SERVICES	
1 no.	RY	CHIPPER	TEX	CE 95 CHIPSPREADER	ROAD SERVICES	

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Quantity	Class Code	Class Name	Type Name	Model Name	Cost Centre Name	Annual Charge
VEHICLE LISTING Transport Services						
1 no.	10	ELECTRIC SALOON CAR	NISSAN	LEAF ELECTRIC CAR	TRANSPORT SERVICES	£ 214,860.00
10 no.	31	ALERO TYPE 16 SEAT BUS	Optare	ALERO 16 SEATS	TRANSPORT SERVICES	
2 no.	32	MINIBUS 17 SEATS	Ford	TRANSIT MINIBUS (17S)	TRANSPORT SERVICES	
2 no.	33	SOLO TYPE BUS 31 SEATS	Optare	SOLO 31 SEAT BUS	TRANSPORT SERVICES	
6 no.	34	SOLO TYPE BUS 25 SEATS	Optare	SOLO 25 SEAT	TRANSPORT SERVICES	
4 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 330	TRANSPORT SERVICES	
VEHICLE LISTING Vehicle and Plant Maintenance Unit						
1 no.	38	Transit Connect LWB	Ford	Transit Connect LWB	VPMU	£ 15,492.00
1 no.	41	SMALL KANGOO TYPE VAN	Vauxhall	Combo 1700 1.7CDTi	VPMU	
1 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 HIGH ROOF	VPMU	
1 no.	VX	RAMPS	Stertil	RAMPS	VPMU	
VEHICLE LISTING Waste Services Disposal						
1 no.	46	FOUR WHEEL DRIVE PICKUP	Ford	RANGER 4 X 4	CLEANSING DISPOSAL	£ 122,160.00
3 no.	85	HOOKLIFT 32 TON	Iveco	Iveco Trakker	CLEANSING DISPOSAL	
1 no.	CE	CLEANSING PLANT 7 YEAR	JCB	WHEELED EXCAVATOR	CLEANSING DISPOSAL	
1 no.	CG	CLEANSING 7 YEAR LIFE	JCB	WASTEMASTER LOADALL	CLEANSING DISPOSAL	
VEHICLE LISTING Waste Services Green Waste						
2 no.	75	RCV	Dennis Eagle	Elite 2 with Phoenix 2-20	Civic Amenity Sites SE	£ 69,024.00
VEHICLE LISTING Waste Services Refuse Collection						
1 no.	41	SMALL KANGOO TYPE VAN	Peugeot	Partner Origin 600	CLEANSING REFUSE	£ 654,216.00
1 no.	44	CLASS 7 TRANSIT TYPE VAN	Ford	TRANSIT 350 LWB TIPPER	CLEANSING REFUSE	
1 no.	49	CREWCAB WITH LUTON BODY	LDV	Maxus with Luton & t /lif	CLEANSING REFUSE	
1 no.	57	RCV 7.5T	Isuzu	2 AXLE RIGID BODY REFUSE	CLEANSING REFUSE	
2 no.	58	IVECO/DAF TYPE TIPPER	Isuzu	DROPSIDE TIPPER WITH CAGE	CLEANSING REFUSE	
4 no.	74	RCV	Dennis Eagle	Elite 2, Terberg Omni-del	CLEANSING REFUSE	
13 no.	75	RCV	Dennis Eagle	Elite 2 with Phoenix 2-20	CLEANSING REFUSE	
1 no.	76	18t TERBERG TOPLOADER	Seddon	Euromover L6 19.275FSD	CLEANSING REFUSE	
2 no.	80	REFUSE COLLECTION VEHICLE	Dennis Eagle	Elite 2, Geesinknorba	CLEANSING REFUSE	
1 no.	90	13t RCV	Leyland Daf	FA LF55.220	CLEANSING REFUSE	
2 no.	CJ	CLEANSING 10 YEAR LIFE	Wessex	TRAILER	CLEANSING REFUSE	



Policy and Performance Review Committee

Leases

There are currently five Lease Agreements outstanding but all complete their term this current financial year (2013/14). The vehicle content of each remaining lease is given below.

Lease 1

Vehicle	End Date	Value (13/14)
9 no. Minitractors/gritters	14 April 2013	
4 no. JCB 2C's	13 July 2013	
1 no. Trailer	13 July 2013	
2 no. Optare Solo buses	13 July 2013	£18,816.90

Lease 2

2 no. Trailers	21 June 2013	£15.75
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Lease 3

3 no. Optare Alero buses	24 September 2013	
1 no. Iveco Daily Lighting Tower	24 September 2013	
1 no. Trailer	24 September 2013	£9,200.00

Lease 4

1 no. Foden 26t Tipper/gritter	4 July 2013	
1 no. Optare Alero bus	4 July 2013	
3 no. 2 post Stertil Lifts	4 July 2013	£17,748.13

Lease 5

3 no. Optare Alero buses	23 December 2013	
1 no. JCB Material Handler	23 December 2013	£26,169.51

Capital Purchase

Within the current financial year (2013/14) there is a capital allocation of £2.356m and the repayments received from user departments for depreciation and interest in financial year 2013/14 will be £1,222,941, this will increase as a result of vehicle purchases within this year.

Appendix 4

Vehicle Under Utilisation (Key Events Only) report for East Lothian Council (by Vehicle)

Distance driven less than 30 Miles per vehicle in the period

Report From 20 March 2013 to 20 March 2013

Time Bracket N/A

Vehicle Name	Total Distance Miles	Driving Time HH:MM:SS	Last Driver	Last Location
31-072 (YP52 BPX)				
31-072	24.17	02:25:47		Customer - Transport Depot
31-077 (YN54 LKJ)				
31-077	21.97	01:39:48		Transport Services Depot
31-081 (YN54 LKZ)				
31-081	28.86	01:55:14		Transport Services Depot
33-079 (YE52 FHC)				
33-079	22.59	07:52:21		North Berwick High School
34-086 (YN53 YHK)				
34-086	0.28	09:13:59		Macmerry Industrial Estate, Tranent
34-087 (YN53 YHL)				
34-087	24.48	01:00:05		Transport Services Depot
38 -243 (ST60 EXJ)				
38 -243	13.33	00:26:50		Yester Place, Haddington
41-246 (SO57 DFZ)				
41-246	16.87	00:40:53		Chesterhall Avenue, Macmerry, Tranent
44-014 (SO04 WZM)				
44-014	1.77	01:10:16		Hardgate, Haddington
44-844 (SO04 WZJ)				
44-844	0	00:00:00		Customer - Transport Depot

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Vehicle Under Utilisation (Key Events Only) report for East Lothian Council (by Vehicle)

Distance driven less than 30 Miles per vehicle in the period

Report From 20 March 2013 to 20 March 2013

Time Bracket N/A

Vehicle Name	Total Distance Miles	Driving Time HH:MM:SS	Last Driver	Last Location
46-209 (ST57 CDZ)				
46-209	13.55	00:28:17		Muirpark Drive, Tranent
58-224 (SN60 BSV)				
58-224	0	00:00:00		Depot - Kinwegar Transfer Stat
58-875 (SN04 NRK)				
58-875	24.39	01:12:07		Macmerry Industrial Estate, Tranent
74-207 (VU61 HWW)				
74-207	16.12	05:07:40		Depot - Kinwegar Transfer Stat
75-210 (VX09 WFJ)				
75-210	13.02	02:02:41		Depot - Kinwegar Transfer Stat
75-211 (VX55 LCA)				
75-211	0	00:00:00		Depot - Kinwegar Transfer Stat
75-213 (VX55 LCE)				
75-213	11.12	00:20:19		Depot - Kinwegar Transfer Stat
75-216 (VO12 YTY)				
75-216	27.68	05:03:13		Depot - Kinwegar Transfer Stat
75-221 (VE56 KKZ)				
75-221	22.46	06:01:54		Recycling Centre Dunbar
75-223 (VX09 WFK)				
75-223	21.56	00:43:32		Depot - VPMU

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Vehicle Under Utilisation (Key Events Only) report for East Lothian Council (by Vehicle)

Distance driven less than 30 Miles per vehicle in the period

Report From 20 March 2013 to 20 March 2013

Time Bracket N/A

Vehicle Name	Total Distance Miles	Driving Time HH:MM:SS	Last Driver	Last Location
75-285 (VX09 WFH)				
75-285	19.57	05:23:42		Depot - Kinwegar Transfer Stat
76-220 (SF06 DLD)				
76-220	23.61	00:49:19		Depot - Kinwegar Transfer Stat
80-226 (VO61 ZBJ)				
80-226	0	00:00:00		Depot - Kinwegar Transfer Stat
Ian Horne (TN07 BBR)				
Ian Horne	8.36	01:31:30		Glenburn Road, North Berwick

Policy and Performance Review Committee

Vehicle Utilisation

Each user department will argue a different method of measuring this and it is therefore very difficult to get an across the board consensus on how this should be quantified.

Within Transport Services utilisation figures based on time required to cover routes, time spent at resource centres, day centres and on trips on “core” routes and additional work outwith “core” show figures in excess of 70%. These figures, it can be argued, do not account for when the vehicle is sitting on location for a period. As with all the fleet it is not always feasible or efficient to return the vehicle to the depot during this period.

The current tracking system within Transport Services, Road Services, Waste Services, VPMU and Facilities Management produces a daily report which shows vehicles which cover less than a certain distance but again as indicated above different user departments require different requirements from their vehicles within the fleet i.e. Road Services require large and heavy items to be carried to site and the vehicle can sit for long times while this is unloaded therefore showing short distances and short engine running time but still required. A copy of the above report is attached for reference showing.

All user department Managers are asked to look at the requirement to replace any vehicle when it is due for renewal and currently some departments are reducing their fleet requirement.

Community Transport

There have been four consultants reports since 2001 which although not specifically aimed at community transport do give some information on possible options available. These reports have been commissioned by ELC to take forward future tendering of supported services and this obviously affects the community transport provision required.

As indicated above these reports mainly focus on supported services but a number of the recommendations have been auctioned where routes have been combined or removed as they are no longer sustainable based on the cost per head for transporting the public i.e. Gaberlunzie. Some of the recommendations have indicated an increase in spending on local public transport but considering the current financial strains this is thought not to be viable. The report in 2003 did not feel it was worth pursuing the option of using the Council's in house fleet for operating public bus services and as a result the Council have extended the use of the vehicles into the community based organisations and school trips to improve utilisation. The next report in 2006 reversed the above option regarding the use of the in house fleet but after numerous attempts to get the Traffic Commissioner to make a decision the legality of this option the current financial position indicated that it would no longer be viable. The options of demand responsive transport (DRT) were raised in the 2009 report and these were investigated as indicated below.

The Scottish Government have recently sent out a questionnaire to all local authorities specifically asking "How Community Transport Systems Can be Improved" and ELC are drafting a response to this request. It is our understanding that a report will be prepared by the Scottish Government when all the responses have been collated and this hopefully will give guidance to local authorities in Scotland on community transport future development.

In March 2012 a Community and Supported Transport Conference was held in the Town House to which all local communities, community transport providers, local and national bus operators, NHS Lothian and local councillors were invited. This was a very useful meeting and one of the main outcomes of this was that there was no particular person or group who had knew how many vehicles were being run within the community transport group. A recently formed Association of East Lothian Day Centres would appear to be the best placed organisation to facilitate the collation of this data. A number of these day centres and groups having funding from East Lothian Council for transport which appears not to be uniform across the board.

East Lothian Council also fund a number of community transport providers which to my knowledge include WRVS, Dial-a-Ride and Dial-a-Bus, the last two being operated by Hanidabs Ltd.

In March 2010, along with Councillor Turner and a consultant being funded by Sustran, we visited Lincoln to see the demand responsive transport (DRT) operation provided for the local community. Their operation was well set up and included 26 minibuses and a call centre with a number of operators to take bookings. This operation was set up in 2001 with two routes and has mushroomed to its current position of 26 routes. The initial set up costs of £2.4m were fully funded by European funding and the Rural Bus Challenge which were in place at this time (2001).

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 30 April 2013

BY: Executive Director (Support Services)

SUBJECT: Customer Feedback

2

1 PURPOSE

- 1.1 To give a report on the use of the Council's complaints handling procedure for a six month period: 1 July 2012 to 30 September 2012 (Q2) and 1 October 2012 to 31 December 2012 (Q3).

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 On 1 September 2012, East Lothian Council adopted the model complaints handling procedure for local authorities introduced by the Scottish Public Services Ombudsman (SPSO):

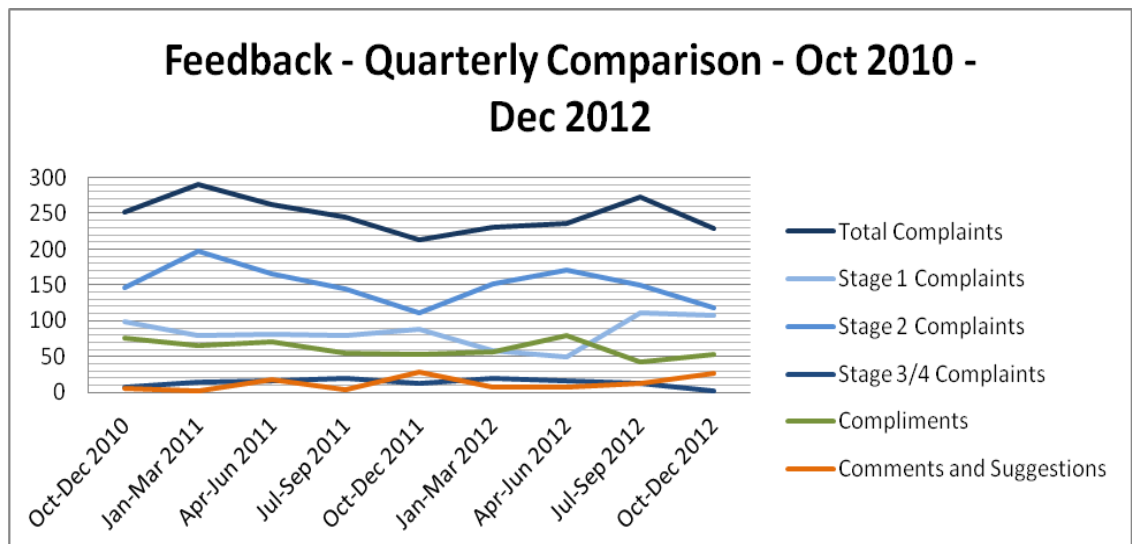
Stage 1 (Frontline Resolution) - Complaint dealt with at point of service within 5 working days

Stage 2 (Investigation) – Investigation of points raised, acknowledged within 3 working days and definitive response provided within 20 working days

If complainants remained dissatisfied after completing this process then they have a legal right of appeal to the SPSO.

- 3.2 Complaints, comments and compliments are recorded on the Council's Customer Relationship Management system (CRM), which provides data on the types of complaints customers make about Council services, as well as complaint handling performance. This system also records comments and compliments from customers.

- 3.3 The Council records and reports on complaints received by the Contact Centre, Customer Feedback Team or Feedback Coordinators appointed for individual service areas. Service areas are encouraged to report complaints they receive through these channels so recording is as accurate as possible.
- 3.4 The total number of complaints received for Q2 (July – Sept '12) was **260**, a 14% increase on the same quarter last year. This was made up of 111 Stage 1 complaints and 149 Stage 2 complaints.
- 3.5 The total number of complaints received for Q3 (Oct – Dec '12) was **226**, a decrease from Q2 but an 11% increase from the number received over the same period last year. This overall figure was made up of 108 Stage 1 complaints and 118 Stage 2 complaints.
- 3.6 The number of Stage 1 complaints increased when compared to the same period in 2011/12, where 80 and 90 Stage 1 complaints were recorded for Q2 and Q3 respectively. This will partly be due to the increased emphasis in the new complaints handling procedure on resolving complaints at the front line, which is considered best practice, and improved recording.
- 3.7 The number of Stage 2 complaints was consistent with the numbers received over the same period in the 2011/12 year, and marked a decrease from Q1 of the 2012/13 year (April – June '12) where 171 complaints were recorded.
- 3.8 A quarterly comparison graph of top line figures shows the following:



- 3.9 Ideally, a higher proportion of complaints should be dealt with at Stage 1, with fewer progressing to Stage 2 and this is an area targeted for continued improvement.
- 3.10 The service areas with the highest number of complaints during these periods were as follows:

Q2 – 1 July to 30 September 2012

Service Area	Stage 1 complaints	Stage 2 complaints	Total
Property Maintenance	45	74	119
Community Housing	10	14	24
Landscape & Countryside	9	12	21
Adult Wellbeing	5	15	20
Transportation	8	7	15

Q3 – 1 October to 31 December 2012

Service Area	Stage 1 complaints	Stage 2 complaints	Total
Property Maintenance	50	45	95
Transportation	13	6	19
Adult Wellbeing	9	9	18
Waste Services	6	5	11
Community Housing	2	8	10
Landscape & Countryside	6	4	10

3.11 A breakdown of complaints, comments and compliments received per service area and Directorate per quarter is attached at Appendices 1a and 1b.

3.12 The top subject of complaint for each quarter was **outstanding repairs** to council properties.

3.13 Other notable issues complained about included:

- Maintenance of parks / play areas / cemeteries
- Processing of planning applications
- Charge for not arranging access for annual gas safety check
- Housing allocations
- Council Tax administration
- Staff attitude

- Conduct / recommendations of social worker
 - Maintenance of roads / pathways (potholes)
 - Condition of new tenancy
 - Street lighting
 - Neighbour problems (lack of action by ELC)
 - Changes to care package
 - Care charges
 - Class structures / composite classes
- 3.14 The number of complaints recorded about staff attitude increased over this period from 12 in Q2 to 21 in Q3. Reminders have been given about the standards of behaviour expected under East Lothian Council's Customer Care Charter.
- 3.15 Property Maintenance consistently receives the highest number of complaints, which is not surprising considering the nature of the service and the high level of interaction with tenants. It is positive to note that complaint numbers for this service decreased in Q3 and there were more stage 1 complaints than stage 2 complaints this quarter, which is in keeping with the spirit of the new complaints handling procedure in terms of resolving complaints quickly at source.
- 3.16 It is important to learn from individual experiences to improve the services ELC provides. Examples of service improvements made over this 6 month period as a result of complaints being received include:
- Review recording system for road defects to ensure defect entries reflect the correct date of entry on the roads inspection report
 - Replacing broken equipment in Haddington Town Hall
 - Introducing measures to improve communication between different teams within the Property Maintenance service in relation to property repairs
 - Using a complaint as a case study so lessons can be learned in relation to being more proactive in taking ownership of Child Protection referrals involving neighbouring local authorities
 - Updated school guidelines 'Procedures for staff who support children with personal care needs'
- 3.17 Performance against agreed targets for acknowledging and responding to complaints at Stage 2 for these two quarters was as follows:

- Acknowledgement within 3 working days: **94%** (Q2), **97%** (Q3) – Target 95%
- Response within 20 working days (28 days for social work): (Q4) – **81%** (Q2), **76%** (Q3) - Target 85%

3.18 Where it is not possible to send a response within timescale, e.g. due to complexity of investigation, requirement to meet with complainant etc then an update should be provided. This occurred in an additional 9% of cases for Q2 and 3% of cases for Q3.

3.19 It was disappointing to note that performance in relation to response times decreased between Q2 and Q3. Working with service areas to ensure information is provided in good time to enable complaint response timescales to be met is a priority for next quarter.

3.20 A breakdown of performance by service area per quarter in relation to acknowledgement and response times is attached at appendices 2a and 2b.

3.21 It is important to present a balanced view of services and so compliments received about services are also recorded. **42** compliments were recorded during Q2 and **54** during Q3.

3.22 Areas receiving the highest number of compliments included:

- Landscape & Countryside
- Customer Services
- Adult Wellbeing
- Property Maintenance

3.23 The percentage of Stage 2 complaints upheld, partially upheld and not upheld was as follows:

Q2 (Jul – Sept 12)	Q3 (Oct – Dec 12)
Upheld – 39%	Upheld – 17%
Partially Upheld – 26%	Partially Upheld – 33%
Not Upheld – 35%	Not Upheld – 50%

3.24 It is interesting to note the % of complaints upheld and partially upheld. This demonstrates that customer concerns are being taken seriously and managers are demonstrating a willingness to review their services in an objective way. The number of complaints not upheld (where no evidence of maladministration or service failure was found) increased significantly in Q3.

- 3.25 Acknowledging and taking action to address maladministration and service failure at an early stage prevents complaints from escalating through the process. Only 13 complaints (5%) progressed to Stage 3 (review by Chief Executive) under ELC's old complaints handling procedure, which was still in place for the first 2 months of Q2. No cases progressed to the SPSO or Social Work Complaints Review Committee in either Q2 or Q3.
- 3.26 The graph at Appendix 3 shows the actions taken by service areas to resolve Stage 2 complaints. The most common actions were to provide an appropriate explanation / additional information, provide the requested service or offer an appropriate apology. An apology was always provided wherever failings were identified. Meeting directly with complainants is also being actively encouraged to try and resolve complaints.

CUSTOMER FEEDBACK DEVELOPMENTS

- 3.27 A national review of the current statutory social work complaints procedure is currently underway and a short-life working group has been set up by the Scottish Government.
- 3.28 Information on the new complaints handling procedure is available on the ELC website and in council offices. Updated staff guidance is available on ELNET.
- 3.29 Briefings to raise awareness of the new complaints handling procedure and the standards expected in dealing with complaints are being delivered.

4 POLICY IMPLICATIONS

- 4.1 None

5 RESOURCE IMPLICATIONS

- 5.1 Financial - None
- 5.2 Personnel - None
- 5.3 Other - None

6 EQUALITY IMPACT ASSESSMENT

- 6.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

7 BACKGROUND PAPERS

- 7.1 Appendix 1a and 1b - breakdown of complaints, comments and compliments received per service area and Directorate
- 7.2 Appendix 2a and 2b - breakdown of performance per service area in relation to acknowledgement and response times
- 7.3 Appendix 3 – Complaint outcomes

AUTHOR'S NAME	Sarah Bogunovic
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Appendix 1a - Breakdown of complaints, comments and compliments Q2 (1 July to 30 September 2012)

Directorate	Service Area	Comment	Stage 1 Complaint	Compliment	Stage 2 complaint	Stage 3 complaint	Total
Services for Communities	Antisocial Behaviour	0	0	0	0	0	0
	Community Housing	0	10	0	14	4	28
	Facilities Management	0	1	0	1	0	2
	Homelessness	0	0	0	0	0	0
	Housing Strategy	0	1	0	1	0	2
	Landscape and Countryside	6	9	13	12	2	42
	Licensing	0	1	0	1	0	2
	Planning and Building Control	0	1	0	5	1	7
	Property Maintenance	1	45	9	74	2	131
	Property Services	0	0	0	0	0	0
	Trading Standards	0	0	0	0	0	0
	Transportation	4	8	1	7	0	20
	Waste Services	1	12	2	0	0	15
	Other - Services for Communities	0	1	0	0	0	1
	Directorate Totals		12	89	25	115	9
Services for People	Adult Wellbeing	0	5	7	15	0	27
	Children's Wellbeing	0	2	0	5	0	7
	Criminal Justice	0	0	0	0	0	0
	Education and Schools	0	1	0	2	4	7
	Other - Services for People	0	0	0	0	0	0
	Directorate Totals		0	8	7	22	4

Directorate	Service Area	Stage 1 Comment	Stage 1 Complaint	Stage 1 Compliment	Stage 2	Stage 3	Total
Support Services	Community Care Finance	0	0	0	0	0	0
	Council Tax	0	2	0	0	0	2
	Cultural Services	0	0	0	0	0	0
	Customer Services	0	2	9	4	0	15
	Democratic Services	0	0	0	0	0	0
	Economic Development	0	0	0	0	0	0
	Finance	0	3	0	6	0	9
	Human Resources	0	0	0	1	0	1
	IT	0	0	0	0	0	0
	Legal Services	0	0	0	0	0	0
	Libraries	0	5	0	1	0	6
	Print Unit	0	0	0	0	0	0
	Revenues and Benefits	1	1	1	0	0	3
	Other - Support Services	0	1	0	0	0	1
	Directorate Totals	1	14	10	12	0	37

Appendix 1b - Breakdown of complaints, comments and compliments Q3 (1 October to 31 December 2012)

Directorate	Service Area	Comment	Stage 1 Complaint	Compliment	Stage 2 complaint	Stage 3 complaint	Total
Services for Communities	Antisocial Behaviour	0	1	0	2	0	3
	Community Housing	0	2	3	8	0	13
	Facilities Management	1	1	0	0	0	2
	Homelessness	0	1	0	3	0	4
	Housing Strategy	0	2	0	4	0	6
	Landscape and Countryside	4	6	4	4	1	19
	Licensing	0	0	1	0	0	1
	Planning and Building Control	0	1	1	1	1	4
	Property Maintenance	1	50	11	45	1	108
	Property Services	0	0	1	2	0	3
	Trading Standards	0	0	1	1	0	2
	Transportation	8	13	1	6	0	28
	Waste Services	4	6	1	5	0	16
	Other - Services for Communities	0	0	1	2	0	3
	Directorate Totals		18	83	25	83	3
Services for People	Adult Wellbeing	1	9	20	9	0	39
	Children's Wellbeing	0	5	2	4	0	11
	Criminal Justice	0	0	0	0	0	0
	Education and Schools	2	1	1	8	0	12
	Other - Services for People	0	0	1	0	0	1
	Directorate Totals		3	15	24	21	0

Directorate	Service Area	Comment	Stage 1 Complaint	Compliment	Stage 2 complaint	Stage 3 complaint	Total
Support Services	Community Care Finance	0	1	0	3	0	4
	Council Tax	1	2	2	2	0	7
	Cultural Services	1	1	0	1	0	3
	Customer Services	0	1	3	5	0	9
	Democratic Services	0	0	0	0	0	0
	Economic Development	0	0	0	0	0	0
	Finance	0	0	0	2	0	2
	Human Resources	0	1	0	0	0	1
	IT	1	0	0	0	0	1
	Legal Services	0	0	0	0	0	0
	Libraries	2	1	0	0	0	3
	Print Unit	0	0	0	0	0	0
	Revenues and Benefits	0	3	0	0	0	3
	Other - Support Services	0	0	0	1	0	1
	Directorate Totals	5	10	5	14	0	34
Feedback Total		26	108	54	118	3	309

Appendix 2a – Stage 2 complaints acknowledgement and response by service area Q2 – Jul- Sept ‘12

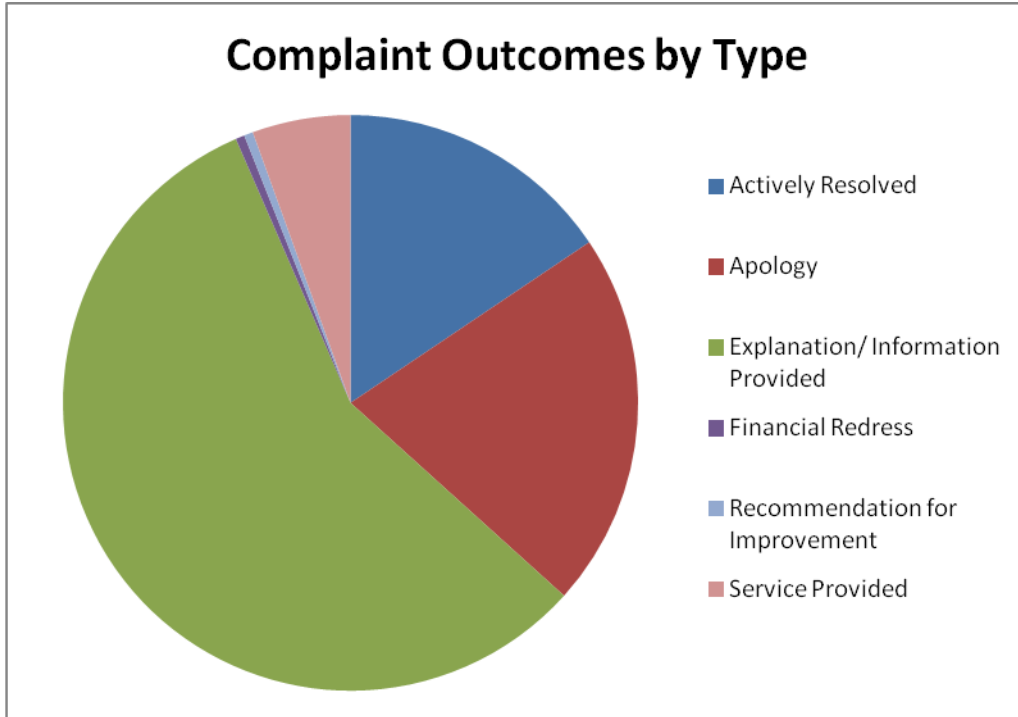
Service Area	Number of Complaints	Number Acknowledged Within 3 Working Days	% Acknowledged Within 3 Working Days	Update Needed and Sent On Time	% Update Sent On Time	Number Responded To Within 20 Working Days	% Responded To Within 20 Working Days
Community Housing	14	14	100.00%	1	7.14%	11	78.57%
Facilities Management	1	1	100.00%	0		1	100.00%
Housing Strategy	1	1	100.00%	0		1	100.00%
Landscape and Countryside	12	12	100.00%	0		12	100.00%
Licensing	1	1	100.00%	0	0.00%	0	0.00%
Planning and Building Control	5	5	100.00%	0	0.00%	4	80.00%
Property Maintenance	74	67	90.54%	6	8.10%	61	82.43%
Transportation	7	7	100.00%	0	0.00%	6	85.71%
Adult Wellbeing	15	15	100.00%	4	26.60%	9	60.00%
Children's Wellbeing	5	5	100.00%	2	40.00%	3	60.00%
Education and Schools	2	2	100.00%	0		2	100.00%
Customer Services	4	4	100.00%	0		4	100.00%
Finance	6	5	83.33%	0		5	83.33%
Human Resources	1	1	100.00%	0		0	0.00%
Libraries	1	0	0.00%	0		1	100.00%
Total	149	140	93.96%	13	8.72%	120	80.54%

Appendix 2b – Stage 2 complaints acknowledgement and response by service area Q3 – Oct - Dec '12

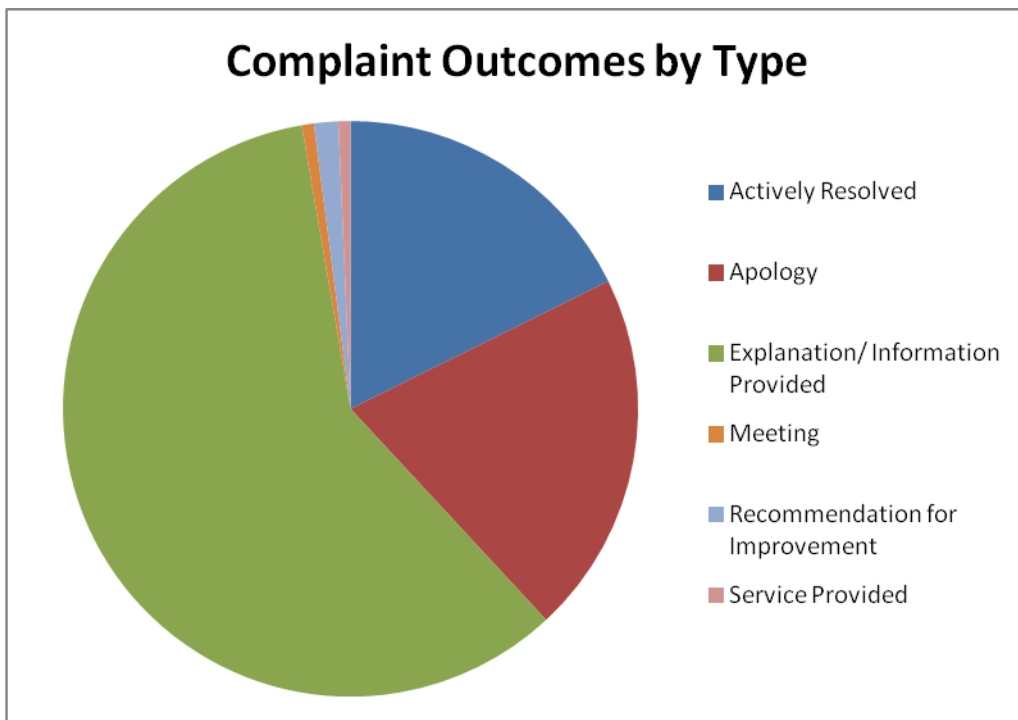
Service Area	Number of Complaints	Number Acknowledged Within 3 Working Days	% Acknowledged Within 3 Working Days	Update Needed and Sent On Time	% Update Sent On Time	Number Responded To Within 20 Working Days	% Responded To Within 20 Working Days
Antisocial Behaviour	2	2	100.00%	0		2	100.00%
Community Housing	8	8	100.00%	1	12.50%	5	62.50%
Homelessness	3	3	100.00%	0		3	100.00%
Housing Strategy	4	4	100.00%	0		3	75.00%
Landscape and Countryside	4	4	100.00%	0		3	75.00%
Planning and Building Control	1	1	100.00%	0		1	100.00%
Property Maintenance	45	42	93.33%	2	4.40%	38	84.44%
Property Services	2	2	100.00%	0		1	50.00%
Trading Standards	1	1	100.00%	0		1	100.00%
Transportation	6	6	100.00%	0		3	50.00%
Waste Services	5	5	100.00%	0		5	100.00%
Other - Services for Communities	2	2	100.00%	0		1	50.00%
Adult Wellbeing	9	8	88.89%	0		7	77.78%
Children's Wellbeing	4	4	100.00%	0		3	75.00%
Education and Schools	8	8	100.00%	0		5	62.50%
Community Care Finance	3	3	100.00%	0		1	33.33%
Council Tax	2	2	100.00%	0		1	50.00%
Cultural Services	1	1	100.00%	0		1	100.00%
Customer Services	5	5	100.00%	0		4	80.00%
Finance	2	2	100.00%	0		1	50.00%
Other - Support Services	1	1	100.00%	0		1	100.00%
Total	118	114	96.61%	3	2.54%	90	76.27%

Appendix 3: Complaint Outcomes

Q2: Jul – Sept '12



Q3: Oct – Dec '12



REPORT TO: Policy and Performance Review Committee
MEETING DATE: 30 April 2013
BY: Executive Director (Support Services)
SUBJECT: Local Government Benchmarking Framework

3

1 PURPOSE

- 1.1 To report the results of the Local Government Benchmarking Framework (SOLACE benchmarking indicators) to the Committee

2 RECOMMENDATIONS

- 2.1 The Committee is asked to use the information provided in this report to consider whether there are any aspects of the Council's performance about which it would like further information.

3 BACKGROUND

- 3.1 The Local Government Benchmarking Framework has been developed to help councils compare their performance using a standard set of indicators. The indicators in the Framework replace the specified Statutory Performance Indicators (SPIs) from 2013/14 onwards.
- 3.2 The Improvement Service note that:

‘The core purpose of the exercise is benchmarking: making comparisons on spending and performance between similar councils so that councils can identify strengths and weaknesses, learn from councils who seem to be doing better and improve their local performance.’
- 3.3 Benchmarking, in terms of undertaking an exercise to find out the underlying reasons why performance differs, is vital to help interpret many of the indicators. In some cases it is clear what constitutes good performance. However, in the case of other indicators, particularly the cost indicators, good performance is less clear cut. For example, councils could take decisions to maintain or increase high levels of expenditure on services for various reasons.

- 3.4 The Framework has been prepared by SOLACE (Society of Local Authority Chief Executives) in conjunction with the Improvement Service. Work to define and collect the indicators has been ongoing for some time. Ensuring that councils report information in a comparable form is complicated by the various structures and models of service delivery that are employed by different councils.
- 3.5 Many of the cost indicators use data derived from the Local Financial Return that councils provide to the Scottish Government. Use of the Local Financial Return is intended to aid the collection of the indicators; however, this has initially taken longer than anticipated as it has been necessary to develop standard service definitions and classifications for spending and performance. The most recent results for the indicators were published in March 2013 and relate to the year 2011/12.
- 3.6 The range of results across Scotland can be large due to demographic, economic and environmental differences between councils. In order to help compare like-with-like a number of 'family groups' of similar councils have been identified. The Council is already involved in several benchmarking 'clubs of groups involving different family groups including the ABC Group, APSE (Association of Public Service Excellence) Performance Networks and the comparator Education Authorities
- 3.7 The use of relevant family group for benchmarking performance measures should help to remove many reasons for differences in service costs that are beyond the control of the Council (e.g. large differences in population size). Benchmarking, through detailed comparative analysis, can then focus upon the processes or policies that influence the cost of service provision to identify good practice. However, in some instances, service costs will simply reflect the different priorities pursued by each council.

Analysis of 2011/12 results

- 3.8 Appendix A shows East Lothian Council's results for each of the indicators. The Framework includes a total of 55 indicators covering the following broad areas:
- Education and Children's Services
 - Corporate and Support Services
 - Social Work Services
 - Culture and Leisure Services
 - Environmental Services
 - Housing Services.
- 3.9 Appendix B provides more detail on the indicators for East Lothian that are in either the lower or upper quartile in comparison to other councils. The Appendix includes a summary of the factors that influence the indicator, the results for 2010/11 and 2011/12; and, a graph comparing East Lothian's performance with every council in Scotland.

3.10 The Committee may wish to seek further information about any of the indicators in order to assist them to determine which if any should be the subject of further reports or reviews.

4 POLICY IMPLICATIONS

4.1 The Local Government Benchmarking Framework represents an important component of East Lothian Council's performance management arrangements and the drive to deliver Continuous Improvement.

5 EQUALITIES IMPACT ASSESSMENT

5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

6.1 Financial – none.

6.2 Personnel – none.

6.3 Other – none.

7 BACKGROUND PAPERS

7.1 Appendix A: Local Government Benchmarking Framework – East Lothian Council full results 2011/12

7.2 Appendix B: Local Government Benchmarking Framework – upper and lower quartile indicators

AUTHOR'S NAME	Andrew Strickland
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DATE	9 th April 2013

**Appendix A:
Local Government Benchmarking Framework – East Lothian full results 2011-12**

	Indicator	Min.	Scotland Average	Max.	East Lothian
Children's Services	Cost per primary school pupil £ 2011-12	4,121	4,792	8,765	4,774
	Cost per secondary school pupil £ 2011-12	5,346	6,321	12,826	6,035
	Cost per pre-school place £ 2011-12	2,105	3,091	4,769	3,011
	% of pupils gaining 5 + awards at level 5 2011-12	26	37	67	38
	% of pupils gaining 5+ awards at level 6 2011-12	16	25	53	28
	% pupils in 20% most deprived areas getting 5+ awards at level 5 2011-12	9.5	18.0	33.6	9.5
	% pupils in 20% most deprived areas getting 5+ awards at level 6 2011-12	5.1	9.0	31.6	15.6
	The gross cost of "children looked after" in residential based services per child per week £ 2010-11	1,401	2,863	12,615	1,977
	The gross cost of "children looked after" in a community setting per child per week £ 2010-11	48	205	446	250
	Balance of care for looked after children: % of children being looked after in the community 2010-11	77.8	91.0	95.5	88.5
	% of adults satisfied with local schools 2010-11	75.1	83.1	95.6	87.8
	% of pupils entering positive destinations 2011-12	85.4	89.9	95.5	88.1
	Corporate and Support Services	Support services as a % of total gross expenditure 2011-12	2.7	4.8	7.8
Corporate and democratic core costs per 1,000 population 2011-12		11,449	31,469	383,911	37,578
The percentage of the highest paid 2% employees who are women 2011-12		24.6	41.2	54.8	35.9
The percentage of the highest paid 5% employees who are women 2011-12		21.3	48.5	60.1	47.5
Percentage of income due from council tax received by the end of the year % 2011-12		92.58	95.10	97.93	95.82
The number of complaints of noise received requiring attendance on site & not dealt with under the ASB Act 2011-12		2	111	738	14
Number of complaints of domestic noise received & settled without the need for attendance on site 2011-12		1	864	4904	40
Average time between time of noise complaint and attendance on site (hours) 2011-12		0.1	31.6	255.0	4.0
Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours) 2011-12		0.3	0.6	1.0	1.0
Sickness absence days per employee 2011-12		7.6	9.3	13.5	9.4
Proportion of operational buildings that are suitable for their current use % 2011-12		46.2	74.8	92.3	80.1
Proportion of internal floor area of operational buildings in satisfactory condition % 2011-12		39.3	82.7	98.0	96.5
Cost of collecting council tax per dwelling £ 2011-12		2.98	13.15	24.20	12.11
Percentage of invoices sampled that were paid within 30 days % 2011-12		79.6	90.2	97.0	89.1

	Indicator	Min.	Scotland Average	Max.	East Lothian
Social Work Services	Home care costs for people aged 65 or over per hour £ 2011-12	8.76	19.22	29.98	14.92
	Self directed support spend for people aged over 18 as a % of total social work spend on adults 2011-12	0.4	3.1	18.0	4.4
	% of people aged 65 or over with intensive needs receiving care at home 2011-12	12.2	33.3	51.3	38.4
	% of adults satisfied with social care or social work services 2010-11	46.9	62.1	84.4	65.8
Culture and Leisure Services	Cost per attendance at sports facilities £ 2011-12	1.41	4.15	10.23	4.84
	Cost per library visit £ 2011-12	1.41	3.43	7.29	4.52
	Cost per museum visit £ 2011-12	0.24	3.81	24.35	1.47
	Cost of parks & open spaces per 1,000 population £ 2011-12	4,640	34,237	58,725	58,725
	% of adults satisfied with libraries 2010-11	75.3	83.5	93.3	83.0
	% of adults satisfied with parks and open spaces 2010-11	70.3	83.1	91.2	90.4
	% of adults satisfied with museums and galleries 2010-11	46.9	75.5	96.6	58.6
	% of adults satisfied with leisure facilities 2010-11	56.2	74.6	96.8	80.8
Environmental Services	Gross waste collection cost per premises £ 2011-12	50.18	81.06	184.94	97.53
	Gross waste disposal cost per premises £ 2011-12	51.71	105.40	279.08	51.71
	Cost of street cleaning per 1,000 population £ 2011-12	6,689	19,380	33,957	13,792
	Street cleanliness index 2011-12	72	75	82	75
	Road cost per kilometre £ 2011-12	2,351	6,211	18,018	13,163
	% of Class A roads that should be considered for maintenance treatment 2010-12	17.9	30.5	51.8	23.0
	% of Class B roads that should be considered for maintenance treatment 2010-12	18.7	36.3	67.4	26.6
	% of Class C roads that should be considered for maintenance treatment 2010-12	14.2	36.0	64.8	26.4
	Cost of trading standards and environmental health per 1,000 population £ 2011-12	10,751	23,117	81,778	21,901
	% of total household waste that is recycled 2011-12	17.0	41.0	54.5	43.7
	% of adults satisfied with refuse collection 2010-11	71.2	80.9	94.9	93.1
% of adults satisfied with street cleaning 2010-11	65.8	73.3	82.8	79.3	
Housing Services	Current tenants' arrears as a percentage of total rent due % 2011-12	2.8	6.1	11.2	9.2
	% of council rent that was lost due to houses remaining empty 2011-12	0.4	1.3	3.7	1.0
	% of council dwellings that meet the Scottish Housing Quality Standard 2011-12	15.1	66.1	89.0	62.4
	% of repairs completed by the council within target time 2011-12	82.3	93.6	98.2	82.3
	Percentage of council houses that are energy efficient % 2011-12	42.9	81.2	100.0	75.9

Appendix B: Local Government Benchmarking Framework – upper and lower quartile indicators

The following indicators are ranked in either the ‘upper’ or ‘lower’ quartile; however, this does not necessarily denote good or bad performance. Performance needs to be benchmarked against other councils to determine what represents best practice.

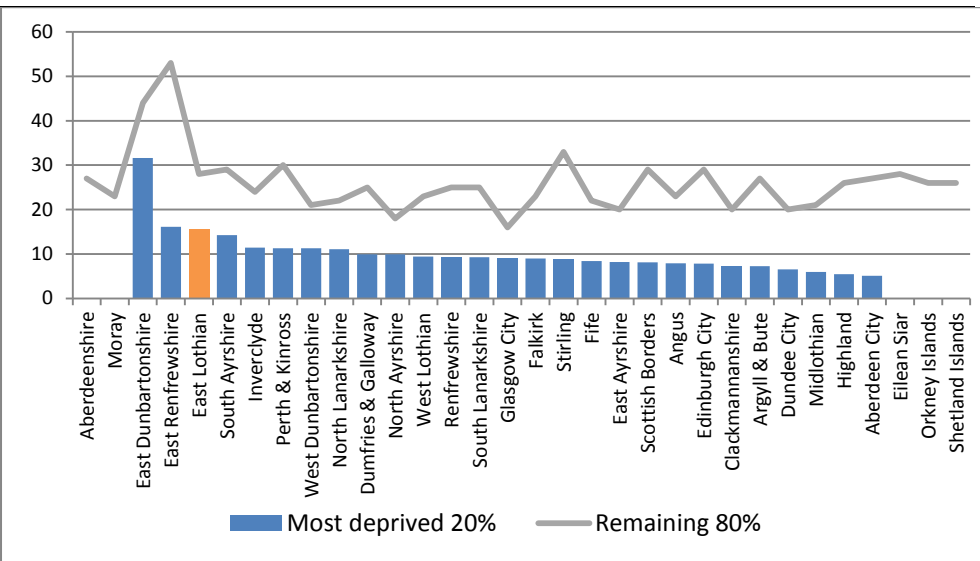
Indicator	Summary	Comparison																																																																																																			
<p>CHN 6 % of pupils gaining 5+ Awards at Level 5 for Standard Grade by SIMD (pupils in the most deprived 20%)</p>	<p>East Lothian 2011/12: 9.5% East Lothian 2010/11: 11.3%</p> <p>The indicator shows performance of pupils that live within the most deprived 20% of areas in Scotland in relation to pupils that live in the remaining 80% of areas. Only six ‘datazones’ in East Lothian fall within the most deprived 20% of areas in Scotland. Each of the datazones has a population of between approximately 500 and 1,000 people.</p> <p>Each column on the graph opposite shows the proportion of pupils in the most deprived 20% of areas that achieved 5+ Awards at Level 5. The line on the graph shows the performance of the remaining 80% of pupils.</p> <p>It should be noted that the most deprived 20% of areas contain relatively few pupils; therefore performance is likely to vary significantly between years. However, performance in 2010/11 was reasonably consistent at 11.3%</p>	<table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Council</th> <th>Most deprived 20%</th> <th>Remaining 80%</th> </tr> </thead> <tbody> <tr><td>Aberdeenshire</td><td>0</td><td>0</td></tr> <tr><td>Moray</td><td>0</td><td>60</td></tr> <tr><td>East Dunbartonshire</td><td>33</td><td>72</td></tr> <tr><td>East Renfrewshire</td><td>33</td><td>40</td></tr> <tr><td>West Dunbartonshire</td><td>24</td><td>40</td></tr> <tr><td>Perth & Kinross</td><td>21</td><td>38</td></tr> <tr><td>East Ayrshire</td><td>21</td><td>45</td></tr> <tr><td>Midlothian</td><td>21</td><td>45</td></tr> <tr><td>North Lanarkshire</td><td>21</td><td>45</td></tr> <tr><td>Inverclyde</td><td>21</td><td>45</td></tr> <tr><td>Renfrewshire</td><td>21</td><td>45</td></tr> <tr><td>Argyll & Bute</td><td>21</td><td>45</td></tr> <tr><td>South Ayrshire</td><td>21</td><td>45</td></tr> <tr><td>Glasgow City</td><td>21</td><td>45</td></tr> <tr><td>North Ayrshire</td><td>21</td><td>45</td></tr> <tr><td>Dumfries & Galloway</td><td>21</td><td>45</td></tr> <tr><td>Falkirk</td><td>21</td><td>45</td></tr> <tr><td>South Lanarkshire</td><td>21</td><td>45</td></tr> <tr><td>Fife</td><td>21</td><td>45</td></tr> <tr><td>Clackmannanshire</td><td>21</td><td>45</td></tr> <tr><td>Scottish Borders</td><td>21</td><td>45</td></tr> <tr><td>Edinburgh City</td><td>21</td><td>45</td></tr> <tr><td>West Lothian</td><td>21</td><td>45</td></tr> <tr><td>Angus</td><td>21</td><td>45</td></tr> <tr><td>Dundee City</td><td>21</td><td>45</td></tr> <tr><td>Highland</td><td>21</td><td>45</td></tr> <tr><td>Stirling</td><td>21</td><td>45</td></tr> <tr><td>Aberdeen City</td><td>21</td><td>45</td></tr> <tr><td>East Lothian</td><td>11.3</td><td>45</td></tr> <tr><td>Eilean Siar</td><td>0</td><td>45</td></tr> <tr><td>Orkney Islands</td><td>0</td><td>45</td></tr> <tr><td>Shetland Islands</td><td>0</td><td>45</td></tr> </tbody> </table>	Council	Most deprived 20%	Remaining 80%	Aberdeenshire	0	0	Moray	0	60	East Dunbartonshire	33	72	East Renfrewshire	33	40	West Dunbartonshire	24	40	Perth & Kinross	21	38	East Ayrshire	21	45	Midlothian	21	45	North Lanarkshire	21	45	Inverclyde	21	45	Renfrewshire	21	45	Argyll & Bute	21	45	South Ayrshire	21	45	Glasgow City	21	45	North Ayrshire	21	45	Dumfries & Galloway	21	45	Falkirk	21	45	South Lanarkshire	21	45	Fife	21	45	Clackmannanshire	21	45	Scottish Borders	21	45	Edinburgh City	21	45	West Lothian	21	45	Angus	21	45	Dundee City	21	45	Highland	21	45	Stirling	21	45	Aberdeen City	21	45	East Lothian	11.3	45	Eilean Siar	0	45	Orkney Islands	0	45	Shetland Islands	0	45
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CHN 7
 % of pupils gaining 5+ Awards at Level 6 for Higher Grade by SIMD (pupils in the most deprived 20%)

East Lothian 2011/12: 15.6%
East Lothian 2010/11: N/A

Each column on the graph opposite shows the proportion of pupils in the most deprived 20% of areas that achieved 5+ Awards at Level 6. The line on the graph shows the performance of the remaining 80% of pupils.

It should be noted that the most deprived 20% of areas contain relatively few pupils; therefore performance is likely to vary significantly between years.

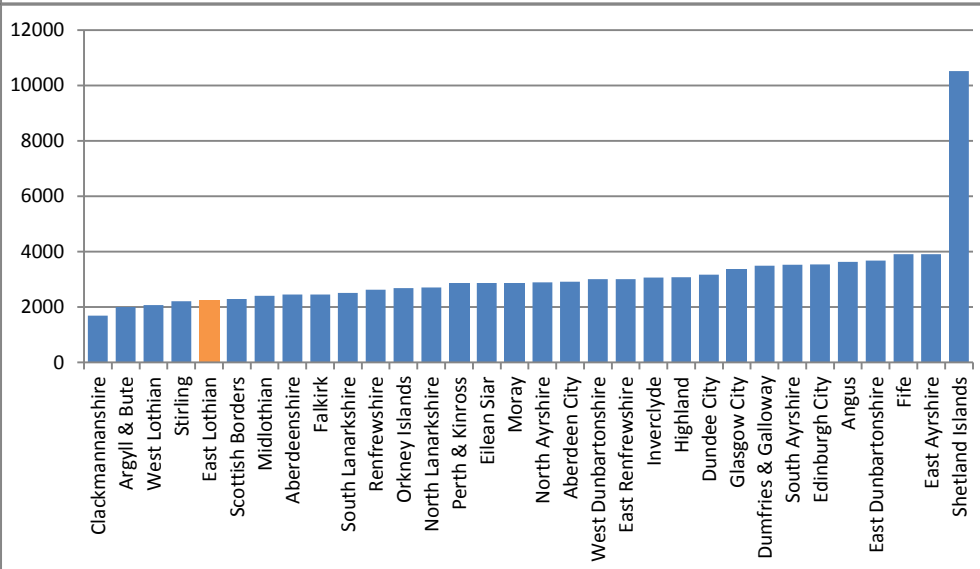


CHN 8a
 Weekly gross costs per 'Looked After' child in a residential setting

East Lothian 2011/12: £2,246.79
East Lothian 2010/11: £2,067.31

Gross Residential Cost refers to the gross cost of residential based services for looked after children. Costs include employee costs, operating costs, support services and revenue contribution to capital.

No clear relationship could be found between cost variation and urban/rural context; scale of council or deprivation. The key factors explaining variation may be: the specific decisions of Children's Hearings; the complexity of the needs and circumstances of the particular children being looked after; local availability of placements; and the policy choices and service models adopted by councils.



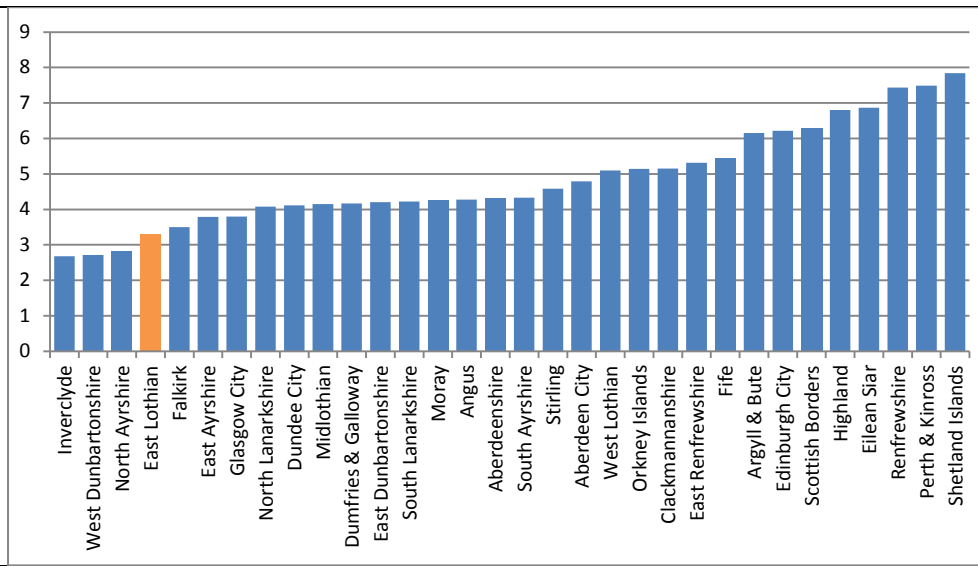
CORP 1
Central support services as a % of total gross expenditure

East Lothian 2011/12: 3.3%
East Lothian 2010/11: 3.5%

The following functions are included as 'support services': Finance, Legal, Human Resources, IT, Internal Audit, Procurement, Asset Management, Corporate Services (policy, performance, customer services, communications etc.)

The results for all councils range from 2.8% to 7.8%. East Lothian Council spent 3.5% of its total gross expenditure on support services in 2010/11 and 3.3% in 2011/12.

Small councils with lower overall expenditure are likely to have a higher percentage of total expenditure denoted to corporate and democratic support

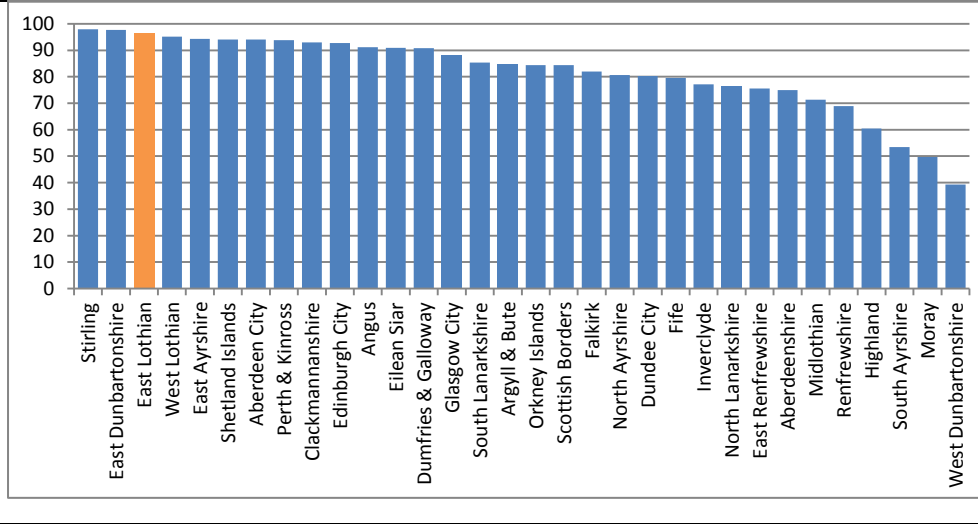


CORP
Asset 2
Proportion of internal floor area of operational buildings in satisfactory condition

East Lothian 2011/12: 96.5%
East Lothian 2010/11: 95.3%

This indicator has previously been reported as part of the Statutory Performance Indicators.

This indicator measures the percentage of gross internal floor area (m2) of operational buildings recognising assessment categories A and B as satisfactory. These categories are defined as follows:
A: Good – Performing as intended and operating efficiently
B: Satisfactory – Performing as intended but showing minor deterioration
C: Poor – Showing major defects and/or not operating as intended
D: Bad – Life expired and/or serious risk of imminent failure

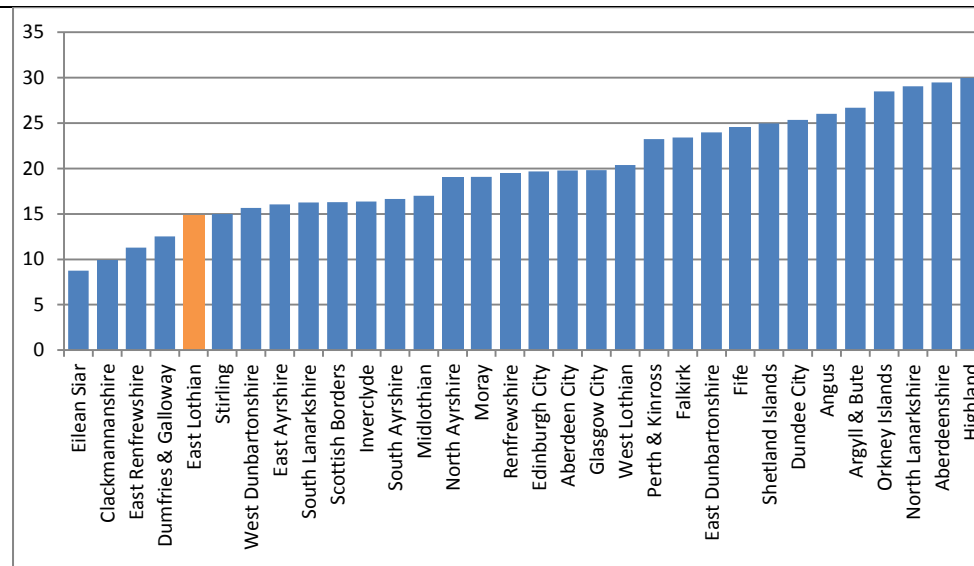


SW1
SW 1 Home care costs per hour for those aged 65+

East Lothian 2011/12: £14.92
East Lothian 2010/11: £15.97

Home Care is delivered in the client's own home (including sheltered housing) and may include personal care, domestic help, laundry services, shopping services, and care attendant schemes.

Some or all of the home care services may be provided by different staff-groups or purchased from different agencies. The costs of such services are included whether they are provided by the local authority, purchased from another local authority or purchased from private or voluntary sector providers.



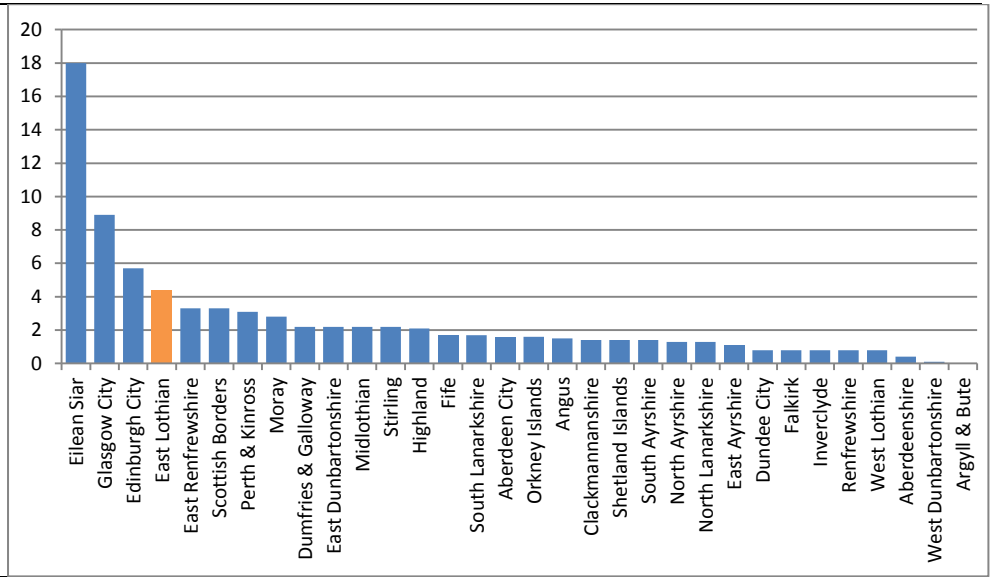
SW2
Self directed support spend on adults 18+ as a % of the total social work spend on adults aged 18+

East Lothian 2011/12: 4.4%
East Lothian 2010/11: 3.4%

Self Directed Support allows people needing support to decide on the support they need and who will provide it.

Costs include employee costs, operating costs, support services and revenue contribution to capital.

Variation is not systematically related to population distribution, deprivation or size of council. Factors influencing variation are likely to include the demand amongst clients for self directed support, the arrangements within councils for self directed support, and some councils waiting until new legislative change is implemented.



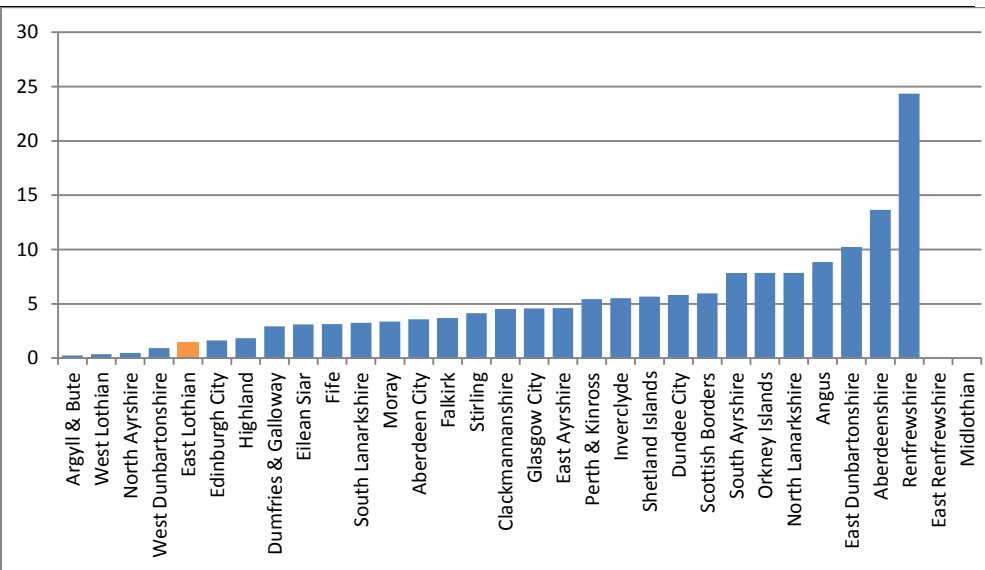
C&L3
Cost per museum visit

East Lothian 2011/12: £1.47
East Lothian 2010/11: £1.05

This indicator calculates the cost of museums and galleries managed or supported by councils, per visit.

Costs include employee costs, operating costs, support services and revenue contribution to capital.

This indicator is highly leveraged by numbers of visitors, and very high costs per visit reflect low visitor flows. It measures visitor attractiveness: not efficiency of provision.



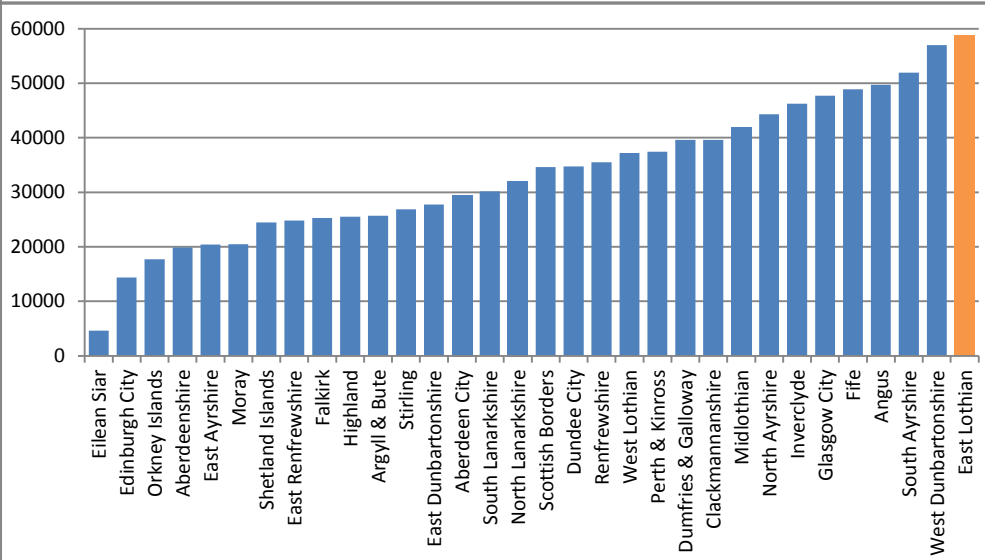
C&L4
Cost of parks and open spaces per 1,000 population

East Lothian 2011/12: £58,724
East Lothian 2010/11: £53,220

The cost of community parks and open spaces combined with population size is intended to provide some link between costs and the population it serves.

Costs include employee costs, operating costs, support services and revenue contribution to capital.

Semi-rural / suburban councils have the highest spend, lacking the economies of scale of concentrated parkland in urban areas, but having higher need for parks than rural authorities. There is no measure available for use of park and open spaces.



C&L5b
% of adults
satisfied
with parks
and open
spaces
2010/11

East Lothian 2010/11: 90%

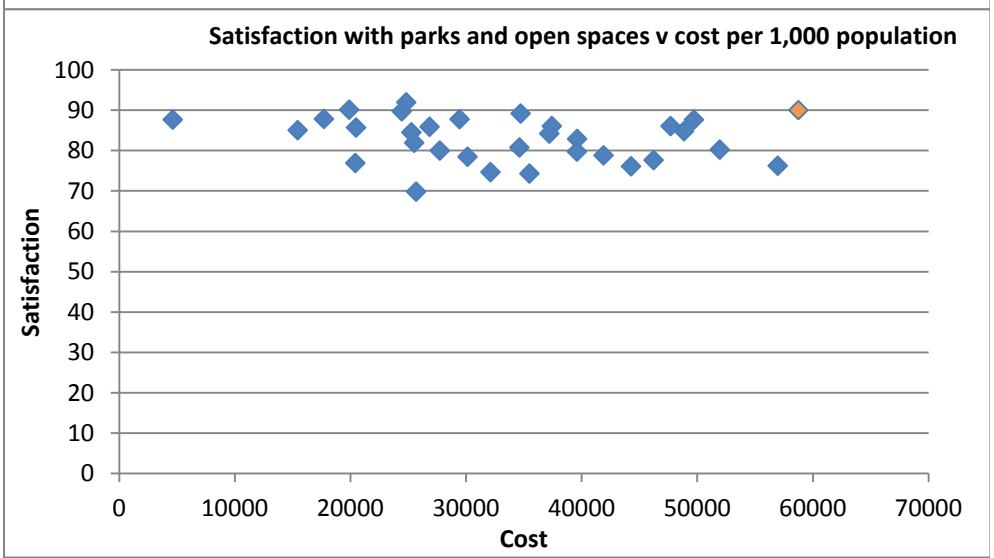
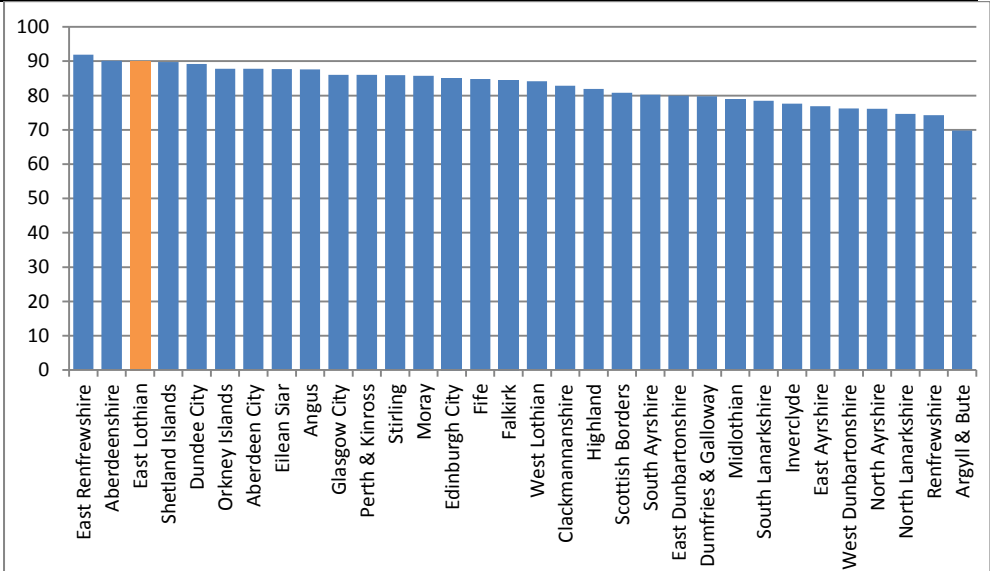
Figures regarding satisfaction are derived from the Scottish Household Survey (SHS).

Several factors can have an impact on adult satisfaction and attendance levels to cultural and leisure services. Some of these are listed below:

- number and size of facilities available for use
- the age, quality and range of these facilities
- the extent to which facilities and activities are publicised
- the opening hours, variety, programming and cost of activities on offer
- the location of pools in relation to other competing leisure facilities.

The SHS could previously provide a full set of local authority data only on a bi-annual basis, the most recent being SHS 2009/2010 from August 2011. The survey was substantially redesigned meaning that going forward, local authority data will be released on an annual basis (first results from SHS 2012 around August 2013). Some caution should be taken as the sample size for the Council is relatively small.

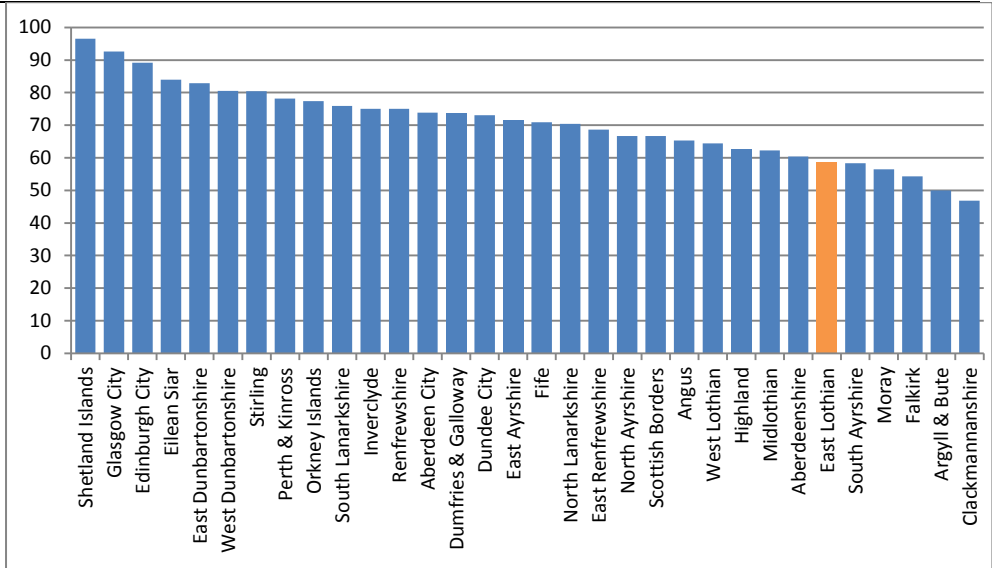
The scatter chart opposite compares satisfaction with parks and open spaces to the cost per 1,000 population. The chart demonstrates that satisfaction does not correlate to the amount of money spent on the service. Satisfaction with the councils that have the lowest and highest service costs is very similar.



C&L 5c
% of adults
satisfied
with
museums
and
galleries
2010/11

East Lothian 2010/11: 58.6%

Figures regarding satisfaction are derived from the Scottish Household Survey.



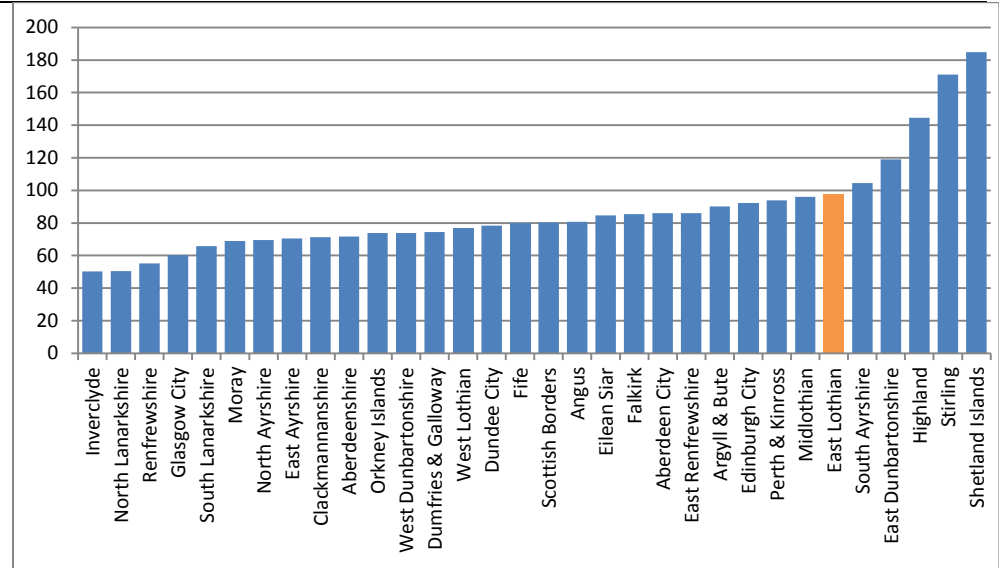
ENV1
Gross
waste
collection
cost per
premise

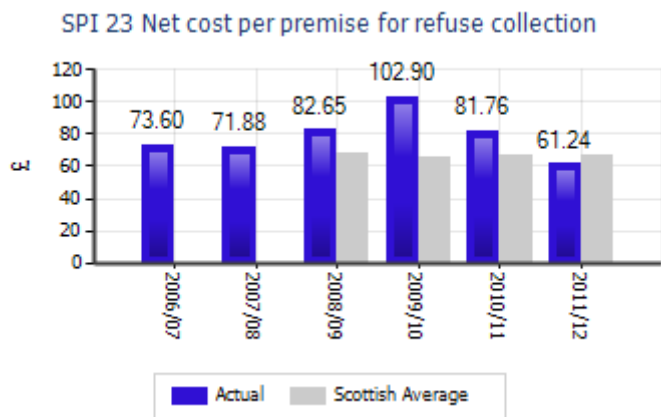
East Lothian 2011/12: £97.53
East Lothian 2010/11: £78.73

For the purpose of this indicator, it is assumed that 'collection' ends when the specialised refuse collection vehicles discharge waste at a transfer station, a treatment plant, a material recycling facility or at landfill. Costs include employee costs, operating costs, support services and revenue contribution to capital.

There is a clear link with population distribution: urban councils with concentrated populations have a lower cost per premise than rural and island councils dealing with more diffuse populations. The degree to which multiple collections from each premise are necessary to support sorting and separation of waste at source may also be a factor.

The indicator is now reported as the gross costs per premise. Previously a similar Statutory Performance Indicator (SPI) was reported as net cost per premise. Performance in relation to the previous SPI is displayed on the graph below:





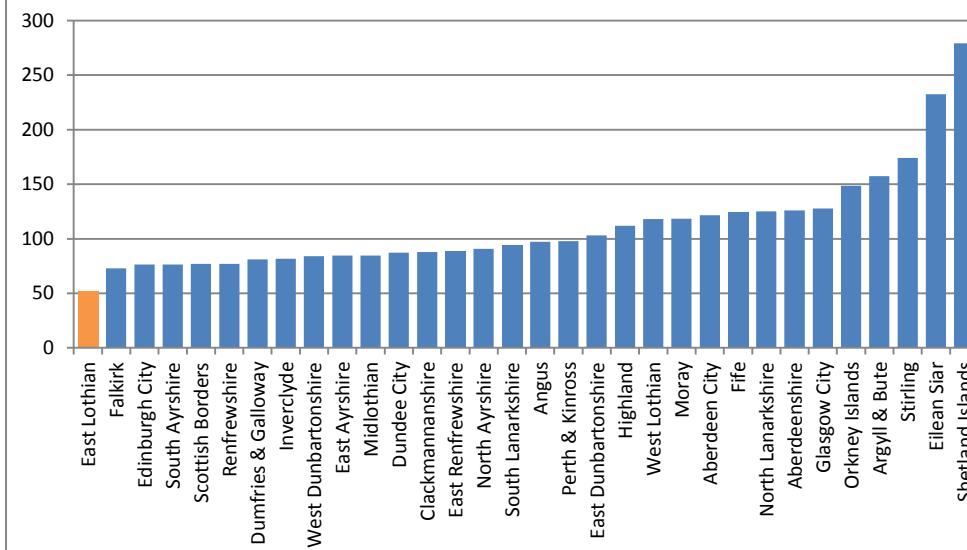
ENV2
Gross waste disposal cost per premise

East Lothian 2011/12: £51.71
East Lothian 2010/11: £64.92

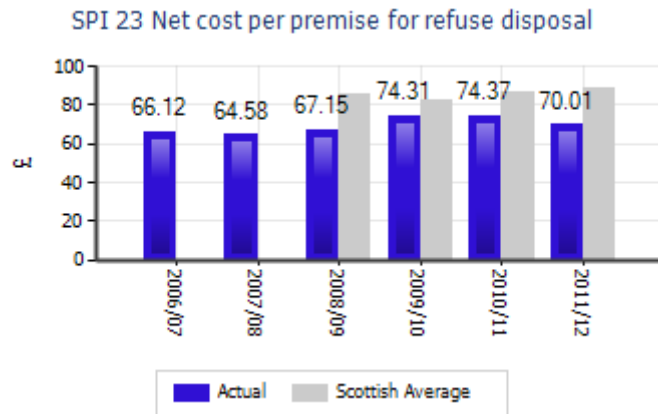
Refuse disposal includes the treatment of waste collected by the council and destined for final disposal in landfill. It includes sorting, compacting, baling, shredding, composting (exclusive of material not land filled) recycling and incineration. The operation of transfer-loading stations and the provision of civic amenity sites or skips should be regarded as disposal.

Refuse disposal includes any treatment of waste collected by the council which is recycled e.g. paper, cardboard, glass, textiles, ferrous and non-ferrous metal, books, wood etc. Costs include employee costs, operating costs, support services and revenue contribution to capital.

A major factor here may be method of disposal: recycling costs more but generates income which is not taken account of by this indicator, and is environmentally far more substantive than landfill or incineration.



The indicator is now reported as the gross costs per premise. Previously a similar Statutory Performance Indicator was reported as net cost per premise. Performance in relation to the previous SPI is displayed on the graph below:



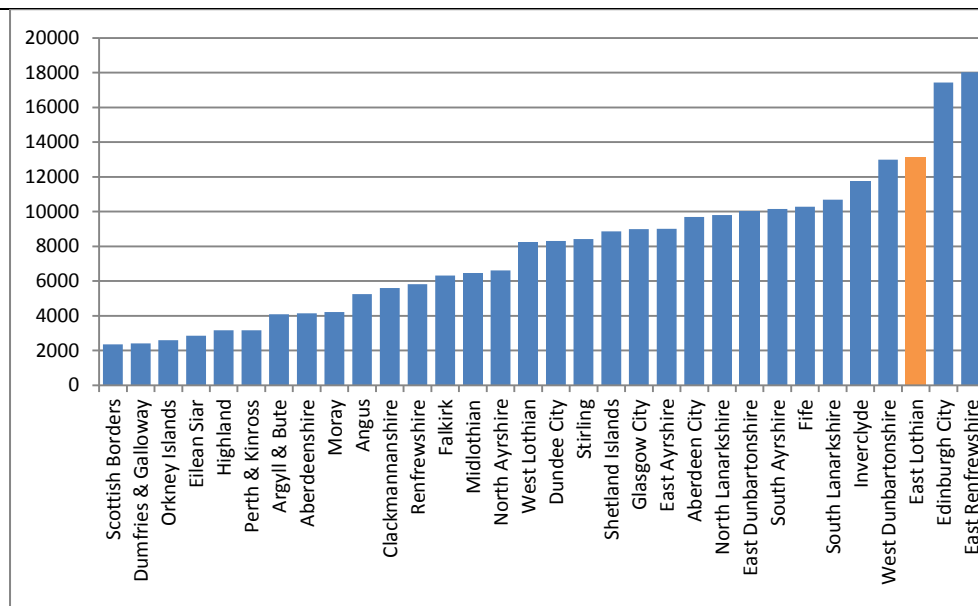
ENV4a
Cost of
maintenance
per KM of
roads

East Lothian 2011/12: £13,163
East Lothian 2010/11: £9,044

The roads element of the SOLACE data comes from the SCOTS/APSE return 2011-12.

Approximately £4.7m per year is invested in repairs to the road network. In 2010/11 an additional £3 million was released from reserves. This was to address impairment caused by the severe winters 09-10 and 10-11. The funding was rolled over 2 financial years; therefore significantly more of the network was treated in the 2011/12 financial year than planned.

Planned maintenance in 2011/12 amounted to £3.062m (i.e. not including the additional funding from the reserves). This represents 110% of the estimated annual depreciation of £2.8m. This is borne out by the continually improving Road Condition Indicator (RCI) for the East Lothian road network. Based on the results of 2010-12 RCI the Council is 5th out of the 32 Councils in Scotland when measured by network level RCI values.



ENV4 – all roads
% of all roads that should be considered for maintenance

(Road Condition Indicator)

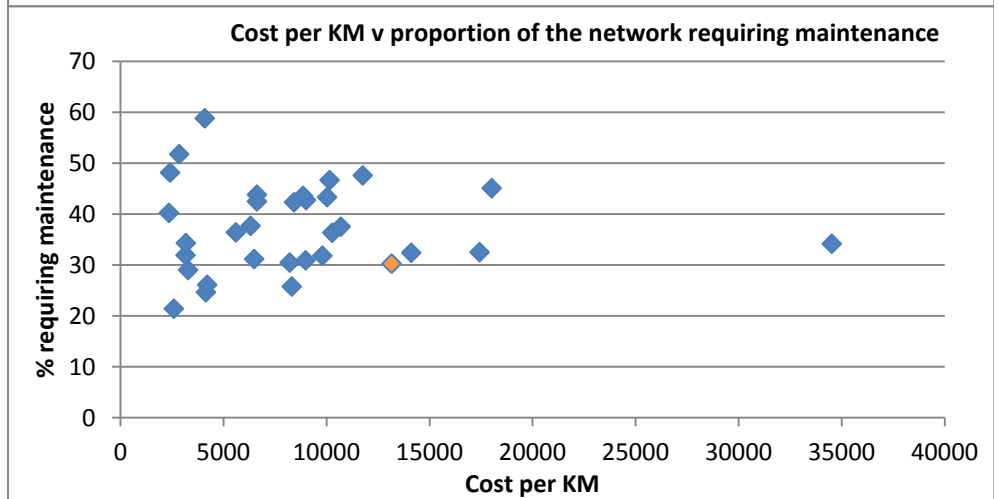
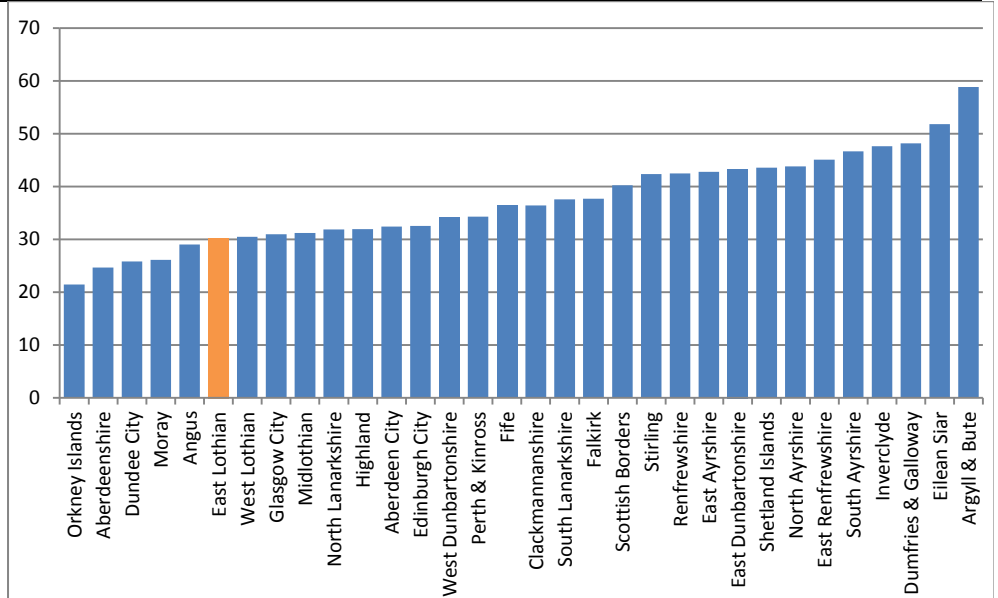
East Lothian 2011/12: 30.2%
East Lothian 2010/11: 31%

This indicator has previously been reported as part of the Statutory Performance Indicators.

The indicator calculates the proportion of roads that should be considered for maintenance together with the portion of roads requiring further investigation and/or monitoring.

For class A roads this indicator only considers those roads for which councils have responsibility. All trunk roads, including motorways, are dealt with by Transport Scotland and are therefore not included.

There is little correlation between the cost per KM of roads and the proportion of the road network that requires maintenance when viewed over one year (as demonstrated by the scatter graph opposite).



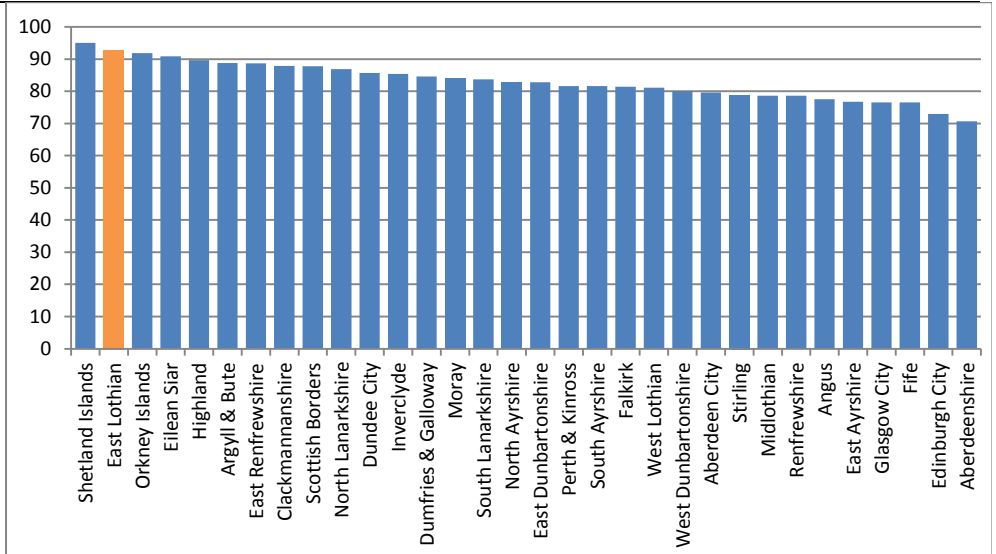
ENV7a
% of adults
satisfied
with refuse
collection
2010/11

East Lothian 2010/11: 92.9%

Figures regarding satisfaction are derived from the Scottish Household Survey (SHQS).

This indicator measures the proportion of all adults surveyed who were satisfied or very satisfied with their refuse collection services. Those people who gave no opinion on the service were excluded from the results.

The SHS could previously provide a full set of local authority data only on a bi-annual basis, the most recent being SHS 2009/2010 from August 2011. The survey was substantially redesigned meaning that going forward, local authority data will be released on an annual basis (first results from SHS 2012 around August 2013). Some caution should be taken as the sample size for the Council is relatively small.



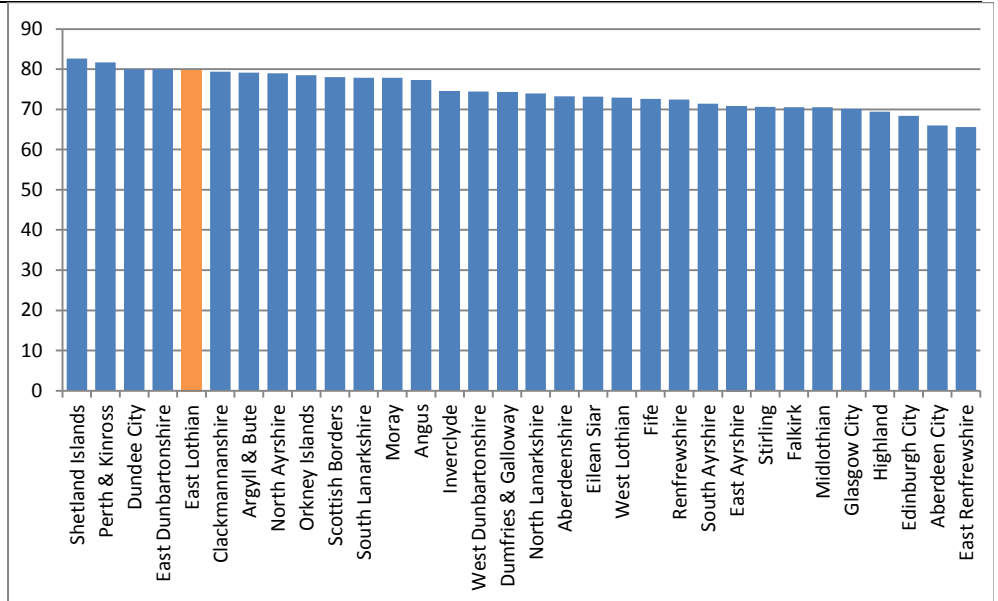
ENV7b
 ENV 7b %
 of adults
 satisfied
 with street
 cleaning
 2010/11

East Lothian 2010/11: 79.8%

Figures regarding satisfaction are derived from the Scottish Household Survey.

This indicator measures the proportion of all adults surveyed who were satisfied or very satisfied with their refuse collection services. Those people who gave no opinion on the service were excluded from the results.

The SHS could previously provide a full set of local authority data only on a bi-annual basis, the most recent being SHS 2009/2010 from August 2011. The survey was substantially redesigned meaning that going forward, local authority data will be released on an annual basis (first results from SHS 2012 around August 2013). Some caution should be taken as the sample size for the Council is relatively small.



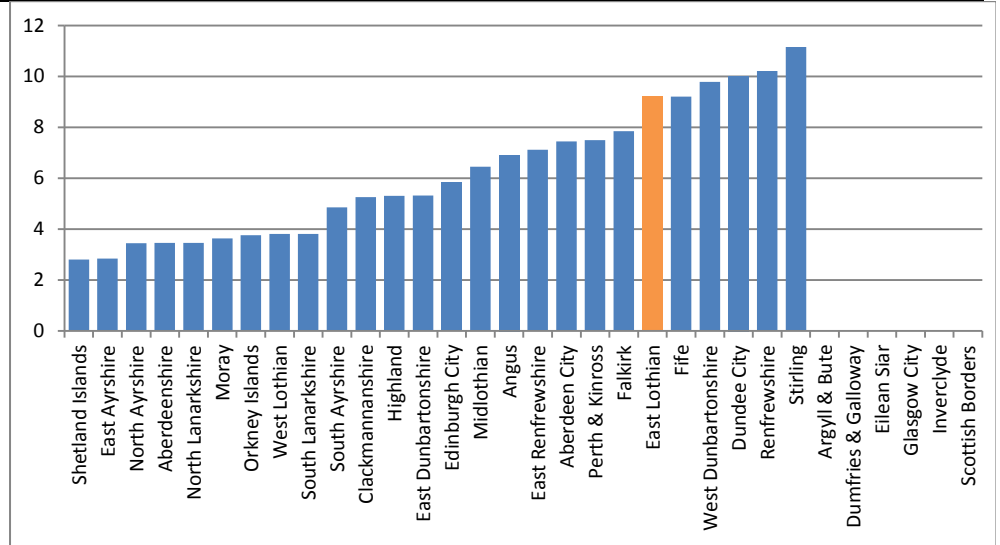
HSN1
Current tenants' rent arrears as a percentage of the net rent due

East Lothian 2011/12: 9.2%
East Lothian 2010/11: 8.6%

Councils whose practice it was to end tenancies when decree had been granted at court managed to keep current tenant debt low although increasing former tenant debt. This is not a practice our legal people endorsed and in August last year legislation changed and now reflects the Council's understanding of the intentions of the Housing (Scotland) Act. The decree no longer terminates the tenancy at the date on which it becomes effective. Instead, the tenancy is only terminated when the landlord recovers possession. This should resolve the uncertainty where a tenant is allowed to remain in a property if suitable payments are being made following the granting of decree and should see uniformity in reporting terms. There should be greater parity in the way that the figures are reported in future.

Interestingly, benchmarking figures across Scottish Councils this year are starting to show a steep rise in some Council's arrears figures which could, perhaps, be attributable to the change in law. However, welfare changes which take effect from April may impact on Councils differently too. Once again, it may be difficult to draw direct comparisons.

It is worth mentioning a significant local factor which has impacted on our ability to collect rent. The council is now recovering overpayments of housing benefit from ongoing benefit entitlement. This effectively increases the fortnightly rent charge when applied and leads to the council trying to collect more money from people with limited means.

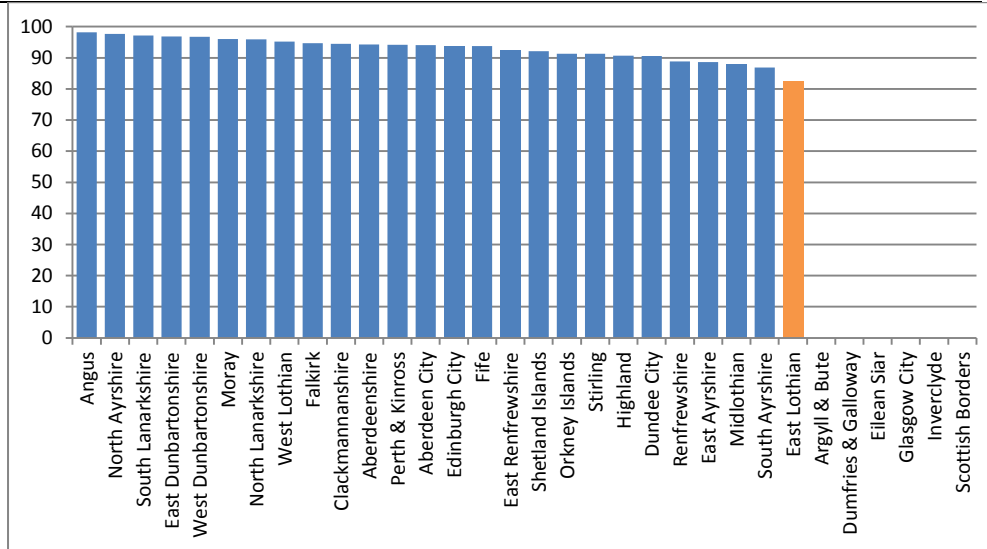


HSN4
Percentage
of repairs
completed
within target
times

East Lothian 2011/12: 82.3%
East Lothian 2010/11: 83.7%

Generally, Property Maintenance have tried to minimise the use of externalising and sub-contracting. The downside of this is perhaps having limited resources to tackle periods of abnormally high demand caused by extreme conditions. The adverse weather early in 2012, combined with the unusually wet summer, seen a significant spike in roof-related work. Whilst a co-ordinated effort has seen these decrease markedly, it has inevitably meant jobs slipping out of time. Roofing and guttering works tend to involve more ordering of special materials and reliance on scaffolding, which is also currently done fully in-house.

We are currently looking to put in place a number of external framework contractors that can be called upon at short notice to assist in dealing with periods of abnormally high activity and I would see this as assisting us greatly in improving response times in future. Also, the introduction of mobile working last year has seen a significant improvement in response times which although offset greatly by the adverse weather situation, will undoubtedly assist us in improving response times going forward.



REPORT TO: Policy and Performance Review Committee

MEETING DATE: 30 April 2013

BY: Executive Director (Support Services)

SUBJECT: Review of Key Performance Indicators

4

1 PURPOSE

- 1.1 To provide Members of the Policy and Performance Review Committee (PPRC) with the opportunity to review the appropriateness of the Council's Key Performance Indicators.

2 RECOMMENDATIONS

- 2.1 Members are requested to review the draft Key Performance Indicators for 2013/14 outlined in Appendix A.

3 BACKGROUND

- 3.1 Members of the Committee received a report at the meeting of the 29 January 2013 regarding the Council's Key Performance Indicators (KPIs). The report arranged the KPIs for 2012/12 in accordance with the relevant priority from the Council Plan and outcome from the Single Outcome Agreement. The report also included other indicators that are used by Council services to enable the Committee to review whether any of the indicators would make suitable KPIs.
- 3.2 Feedback from members of the Committee present on the 29 January, along with recent guidance provided by Audit Scotland, has been taken into account in defining the draft KPIs for 2013/14 (see Appendix A). The draft KPIs for 2013/14 also reflect the draft Single Outcome Agreement, which is currently being prepared by the Community Planning Partnership. Further revisions to the list of KPIs are likely to be made to reflect the final Single Outcome Agreement. Further work also needs to be carried out to identify an appropriate target for each KPI.

- 3.3 Audit Scotland published the 'Statutory Performance Indicators: Direction and Guide 2012' in March 2013. The Direction outlines a framework that provides a degree of consistency to performance reporting by councils across Scotland. Until this year the Direction defined a number of specific indicators that councils should report upon (known as specified SPIs). The Statutory Performance Indicator Direction for 2012 marks a significant change in approach as it no longer outlines specific indicators, choosing instead to use the indicators from the Local Government Benchmarking Framework.
- 3.4 The Statutory Performance Indicator Direction 2012 also outlines a range of broad service areas against which councils need to define and report their own performance indicators. The intention of the guidance is to allow a degree of local distinctiveness and prioritisation by councils. In practice many indicators are common to all councils as they are drawn from other frameworks, for example the Social Housing Charter.
- 3.5 Defining a set of KPIs that address the various requirements of regulators and also reflect local priorities is a complex task. Audit Scotland note that the information should reflect:
- the Local Government Benchmarking Framework benchmarking performance indicators
 - the [broad service areas outlined in the Direction] recognising the need to balance efficiency & effectiveness information with cost and economy information
 - achievement against their single outcome agreements with the Scottish Government
 - the performance reporting requirements of any other legislation
 - indicators/measures in relevant suites or frameworks of performance information determined by government, regulatory agencies, professional associations or others
 - national standards and targets for service delivery
 - local service priorities and objectives
 - service user views.
- 3.6 Indicators must also facilitate the comparison of performance between organisations and over time.
- 3.7 Appendix A outlines the proposed KPIs for 2013/14 onwards. The indicators are arranged in relation to the relevant Council Plan priority, Single Outcome Agreement outcome, and (where applicable) category from the Statutory Performance Indicator Direction. The source of each indicator is identified in regard to the framework that the indicator is part of e.g. the Single Outcome Agreement.

- 3.8 Members of the Committee should note that there is a large amount of overlap between the requirements of the Council Plan, Single Outcome Agreement and Statutory Performance Indicator Direction. However, there are also areas of difference, for example the Statutory Performance Indicator Direction does not include a category for economic development, which is a Council priority. Such differences arise because the requirements have evolved for different purposes, as outlined below:

Requirement	Purpose	Example
Single Outcome Agreement	Determines shared outcomes and outcome indicators for the Community Planning Partnership. Indicators: outcome indicators	% of 65+ year olds admitted as emergency inpatient 2+ times in one year
Council Plan	Establishes the Council's priorities between 2012 and 2017. Includes a range of actions that contribute to the priorities. The Council Plan links to the Single Outcome Agreement, although it also focuses on the internal capacity of the Council. Indicators: outcome and output indicators	Number / % of people aged 65+ receiving 10 or more hours of home care per week
Statutory Performance Indicator Direction	Outlines a common set of criteria to enable comparisons to be made between councils. Focuses on the cost and quality of services that are provided. Indicators: input (i.e. cost) and service performance (outcomes and outputs)	Older Persons (65+) Home Care costs per hour

- 3.9 Feedback from this meeting will be taken into account before the KPIs for 2013/14 are published via the Council performance website. Once the KPIs are finalised a new version of the Performance Data Quality Policy will also be prepared. The Policy outlines the roles and responsibilities of Council officers in ensuring that the performance data is accurate.

4 POLICY IMPLICATIONS

- 4.1 The KPIs will be published on the Council's website and will, therefore, help the Council to address its Best Value obligations in regard to public performance reporting. The indicators will also form the basis of the

scrutiny of performance by the Policy and Performance Review Committee, which is another essential element of Best Value.

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none
6.2 Personnel - none
6.3 Other – none

7 BACKGROUND PAPERS

- 7.1 ‘Key Performance Indicators’, report to the PPRC, 29th January 2013
http://www.eastlothian.gov.uk/download/meetings/id/14230/1_key_performance_indicators
- 7.2 ‘Statutory Performance Indicators: Direction and Guide 2012’, Audit Scotland:
http://www.audit-scotland.gov.uk/performance/docs/2012/SPI_1314_guide.pdf
- 7.3 East Lothian Council Improvement Framework

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DATE	9 April 2013

Appendix A: Draft Key Performance Indicators 2013/14

Key:

Term	Description
Council Plan Objective	The Council Plan 2012-17 includes four objectives for the Council to focus on over the next five years: <ul style="list-style-type: none"> • Growing our people • Growing our communities • Growing our economy • Growing the capacity of the Council
SOA outcome	The draft Single Outcome Agreement includes 9 outcomes for our communities that the East Lothian Community Planning Partnership aims to achieve.
SPI category	The most relevant category from the Statutory Performance Indicator Direction that the indicators relate to (please note that each SPI category might only cover a small proportion of the indicators in each section).
Overarching principle	The Council Plan objective of 'Growing the capacity of the Council' is split into four overarching principles: <ul style="list-style-type: none"> • Services built around people and communities • Effective, efficient and excellent services • Working together to achieve agreed outcomes • Prioritising prevention and promoting equality
SLAED	Indicators drawn from the Scottish Local Authorities Economic Development Group
PPF	Indicators drawn from the Planning Performance Framework
SHC	Indicators drawn from the Scottish Social Housing Charter
SOLACE	Indicators drawn from the Society of Local Authority Chief Executives Local Government Benchmarking Framework
ELC	Indicators defined by East Lothian Council

Council Plan objective

Growing our Economy

SOA Outcome

East Lothian has a dynamic and flourishing economy

SPI category

N/A

Relevant KPIs

Indicator	Source	Frequency
No of businesses per 10,000 adults (business density)	SOA	Annual
No of jobs per 10,000 adults (employment density)	SOA	Annual
New business start ups supported as a percentage of total stock of businesses	SLAED	Annual / Quarterly
Number of jobs created in small and medium sized enterprises per annum with support from local authority	SLAED	Annual / Quarterly
Vacant town centre retail floorspace as a percentage of total floorspace	SLAED	Annual
Pedestrian flow counts	ELC	Annual
Direct jobs only that have been created/safeguarded as a percentage of the economically active population	SLAED	Annual / Quarterly
Percentage of unemployed participating in back to work programmes who have progressed into work	SLAED	Annual
Percentage of individuals participating in programmes as a percentage of all those without work	SLAED	Annual
Tourist numbers and days	ELC	Annual
Effective employment land supply	PPF	Annual
Employment land take-up	PPF	Annual
Effective commercial floor space supply	PPF	Annual
Commercial floor space delivered	PPF	Annual
% procurement spend with local businesses	ELC	Annual
% of business and industry developments determined within 2 months	PPF	Annual

Council Plan objective

Growing our People

SOA Outcome

All of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens

SPI category

The education of children

Child protection & children's social work

Relevant KPIs

Indicator	Source	Frequency
% of young people in positive post-school destinations	SOA / SOLACE	Annual
% of pupils gaining 5+ Awards at Level 5	SOLACE	Annual
% of pupils gaining 5+ Awards at Level 6	SOLACE	Annual
% of pupils from deprived areas gaining 5+ Awards at Level 5	SOLACE	Annual
% of pupils from deprived areas gaining 5+ Awards at Level 6	SOLACE	Annual
% of adults satisfied with local schools	SOLACE	Annual
% of pupils agreeing 'I am able to contribute to decisions made in our school'	SOA	Annual
No of 12-25yr-olds registered as volunteers	SOA	Annual
Average Tariff S4 Score	SOA	Annual
% of pupils agreeing that they know what they are good at and what they need to work on	ELC	Annual
% of pupils agreeing that teachers tell them how they can improve their learning	ELC	Annual
% of pupils agreeing that they have opportunities to contribute to the life of the school	ELC	Annual
Exclusions, rate / 1,000 pupils	ELC	Annual

Indicator	Source	Frequency
% of Looked After Children in positive post-school destinations	SOA	Annual
Average Tariff S4 Score for Looked After Children	SOA	Annual
Number of young people with disabilities accessing East Lothian's Summer Activity Programme	SOA	Annual
% of children who reappear on the Child Protection Register within 12 months	SOA	Annual
% uptake for Mental Health screening of Looked After Children	SOA	Annual
% of looked-after and accommodated children with three or more placement moves	ELC	Monthly
Rate per 1,000 (0-15) children on the Child Protection Register	ELC	Quarterly
Number of children with a disability on waiting list for respite care	ELC	Quarterly
% of sibling groups subject to IRD that have been subject to one or more IRDs in the past 15 months	ELC	Annual
% of Looked After Children feeling safe	ELC	Annual

Council Plan objective

Growing our People

SOA Outcome

East Lothian's children have the best start in life and are ready to succeed

Fewer people in East Lothian experience poverty

SPI category

N/A

N/A

Relevant KPIs

Indicator	Source	Frequency
Rate of stillbirths	SOA	Annual
Rate of infant mortality	SOA	Annual
Rate of pregnancies in under 18yr old	SOA	Annual
% of children that have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review	SOA	Annual
% of children that have reached all of the expected developmental milestones at the time the child starts primary school	SOA	Annual
% of children vulnerable for early learning (Early Development Instrument)	ELC	Biennial

Indicator	Source	Frequency
* To be defined as part of the forthcoming Tackling Poverty Action Plan		

Council Plan objective

Growing our People

SOA Outcome

In East Lothian we live healthier. more active and independent lives

SPI category

Community care

Cultural & community services (covering sport and leisure)

Relevant KPIs

Indicator	Source	Frequency
Older Persons (65+) Home Care costs per hour	SOLACE	Annual
Self Directed Support spend on adults aged 18+ as a % of the total social work spend	SOLACE	Annual
% of people aged 65+ with intensive needs receiving care at home	SOLACE	Annual / Quarterly
% of adults satisfied with social care or social work services	SOLACE	Annual
Suicide rates (5yr average)	SOA	Annual
Warwick Edinburgh Mental Wellbeing Score	SOA	Annual
Rate of alcohol related hospital admissions (1,000 pop)	SOA	Annual
Rate of drug-related hospital admissions (1,000 pop)	SOA	Annual
Number of delayed discharge patients over 4 weeks	SOA	Quarterly
% of 65+yr olds admitted as emergency inpatient 2+ times in one year	SOA	Annual
Number of unintentional injuries in the home	SOA	Annual
Number of people aged 65+ receiving 10 or more hours of home care per week	ELC	Quarterly
Number of Adult Protection: <ul style="list-style-type: none"> • Referrals • Duty to inquire • IRDs • Case Conferences 	ELC	Quarterly
Average waiting time (days) for assessments	ELC	Quarterly

Indicator	Source	Frequency
Proportion of adults achieving the recommended levels of physical activity	SOA	Annual
Gap in Life & Healthy Life Expectancy between the 30% most deprived areas and the average in East Lothian	SOA	Annual
Prevalence of smoking in the whole population (SHS) and among 13-15 yr olds	SOA	Annual
% of pupils agreeing that taking part in physical activities out of school is important to them	ELC	Annual
Number of people attending pools and indoor sports facilities	ELC	Quarterly
% of pupils agreeing they are encouraged to live a healthy life	ELC	Annual
% of adults satisfied with leisure facilities	SOLACE	Annual
% of adults satisfied with parks and open spaces	SOLACE	Annual

Council Plan objective

Growing our Communities

SOA Outcome

East Lothian is less dependent on finite natural resources

East Lothian has high quality natural and built environments

SPI category

**Sustainable development
Waste Management Services**

**Planning
Protective services (environmental health)**

Relevant KPIs

Indicator	Source	Frequency
Greenhouse gas (GHG) emissions	SOA	Annual
% of total waste arising that is recycled	SOA / SOLACE	Quarterly
% of public schools with at least one Eco-School Award	SOA	Annual
Gross cost of waste collection per premise	SOLACE	Annual
Gross cost of waste disposal per premise	SOLACE	Annual
% of adults satisfied with refuse collection	SOLACE	Annual
Street Cleanliness Index	SOLACE / SOA	Annual / Quarterly
% of adults satisfied with street cleaning	SOLACE	Annual
Net cost of street cleaning per 1,000 population	SOLACE	Annual
% of pupils agreeing that they can give an example of how they care for the environment	ELC	Annual
Number of people using Civic Amenity Sites	ELC	Quarterly

Indicator	Source	Frequency
% of residents agreeing their neighbourhood is a good place to live	SOA	Annual
Number of fly-tipping incidents	ELC	Quarterly
% of abandoned vehicles uplifted within 14 days	ELC	Quarterly
Number of planning enforcement breaches identified	PPF	Annual
% of developments determined within 2 months for: <ul style="list-style-type: none"> • local developments (non-householder) • householder developments • housing developments • business and industry developments 	PPF	Annual / Quarterly
Number of complaints of domestic noise received during the year settled without the need for attendance on site	SOLACE	Annual
The number of domestic noise complaints requiring attendance on site, not dealt with under part V of the ASB Act	SOLACE	Annual
Average hours between time of complaint and attendance on site	SOLACE	Annual
Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act	SOLACE	Annual
Total dog fouling incidents reported	ELC	Quarterly

Council Plan objective

Growing our Communities

SOA Outcome

East Lothian has well connected communities where people are increasingly using sustainable forms of transport to access services and amenities

East Lothian is an even safer place

SPI category

Roads and lighting

**Criminal justice social work
Protective services (trading standards)**

Relevant KPIs

Indicator	Source	Frequency
% of single person car journeys relative to other modes of transport	SOA	Annual
% of children walking or cycling to school	SOA	Annual
Passenger numbers to or from East Lothian train stations	SOA	Annual
Cost of maintenance per KM of road	SOLACE	Annual
% of A class roads that should be considered for maintenance	SOLACE	Annual
% of B class roads that should be considered for maintenance	SOLACE	Annual
% of C class roads that should be considered for maintenance	SOLACE	Annual
Number of accident claims received	ELC	Quarterly
% of road resurfaced	ELC	Annual
Length of paths improved	ELC	Annual
Number of cyclists using monitored cycle paths	ELC	Annual

Indicator	Source	Frequency
Number of those involved in committing antisocial behaviour	SOA	
% young people reporting 'I feel safe to go out in my local neighbourhood during the evening'	SOA	Annual
Number of hate crimes reported	SOA	Annual
Number of incidents of violence against women reported	SOA	Annual
Number of road casualties and collisions	SOA	Annual
Number of accidental fires in the home resulting in death or injury	SOA	Annual
Number of Community Payback Orders for offenders	ELC	Quarterly
Proportion of Community Payback Orders starting placement within 7 working days	ELC	Quarterly
Reconviction rate	ELC	Annual
Number of calls to the ASB hotline	ELC	
% of trading standards consumer complaints responded to within 14 days	ELC	Quarterly
% of trading standards business advice requests responded to within 14 days	ELC	Quarterly

Council Plan objective

Growing our Communities

SOA Outcome

Everyone in East Lothian has access to quality sustainable housing

SPI category

Housing and homelessness

Relevant KPIs

Indicator	Source	Frequency
% of stock meeting the Scottish Housing Quality Standard (SHQS)	SHC / SOLACE	Annual
Average length of time taken to complete emergency repairs	SHC	Annual
Average length of time taken to complete non-emergency repairs	SHC	Annual
% of reactive repairs carried out in the last year completed right first time	SHC	Annual
% of the court actions initiated which resulted in eviction and the reasons for eviction	SHC	Annual
Average length of time in temporary emergency accommodation by type	SHC	Annual
% of households requiring temporary or emergency accommodation to whom an offer was made	SHC	Annual
Of those households homeless in the last 12 months the % satisfied with the quality of temporary emergency accommodation	SHC	Annual / Quarterly
Rent collected as % of total rent due in the reporting year	SHC	Annual
Gross rent arrears (all Council tenants) as at 31 March each year as a % of rent due for the reporting year	SHC / SOLACE	Annual
% of rent due lost through properties being empty during the last year	SHC / SOLACE	Annual
Average length of time taken to re-let properties in the last year	SHC	Annual
% of repairs completed within target times	SOLACE	Annual
% of Council dwellings that are energy efficient	SOLACE	Annual
No of new build homes completed	SOA	Annual
No of new build affordable homes completed	SOA	Annual
Carbon savings achieved across all housing stock	SOA	Annual
Number homeless presentations	SOA	Annual
Average number of days to re-housing	SOA	Annual

Council Plan objective

Growing our Communities

SOA Outcome

East Lothian has stronger, more resilient, supportive, influential and inclusive communities

SPI category

**Responsiveness to its communities
Equality and diversity**

Relevant KPIs

Indicator	Source	Frequency
Number of jobs in the third and community sectors	SOA	Annual
Number of volunteers in the third and community sectors	SOA	Annual
Number of people using community centres	ELC	Annual
% of residents reporting that they agree they can influence decisions affecting their local area	SOA	Annual
% of S2 & P6 pupils agreeing that young people's views are listened to	SOA	Annual
% of residents who agree their local area is a place where people from different backgrounds get on well together	SOA	Annual
Extent to which CLD learning opportunities improve life chances for people of all ages, through learning, personal development and active citizenship	SOA	Quarterly

Council Plan objective

Growing the capacity of our Council

Overarching principle

Effective, efficient and excellent services

SPI category

Revenues and service costs

Benefits administration

Relevant KPIs

Indicator	Source	Frequency
Support services as a % of total gross expenditure	SOLACE	Annual
Cost of the democratic core per 1,000 population	SOLACE	Annual
The cost per dwelling of collecting Council Tax	SOLACE	Annual
Percentage of income due from Council Tax received by the end of the year	SOLACE	Annual / Monthly
Business Rates collection rate	ELC	Monthly
Cost of HR function per FTE employee	ELC	Quarterly
Cost of trading standards and environmental health per 1,000 population	SOLACE	Annual
Cost per attendance at sports facilities	SOLACE	Annual
Cost of museums per visit	SOLACE	Annual
Cost of parks and open spaces per 1,000 population	SOLACE	Annual
Cost per library visit	SOLACE	Annual
The gross cost of "Children Looked After" in residential based services per child per week	SOLACE	Annual
The gross cost of "Children Looked After" in a community setting per child per week	SOLACE	Annual
Cost per primary pupil	SOLACE	Annual
Cost per secondary pupil	SOLACE	Annual
Cost per pre-school education registration	SOLACE	Annual
Rent direct debit uptake	ELC	Quarterly

Indicator	Source	Frequency
Av days to process new claims	ELC	Quarterly
Av days to process change of circumstances	ELC	Quarterly
% of overpayments identified, recovered in same quarter	ELC	Quarterly
% of total o/s overpayment debt recovered	ELC	Quarterly
No of cases submitted for prosecution	ELC	Quarterly
No of prosecutions resulting in a guilty outcome	ELC	Quarterly
No of administrative penalties accepted	ELC	Quarterly
No of administrative cautions accepted	ELC	Quarterly

Council Plan objective

Overarching principle

SPI category

Overarching principle

Growing the capacity of our Council

Effective, efficient and excellent services

Employees

Indicator	Source	Frequency
Sickness absence days per employee	SOLACE	Annual
Reports of Injuries, Diseases and Dangerous Occurrences (RIDDORS) per 1000 employees	ELC	Quarterly
Average number of days to fill a vacancy	ELC	Quarterly
Employee engagement survey results	ELC	Annual

Assets Procurement

Indicator	Source	Frequency
Proportion of operational buildings that are suitable for their current use	SOLACE	Annual
Proportion of internal floor area of operational buildings in a satisfactory condition	SOLACE	Annual
% of invoices sampled that were paid within 30 days	SOLACE	Annual / Quarterly
% spend with contracted suppliers	ELC	Quarterly
Procurement Capability Assessment (PCA) Score	ELC	Annual

Council Plan objective

Growing the capacity of our Council

Overarching principle

Prioritising prevention and promoting equality

SPI category

Equality and diversity

Overarching principle

Indicator	Source	Frequency
% of the highest paid 2% of employees that are women	SOLACE	Annual
% of the highest paid 5% of employees that are women	SOLACE	Annual

Services built around people and communities

Responsiveness to its communities

Indicator	Source	Frequency
% of people agreeing that 'My council is good at listening to local people's views before it takes decisions'	ELC	Annual
% of complaints resolved at stage 1	ELC	Quarterly
Number of complaints	ELC	Quarterly
% of stage 2 complaints upheld	ELC	Quarterly
% of complaints responded to within 20 working days	ELC	Quarterly
% of calls answered by the contact centre within 7 rings	ELC	Quarterly
SOCITM user satisfaction score	ELC	Annual
% of adults satisfied with libraries	SOLACE	Annual
% of adults satisfied with museums and galleries	SOLACE	Annual

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 30 April 2013

BY: Executive Director (Services for Communities)

SUBJECT: Scottish Housing Regulator Report and Improvement Plan

5

1. PURPOSE

- 1.1. To provide members of the Policy and Performance Review Committee (PPRC) with an overview of the main areas for improvement which have been put in place to respond to the Scottish Housing Regulator's Final Inquiry Report.

2. RECOMMENDATIONS

- 2.1. It is recommended that PPRC note the content of the Scottish Housing Regulator's Final Inquiry Report (Appendix 1) and the Council's Improvement Plan (Appendix 2).

3. BACKGROUND

Since 2009, the Scottish Housing Regulator, Audit Scotland and other scrutiny bodies have been taking a joint approach to planning activity that is proportionate and risk based – the Shared Risk Assessment process. This process produces an Assurance and Improvement Plan (AIP) for each local authority in Scotland. East Lothian's AIP for 2011/12 highlighted uncertainties around potential risks in the Council's Homelessness service and in its progress towards meeting the Scottish Housing Quality Standard (SHQS) in 2015. Given this, it was agreed that an Inquiry would be targeted primarily at these potential risks. This focused Inquiry was carried out in early 2012 and does not constitute a comprehensive assessment of the Council's homelessness or asset management/property maintenance services.

- 3.1. The Final Inquiry Report accordingly sets out findings of the Inquiry and key areas for improvement action in relation to those areas of focus, namely homelessness (including progress towards the abolition of priority need, assessment decisions, temporary outcomes and permanent outcomes) and asset management and progress towards meeting the SHQS (including tenant satisfaction, asset management strategy and planning, new homes and investment). The Final Inquiry Report is attached at Appendix 1.

- 3.2. Scrutiny activity in relation to homelessness had three specific areas of focus and the findings reflect these. It was recommended the Council should:
- Improve consistency in relation to assessment decisions;
 - Improve temporary and permanent outcomes for people who are homeless; and
 - It was noted that the Council could improve its approach to planning for the abolition of priority need in 2012.
- 3.3. In asset management and progress towards SHQS it was recommended the Council should:
- Continue to work to mitigate the risks identified to the achievement of SHQS by 2015;
 - Further develop its approach to reporting SHQS performance to management and Committee;
 - Ensure that it understands the issues around communal improvements where the co-operation of owners is required; and
 - Ensure it addresses the increasing trend in arrears.
- 3.4. Regulated bodies are expected to respond to the issues raised in the Report, with a formal response. An Improvement Plan has subsequently been prepared, with actions, key milestones and timescales, to address key issues raised in the Report. This is required to be submitted to the Scottish Housing Regulator, integral to a broader ongoing engagement process. The Improvement Plan is attached at Appendix 2

4. POLICY IMPLICATIONS

- 4.1 There are no policy implications arising from this report.

5. EQUALITIES IMPACT ASSESSMENT

- 5.1 This Report is not applicable to the wellbeing of equalities groups and an Equalities Impact Assessment is not required.

6. RESOURCE IMPLICATIONS

- 6.1 Financial – None
- 6.2 Personnel – None
- 6.3 Other – None

7 BACKGROUND PAPERS

7.1 Final Inquiry Report – Appendix 1

7.2 Improvement Plan – Appendix 2

AUTHOR'S NAME	Esther Wilson
DESIGNATION	Housing Strategy and Development Service Manager
CONTACT INFO	Esther Wilson – Ext 7361



Scottish Housing
Regulator

Final Inquiry Report
East Lothian Council
November 2012

1 Background to the report

- 1.1 This Inquiry was carried out by the Scottish Housing Regulator under section 42 of the Housing (Scotland) Act 2010.
- 1.2 Communities Scotland's Regulation and Inspection branch previously inspected East Lothian Council's landlord and homelessness services in 2003. It awarded the following grades:
 - Housing Management – “C” or “Fair”
 - Property Maintenance – “C” or “Fair”
 - Homelessness – “D” or “Poor”
- 1.3 In line with practice at that time, we re-inspected the Council's Homelessness Services in 2008 and awarded a “C” or “Fair” grade, to reflect the improvements we saw at that time.
- 1.4 Since 2009 the Scottish Housing Regulator, Audit Scotland and other scrutiny bodies are taking a joint approach to planning activity that is proportionate and risk based – the Shared Risk Assessment process. This produces an Assurance and Improvement Plan (AIP) for each local authority in Scotland. East Lothian's AIP for 2011/12 highlighted uncertainties around potential risks in the Council's Homelessness service and in its progress towards meeting the Scottish Housing Quality Standard (SHQS) in 2015. Following discussion with the Council we agreed to complete an Inquiry targeted primarily at these potential risks and to delay this work until the end of 2011/12.
- 1.5 For our Inquiry we looked only at these areas in order to seek assurance about the Council's performance. This report is therefore not a comprehensive assessment of East Lothian Council's homelessness or asset management/property maintenance services.
- 1.6 This scrutiny was led by Lynn Sweeney (Inspection Manager) and the team included Donna Matthewson and Robbie Fraser (Inspectors) and Gillian Findlay and Carolynne White (Inspection Officers). Niall Beattie (Business Analyst) shadowed our scrutiny work. We were also joined by Danny Mullen (Tenant Assessor) and were on site in February 2012.

2 Responding to this report

- 2.1 We expect all regulated bodies to report our findings to service users and to respond to the issues raised within the report.
- 2.2 The findings of our scrutiny activity will feed into our work with Audit Scotland and other scrutiny bodies on the Local Area Network (LAN). We will have a continuing regulatory engagement with the Council and we will decide the exact level of this engagement through the LAN for East Lothian Council. This will be outlined in the 2013/14 AIP.

3 Report findings

Asset Management and progress towards SHQS

Tenant Satisfaction

- 3.1 The Council undertakes a good range of customer satisfaction surveys for all tenants who participate in a number of capital improvement works, such as kitchen and bathrooms, re-wiring and aids and adaptations improvements. We saw some evidence that the Council uses the outcomes and results of these to inform future service improvements to the capital programme. However it could further develop these surveys to determine overall satisfaction levels with each programme.
- 3.2 For the 2011 customer feedback surveys we saw high levels of satisfaction, across the contracts, although satisfaction levels for its re-wiring work are lower than for the kitchen or bathroom programmes.

Asset management strategy and planning

- 3.3 The Council has developed a Corporate Asset Management Strategy. However we saw that this lacks specific details around how it will manage its housing property assets in relation to stock condition information, need and demand information, assessment of resource requirements and plans for investment, strategic planning and setting out a performance management framework. The Council told us that it has plans to develop an Asset Management Strategy specifically for the Community Housing and Property Management Service.
- 3.4 We saw that the Council's strategic objectives and investment priorities are outlined in a number of other existing plans, which include the stock condition survey report which was undertaken by an external consultant, the Council's Strategic Housing Investment Plan (SHIP), Local Housing Strategy (LHS) and service Unit Plans. The Council's key strategic objectives include increasing the supply of affordable housing and achieving the delivery of SHQS by 2015.
- 3.5 According to its 2011 annual SHQS return to SHR, the Council now holds 94% stock condition information and this is positive. The Council based this on a 25% rolling programme which began in 2006. We saw that the Council uses a stand alone stock condition database and whilst we saw that this covers all SHQS elements, we identified a number of gaps and risks with the database, these include:
 - lack of integration with its housing management system;
 - over-reliance on the stock condition survey report;
 - lack of validation and updating to ensure accuracy of database and stock condition information;
 - lack of staff access to update the database;

- information gaps in the database, for example it doesn't record year of installation for programmes; and
 - limited reporting capability.
- 3.6 The Council has plans to replace the current database to provide greater functionality and integration.
- 3.7 The Council has achieved 55% SHQS compliance in 2011 and has provided good information on the reasons for properties that do not yet meet the standard. This is an improvement on the Council's previous position.
- 3.8 The Council told us that it will achieve SHQS by 2015 and plans to invest £6 million per year in its stock over the next 5 years. There are however a number of risks and challenges to its achievement of SHQS by 2015, these include:
- the Council is heavily reliant on borrowing to fund SHQS and other capital investment;
 - it will not achieve all elements of the investment programme this year and there is a lack of flexibility in bringing forward other elements of the programme;
 - there is a lack of validation and gaps with the stock condition information;
 - there is uncertainty regarding communal improvements where the co-operation of owners is required; and
 - the Council's reported SHQS performance to management and Committee is under-developed.
- 3.9 In addition, the Council's rent arrears are increasing although we saw that it has some plans in place to begin to address this. The financing of SHQS was a key feature of its recent rent consultation exercise to ensure that sufficient funding is in place to deliver the investment programme and meet SHQS by 2015.

New Homes

- 3.10 The Council's SHIP outlines the need to increase the supply of quality affordable housing in East Lothian. The Council has been involved in a range of new build projects and has well developed plans for building new homes.
- 3.11 The Council has developed a design guide and specification for its new build programme which will require its housing to meet housing for varying needs and energy efficiency standards to help address fuel poverty issues.
- 3.12 Stakeholder consultation has been an integral element of the new build programme and the Council has incorporated feedback into the design of future wheelchair accessible properties. The Council has also recently undertaken a post completion review for a number of completed new build projects.

Investment

- 3.13 The Council has consistently invested in its stock and has plans to continue to invest £11 million over the next five years to deliver its modernisation programme. It is continuing to focus its spending on kitchens, bathrooms and rewiring. The Council could improve its approach to telling its tenants where their houses are positioned in these programmes, improve its performance reporting and develop targets for investment work in terms of volume and quality including benchmarking costs.
- 3.14 The Council told us that it post inspects 80-90% of its modernisation programme in addition to issuing customer satisfaction surveys. The Council could further develop its reporting on the outcomes from these.

Key areas for improvement action

- 3.15 In asset management strategy and planning East Lothian Council should:
- continue to work to mitigate the risks identified to the achievement of SHQS by 2015;
 - further develop its approach to reporting SHQS performance to management and Committee;
 - ensure that it understands the issues around communal improvements where the co-operation of owners is required; and
 - ensure it addresses the increasing trend in arrears.

Homelessness

- 3.16 Our scrutiny activity had three specific areas of focus and our findings reflect these:
- the abolition of priority need in 2012;
 - the Council's assessment processes; and
 - outcomes for people who are homeless.

Progress towards 2012 – the abolition of priority need

- 3.17 The Council is not preparing well for the abolition of priority need and we saw that it intends to simply continue with the current system until it is statutorily compelled to remove the priority distinction. The Council continues to allocate houses to homeless people at a low level and its two tiered approach to the assessment of homeless people also impacts on its preparation for abolition this year.

Assessment decisions

- 3.18 We saw that the Council has a good understanding of its statutory homeless assessment process. However, it does not always make consistent decisions. We saw good examples of cases being dealt with through the Council's prevention and housing options approach, however we also saw that the Council is not always meeting its obligations to people who may be homeless and that this can impact on outcomes for some of these people.

Temporary outcomes

- 3.19 We visited a number of temporary accommodation units used by the Council and found these to be variable and range from poor to high quality. The Council is aware that it needs to do work to ensure the quality and supply of temporary accommodation and we also saw that it has made improvements to how it procures and manages this.
- 3.20 Of the Council's temporary housing, it continues to use Bed and Breakfast (B&B) accommodation the most; 451 households (38%) in 2010/11. Since our initial inspection in 2003 the Council has maintained a strong focus on ensuring that it does not breach the Unsuitable Accommodation Order (2004) and has reported no breaches since 2007/08. This is positive.
- 3.21 The Council is aware of certain pressures on its use of temporary accommodation. It told us that it is working to reduce its reliance on B&B accommodation, to increase the supply of temporary accommodation and to provide specialist temporary accommodation for specific clients groups.

Permanent Outcomes

- 3.22 The Council's current allocations policy was introduced in July 2007. The policy is based on a groups and points system and when a house becomes empty it is automatically placed in a group – either general needs or transfers. Each year the Council approves annual targets for allocations to these groups. For 2011/12 the targets were set at 65% to general needs, 32% to transfers and 3% to a sustainable communities category, which operates in a specific area of Tranent. It includes lets to homeless people in the general needs category.
- 3.23 The Council also introduced a series of lettings plans which it uses to allocate houses in its new build developments. Allocations the Council makes as part of these lettings plans sit out with the set categories and targets contained in its published policy and have not been subject to individual equalities impacts assessments. The plans aim to target new build allocations firstly at transfer applicants on the housing list. The Council told us that this creates a vacancy chain which frees up an additional house to let to the general needs category in its allocations policy and so this practice is beneficial in increasing the number of houses available for let.
- 3.24 In our case reviews we saw some early examples where new build homes were allocated to transfer applicants with no housing need. In its more recent developments the Council has reviewed this practice, although we saw that applicants with the lowest levels of need continue to receive preference over those with a higher priority for housing. In addition, the vacancy chain we analysed did not realise any numerical advantage for homeless people.
- 3.25 The Council told us that it plans to review its allocations policy and intends to implement a new policy later this year. With these changes in mind, it has not yet reviewed its targets. We saw that most people that the Council assesses as statutorily homeless receive good outcomes and in 2010/11 the Council let 276 houses to homeless people. It told us that this figure represents the highest number of lets the Council has made to this group. Although this is positive, we saw that homeless people wait long periods of time before they receive offers of accommodation and in part this is caused by the Council's allocations policy.

- 3.26 We also saw that the route taken to secure housing can impact on the quality of people's permanent outcomes. The abolition of priority need means that more people will become eligible for statutory homeless outcomes than is currently the case in East Lothian. The Council is aware that it needs to quickly put plans in place to address this, particularly in relation to its temporary and settled accommodation.
- 3.27 In summary, the Council is able to demonstrate a good approach to some homeless people and a poorer approach to others. The way that the Council allocates its houses means that homeless people wait long periods of time before being offered housing, although this may be addressed by its planned allocations policy review. We saw that officers have produced strong statistical analysis and performance information on the risks posed to the service by the abolition of priority need. They have also begun to profile issues which may impact on sustainable outcomes because of changes to welfare benefits. The Council's programme of new build housing has not increased, in percentage terms, its allocations to homeless people.

SHR Report	Report Para	Outcome Required	Actions Planned	Lead Officer	Key milestones	Comments / Update	Timescale
1. Asset Management and Progress Towards SHQS							
1a. Tenant Satisfaction							
Further develop customer satisfaction surveys to determine overall satisfaction levels with each capital programme	3.1	Increased awareness of satisfaction levels and ability to influence each programme	Improve customer satisfaction surveys	JC	Evaluate effectiveness of existing surveys (content, methods and response rate) and prioritise areas for review (responsive repairs, kitchens, bathrooms and rewires) Agree plan / timescale to revise surveys Implement improved surveys		Sept 2013 Oct 2013 Oct 2014
1b. Asset Management Strategy and Planning							
Corporate Asset Management Strategy lacks detail about managing housing property assets in relation to stock condition and need and demand information; assessment of resource requirements and plans for investment, strategy planning and setting out a performance management framework	3.3	Improved strategic approach to managing housing property assets	Develop a Housing Asset Management Strategy	AE / LM	Agree Project Manager and establish Programme Board Review Corporate Asset Management Strategy / draft PID / Project Plan in line with revised Guidance Agree PID / Project Plan Implement Project Plan Produce draft Strategy Consult on draft Strategy		April 2013 May 2013 July 2013 Aug 2013 Dec 2013 Jan 2014

					Produce final Strategy		May 2014
					Cabinet approval		June 2014
<p>Identification of gaps and risks with stock condition database:</p> <ul style="list-style-type: none"> Lack of integration between stock condition database and housing management system and over reliance on stock condition survey report 	3.5	Improved system in place with increased functionality and integration with OIS Management and Repairs systems / Ability to produce Council reports	Replace current database with new asset management system to enable production of comprehensive Council stock condition survey reports	AE / PI	<p>Establish Project Board to agree requirements for new system and procure new asset management system</p> <p>Procurement of new system</p> <p>Development / implementation of new system</p> <p>Staff training programme rolled out</p> <p>New system live</p>		<p>April 2013</p> <p>June 2013</p> <p>Sept 2013</p> <p>Nov 2013</p> <p>Dec 2013</p>
<ul style="list-style-type: none"> Lack of validation and updating of database 	3.5	Validation and updating of database	Establish programme of Council on-site surveys to validate Savills data / assess current and future SHQS fails	AE	<p>Establish programme</p> <p>Review programme</p>		<p>Jan 2013</p> <p>July 2013</p>
<ul style="list-style-type: none"> Lack of staff access to update database 	3.5	Improved access for staff	Develop and implement staff training programme re new asset management system	JC	<p>Devise and agree staff training programme</p> <p>Staff training programme rolled out</p>		<p>Sept 2013</p> <p>Nov 2013</p>

<ul style="list-style-type: none"> Information gaps in the database 	3.5	Comprehensive database	Develop new asset management system	AE / PI	As above		Dec 2013
<ul style="list-style-type: none"> Limited reporting capability 	3.5	Improved reporting mechanisms in place	Develop new asset management system	AE / PI	As above		Dec 2013
<p>Identification of risks and challenges to achieving SHQS by 2015:</p> <ul style="list-style-type: none"> ELC is heavily reliant on borrowing to fund SHQS and other capital investment 	3.8	Reduced reliance on borrowing to fund SHQS and other capital investment	Review funding for SHQS and other capital investment	RJ / AG		Completed as part of budget setting process for 2013/14	Mar 2013
<ul style="list-style-type: none"> ELC will not achieve all elements of investment programme this year / lack of flexibility in bringing forward other elements of the programme 	3.8	Improve programme flexibility	Review programme flexibility / targeting	AE	Review programme flexibility / targeting as part of wider asset management strategy to include monitoring / evaluation framework		June 2014
<ul style="list-style-type: none"> Lack of validation and gaps with stock condition information 	3.8	Validation and updating of database	Establish programme of Council on-site surveys to validate condition data	AE	Establish programme Review programme		Jan 2013 Jul 2013
<ul style="list-style-type: none"> Uncertainty regarding communal improvements where the co-operation of owners is required 	3.8	Transparent process regarding communal improvements	Develop and implement policy on communal improvements	EW / AE	Develop draft policy Consult on draft policy Produce and agree final policy		Sep 2013 Oct 2013 Dec 2013

<ul style="list-style-type: none"> ELC's reported SHQS performance to management and Committee is under-developed 	3.8	Effective reporting on performance	Establish and agree reporting mechanisms	AE	<p>Agree reporting mechanisms to CMT</p> <p>Report to PPRC / Provide input to LHS Review and report to ELHP</p>		<p>Apr 2013</p> <p>Annually (July)</p>
1c. Investment							
Approach to informing tenants of proposed programme could be improved	3.13	Improved approach to informing tenants of proposed programme	Implement revised approach	CMC	<p>Review existing approach in conjunction with Tenants Panel</p> <p>Draft revised procedures / consult on revised procedures</p> <p>Agree finalised procedures</p>	Discussions ongoing with Tenants Panel	<p>Aug 2013</p> <p>Oct 2013</p> <p>April 2014</p>
Develop targets for investment work in terms of volume and quality including benchmarking costs	3.13	Compliance with Best Value	Implement quality assurance framework	PI	<p>Review existing approach</p> <p>Implement quality assurance framework</p>		<p>April 2014</p> <p>Oct 2014</p>
Mitigate risks identified to the achievement of SHQS by 2015	3.15	Improved understanding of risk and strategic approach to managing risk	Develop and implement a risk log	AE	<p>Develop risk log and include in Asset Management Strategy PID / LHS</p> <p>Report annually on action taken to mitigate risks</p>		<p>May 2013</p> <p>Annually (July)</p>
Further develop approach to reporting SHQS performance to management and Committee	3.15	Effective reporting on performance	Establish and agree reporting mechanisms	AE	<p>Agree reporting mechanisms at CMT</p> <p>Report to PPRC / Provide input to LHS Review and</p>		<p>Apr 2013</p> <p>Annually (July)</p>

					report to ELHP		
Ensure ELC understands issues around communal improvements where co-operation of owners is required	3.15	Improved understanding of issues and process regarding communal improvements	Develop and implement policy on communal improvements	EW / AE	Develop draft policy Consult on draft policy Produce and agree final policy		June 2013 July 2013 Sept 2013
Address increasing trend in arrears	3.15	Reduce arrears / produce rent arrears improvement plan	Implement Rent Arrears Improvement Plan Review the following specific payment mechanisms with tenants - online/telephone/direct debit - to establish how services should be focused to enable tenants to manage their finances effectively and pay their rent on time	KC / CMC	As per Rent Arrears Improvement Plan Review efficacy of exiting payment mechanisms Implement actions arising from review		2014

2. Homelessness							
2a. Progress Towards 2012 – The Abolition of Priority Need							
ELC's two tiered approach to the assessment of homeless people impacts upon its preparation for abolition of priority need	3.17	Review approach to preparing for abolition of priority need	Agree policy setting out approach to preparing for abolition of priority need	IP	N/A	COMPLETE – Policy agreed in 2007/08 and adhered to in practice	N/A
		Increase transparency re homelessness assessments	Agree homelessness assessment diagram / customer journey	IP	Review customer journey		Dec 2012
					Share homelessness assessment practices with East HUB		Mar 2013
					Finalise and agree homelessness assessment diagram (customer journey)		Mar 2013
ELC continues to allocate houses to homeless people at a low level	3.17 / 3.27	Review levels of allocations to homeless people	Revise existing allocations policy and implement changes	JC	Review allocations policy inc allocations to homeless people		Apr 2013
					Produce draft revised policy		Apr 2013
					Consult on revised policy		June 2013
					Finalise and agree revised policy		Aug 2013
ELC does not always make consistent homelessness decisions / does not always meet obligations to people who may be homeless	3.18	Consistency in making homelessness decisions / fulfilling obligations	Put quality assurance processes in place	IP	Review consistency of Council homelessness processes		Dec 2012
					Develop quality assurance framework		Aug 2013

					Implement quality assurance framework		Sep 2013
ELC needs to do work to ensure the quality and supply of temporary accommodation	3.19	Aim to reduce B&B accommodation	Review Temporary Accommodation Strategy	IP	Review Temporary Accommodation Strategy Revise Temporary Accommodation Strategy		Sep 2013 Nov 2013
Issues around allocations – Evidence of new build homes allocated to transfer applicants with no housing need Applicants with lowest levels of need receive preference over those with a higher priority for housing Vacancy chain does not realise any numerical advantage for homeless people Homeless people wait long periods of time before they receive offers of accommodation	3.23 - 3.25	Improve existing allocations policy	Revise existing allocations policy and implement changes	JC	Review allocations policy Produce draft revised policy Consult on revised policy Finalise and agree revised policy		Apr 2013 Apr 2013 June 2013 Aug 2013
The route taken to secure housing can impact on the quality of people's permanent outcomes	3.26	Improve quality of people's permanent outcomes	Implement Housing Information and Advice Strategy	JC / NS JC / NS	Launch Enquire and Enlight manuals Complete implementation of Housing Information and Advice Strategy Action Plan		Oct 2013 March 2014

Requirement to put plans in place to address increasing eligibility for statutory homeless outcomes	3.26	Address increasing statutory homelessness	Review Temporary Accommodation Strategy	IP	Review Temporary Accommodation Strategy Agree revisions to Temporary Accommodation Strategy		Sep 2013 Dec 2013
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Policy and Performance Review Committee: Annual Work Programme 2013 Update (April 2013)

Date	Performance Monitoring/ Inspection Reports	Reports requested by members/ Other Reports
30 th Apr 2013	Customer Feedback – annual/ six monthly report Local Government Benchmarking Framework Review of Key Performance Indicators	Report from the Scottish Housing Regulator and Improvement Plan Transportation Services Review: Scoping Report Work programme update
18 th Jun 2013	Q4 Performance Indicators	Annual report on Scottish Housing Quality Standards Roads Asset Management Plan Annual Report Council House Repairs Council Improvement Plan 2013/14 Work programme update
Sept 2013	Q1 Performance Indicators Council Annual Performance Report Adult and Child Protection performance monitoring report Social Work Complaints and Feedback Annual Report Customer Feedback – six monthly report	Review of Progress in Delivering the Economic Development Strategy Impact of Welfare Reform Work programme update
Nov 2013	Q2 Performance Indicators 2012/ 1013 Statutory Performance Indicators Comparison Report	Planning Performance Framework Work programme update