



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

**WEDNESDAY 20 JUNE 2018
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

Committee Members Present:

Councillor L Bruce (Convener)
Councillor N Gilbert
Councillor J Henderson
Councillor G Mackett
Councillor P McLennan
Councillor B Small
Councillor T Trotter

Other Councillors Present:

Councillor J Findlay
Councillor J Goodfellow
Councillor J McMillan

Council Officials Present:

Ms M Patterson Depute Chief Executive (Partnerships and Community Services)
Mr J Lamond, Head of Council Resources
Mr D Proudfoot, Head of Development
Ms S Saunders, Head of Communities and Partnerships
Ms J Tait, Head of Children and Adult Services
Ms F Robertson, Head of Education
Mr P Vestri, Service Manager – Corporate Policy and Improvement
Mr A Stubbs, Service Manager – Roads
Mr J Cunningham, Service Manager – Benefits
Mr K Christie, Service Manager – Revenues and Welfare Support
Ms K MacNeill, Service Manager – Licensing, Administration and Democratic Services
Ms E Morrison, Service Manager – Customer Services
Mr G Gray, NHS Assistant Programme Manager
Mr P Forsyth, Team Manager – Assets and Regulatory (Roads)
Ms H Tiffin, Team Leader – Customer Feedback
Ms S Smith, Team Manager – Economic Development
Mr G Stewart, Policy Officer
Ms P Bristow, Communications Officer

Clerk:

Ms A Smith

Visitors Present:

DWP – Ms D Horsfall, Ms C MacPhail, Ms S Telford
Audit Scotland – Ms S Stewart, Mr S Forrest

Apologies:

None

Declarations of Interest:

None

1. MINUTES FOR APPROVAL – PPRC, 21 FEBRUARY 2018

The minutes of the meeting of the Policy and Performance Review Committee of 21 February 2018 were approved.

2. PRESENTATION BY THE DEPARTMENT FOR WORK AND PENSIONS (DWP)

Denise Horsfall gave a presentation on behalf of the DWP. As Members were aware, East Lothian Council had been the first local authority to go live with the roll out of Universal Credit Full Service (UCFS) two years ago. She reported that 61% of sites had been rolled out, this would rise to 68% in September and the rest of the sites would be rolled out by December. A number of improvements had been made since the initial roll out, which she outlined. She reported that Service Centres in Scotland had been realigned and Dundee now dealt with all the Musselburgh Job Centre cases.

Ms Horsfall, along with colleagues Cathy MacPhail and Sharon Telford, responded to a wide range of questions from Members. Issues covered included policy and operational matters, development of the Landlord Portal, interview process, interaction with customers, number of work coaches, issues faced by elected members trying to assist a UC claimant and costs to local authorities of implementing UCFS. The number of UC claimants in East Lothian, dealing with vulnerable people, changing perceptions and behaviours, the timeline for migration of additional benefits, impact of this on Council staff, dealing with non-digital customers, issues disabled people had encountered as regards their benefit after moving to East Lothian from a different area were also discussed. Ms MacPhail extended an invitation to Members to visit the Musselburgh Job Centre.

The Committee thanked the representatives from the DWP for their attendance.

3. PERFORMANCE REPORT, Q4, 2017/18

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) regarding the performance of Council services during Q4 (January to March 2018).

Gary Stewart, Policy Officer, presented the report. He took Members through the report, providing information in respect of those indicators with improving performance and those with declining performance. Appendix 1 detailed the Key Performance Indicators (KPIs) for the relevant period; he drew attention to a number of KPIs.

Officers responded to questions. Councillor Small asked about measures to address the Contact Centre sickness absence. Sharon Saunders, Head of Communities and Partnerships, stated that staff absence issues were rigorously managed in line with the Managing Attendance Policy, staffing at the Contact Centre was constantly reviewed. Part time staff had made themselves more available and recruitment was taking place. She clarified there was no cost differential between part time staff working longer hours and new full time staff, but added that existing staff were able to provide a speedier response.

Judith Tait, Head of Children and Adult Services, responded to Councillor Small's query about the campaign to recruit more foster carers, reporting that the Council had invested more support in the Fostering Team to drive this forward. There were challenges; another 18 foster carers would be required in the next couple of years. Fees and allowances for foster carers had been raised; the Council was now equitable with the City of Edinburgh Council.

Paolo Vestri, Service Manager - Corporate Policy and Improvement, responding to Councillor Gilbert's questions about fly tipping, advised that the period concerned covered the extreme weather, which had affected the performance figures. He stated there was no correlation between fly-tipping and recycling figures.

Responding to points raised by Councillor Trotter about further detail in the report regarding measures to improve failing indicators, Mr Vestri advised that the comments section of the appendix contained explanatory notes. These were quarterly figures; the longer trend had to be looked at, which was not possible in the quarterly report. He referred to the report recommendation, advising that it was for Members to identify the specific areas they would like further reports on; these reports would then be brought forward to Committee.

The Convener asked if the new Council website and new App had resulted in fewer calls to the Contact Centre. Eileen Morrison, Service Manager - Customer Services, indicated that there had not been a decrease in calls yet, call traffic remained the same. Regarding Q4 performance, she stated that during this quarter a new call management system for Tele Care had been implemented. In March, the Contact Centre had taken on calls on behalf of Scottish Borders Council. There were vacancies and recruitment was ongoing. She drew attention to a number of major developments taking place within Customer Services. A new online customer services platform, a Customer Portal, was going through the procurement process. In response to a request from Councillor Henderson, Ms Morrison confirmed that she would ensure that Members received email updates regarding Customer Services.

Councillor McLennan remarked that there used to be a Customer Services Excellence Board, which had been very effective and a vital front facing part of the Council. He suggested that the Council should resurrect this and consider appointing a Customer Services Champion. The Convener indicated he would discuss this with the Administration.

Mr Vestri, replying to the Convener's query about the percentage of the population claiming Job Seekers Allowance, advised that this indicator needed reviewed, at a national level.

Mr Vestri, in relation to Councillor Small's questions about detailing the trend for 12 months within the appendix, which would give Members a better idea of what their focus should be on, said he would give this consideration. He added that officers were looking at procurement of a new software system for performance management.

Decision

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

4. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK 2016/17

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing the Committee with a summary of East Lothian Council's performance of the Local Government Benchmarking Framework (LGBF) results for 2016/17.

Mr Vestri presented the report. He informed Members that the Improvement Service had released the LGBF data on all Scottish local authorities in February; they had also published

their National Overview Report that month. The LGBF now included 86 indicators based on areas of cost, performance outcomes and satisfaction; this was an increase from 71 indicators previously, due to new children's services themed measures. In respect of the report appendices, Appendix 1 gave a breakdown by service areas, Appendix 2 a breakdown by type. He drew attention to benchmarking and family groups, the summary of 2016/17 performance, longer-term trends and some of the positive indicators. He highlighted the areas requiring further investigation, adding that the Council Management Team (CMT) would be discussing these.

Officers responded to Members' questions. Fiona Robertson, Head of Education, replied to the Convener's query about sickness absence by teachers. She advised that the new Managing Attendance Policy had seen a significant shift in the data; robust action was being taken. She confirmed that the HR service was involved.

Councillor Henderson queried the analysis structure and lack of movement of some indicators. Mr Vestri indicated there was an issue in respect of robustness of some of the indicators; national surveys tended to comprise of very small local surveys therefore the data was not entirely robust. Regarding the second point, he advised that a report on the static indicators would be going to the CMT. Following on, the Convener asked if certain data, library figures for example, needed to be viewed as national, not local, indicators. Mr Vestri clarified that for satisfaction figures this was the case; there were different distinctions to be considered between national and local indicators.

Councillor McLennan, referring to the increase in the average time per planning application and the decline in the ranking position, queried resources for this service area; he would be raising this under the work programme item. Douglas Proudfoot, Head of Development, provided some contextual clarification. There had been investment in the Planning Service, in recognition of the increased workload. He pointed out that sixteen Scottish local authorities did not have many major applications to consider. These indicators would be looked at; he wanted to see improvements in 2018/19 and beyond.

In response to Councillor Gilbert's query about the waste recycling indicator, Mr Vestri stated there had been considerable changes in this collection service recently, the figures for 2017/18 showed an increase in performance. The Waste Service Manager was looking at ways to improve the service further; the service would have to meet new national targets set over the next couple of years, but overall it was performing relatively well.

Regarding questions from Councillor Small about sports centres attendance figures and enjoy leisure matters, Mr Vestri referred to the item at the February Committee and advised that a further report would be going to the Audit and Governance Committee in due course.

Decision

The Committee agreed:

- i. to note that services were reviewing all indicators that were shown to have declined or remained stable and use the Improvement Service benchmarking groups to assist in developing improvement plans to improve performance; and
- ii. to note the report and use the information provided to consider whether any aspect of the Council's performance is in need of further investigation.

5. CUSTOMER FEEDBACK ANNUAL REPORT 2017/18

A report was submitted by the Depute Chief Executive (Resources and People Services) on the use of the Council's Complaints Handling Procedure for 2017/2018 (1 April 2017 to 31 March 2018) and to raise awareness of implemented and planned improved processes as result of trends seen in the reporting.

Hannah Tiffin, Team Leader - Customer Feedback, presented the report, outlining the complaints handling procedure (CHP). She gave details of the customer feedback overview, advising that the acquisition of a new Customer Relationship Management System (CRM) would now take place until 2019. She drew attention to the complaint analysis, highlighting several aspects. There was a focus on improving the customer experience and managing customer expectation. She also detailed service improvements carried out across a range of service areas resulting from customer feedback.

Decision

The Committee agreed to note the report and where appropriate highlight areas for further consideration.

6. DELAYED DISCHARGES

A report was submitted by the Director, East Lothian Health and Social Care Partnership (HSCP) providing an update on delayed discharge performance in East Lothian.

Gordon Gray, NHS Assistant Programme Manager, presented the report. He stated that East Lothian had performed well across the last two years in both reducing the number of people who experienced a delay in their hospital discharge and the overall Occupied Bed Days. The number of patients becoming a delayed discharge was reducing and the speed at which the HSCP reacted continued to improve. He outlined the factors contributing and supporting the improvement, providing further details about the Hospital at Home service (H@H) and the Hospital to Home service (H2H). Referring to the continued challenges, he gave details of the key issues that needed to be taken into consideration.

Responding to questions from Councillor Small regarding the cost to the Council of retention of care packages for 7 days, Mr Gray stated that no cost analysis was currently done, but this would be looked at. The care provider was paid half the normal fee during this period. In response to further questions, Mr Gray reported that there were difficulties attracting, recruiting and retaining a workforce; it was particularly difficult to the east of the county.

Mr Gray, responding to Councillor Henderson's queries, confirmed that given the rapid increase in the ageing population if care home provision were to decrease, for whatever reason, this would have a significant impact. He gave details of the projected percentage growth for over 65 year olds and over 85 year olds.

Councillor Trotter, referring to dementia places within care homes, asked if the Council had any control over this in respect of private care homes. Mr Gray advised that the HSCP could influence and specify a particular number of beds for dementia patients. In response to further questions, Mr Gray said many people had no contact history with the HSCP; it was only when they came into hospital that there became an awareness, which often then led to a delayed discharge case. He confirmed that many family members were carers by default.

Responding to questions from Councillor McMillan regarding H2H, Mr Gray said that as a method of transition this was a quicker method of getting people home from hospital. The

percentage of care needs could be reduced and opportunities for more intensive rehabilitation provided. H2H was a good model and should be extended.

The Convener asked about measures to encourage people into care sector work, perhaps getting involved with schools to promote this. Mr Gray advised that suggesting this as a career pathway was being considered at a national level. He would have discussions with colleagues about approaching schools, on an NHS Lothian wide basis.

Mr Gray responded to Councillor McLennan's points about loss of care beds across the county and re-provision; he confirmed that future proofing was being looked at.

Decision

The Committee agreed to note the report and discuss the issues involved in performance on hospital delayed discharge.

7. UPDATE ON PARKING CHARGES AT COASTAL CAR PARKS

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing an update on the income generated and performance of the 10 coastal car park sites in East Lothian.

Peter Forsyth, Team Manager - Assets and Regulatory (Roads), presented the report. He gave details of corrections to the report with regard to references to the appendices. He outlined the charges, number of season passes sold, gross income to date and predicted for 2018/19 and expenditure costs. He took Members through the appendices in detail. He advised that further improvements were planned in this financial year. Income from coastal car parks was an improving situation albeit the target remained challenging.

Councillor McLennan asked a number of questions in relation to the income target, operational costs, the initial upgrade cost and income generated. Jim Lamond, Head of Council Resources, responded to these points. He advised that coastal car park charges had not been introduced as a means of generating income, rather they had been introduced either to defray existing planned expenditure that may not otherwise proceed or to support a programme of enhancements to various coastal facilities. He referred to some front ended improvement works on the car parks and associated on site facilities that had been undertaken ahead of the charges being introduced. Mr Forsyth responded to further questions from Councillor McLennan. He indicated that detailed analysis had been done at the John Muir County Park site; the total number of sales only related to a quarter of the number of trips so a significant number of people were not paying or were season pass holders. He suspected this position would be replicated across the various sites. He confirmed that the ticket machines were being checked. He clarified that the data suggested the majority of people were repeat visitors.

Councillor Trotter referred to the significant cost of replacing the vandalised machines and queried measures being taken to address this happening. Mr Forsyth clarified that no money had actually been removed from the machines, only attempts made. An audible signal was emitted if these were tampered with. Alan Stubbs, Service Manager – Roads, stated that the Council was working closely with Police Scotland in respect of the vandalism.

Councillor McLennan stated that the Council had previously agreed to a review of coastal car parks; he asked if this had been taken forward and whether clear parameters had been set. Monica Patterson, Depute Chief Executive, advised that the review was ongoing; she suggested a meeting with key officers and some Members for further discussion about the review and the parameters.

Councillor Findlay asked if a breakdown by area of the season passes could be provided. Mr Forsyth said that information could be provided for the number of passes issued within a ward or a postcode area. Mr Stubbs added that people were buying these as gifts so that data may not be robust. Councillor Findlay requested a breakdown of the investment made at each beach over and above each installation cost; Mr Stubbs confirmed this information would be provided. He clarified that there had been investment in addition to the initial investment, including maintenance and upgrading work at these beaches.

In response to Councillor Gilbert's query, Mr Forsyth gave a breakdown of operating costs.

Councillor McMillan, whilst welcoming the scrutiny that had taken place, reiterated that there had been significant investment in these car parks. The charges contributed to the Council's aim to be Scotland's leading coastal destination; improved facilities attracted vendors and visitors. He stressed that the review would have to look at the economic impact as well.

Councillor McLennan agreed that quantification of the economic impact was central and should form part of the review parameter.

Decision

The Committee agreed:

- i. to note the income generated in financial year 2015/16, 2016/17 and 2017/18;
- ii. to note the improvements made to the coastal car parks to date and that a further £450,000 was budgeted over the next 3 years to upgrade coastal car parks and toilets along the coast; and
- iii. to note the number of penalty charge notices (PCN) issued by Parking Attendants in coastal car parks from the start of the service on 23 January 2017.

8. WORK PROGRAMME

The Work Programme detailed the reports already scheduled for the Committee for the 2018/19 session.

Reports added to the work programme –

Additional reports/reports requested by Members:

- Coastal Car Parks (October 2018 meeting)
- Planning Service (performance/community engagement/economic development) (February 2019 meeting)

Signed

Councillor Lachlan Bruce
Convener of the Policy and Performance Review Committee