

**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 14 June 2017

**BY:** Depute Chief Executive – Partnerships and Community Services

**SUBJECT:** Guide to Scrutiny and Review

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**1 PURPOSE**

- 1.1 To provide Committee with the opportunity to review the Guide to Scrutiny and Review.

**2 RECOMMENDATIONS**

- 2.1 Committee is asked to note the content of the Guide to Scrutiny and Review and use it to guide its future work.

**3 BACKGROUND**

- 3.1 The Council approved the Guide to Scrutiny and Review as a toolkit for use by the Policy and Performance Review and Audit and Governance Committees in October 2010. The Guide was prepared taking into account the views and comments of elected members as well as good practice from other councils. The Guide was reviewed in early 2012. A further review, taking account of changes and practice since the Guide was originally produced, has been carried out. A revised version of the Guide is appended to this report.

- 3.2 The Guide consists of sections on:

- Scrutiny at East Lothian
- The work programme
- Selecting topics for scrutiny and review
- Conducting a policy review
- Scrutiny techniques
- Making sense of performance data

It also includes appendices with background information, including the Best Value Toolkit, the remits of the Council's scrutiny committees and key questions for elected members.

- 3.3 The Guide will inform all elected member about how the scrutiny and review functions can be carried out by the Council's scrutiny committees. The Guide will assist the members of the Committees in carrying out their audit, scrutiny and review roles.

#### **4 POLICY IMPLICATIONS**

- 4.1 Rigorous scrutiny of the Council's achievement of Best Value by elected members is an essential part of the Council's governance arrangements. The Guide to Scrutiny and Review will assist elected members to fulfil their audit, scrutiny and review roles.

#### **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

#### **6 RESOURCE IMPLICATIONS**

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

#### **7 BACKGROUND PAPERS**

- 7.1 Guide to Scrutiny and Review, June 2017

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# **Guide to Scrutiny & Review**

**June 2017**

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## Introduction

Scrutiny is the term used to describe the way in which the performance, decisions and plans of the Council are examined by the Elected Members who are not part of the Cabinet. Scrutiny in its widest sense might also include audit, inspection and regulation. Although there is no set definition for what is meant by scrutiny, this Guide will provide some guidance on how it will be approached at East Lothian Council.

Numerous bodies perform some kind of scrutiny of local government, including Audit Scotland, Education Scotland, and the Care Inspectorate. These bodies provide 'external scrutiny'; equally important, if not more so, is the way that the Council scrutinises itself. Internal scrutiny by Elected Members has taken on much greater significance in recent years, following the Crerar Review (2007). The Review recommended that rather than rely on the results of external scrutiny exercises 'The primary responsibility for demonstrating compliance and performance should rest with service providers.'

**Rigorous scrutiny of the Council's achievement of Best Value by Elected Members is an essential part of the Council's governance arrangements, although it should not be conducted in a partisan manner. Audit, scrutiny, review of performance and policy review need not be done in a confrontational and oppositional way. As far as possible scrutiny should be a non-partisan, non-party political process. However, it is important to be aware, and accept that there remains a place for straightforward political opposition in the political arena of local government.**

Four principles that were developed by the Centre for Public Scrutiny<sup>1</sup> underpin the Council's approach to scrutiny:

1. Scrutiny provides 'critical friend' challenge to executive policy-makers and decision-makers
2. Scrutiny enables the voice and concerns of the public
3. Scrutiny is carried out by 'independent minded governors' who lead and own the scrutiny role
4. Scrutiny drives improvement in public services

The Council's scrutiny arrangements were developed taking into account the criteria for good practice in scrutiny as set out by Audit Scotland in its Best Value Toolkit for Governance and Accountability (see Appendix 1).

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<sup>1</sup> 'Overview and scrutiny in local government', Centre for Public Scrutiny


## 1. Scrutiny at East Lothian Council

East Lothian Council three committees that perform the 'scrutiny' function: the Audit and Governance Committee, the Policy and Performance Review Committee and the Police, Fire and Community Safety Scrutiny Committee. Appendix 2 provides details of the remits of these committees.

The Audit and Governance Committee has responsibility for scrutinising the Council's approach to risk and corporate governance. It also considers reports on the work of the Council's Internal Audit service and reports from the external auditors and Audit Scotland.

The Policy and Performance Review Committee covers all matters relating to the performance of the Council's services. The work of the Committee focuses on the review of performance and considering report on matters of concern to the Committee seeking assurance that under-performance is being addressed. Members of the Committees will determine what items are included in the work plan with the help of the '*Selecting topics for scrutiny*' section of this guide.

The Police, Fire and Community Safety Scrutiny Committee scrutinises the performance of the Police and Fire and Rescue Services and other services that perform a community safety function in East Lothian. The Committee receives quarterly reports focussing on the performance of the Police and Fire and Rescue Services but will also consider reports on issues such as anti-social behaviour.



Critical Success Factors:

- Respect and positive relations between elected members
- Mutual trust and respect with officers
- Respect for roles and boundaries

Mark McAteer (Improvement Service),  
presentation to Elected Members'  
Workshop, 6<sup>th</sup> Sept. 2010

Responsibilities for decision making and for scrutiny are separated under the Council's Scheme of Delegation and executive decision making arrangements. Decisions are taken by the Cabinet and by Council, while decisions on certain matters relating to education are taken by the Council Committee for Education. Recommendations from any of the scrutiny committees may be referred to the Council, Cabinet or Education Committee for a decision to be made if necessary. The roles and responsibilities of elected members and council officers involved in scrutiny are detailed in Appendix 3.

Recommendations made by the scrutiny committees will be reported to the Cabinet or Council as appropriate if a formal decision is required to amend policy or practice. Alternatively recommendations will be made to the appropriate Head of Service if a decision falls within their delegated powers.

## 2. The Work Programme

The work of the scrutiny committees will be set-out in annual work plans. The Audit and Governance Committee's work plan will largely be governed by the Audit Plan and the annual cycle of audit reports. The Policy and Performance Review Committee's work programme contains a mix of on-going, regular items and items that have been selected for review by members.

The work programme of the Police, Fire and Community Safety Scrutiny Committee mainly consists of the quarterly performance reports presented by Police Scotland and the Fire and Rescue Service and reports requested by members on community safety issues.

### ***On-going regular items***

Some items will be reviewed on a regular annual or quarterly basis (e.g. external and internal audit plans, the annual accounts and quarterly performance monitoring reports); these will need to be factored into the programme at the appropriate intervals.

Regular items for scrutiny follow the annual planning and performance cycle with quarterly performance reports early in the second, third and fourth quarters and annual reports, if possible, at the end of the first quarter. Members will need to ensure that time is set aside in the work programme to allow for proper scrutiny of these regular items alongside specific policy reviews.

### ***Items that have met the topic selection criteria for policy review***

Some items for inclusion in the work programme will have passed through the topic selection criteria outlined previously. Topics that are identified as possible items for scrutiny through the selection criteria should be placed on to a reserve list to be periodically reviewed for priority and workload capacity.

Examples of annual work programmes for the Audit and Governance and Policy and Performance Review Committees are provided below.

## Example work programmes

The following tables are examples of how the work programmes for the scrutiny committees might look. The columns reflect the areas of responsibility of each of the committees to ensure that their work load is well balanced.

### Audit and Governance Committee Example Work Programme

Date	Internal Audit Reports	External Audit Reports	Accounts Commission/ Audit Scotland reports	Governance	Risk
15/09/15	Fuel Management Exceptional Needs Funding Fisheries Local Action Group Risk Management Internal Audit Progress Report	Draft Annual Report to Members  Statutory Performance Indicators			Service Risk Register
17/11/15	Schools Audit Waste Management Funding – Third Sector Organisations Employee Expenses Bad Debt Write-offs Internal Audit Follow-up Reports Internal Audit Progress Report			Treasury Management Mid-Year Review Report	Service Risk Register
19/01/16	Self-Directed Support – Children’s Wellbeing  Out of Authority Placements	ELC Audit Strategy and Plan		Council Improvement Plan Monitoring Report	Risk Management Strategy Update Service Risk Register



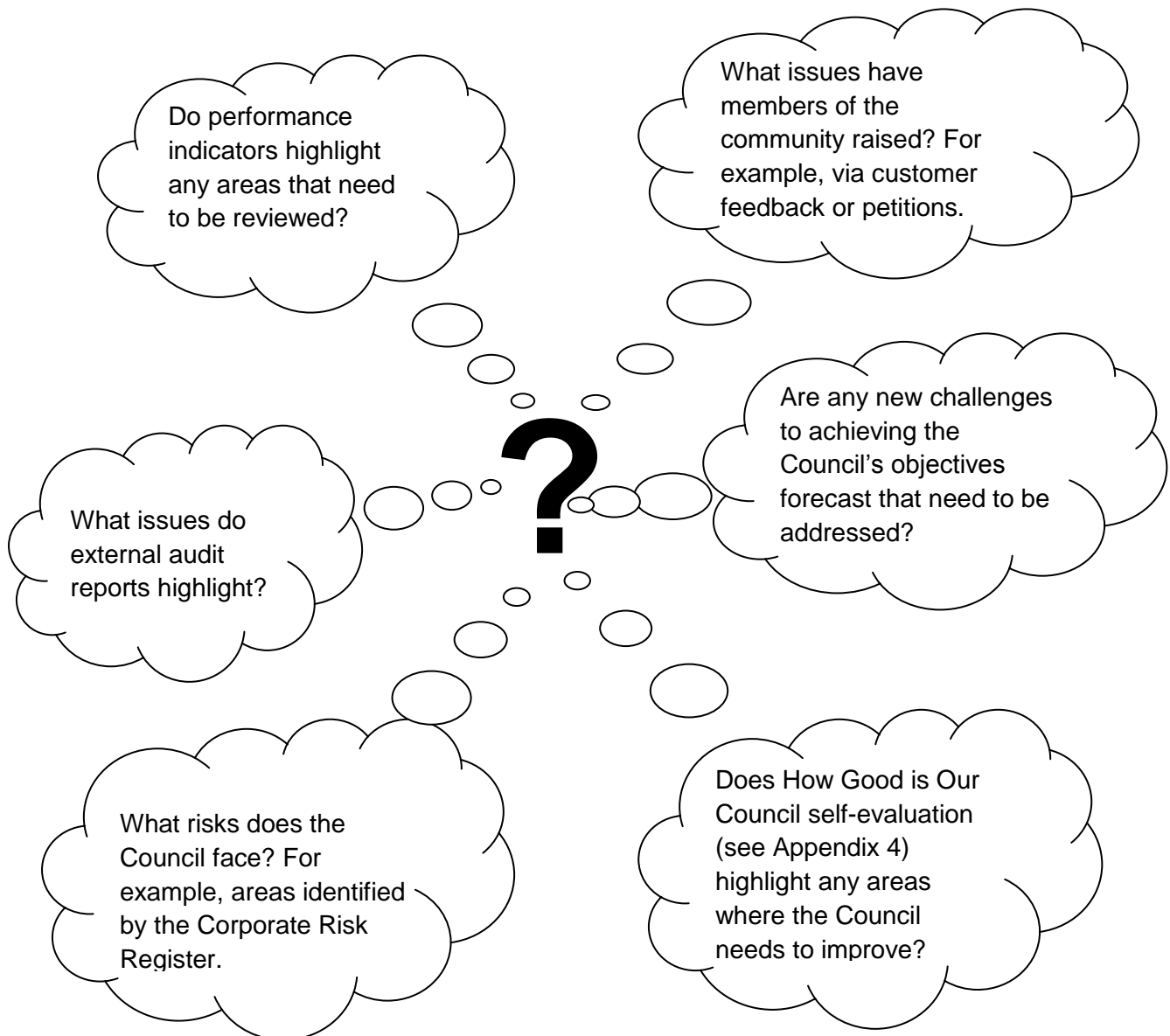
	Section 75 Payments National Fraud Initiative Performance Indicators 2014/15 Internal Audit Progress Report				
22/03/16	Housing Repairs – Shared Costs Universal Credit Contracts Audit Home to School Transport Internal Audit Follow-up Reports Internal Audit Progress Report Internal Audit Plan 2016/17		Health and Social Care Integration Changing Models of Health and Social Care		Service Risk Register
17/05/16	Payroll Council Tax Other Income Agency Staff Managing Capital Projects Internal Audit Progress Report Annual Internal Audit Report Controls Assurance Statement 2015/16	Interim Management Report	Overview of Scottish Local Government Major Capital Investments in Councils – Targeted Follow Up	2016 Corporate Governance Self-evaluation/ Annual Governance Statement	Corporate Risk Register

### Policy and Performance Review Committee Example Work Programme

Date	Performance Monitoring/ Inspection Reports	Other Reports / Reports Requested by Members
21 <sup>st</sup> June 2016	Q4 Performance Indicators	Report on Fly-tipping Report on Literacy Levels (including writing and communications)
14 <sup>th</sup> September 2016	Q1 Performance Indicators Draft Annual Performance Report Social Work Complaints and Feedback Annual Report Customer Feedback Annual Report Adult and Child Protection Annual Monitoring Report	Report on Delayed Discharge
9 November 2016	Q2 Performance Indicators	Customer Service Report on Delivering and Siting of Core Paths and Cycle Ways Impact of Universal Credit on Rent Arrears
11 <sup>th</sup> January 2017	Local Government Benchmarking Framework Customer Feedback – six-month monitoring report	Developing a Young Workforce Update on Transformation Programme
8 <sup>th</sup> March 2017	Q3 Performance Indicators Adult and Child Protection – six-month monitoring report	Draft Legacy Report

### 3. Selecting Topics for Scrutiny and Review

Selecting topics to include in the work plan is an ongoing process. Some topics will be regular items, for example performance reports, while others will deal with a particular issue of particular interest to members. The following questions might help Members to identify potential topics for inclusion on the work plan.



Members may request reports from officers on the subjects chosen for scrutiny using a range of criteria including requiring further information on areas of concern or follow up reports updating members on progress with improvement actions to address poor performance.

Using a structured approach to determine subjects for scrutiny reports or review helps to avoid poor topic selection. Each potential topic for scrutiny should be subject to the same initial selection and rejection criteria.

Selection criteria	Rejection criteria
Improvements to services would be likely	The topic is already being addressed
High public concern shown through consultation	Scrutiny is unlikely to result in service improvements
Poor performing service	Matter is sub-judice or prejudicial to the Council's interests
Enhances the Council's priorities	The issue is more appropriately addressed by a body other than the scrutiny committees
High budgetary commitment	The objective cannot be achieved within given timescales
New guidance or legislation has recently been introduced	The subject is too broad to make a review realistic

The following subjects are examples of topics that have been the subject of reports or reviews carried out East Lothian's and other local authority's scrutiny committees:

- The role of the Council in tourism
- Attainment in 5<sup>th</sup> and 6<sup>th</sup> years
- Early intervention
- Asset management arrangements
- Management of Council house voids
- Carbon management
- The implications of demographic changes
- Delayed discharges
- Child protection services

Members need to be realistic in regard to the number of reports the Committee can consider within its work programme or structured reviews that the Committee will be able to undertake in any given year.

## 4. Conducting a Policy Review

Policy Review is the process of evaluating the effectiveness of a particular area of Council policy or service provision. These reviews are likely to hear evidence from key stakeholders and commission research or reports to understand how well policy is being implemented or how well services are being delivered.

Policy Reviews are generally conducted within a set timescale, often two or three meetings. Conducting a review over the course of more than one meeting allows lines of enquiry to develop and additional information to be provided if required.

Advanced planning is essential to the success of any policy review. Officers will require time to prepare any evidence or reports and stakeholders will need prior notice if Members would like them to attend a meeting. Policy Review exercises need to be well planned and should be included as part of the work programme.

When planning a policy review exercise members might like to consider the following:

### **1. Identifying the objectives and key issues**

What do we want to achieve and what are the main issues that need to be addressed in order to achieve the objective?

### **2. Establishing the timeframe of the review**

The overall timeframe of the review will need to be established and added to the work programme.

### **3. Outlining the stakeholders and evidence required**

What evidence is required to achieve the outcomes, and who needs to be called as a witness?


### **4. Considering the lines of enquiry**

Once the objectives and the key issues have been decided, lines of enquiry should be determined to help focus the review and enable a consistent approach to a topic across meetings. Are you clear about the issue or problem and why it is the subject of the review and what are the terms of reference of the review?

Appendix 5 includes some specific key questions identified by Audit Scotland as part of their 'Overview of Local Government in Scotland'. The questions reflect areas of concern that are common across Local Government in Scotland. Members are encouraged to consider the relevance of these questions to any scrutiny work they undertake.

Scrutiny committees are encouraged to involve relevant stakeholders in policy reviews. Stakeholders can provide useful expertise and knowledge, while hearing directly about the experience of service users can provide a helpful reality check.

The needs of different stakeholders should be considered when planning their involvement in a review. Not all stakeholders will be comfortable, or able, to attend a meeting, therefore consideration should be given to whether their evidence can be provided by other means if necessary.



‘Service users are experts on what it feels like to use a service and involving them in scrutiny is essential to focus service improvements on their needs.’

(‘User focus in the scrutiny of public services’, Consumer Focus Scotland)

### Which stakeholders might we involve?

Group	Examples
Service Users	East Lothian Tenants and Residents Panel (ELTRP) Parent’s Councils
Community Groups	Area Partnerships Community Councils Local business associations
Partners	Police Fire & Rescue Service NHS STRIVE Skills Development Scotland Edinburgh College
‘Experts’	Academics Improvement Service SOLACE COSLA Professional associations

Before concluding a Policy Review the Committee should invite the relevant Head of Service, portfolio holder and/ or Council Leader to discuss the draft findings and recommendations.

## 5. Scrutiny Techniques

Members might find some of the following techniques and tips useful when conducting policy reviews or scrutinising performance information.

### Questioning styles – good practice

#### Open questions

Open questions encourage respondents to talk and expand upon the issue. Open questions allow respondents to describe a situation in their own words. The key prefixes for an open question are 'What?', 'How?' and 'Why?' Examples include:

- What do you consider the service does well?
- How did you establish x as a priority for the service?

Open Questions can also be formed through phrases such as:

- Tell me about a time when...
- Explain to me how you...

Using open questions can form a basis for asking further probing questions based on the answer to the initial question. For example:

- You say that you did... can you give me an example of how you carried that out?
- I was interested to hear you say... can you tell me more about that?

#### Hypothetical questions

Asking hypothetical questions can help to test out ideas for recommendations and can also be useful in obtaining evidence. For example:

- If x were possible how would this change your strategy?

#### Behavioural questions

Behavioural questions can help to get evidence of how an organisation might carry out a task in future by using examples of past behaviour. For example:

- What process has the organisation used in the past to achieve the outcome?

## **Questioning styles – try to avoid**

### **Closed questions**

Closed questions are those that can be answered in a single word. While closed questions can be useful in clearing up points of fact, they are unlikely to yield much further information.

- Does your organisation do x?

### **Leading questions**

Leading questions make it clear to the respondent what answer is expected and are unlikely to yield genuine answers. For example:

- We know from experience that x works, what is your experience of x?

Asking a question in this format makes it very difficult for the respondent to give an honest answer.

### **Double-headed questions**

Double-headed questions ask more than one question at a time. Double-headed questions can either confuse the respondent, or ensure that the respondent answers only the part of the question that they are comfortable with. Both questions might be valid lines of enquiry, but it would be more productive to ask them separately:

- If your organisation has the responsibility to do x how is this measured, and how does x fit into the national strategy?

### **Multiple choice questions**

Multiple choice questions offer a number of possible answers, but do not ask for any real explanation. For example:

- Do you believe that x, y, or z is the best way forward?



## 6. Making Sense of Performance Data

A key role of the Policy and Performance Review and the Police, Fire and Community Safety Scrutiny Committees is to monitor, comment on and make recommendations based on quarterly and annual reports of performance.

East Lothian Council’s performance reports contain the following features (Police and Fire and Rescue services performance reports will be presented in different ways):

### Trend arrows

Trend arrows show whether performance has improved, worsened, or stayed the same in comparison to the previous period (i.e. the previous quarter, month or year depending on how frequently the indicator is reported).

### Key to symbols

no change	↔ Little or no change (less than 4% variation)
red down	↓ Worsening performance (Indicator aim: HIGH)
red up	↑ Worsening performance (Indicator aim: LOW)
green down	↓ Improving performance (Indicator aim: LOW)
green up	↑ Improving performance (Indicator aim: HIGH)

### RAG (Red, Amber or Green) status

The RAG status is designed to show whether an indicator is exceeding its target, in which case it would be green ■, slightly below target (amber) ■, or significantly below target (red) ■.

### Graphs

Bar chart



Line chart



Graphs are used to show the long-term trend for an indicator. While the trend arrows show whether an indicator has improved or worsened since the last period, graphs can provide further context to help understand performance. Graphs show whether any changes in performance are a short-term blip, or are the result of a long-term trend.

### Comments

Each indicator includes explanatory comments that are provided by the officer responsible for collating the measure. The comments section should explain the reasons why the indicator has improved, worsened or stayed the same.

### What to look for in a performance report



The indicator has improved since the previous quarter, in which performance dropped below the long-term average.

Period	Actual	Target	RAG	Comment
Q4 09/10	80.00	85.00	↑	The winter weather conditions through January/February and the rainfall/storms and flooding during March and the resultant increase in the deterioration of the road network meant that additional resources had to be deployed to achieve the 80% level.

The comment explains that the reason for the dip in performance was exceptionally bad weather.

### Questions to ask when considering performance data:

These are some questions you should think of asking when considering performance data:

- What information could I do without?
- Is the information easy to understand?
- Can I interpret what the key messages are?
- Would a different method or presenting help me interpret the information?
- Do I challenge officers to explain the information?
- Do I challenge officers to provide missing information?

### **Using the performance indicators**

Performance indicators should be used to identify areas for further investigation and review. For example, the indicator outlined above shows that performance dipped because of severe weather. In this instance Members might like to consider what the impact is upon the Service of deploying the additional resources necessary to improve performance. Members could also seek to understand the likelihood of this situation occurring again and how the Service might prepare for that eventuality.

Individual performance indicators should be considered in conjunction with contextual information. Rarely will an individual indicator adequately describe performance on its own. Other sources of information that could be used in conjunction with an indicator might include other performance indicators, previous committee reports and customer feedback.

## Appendix 1: Best Value Toolkit – Governance and Accountability

Audit Scotland has outlined what constitutes good practice in scrutiny as part of their Best Value Toolkit on Governance and Accountability. The Toolkit forms one part of a set of documents that clarify the criteria against which Councils will be judged as part of Best Value Audits.

### BEST VALUE TOOLKIT: ASSESSMENT MATRIX – GOVERNANCE & ACCOUNTABILITY

	Basic practice	Better practice	Advanced practice
<b>5. How well do challenge, scrutiny and review processes ensure a range of informed views are sought and actively considered to aid decision making and improvement?</b>			
<b>5.1 How effective, objective and transparent is the scrutiny and challenge of decisions and policies?</b>	<p>There is sufficient opportunity for objective challenge and questioning of decisions by members before they are taken or confirmed, built into policy development and decision making processes. There is a process to challenge and rethink decisions in exceptional circumstances.</p> <p>Some member challenge to policy or decisions takes place. It incorporates a dispassionate exploration of issues, alongside any challenge to decisions on grounds of politics or principle.</p> <p>The nature and extent of the scrutiny and challenge that has taken place is transparent.</p>	<p>The organisation regularly reviews how effectively it scrutinises decisions, making continuing improvements to processes and support for members.</p> <p>Independent members actively challenge key decisions before they are taken or confirmed in an, objective and constructive manner. This scrutiny is treated seriously by decision makers, with time taken to explore the issues raised.</p> <p>Scrutiny processes are structured and well managed as part of a systematic approach. Challenge is focussed on significant issues and does not unduly delay decisions.</p>	<p>Effective, objective and transparent scrutiny and challenge of policy development and decision making is embedded in the organisation's culture and ways of working.</p> <p>Members and senior officials that are responsible for decision making actively seek informed and constructive challenge, value and respond positively to this.</p> <p>Members and senior officials routinely challenge each other in an objective, effective and open manner – achieving an appropriate balance between challenge and timeliness of decision making.</p>

**BEST VALUE TOOLKIT: ASSESSMENT MATRIX – GOVERNANCE & ACCOUNTABILITY**

	<b>Basic practice</b>	<b>Better practice</b>	<b>Advanced practice</b>
<b>5.2 How effective, objective and transparent is scrutiny of the organisation's performance and the effectiveness of its policies and procedures?</b>	<p>There is sufficient opportunity for members to review and objectively challenge the performance of the organisation and the implementation of policies and decisions through:</p> <ul style="list-style-type: none"> <li>• ongoing monitoring of quality, performance, implementation and management processes</li> <li>• post implementation reviews of policies and improvements.</li> </ul> <p>Time is set aside on agendas for this purpose and members are provided with appropriate and objective reports.</p> <p>Some challenge takes place, including questioning of responsible senior officials about important aspects of performance and management effectiveness.</p> <p>The nature and extent of the scrutiny and challenge that has taken place is transparent.</p>	<p>The organisation regularly reviews how effectively it scrutinises performance, making continuing improvements to processes and support for members.</p> <p>Scrutiny is led by independent members who take a constructive and objective approach. Senior officials are held to account in a meaningful way, and are open and helpful in their response to questioning.</p> <p>Challenge is based on objective sources of evidence and effort is targeted at significant issues related to the priorities and the overall objectives of the organisation.</p> <p>Scrutiny leads to the identification of areas for improvement. Members responsible for scrutiny follow-through to make sure appropriate action is being taken and whether it has been effective. They report their activity and significant exceptions to all members.</p>	<p>Effective, objective and transparent scrutiny of performance is embedded in the organisation's culture and ways of working.</p> <p>Members and committees that lead and undertake performance scrutiny functions are well supported and respected. They have a clear understanding of the issues and aspects of performance that are important to the success of the organisation, and robustly challenge and hold to account in these areas.</p>



**BEST VALUE TOOLKIT: ASSESSMENT MATRIX – GOVERNANCE & ACCOUNTABILITY**

	<b>Basic practice</b>	<b>Better practice</b>	<b>Advanced practice</b>
<b>5.3 How effective is the Audit committee?</b>	<p>An audit committee has been established and meets regularly. Its remit and operation meets the minimum applicable standards for the organisation. It has the right to report to and be heard by all members.</p> <p>An appropriate focus is given to the risk management, internal control and financial management &amp; reporting.</p> <p>Internal and external auditors attend meetings and submit reports summarising their plans and the results of their work.</p>	<p>The audit committee regularly reviews its own performance against best practice and takes action to continuously improve its effectiveness. It reports annually to all members and can demonstrate good performance.</p> <p>The committee specialises in scrutiny of risk management, including the effectiveness of financial management and reporting. Wider scrutiny of performance is dealt with elsewhere.</p> <p>At least one member of the committee has recent financial experience.</p>	<p>The audit committee's role is well understood and valued across the organisation. It is seen as apolitical and authoritative.</p> <p>Members of the committee are well informed, and skilled in effective challenge and open discussion. They are able to confirm to other members that the right processes are in place to give confidence that financial stewardship and overall governance arrangements can be relied upon.</p>
<b>5.4 How well does the Internal audit function provide assurance to management on the integrity of the organisation's corporate governance framework and identify areas for improvement?</b>	<p>The organisation has established an internal audit function with sufficient status and resources to review and report on key aspects of the system of internal control.</p> <p>The Internal Audit function complies with relevant minimum standards and the head of internal audit has unfettered rights of access to members and senior officials.</p>	<p>The Internal Audit function maintains a recognised quality accreditation, actively reviews its own effectiveness, and continuously improves.</p> <p>The Head of Internal Audit respected and authoritative, and is consulted on governance and internal control arrangements for new and existing business initiatives during the development phase.</p>	<p>The internal audit function can demonstrate the highest standards of performance. The value and impact of its work is recognised by all members and senior officials.</p>

**BEST VALUE TOOLKIT: ASSESSMENT MATRIX – GOVERNANCE & ACCOUNTABILITY**

	<b>Basic practice</b>	<b>Better practice</b>	<b>Advanced practice</b>
<b>5.5 How effective is the organisation's annual review of its overall corporate governance arrangements?</b>	<p>The organisation completes an annual review of its corporate governance arrangements that meets the relevant minimum standard. It publishes details of this review in line with requirements placed on it.</p> <p>The review is informed by the work of internal audit, the audit committee and reports from external auditors and the conclusions are consistent with this.</p> <p>The review is effective in identifying significant concerns and action is taken to address these.</p>	<p>An annual governance statement is published, summarising the extent of and conclusions from a review of the effectiveness of the system of internal control.</p> <p>It is underpinned by a robust approach to review and is signed by the most senior member and most senior official on behalf of the organisation.</p> <p>No significant control weakness exist. The review process is itself reviewed regularly.</p>	<p>The overall review of governance is underpinned by ongoing review of control frameworks operated across the organisation and any subsidiaries.</p> <p>Senior officials are committed to an effective review of internal control in their own areas of responsibility. They show an understanding of the nature and value of the control framework and act promptly to address any areas of concern.</p>
<b>5.6 How well does the organisation respond to external review and scrutiny?</b>	<p>Relevant staff engage constructively and professionally with external auditors and other scrutiny bodies, making genuine attempts to answer questions and provide evidence that is requested.</p> <p>Reports by external auditors and other scrutiny bodies are considered by relevant members and senior officials, and action is taken to address any significant issues that are raised.</p> <p>Where external scrutiny identifies any significant areas of concern or weakness, members and senior officials engage with the relevant scrutiny body to better understand how to address the issues raised.</p>	<p>The organisation engages meaningfully with external audit and other relevant scrutiny bodies about their plans, providing views on where external reviews would add most value alongside internal review and improvement activity.</p> <p>The views and support of external auditors and inspectors are sought in relevant circumstances, and members and senior officials display a real understanding of their role and remit.</p> <p>The organisation systematically considers the wider implications of significant issues raised in external reports (for example whether similar concerns exist in other areas of the organisation).</p>	<p>The organisation systematically reviews the findings and conclusions of reports about other organisations and any national or cross-cutting reports, to considering potential implications for it and opportunities to apply best practice.</p> <p>Members and senior officials value the independent challenge and assurance provided by proportionate and risk based scrutiny activity. They respond to this in a manner that strengthens the organisation's own review and improvement activity.</p>

## Appendix 2: What do the scrutiny committees do?

### Audit and Governance Committee

#### *Audit responsibilities*

##### *1. Risk and Internal Controls*

- (a) Promote Council policy on risk management by reviewing the delivery of the Risk Management Strategy, reviewing the business and strategic risk assessment arrangements and procedures and the Corporate risk Register;
- (b) Promote, review and monitor internal controls, financial and otherwise, within the Council in order to provide reasonable assurance of the effectiveness and efficiency of operations and compliance with relevant statutes, directions, guidelines and policies;
- (c) Develop an anti-fraud culture within the Council to ensure the highest standards of probity and public accountability;
- (d) Approve the annual Internal Audit assurance report and the statement of internal controls for inclusion in the annual accounts.

##### *2. Review of Audit Functions*

- (a) Determine the scope of the annual audit plan and ensure it is directed in accordance with the approved business risk assessment;
- (b) Examine and review the External Audit Planning Memorandum and review the overall performance with regard to quality, productivity and the fees charged;
- (c) Review the activities of the Internal Audit function and monitor overall performance in terms of quality, productivity and effectiveness;
- (d) Ensure that the Internal Audit function is sufficiently resourced to provide a systematic review of internal controls and a full assessment of significant investigations;
- (e) Examine Internal and External Audit reports, and ensure weaknesses identified are adequately addressed by management and recommendations are actioned;
- (f) Ensure that there are effective relationships between Internal and External Audit and inspection agencies, and that the value of the audit process is actively promoted.

##### *3. Financial Matters*

- (a) Review the Council's financial performance as contained in the annual statement of accounts;
- (b) Review the audit certificate/wording of any matters reported;
- (c) Review the annual report to Members from the External Auditor;
- (d) Review the implementation of audit recommendations;
- (e) Ensure that issues raised in previous financial years have been addressed.
- (f) Review and monitor treasury management arrangements



### ***Governance responsibilities***

4. All matters relating to the performance of the Departments and Council as a whole, including, but not limited to:

#### *Community*

- Strategic vision and direction setting by Members
- Integration of strategic vision, direction and Community Planning priorities and actions into internal planning mechanisms
- Public performance reporting and public accountability
- Transparency of decision-making processes
- Consultation and communication with communities

#### *Service Delivery Arrangements*

- Corporate planning approach and performance against corporate actions and targets, including financial position and performance and asset management
- Performance management system and corporate performance information monitoring
- External scrutiny/assessment recommendations and resulting action planning
- Management of joint working
- Best Value reviews and option appraisal
- Contracting issues

#### *Structures and Processes*

- Monitoring of decision-making structures and mechanisms
- Monitoring of policy development and implementation
- Clarity of key roles and responsibilities

#### *Governance*

- Corporate Governance
- Annual Governance Statement

## **Policy and Performance Review Committee**

### **Remit and Powers**

All matters relating to the performance of all the Council's services including, but not limited to:

- Vision and direction setting by members
- Integration of vision, direction and Community Planning priorities and actions into internal planning mechanisms (including Service Plans)
- Mechanisms and Initiatives for Improvement (e.g. Benchmarking)
- Public Performance Reporting and public accountability
- Consultation and communication with communities
- Planning and performance against actions and targets including financial position and performance, priority/risk based resource management and asset management
- Mainstreaming of equality issues and sustainable development
- External scrutiny/assessment recommendations and resulting action planning
- Management of joint working
- Best Value reviews and option appraisal
- Contracting issues
- Scrutiny of policies identified through an annual work plan or other aspect of its work

## **Police, Fire and Community Safety Scrutiny Committee**

### **Remit and Powers**

The following business and functions are delegated by the Council to the Community Safety Committee:

- To carry out scrutiny of the performance of the Police and Fire & Rescue services in East Lothian with specific reference to each organisations' Local Plan.
- To receive and comment on local quarterly performance reports from Police Scotland and the Scottish Fire & Rescue Service.
- To engage in the development of Police Scotland and the Scottish Fire & Rescue Service Local Plans.
- To consider and respond to national level strategy and policy discussions of Police Scotland and the Scottish Fire & Rescue Service.
- To scrutinise and monitor the Service Level Agreement between the Council and Police Scotland
- To receive and comment on reports on the performance of any other services performing a community safety function in East Lothian.

## Appendix 3: Roles and responsibilities

### Conveners of Scrutiny Committees

- Chairing the Committee, co-ordinating its activities and taking a lead role in its work
- Providing leadership in relation to monitoring the Council's strategies, performance and service delivery and contribute to the effective governance of the Council
- Giving direction to senior officers of the Council in respect of matters within the remit and powers of the Committee
- Contributing effectively to the Council's scrutiny, policy and performance review processes by ensuring the questioning of relevant officers on the strategies, policies and performance of the Council and its service
- Encouraging and supporting participation and debate by all other committee members and ensuring that they contribute effectively to the work of the Committee
- Ensuring adequate scrutiny of reports from the Council's auditors and Audit Scotland on Council performance
- Identifying cross-cutting issues and ensuring a corporate approach to scrutiny in these areas
- Ensuring that effective working relationships with all councillors, officers and relevant partner organisations are developed and maintained
- Leading on the selection of witnesses to policy and performance reviews and determining whether evidence is to be given orally or in writing
- Leading on determining a timetable for the Committee's work

### Members of the Committees

- Selecting topics for scrutiny and policy review
- Participating constructively in the activities of the Committee
- Determining which stakeholders they would like to attend the meetings
- Examining the basis on which major decisions are taken and ensure that they are consistent with Council policy
- Monitoring the effect of national legislation on the Council
- Holding councillors and officers to account in respect of their implementation of Council policy
- Investigating the quality and performance of services provided by the Council
- Engaging with members of the public and key stakeholders to inform areas of scrutiny work
- Making recommendations for improvement to Council / Cabinet

### Committees Section

- Preparing and arranging meeting rooms and facilitate meetings
- Determining dates and deadlines for meetings

- Producing minutes and notes of meetings and meeting agendas

### **Corporate Policy & Improvement unit**

- Preparing performance reports
- Providing reports and advice on corporate planning
- Reporting upon the Council Improvement Plan

### **Services**

- Providing reports as requested by the Committees
- Attending Committees to assist with their enquiries when requested
- Accounting for relevant performance indicators

### **Stakeholders**

- Members of the public, including service users, and representatives of partner organisations can be invited to attend the scrutiny committees to assist members in their work by giving evidence and taking part in the discussion and consideration of topics

## Appendix 4: How Good is Our Council?

'How Good is Our Council?' is a means of evaluating five essential elements that should characterise the quality improvement systems of the Council. Self-evaluations are conducted by a cross-section of staff drawn from the service being evaluated. Services are asked to evaluate themselves against a series of questions that relate to the elements outlined below:

Key Questions				
What key outcomes have we achieved?	How well do we meet the needs of stakeholders?	How good is our delivery of key processes?	How good is our management?	How good is our leadership?
<p>1. Key Performance Outcomes</p> <p><i>1.1 Improvement in Performance</i></p> <p><i>1.2 Adherence to statutory principles and fulfilment of statutory duties</i></p>	<p>2. Impact on service users</p> <p><i>2.1 Impact on service users</i></p> <p>3. Impact on staff</p> <p><i>3.1 Impact on staff</i></p> <p>4. Impact on the community</p> <p><i>4.1 Impact on the local community</i></p>	<p>5. Delivery of key processes</p> <p><i>5.1 Delivering services</i></p> <p><i>5.2 Developing, managing and improving partnerships and relationships with service users and other stakeholders</i></p> <p><i>5.3 Inclusion, equality and fairness</i></p> <p><i>5.4 Improving the quality of services to stakeholders</i></p>	<p>6. Policy Development and planning</p> <p><i>6.1 Policy review and development</i></p> <p><i>6.2 Participation of service users and other stakeholders</i></p> <p><i>6.3 Planning</i></p> <p>7. Management and support of staff</p> <p><i>7.1 Sufficiency, recruitment and retention</i></p> <p><i>7.2 Deployment and teamwork</i></p> <p><i>7.3 Development and training</i></p> <p>8. Resources</p> <p><i>8.1 Partnership working</i></p> <p><i>8.2 Financial management</i></p> <p><i>8.3 Resource management</i></p> <p><i>8.4 Information systems</i></p>	<p>9. Leadership</p> <p><i>9.1 Vision, values and aims</i></p> <p><i>9.2 Leadership and direction</i></p> <p><i>9.3 Leading people and developing partnerships</i></p> <p><i>9.4 Leadership of innovation, change and improvement</i></p>

The key questions are used in conjunction with an evaluation scale of six levels. The levels are:

Level 6: Excellent	Outstanding, sector leader
Level 5: Very Good	Major strengths
Level 4: Good	Important strengths with areas for improvement
Level 3: Adequate	Strengths just outweigh weaknesses
Level 2: Weak	Important weaknesses
Level 1: Unsatisfactory	Major weaknesses

The assessment of which level the Service has achieved is mainly based upon qualitative judgements. However, guidelines are provided to ensure some degree of consistency, for example:

“An evaluation of excellent applies to provision which is a model of its type. The experiences of, and outcomes achieved by, service users are of very high quality. An evaluation of excellent represents an outstanding standard of provision which exemplifies very best practice and is worth disseminating beyond the Council. It implies these very high levels of performance are sustainable and will be maintained.”

High performing services will:

- Articulate clearly the desired outcomes for people who use our services
- Set challenging targets and improvement objectives for achieving successful outcomes for everyone who uses our services
- Have, within and across services, effective arrangements for evaluating systematically and rigorously whether successful outcomes are being achieved
- Ask demanding questions about the performance of Services and the Council itself
- Use the information from evaluation to make continuous and sustained improvements to achieve successful outcomes; and
- Clarify leadership and accountability roles for achieving improved outcomes

Departmental management teams provide external challenge to, and validation of, the self-evaluation results for each service. This approach also complements the proposed national shift to ‘Assisted Self-Evaluation’ that has resulted from the Crerar Review. Using Assisted Self-Evaluation staff will lead the process, although inspectors assist and, crucially, challenge performance and practices.

## Appendix 5: Key questions for elected members (An Overview of Local Government in Scotland 2009)

<p>Longer-term planning</p>	<ul style="list-style-type: none"> <li>• To what extent are we planning for beyond the current year taking into account financial projections and other intelligence?</li> <li>• How robust are plans to achieve the savings required to meet our priorities?</li> <li>• To what extent do we have a clear plan for achieving the most appropriate size of workforce and skills needed to deliver our goals?</li> <li>• To what extent do we have a clear plan for ensuring that expenditure and investment in our asset base achieves value for money and most appropriately supports the delivery of our goals</li> </ul>
<p>Decision-making and prioritisation</p>	<ul style="list-style-type: none"> <li>• How clear are we about the priorities of local people?</li> <li>• How good is our information on performance and the costs of providing different levels and quality of services to assist us in setting priorities and taking decisions?</li> <li>• What action are we taking to prioritise spending?</li> <li>• How aware are we of the relative risks and rewards associated with our decisions, and how well placed are we to manage identified risks?</li> </ul>
<p>Outcomes</p>	<ul style="list-style-type: none"> <li>• To what extent are we considering the impact of the recession on our service outcomes and our commitments in our Single Outcome Agreement?</li> <li>• How are we comparing our service outcomes with others, for example by benchmarking?</li> <li>• What evidence do we have that our service outcomes represent best value?</li> </ul>
<p>Keeping informed</p>	<ul style="list-style-type: none"> <li>• How well are we kept informed of the impact of the recession on our finances and service performance?</li> <li>• How effectively are we monitoring and planning for changes in demand for services?</li> <li>• Are our training and development needs fully addressed?</li> </ul>
<p>Working with others</p>	<ul style="list-style-type: none"> <li>• How well are we working with our partners and/or neighbours to deal with pressures caused by the recession?</li> <li>• Are we exploring all possible options for the delivery of local services?</li> <li>• What quantifiable efficiencies or improvements are resulting from working with others?</li> </ul>





**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 14 June 2017

**BY:** Depute Chief Executive (Partnership and Services for Communities)

**SUBJECT:** Legacy Report

**3**

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**1 PURPOSE**

- 1.1 To provide Policy and Performance Committee with a report on 'legacy' matters.

**2 RECOMMENDATIONS**

- 2.1 Committee is asked to review the legacy matters outlined in this report.

**3 BACKGROUND**

- 3.1 The last meeting of the Police and Performance Committee (PPRC) prior to the May 2017 Council elections considered a report on legacy matters and agreed it should be passed on to the new Committee for information.
- 3.2 PPRC considers two types of reports:
- regular reports on performance including quarterly reports and an annual report on the Council's key performance indicators, an annual report on the Improvement Service's Local Government Benchmarking Framework, and an annual report on Customer Feedback statistics
  - reports requested by members of the committee seeking further information on issues of interest that have arisen out of the performance reports or are otherwise of particular interest to one or more elected member.
- 3.3 Over the last eighteen months (since January 2016) PPRC has received reports requested by members on the following subjects:
- Tourism performance
  - Supported bus services
  - East Lothian Works
  - Fly Tipping

- Delayed Discharge
  - Community Payback Orders
  - The Transformation Programme
  - Impact of Universal Credit on Rent Arrears
  - Delivery of Core Paths and Active Travel Routes
  - Coastal Car Parking.
- 3.4 In scrutinising the quarterly performance indicator reports members have asked for explanations and further information on a wide range of indicators including:
- Delayed discharge
  - Rent arrears
  - Fly tipping
  - Call centre contact handling
  - Business start ups
  - Time taken to issue building warrants
  - Number of vehicles using recycling centres.
- 3.5 PPRC has an annual work programme, which is updated following each Committee meeting. The work programme lists the regular performance reports to be received by Committee and any other reports that have been requested by members.
- 3.6 There are two outstanding reports on the Annual Work Programme that have been requested by members:
- A report on the homelessness indicators – the performance against two homelessness indicators, caseload and average number of letting days have been consistently above target and members will be looking for information on the factors contributing to these trends and the actions that have been taken by the Council to improve performance
  - A report on the impact of Universal Credit on rent arrears – providing members with an update the level of rent arrears that can be attributed to the problems caused by the introduction of Universal Credit in East Lothian.
- 3.7 Committee is asked to note these legacy matters will be reported to Committee in September 2017 and to provide further guidance, if necessary on these issues or identify any other issues it would like to add to the Committee’s future work programme.

## **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 INTEGRATED IMPACT ASSESSMENT**

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

## **6 RESOURCE IMPLICATIONS**

6.1 Financial – none

6.2 Personnel – none

6.3 Other – none

## **7 BACKGROUND PAPERS**

7.1 None

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<b>DATE</b>	1 <sup>st</sup> June 2017



**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 14 June 2017

**BY:** Depute Chief Executive (Partnership and Services for Communities)

**SUBJECT:** Performance Report, Q4 2016/17

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**4**

## **1 PURPOSE**

1.1 To provide the Committee with information regarding the performance of Council services during Q4 (January – March) 2016/17

## **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 further analysis.

## **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. Appendix A displays the results of the Key Performance Indicators for Q4 2015/16. Trend graphs are provided for some indicators that are below target. Some of these indicators are collected monthly and some quarterly.

3.2 Some of the key indicators that may be of particular interest to members include:

### **Improving Performance**

- Delayed discharge patients waiting over 2 weeks fell from 22 in quarter 3 to 11 in quarter 4.

- Council Tax collection rate continues to improve at 97.5% at the end of March.
- The number of attendances at indoor sports and leisure facilities has increased from 169,879 to 221,812 during quarter 4. The number of attendances at pools has also increased to 125,316.
- During the year, 236 new business starts were recorded. The annual target of 200 was achieved.
- % of calls within contact centre (excluding switchboard) answered has increased to 94.6% in quarter 4. Calls answered within 20 seconds (7 rings) also improved to 66.6% compared to 56.4% in quarter 3.
- Performance in the number of days taken to process change in circumstances in housing benefit has improved from 7.9 in quarter 3 to 2.56 days in quarter 4.

### **Declining Performance**

- Homelessness cases continue to increase at 214 during quarter 4. Average number of days to re-housing (homelessness) increased slightly to 345. Performance still remains above the target of 240. Committee should note that it is due to receive a report on homelessness in September 2017.
- Value of tenant rent arrears has increased from £1.5M at the end of quarter 3 to £1.67M in March. The implementation of Universal Credit Full Digital Service has impacted on rent collection during the year.
- The number of Fly-tipping incidents shows an increasing trend from 219 to an estimated 225 incidents during quarter 4.

## **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 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

## 6 RESOURCE IMPLICATIONS

6.1 Financial – none

6.2 Personnel - none

6.3 Other – none

## 7 BACKGROUND PAPERS

7.1 Appendix A: Key Performance Indicators, Q4 2016/17 (January – March 2017)

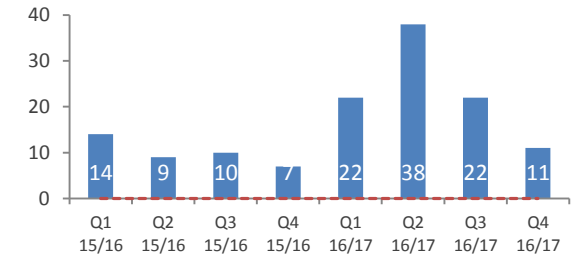
<b>AUTHOR'S NAME</b>	Gary Stewart
<b>DESIGNATION</b>	Policy Officer
<b>CONTACT INFO</b>	<a href="mailto:gstewart1@eastlothian.gov.uk">gstewart1@eastlothian.gov.uk</a>
<b>DATE</b>	02/06/2017

## Appendix A: Key Performance Indicators, Q4 2016/17 (January – March 2017)

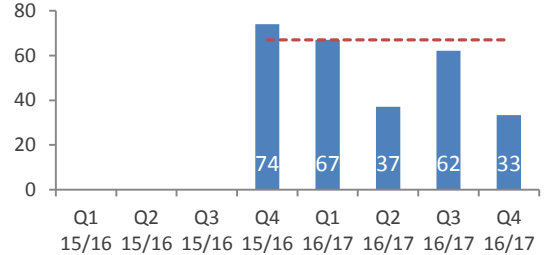
### Key to symbols

- ↔ Little or no change (less than 4% variation)
- ↓ Improving performance (Indicator aim: LOW)
- ↓ Worsening performance (Indicator aim: HIGH)
- ↑ Improving performance (Indicator aim: HIGH)
- ↑ Worsening performance (Indicator aim: LOW)

### ADULT WELLBEING

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
Number of delayed discharge patients waiting over 2 weeks	Qrt No.	22	red	11	amber	0	↓	 <p>Due to definition changes and some capacity issues during Q2 there was a large increase in the number of delayed discharge patients waiting over 2 weeks. This has reduced by 50% since last quarter.</p>
Percentage of people aged 65+ with intensive needs receiving Care at Home	Qrt %	39.6	green	39	green	35	↔	
Proportion of care at home clients (65+) receiving a service at weekends	Qrt %	89.1		88.95		-		
Proportion of care at home clients (65+) receiving evening/overnight service	Qrt %	52.77		53.52		-		
Proportion of care at home clients (age 65+) receiving Personal Care	Qrt %	96.75		97.14		-		



Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
Proportion of Community Payback Orders (with unpaid work requirement) starting placement within 7 working days	Qrt %	62.16	amber	33.33	red	67	↓	 <p>Since the introduction of Community Payback Orders there is an increasing trend where an individual can have two or more Orders open at the same time. A new Order can't be started until the current Order has been completed. Other reasons for delays in starting a CPO include the person being in full time employment, being in custody, being ill or just not turning up for the first day of the work placement. Of the 33 Orders started in Q4, 11 started on time (33.3%), 20 started late due to client reasons (60.6%) and only 2 started late due to Service reasons (6%).</p>
Proportion of Criminal Justice Social Work Reports submitted to court by due date	Qrt %	100	green	100	green	100	↔	

## CHILDREN'S WELLBEING

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
HSCP_CS01 Average number of Placements for looked after children	Mth No.	1.8		1.8		-		
HSCP_CS02 Percentage of children on Child Protection Register for more than 6 Months	Mth %	35.7		29.7		-		11 registered for more than 6 months.
HSCP_CS03 Percentage of children who are re-registered within a 12 month period	Mth %	0		0		-		This indicator is a measure of the effectiveness of care plans. Re-registrations within the 12 month period are rare. Consideration is being given by the Public Protection Committee to extend this indicator to cover a 24 month period, as sustainability of safety planning over a longer period gives greater evidence of positive outcomes being met.
HSCP_CS04 Rate per 1,000 children in Formal Kin Care	Mth No./1000	2.4		2.2		-		Formal (i.e. Looked After children) Kinship care numbers now stands at 46. The rate is well below the national average of 4.0. Informal Kincare numbers continue to increase and currently stand at 72 (an annual increase of 19).
HSCP_CS05 Rate per 1,000 children in Foster Care	Mth No./1000	4.2		4.3		-		Foster care recruitment by the Council has been adversely affected by private agencies and other local authority fostering services targeting East Lothian. The result has been a dramatic reduction in enquiries and applications to foster with East Lothian Council. This leads to increased use of external foster placement providers. The national average rate is 5.6.

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>HSCP_CS06 Rate per 1,000 children in Residential Care</b>	Mth No./1000	1		0.9		-		Work is ongoing in partnership with Education Services to minimise the numbers of external residential school placements. The national average rate is 1.5.
<b>HSCP_CS07 Rate per 1,000 children on Home Supervision</b>	Mth No./1000	3.1		3.1		-		65 children on home supervision. The rate is well below the national average of 3.8

## COMMUNITIES AND PARTNERSHIPS

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
% of calls within contact centre (excl. switchboard) answered within 20 seconds (7 rings)	Qrt %	56.4	red	66.63	Amber	70	↑	
CS02 % of calls within contact centre (excluding switchboard) answered	Qrt %	92.04	green	94.63	green	90	↔	Full staffing in the Contact Centre and queuebuster module in place so customers will automatically called back as soon as member of staff free.
CS03 % of Community Response calls answered within 1 minute	Qrt %	95.64	amber	95.65	Amber	97.5	↔	
Accuracy rate in Registration Service	Qrt No.	98.65	green	98.43	green	97	↔	
Extent to which CLD learning opportunities have a positive effect on the all-round development and life chances of youth & adult learners (based on an average evaluation rating on a scale from 1 to 100 where 0 is lowest and 100 is highest)	Qrt Score	82	green	81	green	70	↔	
% homelessness assessments completed in under 28 days	Qrt %	86	green	86	green	80	↔	

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>Homelessness - average number of days to re-housing</b>	Qrt days	327	red	<b>345</b>	red	240	↑	A relatively low level of total allocations has resulted in these waiting times with a corresponding impact on clients in temporary accommodation. Recent increased allocation levels have assisted. Increased allocation activity will be required for some time to bring quarter performance nearer to the target / threshold.
<b>Homelessness case-load (M2771)</b>	Qrt No.	170	Amber	<b>214</b>	Amber	250	↑	Number of cases of homelessness has increased to 214 for Q4. The total number of cases for the year has increased to 770 compared to 681 last year.

## COUNCIL RESOURCES

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>Business Rates in-year collection</b> MJPPG17266	Mth %	84.86	amber	<b>97.83</b>	amber	98.9	↔	A more challenging year for business rates collection. There has been a general reduction in business buoyancy during the year. This has been reflected in business rate figures, which have been exacerbated by the inability to pursue debtors for the current financial year until 6 months has elapsed from the start of the year. Some debtors whose debt has passed to our debt collection agency (DCA) tend to continue adhering to arrangements with the DCA rather than start to address current year liabilities.
<b>Council Tax in-year collection</b> MRSNY54724	Mth %	83.28	green	<b>97.51</b>	green	96.6	↑	
<b>Time taken to process change of circumstances (housing benefit)</b>	Mth days	7.9	red	<b>2.56</b>	green	6	↓	
<b>Time taken to process new claims (housing benefit)</b>	Mth days	29.84	red	<b>24.32</b>	green	25	↓	

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>Value of current tenants rent arrears</b> MCDZK85229	Mth £	1,503,444	red	<b>1,676,047</b>	red	1,000,000	↑	Universal Credit (UC) Full Digital Service, implemented in East Lothian on 23 March 2016, has seen a severe detrimental impact on rent collection this financial year. At end March 2017, 986 Council house tenants were known to be claiming UC - 77.69% had rent arrears. Mitigation strategies have been implemented, in particular new technology and investment in additional staffing has been agreed. The Council continues to provide information and performance data to the Scottish & UK Governments, Cosla and other professional bodies to influence change and raise awareness of the adverse impact on Council finances and UC claimants.
<b>% of invoices paid on time</b>	Qrt %	91.91	green	<b>89.02</b>	Amber	90	↔	
<b>% spend with contracted suppliers quarterly</b>	Qrt %	79.49	green	<b>79.25</b>	green	80	↔	
<b>Cost of HR function per employee</b>	Qrt £	64.87	green	<b>49.5</b>	green	125	↓	

## DEVELOPMENT

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
Percentage of the population claiming Job Seekers Allowance	Mth %	2.2	red	2.7	red	2.4	↑	NOMIS have made major revisions to the data to take into account the roll out of Universal Credit. The Job Seekers Allowance data now includes the out of work element of Universal Credit. NOMIS had been providing only the number of claimants from the DWP live legacy system. Previous data did not include those moving onto the full UC digital service. NOMIS have revised historical figures to now include both the old live system and those on the full digital service. As a result of this we are now showing to be above the Scottish rate of 2.4% with a gradual upward trend for East Lothian.
Proportion of 18- 24 yr olds claiming Job Seekers Allowance	Mth %	3.3	red	3.8	red	3.6	↑	Trend starting to show gradual monthly increases within East Lothian and across Scotland for this age group. Target is the Scottish rate.
% food businesses broadly compliant with food hygiene law	Qrt %	89	amber	90	amber	93	↔	
% Food Hygiene Inspections achieved - medium risk	Qrt %	100	green	100	green	90	↔	



Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
% Food Hygiene Inspections achieved - high risk	Qrt %	0	-	0	-	100	↔	There were no high risk premises due for inspection in the fourth quarter.
% of Trading Standards Business Advice Requests completed within 14 days	Qrt %	91	amber	84	red	100	↓	All requests are responded to well within the 14 day period. The business advice request may not be completed within the 14 days. Some businesses will request further guidance outwith the 14 day timeframe.
% of Trading Standards consumer complaints completed within 14 days	Qrt %	84	red	70	red	100	↓	All consumer complaint requests are actioned and responded to within 14 days. However, due to the complexity of the issue, the complaint may take longer than 14 days to complete.
% of trading standards inspections achieved	Qrt %	100	green	100	green	95	↔	
Average Time in working days to Issue Building Warrants	Qrt days	92	red	108.84		-		
Percentage of Construction Compliance and Notification Plan's (CCNPs) Fully Achieved	Qrt %	17.41	green	17.56		-		
Consumer enquiries - % of same day responses	Qrt %	100	green	100	green	100	↔	
Food Standards Inspection - medium risk	Qrt %	100	green	91	amber	100	↓	The service is prioritising higher risk inspections and activities, in line with their interventions policy.
Food Standards Inspections - high risk	Qrt %	100	green	100	green	100	↔	

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>EDSI_ELW05 - Number of people participating in ELC operated or funded employability programmes</b>	Qrt No.	366	green	<b>112</b>	green	112.5	↑	Annual target for 2016/17 = 450. 458 achieved. Quarterly figures provided reflect activities engaged in (ie. one person could engage in multiple activities) as opposed to counting individuals participating.
<b>EDSI_ELW 04 - Number of people assisted into work from ELC employability programmes</b>	Qrt No.	48	green	<b>29</b>	green	12.5	↑	Annual target for 2016/17 = 50. 59 achieved. Quarterly figures provided reflect singular or multiple activities by one person over a number of quarters.
<b>Total no. of new business starts</b>	Qrt No.	58	green	<b>22</b>	red	50	↓	Annual target for 2016/17 = 200. 236 starts achieved. This is the highest number of starts achieved by the team on record. This may be an aspect of the developing Gig economy sector. The quarter figure of actual starts is a decrease on previous quarters due to the new year and reduced number of enquiries converting to start. It is anticipated that Q1 2017/18 will see an increased level of start-ups again, reflecting the volume of enquiries which have come forward in the last quarter.
<b>Percentage of new businesses surviving after 12 months</b>	Qrt %	33	red	<b>36</b>	red	80	↑	A different way of measuring start-up survivability is being developed to provide a robust measure.  The new process is evolving however a concern that has been identified is that a high volume of businesses in the period being monitored are not responding to advise whether they are still trading or not.

						<p>Businesses that do not respond are currently classed as 'ceased trading' which may not be the case. Mechanisms are being put in place to facilitate a higher response rate.</p> <p>To illustrate the point: Q3 - 27 businesses started in 15/16 – Survey had 10 returns for the period with 1 ceased trading hence 9 trading divided by 27 start ups for the period = 33% survival rate.</p> <p>Q4 – 33 businesses started in 15/16 period – survey had 12 returns for the period with no businesses ceasing trade hence 12 divided by 33 start ups for the period = 36% survival rate.</p>
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Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
Application approval rate	Qrt %	98	green	95.5	green	94.2	↔	
Householder developments: average time*	Qrt No.	7.8	amber	10.2	red	7.5	↑	
Local developments: % determined within 2 months*	Qrt %	86	green	80.5	green	73	↓	
Local developments: average time in weeks*	Qrt wks	8.7	green	13.6	red	9.5	↑	
Major developments: average number of weeks to decision*	Qrt wks	13.1	green	35.4	amber	34.2	↑	

\* The following planning indicators are reported for Q3 to enable a comparison with the Scottish average

## INFRASTRUCTURE

Measure	RP / Unit	Dec 16/17	Previous RAG	Mar 16/17	RAG	Target	Short Trend	Comment
<b>Number of attendances at indoor sports and leisure facilities</b> M4917	Qrt No.	169,879	green	<b>221,812</b>	green	130,000	↑	During the quarter, there has been a 30.6% increase in attendance, and the highest figure recorded since 2012. There has also been an expansion in the number of fitness classes being provided.
<b>Number of attendances at pools</b>	Qrt No.	94791	red	<b>125,316</b>	green	110,000	↑	
<b>SCL_AS01 Percentage of Other Waste Recycled</b>	Qrt %	NA		<b>97.6</b>	green	74	↑	
<b>SCL_AS02 Percentage of Green Waste &amp; Beach Waste Recycled</b>	Qrt %	100	green	<b>100</b>	green	100	↔	
<b>SCL_AS03 Number of Flytipping incidents</b>	Qrt %	219	red	<b>225</b>	red	80	↑	Full quarter not yet available. Estimated there were 225 incidents during Q4.
<b>Number of vehicles accessing recycling centres</b>	Qrt No.	106,361	green	<b>103,992</b>	green	100,000	↑	
<b>Street lighting - repairs - average time</b>	Qrt days	3.79	green	<b>2.86</b>	green	7.0	↓	
<b>Traffic lights - average time to repair failure</b>	Qrt hrs:mins	4.49	green	<b>4.46</b>	green	4.8	↓	



**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 14 June 2017

**BY:** Depute Chief Executive (Partnership and Services for Communities)

**SUBJECT:** Review of Key Performance Indicators

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**5**

## **1 PURPOSE**

- 1.1 To provide Members of the Policy & Performance Review Committee (PPRC) with the opportunity to review and select a new set of Council Key Performance Indicators for quarterly and annual performance reporting.

## **2 RECOMMENDATIONS**

- 2.1 Members are requested to review and approve the Key Performance Indicators and targets for 2017/18 as detailed in Appendix 1.

## **3 BACKGROUND**

- 3.1 Section 1 of the Local Government in Scotland Act 2003 places a statutory duty on local authorities to deliver Best Value and to make arrangements for public performance reporting on the performance of services.
- 3.2 Audit Scotland last published their audit direction and guidance on Statutory Performance Indicators (SPIs) and public performance reporting in 2014/15.
- 3.3 There are currently three parts to statutory performance reporting within this guidance and these are:
- 3.3.1 Corporate Management (SPI1) - Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to: responsiveness to its communities; revenues and service costs; employees; assets; procurement; sustainable development; and equalities and diversity.

3.3.2 Service Performance (SPI2) - Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):

- benefits administration;
- community care;
- criminal justice social work;
- cultural & community services covering at least sport & leisure, museums, the arts and libraries;
- planning (both environmental and development management);
- education of children;
- child protection and children's social work;
- housing & homelessness;
- protective services including environmental health, and trading standards;
- roads and lighting;
- waste management services.

3.3.3 Benchmarking Framework (SPI3) - all Local Government Benchmarking Framework (LGBF) indicators. The LGBF includes a total of 67 indicators based on areas of cost, performance outcomes and satisfaction. The benchmarking framework is also split into seven themes and these are:

- Children's Services
- Corporate Services
- Adult Social Care Services
- Culture & Leisure
- Environmental Services
- Housing Services
- Economic Development

3.4 The Council has identified a sub-set of these indicators to report as Key Performance Indicators (KPIs). The KPIs meet the guidance set by Audit Scotland and provide elected members, the public and other interested stakeholders with a manageable overview of Council performance. KPIs generally relate to the achievement of outcomes and the provision of Best Value rather than the day-to-day management of services.

3.5 Appendix 1 outlines the full list of KPIs for 2017/18 with the latest performance information and targets. The indicators are divided into the four objectives of the draft Council Plan 2017-2022. The source of each indicator is identified in regard to the framework that the indicator is part of.

3.6 Indicators listed in Appendix 1 include those currently reported to the Committee on a quarterly and annual basis. These are labelled as PPRC under framework1. There is also a selection of scorecard indicators used by council services (SPI2). These are identified as scorecard indicators and they are not yet reported to committee. Local Government Benchmarking Framework (SPI3) indicators are highlighted as LGBF.



These are reported separately to this committee when they are officially released by the Improvement Service in March each year. Collectively, the KPIs provide information on aspects of SPI1 and SPI2 reporting themes.

- 3.7 The KPIs are currently being reviewed to ensure that they align with the priorities of the East Lothian Council Plan as set out in the East Lothian Council Improvement Framework. The Committee last reviewed and selected KPIs in 2013. The views of members of the PPRC are being sought regarding the suitability of the indicators and targets that are currently reported.
- 3.8 The main decision for the committee is to decide which of those PPRC KPIs currently being reported on should be continued and which of those within the scorecard framework should be selected and reported on.

#### **4 POLICY IMPLICATIONS**

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

#### **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

#### **6 RESOURCE IMPLICATIONS**

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

#### **7 BACKGROUND PAPERS**

- 7.1 Statutory Performance Indicators: Direction 2014 and Guidance, Audit Scotland  
[http://www.audit-scotland.gov.uk/performance/docs/2015/spi\\_guide\\_1415.pdf](http://www.audit-scotland.gov.uk/performance/docs/2015/spi_guide_1415.pdf)
- 7.2 East Lothian Council Improvement Framework

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## Appendix 1 - Review of KPIs 2017/18

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		RAG Status	Service
					Target			
Growing Our Communities	Traffic lights - average time to repair failure m4994	PPRC	Qrt hrs:mins	4.46	4.8		g	Roads
	Street lighting - repairs - average time m4991	PPRC	Qrt days	2.86	7		g	Roads
	SCL_AS02 Percentage of Green Waste & Beach Waste Recycled M4486	PPRC	Qrt %	100.0	100		g	Sports, Countryside and Leisure
	SCL_AS01 Percentage of Other Waste Recycled M4487	PPRC	Qrt %	97.7	74		g	Sports, Countryside and Leisure
	Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation	PPRC	Annual	90	-	-		Community Housing
	Number of vehicles accessing recycling centres M2968	PPRC	Qrt No.	103992.0	1000000		g	Waste Services
	Number of Flytipping incidents M4479	PPRC	Qrt No.	219.0	88		r	Sports, Countryside and Leisure
	Number of attendances at pools M4913	PPRC	Qrt No.	125316.0	110000		g	Sports, Countryside and Leisure
	Number of attendances at indoor sports and leisure facilities M4917	PPRC	Qrt No.	221812.0	130000		g	Sports, Countryside and Leisure
	Homelessness case-load M2771	PPRC	Qrt No.	214.0	250		a	Community Housing
	Homelessness - average number of days to re-housing M5274	PPRC	Qrt days	345.0	240		r	Community Housing
	Food Standards Inspections - high risk M4423	PPRC	Qrt %	100.0	100		g	Environmental Health
	CS03 % of PNC6 (Community Response) calls answered within 1 minute	PPRC	Qrt %	95.7	97.5		a	Customer Services
	CS02 % of calls within contact centre (excluding switchboard) answered	PPRC	Qrt %	94.6	90		g	Customer Services
	Consumer enquiries - % of same day responses M4402	PPRC	Qrt %	100	100		g	Trading Standards
	Accuracy rate in Registration Service M2525	PPRC	Qrt No.	98.4	97		g	Licensing, Administration & Dem
	% reactive repairs carried out in the last year completed right first time.	PPRC	Annual	85.47	85		g	Community Housing
	% properties that require a gas safety record which had a safety check by anniversary date	PPRC	Annual	100	99		g	Engineering Services
	% of trading standards inspections achieved MHJXV38143	PPRC	Qrt %	100.0	95		g	Trading Standards
	% homelessness assessments completed in under 28 days M5538	PPRC	Qrt %	86.0	80		g	Community Housing
	% Food Hygiene Inspections achieved - high risk M4420	PPRC	Qrt %	0.0	100		g	Environmental Health
	% food businesses broadly compliant with food hygiene law MMUYE66546	PPRC	Qrt %	90	93		a	Environmental Health
	DM018 Application approval rate	PPRC	Qrt %	95.5	94.2		g	Planning
	DM014 Householder developments: average time	PPRC	Qrt No.	10.2	7.5		r	Planning
	DM013 Local developments: % determined within 2 months	PPRC	Qrt %	80.5	73		g	Planning
	DM012 Local developments: average time in weeks	PPRC	Qrt wks	13.6	9.5		r	Planning
DM011 Major developments: average number of weeks to decision	PPRC	Qrt wks	35.4	34.2		a	Planning	
CH_PM01 Average length of time taken to re-let properties in the last year.	PPRC	Annual	34.8	24		a	Community Housing & Property	
% of Trading Standards Business Advice Requests completed within 14 days M4404	PPRC	Qrt %	84	100		r	Trading Standards	

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		Service
					Target	RAG Status	
	% of Trading Standards consumer complaints completed within 14 days M4403	PPRC	Qrt %	70	100		Trading Standards
	Average length of time (days) in temp or emergency accommodation by type (all types)	PPRC	Annual	192	-	-	Community Housing
	Average time in hours taken to complete emergency repairs.	PPRC	Annual	7.38	24		property maintenance
	% of rent due lost through properties being empty during the last year	PPRC	Annual	0.74	-		Community Housing
	EDSI_B06 Number of businesses / attendees at business events delivered by EDSI	Scorecard	Qrt No.	396	150	-	EDSI
	CSSC01 Percentage of cases being promoted from the anti-social behaviour case monitoring group to court	Scorecard	Annual	new	-	-	Customer Services
	CSM01 Museum Service Visitor Numbers	Scorecard	Qrt No.	39458.0	2000		Customer Services
	CSL05 The percentage of customers using the self-service kiosks	Scorecard	-	new	-	-	Customer Services
	CSL04 The number of library visits per 1000 head of population	Scorecard	-	1918	1100		Customer Services
	CSL03 The number of library visits	Scorecard	Qrt No.	199672.0	-		Customer Services
	CSL02 The number of Wi-Fi sessions in branch libraries	Scorecard	Qrt %	9474.0	2500		Customer Services
	CSL01 The percentage of time PCs are used in the branch libraries	Scorecard	Qrt %	27.3	35		Customer Services
	CSCC01 % of calls within Contact Centre (excl. Switchboard) answered within 30 seconds.	Scorecard	-	new	-	-	Customer Services
	CS04 % of PNC6 (Community Response) calls answered within 3 minutes	Scorecard	Qrt %	new	-	-	Customer Services
	CS01 % of calls within Contact Centre (excl. Switchboard) answered within	Scorecard	Qrt %	new	-	-	Customer Services
	EDSI_St03 - Number of affordable housing completions	Scorecard	Annual	NA	-	-	EDSI
	EDSI_st04 - Number of affordable housing site starts	Scorecard	Annual	NA	-	-	EDSI
	EDSI_St05 - Number of affordable housing tender approvals	Scorecard	Annual	NA	-	-	EDSI
	EDSI_St06 - Number of intermediate tenure completions	Scorecard	Annual	NA	-	-	EDSI
	EDSI_St08 - No. of social rented completions	Scorecard	Annual	NA	-	-	EDSI
	HSN3 - Percentage of dwellings meeting SHQS	LGBF	Annual	92.0	-		Community Housing
	ENV7b - % of adults satisfied with street cleaning	LGBF	Annual	85.7	-		Sports, Countryside and Leisure
	ENV7a - % of adults satisfied with refuse collection	LGBF	Annual	89.7	-		Waste Services
	ENV6 - The % of total household waste arising that is recycled	LGBF	Annual	51.4	-		Waste Services
	ENV5b - Cost of environmental health per 1,000 population	LGBF	Annual	12003.9	-		Environmental Health
	ENV5a - Cost of trading standards perr 1,000 population	LGBF	Annual	1999.0	-		Trading Standards
	ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment	LGBF	Annual	31.6	-		Roads
	ENV4d - Percentage of C class roads that should be considered for maintenance treatment	LGBF	Annual	31.1	-		Roads
	ENV4c - Percentage of B class roads that should be considered for maintenance treatment	LGBF	Annual	36.9	-		Roads
	ENV4b - Percentage of A class roads that should be considered for maintenance treatment	LGBF	Annual	34.0	-		Roads
	ENV4a - Cost of maintenance per kilometre of roads	LGBF	Annual	15720.1	-		Roads
	ENV3c - Cleanliness Score (%age Acceptable)	LGBF	Annual	85.8	-		Sports, Countryside and Leisure
	ENV3a - Net cost of street cleaning per 1,000 population	LGBF	Annual	13013.1	-		Sports, Countryside and Leisure
	ENV2a - Net cost per Waste disposal per premises	LGBF	Annual	55.7	-		Waste Services

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		RAG Status	Service
					Target			
	ENV1a - Net cost of Waste collection per premises	LGBF	Annual	81.8	-		a	Waste Services
	Econ 4 - % of procurement spent on local small/medium enterprises	LGBF	Annual	22.3	-		g	EDSI
	Econ 3 - Average Time Per Planning Application	LGBF	Annual	10.4	-		g	Planning
	Econ 2 - Cost of Planning Per Application	LGBF	Annual	2504.5	-		g	Planning
	CORP 5b2 - Average time (hours) between time of Domestic Noise complaint and attendance on site	LGBF	Annual	0.5	-		g	Environmental Health
	CHN8b - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	LGBF	Annual	276.3	-		g	Children's Services
	CHN8a - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	LGBF	Annual	3349.7	-		a	Children's Services
	C&L5d - % of adults satisfied with leisure facilities	LGBF	Annual	84.0	-	-		Sports, Countryside and Leisure
	C&L5c - % of adults satisfied with museums and galleries	LGBF	Annual	72.3	-		a	Customer Services
	C&L5b - % of adults satisfied with parks and open spaces	LGBF	Annual	89.7	-	-		Sports, Countryside and Leisure
	C&L5a - % of adults satisfied with libraries	LGBF	Annual	78.3	-		g	Customer Services
	C&L4 - Cost of Parks & Open Spaces per 1,000 Population	LGBF	Annual	25327.5	-	-		Sports, Countryside and Leisure
	C&L3 - Cost of Museums per Visit	LGBF	Annual	1.6	-		g	Customer Services
	C&L2 - Cost Per Library Visit	LGBF	Annual	1.9	-		g	Customer Services
	C&L1 - Cost per attendance at Sports facilities	LGBF	Annual	4.0	-	-		Sports, Countryside and Leisure
	HSN4b - Average time in days taken to complete non-emergency repairs	LGBF	Annual	12.75	-		a	property maintenance
	Growing Our Economy	EDSI_ELW05 Number of unemployed people participating in ELC operated or funded programmes muuhs95736	PPRC	Qrt No.	458.0	450		g
EDSI_ELW04 Number of people entering employment following assistance from Council operated/funded employability programme MXKEZ89356		PPRC	Qrt No.	59.0	150		r	EDSI
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months mc36619		PPRC	Qrt %	36.0	80		r	EDSI
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months		PPRC	Qrt Ytd %	36	0.8		r	EDSI
EDSI_B01 Number of Business Gateway-Start ups		PPRC	Qrt No.	22.0	50		r	EDSI
EDSI_B01 Number of Business Gateway-Start ups - quarterly		PPRC	Qrt No.	22	50		g	EDSI
EDSI_B20 Count of business births and new enterprises per 10,000 population aged 16 to 75 supported by the Business Gateway MCTCK69885		PPRC	Annual	31	28		g	EDSI
EDSI_ELW04 Number of people assisted into work from ELC employability programmes		PPRC	Annual	59	50		g	EDSI
EDSI_ELW05 - Number of people participating in ELC operated or funded employability programmes		PPRC	Annual	458	450		g	EDSI
Number of businesses benefitting from sustainable business growth interaction		Scorecard	Annual	NA	-	-		EDSI
ELC CO2 corporate emission figure - annual		Scorecard	Annual	NA	-	-		EDSI
EDSI_B15 Average increase in net profit of companies awarded financial assistance - annual	Scorecard	Annual	NA	10000	-		EDSI	

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		RAG Status	Service
					Target			
Growing Our Economy	EDSI_B14 Average increase in turnover of companies awarded financial assistance - annual	Scorecard	Annual	NA	80000	-	EDSI	
	EDSI_B13 Business Gateway Start up average net profit after 12 months of trading	Scorecard	Annual	NA	10000	-	EDSI	
	EDSI_B12 Business Gateway Start up average turnover after 12 months of trading	Scorecard	Annual	NA	43000	-	EDSI	
	EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_B10 Number of Business Gateway pre start up meetings held	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_B08 Number of businesses per 10,000 adults (business density)	Scorecard	Annual	407	380	OP	EDSI	
	EDSI_B07 Number of jobs per 10,000 adults (employment density)	Scorecard	Annual	3589	3600	A	EDSI	
	EDSI_B05 Number of jobs protected through grant and loan awards	Scorecard	Annual	466.5	275	-	EDSI	
	EDSI_B04 Number of jobs created through grant and loan awards	Scorecard	Annual	97	65	OP	EDSI	
	EDSI_B03 Number of business/trade representative meetings attended/facilitated by Economic Development	Scorecard	Qrt No.	38	-	-	EDSI	
	EDSI_B16 Number of businesses in growth pipeline and number accepted for Scottish Enterprise Account Management	Scorecard	Annual	5	5	OP	EDSI	
	EDSI_B18 Number of social enterprises assisted to research idea, start and develop	Scorecard	Annual	26	15	OP	EDSI	
	EDSI_S10 Per capita CO2 emissions (within the scope of local authorities) in East Lothian - annual	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_B19 Number of Business Gateway-Start ups - annual	Scorecard	Annual	236	200	OP	EDSI	
	EDSI_T05 - Average number of visitors attending events financially supported - annual	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_T06 - Economic impact multiplier of events financially supported - annual	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_T01 - Economic impact of day visitors - annual (STEAM report)	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_T02 - Economic impact of overnight stays - annual (STEAM report)	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_T07 - Number of events financially supported - annual	Scorecard	Annual	NA	-	-	EDSI	
	EDSI_T04 - Total number of tourist days staying visitors (STEAM report)	Scorecard	Annual	NA	1780000	OP	EDSI	
EDSI_T03 Total number of tourist days staying visitors and day visitors (STEAM report)	Scorecard	Annual	NA	-	-	EDSI		
ELC_Econ 5 Number of business gateway start-ups per 10,000 population	LGBF	Annual	14.4	-	A	EDSI		
ELC_ECON1 Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	LGBF	Annual	2.92	-	OP	EDSI		
Growing Our People	Proportion of Criminal Justice Social Work Reports submitted to court by due date MHBUZ99975	PPRC	Qrt %	100.0	100	OP	Adult Wellbeing	

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		Service
					Target	RAG Status	
Growing Our People	Proportion of Community Payback Orders (with unpaid work requirement) starting placement within 7 working days MDKVD27886	PPRC	Qrt %	33.3	67		Adult Wellbeing
	Proportion of care at home clients (age 65+) receiving Personal Care MTVGH65432	PPRC	Qrt %	97.1	-	-	Adult Wellbeing
	Proportion of care at home clients (65+) receiving evening/overnight service MVBNO15876	PPRC	Qrt %	53.5	-	-	Adult Wellbeing
	Proportion of care at home clients (65+) receiving a service at weekends MMMHS23365	PPRC	Qrt %	89.0	-	-	Adult Wellbeing
	Percentage of people aged 65+ with intensive needs receiving Care at Home MGILB75435	PPRC	Qrt %	39.0	35		Adult Wellbeing
	Percentage of Construction Compliance and Notification Plan's (CCNPs) Fully Achieved MGJKH25592	PPRC	Qrt %	17.6	-	-	Building Standards
	Number of delayed discharge patients waiting over 2 weeks MWVGY95264	PPRC	Qrt No.	11.0	0		Adult Wellbeing
	Extent to which CLD learning opportunities have a positive effect on the all-round development and life chances of youth & adult learners (based on an average evaluation rating on a scale from 1 to 100 where 0 is lowest and 100 is highest) MC30556	PPRC	Qrt Score	81.0	70		CLD
	Average Time in working days to Issue Building Warrants MWVLT41479	PPRC	Qrt days	108.8	-	-	Building Standards
	HSCP_CS01 Average number of Placements for looked after children MNBYY83692	PPRC	Mth No.	1.8	-	-	Children's Services
	HSCP_CS02 Percentage of children on Child Protection Register for more than 6 Months MQFVD33388	PPRC	Mth %	29.7	-	-	Children's Services
	HSCP_CS03 Percentage of children who are re-registered within a 12 month period MEMORY58668	PPRC	Mth %	0	-	-	Children's Services
	HSCP_CS04 Rate per 1,000 children in Formal Kin Care MUWBL14486	PPRC	Mth No./1000	2.2	-	-	Children's Services
	HSCP_CS05 Rate per 1,000 children in Foster Care MGYSN95781	PPRC	Mth No./1000	4.3	-	-	Children's Services
	HSCP_CS06 Rate per 1,000 children in Residential Care MQTSR94165	PPRC	Mth No./1000	0.9	-	-	Children's Services
	HSCP_CS07 Rate per 1,000 children on Home Supervision MNFVP38865	PPRC	Mth No./1000	3.1	-	-	Children's Services
	ED10 -% of P6 and S2 pupils agreeing that their school recognises their achievements in school	PPRC	Annual	83.1	85		Education
	ED11 - % of P6 and S2 pupils agreeing that their school recognises their achievements out of school	PPRC	Annual	59.1	61		Education
	ED01 - % of LAC school leavers entering positive destinations	NIF	Annual	NA	65	-	Education
	ED02 - % of school leavers with ASN in positive destinations	NIF	Annual	NA	88.6	-	Education
ED03 - % of school leavers achieving literacy and numeracy at SCQF Level 4 or above	NIF	Annual	NA	set to Scottish	-	Education	

Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		RAG Status	Service
					Target			
	ED04 - % of school leavers achieving literacy and numeracy at SCQF Level 5 or above	NIF	Annual	NA	64.21	-		Education
	ED05 - % of P1, P4, P7 and S3 Pupils achieving the expected CfE Level in English Reading relevant for their stage	NIF	Annual	NA	85	-		Education
	ED06 - % of P1, P4, P7 and S3 Pupils achieving the expected CfE Level in English Writing relevant for their stage	NIF	Annual	NA	85	-		Education
	ED07 - % of P1, P4, P7 and S3 Pupils achieving the expected CfE Level in English Listening & Talking relevant for their stage	NIF	Annual	NA	85	-		Education
	ED08 - % of P1, P4, P7 and S3 Pupils achieving the expected CfE Level in Numeracy relevant for their stage	NIF	Annual	NA	85	-		Education
	ED09 - % of P6 and S2 pupils that perceive themselves as being safe	SOA	Annual	91.2	92.5	-		Education
	SW5 - Older persons (over 65's) Residential Care Costs per week per resident	LGBF	Annual	422.3	-		a	Adult Wellbeing
	SW4b - Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	LGBF	Annual	92.3	-		g	Adult Wellbeing
	SW4a - Percentage of adults receiving any care or support who rate it as excellent or good.	LGBF	Annual	83.8	-		a	Adult Wellbeing
	SW3 - % of people 65+ with intensive needs receiving care at home	LGBF	Annual	37.4	-		g	Adult Wellbeing
	SW2 - SDS spend on adults 18+ as a % of total social work spend on adults 18+	LGBF	Annual	3.7	-		a	Adult Wellbeing
	SW1 - Older Persons (Over65) Home Care Costs per Hour	LGBF	Annual	15.4	-		g	Adult Wellbeing
	CHN9 - Balance of Care for looked after children: % of children being looked after in the Community	LGBF	Annual	91.0	-		g	Children's Services
	CHN7 - % of Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD)	LGBF	Annual	18.0	-		g	Education
	CHN6 - % of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD)	LGBF	Annual	42.0	-		g	Education
	CHN5 - % of Pupils Gaining 5+ Awards at Level 6	LGBF	Annual	35.0	-		g	Education
	CHN4 - % of Pupils Gaining 5+ Awards at Level 5	LGBF	Annual	60.0	-		g	Education
	CHN3 - Cost per Pre-School Education Registration	LGBF	Annual	3046.7	-		g	Education
	CHN2 - Cost per Secondary School Pupil	LGBF	Annual	6260.5	-		g	Education
	CHN12f - Average Total Tariff SIMD Quintile 5	LGBF	Annual	1206.0	-		g	Education
	CHN12e - Average Total Tariff SIMD Quintile 4	LGBF	Annual	996.0	-		g	Education
	CHN12d - Average Total Tariff SIMD Quintile 3	LGBF	Annual	905.0	-		a	Education
	CHN12c - Average Total Tariff SIMD Quintile 2	LGBF	Annual	659.0	-		a	Education
	CHN12b - Average Total Tariff SIMD Quintile 1	LGBF	Annual	576.0	-		a	Education
	CHN12a - Overall Average Total Tariff	LGBF	Annual	933.7	-		g	Education
	CHN11 - Proportion of Pupils Entering Positive Destinations	LGBF	Annual	93.5	-		g	Education
	CHN10 - % of Adults Satisfied with Local Schools	LGBF	Annual	82.0	-		g	Education
	CHN1 - Cost Per Primary School Pupil	LGBF	Annual	4344.0	-		g	Education



Council Objective	Indicator	Framework 1	Timeframe	Latest result	Timeframe		Service
					Target	RAG Status	
Growing the Capacity of our Council	Value of current tenants rent arrears MCDZK85229	PPRC	Mth £	1676047	1000000	r	Revenues
	Council Tax in-year collection MRSNY54724	PPRC	Mth %	97.51	96.6	-	Revenues
	Business Rates in-year collection MJPF17266	PPRC	Mth %	97.83	98.9	a	Revenues
	% spend with contracted suppliers quarterly MEEHH82217	PPRC	Qrt %	79.25	80	a	Legal & Procurement Services
	% of invoices paid on time M4941	PPRC	Qrt %	89.02	-	-	Corporate Finance
	Time taken to process change of circumstances in housing benefit NFM2S2	PPRC	Mth days	2.56	6	g	Benefits
	Time taken to process new claims for housing benefit NFM1S2	PPRC	Mth days	24.32	25	g	Benefits
	Rent collected as percentage of total rent due in the reporting year MBDES34687	PPRC	Annual	NA	98.8	g	Revenues
	Time taken to process change of circumstances in housing benefit and council tax rebate	Scorecard	Mth days ,	4.23	6	g	Benefits
	Time taken to process new claims for housing benefit and council tax rebate	Scorecard	Mth days ,	32.54	25	a	Benefits
	HSN5 - Percentage of council dwellings that are energy efficient	LGBF	Annual	93.8	-	a	Community Housing
	HSN2 - Percentage of rent due in the year that was lost due to voids	LGBF	Annual	0.6	-	g	Community Housing
	HSN1b - Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	LGBF	Annual	8.6	-	a	Revenues
	CORP-ASSET2 - Proportion of internal floor area of operational buildings in satisfactory condition	LGBF	Annual	95.6	-	g	Building Standards
	CORP-ASSET1 - Proportion of operational buildings that are suitable for their current use	LGBF	Annual	84.8	-	g	Building Standards
	CORP 8 - Percentage of invoices sampled that were paid within 30 days	LGBF	Annual	90.0	-	a	Corporate Finance
	CORP 7 - Percentage of income due from Council Tax received by the end of the year	LGBF	Annual	96.8	-	g	Revenues
	CORP 6b - Sickness Absence Days per Employee (non-teacher)	LGBF	Annual	10.8	-	a	Human Resources
	CORP 6a - Sickness Absence Days per Teacher	LGBF	Annual	7.0	-	a	Human Resources
	CORP 4 - The cost per dwelling of collecting Council Tax	LGBF	Annual	8.5	-	g	Revenues
CORP 3c - The gender pay gap	LGBF	Annual	-1.2	-	-	Human Resources	
CORP 3b - The percentage of the highest paid 5% of employees who are women	LGBF	Annual	53.6	-	g	Human Resources	
CORP 2 - Cost of Democratic Core per 1,000 population	LGBF	Annual	19476.0	-	g	Corporate Policy	
CORP 1 - Support services as a % of Total Gross expenditure	LGBF	Annual	3.7	-	g	Corporate Policy	



**Policy and Performance Review Committee: Annual Work Programme 2017/18 Update – June 2017**

<b>Date</b>	<b>Performance Monitoring/ Inspection Reports</b>	<b>Other Reports / Reports Requested by Members</b>
September 2017	Performance Indicators Q1 Social Work Complaints and Feedback Annual Report	Homelessness Update on Universal Credit
November 2017		