



**MINUTES OF THE MEETING OF THE
POLICY AND PERFORMANCE REVIEW COMMITTEE**

**TUESDAY 16 JUNE 2015
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

1

Committee Members Present:

Councillor D Berry (Convener)
Councillor J Gillies
Councillor J Goodfellow
Councillor P McLennan
Councillor J Williamson
Councillor J Caldwell
Councillor P MacKenzie

Council Officials Present:

Ms M Patterson, Depute Chief Executive – Partnerships and Community Services
Ms S Saunders, Head of Children’s Wellbeing
Mr D Nightingale, Head of Education
Mr R Montgomery, Head of Infrastructure
Mr T Shearer, Head of Communities and Partnerships
Mr D Proudfoot, Head of Development (Interim)
Ms F Duncan, Service Manager, Criminal Justice
Mr R McGill, Contact Centre Manager
Ms A Wishart, Quality Improvement Officer
Mr A Stubbs, Service Manager for Roads
Mr W Laird, Senior Roads Officer
Ms A Thompson, Public Protection Team Manager
Mr P Vestri, Service Manager – Corporate Policy and Improvement
Mr A Strickland, Policy Officer

Clerk:

Mrs F Stewart, Committee Assistant

Apologies:

Councillor F McAllister

Declarations of Interest:

None

1. MINUTE OF PPRC MEETING ON 23 APRIL 2015

The Minute of the PPRC meeting on 23 April 2015 was agreed to be a true record of the meeting. There were no matters arising.

2. LITERACY LEVELS IN EAST LoTHIAN SCHOOLS

The Depute Chief Executive, Resources and People Services, had submitted a report to inform the Committee of current levels in East Lothian schools based on the most recent PIPs, InCAS and Insight National Benchmarking.

Darrin Nightingale, Head of Education, introduced Alison Wishart, Quality Improvement Officer. Following the report and Action Plan brought before the Committee in September 2014, he advised that literacy levels in East Lothian Schools were improving. Mr Nightingale summarised the report and highlighted key points. He advised that InCAS assessments were carried out for the first time in East Lothian Schools during the 2014/15 session and technical issues may have resulted in the first results for Primary 7 not being fully reflective of the actual ability of the Primary 7 cohort. He advised that a Scottish Survey of Literacy Levels had shown that girls outperformed boys in reading at P4 and S2 stages and, in writing, girls had outperformed boys at all stages. The report also showed Averaging Reading Performance for P3-7, boys and girls, for the most deprived 30%, middle 40% and least deprived 30% areas. While boys in P3 in the most deprived areas had performed above the national average, Mr Nightingale still wanted to see performance improve further. In respect of the Senior phase, a table showing literacy achievement for all pupils leaving school from 2009/10, showed that boys in East Lothian had left last year with a performance lower than comparators. Mr Nightingale also informed Members of the Reading from Day One initiative, which provided children with additional support pre Primary 1.

Councillor Caldwell stated that girls outperforming boys had been a feature of previous reports and enquired if there was likely to be an answer to this problem. Ms Wishart advised that East Lothian staff had attended a meeting in Edinburgh, (part of collaboration with Edinburgh City Council), on raising attainment in boys. The speaker at that meeting had now been invited to come to East Lothian and it was hoped that at least one representative from every school would attend a meeting in October. The speaker had a substantial record in raising attainment and the talk would explore strategies and techniques. Ms Wishart advised that her team also worked closely with child psychologists, adding that East Lothian was not alone in the disparity of performance between boys and girls.

In relation to the child psychologists, Mr Nightingale advised that the number of referrals from GPs, or as a result of assessments, had increased significantly. There was currently 600 hours of additional support available in early learning and this was likely to increase to 1114 hours in the next few years. Mr Nightingale advised that additional funding would be needed to meet the present demands for this service.

Councillor MacKenzie referred to the progress of P1 pupils in reading which was typically below the norm since 2009/10. He asked if removing EDI (Early Development Instrument) or adapting it in some way, would provide a greater insight into any problems there may be. Mr Nightingale replied that one round of EDI had been completed and it had been agreed to do the next round to ascertain if any trend had become evident. Ms Wishart advised that data is available and one major issue

was lack of sleep due to young people spending prolonged periods on electronic devices. The Chair stated that the effects of young people using devices and the impact of the media would show up in every Local Authority. He therefore recommended that the Committee focussed on the action being taken to address the problem. Mr Nightingale stated that it was very difficult to influence the behaviour of pupils between 3pm and 9 am, but schools could stress to parents how important it is for their children to have good sleeping patterns and encourage them to spend less time on their devices. Councillor Currie stated that there was also a wider Community Planning context; EDI data had led to Book Bugs, parenting groups, Learning from the Start and Guidance to Parents.

Councillor McLennan noted that the report related to the performance pupils in P1-7. He suggested that perhaps more focus could be placed upon how prepared pupils are to begin learning in P1.

Action Point: The Chair to meet with Darrin Nightingale to agree the criteria for a report on pre-school children and their transition to P1.

Councillor Goodfellow noted that the focus of the Scottish Literary Levels Survey (SSLN) focussed on reading and he requested more information on listening/talking. Mr Nightingale replied that teachers do carry out assessments in listening/talking but this information was not required for the survey. However, this information would be included in next year's report.

The Chair thanked Mr Nightingale and Ms Wishart for their valuable report.

Decision

The Committee agreed to note the contents of this report.

3. EAST LoTHIAN COUNCIL CUSTOMER CONTACT CENTRE

The Depute Chief Executive, Partnerships and Community Services, had submitted a report to advise the Committee on the performance of the Council's Contact Centre.

Raymond McGill, Contact Centre Manager, presented the report. He advised that the Contact Centre had been established in 2005 when there were 2 teams within the Centre. There were now 4 teams, each with a dedicated staffing establishment: the Contact Team, where staff answered calls regarding Council Services; the Community Access Team where staff answered calls relating to adult and children wellbeing services; the Community Response Team which provided a 24/7/365 service to East and Midlothian residents and the Systems Development Team which provided IT and development support. Mr McGill stated that there were slightly fewer calls coming through the Centre now compared to 2009, but the change in the nature of the calls since then had been significant. Since 2013, over 72% of all calls are now dealt with through the automated switchboard. Mr McGill reported that, in the last 3 years, Adult Social Care calls had increased by 48% to 29,995. Community Housing calls had also increased and the Contact Centre now makes appointments for customers at the first point of contact. This increased the lengths of the calls, although there had been no additional staffing resource. Mr McGill advised that 97.5% of switchboard calls had been answered last year and the response rate to answering all calls was just below the 70% target. An annual survey of the service had also returned very good results. The Centre had invested in staff training and 17 had qualified with a Customer Service

Professional Qualification. The Contact Centre was now recruiting to two vacant positions.

The Chair stated that the recent visit made by PPRC Members to the Contact Centre had been very valuable.

Councillor Caldwell asked about the performance of voice recognition using the automated switchboard and Mr McGill replied that, at the time of purchase of the system, the company advised that 70% of calls could be recognised. The Centre was currently at 72%. He explained that the system worked on phonetics and accents could pose a problem but adjustments to the system were being made.

Councillor Williamson referred to the ELC Residents' Survey 2014 which showed that a low percentage of residents had used the automated call system, and enquired if the reasons for this were known. Mr McGill replied that some improvements had been made to the system following discussions with the East Lothian Tenants and Residents Panel (ELTRP).

Councillor Goodfellow considered that the Contact Centre did an excellent job despite a vastly increased workload. The Chair echoed this comment and stated that it was likely that many people within the Council did not recognise the extent of the work they carried out.

Decision

The Committee agreed to note the performance of the Council's Contact Centre.

4. ADULT PROTECTION AND CHILD PROTECTION ANNUAL MONITORING REPORTING TO ELECTED MEMBERS – APRIL 2014 to MARCH 2015

The Acting Chief Social Work Officer (ACSWO) had submitted a report giving an overview of the statistical performance information from the Public Protection Committee for Child and Adult Protection for the year 1 April 2014 to 31 March 2015.

Fiona Duncan, (ACSWO), presented the report. In relation to Child Protection, Ms Duncan advised that the number of children on the register had remained fairly constant and there had been a reduction in the number of children returning to the register. An inspection of the service had been carried out towards the end of 2013 and Improvement Plans had arisen from that. Ms Duncan advised that the Performance and Equality Improvement Group monitored the service to ensure that there were positive outcomes for adults and children. On Adult Protection, Ms Duncan advised that the number of referrals had remained much the same over the past two years and of those referrals, approximately a third progressed to investigation. The majority of investigations related to females, particularly those aged below 46 years and those aged above 85 years. For many of those women, the place of harm was in the home but now financial harm was one of the most common in relation to adult support and protection. Relevant staff training had now been introduced to address this development. Ms Duncan advised that the Police had now moved into the Public Protection Office and the Fire Brigade also offered support, particularly in respect of early interventions. Finally, Ms Duncan advised that the Performance Framework was in the process of being drafted and she would report back on this in September. The Public Protection Office had, in her view, been a

positive development for East and Midlothian, the only joint public protection unit in Scotland.

Councillor MacKenzie asked what progress there was with establishing a local Child Protection Disability Forum and Sharon Saunders, Head of Children's Wellbeing, replied that the Forum was in the early stages of development and its progress would become clearer over the next few months. Councillor MacKenzie also stated that he had heard it reported that child protection figures were declining and asked if Ms Duncan agreed that successful partnership working could help reduce these figures. Ms Duncan replied that there was confidence that these figures could come down. Sharon Saunders advised that, as a result of multi-agency working, there were now common approaches to assessments, practices and processes. In East Lothian, there had traditionally been a low number of Looked After Children compared to other Local authorities and the numbers remained almost static. Numbers did fluctuate from time to time but the number itself was not the most important indicator, as, for example, on any one day, a large sibling group could be added to the register having significant impact on the register. She therefore stressed the need to concentrate on the professionalism of the workers within the service.

Councillor Goodfellow referred to the report on Violence Against Women and Girls and pointed out that it can also be the reverse, violence against men by women, or, looking forward, men against men and women against women. Ms Duncan agreed but advised that as the majority of violence currently was men against women, the service was set up accordingly. She added that the most important aspect was that everyone should feel able to come forward, regardless of the circumstances. Any agency which could not help would refer callers to another agency. The service was also monitored and if the profile of victims changed the service would change to meet the need.

The Chair suggested that the Midlothian figures offered a good comparison for East Lothian data and considered that the figures showed a generally positive trend although this had not been highlighted in the report. Ms Saunders advised that Ms Duncan was also responsible for the Annual Public Protection report which would be brought forward in September and this would provide more detail. The Chair, in response, stated that he would like to see an evaluation and a more critical analysis of the public reports. Ms Duncan offered to include this in her next report.

Decision

The Committee agreed to note the contents of the East and Midlothian Public Protection Annual Report 2014/15.

5. MONITORING OF ROADWORKS – JANUARY 2013 to MARCH 2015

The Depute Chief Executive, Partnerships and Community Services, submitted a report to provide details of the performance of Public Utilities/Statutory Undertakers (SU) and their contractors working within East Lothian during Quarter 4 of 2012/13 to Quarter 4 of 2014/15 and to monitor trends/progress by comparing performance throughout this period. The report also included the results of the ongoing Customer Satisfaction Feedback for road works sites and other projects carried out by in-house and external contractors, and comment on the content of the 2013 and 2014 Annual Performance Review for East Lothian Council as issued by the Scottish Roadworks Commissioner.

Mr Laird, Senior Roads Officer, presented the report. He advised that, as part of their monitoring of internal/external road contractors, letters were sent to householders and others directly affected by planned works. This notification process advises of the nature and anticipated duration of the works and includes the contact details of the engineer responsible for the works. During January 2013 to January 2015, feedback had been received on some 208 diverse projects including carriageway resurfacing, installation of new traffic signals and road safety improvements. The analysis of the responses received indicated that 93% of the respondents were satisfied or very satisfied with the standard of works undertaken. The Roads Service had also achieved 2 star awards for recent projects.

Mr Laird reported the results of the 2013 National Coring Programme, road reinstatements by Statutory Undertakers. Of 24 cores extracted and checked at random locations, 17 complied with the required standards for material types used and layer thickness. All the re-instatement locations where failed cores were identified had been replaced and now conform to the required specification. Mr Laird also advised that the Scottish Road Works Commissioner had issued two reviews in the period of this report which outlined areas where the service had performed well and areas for improvement.

Mr Laird outlined a number of major roads projects which had been completed in the last 12 months and stated that he was confident the measures outlined in the report would improve the overall performance of Road Services.

Councillor Goodfellow noted that the Scottish Roadworks Commissioner had issued penalties to some utilities for failing to comply with legal requirements on road reinstatements. He enquired if utilities had a duty to return and do the re-instatement to the required standard and Mr Laird replied that they did, and if the work still failed to meet the required standard, the Commissioner could order the work to be done by another company and recover the cost from them.

Councillor MacKenzie referred to the extensive roadworks carried out in his ward which had caused disruption to local people and asked if Councillors could be briefed on large scale projects in advance of them taking place. The Chair also suggested that, for certain large projects, a press release in a local newspaper would ensure that the public were informed.

In response to other questions by Members, Mr Laird advised that charges for cores were recharged to the utility companies, open holes in the road surface were monitored and risk assessed, and income was generated from inspections carried out by the Council.

Decision

The Committee agreed to note the content of the report and the action points in response to the Scottish Road Works Commissioner's Performance reviews.

6. PERFORMANCE REPORT, Q4 2014-15

The Depute Chief Executive, Partnerships and Community Services, had submitted a report to provide the Committee with information regarding the performance of Council services during Q4 (January-March) 2014/15.

Andrew Strickland presented the report. He advised that Members of the Committee had attended the performance briefing for Q4 2014/15 on 25 May 2015 to review the performance of the Council. At that time, questions had been raised on the percentage of Trading Standards consumer complaints responded to within 14 days. Members noted that performance on this Indicator had declined compared to previous quarters in which performance had typically reached 94 or 95%. Trading Standards had responded that dealing with complaints of a more complex nature had impacted upon performance.

The Chair welcomed the improvement in rent collected as a percentage of total rent due and also the improving trend in relation to the percentage of calls within the Contact Centre (excluding the switchboard) answered within 20 seconds.

Mr Strickland responded to a number of enquiries from Members. Councillor Caldwell noted that there was no Q4 figure for the number of fly tipping incidents and Mr Strickland advised that he understood that the performance of this indicator had improved. The Q3 indicator was shown in red as the number of incidents was higher than the target figure.

Decision

The Committee agreed to use the information provided in the report to consider whether any aspect of the Council’s performance was in need of improvement or further investigation.

7. ANNUAL WORK PROGRAMME UPDATE 2015/16

An updated Annual Work Programme showed the reports already scheduled for 2015/16. One additional report on Pre-school education was added to the schedule.

Signed

Councillor David Berry
Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Performance Report, Q1 2015/16

2

1 PURPOSE

- 1.1 To provide the Committee with information regarding the performance of Council services during Q1 (April – June) 2015/16

2 RECOMMENDATIONS

- 2.1 The Committee is asked to use the information provided in this report to consider whether any aspect of the Council's performance is in need of improvement or further investigation.

3 BACKGROUND

- 3.1 The Council has established a set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan and Single Outcome Agreement. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Members of the Committee also attend a briefing prior to the Committee meeting itself. Members use the briefing to develop lines of enquiry, which enable officers to provide more detailed reports explaining performance issues to the Committee meeting.
- 3.2 Members of the Committee attended the performance briefing for Q1 2015/16 on the 1st September 2015. Appendix 1 displays the results of the quarterly Key Performance Indicators for Q1 2015/16.
- 3.3 Members reviewed the performance of the Council and raised questions regarding the indicators. Responses to the questions are provided in the following paragraphs.

Average time taken to process changes in the circumstances of benefits claimants

- 3.4 Members of the Committee noted that the target for this indicator is set to 6 days and asked why this particular threshold was chosen. Members also questioned why the indicator demonstrated a worsening trend in recent months.
- 3.5 The Benefits service considers that the target of 6 days is achievable over the course of the year. The average time rose from 6.4 days to 7.3 days between April and June. The main reasons for the change are as follows:
- The increased volume of changes in circumstances ‘traffic’ coming through automated channels from Department for Work and Pensions / Her Majesty’s Revenues & Customs.
 - The higher number of in-claim interventions we are attempting to carry out as part of our commitment under ‘The East Lothian Right Benefit Programme’
 - Staff resource availability over the busy holiday period and the impact of sickness absence over the same period
- 3.6 The Benefits service is hopeful that the target will still be achievable because a large volume of ‘bulk rent increases’ are dealt with annually in February (i.e. thousands dealt within 1 day), which can result in this particular measure coming back into line in the closing stages of the financial year.

Target for the ‘% of calls within Contact Centre (excluding switchboard) answered within 20 seconds (7 rings)’

- 3.7 Members asked why a target of 20 seconds had been chosen for the indicator, noting that it had rarely been achieved over the past two years.
- 3.8 The target was set some years ago as part of the Customer Service Standards and is related to the number of seconds before a call goes onto voicemail if not answered. Customer Services are currently awaiting a final draft report from CIPFA on Customer Contact Benchmarking statistics, but early indications are that the average answering time of calls is over 40 seconds (East Lothian’s figures for last year were better than the average). Also, the majority of Councils provide no more than signposting for Social work calls. These calls take longer and are more complex.
- 3.9 The latest benchmarking statistics with other UK Council contact centres (April – June 2015) indicate that the average proportion of calls responded to within 20 seconds is 52% (ELC 55%) and average proportion responded to within 30 seconds is 54% (ELC 65%).
- 3.10 In Q4 of 2014/15, this target was nearly achieved at 68%. The PPRC meeting of the 16th June 2015 received a detailed report about the

workload and demand from calls over the past 2 years. Paragraph 3.14 of that report identified that the increase of Waste Service calls since 1 April 2015 would affect the performance of the Contact Centre. Members of the PPRC who visited the Contact Centre on 27 May 2015 acknowledged that the demand from calls (nearly a 10% increase in all calls from Q4) would have an effect on our call response standards.

- 3.11 The most recent Residents Panel Summer Survey 2015 asked questions about citizens contact with East Lothian Council by phone. Around 400 people answered these questions in 2014 and 340 in 2015. They may have been contacting the Council through the Contact Centre or by direct dial. The responses in comparison with 2014 are as follows.

	2014	2015
How satisfied were people with the length of time they had to wait for a call to be answered	87%	88%
How satisfied were people with the way the person who answered the phone dealt with the call	87%	85%

The number of attendances at swimming pools

- 3.12 The indicator currently has a target of 110,000 visits per quarter. Members asked for an explanation of the level of usage that is required for the swimming pools to be economically sustainable.
- 3.13 Enjoy Leisure is sustained by income generated by users and a contract payment made by the council for the provision of all activity and not just pool use. Enjoy Leisure is proving to be sustainable by reducing year-on-year the management fee provided by East Lothian Council, which is a significant saving to the Council and Council tax payers.
- 3.14 The indicator only includes facilities run by Enjoy Leisure, therefore excluding the Mercat Gait Centre.

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year

- 3.15 Members asked whether the ‘Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year’ indicator from the Social Housing Charter is more comparable than the old (similar) Statutory Performance Indicator? If so, they questioned why East Lothian’s result (9.1%) was higher than the Scottish average (6.3%)?
- 3.16 The Revenues service considers that the new indicator reported under the Social Housing Charter should be more comparable than previous indicators. There are clear definitions and guidance in place from the Scottish Housing Regulator to ensure that the indicator is calculated consistently, as far as possible.

- 3.17 However, it is important to note, that the data provided for the Charter, is not the Council's accounting data, therefore not the true value of debt outstanding. The Charter data is used for benchmarking purposes across Scottish Local Authorities and Housing Associations and there are a number of adjustments which need to be made to ensure that the data is reported under the terms of the definitions so that the data can be used to compare sites on a more like for like basis.
- 3.18 The Housing Regulator can also carry out follow up inspections to Local Authorities and Housing Associations to quality check the integrity of the data and the calculations used. Rather than wait for an inspection to be carried out, the Revenues team has taken up the offer from the Scottish Housing Best Value Network (SHBVN) to have our rent arrears and rent collection data validated, for our own reassurance and confidence that the reporting mechanisms we have in place meet the Regulator's requirements. The Council's 2014/15 data was fully validated by SHBVN in May 2015 and all rent arrears and rent collection figures were fully verified. Representatives of the Revenues team attended the Scottish Rent Forum in July 2015 where performance management and reporting of the rent arrears and rent collection Charter indicators was a discussion item, with representation from SHBVN, and East Lothian's way of reporting these indicators was used by SHBVN as a model for best practice.
- 3.19 The Council is still reporting rent arrears figures that are above the Scottish average of 6.3%, however to put this in some context:
- East Lothian are one of 12 Local Authorities, out of 25, who are above the Scottish average for this indicator
 - In 2014/15 the Council was placed 21st out of 25 Councils in terms of rent arrears
 - In 2013/14 the Council was placed 24th out of 25 Councils, so there are signs of improvement, which reflects the reduction in rent arrears in 2014/15
 - In terms of rent collection however, the Council was placed 8th out of 25 Councils for the percentage of rent collected in 2014/15 (above the Scottish average of 99.06%)
 - In 2013/14 the Council was placed 19th out of 25 Councils, which is a significant improvement
- 3.20 Looking at both the rent arrears indicator and the rent collection indicators, it is evident that performance in 2014/15 has improved against the previous year and the Council has collected a higher percentage of rent in 2014/15. However the Council also has historical rent arrears, which will take time to recover, hence the reason why the rent arrears indicator is lower than the Scottish average.

- 3.21 The Revenues team put a huge amount of work into reducing rent arrears in 2014/15. The level of current tenant rent arrears reduced by £153,659.84 over the course of the year, which equates to a 9.86% reduction. East Lothian Council were one of only eight Scottish Local Authorities to reduce rent arrears in 2014/15. Again, to put this into context, current tenant rent arrears increased by £245,552.82 in 2013/14.

The number of days lost per Full Time Employee

- 3.22 The number of days lost per employee increased from 8.6 in 2013/14 to 10.3 in 2014/15. Members asked for an overview of the main reasons for the increase in the number of days lost.
- 3.23 There were 4 significant reasons for increased absence in 2014/2015 compared to 2013/2014 when East Lothian Council was ranked in the first quartile of all Scottish Local Authorities for absence. These were;
- Psychological reasons, which increased by 1704 days Council wide compared to the previous year.
 - Respiratory absence increased by 1220 days across Resources and People and East Lothian Health & Social Care - areas where staff are in regular contact with vulnerable groups i.e. children and adults;
 - Musculoskeletal absences increased in East Lothian Health & Social Care – an area where manual handling is an element of the job
 - ‘Other’ absences (which includes for example headaches, head injuries, concussion) increased by 1640 days across all depts.
- 3.24 The new Managing Attendance policy was introduced in June 2014 and training and workshops took place autumn 2014 continuing to spring 2015. The effect of this support is now evident and absence levels between April and July 2015 are significantly lower than they have been since the same period in 2013. There will, however, be a review of the new absence policy and procedures to ascertain whether there could be further improvements to support managers and staff at work and to return to work more quickly.
- 3.25 The Employee Assistance programme will continue to be promoted as well as encourage an increased Physiotherapy presence in East Lothian Health & Social Care. Flu jab promotion will also continue again this year to guide staff to venues throughout the County where drop in clinics are available for immunisations.

Proportion of council dwellings meeting the Scottish Housing Quality Standard

- 3.26 81.6% of Council dwellings in East Lothian met the Scottish Housing Quality Standard in 2014/15 compared to the Scottish average of 90.1%. Members asked for an explanation of the reasons why the Scottish average was higher than the Council result. They also asked for an overview of the actions that are planned to help meet the Standard.

3.27 East Lothian Council's performance on SHQS compliance has improved from 71% in 13/14 to 81% in 14/15. Continued targeted investment in our housing stock will help us achieve further improvements, our aim being to achieve 100% compliance. The housing capital investment programme for 2015/16 is £10m which includes central heating upgrades, kitchen/rewires and bathroom improvement programmes, will help us achieve compliance with both SHQS and also the Scottish Government's new energy efficiency standard which will also help combat fuel poverty.

Average number of days to re-housing

3.28 Members asked whether the average number of days to re-housing could be broken down further to show, for example, the average time for families and single people. Members also asked whether comparative data could be provided to highlight how the Council is performing relative to the Scottish average.

3.29 The Homelessness team responded that the main issue in terms of re-housing times is the proportion of allocations that have been carried out, which until this year has been about or just above the national average. In 14/15 the Council was 1% below the average, although in previous years it has been above it by a few percent points.

3.30 The other significant issue is the impact that waiting times have on temporary accommodation and the costs of providing such accommodation, which are growing as a result of the supply / demand imbalance and the increased waiting times that brings.

3.31 The following table provides a breakdown of the average number of days to re-housing for single people and families with children / parents with access:

Single People (2 apartments)	Allocations	Average waiting time (days)
Pensioners	13	183
Non pensioners	105	450
Total 2 apartments	131	421
Families with children/ parents with access	Allocations	Average waiting time (days)
3 apartment	287	252
4 apartment	69	201
5 apartment	3	645
4 or 5 apt	72	219
Total "Families"	359	245

Clarification or additional context

3.32 Members also asked for clarification or additional context in relation to the following indicators:

- 3.33 Reconviction rate – members asked whether the indicator includes people that have only been given a fine. The indicator excludes non-court disposals (e.g. fines).
- 3.34 Trading Standards business advice requests and consumer complaints – the actual number of requests / complaints has been added to the report alongside the proportion dealt with.
- 3.35 Domestic noise complaints – a target has been added to the report to provide context for this indicator.
- 3.36 Staff turnover – members asked whether historic trend data can be provided for this indicator. Trend data cannot be provided for the indicator.

4 POLICY IMPLICATIONS

- 4.1 Reporting performance helps the Council demonstrate that it is achieving Best Value in regard to ‘Commitment and Leadership’, ‘Sound Governance at a strategic, financial and operational level’ and ‘Accountability’.
- 4.2 The scrutiny of performance by Elected Members is part of ‘Commitment and Leadership’. The Best Value Guidance explains that the scrutiny of performance means ‘That members are involved in setting the strategic direction for Best Value and there is a mechanism for internal scrutiny by members of performance and service outcomes.’ Reporting the performance indicators for each service every quarter is intended to aid this process.

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.

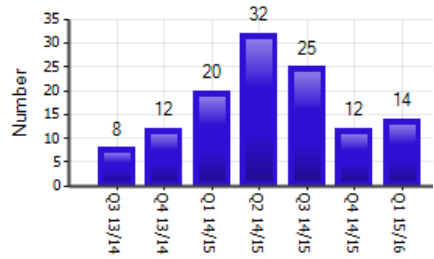
7 BACKGROUND PAPERS

- 7.1 Appendix 1: Quarterly and monthly KPIs – Q1 2015/16

AUTHOR'S NAME	Andrew Strickland
DESIGNATION	Policy Officer
CONTACT INFO	astrickland@eastlothian.gov.uk
DATE	16/09/2015

Appendix 1: Quarterly and monthly KPIs – Q1 2015/16

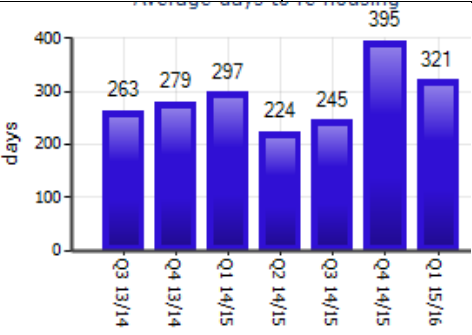
↑	Improving (high is good)	↑	Worsening (low is good)
↓	Improving (low is good)	↓	Worsening (high is good)
↔	No change or little change		

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Adult Wellbeing	% of care at home clients (aged 65+) receiving personal care	Quarterly	96.53% (Q1 15/16)		95.5 – 96.5%	↑	
	% of care at home clients (aged 65+) receiving evening / overnight service	Quarterly	53.43% (Q1 15/16)		51.1 – 53.4%	↑	
	% of care at home clients (aged 65+) receiving a service at weekends	Quarterly	90.0% (Q1 15/16)		88.2 – 90.0%	↑	
	Number of delayed discharge patients waiting over 2 weeks	Quarterly	14 (Q1 15/16)	0			The target for delayed discharge reduced from 4 weeks to 2 weeks in April 2015
	Proportion of Community Payback Orders starting placement within 7 days	Quarterly	80% (Q1 15/16)	67%	77.6 – 80%	↑	
	Proportion of Criminal Justice Social Work Reports	Quarterly	100% (Q1 15/16)		96.3 – 100%	↑	

	submitted to court by the due date						
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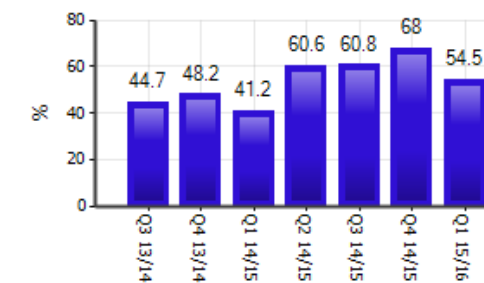
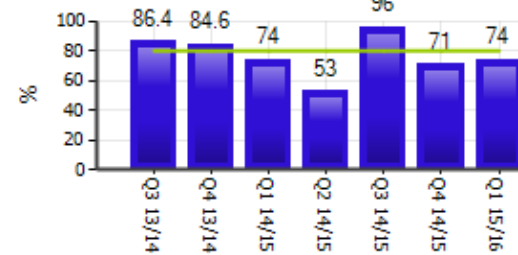
Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Benefits	Average time to process New Claims	Monthly	24.8 days (Jun 15)	25 days	19 – 25 days	↑	
	Average time to process changes in circumstances	Monthly	8.77 days (Jun 15)	6 days	3.2 – 8.8 days	↑	
Children's Wellbeing	Percentage of children who are re-registered within a 12 month period	Monthly	3.5% (Jun 15)		0 – 3.5	↑	
	Percentage of children on CP Register for more than 6 Months	Monthly	53.6% (Jun 15)		37 – 58.3%	↑	
	Average number of placement moves for looked after and accommodated children	Monthly	1.9 (Jun 15)		1.9 – 2.0	↓	
	Number of Formal Kin Carers	Monthly	42 (Jun 15)		33 - 43	↑	Formal Kin Care in East Lothian is just above half the rate of the national average at 2.1 per 1,000 (0-17) but Informal Kin Care accounts for another 2.5 per 1,000. Not all Scottish local authorities have an Informal Kin Care service which East Lothian uses as a preventative measure for children on the cusp of care. A benchmarking exercise is underway to establish the scale of the provision throughout Scotland.
	Number of Informal Kin Carers	Monthly	53 (Jun 15)		53 - 53	↔	
	Rate per 1,000 children on Home Supervision	Monthly	2.4 (Jun 15)	Scottish av. 4.0	2.4 – 2.4	↔	
	Rate per 1,000 children in Foster Care	Monthly	4.2 (Jun 15)	Scottish av. 5.6	4.0 – 4.3	↔	
	Rate per 1,000 children in Formal	Monthly	2.1	Scottish	2.1 – 2.2	↓	

	Kin Care		(Jun 15)	av. 4.0			
	Rate per 1,000 children in Residential Care	Monthly	0.9 (Jun 15)	Scottish av. 1.4	0.9 – 1.3	-	

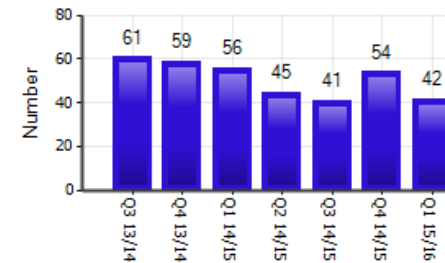
Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment														
Community Housing	Average length of time taken to complete emergency repairs	Quarterly	6.1 hours (Q1 15/16)	24 hours	4.5 – 6.1	↑															
	Average length of time taken to complete non-emergency repairs	Quarterly	15.6 days (Q1 15/16)	23 days	15.6 – 23	↓															
	Average length of time to re-let properties	Quarterly	18 days (Q1 15/16)	24 days	17.7 – 23.6	↓															
	Percentage of rent lost due to voids	Quarterly	1.3% (Q1 15/16)	1.5%	1.1 – 1.3	↑															
Homelessness	% homelessness assessments in under 28 days	Quarterly	90% (Q1 15/16)	80%	80 - 90	↑															
	Homelessness: average number of days to re-housing	Quarterly	321 (Q1 15/16)	240	 <table border="1"> <caption>Average days to re-housing</caption> <thead> <tr> <th>Quarter</th> <th>Average days</th> </tr> </thead> <tbody> <tr> <td>Q3 13/14</td> <td>263</td> </tr> <tr> <td>Q4 13/14</td> <td>279</td> </tr> <tr> <td>Q1 14/15</td> <td>297</td> </tr> <tr> <td>Q2 14/15</td> <td>224</td> </tr> <tr> <td>Q3 14/15</td> <td>245</td> </tr> <tr> <td>Q4 14/15</td> <td>395</td> </tr> <tr> <td>Q1 15/16</td> <td>321</td> </tr> </tbody> </table>	Quarter	Average days	Q3 13/14	263	Q4 13/14	279	Q1 14/15	297	Q2 14/15	224	Q3 14/15	245	Q4 14/15	395	Q1 15/16	321
Quarter	Average days																				
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Q4 14/15	395																				
Q1 15/16	321																				
Community Partnerships	Extent to which CLD learning opportunities have a positive effect on the all-round development and life chances of youth & adult	Quarterly	80 (Q1 15/16)	70	80 – 88	↓	The indicator is based upon an average evaluation scale from 0-100 where 0 is the lowest rating and 100 the highest.														

	learners						
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Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Corporate Policy & Improvement	Percentage of stage 2 complaints completed within 20 working days	Quarterly	74% (Q1 15/16)	80%			Complaints and feedback forms an item on the agenda for this meeting.
	Reports of Injuries, Diseases and Dangerous Occurrences (RIDDORS) per 1,000 employees	Quarterly	0.45 (Q1 15/16)	5	0.45 - 9	↓	
Customer Services	% of calls to the contact centre answered	Quarterly	89.3% (Q1 15/16)	90%	89.3 – 95%	↓	
	% of calls to the contact centre answered within 7 rings (20 seconds)	Quarterly	54.47% (Q1 15/16)	70%			Changes to waste recycling from 1 April 2015 had a significant effect on call response times as waste service calls increased 2.5 times from same period in previous year. 2 staff left during this quarter and appointments yet to be made.
	% of PNC6 (Community Response) calls answered within 1 minute	Quarterly	97.7% (Q1 15/16)	97.5%	96.2 – 97.8	↑	
	% of abandoned vehicles uplifted within 14 days	Quarterly	100% (Q1 15/16)	100%	100 – 100%	↔	

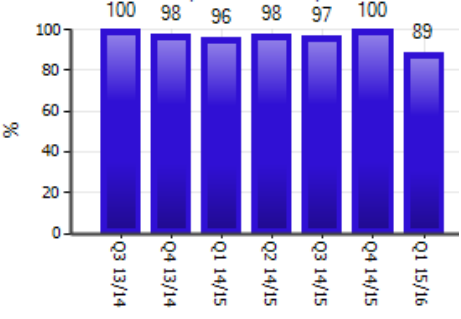
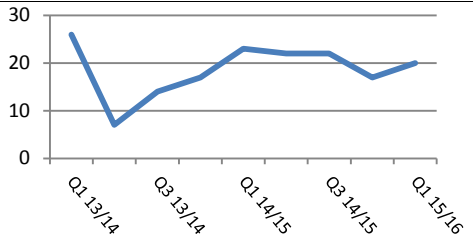


Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Economic Development & Strategic Investment	Overall % of the population claiming Job Seekers Allowance	Quarterly	1.7% (May 15)	2.4%	1.7 – 2.0%	↓	The target is to be lower than the Scottish average.
	Proportion of 18-24 yr olds claiming Job Seekers Allowance	Quarterly	3.2% (May 15)	3.3%	3.2 – 3.9%	↓	The target is to be lower than the Scottish average.
	Number of new business starts supported by East Lothian Council	Quarterly	42 (Q1 15/16)	50	41 – 54	↓	Q1 Staffing issues - 1 has left and other BG start up adviser is off long term. Major impact projected on quarterly and annual target. Temporary adviser in post 2 days a week but continuity of service delivery disrupted.
		Quarterly (4 quarter average)	45.5 (Q1 15/16)	50			
	Number of participants in East Lothian Works programmes	Quarterly	253 (Q1 15/16)	240	236 - 349	↓	
	Number of participants in East Lothian Works programmes progressing into employment	Quarterly	72 (Q1 15/16)	40	72 – 184	↓	
	Percentage of new businesses supported by East Lothian Council surviving after 24 months	Quarterly	80.5% (Q4 14/15)	80%	71.1 – 80.5%	↑	Q1 - Due to staff leaving and being off no figure currently recorded. This will be provided at a future date.



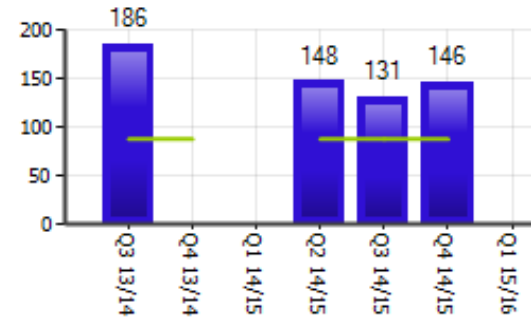
Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Finance	Percentage of invoices paid with 30 days of receipt	Quarterly, Annual	91.6% (Q1 15/16)	90%	85.5 – 91.6%	↑	
Planning	Local business and industry developments: average number of weeks to decision	Quarterly	9.3 weeks (Q4 14/15)	Scottish av. 10.5	7.7 – 11.5 weeks	↑	The planning indicators lag by one quarter to allow for a comparison with the Scottish average. Performance in relation to major developments tends to fluctuate due to the small number of developments that this indicator relates to. There was only 1 major development in East Lothian during Q4 14/15.
	Local Developments (non-householder): average number of weeks to decision	Quarterly	8.4 weeks (Q4 14/15)	Scottish av. 10.1	8.4 – 13.1 weeks	↓	
	Householder developments: average number of weeks to decision	Quarterly	6.9 weeks (Q4 14/15)	Scottish av. 7.4	6.9 – 8.8 weeks	↓	
	Major developments: average number of weeks to decision	Quarterly	41.0 weeks (Q4 14/15)	Scottish av. 40.7	18.3 – 41.0 weeks	↑	
	Planning application approval rate	Quarterly	93.9% (Q4 14/15)	Scottish av. 93.5	93.9 – 98%	↓	
Roads	Traffic lights average time to repair failure	Quarterly	7.26 hours (Q1 15/16)	48 hours	6.54 – 15.23 hours	↑	
	Street lighting – average time to repair failure	Quarterly	2.48 days (Q1 15/16)	7 days	2.48 – 3.04 days	↓	

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment																
Revenues	Non-domestic rates collection rate	Monthly	14.65% (June 14)	17.19%	Comparison with same period last year - June 2014 17.19%	↓																	
	% of Council Tax collected	Monthly	29.23% (June 14)	28.18%	Comparison with same period last year - June 2014 28.18%	↑																	
	Total amount of money owed in rent arrears	Monthly	£1,314,747 (June 14)	£1,258,650	£1,314,747 - £1,467,165	↓																	
Trading Standards	% of trading standards inspections achieved on time	Quarterly	100% (Q1 15/16)	95%	95 – 100%	↔																	
	% of consumer complaints responded to within 14 days	Quarterly	84% (Q1 15/16)	100%			<table border="1"> <caption>Percentage of consumer complaints responded to within 14 days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 13/14</td> <td>91</td> </tr> <tr> <td>Q4 13/14</td> <td>94</td> </tr> <tr> <td>Q1 14/15</td> <td>94</td> </tr> <tr> <td>Q2 14/15</td> <td>95</td> </tr> <tr> <td>Q3 14/15</td> <td>95</td> </tr> <tr> <td>Q4 14/15</td> <td>84</td> </tr> <tr> <td>Q1 15/16</td> <td>84</td> </tr> </tbody> </table>	Quarter	Percentage (%)	Q3 13/14	91	Q4 13/14	94	Q1 14/15	94	Q2 14/15	95	Q3 14/15	95	Q4 14/15	84	Q1 15/16	84
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Number of consumer complaints	Quarterly	64	-			<table border="1"> <caption>Number of consumer complaints</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>4/15/14</td> <td>75</td> </tr> <tr> <td>5/15/14</td> <td>90</td> </tr> <tr> <td>6/15/14</td> <td>85</td> </tr> <tr> <td>7/15/14</td> <td>65</td> </tr> <tr> <td>8/15/14</td> <td>70</td> </tr> <tr> <td>9/15/14</td> <td>60</td> </tr> </tbody> </table>	Quarter	Number of Complaints	4/15/14	75	5/15/14	90	6/15/14	85	7/15/14	65	8/15/14	70	9/15/14	60			
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9/15/14	60																						

	% of business advice requests responded to within 14 days	Quarterly	89% (Q1 15/16)	100%		
	Number of business advice requests	Quarterly	20	-		
	Percentage of consumer enquiries responded to on the same day	Quarterly	100% (Q1 15/16)	100%	100 – 100%	↔
Environmental Health	% of food hygiene inspections achieved – high risk	Quarterly	100% (Q1 15/16)	100%	100 – 100%	↔
	% of food hygiene inspections achieved – medium risk	Quarterly	94% (Q1 15/16)	90%	62.5 – 94%	↑
	% food businesses broadly compliant with food hygiene law	Quarterly	89% (Q1 15/16)	93%	88-89%	↑
Engineering Services & Building	Average time in working days to issue building warrants	Quarterly	71% (Q1 15/16)	-	67.5 – 71.2	↑

Standards	Percentage of Construction Compliance and Notification Plans (CCNPs) fully achieved	Quarterly	32.3% (Q1 15/16)	-	19.2 – 32.3	↑	
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Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Sport, Countryside & Leisure	Number of attendances at indoor sports and leisure facilities	Quarterly	175,663 (Q1 15/16)	130,000	143,252 – 190,629	↓	
		Quarterly (4 quarter average)	165,057 (Q1 15/16)	130,000	143,252 – 190,629	↓	Average for previous 4 quarters = 166,257
	Number of attendances at pools	Quarterly	108,358 (Q1 15/16)	110,000	82,286 – 120,519	↑	
		Quarterly (4 quarter average)	101,962 (Q1 15/16)	110,000	82,286 – 120,519	↓	Average for previous 4 quarters = 103,795
	Number of fly-tipping incidents	Quarterly	146 (Q4 14/15)	88			
	% of 'other' waste recycled	Quarterly	86.2% (Q1 15/16)	74%	78 – 86.2%	↑	
	% of green waste & beach waste recycled	Quarterly	100% (Q1 15/16)	100%	100 – 100%	↔	



Annual KPIs – 2014/15

↑	Improving (high is good)	↑	Worsening (low is good)
↓	Improving (low is good)	↓	Worsening (high is good)
↔	No change or little change		

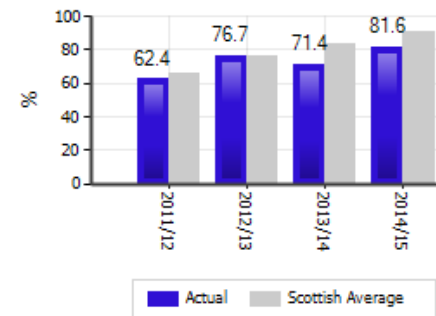
Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Economic Development & Strategic Investment	Number of businesses per 10,000 adults	Annual	374 (2014/15)	380	332 – 376	↓	
	Count of business births and new enterprises per 10,000 population aged 16 to 75 supported by the Business Gateway	Annual	27 (2014/15)	-	-	-	No trend data as this is a new measure from the SOA
Adult Wellbeing	Reconviction rate (Percentage of those given a non-custodial sentence or discharged from custody in a given year who are reconvicted of at least one other offence within two years)	Annual	34% (2012/13)	35%	34 – 38.4%	↓	The indicator relates to the 2012/13 cohort i.e. those who received a non-custodial sentence or discharged from custody in 2012/13 The indicator excludes non-court disposals (e.g. fines)
Revenues	The percentage of income due from Council Tax that was received by the end of the year	Annual	96.5% (2014/15)	96.39%	95.8 – 96.5%	↑	These indicators are from the Local Government Benchmarking Framework. Comparative data will be published soon.
	Cost per dwelling of collecting Council Tax	Annual	£10.90 (2014/15)	£13.00	£10.90 – 12.48	↓	
	Rent collected as % of total rent due in the reporting year	Annual	99.6% (2014/15)	98.2%	98.3 – 99.6%	↑	Indicator from the Scottish Social Housing Charter. Scottish av. 99.46%
	Gross rent arrears (all tenants)	Annual	9.1%	Scottish	9.1 – 9.3%	↓	Indicator from the Scottish Social

	as at 31 March each year as a percentage of rent due for the reporting year		(2014/15)	av. 5.29%			Housing Charter. Scottish av. 5.29%
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Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Strategic Asset & Capital Plan Management	Proportion of operational buildings that are suitable for their current use	Annual	84.8% (2014/15)	84.2%	80.1 – 84.8%	↑	These indicators are from the Local Government Benchmarking Framework. Comparative data will be published soon.
	Proportion of internal floor area of operational buildings in satisfactory condition	Annual	96.0% (2014/15)	96.6%	96.0 – 96.5%	↔	
Environmental Health	Average time between time of noise complaint and attendance on site (hours)	Annual	50 minutes (2014/15)	1 hour	50 mins – 4 hours	↓	
Property Maintenance	Average length of time taken to complete emergency repairs	Annual	5.4 hours (2014/15)	24 hours	5.6 – 8.2	↓	Indicator from the Scottish Social Housing Charter. Scottish av. 5.85
	Percentage of reactive repairs carried out in the last year completed right first time	Annual	82% (2014/15)	85%	82 – 87%	↓	Indicator from the Scottish Social Housing Charter. Scottish av. 90.24%
	Average length of time taken to complete non-emergency repairs	Annual	14.8 days (2014/15)	23 days	14.8 – 22.8	↓	Indicator from the Scottish Social Housing Charter. Scottish av. 7.88
	Percentage of properties that require a gas safety record which have had a gas safety check and record completed by the	Annual	100% (2014/15)	99%	100 – 100%	↔	Indicator from the Scottish Social Housing Charter. Scottish av. 99.49%

	anniversary date						
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Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Homelessness	Average length of time in temporary or emergency accommodation	Annual	136.7 days (2014/15)	-	136.7 – 143.7	↓	Indicator from the Scottish Social Housing Charter. Scottish av. 90.15
	Of those households homeless in the last 12 months, the % satisfied with the quality of temporary or emergency accommodation	Annual	82.7% (2014/15)	Scottish av. 84.83	77.2 – 82.7%	↑	Indicator from the Scottish Social Housing Charter. Scottish av. 84.83%
Community Housing	Percentage of council rent that was lost due to houses remaining empty	Annual	1.1% (2014/15)	1.3%	1 – 1.1%	↔	Indicator from the Scottish Social Housing Charter. Scottish av. 1.14%
	Percentage of council dwellings that meet the Scottish Housing Quality Standard	Annual	81.6% (2014/15)	-			Indicator from the Scottish Social Housing Charter. Scottish av. 90.96%



Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Human Resources	Proportion of the highest paid 5% of employees that are female	Annual	51.9% (2014/15)	50%	47.5 – 52.4%	↔	This indicator is from the Local Government Benchmarking Framework. Comparative data will be published soon.
	% of employees that are from Black or Minority Ethnic groups	Annual	1.05% (2014/15)	1.7%	-	-	No trend data as this is a new measure. The target is set to reflect the proportion of the East Lothian population from BME groups.
	Percentage of employees who consider themselves to have a disability	Annual	4.4% (2014/15)		-	-	No trend data as this is a new measure
	Staff turnover	Annual	4.7% (2014/15)		-	-	No trend data as this is a new measure
	Days lost per FTE employee	Annual	10.3 (2014/15)	9.2			This indicator is from the Local Government Benchmarking Framework. Comparative data will be published soon.

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Draft Council Annual Public Performance Report 2014/15

3

1 PURPOSE

- 1.1 To provide the Committee with the draft Annual Performance Report 2014/15

2 RECOMMENDATIONS

- 2.1 The Committee is asked to comment on and otherwise approve the draft Annual Performance Report 2014/15 and note that the final draft of the Report will be considered by East Lothian Council (25th October 2015).

3 BACKGROUND

- 3.1 The Annual Performance Report is a summary of the Council's performance in relation to its commitments in the Council Plan and the Single Outcome Agreement. The information contained within the report generally relates to the financial year 2014/15 (April 2014 – March 2015).
- 3.2 The report shows performance against the four objectives of the Council Plan 2012-17. Information contained within the report has been drawn from the Council's Key Performance Indicators, from the Council Plan monitoring report, from audit and inspection reports and from reports to Cabinet and Council committees.
- 3.3 Audit Scotland has carried out an evaluation of Council Annual Public Performance Reports. The results of this work were reported to the Accounts Commission in June 2015. East Lothian Council fared well in this evaluation, fully meeting 24 out of 26 criteria against which performance reports were judged.

- 3.4 Given this evaluation the 2014/15 Annual Performance report broadly follows the same structure and format as the previous year's report. The report currently includes the 2013/14 Local Government Benchmarking Framework results. The 2014/15 results will be published later in the year. The Annual Performance Report will be amended to incorporate the results when they are published.
- 3.5 The Draft Annual Public Performance Report 2014/15 will be made available to the general public via the Council's website before the end of September 2015, although hard copies will be available for anyone that does not have access to the internet. The final version of the report will be made available following approval by the Council (25th October 2015).

4 POLICY IMPLICATIONS

- 4.1 The reporting of performance is essential if the Council is to demonstrate Best Value. Reporting performance will help the Council to display openness, transparency and accountability. Best Value places a duty upon the Council to report performance to the public in order to enhance accountability.

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: Draft East Lothian Council Annual Performance Report 2014/15
- 7.2 Statutory Performance Information 2013/14: An Evaluation of Public performance Reporting – Report to Accounts Commission 11th June 2015 (Agenda Item 7)

AUTHOR'S NAME	Andrew Strickland
DESIGNATION	Policy Officer
CONTACT INFO	astrickland@eastlothian.gov.uk
DATE	16/09/2015

East Lothian Council

Annual Performance Report 2014/15

DRAFT

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Strategy and objectives

The East Lothian Council Plan 2012-2017 is an ambitious statement setting out what the Council wants to achieve over that period.

The Plan has been influenced by the 2020 Vision for East Lothian, the Single Outcome Agreement 2013-23 (East Lothian Community Planning Partnership's plan for the future of East Lothian), and the Council Administration's manifesto, adopted as Council policy in May 2012. It puts these aspirations and commitments into one strategic document that sets the framework and priorities through which the Council will work towards achieving its ambition for East Lothian.

East Lothian faces significant challenges over the coming years, including: the wider financial environment and period of prolonged austerity in which the Council is operating within; the projected growth in population; and, growing demand for services.

Our primary focus is to respond to these challenges to enable East Lothian to continue to move towards achieving the ambition as set out in the 2020 Vision, the Single Outcome Agreement and the Administration's manifestos.

This year's Annual Performance Report is structured around the four Objectives of the Council Plan 2012-17:

- **Growing our Economy** – to increase sustainable economic growth as the basis for a more prosperous East Lothian
- **Growing our Communities** – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish
- **Growing our People** – to give our children the best start in life and protect vulnerable and older people
- **Growing the capacity of our Council** – to deliver excellent services as effectively and efficiently as possible within our limited resources.

The report includes a summary of the Council's finances and financial position, highlighting 'where the money goes' and an overview of the financial outlook for the Council.

It concludes with a summary of the Council's priorities for the next financial year, 2015/16.

Key to symbols for performance indicators used in this report:



Performing better than target



Performing slightly worse than target



Performing much worse than target



Improving since the year before



Staying the same as the year before



Getting worse than the year before

Performance indicators

The Council monitors how well it delivers its services using a range of performance indicators. Our indicators are generally reported on a quarterly basis (once every three months) or on an annual basis. Most of the indicators have a target that helps to provide context on how well the Council is performing. Comparisons with other areas in Scotland are also available for some indicators.

Further information regarding each indicator can be found on the Council's performance website: http://www.eastlothian.gov.uk/info/200453/performance_reporting or by clicking on any of the links below:

Growing our economy



Planning



The environment and waste management



Crime, safety, anti-social behaviour and criminal justice social work



Countryside & Leisure



Children's Wellbeing



Tackling poverty



Effective, efficient and excellent services



Transport, roads and lighting



Protective services



Cultural & Community Services



Healthier living, independent living and community care



Education



Housing & Homelessness



Services built around people and communities



Prioritising prevention and promoting equality



Growing our Economy – to increase sustainable economic growth as the basis for a more prosperous East Lothian

Context:

East Lothian's Economic Development Strategy 2012-22 identified a series of strengths and weaknesses for economic development in the area.

Strengths included a diverse business base with strengths in food & drink, tourism, higher education, East Lothian's proximity to Edinburgh and its quality of life.

Weaknesses consisted of a lack of large employers, pockets of deprivation, limited availability of land for economic development and poor public transport infrastructure.

The Strategy outlines two strategic goals aimed at improving the economic competitiveness of East Lothian:

- To increase the number of business in East Lothian with growth potential
- To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy

Key challenges:

Youth unemployment – the proportion of 18-24 year olds claiming Job Seekers Allowance in East Lothian is relatively high in comparison to the overall proportion of the population claiming Job Seekers Allowance.

Wages for those working in East Lothian – the average weekly wage for those working in East Lothian is lower than for East Lothian residents that commute to work outside the area.

New businesses – East Lothian has a lower number of businesses per 10,000 population than the Scottish average.

How we did in 2014/15:

East Lothian Works, East Lothian's employability hub, brings together all employability-related services. The service has made use of the Youth Employment Scotland Fund to support 163 young people into paid work or paid work experience. Of the 163 participants 107 were employed in new jobs in the private sector and 56 young people employed within the Council (including 39 paid work experience placements, 8 graduate internships and 9 new modern apprenticeship opportunities). In addition the Council provided 152 work experience placements for school pupils in 2014/15. The overall proportion of 18-24 year olds claiming Job Seekers Allowance in East Lothian has reduced.

East Lothian Hospitality and Tourism Academy – the Council won the top Gold Award category for Service Innovation and Improvement for the Academy at the CoSLA excellence awards 2015. The Academy aims to provide academic qualifications and experience to enable young people to benefit from a positive destination, as well as smoothing the transition between school, college, university and work and raising standards within the industry. What started as a trial project with three East Lothian secondary schools has now grown into a unique and highly successful partnership involving Queen Margaret University, Edinburgh College, Borders College, four local authorities and industry partners.

Food & Drink – the Council undertook numerous activities to promote the food & drink sector in East Lothian area during 2014/15, including:

- the Eat East Lothian spring promotion, which saw a 27% increase in the number of people participating;
- provision of a branded East Lothian Food & Drink stand at the BBC Good Food Shows in Birmingham and Glasgow, the Speciality Fine Food Show London and the Royal Highland Show
- publishing the 2014 East Lothian Food & Drink directory
- staging the 9th Annual Food and Drinks Competition at the Brunton Hall in November 2014

Broadband – the Council approved a Broadband Strategy in November 2014. Extensive consultation was carried out and the agreed strategy identifies clear points of action for the council, including the need to ensure that Macmerry industrial estate is linked to superfast broadband and the need to investigate methods for attracting infrastructure suppliers to deliver services in East Lothian.

Supporting and encouraging the development of land for business use – work started in 2014 on the extension to the Mid Road Industrial Estate Business Units in Prestonpans funded from European Regional Development Fund. The development will provide seven new units for local businesses.

Performance:

Growing our economy



Planning



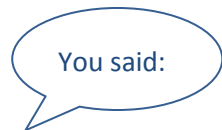
Indicator	13/14	14/15	Target	Trend	Comparison
Business and industry local planning applications: average number of weeks to decision	24.6	8.9	10.7	↑	10.7 (Scotland) 9.8 (Similar councils)
Proportion of 18-24 year olds claiming Job Seekers Allowance	5.6 (March 2014)	3.7 (March 2015)	3.8	↑	3.8 (Scotland)
Number of businesses per 10,000 adults	376	374	380	↓	388 (Scotland)
Number of new business starts supported via Business Gateway	206	196	200	↓	

We asked, you said, we did...

Fisherrow Harbour Regeneration

We asked...

About people's current opinion of Fisherrow Harbour and for their thoughts on potential improvements to the harbour.



Respondents raised ongoing issues with maintenance and the lack of facilities at Fisherrow Harbour. The results of the survey also showed support for the Waterfront Group's proposal to fund a feasibility study for ideas to regenerate the Harbour and surrounding area.

We did:

East Lothian Council carried out essential repair work to the internal walls of the harbour. An inspection of the external wall found it to be currently fit for purpose. Professional advice is being sought on the composition of the feasibility study and on any outcomes (e.g. pontoon installations).

Growing our People – to give our children the best start in life and protect vulnerable and older people

Children and young people

Context:

Services for children and young people in East Lothian are facing increasing demands. The number of referrals has risen from 1,768 in 2004 to 2,588 in 2009 and 3,258 by the end of 2014/15. The effects of benefit changes, an increasing population and greater public and multi-agency awareness about child safety and wellbeing contribute to the increasing workload.

Recent inspection reports tell us that our fostering and adoption services, residential units and children's centre are performing at a very high level. The recent Community Planning Inspection of Services for Children evidences for us that we continue to work together effectively in our multi-agency delivery of effective operational services for East Lothian's children, young people and their families. Low rates of Looked After Children and a low (but fluctuating) rate of children on the child protection register provide evidence of the preventative and early intervention strengths of the service.

Key challenges:

The Care Inspectorate concluded an inspection of Services for children and young people in East Lothian in April 2014. The inspection made a number of recommendations, which are being addressed by the Children's Strategic Partnership.

Implementation of the Children and Young People (Scotland) Act 2014 – the Council will need to implement a number of provisions contained within the Act that are aimed at improving outcomes for children and young people.

How we did in 2014/15:

Child protection - the number of children on the child protection register has remained fairly consistent. Initial Referral Discussions have steadily decreased over the past year. East Lothian has a lower number of repeat child protection registrations over a twelve month period.

Child Protection training has been delivered on an ongoing basis over the past year with a number of child protection courses being reviewed and in turn delivered as joint training.

Inspection of Olivebank Child and Families Centre - Olivebank offers care and support to vulnerable children and their families. In partnership with Children 1st the Council has invested resources in outreach work to supplement the Centre's services. The Centre received a positive inspection report from the Care Inspectorate in July 2014.

What our auditors think:

'Staff across services have a well established history of effective joint working which is continuing to have a very positive impact on the wellbeing of individual children and young people and families...

However, strategic leadership and planning has not been strong enough in driving change and improvement or directing efforts towards early intervention and prevention to achieve sustainable and long term impact.

(Care Inspectorate, Services for children and young people in East Lothian, April 2014)

Performance:

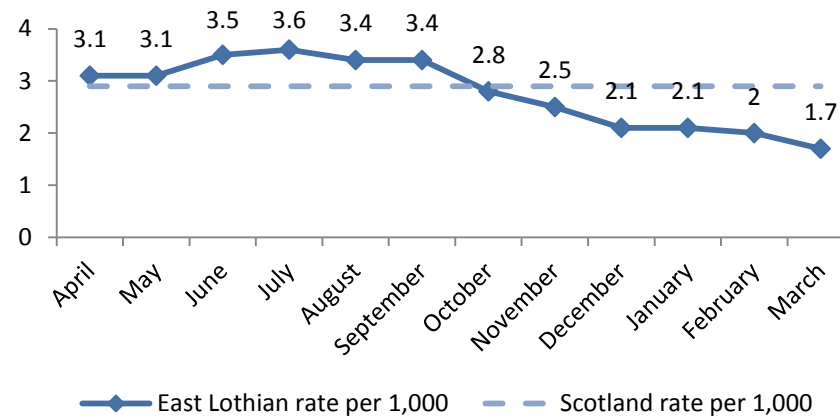
Children’s Wellbeing



Local Government Benchmarking Framework indicators:

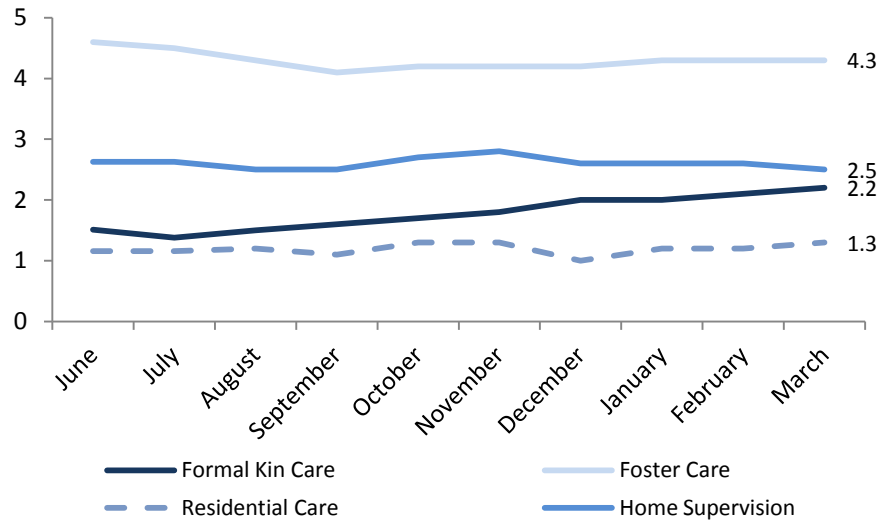
Indicator	12/13	13/14	Target	Trend	Comparison
The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£2,478	£2,503	-	-	£3,098 (Scotland)
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£310	£311	-	↔	£265 (Scotland)
% of children being looked after in the Community	86%	88%	91%	↑	91% (Scotland)

Children on the Child Protection Register as a rate per 1,000 children aged 0-17, April 2014-March 2015



The rate of children on the Child Protection Register has fallen in East Lothian, which bucks the trend for Scotland as a whole.

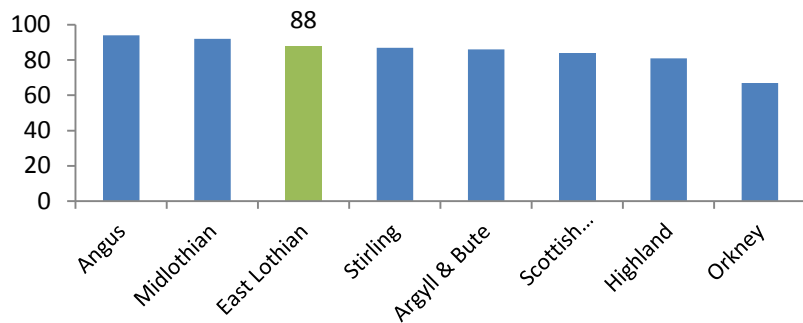
Children in care, by type of care, as a rate per 1,000 children aged 0-17, June 2014-March 2015



Looked After Children in East Lothian are increasingly being looked after in a community setting rather than in residential care. The use of community care leads to better outcomes for children and comes at a far lower cost than residential care. East Lothian Council is making greater use of formal kin care (where children are legally placed in the custody of friends or relatives) and informal kin care arrangements.

The Local Government Benchmarking Framework provides a family group of similar councils that the council can use to compare how well it is performing. East Lothian Council looks after a relatively high proportion of children in a community setting compared to other councils in its family group.

% of children being looked after in the Community, East Lothian compared to its 'family group' of similar councils, 2014



Education

Context:

Education is fundamental in shaping a child's life. Getting a good education improves the likelihood of earning a higher income, enjoying better health and living longer. In December 2014 there were 8,116 pupils 35 primary schools and 5,600 pupils in 6 secondary schools in East Lothian.

Key challenges:

Improving attainment among pupils from deprived areas – pupils living in deprived circumstances tend to attain lower qualifications than other pupils.

Closing the gap between the highest and lowest attaining pupils – the highest attaining 20% of pupils in East Lothian achieved a tariff score that was more than ten times greater than that achieved by the lowest attaining 20%

Gender differences in attainment – girls consistently perform better than boys in relation to literacy at primary and secondary school.

How we did in 2014/15:

Attainment – four new measures of attainment were introduced in Scotland during 2014/15. The measures are:

- Increasing post-school participation (shown as the percentage of School Leavers in a Positive Destination)
- Improving attainment in literacy and numeracy
- Improving attainment for all
- Tackling disadvantage by improving the attainment of lower attainers relative to higher attainers

Overall, attainment and post school participation in East Lothian has improved over the five-year period to 2014. Further improvements still need to be made in Literacy and Numeracy at SCQF Levels 5 and 6 or better and overall in the Middle 60% attaining grouping to bring East Lothian's performance more in line with the Virtual Comparator.

East Lothian's performance across the four measures in 2014 is typically higher than the national trend with the exception of the percentage of school leavers in positive destinations. The Council can also compare its performance against a 'virtual comparator', which is a group of pupils from elsewhere in Scotland that have similar characteristics to those of pupils in East Lothian. Performance in relation to the Virtual Comparator is typically in line with or lower than its comparator with the exception of the total average tariff scores of the Lowest attaining 20% and Highest attaining 20% groups and the percentage of school leavers attaining both Literacy & Numeracy at SCQF Level 3 and 4 or better which is higher.

Youth achievement – the number of young people achieving Duke of Edinburgh and Saltire Awards has continued to increase. In 2014/15 there were 309 new entrants to the Duke of Edinburgh award (Bronze – 231 / Silver – 60 / Gold -18). Groups are operating across the authority and are run mainly by volunteers. However, challenges remain in relation to the secondary school teachers involved as they carry out this work in spare time, outwith school duties. The Saltire Award Ceremony in March where young people were presented with their certificates by the Provost was organised by the Saltire Ambassadors who are all volunteers under 25 yrs of age themselves.

600 hours of Early Learning and Childcare – the Council has implemented the Scottish Government’s commitment to provide 600 hours of Early Learning and Childcare to eligible 2 year-olds and all 3 and 4 year olds.

Performance:

Education



Indicator	12/13	13/14	Target	Trend	Comparison
Proportion of school leavers entering positive destinations	89.9	92.2	93.2	↑	92.6 (Scotland) 93.2 (Virtual comparator)
Average tariff score of pupils from the most deprived 30% of East Lothian	487	409	416	↓	629 (Scotland) 416 (Virtual comparator)
Average tariff score of the lowest attaining 20% of school leavers	139	179	174	↑	163 (Scotland) 174 (Virtual comparator)
Average tariff score of the lowest attaining 20% of pupils looked after away from home	47	134	118	↑	25 (Scotland) 118 (Virtual comparator)

Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Cost Per Primary School Pupil	£4,522	£4,185	-	-	£4,734 (Scotland)
Cost per Secondary School Pupil	£6,161	£5,869	-	-	£6,532 (Scotland)
Cost per Pre-School Education Registration	£2,664	£2,800	-	-	£3,008 (Scotland)
% of Adults Satisfied with Local Schools	91%	89%	81%	↓	81% (Scotland)

Protecting vulnerable and older people

Context:

East Lothian's population is rising quickly and people are living longer, meaning we face greater demands and more acute levels of need in the population. At the same time, public bodies are facing their greatest financial challenge in a generation. Doing nothing is therefore not an option. Equally, while working more collectively and efficiently will yield economies, the extent of the challenge we face will require a more fundamental rethink and transformation of our services.

Key challenges:

Delayed discharge – the national target for delayed discharge performance is that there should be no one waiting more than 2 weeks for discharge from hospital. Up till April 2015 the target was 4 weeks. This is reflected in the East Lothian Single Outcome Agreement.

Ageing population – the population aged over 75 is forecast to increase significantly in East Lothian. The ageing population will bring increased pressures upon health and social care services, which will need to be delivered differently to cope with the anticipated demand.

Health & Social Care Integration – separate systems of health and social care can no longer adequately meet the needs and expectations of increasing numbers of people who are living into older age, often with multiple, complex, long-term conditions, and who need joined up, integrated services. These disconnects make it difficult to address people's needs holistically, and to ensure that resources follow patients', service users' and carers' needs.

How we did in 2014/15:

Health & Social Care Integration – the Council approved an integration scheme in March 2015, which sets out how NHS health services will be integrated with Council social services. Integration of health and social care services is intended to provide a better service by improving joint working and the allocation of resources between health and social care.

Adult protection – the Council and its partners have established a Public Protection Team which works in a more integrated way to strengthen public protection practice. The Public Protection Team aims to support operational staff across partner agencies, by providing a level of expert advice and promoting consistency of practice.

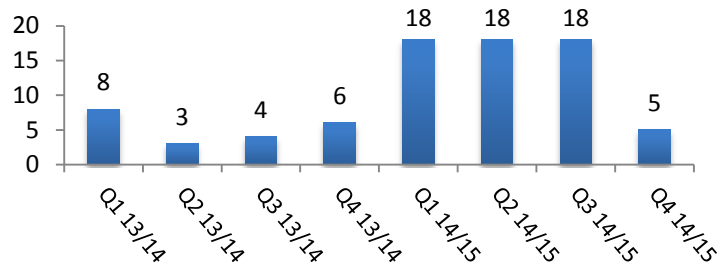
Carers – the Health & Social Care Partnership recognises that we need to make sure that carers remain in good health, and that their health-related quality of life does not deteriorate as a result of their caring responsibilities. 165 new carer's assessments were conducted during 2014/15.

Emergency hospital admissions – East Lothian has a lower rate of emergency hospital admissions than the Scottish average. However, the rate is higher than the Lothian average and people from East Lothian endure longer stays in hospital. For this and for a range of other markers of poorer outcomes such as multiple hospital admissions, readmissions and place of care in last six months of life, the picture varies significantly across localities and we will focus on these differences as we plan services more locally.

Delayed discharge – the Policy & Performance Review Committee received a report relating to the issue of delayed discharge in April 2015. The report noted that the main causes of an increase in incidents of delayed discharge in East Lothian during 2014/15 related to:

- difficulties faced by care providers in staff recruitment and retention, and;
- a lack of capacity within the Council to speedily assess people in hospitals outside East Lothian.

Number of delayed discharge patients waiting over 4 weeks, quarterly, 2013/14 – 2014/15



The Health and Social Care Partnership has been actively working on this problem. The Director of Health and Social Care chairs a delayed discharge task group and a delayed discharge action plan has been in place since September 2014. The action plan is regularly updated and reviewed.

Home care – home care service users received a satisfaction survey in February 2015. In relation to the overall satisfaction of the service received, 73% felt very satisfied, 22% were satisfied, 1% felt neither and 4% were unanswered. The feedback and comments are being addressed through the service user newsletter and a service user engagement/coffee morning is planned so results can be fed back and discussed

Performance:

Healthier living, independent living and community care



Indicator	13/14	14/15	Target	Trend	Comparison
Number of delayed discharge patients waiting over 4 weeks (quarterly average over the year)	5.25	14.75	0	↓	-
Percentage of care at home clients (aged 65+) receiving evening / overnight service	50.2 (March 2014)	52.3 (March 2015)	-	↑	-
Percentage of care at home clients (aged 65+) receiving a service at weekends	86.6 (March 2014)	88.6 (March 2015)	-	↑	

Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Older Persons (Over65) Home Care Costs per Hour	£9.70	£13.01	-	-	£20.25 (Scotland)
SDS spend on adults 18+ as a % of total social work spend on adults 18+	£2.93	£4.13	-	↑	£6.40 (Scotland)
% of people 65+ with intensive needs receiving care at home	39.4%	39.7%	34.7%	↑	34.7% (Scotland)
% of Adults satisfied with social care or social work services	65%	78%	55%	↑	55% (Scotland)
Average weekly cost per resident	£546	£410	-	-	£368

Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish

Housing

Context:

The East Lothian Local Housing Strategy 2012-2017 shows how the Council plans to address issues relating to housing, homelessness, housing support and fuel poverty. The strategy outlines a range of actions, which are currently being implemented by the Council.

Demand for new housing in East Lothian is very high. However, there is a limited supply of land for new housing in the area. Several potential new sites for housing developments are being assessed and consulted upon as part of the development of the new Local Development Plan.

Key challenges:

Affordable housing – the East Lothian Local Housing Strategy 2012-17 notes that 456 new homes per annum need to be built in East Lothian to meet demand. However, economic conditions meant that only 330 houses were completed in East Lothian in 2013/14.

Rent arrears – the level of rent arrears has increased in recent years. The Council recognises that it has a relatively high level of arrears and has established a number of initiatives to tackle the problem.

How we did in 2014/15:

Affordable housing – the Council has recently seen 41 new homes being handed over at the Pinkie Mains site in Musselburgh. 14 more homes at Monktonhall Terrace in Musselburgh were also handed over in April 2015. The Council has also recently opened 20 amenity homes at Victoria Park in Haddington, four of which are built to wheelchair accessible design. The Council house modernisation programme provided 454 new kitchens and 262 new bathrooms in 2014/15.

Rent arrears – while there is a significant amount of work to do to achieve agreed collection targets, recent results are very encouraging and are demonstrating that the measures put in place to manage rent collection more effectively and to achieve targets are proving successful. Whilst it may take some time to reverse the trends of recent years, the service improvements and collaborative working arrangements being developed give confidence that aspirations can be met.

Fuel poverty – in December 2014 the Council, carried out an intensive energy efficiency programme targeting Prestonpans, which is the worst affected area in terms of fuel poverty. Additional insulation and energy reduction measures as well as information and advice were provided.

Tenant satisfaction – Of the tenants who responded to the Council’s most recent tenant satisfaction survey:

- 84.3% said they were satisfied with the overall service it provided, compared to the Scottish average of 88.1%.
- 88.7% felt that your landlord was good at keeping them informed about its services and outcomes compared to the Scottish average of 89.3%.
- 76.6% of tenants were satisfied with the opportunities to participate in your landlord’s decision making, compared to the Scottish average of 79.6%.

Average weekly rents

	East Lothian	Scottish average
1 apartment	£46.63	£64.03
2 apartment	£53.94	£68.54
3 apartment	£52.70	£69.60
4 apartment	£55.02	£75.69
5 apartment	£56.34	£84.04

East Lothian’s Council house rents are among the lowest in Scotland. The table above shows how rents in East Lothian compare to the Scottish average. Tenants were consulted upon their views about the proposed rent increase for 2014/15:

- 83% thought the Council was proposing a fair rent increase
- 88% said they thought their rent is good value for money
- 94% agreed that their rent money should be used to pay for the following key areas, service delivery, modernisation of council houses and delivery of new affordable homes

Performance:

Housing & Homelessness



Indicator	13/14	14/15	Target	Trend	Comparison
Percentage of reactive repairs carried out in the last year completed right first time	82.5	82	85	↓	87.59% (Scotland)
Average length of time (days) in temporary or emergency accommodation	143.7	136.7	-	↑	113.45 (Scotland)
Percentage of council dwellings that meet the Scottish Housing Quality Standard	71.4%	81.6%		↑	90.25% (Scotland)
Average length of time taken to complete emergency repairs	6.4 hours	5.4 hours	24 hours	↑	6.08 (Scotland)
Average length of time taken to complete non-emergency repairs	17.4 days	14.8 days	23 days	↑	9.82 (Scotland)
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.3%	9.1%	6.3%	↑	6.3% (Scotland)
Percentage of rent due in the year that was lost due to voids	1.06%	1.11%	1.5%	↓	1.13% (Scotland)

Transport

Context:

Transport is fundamental to the maintenance of today's lifestyle whether it is for personal work or leisure or for the delivery of the goods and services necessary to sustain this lifestyle. The overall vision for the Local Transport Strategy is that East Lothian will have well-connected communities with increased use of sustainable transport to access services and amenities.

Key challenges:

Reducing the number of single person car journeys – almost half of all journeys to work in East Lothian are conducted in cars containing one person.

Access to public transport – some areas of East Lothian are well served by public transport; however, people in rural areas and areas to the east of the county find public transport less frequent and more difficult to access.

How we did in 2014/15:

North Berwick Car Parking Strategy – the Council agreed a three year strategy to improve parking provision in North Berwick following consultation with local residents. The public consultations showed that there was support for a number of developments relating to car parking in North Berwick including: additional parking provision being put in place at the Upper Glebe, keeping the School Road as a one way, retaining the seasonal restriction for parking in some areas, that there be formal designated places made available for ice cream vans, and that restrictions be introduced to restrict overnight parking.

Cycling – a number of road safety measures have also been put in place across the county to promote cycling. This includes the banning of vehicles near some primary schools at peak times— a practice that has been adopted by other councils — and the introduction of 20mph speed limits where is community support, for example in parts of Dunbar, North Berwick, Tranent and Cockenzie.

Rail and bus services – East Lothian Council and train operator ScotRail signed a concordat in August 2014 to work together to maintain and enhance rail services in the area. The concordat will encourage economic growth, getting people to work, connecting communities and businesses, and opening up leisure opportunities. The East Lothian bus forum has been established to support dialogue between the Council and bus operators. A new supported bus service tendering exercise took place which will result in improved local bus services operating throughout the county from April 2015.

Performance:

Transport, roads and lighting

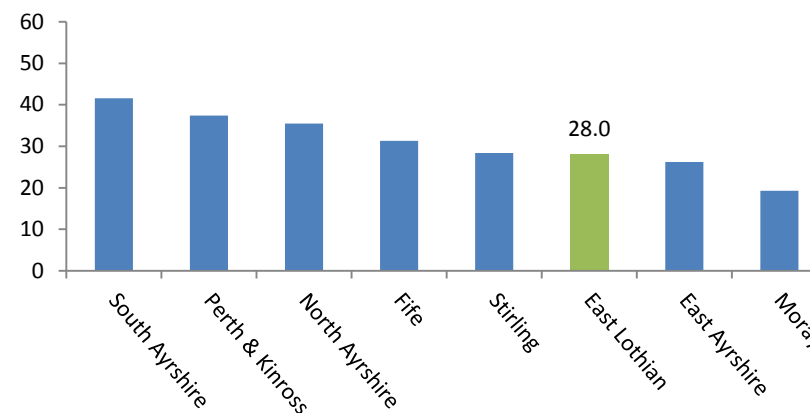


Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Proportion of roads in need of maintenance:	26.2%	28%	28.7%	↓	28.7 (Scotland)
- A class roads					
- B class roads	33.3%	34.1%	35.2%	↓	35.2 (Scotland)
- C class roads	28.7%	29.7%	36.6%	↓	36.6 (Scotland)
- Unclassified roads	33.2%	29.6%	39.4%	↑	39.4 (Scotland)
Cost of maintenance per kilometre of roads	£11,911	£11,632	-	-	£6058 (Scotland)

East Lothian Council performed relatively well in comparison to similar councils in relation to the proportion of roads that require maintenance.

Percentage of A class roads in need of maintenance, East Lothian compared to its 'family group' of similar councils, 2014



Communities

Context:

Communities need to be supported to ensure they have the capacity to flourish. The Council is committed to ensuring that communities are empowered to develop strategies and Local Community Plans tailored to their needs and that decision making is devolved to the most appropriate local level.

A key feature of the Council's approach is that services should be built around people and communities; not professions and organisations. The Council is committed to, and has been developing, a range of ways in which to engage effectively with East Lothian's people and communities in order to better develop services around their needs.

Key challenges:

One of East Lothian's strengths is the strong sense of community in each of its towns and villages. The projected increase in population with significant housing developments being planned across the county could threaten this sense of community. Therefore, new settlements or significant additions to existing communities should be accompanied by the community infrastructure required to make viable, balanced and sustainable communities

How we did in 2014/15:

2014-15 was the first full year of operation for the Coastal Communities Museum. The museum is operated by the Coastal Communities Museum Trust in partnership with East Lothian Council. The museum is the realisation of a long held community ambition to have an active and busy museum for the local community and tourists alike and it received 5016 visits in 2014/15. The museum is managed and run by the Coastal Communities Museum Trust and their volunteers who stage their own exhibitions, fundraise, run events and activities as well as opening the museum with support from the East Lothian Council Museums Service team and East Lothian Council who meet property and maintenance costs for the building, which is shared with North Berwick Library.

East Lothian was at the heart of the John Muir Festival in April 2014 with the John Muir Way, a new coast to coast walk across Scotland from Dunbar to Helensburgh, being launched at John Muir's Birthplace in Dunbar on 21st April 2014 by the (then) First Minister for Scotland Alex Salmond. Around 3000 people attended the launch of the John Muir Way and more took part in John Muir Festival events that took place across the region and elsewhere in Scotland throughout the spring. The Festival had a positive effect on the numbers visiting John Muir's Birthplace and on awareness of John Muir and his legacy.

Performance:

Services built around people and communities



Cultural & Community Services



Crime, safety, anti-social behaviour and criminal justice social work



Indicator	13/14	14/15	Target	Trend	Comparison
Number of attendances at pools	342,668	415,180	440,000	↑	
Attendances at indoor sports and leisure facilities	562,149	665,028	520,000	↑	

% of adults satisfied with libraries, East Lothian compared to its 'family group' of similar councils, 2014



Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Cost Per Library Visit	£2.44	£2.48		↔	£2.70 (Scotland)
Cost of Museums per Visit	£2.98	£2.74	-	↑	£3.72 (Scotland)
% of adults satisfied with libraries	94%	90%	81%	↓	81% (Scotland)
% of adults satisfied with museums and galleries	88%	87%	76%	↔	76% (Scotland)
Cost per attendance at Sports facilities	£4.56	£4.15	-	↑	£3.88 (Scotland)
Cost of Parks & Open Spaces per 1,000 Population	£56,440	£52,486	-	↑	£30,738 (Scotland)
% of adults satisfied with parks and open spaces	96%	93%	86%	↓	86% (Scotland)
% of adults satisfied with leisure facilities	93%	88%	78%	↓	78% (Scotland)

We asked, you said, we did...

Beach Wheelchair Project

We asked...

On behalf of The Beach Wheelchair Project team and in collaboration with North Berwick Community Centre and the North Berwick Coastal Area Partnership, we asked for your feedback on a proposal to bring Beach Wheelchairs to the beaches of the North Berwick Coastal area and eventually throughout Scotland.



113 responses were received, with 91% of respondents agreeing that providing Beach Wheelchairs would be a good idea. Over 85% of respondents stated either they, their child or person they care for would 'definitely' or 'most likely' use these Beach Wheelchairs if they were available. Several qualitative comments were also provided, with respondents acknowledging this provision would promote equal opportunity, strengthen inclusiveness and overall improve quality of life through allowing enjoyment of a simple, but beautiful and treasured experience of accessing the sand and beach. Constructive feedback and suggestions were also put forward in qualitative responses.

We did:

On behalf of the Beach Wheelchair Project, a funding application was submitted taking into account the potential interest and possible usage of the local community which could be gauged from the survey. Future consideration will be given to particular beaches and coastal areas referred to which have current regular visitation and/or where respondents expressed they would like to visit more than they do at present. Future consideration will be also be given to other areas of improvement required to improve accessibility, notably closer and more disabled parking and improvements in slipways and pathways.



The Environment

Context:

The quality of the natural environment is one of East Lothian's greatest assets. There is a fundamental link between people and place which recognises that looking after our natural and built environments has positive benefits on the health and wellbeing of our communities.

The Council is committed to providing a high quality environment, improving the wellbeing and quality of life of our communities and promoting a sustainable lifestyle, and will work with, encourage and support communities to become actively engaged with their local environment.

Key challenges:

Recycling – the requirement to meet the Scottish Government's waste recycling target is a major challenge for the Council. The target for the amount of waste sent to landfill has increased to 60% by 2020.

Air quality in Musselburgh – the results of the 2013 Air Quality Progress Report indicate that air quality targets are being met across the majority of East Lothian. However, monitoring of Nitrogen Dioxide in Musselburgh confirmed concentrations at various locations in Musselburgh High Street.

How we did in 2014/15:

Recycling – in order to meet the new waste recycling target and new legislative requirements the Council adopted an ambitious Waste Strategy (24th June 2014). Weekly food waste collection and fortnightly refuse and recycling collections were introduced in April 2015. Every household now has access to weekly food waste collection, fortnightly glass, cans, plastics, paper and cardboard recycling, fortnightly garden waste collections and fortnightly residual/non recyclable waste collection. It also meant that a dedicated trade waste collection service including recycling was rolled out to our 1500 customers.

Air quality – in order to improve air quality the Council has declared an Air Quality Management Area (AQMA) in Musselburgh. The AQMA covers the main High Street from the junction with Newbigging to the Junction at Bridge Street. An air quality action plan has also been developed to help improve air quality.

Performance:

The environment and waste management



Countryside & Leisure

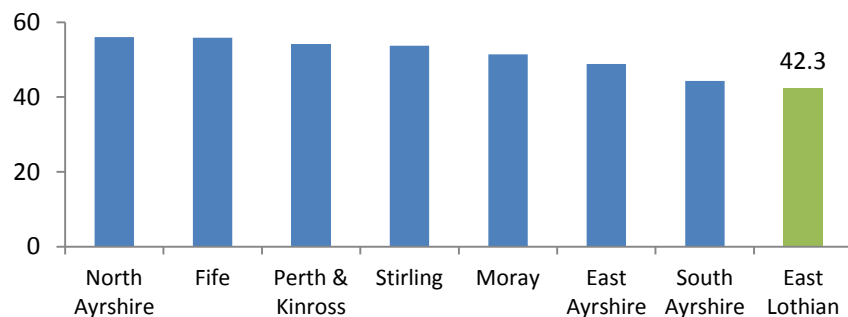


Protective services



Indicator	13/14	14/15	Target	Trend	Comparison
Number of vehicles accessing recycling centres	237,790	333,651	220,000	↑	
% of abandoned vehicles uplifted within 14 days of being reported	100%	100%	100%	-	

The % of total waste arising that is recycled, East Lothian compared to its 'family group' of similar councils, 2014



Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Net cost per Waste collection per premises	£63.24	£70.98	-	↓	£61.32 (Scotland)
Net cost per Waste disposal per premises	£76.65	£56.75	-	↑	£91.75 (Scotland)
Net cost of street cleaning per 1,000 population	£13,009	£16,041	-	↓	£16,260 (Scotland)
Cleanliness Score	93.5%	96.3%	96.1%	↑	96.1% (Scotland)
Cost of environmental health per 1,000 population	£16,678	£13,802	-	↑	£18,322 (Scotland)
Cost of trading standards per 1,000 population	£5,920	£6,018	-	↓	£5,609 (Scotland)
The % of total waste arising that is recycled	45.1%	42.3%	42.2%	↓	42.2% (Scotland)
% of adults satisfied with refuse collection	94%	92%	83%	↓	83% (Scotland)
% of adults satisfied with street cleaning	87%	84%	74%	↓	74% (Scotland)

We asked, you said, we did...

Charges for Dog Waste Bags

We asked...

About people's views on charging for dog waste bags that the Council had previously provided to dog owners free of charge.



In the 2014 East Lothian Citizens' Panel winter survey, members were asked for their views on the provision of dog waste bags. Of the 659 who answered this question, 89 (14%) felt the Council should no longer provide dog waste bags, 158 (24%) felt that the Council should continue to provide dog waste bags free of charge, and 408 (62%) of respondents supported the idea of the Council continuing to provide dog waste bags, but with a nominal charge being applied to cover costs and to help fund initiatives related to responsible dog ownership.

We did:

East Lothian Council agreed to introduce a charge of £1 for a pack of 50 dog waste bags, commencing 1 April 2015. Part of the income derived will be used to cover the costs of bags, ordering, delivering and distribution.

The remainder of the income will be used to help fund initiatives related to responsible dog ownership. The charge will be reviewed on an annual basis.

Growing the capacity of our Council – to deliver excellent services as effectively and efficiently as possible

Services built around people and communities

Context:

A key feature of the Council’s approach is that services should be built around people and communities; not professions and organisations. The Council is committed to, and has been developing, a range of ways in which to engage effectively with East Lothian’s people and communities in order to better develop services around their needs.

Key challenges:

Proportion of people who agree they can influence decisions – 22% of respondents to the Citizen’s Panel survey agreed that they were able to influence decisions. The result for East Lothian is similar to the Scottish average (from the Scottish Household Survey).

How we did in 2014/15:

Local Area Partnerships – six Area Partnerships have been established and have begun the work to develop Area Plans by identifying the key issues and priorities for their areas. The Area Partnerships have received devolved budgets to allocate to roads, amenity services (e.g. parks, street cleaning etc.) and other local priorities. The Council appointed four Area Managers to support the delivery of the Area Plans.

Citizens’ Panel – established in summer 2014, the East Lothian Citizens’ Panel now has in the region of 1,200 registered members who are approached twice a year to complete a Panel questionnaire. To date, members have been invited to respond to three main Panel questionnaires and have also been invited to get involved in other consultation and engagement activities. Topics covered in Panel questionnaires have involved transport, community safety, health and wellbeing, recycling and satisfaction with Council services.

Performance:

Services built around people and communities



Indicator	13/14	14/15	Target	Trend	Comparison
% of respondents who strongly agree/agree East Lothian Council keeps people well informed about the services and benefits it provides	-	61%	61	-	
% of respondents who strongly agree / agree they can influence decisions affecting their local area	-	22%		-	

Petitions Committee

The Petitions Committee discussed the following petitions during 2014/15.

Calling on East Lothian Council to remove Scots Pine trees located in the children's play area at Parsonpool, Dunbar

Residents living close to the play area raised a petition to remove trees that they felt were unsafe and causing a nuisance due to falling pine needles.

The Council Tree Officer recommended that the trees were healthy, safe and should not be felled. It was argued that trees are an important feature in a town in which there are relatively few large mature trees in public ownership.

The Committee agreed that the trees are retained as they are and the Council continue to manage them.

Calling on East Lothian Council to maintain Coo's Green indefinitely as a green space for the enjoyment of residents and visitors to North Berwick

Residents of North Berwick raised a petition to exclude Coo's Green from consideration as an option in the North Berwick Parking Strategy. The petition called instead for the land to be maintained as public green space.

Members of the Committee agreed that the petition had some merit and acknowledged the importance of taking account of residents' views rather than attempting to impose a solution without community support. Members agreed that the petition should be referred to the appropriate Cabinet Spokesperson for further consideration.

Effective, efficient and excellent services

Context:

Given the diminishing resources that are available and the growing demand for services the Council will have to increase its efforts to improve performance and provide value for money – provide better services at lower cost.

Key challenges:

Reductions in funding – Council funding will be flat (i.e. it will neither increase nor decrease) over the next few years; however, with increasing demand for services and additional burdens arising from legislation the Council will face reduced funding in real terms.

Change management – the Council will need to adapt the way in which it provides services to meet the challenges that it faces. The challenge lies in managing the necessary changes in such a way that residents of East Lothian continue to receive the services they need.

The changing way that citizens access services – people increasingly access services digitally and will expect to be able to access Council services in the same way. Providing services in this manner is often less expensive than other methods; however, it is critical that customers can also continue to access services in a way that meets their needs.

Public sector reform – the Council faces challenges arising from fundamental reforms to the structure of the public sector, including the

creation of the national Police force, the integration of Health and Social care and the drive for a more outcome focused public sector with a focus on prevention and early intervention.

How we did in 2014/15:

Call handling – the response rate to answering all calls within 20 seconds in 2014/15 was 58%, which is below our target of 70%. However, changes were made throughout the year to improve the efficiency of calls, which subsequently helped to improve the response rate. The addition of new services accessed via the Contact Centre has increased the overall volume and complexity of calls, which had an impact upon performance.

Investors in People (IIP) – the Council achieved Investors in People accreditation after being assessed in May 2014. IIP is a standard that relates to good practice in the management of people.

What our auditors think:

‘Overall... across East Lothian Council, there continue to be areas of strong performance and a number of improvement activities continue to make good progress.’

(Audit Scotland, Assurance and Improvement Plan, 2014-17)

What our auditors said:

‘The challenges faced by the Council to deliver services with less resources over the past five years have required careful management and monitoring. Public sector reform continues to gather pace against a backdrop of continuing financial pressures. The introduction of integrated health and social care partnerships, coupled with welfare reforms will require effective leadership and governance. We consider that the Council has so far progressed well in managing these changes.’

(KPMG, Annual audit report to the Members of East Lothian Council and the Controller of Audit, audit year ended 31 March 2015)

Performance:

Effective, efficient and excellent services



Indicator	13/14	14/15	Target	Trend	Comparison
Days lost per full time employee	8.6	10.3	9.2	↓	
Percentage of Council Tax due that was received by the end of the year	96.4	96.5	96.4	↑	
Percentage of invoices paid within 30 days of receipt	91.7	89.4	90	↓	
Proportion of operational buildings that are suitable for their current use	83.8	84.8	84.2	↑	

Local Government Benchmarking Framework indicators:

Indicator	12/13	13/14	Target	Trend	Comparison
Support services as a % of Total Gross expenditure	4.2%	4.11%	-	↑	5.07% (Scotland)
Cost of Democratic Core per 1,000 population	£22,479	£20,916	-	↑	£32,025 (Scotland)
The cost per dwelling of collecting Council Tax	£12.40	£12.48	£12.13	↔	£12.13 (Scotland)

Scrutiny

East Lothian Council has two committees that perform the ‘scrutiny’ function: the Audit and Governance Committee and the Policy and Performance Review Committee. Scrutiny involves examining and monitoring the activity of the Council with the aim of improving the quality of services. Scrutiny ensures that executives are held accountable for their decisions, that their decision-making process is clear and accessible to the public and that there are opportunities for the public and their representatives to influence and improve public policy.

Each Committee receives regular monitoring reports that highlight issues that might need further scrutiny. The Audit & Governance Committee receives audit reports that show the results of investigations conducted by the Council’s auditors. The Policy & Performance Review Committee receives regular performance reports that demonstrate the extent to which the Council is achieving its goals.

The following table summarises some of the issues that the Audit & Governance Committee and Policy & Performance Review Committee have reviewed during 2014/15:

Audit & Governance Committee	Policy & Performance Review Committee
<p>Self Directed Support – November 2014 The report outlines the Council’s position in relation to the findings of Audit Scotland’s investigation into the progress of Scottish councils in relation to the implementation of the Self Directed Support Strategy.</p> <p>Risk Management Strategy – January 2015 The Committee reviewed the Risk Management Strategy, which dictates how the Council manages the risks that might prevent it from delivering its services.</p> <p>Scotland’s Public Finances – March 2015 Audit Scotland’s report ‘Scotland’s Public Finances’ outlines the financial challenges that local authorities in Scotland are facing. The Committee report provides an overview of the arrangements that the Council has established to address these challenges.</p>	<p>Fly tipping – September 2014 The report provided a breakdown of fly-tipping in East Lothian. The report identified the proportion of fly-tipping that is considered to be domestic waste and the proportion that is commercial waste.</p> <p>Rent arrears – November 2014 The report explained the success of measures the Council has undertaken to address the growing problem of rent arrears.</p> <p>Delayed discharges – January 2015 The number of people whose discharge from hospital has been delayed for more than 4 weeks increased in East Lothian during 2014/15. The report discussed the reasons why people suffered a delay and highlighted the measures that are being undertaken to improve the situation.</p>

Working together to achieve agreed outcomes

Context:

The Council is committed to renewing its efforts to ensure that all its services work together to meet common goals and to develop effective partnership working with other public sector bodies, the voluntary and public sectors and most importantly the people and communities of East Lothian.

Key challenges:

The Accounts Commission reviewed community planning arrangements across Scotland ('Community Planning: Turning ambition into action', November 2014). Although the report found that aspects of community planning are improving, it noted that further work is required to target resources at priorities and shift resources towards preventative activity. The Accounts Commission found that community planning partnerships 'do not yet know what a strategic approach to prevention will look like, and in many areas the evidence base for this is underdeveloped'.

How we did in 2014/15:

Partnership self-assessment – the East Lothian Partnership conducted a self-assessment to identify their strengths and weaknesses. The results of the self-assessment have been used to inform actions that are included within the Partnership Improvement Plan. Work is also underway to develop a self-evaluation framework for the Children's Strategic Partnership

Musselburgh Total Place Pilot – the aim of the Pilot was to identify the resources and assets that the Community Planning Partners 'invest' in vulnerable families in the Musselburgh East and Carberry and Musselburgh West wards. Partners found that they needed to intervene at an early stage (e.g. ensuring that children attend school) to prevent families from suffering problems such as poor health and poverty.

What our auditors said:

'The East Lothian Plan - Single Outcome Agreement (SOA) 2013... is based on a clear, evidence based understanding of the context of East Lothian. This has been developed from the new East Lothian Profile 2013 which has six ward profiles... The profile provides a good and well researched evidence base that outlines the challenges that the council and its partners face as well the strengths, assets and opportunities available in East Lothian.'

(Audit Scotland, Assurance and Improvement Plan, 2014-17)

Tackling Poverty & Prioritising prevention and promoting equality

Context:

The Council Plan includes a commitment to early intervention and tackling inequalities: “The focus has to be on prevention and early intervention to avoid crisis intervention. Over the next five years the Council will need to re-direct resources to priorities and the development of a preventative model of service delivery.”

However, whilst the Council Plan acknowledged the significance of tackling inequalities and doing so through increased focus on prevention and early intervention it lacked a robust statistical analysis to take this commitment forward. The East Lothian Plan: Single Outcome Agreement 2013-2023 (the SOA) approved by the East Lothian Partnership in November 2013 was based on an analysis of evidence of the extent of inequalities within and across East Lothian’s communities. Drawing on the Scottish Index of Multiple Deprivation (SIMD) and other national and local data sources the Profile provides substantial evidence of the levels of inequality in East Lothian.

Based on the evidence of growing levels of deprivation and relative inequality across East Lothian’s communities the SOA set one overarching priority: To reduce the inequalities across and within our Communities. The East Lothian Partnership is developing a framework for reducing inequalities through prevention and early intervention which will ensure that the Partnership focuses on this priority.

Key challenges:

There needs to be a greater focus upon the areas of prevention and early intervention that make the greatest difference, including:

- Reducing unemployment, particularly youth unemployment and improving positive outcomes for school leavers
- Raising attainment in schools, particularly for pupils from more economically ‘deprived’ areas, and providing a broader work based education experience through initiatives such as the Academies
- Reducing inequalities and ensuring the most disadvantaged groups and communities, have access to services that maximise opportunities to break the cycle of poverty or mitigate the impact of deprivation
- Supporting the capacity of communities and voluntary organisations to show community resilience and maximise social capital

How we did in 2014/15:

East Lothian Council, working with public and voluntary sector partners developed a draft Tackling Poverty Strategy along with an action plan in 2012. The Strategy aims to help people to be more financially capable and less financially excluded and ensure they have better access to welfare, money and debt advice. However, these are actions that mitigate deteriorating or negative outcomes. Whilst reducing poverty or mitigating the impact of poverty is vitally important it is even more important to try to break the cycle of poverty by helping to create the conditions and opportunities for individuals to break out of poverty by reducing unemployment in East Lothian.

The two strategic goals of the Economic Development Strategy are key to this: 1) to increase the number of businesses in East Lothian with growth potential; and 2) to increase the proportion of East Lothian residents working in and contributing to East Lothian's economy. The employability strand of the strategy is also key through contributing to providing training for people to gain work ready skills, support to find employment and suitable and sustainable job opportunities.

A key focus of the Council's approach to tackling poverty has been to mitigate the impact of welfare reform in East Lothian. Actions in 2014/15 included:

- Successful implementation of the Scottish Welfare Fund paying Community Care Grants and Crisis Grants
- Distribution of almost £500,000 in Discretionary Housing Payment to mitigate the impact of Housing Benefits under occupancy
- Collaboration between the Welfare Reform Task Group (Council and DWP group to oversee the actions to mitigate the impact of welfare reform) and the Welfare Reform Reference Group (a wider group of partners and third sector groups)
- Progress in implementing the Digital Inclusion Strategy and Action Plan to improve access to digital services for people who may be otherwise excluded (e.g. provision of broadband and access to computers in community centres and libraries)
- Continued funding of the Haddington and Musselburgh Citizens Advice Bureaux and other agencies to provide welfare and money advice services.

A draft Combined Impact Assessment toolkit has been prepared jointly with Midlothian Council, City of Edinburgh Council and NHS Lothian. Roll out of the new impact assessment will commence in autumn 2015 following further analysis of the approach.

Performance:

Prioritising prevention and promoting equality Tackling poverty



Indicator	13/14	14/15	Target	Trend	Comparison
Proportion of the highest paid 5% of employees that are female	51.4	51.9	50	↑	
% of people who strongly agree/agree their local area is a place where people from different backgrounds get on well together	-	91	91	-	
% of employees that are from Black or Minority Ethnic groups	-	1.1	1.7	-	
Percentage of primary school pupils eligible for free school meals	14.6	11.3	14	↑	
Percentage of secondary school pupils eligible for free school meals	10.9	8.6	10.5	↑	

The Local Government Benchmarking Framework

The Local Government Benchmarking Framework brings together a wide range of information about how all Scottish councils perform in delivering better services to local communities. The Framework includes 55 performance indicators, which are displayed throughout this report. The results provide a comparison between East Lothian and every council in Scotland.

Highlights from 2013/14

Satisfaction with services – citizens in East Lothian have a high level of satisfaction with Council services. The results for all eight satisfaction indicators fall within the top quartile.

Sickness absence – East Lothian has the 7th lowest level of sickness absence among Scotland's 32 councils. The rate of sickness absence in East Lothian has fallen from 10.1% in 2010/11 to 8.6% in 2013/14.

% of Council Tax collected – East Lothian collected 96.4% of the Council Tax it was due, compared to the Scottish average of 95.2%

Cost of support services – central support services make up a relatively low proportion of overall expenditure in East Lothian compared to the Scottish average.

Rent arrears – the Council has a relatively high level of arrears despite having some of the lowest rents in Scotland. The Council has established a range of initiatives to tackle the problem. The latest data demonstrates that the level of arrears has started to improve.

Scottish Housing Quality Standard – 71.4% of Council houses in East Lothian met the Standard in comparison to the Scottish average of 83.7%. The Council has established a modernisation programme to help meet the requirements of the Standard.

Average length of time taken to complete non-emergency repairs – East Lothian Council took an average of 17 days to undertake a non-emergency repair compared to a Scottish average of 10 days. The Council is reviewing its procedures for undertaking repairs and aims to improve performance with the introduction of mobile working.

Benchmarking exercises

East Lothian Council is participating in several benchmarking exercises, which aim to help councils understand why their performance in relation to the Local Government Benchmarking Framework indicators differs from one another. The Council is benchmarking its performance against a 'family group' of councils that have similar geographical or social and demographic characteristics to ensure that it compares like with like. Each family group includes eight local authorities.

Benchmarking exercises that have been concluded or are currently underway include:

Subject	Findings
Roads	<p>Different operational models were identified, which might warrant further investigation. The use of decision-making matrices to target the areas of road most in need of maintenance was highlighted as being more effective than allocating funding for maintenance on a ward-by-ward basis. Road asset management planning was found to be effective in encouraging a longer-term strategy of prevention.</p> <p>The exercise identified significant differences in accounting, which undermined the comparability of the benchmarking data. The indicator on costs takes account of revenue expenditure; however, it transpired that many councils account for a large proportion of expenditure on road maintenance as capital.</p>
School leaver destinations	<p>The positive destinations pilot benchmarking exercise has been completed. Participants identified numerous different approaches to improve positive destinations; however, the exercise struggled to identify which approaches were most effective. The pilot exercise highlighted several areas in which more work needed to be done to identify and share good practice e.g. work experience programmes, school vocational programmes, partnership working etc.</p>
Charging for services	<p>The exercise identified over 1,000 different charges. In some areas the level of charge differed quite significantly between councils. The exercise highlighted several services that other councils charge for which East Lothian Council does not levy a charge. The results of the exercise were reported to the Council Management Team along with the draft Council Charging Policy and will be used by services when reviewing their charges.</p>
Council Tax	<p>The exercise is currently in progress and will focus upon:</p> <ul style="list-style-type: none"> • Self Service • Text messaging as a way of communicating • Debt recovery/Management • Channel Shift
Looked After Children	<p>The exercise is currently in progress.</p>

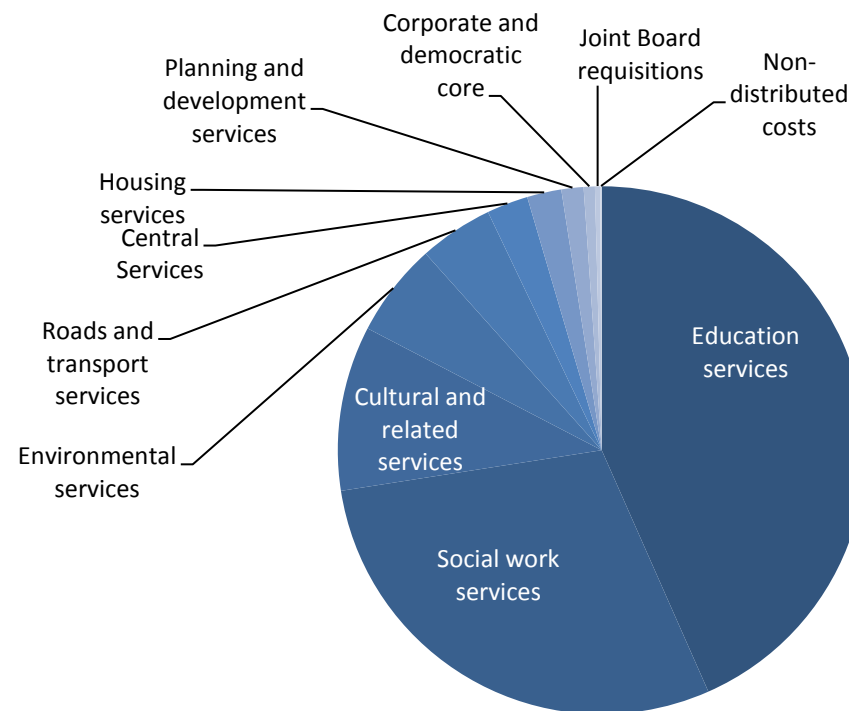
Council Finances

Where the money comes from (from 2014/15 Statement of Accounts)

	£m
Council Tax	£43,476
Non domestic rates	£25,172
Non ring-fenced government grants	£146,187
Capital grants and contributions	£20,319
Total	£235,154

Where the money goes:

Net expenditure by service (£,000s):	2013/14	2014/15
Central Services	£4,126	£5,333
Cultural and related services	£19,703	£21,235
Education services	£90,373	£91,240
Environmental services	£11,560	£12,074
Housing services	£4,064	£4,424
Joint Board requisitions	£200	£674
Local Authority Housing (Housing Revenue Account)	£3,314	(£782)
Planning and development services	£3,520	£2,849
Roads and transport services	£9,650	£9,533
Social work services	£62,855	£61,331
Corporate and democratic core	£1,326	£1,439
Non-distributed costs	£1,145	£197
Total cost of services	£211,872	£209,547
(Gains) / Losses on the disposal of non-current assets	(£1,173)	(£1,511)
Financing and investment income and expenditure (e.g. interest payable)	£19,956	£20,746
Taxation on non-specific grant income	(£224,852)	(£235,154)
(Surplus) / Deficit on the provision of services	£5,803	(£6,372)



Financial Performance for 2014/15:

Despite the challenging operating environment, the Council has delivered better than anticipated financial results for the year, with an increase in General Services usable reserves of £7.347m. This has been achieved through a combination of recurring and non-recurring savings, efficiencies or additional income including:

- Service reductions and efficiencies including efficient workforce management and a continued reduction in the cost of supplies and services;
- Non-recurring rebate relating to the 2012-13 Business Rate Incentivisation Scheme (BRIS);
- Reduction in the bad debt provision relating to outstanding Council Tax debt;
- Reduction in anticipated debt charges resulting from lower than planned capital expenditure

In keeping with recent years, the Council has continued to reduce its overall cost base through the delivery of efficiencies, including a significant programme of service reviews. In line with the Financial Strategy, the Council has developed a sustainable budget that reduces dependency on reserves to zero by 2017/18. Despite the improved results for 2014/15, the Council, in common with other public bodies, continues to face significant financial challenges with further reductions in public sector funding levels expected to continue until at least 2019/20.

Financial outlook:

In the medium term it is clear that the Council faces some very difficult financial decisions as a result of the following;

- Real terms reductions in the income it will receive from Scottish Government;
- Meeting our obligations from new legislative requirements e.g. Children and Young Persons Act and provision of Free School Meals;
- Responding to the challenges arising from recent and proposed UK benefit reforms;
- Increasing population and other demographic changes e.g. increased numbers of young and old, early years care/school rolls/elderly care;
- General price/inflationary pressures;
- Upward pressure on staff costs – particularly after a significant period of pay restraint and uncertain future pay settlements, but also arising from the likelihood of unfunded national insurance and superannuation cost increases;
- New statutory arrangements relating to the provision of Integrated Health and Social Care services;
- Political change/uncertainty – there are three back to back electoral events with Westminster, Holyrood and Local Government Elections due to take place between now and May 2017

The latest cash terms estimate of funding available to support council services is forecast to be a broadly flat-lined position from 2015-18. This funding is required to deliver a wide range of new legislative burdens as well as provide for contractual commitments including pay and pension contributions. Taking these inescapable commitments into account, in overall terms we have a real terms reduction in the resources being made available to deliver Council services.

It is therefore clear that the Council is financially challenged such that it must reduce expenditure commitments or increase income, or some combination of both. Following on from a recent national Audit Scotland report, a benchmarking exercise was undertaken that helped inform a new Fees and Charges Policy that was approved by Council in December 2014. In future, it may be possible to introduce additional sources of income that would partially mitigate against expected funding shortfalls.

Notwithstanding this, a significant share of any funding shortfall is likely to have to be met through continued application of cost containment and cost avoidance measures. As far as possible, the Council is seeking to contain costs by becoming more efficient. However, the extent of the medium-term challenge we face suggests that more significant changes in how services are managed and delivered will be required whilst providing services in accordance with the Council Plan and SOA. This includes the Council paying due regard to the statutory obligations of the Equality Act 2010. Understanding the impact of financial decisions on all those within the community will help to ensure that decisions about future provision of services meet the needs of the community effectively.

Our plans for 2015/16

The Council Plan was reviewed in 2014 taking account of the progress that had been made by the Council since the plan was first adopted in 2012. The review concluded that although the original priorities remained valid, evidence of inequality across East Lothian suggested that early intervention and tackling inequalities should be given a higher priority. The review of the Council Plan therefore highlighted the following priorities to help the Council achieve its aims over the next three years:

- Reducing unemployment, particularly youth unemployment and improving positive outcomes for school leavers, principally through the initiatives developed and supported by East Lothian works
- Raising attainment in schools, particularly for pupils from more economically 'deprived' areas, and providing a broader work based education experience through working with Edinburgh College and Queen Margaret University on initiatives such as the Academies
- Reducing inequalities and ensuring the most disadvantaged groups and communities, have access to services that maximise opportunities to break the cycle of poverty or mitigate the impact of deprivation; e.g. Children's early years initiatives and improving health and wellbeing for all age groups
- Supporting the capacity of communities and voluntary organisations to show community resilience and maximise social capital from community and social networks

Our plans for addressing the challenges outlined in the Council Plan for 2015/16 onwards are outlined below:

Growing our Economy:

The East Lothian Economic Development Strategy outlines the Council's ambitions for economic development of the area between 2012 and 2022. The aims of the Strategy are:

- To increase the number of businesses in East Lothian with growth potential
- To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy
- To be the best place in Scotland to set up and grow a business
- To be Scotland's leading coastal, leisure and food and drink destination
- To build on our proximity to Edinburgh to encourage study, work and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable local economy

Growing our People:

Children & Young People:

The East Lothian Inter-agency Child Protection Improvement Plan 2015-18 provides a clear focus on providing better outcomes for vulnerable children, young people and their families across East Lothian. The Improvement Plan can be found on the [East and Midlothian Public Protection Committee website](#).

The Children's Strategic Partnership is developing a new Integrated Children's Services Plan.

East Lothian and Midlothian Councils are in the process of establishing a local Child Protection Disability Forum which will aim to ensure that the work of the National Child Protection Disability Network is shared and rolled out across both areas.

Protecting Vulnerable & Older People:

The Health & Social Care Partnership has established a delayed discharge task group, which is developing priorities for investment, including:

- additional assessment capacity
- payment of the living wage in care homes
- the opening of 20 step down beds at Crookston Care Home

The East and Midlothian Adult Support and Protection Improvement Plan 2015-18 provides a clear focus on providing better outcomes for Adults at Risk of Harm and their families across East Lothian and Midlothian. The Improvement Plan can be found on the [East and Midlothian Public Protection Committee website](#).

Growing our Communities:

Transport:

Cycling – there are other improvements which are currently being worked on to improve the cycling experience for residents and visitors in East Lothian. This includes new shared-use paths on route 76 at Broxburn near Dunbar and route 196 at Crossgatehall – both part-funded by Sustrans. East Lothian Council is also reviewing and updating the Local Transport Strategy which will be followed by a Cycle Action Plan. There are also very early discussions on the construction of a bridge for cyclists and pedestrians over the A1 near Torness.

Buses – new supported bus services are being introduced across East Lothian from May 2015. Greater provision of commercially operated bus routes around the county means that supported bus service are no longer required in some areas. This has allowed resources to be deployed in other areas instead, giving the public a wider coverage and better overall access to public transport.

The Environment:

Recycling – from April 2015 every household in East Lothian has access to weekly food waste collection, fortnightly glass, cans, plastics, paper and cardboard recycling, fortnightly garden waste collections and fortnightly residual/non recyclable waste collection. The Council will also roll-out a dedicated trade waste collection service, which includes recycling, to 1500 trade customers.

Growing the capacity of our Council:

Services built around People and Communities:

Resident's Review – the Council plans to establish a mechanism to enable residents of East Lothian to review the performance of Council services. The pilot Resident's Review exercise will evaluate services relating to green spaces (e.g. grass cutting, weed control, dog fouling).

Prioritising Prevention and Promoting Equality:

Musselburgh Total Place Pilot – phase 2 of the Pilot has started. The second phase aims to identify target areas for early intervention, establish which activities make the most impact, and determine how services can be realigned to deliver better outcomes for vulnerable families.

Key actions supporting East Lothian Partnership's approach reducing inequalities include:

- Developing a greater understanding of poverty and inequality across East Lothian and through the East Lothian Profiles
- Promoting a measurable shift in resources towards policies and services which are preventative in nature or designed to take an early intervention approach
- Routine use of Integrated Impact Assessment to consider the impact of decisions, policies and practices on equalities groups, poverty and health and a requirement to report these impacts in all Partnership reports

- Monitoring the impact of policies and activities designed to reduce inequality through the scrutiny of a range of performance indicators within the SOA
- Continued use of 'Voice' and the Citizens' Panel to engage with a variety of communities across East Lothian, including those least likely to engage.

Effective, Efficient and Excellent Services:

The findings of IIP, self-evaluation exercises and external audit reports have been reviewed and will be addressed via the Council Improvement Plan. The 2015/16 Council Improvement Plan includes the following actions:

- Develop a toolkit for self-evaluation of strategic partnerships
- Provide scrutiny training for PPRC Members
- Review and revise the Improvement Framework and make more effective use of benchmarking
- Introduce the Combined Impact Assessment and process for monitoring the needs of minority and vulnerable groups
- Prepare and implement the Records Management Plan
- Work with partners to develop and implement the Children's Services inspection Improvement Plan
- Review and develop elected members' training and briefings
- Implement the action plan based on the Investors in People Improvement Plan and Workforce Development Plan
- Review and revise the staff communications plan
- Implement the Web Development strategy
- Further develop the Council's service planning process

To contact us, or tell us what you think

We always want to hear what the people of East Lothian think about our services. Was this report easy to read? Did it inform you about Council services? Did it allow you to judge out performance? How could we improve the report next year?

If you want to give us feedback on this report or would simply like further information or to make a comment about the Council, email the Policy & Performance Team at: **policy@eastlothian.gov.uk**

Phone: **01620 827827**

Versions of this publication are available on request on audiotape, in Braille or in your own language.
Tel: 01620 827199

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Council Housing Repairs Update

4

1 PURPOSE

- 1.1 To update the Committee on the regulatory changes to housing repairs.
- 1.2 To update the Committee on the Council's performance in relation to the delivery of Council housing repairs.

2 RECOMMENDATIONS

- 2.1 That PPRC note the content of this report.

3 BACKGROUND

- 3.1 Further to a report to PPRC on 18 March 2013, a further update was requested on Council housing repairs. Specifically, the times taken to complete responsive repairs.

Regulatory changes

- 3.2 From the performance year ending March 2013, housing repairs performance moved away from locally agreed targets and voluntary benchmarking and was replaced by the requirements of the Scottish Social Housing Charter (SHC).
- 3.3 The SHC specifies six charter measures directly relating to housing repairs, two of which relate directly to repairs turnaround times. These measures are:
 - Average time taken to complete emergency repairs; and
 - Average time taken to complete non-emergency repairs.

SHC Performance 2014/2015

- 3.4 The Council's latest SHC performance returns in relation to the measures set out at 3.3 are shown at appendices 1 and 2 respectively.
- 3.5 The average time taken to complete an emergency repair has improved by one hour (from 6.6 to 5.6) in the last year. This improvement brings ELC below the Scottish average of 5.85 hours.
- 3.6 The average time taken to complete non-emergency repairs has improved by 2.4 days (from 17.4 to 14.8) in the last year. However ELC turnaround in this area remains above that of comparable organisations.

Recent initiatives

- 3.7 The successful delivery of housing repairs requires effective joint-working between both Community Housing and Property Maintenance. While cross-service work is ongoing to ensure continual progress in housing repairs, several initiatives have already brought about demonstrable improvements in this area.
- 3.8 A rationalisation of all 'schedule of rate' repairs was undertaken to reduce the number of repairs requiring pre-inspection. This has resulted in less physical visits to properties, benefiting both the services and the customer.
- 3.9 Where pre-inspections were deemed as required, an appointment system for Housing Repairs Officers has significantly reduced the time taken to complete this aspect of the repair.
- 3.10 An increase in the number of Craft operatives migrating to electronic scheduling has brought about a more flexible and agile approach to the allocation of front-line resources.

Ongoing initiatives

- 3.11 To ensure continual progress, a cross-service Housing Repairs Working Group was established in late 2014. This group has developed a performance management framework for housing repairs, with its focus on the Social Housing Charter measures. Furthermore, cross-service procedures have been reviewed to improve the repair process from report through to completion.
- 3.12 A recent service review of the Property Maintenance (PM) staff establishment introduced a functional trade-based supervisory structure. This will ensure the effective day-to-day supervision of the PM Craft workforce.
- 3.13 The revised PM staff establishment will also enable the service to significantly expand and modernise mobile working across all areas of the responsive & voids repairs operation. This will continue to improve housing repair turnaround through the effective deployment of Craft resources.

4 POLICY IMPLICATIONS

- 4.1 The ongoing improvements in this area contributes to the Council achieving its overall Social Housing Charter performance outcomes..

5 EQUALITIES IMPACT ASSESSMENT

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

6 RESOURCE IMPLICATIONS

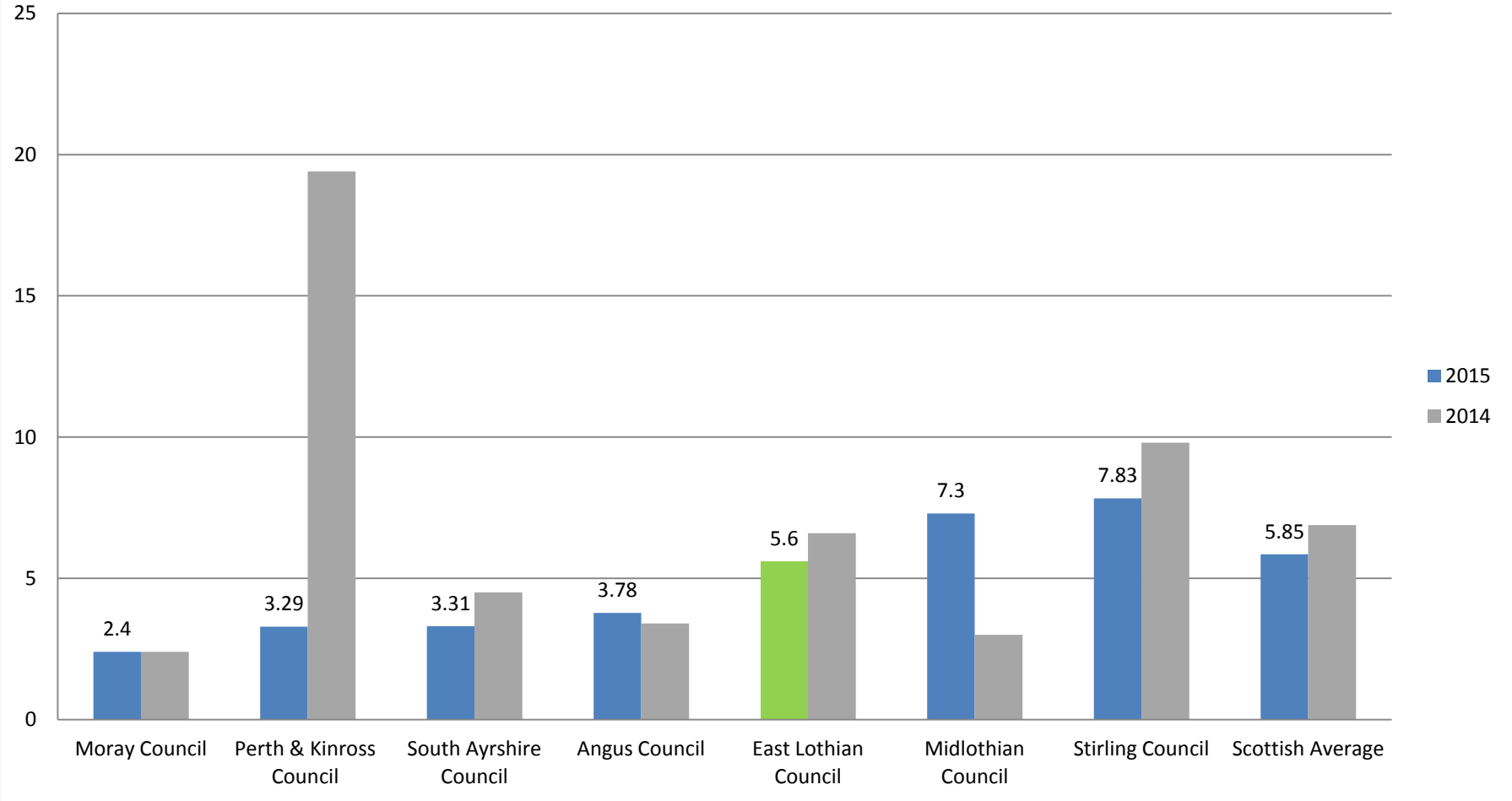
- 6.1 Financial - None
- 6.2 Personnel - None
- 6.3 Other - None

7 BACKGROUND PAPERS

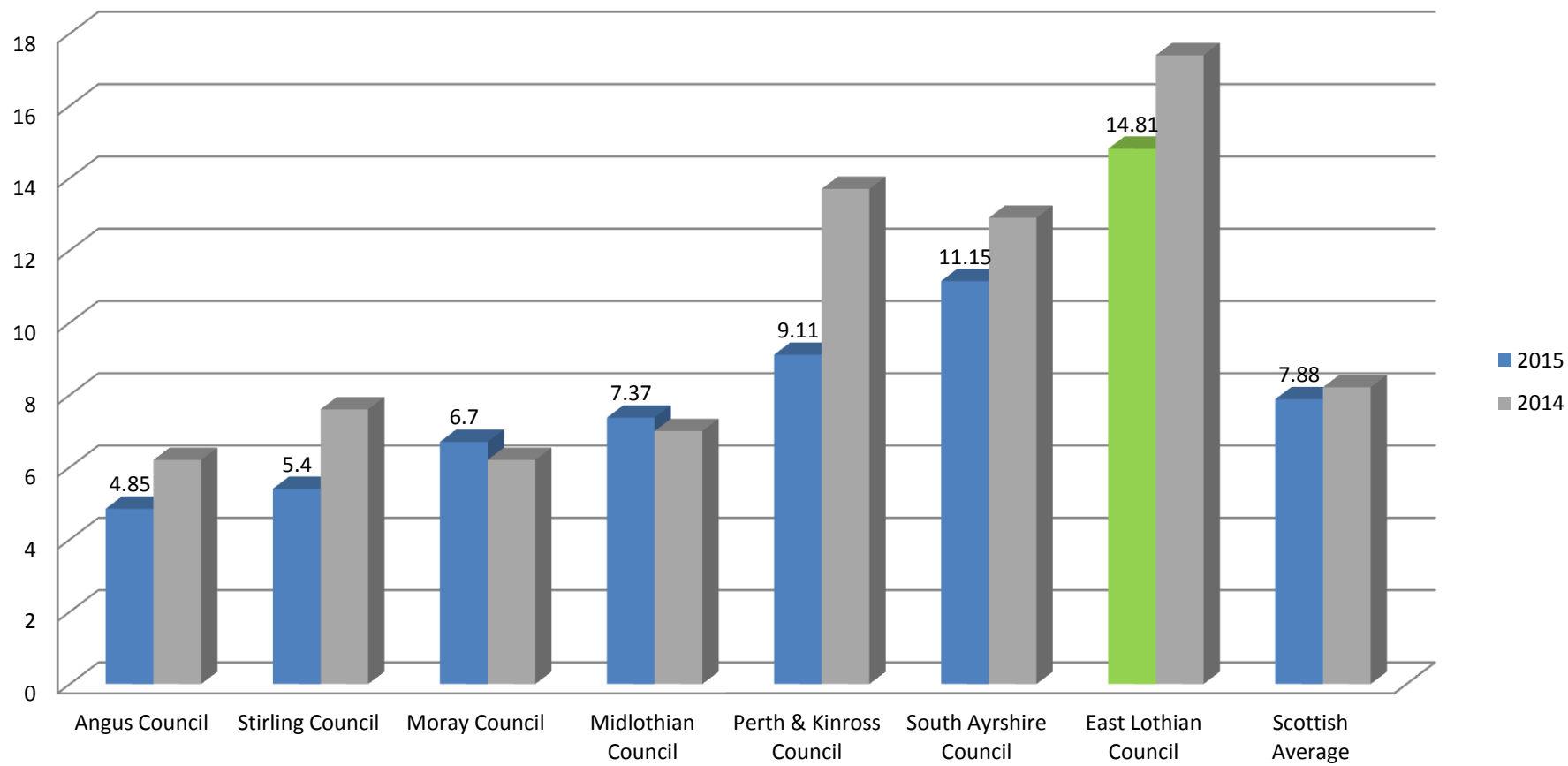
- 7.1 Average time taken to complete emergency repairs (appendix 1)
- 7.2 Average time taken to complete non-emergency repairs (appendix 2)

AUTHOR'S NAME	Paul Grant
DESIGNATION	Service Manger – Property Maintenance
CONTACT INFO	X7530
DATE	22/09/15

Appendix 1 - Average time to complete emergency repairs (hours) 2014 & 2015



Appendix 2 -Average time to complete non-emergency repairs (days) 2014 & 2015



REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Social Work Complaints and Feedback Annual Report 2014-2015

5

1 PURPOSE

- 1.1 To report on the use of the Council's Social Work complaints procedure for the year 2014/2015.

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 Section 52 of the NHS community care Act 1990 and the Social Work (Representations Procedure) (Scotland) Directions 1996 requires every Local Authority Social Work service to develop and implement a complaints procedure. The council is also required to consider, in public business, an annual report on the use made of the procedure and the outcome of complaints

- 3.2 Feedback (comments complaints and compliments) about social work services are recorded on a customer feedback module on the Council's Customer Relationship Management System (CRM) which allows for the recording, monitoring, and reporting of client feedback.

- 3.3 In line with its statutory requirements the Council operates a 3 stage social work complaints procedure:

Stage 1 – Complaint dealt with directly at point of service

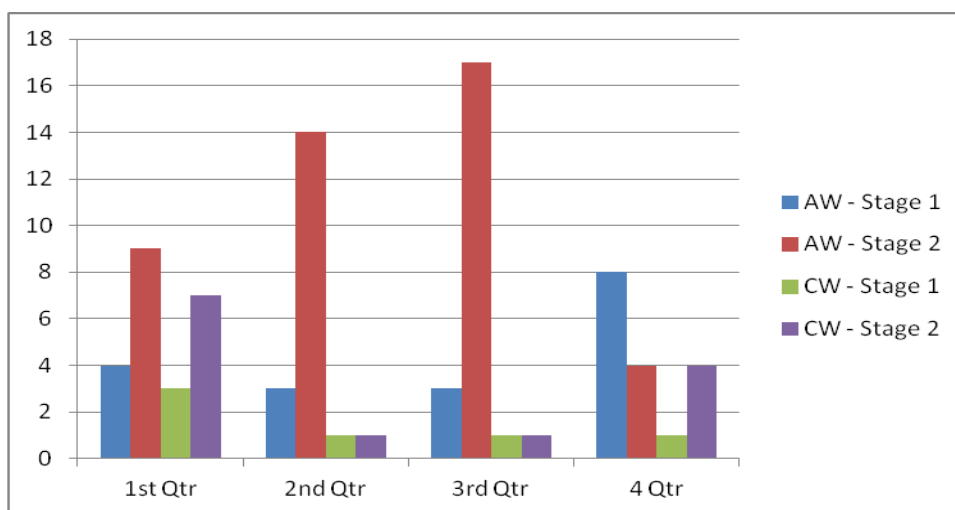
Stage 2 - Complaint requires formal investigation and response

Stage 3 – Referral to independent Complaint Review Committee (CRC)

Thereafter, there is a legal right of referral to the Scottish Public Service Ombudsman (SPSO).

BREAKDOWN OF FEEDBACK

- 3.4 A total of 81 complaints were received about social work services.
- 3.5 Stage 1 complaints are dealt with directly at point of service. **24** Stage 1 complaints were recorded for the year 2014/2015, which is broadly in line with the **29** recorded for 2013/2014. These are straightforward complaints either resolved at first point of contact with an apology or referred to the relevant social worker/manager for swift resolution. Examples of stage 1 complaints include correspondence not being responded to, information being requested and not supplied and missed visits.
- 3.6 In 2014/2015, East Lothian Council received **57** Stage 2 complaints about its social work services compared to **48** received 2013/2014, a 16% increase.
- 3.7 The following is a breakdown by service:
- | | |
|----------------------------|------------------------------------|
| Adult Wellbeing (AW): | Stage 1:18; Stage 2: 44; Total: 62 |
| Children’s Wellbeing (CW): | Stage 1: 6; Stage 2: 13; Total: 19 |
| Criminal Justice (CJ) | Stage 1:0; Stage 2:0; Total 0 |
- 3.8 Ideally, a higher proportion of complaints should be dealt with at Stage 1 and this is broadly true of most other Council services. Social work complaints are often of a complex nature, which is reflected in the fact that both Adult Wellbeing and Children’s Wellbeing received a higher number of Stage 2 complaints.
- 3.9 The following bar chart shows the number of Stage 1 and Stage 2 complaints received for each quarter for the year 2014/2015:



- 3.10 There was a peak in Stage 2 complaints for Adult Wellbeing in Q3.
- 3.11 There was a significant drop in overall social work complaint numbers in Q4, although this appears reflective of a fall in this quarter across all Council services.
- 3.12 For the second year running no complaints were recorded for Criminal Justice.
- 3.13 The subjects of Stage 2 complaints in 2014/2015 reflect the continued issues Adult Wellbeing and Children’s Wellbeing have to manage and the exercise of professional social work judgement. Examples included:
- Child Protection issues – perception that social workers are taking the side of one parent over the other / mis-representing parental involvement
 - Unhappy with the experience of relatives in a council run care home facility / specific event relating to a care home experience
 - Standard of home care / delays in arranging care packages (care providers with no capacity, particularly in more rural areas)
 - Disputes over the content of assessment reports prepared by social workers
 - Financial assessments / Direct Payments / Self Directed Support
- 3.14 A breakdown of complaints is provided in Appendices 1a & 1b.
- 3.15 Complaints should be acknowledged within 3 working days and responded to within 28 days. The average acknowledgement and response times for 2014/2015 were:

90 % acknowledged within 3 working days **(2013/2014 - 89%)**

91% responded to, or update provided within statutory timescales (28 days) **62%** received a full response within timescale (same as 2013/2014)

- 3.16 Due to the complex nature of Stage 2 social work complaints there can be challenges with meeting timescales, particularly if additional assessments need to be carried out etc. Efforts are also made to meet with complainants and their families as there is often an ongoing relationship that needs to be maintained. Progress updates are provided wherever possible.
- 3.17 The proportion of complaints upheld, partially upheld or not upheld for the year was as follows:

	2013/2014	2014/2015
Upheld	21%	21%

Partially Upheld	21%	35%
Not upheld	58%	44%

- 3.18 If something has gone wrong with a service or with how policies and procedures have been followed, the complaint will be upheld or partially upheld depending on the circumstances. An apology will be given and action taken to put things right. If proper process has been followed and social workers have acted reasonably, the complaint will not be upheld and the reasons for this decision will be explained.
- 3.19 2014/15 saw a higher proportion of complaints being partially upheld.
- 3.20 Two complaints progressed to Complaints Review Committee. Both related to child protection and the actions / decisions of social workers. One complaint was upheld, the other was not upheld. On both occasions the CRC made some observations to help improve practice, mainly around how decisions should be recorded and communicated to families and engagement with affected persons.
- 3.21 Comments and compliments are also received about social work and it is important these are recorded to provide a balanced overview of services.
- 3.22 In 2014/2015, **3** comments and **109** compliments were received, compared to **60** compliments received in 2013/2014, which represents a significant increase. More compliments were received than complaints.
- 3.23 The vast majority of compliments were for Adult Wellbeing (**102**) which perhaps reflects nature of the services provided. A high proportion of these related to council run care facilities, such as The Abbey Care Home in North Berwick and the Crookston care facility in Tranent. Individual social workers were also often singled out for praise for the support they provide.
- 3.24 A few extracts from compliments received can be found in Appendix 2.
- 3.25 The Scottish Government has been undertaking a review of the statutory social work complaints procedure with a view to making sure it is fit-for-purpose and in line with the model complaints procedure in operation for all other local authority services.
- 3.26 A consultation is expected shortly on a proposal for the SPSO to take on the remit of CRCs, which would allow them to question professional social work judgement in line with their remit for health. This would require a legislative change.
- 3.27 Until such time as there is a change to legislation, CRCs remain a legal requirement for local authorities. No change is expected to take place before April 2017.
- 3.28 In line with the move towards integrating health and social care services, East Lothian Council has worked with NHS Lothian to develop joint complaint handling guidance.

4 POLICY IMPLICATIONS

4.1 None.

5 EQUALITY 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 Appendices 1a & 1b - Breakdown of Customer Feedback by service for the year 2014/2015

7.2 Appendix 2 Extracts from compliments

AUTHOR'S NAME	Sarah E.M Bogunovic
DESIGNATION	Team Manager – Communications & Customer Relations
CONTACT INFO	X 7497 email: sbogunovic@eastlothian.gov.uk
DATE	17 September 2015

Appendix 1a Stage 2 Complaints Breakdown 2014/2015 for Adult Wellbeing

Main Subject of Complaint	April – June 2014	July – September 2014	October – December 2014	January – March 2015	Total
Care Package (including allocated time for tasks / use of eligibility criteria / quality of care etc)	2	4	3	2	11
Staff attitude / conduct	2	2	1	0	5
Financial issues e.g. assessments / contributions towards care			1	1	2
Community Alarm service response		2			2
Home Care	3	5	5	1	14
Occupational Therapy Service (including time taken for assessment)	2	4	4	0	10
Total Number of Complaints	9	14	17	4	<u>44</u>
Outcomes	Not Upheld x 4 Partially Upheld x 3 Upheld x 2	Not Upheld x 7 Partially Upheld x 5 Upheld x 2	Not Upheld x 4 Partially Upheld x 8 Upheld x 5	Not Upheld x 2 Upheld x 2	NU -17 PU – 18 U- 9

Appendix 1b Stage 2 Complaints Breakdown 2014/2015 for Children's Wellbeing

Main Subject of Complaint	April – June 2014	July – September 2014	October – December 2014	January – March 2015	Total
Conduct / attitude of social worker	2	1	0	1	4
Child Protection issues (including handling of referrals, operation of Child Protection Case Conferences, implementation of decisions re: contact/ visits etc)	3	0	1	1	5
Quality of social work reports	2	0	0	2	4
Outcomes	Not Upheld x 1 Partially Upheld x 3 Upheld x 3	Not Upheld x1 Partially Upheld x Upheld x 0	Not Upheld x 1 Partially Upheld x 0 Upheld x	Not Upheld x3 Partially Upheld x 1 Upheld x	NU -6 PU – 4 U- 3
Total Number of Complaints	7	1	1	4	<u>13</u>

Appendix 2: Extracts from compliments received about social work services

2014/15:

'The Facilities in the care home are first class but what really makes this care home stand out is the staff. The staff is the best I have seen, they really do care about the residents in their care and they treat residents as if they were looking after their own family member.'

'Once again thank you for your care and kindness!'

'I called your office asking for help and the lovely person taking my call promptly had an assessment done and physio put in place. The physiotherapist was excellent and a wonderful ambassador for your service. I genuinely cannot comment highly enough. Thank you for the fantastic support.'

'I want you to know just what an amazing impact East Lothian Council has had on our family. Since my mother had a massive stroke 3 years ago my experience of 'institutions' has not been very positive. However, the support we have had from East Lothian Council (Adult Wellbeing) in enabling her to come home has been without question second to none. Of course any organisation is only as good as its people...The outstanding thing for us was the way in which our whole family was treated...It sounds simple but they listened to us, understood our family values, the terrible stress we were under and did not judge...The way we were treated lifted us out of the dark place we had been and gave us back our dignity...Sadly mum died...thanks to East Lothian Council and its people it was a happy death at home with her family.'

'We can't say how amazing ELC have been in providing all the equipment we need...we feel blessed to have been helped to achieve bringing Mum home which is the best place for her.'

'We cannot fault the end of life care given to mum. The staff treated her with dignity and respect and she was shown love and care...thanks again.'

'It is indeed incumbent on me to offer you my very sincere thanks for the inestimable amount of help you have given me. Each and everyone...has proved their worth, and in doing so have instilled in me a very large measure of self-confidence.'

'I just wanted to drop you a wee note to thank you for your patience and sensitivity yesterday. Your calm, knowledgeable input was really reassuring....because we are all completely new to this and don't really know the systems yet, it is great to know that we have you by our side!

'I'd just like to say thank you for the way you handled my request for respite care...Having never had to make this sort of request of Social Services, I am mightily impressed at the way you and your colleague handled my request so expeditiously, and with courtesy and kindness. Thank you very much.'

'I just wanted to email you to give you some feedback on our adoption process so far and I have to say (name) has been great throughout the whole process. She has made the home study part an enjoyable experience; she has been thoughtful, considerate, very knowledgeable and professional and made us very relaxed throughout.'

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Customer Complaints and Feedback

6

1 PURPOSE

- 1.1 To report on the use of the Council's complaints handling procedure for the year 2014/2015.

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 East Lothian Council complies with the model complaints handling procedure (CHP) 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) – Complaint investigated; acknowledged within 3 working days and 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. Those complaining about social work issues have the option of asking for their complaint to be referred to a Complaints Review Committee (CRC).

- 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.

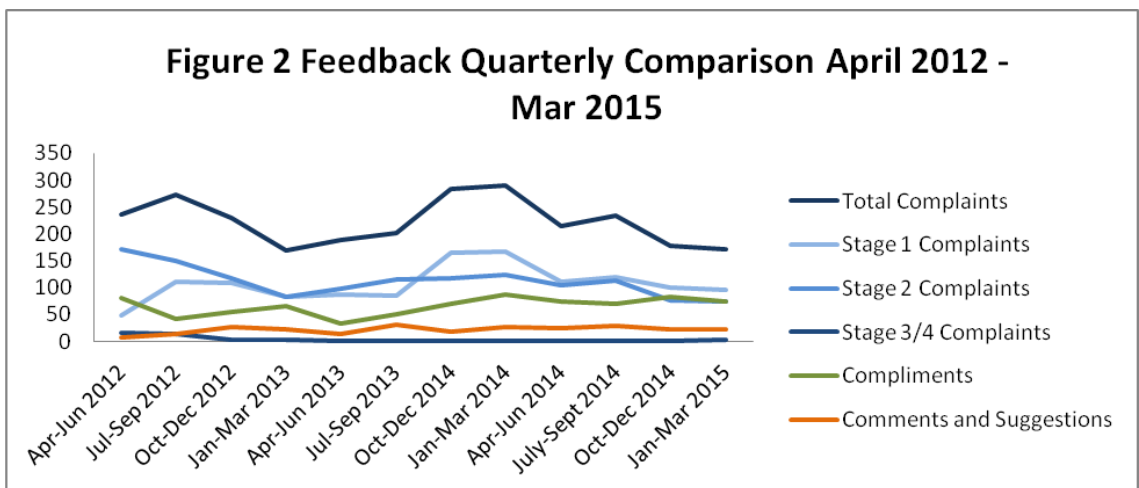
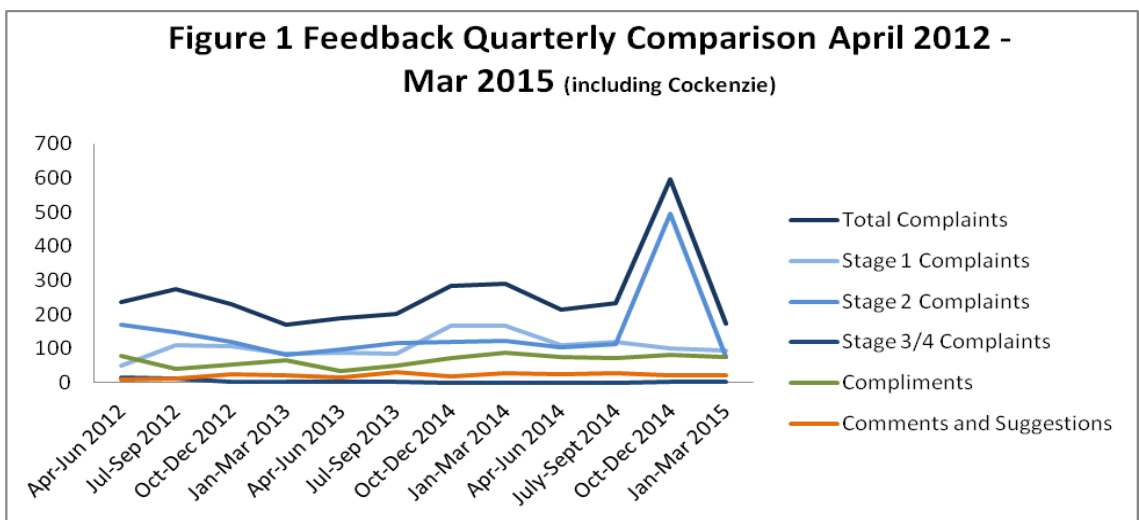
- 3.3 The Council records and reports on complaints received by the Contact Centre, local area offices and the Customer Feedback Team. Service areas are encouraged to report complaints they receive through these channels to ensure recording is as accurate as possible.
- 3.4 The SPSO has compiled performance indicators for complaints handling to assess how local authorities are performing against the model CHP and to enable benchmarking. Each local authority is required to produce an annual report (attached at Appendix 1) which will be published on the Council's website.
- 3.5 The report referred to above does not include social work complaints, as there is a separate social work complaints process. This report covers all council services, including social work, so it should be noted there will be differences in some of the figures contained in the two reports.

YEARLY OVERVIEW 2014/2015

- 3.6 For the year 2014/2015, East Lothian Council received **1205** complaints, a significant increase on the **961** complaints received in 2013/2014. 421 of these complaints related to a campaign about a single issue; the proposal for a marine energy park at the Cockenzie Power station site and the role of East Lothian Council in this matter.
- 3.7 If this is counted as a single issue, the council received **785** complaints, an 18% decrease from last year. This was made up of:
- Stage 1: 425 complaints
- Stage 2: 360 complaints
- 3.8 The number of complaints, comments and compliments received for each quarter were as follows:

Type of customer feedback	Q1 (April – June '14)	Q2 (July – Sept '14)	Q3 (Oct – Dec '14)	Q4 (Jan – March '15)
Stage 1 complaints:	110	119	101	95
Stage 2 complaints:	104	114	77 (497 incl cockenzie)	65
Total no of complaints:	<u>214</u>	<u>233</u>	<u>178</u> (598)	<u>160</u>
Compliments:	74	71	83	80
Comments:	25	29	22	29

- 3.9 54% of the overall total number of complaints were closed at Stage 1 and 46% were closed at Stage 2. These figures were similar to last year.
- 3.10 Work needs to be undertaken to identify how the Council can resolve a higher proportion of complaints at service level without progressing to the investigation stage.
- 3.11 Stage 1 resolutions included providing an agreed service, providing additional information / explanation, apologising for a service failure, manager / team leader making contact to try and resolve issue.
- 3.12 As shown in the table above and in Figures 1 & 3 (below), generally there was no real trend (e.g. seasonal) with complaint numbers across the quarters, with the exception of the spike in Q3 as a result of the complaint campaign referred to earlier (Figure 1). If the campaign is counted as a single issue, complaint numbers actually fell in Q3 and Q4 (as shown in Figure 2).
- 3.13 It is positive to reflect on the total number of compliments (308) received over the period.



3.14 Average complaint outcomes for 2014/15 are detailed below in Figures 3 & 4.

Figure 3

Stage 1	Upheld	Partially Upheld	Not Upheld
2014/15	25%	19%	56%
2013/14	25%	20%	55%

Figure 4

Stage 2	Upheld	Partially Upheld	Not Upheld
2014/15	30%	31%	39%
2013/14	23%	27%	50%

3.15 Stage 1 outcomes were similar to last year. A higher proportion of Stage 2 complaints were either upheld or partially upheld compared to last year.

3.16 Where it is identified that something has gone wrong and policy / procedures were not properly followed, a complaint will either be upheld or partially upheld, depending on circumstances. An apology will be given for any identified failings and action taken to put the situation right.

3.17 If there is no evidence to suggest that policies / procedures have not been properly followed then a complaint will not be upheld. In such cases, a full and clear explanation will be given of the decision taken.

3.18 The average time to respond to Stage 1 complaints was 4 working days (1 day more than last year) and the average working time for responding to Stage 2 complaints was 17 working days (5 days more than last year). The average response time for responding to complaints escalated from Stage 1 to Stage 2 of the complaints procedure was 3 working days.

3.19 Acknowledgement and response times per quarter for 2014/2015 are set out below:

	Q1	Q2	Q3	Q4	Average
Stage 1 Response (5 working days)	97%	93%	99%	88%	94%

	Q1	Q2	Q3	Q4	Average
Stage 2 Acknowledgement (3 working days)	97%	95%	99%	79%	92.5%
Stage 2 Response (20 working days)	74%	53%	96%	71%	73.5%
Extension agreed	15%	47%	1%	29%	23%

- 3.20 The was little change in the annual acknowledgement figure, which was **93%** compared with **92.5%** for 2013/2014.
- 3.21 There was a dip in response rates in Q2 and the action taken to address this saw a significant improvement in Q3. The average for 2013/14 was 83% so overall there was a dip in performance this year and a higher % of cases where extensions to timescales had to be agreed.
- 3.22 Resource difficulties within service areas have had an impact on complaint response times; however the Customer Feedback Team will continue to work with service managers to ensure complaints are responded to in a timely manner and customers kept updated in the event of any unavoidable delays.
- 3.23 The overall number of complaints, comments and compliments received per service area for the year 2014/2015 is outlined in Appendix 2.
- 3.24 The service areas with the highest number of complaints over the year were:
- Economic Development* (*taking into account Cockenzie complaint campaign)
 - Housing Maintenance
 - Transportation
 - Waste Services
 - Community Housing
 - Education
 - Social Work
- 3.25 Housing 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. To put complaint numbers in context, it should be noted that the service undertakes over 15,000 domestic repairs a year.

- 3.26 It is positive to note there was a 30% decrease in the number of housing maintenance complaints progressing to the investigation stage this year, meaning more complaints are being resolved at the front line.
- 3.27 Some examples of housing maintenance issues complained about were:
- Outstanding day-to-day repairs (various)
 - Recharges (normally after moving out of a property)
 - Appointments (not kept / inconvenient / length of time to wait)
 - Damp / condensation
- 3.28 There were drops in total numbers of complaints for the following services:
- Community Housing - down from 90 in 2013/14 to 52 in 2014/15
 - Customer Services - down from 63 in 2013/14 to 14 in 2014/2015
 - Landscape and Countryside - down from 88 in 2013/14 to 41 in 2014/15
 - Libraries - down from 57 in 2013/14 to 18 in 2014/15
- 3.29 It should also be noted that the number of Stage 2 complaints received for the Transportation service were also notably lower than the previous year, from 55 in 2013/2014 to 29 in 2014/2015. This was despite significant pressures on the service, particularly on the Roads Network.
- 3.30 Examples of subjects of complaint included:
- Cemetery / grounds maintenance (in particular grass cutting)
 - Maintenance of roads (including potholes) and pathways
 - Planning process
 - Housing allocations policy
 - Composite classes
 - Bins not being uplifted
 - Employee behaviour
 - Changes to care packages
 - Gas safety inspection charge due to non-access
 - Council Tax administration
- 3.31 The SPSO has not yet publicly reported its statistics on how many complaints about East Lothian Council were referred for independent

adjudication for the year 2014/15. This information will be included in a future report.

3.32 The service areas receiving the highest number of compliments were:

- Adult Wellbeing
- Customer Services
- Housing Maintenance
- Landscape & Countryside
- Libraries

3.33 Some examples of service improvements undertaken as a result of complaints are included in the report at Appendix 1.

3.34 All customers using the complaints procedure now receive a survey card / link to an online survey to assess customer satisfaction with the complaints service. Questions focus on the process itself rather than the complaint outcome. Return rates are low, however.

3.35 73% of respondents indicated satisfaction with how easy it was to make a complaint, 66% with the time taken to respond and 60% with both the clarity of the complaint response and how they were treated when they made a complaint.

3.36 47% indicated dissatisfaction with how well their complaint was understood. This is an area highlighted for improvement.

4 POLICY IMPLICATIONS

4.1 None.

5 EQUALITY 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: Complaint Performance Report 2014/2015

7.2 Appendix 2 Breakdown of Customer Feedback by service 2014/2015

AUTHOR'S NAME	Sarah E.M Bogunovic
DESIGNATION	Team Manager – Communications & Customer Relations
CONTACT INFO	X 7497 email: sbogunovic@eastlothian.gov.uk
DATE	17 September 2015

Not including social work complaints which follows a different procedure.

THE COMPLAINTS PROCESS

We welcome complaints about our services as they let us know where we need to improve. Like all councils in Scotland we follow a model complaints handling procedure. This has 2 stages:

STAGE 1 FRONTLINE RESOLUTION

This is where we aim to resolve complaints at point of contact, or as close to the point of service delivery as possible.

Response Timescale: 5 working days

STAGE 2 INVESTIGATION

This is where a complaint is more complex, sensitive or serious and we need to carry out an investigation, which takes us more time.

Acknowledgement Timescale: 3 working days
Response Timescale: 20 working days

HOW MANY COMPLAINTS DID WE DEAL WITH?

Of 1143 complaints received 421 came about through a complaint campaign on a single issue. For statistical purposes we count these as 1 complaint. This works out at just over 7 per 1,000 population of East Lothian.

409 (58%) FRONTLINE RESOLUTIONS vs **294 (42%) INVESTIGATION** complaints.

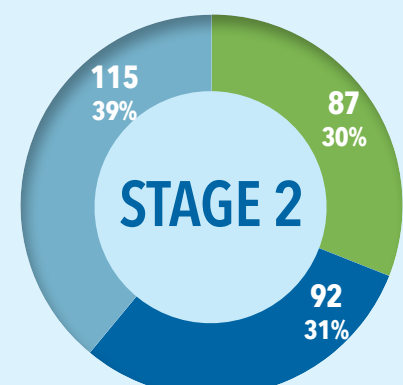
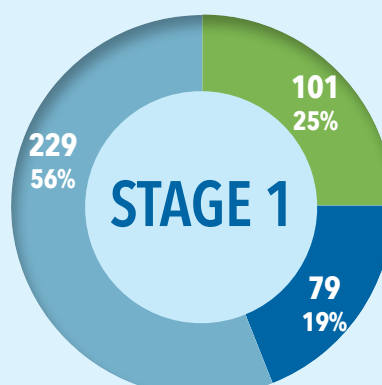
5 complaints (0.7%) were escalated from Stage 1 to Stage 2.



COMPLAINT OUTCOMES

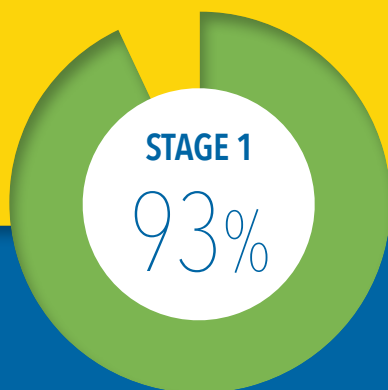
If something has gone wrong with a service or how we have followed our policies and procedures we will uphold or partially uphold the complaint depending on the circumstances. We will apologise and put things right. If the proper process has been followed and we have acted reasonably, the complaint will not be upheld and we will explain the reasons why.

- Complaints upheld
- Complaints partially upheld
- Complaints not upheld



RESPONSE TIMES

How did we do?

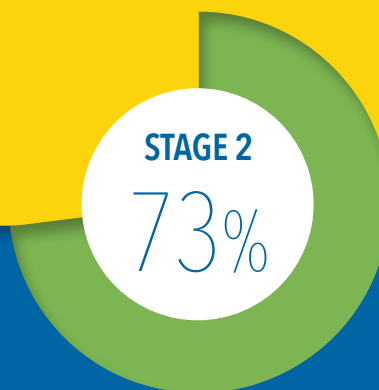


382 Complaints were responded to in time

Total working days taken to deal with complaints:

STAGE 1: 1608 days

STAGE 2: 4932 days



215 Complaints were responded to in time

92.5% Complaints were acknowledged in time

The average time taken to respond to complaints was:

STAGE 1: 4 working days (1 day more than last year)

STAGE 2: 17 working days (5 days more than last year)

For those complaints escalated from Stage 1 to Stage 2 the average response time was 3 working days. 100% of complaints were closed after escalation.

In some cases, we needed extra time to deal with a complaint. Extensions were authorised for:

STAGE 1: 27 complaints (6.6%)

STAGE 2: 72 complaints (25%)

WHAT WERE YOUR COMPLAINTS ABOUT?

The top 3 services complaints were received about were:

- Housing Maintenance
- Transportation
- Waste & Recycling

The top 3 subjects of complaint were:

- Quality of service
- Lack of / quality of information
- Employee behaviour

WHAT YOU TOLD US ABOUT OUR COMPLAINTS PROCESS

We issue a survey to everyone who makes a complaint. Of those who responded in 2014/15:

73% were satisfied with how easy it was to make a complaint

66% were satisfied with the time we took to respond

60% were satisfied with how clear our response was

60% were satisfied with how they were treated

54% were dissatisfied with how well their complaint was understood – we need to improve on this.



YOU SAID.
WE DID....

YOU raised concerns housing maintenance jobs were being routinely cancelled if there was no access to a property, even though the repair was still needed.

WE began issuing letters following no access appointments, giving time for people to get back to us to reschedule an appointment before any job was cancelled.

YOU raised concerns that you had to contact a number of people in the council to advise of a relative's death, which added stress at an already upsetting time.

WE introduced a 'Tell us Once' system, taking on this task for you (including informing other government organisations).

YOU raised concerns about the quality of building repairs carried out under statutory works notices.

WE reviewed the individual cases, carried out site visits, addressed any concerns directly with contractors and owners and amended invoices, where necessary. We also changed our procedures for issuing statutory works notices.

COMPLIMENTS & COMMENTS

People also let us know when they received a good service and to give us helpful comments. We received 308 compliments and 105 comments in 2014/2015.

Thank you for taking the time to get in touch with us this year with your comments, complaints and compliments. We really value your feedback!



Versions of this leaflet can be supplied in Braille, large print, audiotape or your own language please phone Translation and Interpretation Services on 10620 827199



Appendix 2: Customer Feedback Breakdown by Service for the year 2014/2015

Directorate		Comment	Compliment	Stage 1 Complaint	Stage 2 Complaint	Total Complaint
Services for Communities	Antisocial Behaviour	1	1	2	16	18
	Community Housing	4	11	26	26	52
	Cultural Services	0	5	0	0	0
	Customer Services	3	20	9	5	14
	Economic Development	2	0	1	421*	422*
	Environment	2	0	1	7	8
	Facilities Management	1	2	4	0	4
	Homelessness	2	0	3	2	5
	Housing (other)	0	0	1	3	4
	Housing Maintenance	7	50	159	88	247
	Landscape and Countryside	14	24	25	16	41
	Libraries	3	17	18	0	18
	Licensing	0	0	0	0	0
	Planning and Building Control	3	0	2	13	15
	Property Services	0	2	2	3	5
	Trading Standards	0	0	0	0	0
	Transportation	28	9	49	29	78
	Waste Services	12	13	66	0	66
	Other - Services for Communities	2	19	15	16	31
	Services for People	Education and Schools	3	3	4	45
Other - Services for People		1	2	5	2	7
Social Work – Adult Wellbeing		2	102	18	44	62
Social Work – Children’s Wellbeing		1	7	6	13	19
	Social Work – Criminal Justice	0	0	0	0	0

Appendix 2: Customer Feedback Breakdown by Service for the year 2014/2015

Directorate		Comment	Compliment	Stage 1 Complaint	Stage 2 Complaint	Total
Support Services	Community Care Finance	0	0	0	0	0
	Council Tax	0	0	2	11	13
	Democratic Services	3	2	0	0	0
	Finance	0	0	1	3	4
	Human Resources	0	0	0	1	1
	IT	1	0	0	0	0
	Legal Services	0	2	1	2	3
	Print Unit	0	0	0	0	0
	Revenues and Benefits	2	3	5	4	9
Other/Not Known					10	10
Complaint Total				425	780	1205

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 29 September 2015

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Customer Complaints and Feedback - Q1 2015/2016

7

1 PURPOSE

- 1.1 To provide a brief analysis on the use of the Council's complaints handling procedure for Q1 (1 April to 30 June 2015).

2 RECOMMENDATIONS

- 2.1 To note the report.

3 BACKGROUND

- 3.1 East Lothian Council complies with the model complaints handling procedure (CHP) 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) – Complaint investigated; acknowledged within 3 working days and 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. Those complaining about social work issues have the option of asking for their complaint to be referred to a Complaints Review Committee (CRC).

- 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 During this quarter, East Lothian Council received **221** complaints, slightly higher than the same quarter last year (214) and an increase from last quarter (160).
- 3.4 This was made up of:
 Stage 1: 148 complaints
 Stage 2: 73 complaints
- 3.5 67% of complaints were closed at Stage 1 and 33% were closed at Stage 2.
- 3.6 On average 54% of complaints were closed at Stage 1 in 2014/15. This quarter showed a marked increase in the proportion of complaints being resolved at the frontline within 5 working days, which is a very positive development.
- 3.7 A breakdown of complaints, comments and compliments by service area is attached at Appendix 1.
- 3.8 Stage 1 resolutions included providing an agreed service, providing additional information / explanation, apologising for a service failure, manager / team leader making contact with the customer to try and resolve the issue.
- 3.9 Complaint response times were as follows:
 Stage 1: **97%** responded to within 5 working days
 Stage 2: **99%** acknowledged within 3 working days
74% responded to within 20 working days
- 3.10 Performance was comparable with the same quarter last year and an improvement from the previous quarter.
- 3.11 Complaint outcomes for Q1 were as follows:

	Upheld	Partially Upheld	Not Upheld
Stage 1	32%	28%	40%
2014/15 Average	25%	19%	56%
Stage 2	27%	32%	41%
2014/15 Average	30%	31%	39%

- 3.12 Stage 2 outcomes were similar to those recorded last year. In comparison, a higher proportion of Stage 1 complaints were either upheld or partially upheld.

- 3.13 Where it is identified that something has gone wrong and policy / procedures were not properly followed, a complaint will either be upheld or partially upheld, depending on circumstances. An apology will be given for any identified failings and action taken to put the situation right.
- 3.14 If there is no evidence to suggest that policies / procedures have not been properly followed then a complaint will not be upheld. In such cases, a full and clear explanation will be given of the decision taken.
- 3.15 The service areas with the highest number of complaints in Q1 were:
- Housing Maintenance
 - Waste Services
 - Adult Wellbeing
- 3.16 The number of housing maintenance complaints progressing to investigation continues to drop, with a higher proportion being resolved at the frontline within 5 working days. This continues the positive trend shown in the last two quarters of last year.
- 3.17 Some examples of housing maintenance issues complained about were:
- Outstanding day-to-day repairs (various)
 - Quality of repair (i.e. not effective)
 - Recharges
- 3.18 Examples of other subjects of complaint included:
- Bins not uplifted
 - Parking issues
 - Housing allocations policy
 - Child Protection issues
 - Additional Support Needs for Learning
 - Care packages
 - Employee behaviour
 - Planning process
- 3.19 In Q1, 63 compliments and 27 comments were received. Overall, this was a drop compared to the number of compliments received across all quarters last year, which ranged from 71 to 83.
- 3.20 The service areas receiving the highest number of compliments were:
- Housing maintenance

- Adult Wellbeing

4 POLICY IMPLICATIONS

4.1 None.

5 EQUALITY 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: Q1 Breakdown of customer feedback by service area

AUTHOR'S NAME	Sarah E.M Bogunovic
DESIGNATION	Team Manager – Communications & Customer Relations
CONTACT INFO	X 7497 email: sbogunovic@eastlothian.gov.uk
DATE	17 September 2015

Appendix 1: Q1 Customer Feedback Breakdown by Service Area

Directorate	Service Area	Compliment	Comment	Stage 1	Stage 2	
Health and Social Care Partnership	Adult Wellbeing	18	1	6	7	
	Criminal Justice	0	0	0	0	
Partnerships and Community Services	Building Standards	0	0	0	0	
	Community Housing	1	0	4	10	
	Community Partnerships	5	1	1	0	
	Communications & Customer Relations	0	0	2	0	
	Corporate Policy and Improvement	3	2	0	1	
	Customer Services	7	1	2	0	
	Engineering Services including Gas Team	3	0	0	0	
	Environmental Protection	4	1	1	0	
	Facilities Management	0	0	3	1	
	Homelessness	0	0	2	1	
	Housing Maintenance	11	1	48	18	
	Libraries	0	0	3	0	
	Planning	0	2	2	2	
	Safer Communities	0	0	0	2	
	Sport Countryside and Leisure	5	2	6	2	
	Transportation	1	6	7	3	
	Waste Services	4	8	46	4	
	Resources and People Services	Children's Wellbeing	0	0	1	3
		Council Tax	0	0	6	2
		Education	0	0	5	5
Finance		0	0	0	1	

Appendix 1: Q1 Customer Feedback Breakdown by Service Area

Directorate	Service Area	Compliment	Comment	Stage 1	Stage 2
	Legal and Procurement	1	0	1	0
	Licensing Administration Democratic Services	0	0	1	1
	Revenue and Benefits	0	0	1	0
Other/Unknown	Other/Unknown	0	2	0	10
Feedback Total		63	27	148	73

Policy and Performance Review Committee: Annual Work Programme 2015/16 (26th August 2015)

Date	Performance Monitoring/ Inspection Reports	Other Reports / Reports Requested by Members
29 th September 2015	Q1 Performance Indicators Draft Annual Performance Report Social Work Complaints and Feedback Annual Report Customer Feedback Annual Report Customer Feedback Q1 report	Report on Property Maintenance
24 th November 2015	Q2 Performance Indicators	Roads Annual Status and Options Report Report on Economic Development Strategy Report on School Bus Operation
26 th January 2016	Local Government benchmarking Framework	Report on Supported Bus Services Report on Tourism Strategy
15 th March 2016	Q3 Performance Indicators Adult and Child Protection – six-month monitoring report Customer Feedback – six-month monitoring report	
10 th May 2016		Update on East Lothian Works

21 st June 2016	Q4 Performance Indicators	Report on Fly-tipping Report on Literacy Levels (including writing and communications)
September 2016	Q1 Performance Indicators Draft Annual Performance Report Social Work Complaints and Feedback Annual Report Customer Feedback Annual Report Customer Feedback Q1 Report Adult and Child Protection Annual Monitoring Report	