



MINUTES OF THE MEETING OF THE POLICY AND PERFORMANCE REVIEW COMMITTEE

WEDNESDAY 27 FEBRUARY 2019
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

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Committee Members Present:

Councillor L Bruce (Convener)
Councillor J Findlay
Councillor N Gilbert
Councillor J Henderson
Councillor C McGinn
Councillor P McLennan

Other Councillors Present:

Councillor S Currie
Councillor J Goodfellow
Councillor J McMillan

Council Officials Present:

Ms M Patterson Depute Chief Executive (Partnerships and Community Services)
Mr T Reid, Head of Infrastructure
Mr D Proudfoot, Head of Development
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 I McFarlane, Service Manager – Planning
Mr A Stubbs, Service Manager – Roads
Mr D Oliver, Service Manager – Protective Services
Ms S Fortune, Service Manager – Finance
Ms F Duncan, Chief Social Work Officer
Mr S Byrne, Public Protection Manager
Ms S Smith, Acting Service Manager – Economic Development
Mr P Forsyth, Team Manager – Assets and Regulatory (Roads)
Mr G Stewart, Policy Officer
Ms P Bristow, Communications Adviser

Clerk:

Ms A Smith

Apologies:

Councillor G Mackett

Declarations of Interest:

None

1. MINUTES FOR APPROVAL – PPRC, 10 OCTOBER 2019

The minutes of the meeting of the Policy and Performance Review Committee of 10 October 2018 were approved.

Non-Residential Social Care Charging

Councillor McLellan asked for an update on the consultation with users. Judith Tait, Head of Children and Adult Services, indicated she take this back to Bryan Davies for a response.

2. PERFORMANCE REPORT, Q3 2018/2019

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) regarding the performance of Council services during Quarter 3 (September to December 2018) 2018/19.

Gary Stewart, Policy Officer, presented the report. He informed Members that the Council had moved to a new performance recording and monitoring software system called Inphase. The performance indicators presented in Appendix 1 therefore were in a slightly different format to previous reports. He went through the performance report in detail, drawing attention to a number of specific indicators.

Officers responded to questions. Councillor Gilbert referred to a query he had raised previously about calls to the Contact Centre, specifically how many people hung up before the 30-second point. Monica Patterson, Depute Chief Executive, referred to the call back facility but confirmed she would ask for this information to be provided. Councillor Gilbert asked if the reduction in the attendance numbers at pools was linked to the withdrawal of free swims. Paolo Vestri, Service Manager – Corporate Policy and Improvement, said enjoy leisure would be asked for information on attendance data to be included in future reports.

Councillor McLennan queried the street lighting repairs indicator. Alan Stubbs, Service Manager – Roads, confirmed that the indicator was below average. He advised that a number of repairs had been carried out and that the figures related to less than 3% of the assets. He stated there had been some issues with recruitment but this situation was improving. Tom Reid, Head of Infrastructure, added that some lighting units had been vandalised, some had gone beyond their life span; the team were dealing with these issues.

Responding to a question from the Convener about recycling centres, Mr Reid said there was a greater awareness now by the public of the need to separate materials; there was adequate provision to maintain these facilities.

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.

3. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK 2017/18

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 2017/18.

Mr Vestri presented the report. He informed Members that a briefing on the new performance software system would be arranged prior to the next meeting. The LGBF had been developed by the Improvement Service and covered seven service areas, which he

detailed. The report highlighted the impact of reduced revenue funding in relation to council services. He drew attention to the two appendices, the first appendix provided information on the service categories, the second appendix information by cost, performance and satisfaction indicators. He referred to the summary of 2017/18 performance, the positive indicators and areas for further investigation. He reported that another residents' survey would be carried out in May 2019 and this would provide more accurate data on satisfaction with council services.

Councillor Findlay queried the impact of the introduction of 1140 hours. Fiona Robertson, Head of Education, stressed the complexity of the 1140 hours programme, providing further details. She outlined the process followed by the Care Inspectorate during an inspection. There was a new national guidance standard, which would be used to share expectation and provide support. The number of supply teachers had been increased; a Quality Improvement Officer would be providing increasing support, along with outreach workers.

Councillor Gilbert asked for details on the falling performance in Adult Care Services in respect of the perception of care and support provided. Mr Vestri outlined the methodology used advising that this indicator was taken from a national survey of GP patients; the sample from East Lothian was very small, around 140/147 people. It was also unclear from the survey what care packages these responders were receiving.

Responding to Councillor Henderson's query about the Council's ranking in relation to support services costs, Mr Vestri gave further details about the data gathering sources. He stated that now, with Unified Business Support, all administrative support spending came under a central heading. A benchmarking event about support services was scheduled next month, which should provide further ideas about this area. Councillor Henderson asked if it was about how benchmarks were created or about the support services provided. Mr Vestri indicated it was both; he would look at this indicator and at best practice.

Ms Robertson responded to a query from Councillor McLennan about the percentage of pupils from deprived areas gaining 5+ awards at level 5. She stated that a wide range of strategies were in place to target this group, providing several examples. She added that positive destinations had increased by 1% to 95%. With regard to further queries about whether this was reflective of a wider cohort and of performance generally, Ms Robertson advised that work was carried out very closely with secondary school staff. Attainment meetings were being planned with Ward Members. The context of schools was very different across the county. She stated that reviews were being carried out to ensure quality of provision and action plans were being put in place.

Councillor Currie, referring to costs per school pupils/places indicators, queried why East Lothian, in relation to comparator authorities, came last. Ms Robertson said it related to the way the calculations were done; she would forward this query to the Finance Service.

Mr Vestri, responding to the Convener's query about sickness absence and the cost to the Council, referred to Workforce Plans, stating that a substantial amount of work had been done recently; he also referred to the Managing Attendance Policy. The results of that should flow through this year/next year. There had been a reduction in the figures for teachers' absences; non-teaching staff numbers were similar to last years. As regards costs, he would forward this to HR/Finance teams for a response.

The Convener, in relation to the street cleaning indicator, expressed thanks to the many volunteers who had been involved in litter picking across the county.

Decision

The Committee agreed:

- i. to note that services were reviewing all indicators that were shown to have declined or remained stable and using 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 was in need of further investigation.

4. EAST LoTHIAN AND MIDLoTHIAN PUBLIC PROTECTION COMMITTEE ANNUAL REPORT 2017/18

A report was submitted by the Chief Social Work Officer presenting the East Lothian and Midlothian Public Protection Committee (EMPPC) Annual Report 2017-18.

Fiona Duncan, the Chief Social Work Officer, presented the report, which outlined some of the core work carried out in 2017/18 and identified areas of priority for the current year. The report commented on the main themes arising in each of the areas of Public Protection over this period; Adult Support and Protection, Child Protection, Violence Against Women and Girls, Offender Management and Learning and Development. She provided further key details for each area. She informed Members that five sub-groups supported the EMPPC, providing further information on these groups.

Councillor Findlay, referring to Child Protection and to East Lothian having the fastest growing population, asked if resources were sufficient. Ms Duncan indicated it was more about looking at the current situation, at the number of children presenting now, it was about early intervention and working closely with the Education Service. The pressures were currently being dealt with. Judith Tait, Head of Children and Adult Services, agreed but added that an increase in demand for services was expected because of the rising population. She stressed the importance of supporting families effectively.

Councillor Henderson noted that the figures for the two authorities, for both Adult Protection and Child Protection, were quite different, asking for details. Sean Byrne, Public Protection Manager, stated there were different social problems across the two local authority areas. He indicated there was no evidence of any real significant change in the trend. Ms Duncan stated that although the two areas were mentioned in the report they could not necessarily be compared; each authority learned from the other and shared good practice. Ms Tait informed Members that East Lothian was a pilot area looking at a better data set.

In response to Councillor McGinn's questions, Mr Byrne clarified that East Lothian had very low numbers of trafficked young people. He highlighted the need to differentiate between this group and unaccompanied asylum-seeking children, most of whom went to Edinburgh. He also referred to links to child sexual exploitation and strategies in place to deal with this.

The Convener, referring to domestic abuse, asked about the impact of the new legislation. Mr Byrne outlined the process, staffing resource, partnership working and challenges. He stated that with the introduction of coercive control into legislation an increase in the number of referrals was anticipated. Responding to further questions, Mr Byrne reported that different ways of working were being implemented; an internationally recognised model had been adopted, it was crucial to identify the abuse at an early stage.

Decision

The Committee agreed to note the report.

5. THE EAST LOTHIAN COMMUNITY PLANNING ECONOMIC DEVELOPMENT STRATEGY 2012-22, REFRESH

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) outlining the key points and changes from the refresh of the East Lothian Community Planning Economic Development Strategy (EDS) 2012-22.

Susan Smith, Acting Service Manager – Economic Development, presented the report. She informed Members that work on the EDS refresh had commenced in December 2017. She detailed the various organisations involved in the process; there was comprehensive industry and stakeholder engagement. She drew attention to the various appendices. She highlighted a number of the key economic development opportunities. She outlined the Strategic Goals, which had been summarised to provide a clear focus on businesses and jobs. She drew attention to adjustments to the wording of the Strategic Objectives. She highlighted several of the priorities, including connectivity and employability.

Councillor McLennan asked a number of questions. As regards monitoring/reporting, Ms Smith said the EDS would be reported as widely as possible and regularly monitored. Regarding the impact of the budget reduction on festival funding and business growth, Ms Smith indicated that additional support had been provided, such as workshops, marketing and digital support. Douglas Proudfoot, Head of Development, stated that the Economic Development team were doing an enormous amount of work with event organisers, building capacity and resilience. He confirmed that engagement would continue. He responded to questions about the Business Support Grant, indicating that more details could be provided outwith the meeting. Councillor McLennan, returning to how the EDS was monitored, stated that it could not be separated from the budget; he would be raising this again under the work programme agenda item. Mr Proudfoot noted the point, adding that Mr Vestri and Sharon Saunders, Head of Communities and Partnerships, would be meeting to discuss aligning measures. In relation to measuring footfall at festivals, Ms Smith advised that this would continue at golf events, as would the economic impact study. Regarding other events, she would ask event organisers to share this information.

Responding to Councillor Currie, Ms Smith clarified that there would not be another refresh following budget decisions. Councillor Currie, referring to discussions at yesterday's Council meeting, highlighted the potential impact of common good funds as regards the EDS. Mr Proudfoot referred to the response provided yesterday by the Head of Council Resources.

In response to Councillor Findlay's queries about tourism and the lack of accommodation in the county, Ms Smith stated that a number of different types of accommodation were coming forward. The team were working with partners to look at gaps in the market and identify opportunities going forward. She added that off-season provision would also be looked at.

Iain McFarlane, Service Manager – Planning, responded to questions from the Convener regarding availability of land for employment use. He referred to the recently adopted East Lothian Local Development Plan 2018 (LDP) and to the Strategic Development Plan, which identified employment land. He stated the difficulty was getting land owners interested; there was a significant difference in land values for housing development and land values for economic development. Mr Proudfoot added that the Council had been bold in this area, highlighting several recent interventions.

Councillor McLennan opened the debate, welcoming the report. There were excellent opportunities ahead for the Council but investment was needed. It was very important that monitoring was carried out properly, on an annual basis.

Councillor Currie also welcomed the paper. He stressed the importance of standing firm as regards availability of employment land with land owners/developers. He stated that East

Lothian had some unique selling points that other areas did not. He praised the work carried out by the Economic Development Team.

Councillor McMillan, the Cabinet Spokesperson for Economic Development and Tourism, welcomed his colleagues' remarks. Work was being done through the EDS to help support festivals and businesses. Exploration of alternatives was essential and welcome, support and growth was there. He agreed with Councillor McLennan's comments about monitoring. He also agreed with Councillor Currie's comments about common good funds, particularly in relation to the town centre first initiative; there was a need to be innovative. The EDS needed promoted as widely as possible, as mentioned earlier.

Decision

The Committee agreed to note the contents of this report and the approval mechanisms followed.

6. MAJOR EVENTS – UPDATE

A report was submitted by the Depute Chief Executive (Partnerships and Community Services updating Members on the arrangements for hosting and supporting major events following the report to Committee on 21 February 2018 and in accordance with the decision at that meeting to bring back an update report in 12 months.

Ms Smith presented the report, drawing attention to Appendix 1, which detailed the events supported in 2017/18. She advised that the list for 2018/19 was being prepared. She gave details of alternative support that was being provided to event organisers following removal of funding support.

Derek Oliver, Service Manager – Protective Services, gave an overview as regards event safety, drawing attention to the Safety Advisory Group (SAG) process. The Council had appointed an Event Safety and Resilience Officer who was the single point of contact for event organisers. He outlined some of the engagement that had taken place and gave details of the outcome of some of the major events.

Councillor Findlay asked about public liability insurance. Mr Oliver stated that in relation to community councils as event organisers the Council's Insurance Team would give advice and guidance. If the event organiser was an outside body, the SAG could provide advice and signpost as required; officers tried to ensure that organisers had minimum liability insurance.

Councillor Currie, referring to the potential for local Members to meet with event organisers, remarked that it could be in the aftermath of an event that issues came to light so pre-emptive discussions would be preferable. Mr Oliver advised that in the longer term a calendar of events would be published; in the shorter term, Temporary Traffic Regulation Orders (TTROs), which included Members in the distribution list, so any issues from these could be escalated to the SAG. Councillor Currie remarked that finding out at the TTRO stage was too late; local Members needed an awareness earlier in the process. Mr Stubbs clarified the TTRO purpose and process. Mr Forsyth, referring to the legislation, informed the Committee that in respect of a major event, if within a 12-month period another major event was scheduled, then the Scottish Government had to be notified. Mr Oliver indicated he could look at having information available on the website to give Members an early heads up of events, until the calendar was ready for publication; it was agreed this would be helpful.

Councillor Henderson asked how the economic impact was calculated. Ms Smith advised that event organisers did their own impact study, some carried out independent studies;

recognised methodology was used for these surveys. Regarding circulation of the data, Ms Smith said she would prepare and circulate a summary to Members.

In relation to Councillor McMillan's query, Mr Oliver clarified that the new Public Entertainment Licence did now capture events.

The Convener stated that having Members involved earlier in the process would be worthwhile. He noted that event organisers had taken on board improving communication with local communities; he felt that the SAG process was working well.

Decision

The Committee agreed to note the contents of the report.

7. PLANNING SERVICE

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) providing the Committee with an update and overview of the performance of the Planning Service, benchmarking information with other Councils and to highlight funding and income streams and areas for improvement going forward.

Mr McFarlane presented the report. He took Members through the report and appendices in detail. Referring to the two main areas within the service, Development Planning and Development Management, he outlined the key issues for both areas. In relation to the performance table at section 5.1, he reported the Quarter 2 figures, which were all an improvement on Quarter 1. He stressed the distinction between processing planning applications without any engagement and negotiation with the applicant/agent, as done by some local authorities, as opposed to a considerable liaising with applicants/agents, as done by this Planning Authority as part of offering a good service and getting better results in finished developments.

Councillor McLennan asked a series of questions. In relation to the lower than expected fee income from major applications, Mr McFarlane advised that the increase in fees was happening, providing further details. He stated that in conjunction with the Finance Service likely fees due from expected applications had been built into the budget, it was an inexact science however as it depended on numerous factors affecting developer decisions and applications. Regarding staffing, he reported that recruitment had been partially successful, giving an overview of the position. In relation to the processing agreements marker, the Scottish Government had encouraged the use of these but there had been no uptake from developers. He stressed that many factors affected performance timescales, highlighting several aspects; it was a two-way process between the service and the applicant/agent. As regards queries about the LDP, if more applications were expected and whether there would be a resource issue, Mr McFarlane said that a lot of the LDP allocations were already on the ground. There would still be some significant applications to deal with but a number of these were in the system. In relation to resources, these were protected this year and it was hoped that pressures would decline next year.

With regard to processing delays by Building Standards, Mr Reid stated there had been a resource impact in this service area. Benchmarking figures were starting to improve and it was expected that by the summer there would be significant improvement.

Responding to the Convener, Mr McFarlane clarified that the performance figures represented the average number of weeks from the point of registration of a planning application to the point of the decision being issued. Scottish Government targets were four months for major applications and two months for minor applications; he indicated that these

timescales were difficult to meet. He added that East Lothian had far more listed buildings and conservation areas than many other local authorities and that in benchmarking it was the cheapest service per application in Scotland.

Councillor McLennan thanked Mr McFarlane for this report, which he had requested; it was very helpful and linked in to the EDS.

Decision

The Committee agreed to use the information provided in the report to consider the performance of the Service.

8. COASTAL CAR PARKS REVIEW – UPDATE

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) updating the Committee on the operation of the Coastal Car Parking Scheme and the outcomes achieved to date.

Peter Forsyth, Team Manager – Assets and Regulatory (Roads), presented the report, drawing attention to the areas the report had been asked to cover. He took Members through the report and Appendix 1, the Coastal Car Parking Scheme Review in detail.

Mr Forsyth responded to questions from Councillor Findlay, regarding Appendix 1, paragraph 2.6, the first full year of operation estimate of car park income. He gave details of the business case that had been developed, the estimate of vehicle numbers and of season ticket applications. He highlighted issues such as leakage in the system due to non-compliance, advising that different approaches and ticket machines were being looked at.

Councillor Henderson asked how leakage was being dealt with. Mr Forsyth stated there were multiple reasons for leakage, providing several examples. How to combat it was difficult, increasing the resource of parking attendants was an option, 4,000 visits had been made to the sites since the onset, but the attendants were heavily resourced in town centres.

In relation to a query from Councillor Gilbert regarding Appendix 1, paragraph 5.6, number of tourism visits, Mr Forsyth said this information came from Economic Development and Tourism surveys; it was a sample figure, scaled up. Responding to more questions, he clarified that if everyone visiting paid the £2 the income would be £1.5 million. He reiterated that there was a significant difference between total numbers going to car parks and numbers paying. Regarding the leakage percentage he stated that the number of season ticket holders, 1,400 currently, had to be taken into account, a lot more people going to these beaches were using season tickets. He would estimate the avoidance figure at 20/30%.

Councillor McLennan raised a number of queries. Referring to Appendix 1, paragraph 2.9, which stated the budgetary provision income of £300,000 in 2018/19, he asked the cost of setting up this CCP Scheme. Mr Forsyth clarified this was £900,000. In relation to paragraph 3.2 and the identification of £55,000 as coastal car parking income Mr Forsyth said this sum had been identified to get to a cash neutral situation. Scottish Government business cases should be cash neutral when bringing in decriminalised Parking Enforcement (DPE). As regards to the cost of parking attendants he advised that £430,000 was paid to NSL Ltd, the service provider, an amount was also paid to the City of Edinburgh Council for back office services and on occasions Sheriff Officers were required which also had a cost element. In response to further questions about income and investment in facilities, Mr Reid stated that an allocation of £150,000 was in the capital plan for 19/20 for Longniddry Bents Nos.1, 2 and 3. This investment would be supplemented by the successful addition of a Rural Tourism Grant application which was to be determined at the end of March. Overall £530,000 had

been spent on toilet improvements along the coast, some monies were grant funded. Councillor McLennan said that more had actually been spent on enforcement than on improvements. Mr Reid stated that the initial investment had been seen as being required for these areas; it was about looking at a longer period, for example 7 years. It was a balance about how much capital was invested to get a return. Councillor McLennan said it came back to the actual cost of setting up the CCP Scheme, querying its value. Mr Forsyth referred to ongoing evidence gathering, stressing the importance of obtaining more detail, looking at the operation as a whole and how these coastal car parks had been affected by the introduction of payments.

Councillor Findlay asked for details of actual improvements in each of the coastal areas; Mr Forsyth confirmed this would be provided. Regarding queries about the other local authority charges he stated that legal guidance had been taken on the use of resident parking permits; the law did not allow this for a different graded area. He added that 87% of season ticket holders were local residents, 13% were from people outwith the area.

Officers responded to questions from Councillor Currie. Mr Reid clarified that the purpose of the CCP Scheme was to protect and manage the coast, to invest in the coastal areas and to enhance the built environment. He further clarified that these were being done before to an extent but the road structure had now been vastly enhanced. Responding to more queries, Mr Forsyth reiterated the cash neutral requirement for the business case put forward, adding that costs borne from penalty charge notices (PCN) and any other parking stream had been detailed in the report to Council in 2015. He clarified additional points queried in relation to the Transport Scotland guidance and the business case put forward by the Council.

Sarah Fortune, Service Manager – Finance, responded to questions. She outlined the budget process and the net profit expectation from the CCP Scheme. She indicated that the shortfall had been recognised through the quarterly financial reviews. It was challenging, there had been many changes since the introduction of this scheme but income levels were increasing year on year. She clarified that budgets were set on a net basis so the cost of borrowing came off debt charges; regarding the costs for enforcement these came off DPE; there was still a net positive benefit, which would come back to the Council.

Councillor Currie noted the significant drop off in the winter months and queried whether other local authorities maybe did not apply charges over this period. Mr Forsyth stated that further information gathering was required; a whole raft of measures were being looked at. Councillor Currie asked, if a decision was taken to stop charging for these car parks, would town centre monitoring still continue. Mr Reid clarified that the difference would be that the deficit for DPE would be far higher than the budget gap.

The Convener, referring to the 4,000 visits to coastal car parks by parking attendants, queried the comparison to the number of visits to schools and town centres. Mr Forsyth indicated he would check and provide this information.

Opening the debate Councillor McLennan referred to major concerns expressed earlier about the business case for this CCP Scheme. The key issues were income generation of the anticipated £300,000, which would never be achieved; the impact on the budget and the required investment in facilities, that had not been done. There were too many assumptions; more monitoring was needed. This scheme had resulted in a drop in the number of people going to coastal parks. The Committee needed to look at this issue on an ongoing basis.

Councillor Currie stated there had not been a year since the introduction of this CCP Scheme where the figures had come close to making a profit. People wanted more enforcement of town centre and school traffic/parking, not at coastal car parks. People in coastal villages had been told that improvements in facilities would flow from this CCP Scheme income. It was not working and its future had to be questioned.

Councillor Gilbert referring to the number of visits by parking wardens to coastal car parks stated this was not a good use of resources; monitoring traffic at schools would be better.

Councillor McMillan referred to the number of tourism visits to beaches in East Lothian; there had been an increase of 14% since 2003. He supported and promoted the CCP Scheme.

Councillor Goodfellow challenged the statement that income from the CCP Scheme would never reach £300,000. He drew attention to Appendix 1, paragraph 2.7, which showed the gradual increase/trend in income; by 2021 this would exceed £300,000. He said there were many other factors that had to be taken into account.

Councillor Findlay stated that he had been against the CCP Scheme when it had first been muted and his view had not changed. Public perception was that promises made about improved facilities had not been kept. There was considerable antagonism in his ward about this scheme; it was not a success, changes had to be made.

Councillor McGinn noted that DPE was a contentious issue; he agreed with comments made about parking at schools, finding a balance was key.

Decision

The Committee agreed to note the details of the coastal car parking review report as contained within Appendix 1.

9. WORK PROGRAMME

An updated Work Programme detailed the reports already scheduled for the Committee for the remaining meetings in session 2018/19.

Reports added to the work programme requested by Members:

- Update on Economic Development Strategy (*October 2019 meeting*)
- Update on Coastal Car Parking (*February 2020 meeting*)
- Library Usage (*October 2019 meeting*)

The Convener, in relation to the Update on Social Care Charging on the work programme for the next meeting, suggested inviting the Charging Sub Group to attend; this was agreed.

Signed

Councillor Lachlan Bruce
Convener of the Policy and Performance Review Committee

REPORT TO: Policy and Performance Review Committee
MEETING DATE: 12 June 2019
BY: Depute Chief Executive (Partnerships and Community Services)
SUBJECT: 2018/19 Q4 and 2018/19 Annual Performance Report

2

1 PURPOSE

- 1.1 To provide the Committee with information regarding the performance of Council services during Q4 2018/19 (Jan – Mar 2018) and for the full financial year of 2018/19.

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 an established set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan and East Lothian Plan. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Appendix 1 provides the results of the Key Performance Indicators for Q4 2018/19. Appendix 2 provides the results for annual measures.
- 3.2 The report includes for the first time a tracking of progress being made with the Council Plan Top 50 Indicators (Appendix 3). Some of these indicators are not yet available because the data comes from sources such as national business surveys, the NHS or from the East Lothian Residents' Survey (was delayed due to the European elections) which are not yet available. The Top 50 Council Plan Indicators will be completed later in the year and reported fully as part of the Council's Annual Public Performance Report.
- 3.3 The quarterly indicators generally are showing positive trends and include substantially more indicators that improved than declined. Some of the indicators

that may be of particular interest to members (from the quarterly report – Appendix 1) include:

Improving Performance

- Number of homelessness cases has reduced from 241 in Q3 to 195 in Q4. A new approach to housing options is being developed this year (CH01).
- Average number of days to re-housing has also reduced from 395 to 300 in Q4. The impact of the recent changes to the allocations policy is starting to reduce. Homelessness assessments completed in under 28 days improved from 72% in Q3 to 83% in Q4. Implementation of the new Council Allocations Policy (with a focus on addressing urgent homelessness pressures i.e. removal of temporary accommodation points, awarding flat rate of homeless points prioritised by homeless assessment date and a mandatory review of choice options) should continue to reduce the 'backlog' and enable a focus on current flow through the system. A range of actions are also being taken through implementation of the Rapid Rehousing Transition Plan i.e. a focus on re-housing in the private rented sector, flat-share and changes to the Homeless Operations Policy, which should improve no. days to re-housing and ensure positive outcomes can be sustained in the longer term (CH02).
- The % of calls answered within the contact centre is now on target at 90% (CSCC02).
- % of Business Gateway start-ups trading after 12 months is above target at 100% for Q4 (EDSI – B01).
- % of population claiming out of work allowance fell from 3.0% to 2.9% and is now below the Scottish average (3.1%) for the first time in over two years, reflecting the increase in East Lothian's figure caused by changes in the way this indicator was affected by the introduction of Universal Credit. The Scottish average is now increasing as full-service Universal Credit is being rolled out across the whole of Scotland (EDSI – B11).
- The number of delayed discharge patients waiting more than 2 weeks has decreased again from 4 in Q3 to 3 in Q4 (HSCP – 01).
- Attendance at sports and leisure facilities has shown a 16% increase from Q3 to 174,699, which is above the quarter target of 130,000 (SCL – SD01).
- Average time in days to process new claims in housing benefit reduced to 19 days for Q4, below the target of 26. Annual performance is near target at 26.3% (BEN01).
- Average number of days to process a change of circumstances in housing benefit has also improved from 8.89 days in Q3 to 2.1 in Q4. Annual performance is under target of 4.4 days (BEN02).
- Business rates in-year collection (99.1%) and council tax collection (96.9%) targets have been achieved in 2018/19 (REV06 & REV07).

Declining Performance

- % of homelessness assessment completed in under 28 days is under target and has declined slightly from 76% to 72% in Q4 (CH03).
- % spend with contracted suppliers fell from 85.3% to 79%, which is just under the 80% target (LPS01).

3.4 With the introduction of the new performance reporting system (InPhase), the adoption of the Top 50 Council Plan Indicators and preparation of new Service Plans, officers are reviewing the Key Performance Indicators that are reported either quarterly or annually to the Committee. The intention is that the Q1 performance report (April – June 2019) will be based on the new set of KPIs recommended by officers. A briefing for elected members will be held in early September to review these proposed KPIs and if necessary, identify alternative indicators that elected members would like to see included.

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 1: Key Performance Indicators, Q4

7.2 Appendix 2: Annual Performance Indicators Report

7.3 Appendix 3: Council Plan Top 50 Scorecard

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DATE	04/06/2019







Appendix 1 - Council Plan Quarter Performance Report

Dates

31/03/2019

Key to Icons

RAG status

-  Performance within target
-  Performance within tolerance levels
-  Performance outwith target / tolerance levels
-  Missing data
-  No target
-  No data or target

Growing Our Communities

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
CH01 Number of homelessness cases	Increase community and individual resilience	241	195	250	A new holistic approach to housing options is currently under development and this will be implemented during 2019/20. It is anticipated that the new preventative approach will support a significant reduction in the number of homeless presentations in the future.	
CH02 Average number of days to re-housing from temporary (homeless) to permanent accommodation	Increase community and individual resilience	395	300	240	Recent changes to the allocations policy and the targeting of those with the longest stay in temporary accommodation through the Rehousing Panel process have led to a rise in very 'long-term' cases being accommodated, which has inflated the average number of days to rehousing in previous quarters. The impact of this is now beginning to reduce although it is likely that there will remain significant fluctuation in figures each quarter during 2019/20.	
CH03 % homelessness assessments completed in under 28 days	Increase community and individual resilience	76	72	80	New processes and procedures are currently being considered to enable the 80% target to be met and exceeded. More efficient and effective systems will begin to be rolled out during 2019/20.	
CLD01 Extent to which	Increase community	82				

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
CLD learning opportunities have a positive effect on all -round development	and individual resilience					
CSCC01 % of calls within Contact Centre (excl. Switchboard) answered within 30 seconds.	Increase community and individual resilience	59.0%	65.0%	70.0%	A report on contact centre performance is being presented to PPR committee on 12th June 2019	
CSCC02 % of calls within contact centre (excluding switchboard) answered	Increase community and individual resilience	88	90	90	A report on contact centre performance is being presented to PPR committee on 12th June 2019	
CSCC03 % of PNC6 (Community Response) calls answered within 1 minute	Increase community and individual resilience	93.54	93.62	97.5		
EH01 % Food Hygiene high risk Inspections achieved	Increase community and individual resilience	0	100	100		100
EH02 % of Food Standards high risk Inspections achieved	Increase community and individual resilience	100	100	100		100
EH04 % food businesses broadly compliant with food hygiene law	Increase community and individual resilience	94	94	93		94
HSCP_CJ01 Percentage of Community Payback Orders successfully completed	Reduce crime and anti-social behaviour	79%	87%			80%
HSCP_CJ01b Number of Community Payback Orders	Reduce crime and anti-social behaviour	34	41			142
RS01 Street lighting - repairs - average time in days	Better public transport and active travel	7.07				
RS02 Traffic lights - average time to repair failure (hours:mins)	Better public transport and active travel	6.2	7.39	48		6.05
SCL_AS01 Percentage of Other Waste Recycled	Increase waste recycling	97	97	90		97

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
SCL_AS02 Percentage of Green Waste & Beach Waste Recycled	Increase waste recycling	100	100	100		100
SCL_AS03 Number of Flytipping incidences	Increase waste recycling	112				
WS06 Number of vehicles accessing recycling centres	Increase waste recycling	119705	114660	100000		502020

Growing Our Economy

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
DM11 Major developments: average number of weeks to decision	Support the growth of East Lothians economy	33.9	22.3		1 housing application (70 units) on LDP housing site, subject to S75 agreement	
DM12 Local developments: average time in weeks	Support the growth of East Lothians economy	7.9%	9.2%		4 applications had S75 agreements, none in previous quarter	
DM13 All Local developments: % determined within 2 months	Support the growth of East Lothians economy	90.6%	88.2%		as above	
DM14 Householder developments: average time (weeks)	Support the growth of East Lothians economy	7.6%	7.0%		extension of use of processing agreements has led to improvement	
DM18 Approval Rates: Percentage of all applications granted in period	Support the growth of East Lothians economy	96.8%	96.6%		minor shift in performance, number/% of refusals can vary depending on quality of applications and applicant willingness to make amendments	
EDSI_B01 Number of Business Gateway-Start ups	Support the growth of East Lothians economy	39	47	51		200
EDSI_B02 Percentage of Business Gateway-Start ups that are trading after 12 months	Support the growth of East Lothians economy	74%	100%	75%	Slow start to the year in conversion to start ups for quarter 4 Jan to March 2018 with only 10 businesses starting up. However annual target of 210 starts was achieved and in this period 172 meetings were held with individuals wishing to start up in business.	100%
EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	Reduce unemployment	39	53	56	Annual target missed by 1 - target of 230 achieved 229	229
EDSI_ELW02 Percentage of the population claiming Out of Work Allowance (JSA / Universal Credit)	Reduce unemployment	3.0%	2.9%	3.1%	% of claimants is now at 2.9. This is both under target and the Scottish Average of 3.1. As Universal Credit is rolled out within other councils, it is likely the Scottish Average will increase. There were 1890 claimants at the end of March.	2.9%

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
LPS01 % spend with contracted suppliers	Support the growth of East Lothians economy	85.3%	79.0%	80.0%	Performance is slightly down and outwith target at 79% compared to 82.8% in Q4 last year. Procurement are trialling a new process to improve the use of contracted suppliers.	

Growing Our People

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
HSCP_CS01 Average number of Placements for looked after children	Improve the life chances of the most vulnerable people in our society	1.8	1.8		Placement stability is a key factor in positive outcomes for young people. There has been a reduction in the average number of placements in the last 3 years from 2.0 to 1.7.	1.8
HSCP_CS02 Percentage of children on Child Protection Register for more than 6 Months	Improve the life chances of the most vulnerable people in our society	21.56%	21.42%		49 children on the register, with 9 on the register for more than 6 months at the end of March.	21.40%
HSCP_CS03 Percentage of children who are re-registered within a 12 month period	Improve the life chances of the most vulnerable people in our society	0.00%	0.00%		Mar 2019 Re-registrations within a 12 month period are rare. There are currently 49 children and young people on the Child Protection Register.	
HSCP_CS04 Rate per 1,000 children in Formal Kin Care	Improve the life chances of the most vulnerable people in our society	1.6	1.8		Formal Kinship care is when a child or young person is looked after by family or friends under a looked after statute obviating the need for Foster Care or Residential Care. The number in formal kincare continues to decline whilst at the same time the number in informal continues to rise. The rate of 1.8 is well below the Scottish average of 4.0.	1.65
HSCP_CS05 Rate per 1,000 children in Foster Care	Improve the life chances of the most vulnerable people in our society	4.4	4.4		There is still a large challenge in East Lothian to recruit foster carers especially for sibling groups and teenagers. Money has been identified to help in the recruitment.	4.42
HSCP_CS06 Rate per 1,000 children in Residential Care	Improve the life chances of the most vulnerable people in our society	1.7	1.8		There are 38 East Lothian young people in Residential Care. East Lothian has 13 places with two 6 bedded units and 1 specialist facility. External placements are reviewed regularly and work is ongoing to reduce the numbers. East Lothian is currently above the national average.	1.6
HSCP_CS07 Rate per 1,000 children on Home Supervision	Improve the life chances of the most vulnerable people in our society	3.5	3		There are 64 children on a Home Supervision requirement which is below the national average but is very high for East Lothian.	3.5
HSCP_01 Number of delayed discharge patients waiting	Reduce hospital admissions and	4	3	0		3

Measure	Objective	Previous Value	Actual	Target	Comments	Annual 2018/19
over 2 weeks	delayed discharge of older people					
HSCP_AS01 Percentage of people aged 65+ with intensive needs receiving Care at Home	Reduce hospital admissions and delayed discharge of older people	38.3	37.8			38
SCL_SD01 Number of attendances at indoor sports and leisure facilities	Tackle obesity in children	146707	172019	130000	Attendance at sports facilities has shown a 16.9% increase compared to the previous quarter to 172019	629211
SCL_SD02 Number of attendances at pools	Tackle obesity in children	109373	130758	110000		465742

Growing the Capacity of the Council

Measure	Object Name	Previous Value	Actual	Target	Comments	Annual 2018/19
BEN01 Average time in days to process new claims in housing benefit	Provide efficient services	24.18	19.14	26.00	Mar 2019 Whilst New Claims processing performance in the first half of 2018/19 resulted in longer processing times for HB claimants this reflected the resource challenges being faced by the service. Subsequent changes to the distribution of work and other process improvements have resulted in shorter processing times in quarters 3 and 4 resulting in overall YTD coming in just short of target.	26.28
BEN02 Average number of days to process a change of circumstances (Housing Benefit)	Provide efficient services	8.89	2.10	6.00	Mar 2019 Changes in Circumstances processing performance fluctuated throughout 2018/19, (largely due to high volume of notifications now being received from DWP) the service's capacity to deal with bulk 'rent increase' work (received in quarter 4) had a positive impact on overall YTD performance resulting in target being exceeded.	4.40
CF001 Percentage of invoices paid on time	Provide efficient services	87.7%	85.8%	90.0%		
EBS01 Average Time in working days to Issue Building Warrants	Provide efficient services	108.6	115.2			
EBS02 Percentage of Construction Compliance and Notification Plan's (CCNPs) Fully Achieved	Provide efficient services	5.7%	6.8%		East Lothian Council fully achieved 95.77%	
REV06 Business Rates in-year collection	Provide efficient services	84.29%	99.09%	98.42%	We are very pleased to be able to report a very high collection performance. The team has worked extremely hard to achieve performance targets.	99.09%
REV07 Council Tax in-year collection	Provide efficient services	80.4%	96.9%	96.5%	The commentary provided at end Q3 is still valid. During the course of 2018/19, we saw an additional 646 properties added to the Valuation List. Whilst this creates additional demands for the team, we are very pleased	96.9%

Measure	Object Name	Previous Value	Actual	Target	Comments	Annual 2018/19
					to be able to have sustained a very high level of collection performance.	
REV08 Value of current tenants rent arrears	Provide efficient services	1,597,014.2	1,447,303.6	1,521,332.7	The commentary provided at end Q3 is still valid and Universal Credit (UC) continues to present challenges for the Rent Income team. At end 2018/19, 1,908 Council house tenants were known to be claiming UC. Work continues to support those already affected by welfare reforms and efforts are also being focused on those who will migrate to UC as part of the DWP full managed migration (start date still to be confirmed). We are very pleased to be able to report an in-year reduction in rent arrears of £174,029.04 (10.73%).	1,447,303.







Appendix 2 - Council Plan Annual Performance Report

Dates

31/03/2018	31/03/2019
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Annual Report

	Measure	2017/18	Latest 2018/19	Target	Comments
Improve the condition, energy efficiency and management of housing stock	CH_PM01 Average number of days taken to re-let properties in the last year	28.1	39.9	42.0	Community Housing and Property Maintenance teams have been reviewing the Voids Policy and associated procedures (see Members Library Report for May 2019). This together with operational improvements and more consistent application of policy has led to a significant reduction in the number of long term voids. Full implementation of the new policy, together with continued operational improvements and closer scrutiny of voids will see improvements in turnaround time going forward.
	CH06 % reactive repairs carried out in the last year completed right first time	93.2%	90.3%		This measure comprises only those repairs completed within target time. A backlog of 2017/18 Builderwork and Joinery cases in particular (See ELC HSN4b) running over to the 2018/19 performance year has adversely impacted on his measure.)
	CH07 % properties that require a gas safety record which had a safety check by anniversary date	100.0%	100.0%	100.0%	
	HSN2 CH Percentage of rent due in the year that was lost due to voids	0.8%	1.2%		This indicator has a strong correlation with indicator CH_PMO1 Average re-let days. As the Council improves performance in re-let times, due to the measures derived above, associated rent loss will also reduce going forward.
	HSN3 CH Percentage of	96.6%	96.7%	100.0%	The vast majority of the remaining 3.3% of non-compliant

	Measure	2017/18	Latest 2018/19	Target	Comments
	dwelling meeting the Scottish Housing Quality Standard				stock relates to door entry systems in mixed tenure blocks. These upgrades require the consent of all owners, and ELC is continuing to engage with owners in this regard.
	HSN5 CH Percentage of council dwellings that are energy efficient	96.5%	96.9%	100.0%	Those 3.1% of ELC stock not meeting the energy efficiency predominantly comprise "harder to treat" properties where the main source of heating is either sold fuel or electric. It is envisaged that these properties will be brought within the energy efficiency threshold through the on-going effort to meet the Energy Efficiency Standard for Social Housing (EESH)
	PM02 Average length of time (hrs) taken to complete emergency repairs	3.0	2.1	4.0	An increased focus on the appropriate categorisation of repairs has seen a further reduction in emergency repair numbers of 16% year on year, allowing resources to be deployed earlier and cases resolved more quickly
Prevent homelessness, with appropriate support for positive health outcomes and tenancy sustainment	CH04 Average length of time (days) in temp or emergency accommodation by type (all types)	215.9	187.0		Average length of time in temporary accommodation has been increasing year on year since 2015/16, with a reduction from 2017/18 to 2018/19. Changes to the allocations policy and implementation of the Rapid Rehousing Transition Plan should see performance continue to reduce in the future.
	CH05 % satisfied with the quality of temp or emergency accommodation (homeless in previous 12mths)	77.8	85.2		Satisfaction with temporary accommodation has increased since the previous year and it is anticipated this will increase further with the proposed introduction of national standards for temporary accommodation and required compliance with the standards. At a local level, implementation of an East Lothian Homelessness Customer Charter and a revised approach to customer engagement are also anticipated to improve customer engagement and satisfaction levels
LGBF	CHN11 Proportion of pupils entering positive destinations	95.4%			Results for 17/18 released in March 2019. This is the latest figure available.
	CHN22 % of child protection re-registrations within 18 months	1.32%			Results for 17/18 released in March 2019. This is the latest figure available.
	CHN23 Percentage of looked after children with more than 1 placement in the last year (Aug-July)	14.29%			Results for 17/18 released in March 2019. This is the latest figure available.
	CHN8a The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£1,947.00			Results for 17/18 released in March 2019. This is the latest figure available.

	Measure	2017/18	Latest 2018/19	Target	Comments
	CHN8b The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£265.00			Results for 17/18 released in March 2019. This is the latest figure available.
	CHN9 Balance of Care for 'looked after children': % of children being looked after in the community	86.94%			Results for 17/18 released in March 2019. This is the latest figure available.
Equal Opportunities	Corp3b HR Percentage of the highest paid 5% of employees who are women	53.9%	54.1%		
	Corp3c HR The gender pay gap	1.9			figures for 2018/19 not available
Provide efficient services	Corp4 RWS Cost per dwelling of collecting Council Tax	£8.6	£6.6		The split of management time has been reduced from 25% to 20% to cover more teams within the Service. The number of domestic properties have risen by 646 in 2018/19 (1.35%).
	ELC Asset1 Proportion of operational buildings that are suitable for their current use	84.8%	84.9%		<p>As part of government guidance ELC has attempted to improve the Condition of its Estate by using the Condition Surveys as a basis/benchmark to provide information to assist in prioritising and targeting improvement works across its Estate.</p> <p>Reasons and explanation why performance may change for 2018-2019 compared with previous years may be the result of a number of factors including:</p> <ul style="list-style-type: none"> • New build works. • Refurbishment works, of existing buildings, which have improved Condition. • Changes to Estate (e.g. properties acquired/disposed, properties changing from NonOperational to Operational) which could inadvertently affect overall percentage of Condition of Estate. • Recent Condition Surveys have been carried out.
	ELC Asset2 Proportion of internal floor area of operational buildings in satisfactory condition	92.8%	89.1%		
Reduce unemployment	EDSI_B11 Number of jobs created by start ups assisted by Business Gateway	238	229	230	<p>Mar 2019 Annual target missed by 1 - target of 230 achieved 229</p> <p>Dec 2018</p>

Measure	2017/18	Latest 2018/19	Target	Comments	
				<p>The number of start ups for the year is on target however job creation in afore mentioned start up businesses has slipped. This could be down to a number of factors including Brexit and the uncertainty around the economic climate going forward as well as the additional requirements when employing staff including pension auto enrolment.</p> <p>Jun 2018 Q1 on target linked to a higher level of start-ups in the first quarter than projected</p>	
Improve the employability of East Lothians Workforce	EDSI_ELW04 Number of people assisted into work from ELC employability programmes	61	105	50	
	EDU01 % of people involved in Council operated employability programmes progressed into employment	19.0%	22.7%	19.0%	
Maximise opportunities to increase the supply of affordable housing	EDSI03 Number of affordable house completions and Open Market Acquisitions	296	137	147	<p>The target for 18/19 was 147 completions with 10 OMAs. We completed 137 units with 13 OMAs. The reason for the 10 unit shortfall was due to handover delays at Bowmont Terrace, Dunbar which were out of our control. 17/18 does not include OMA's 18/19 includes 10 OMA's</p>
	EDSI04 Number of affordable housing site starts	107.0	276.0	313.0	<p>Delays in negotiations with TW resulted in 1 unit less at Pinkie Mains. This will however resulted in 1 unit extra for 19/20. Delays in tenders and building warrant resulted in delays at Osbourne Terrace resulted in 6 units starting in quarter 1 of 19/20. Delays with private developer at Elder Street, Tranent resulted in 12 units slipping into quarter 1 of 19/20. ELHA were a bit optimistic with their target of 30 site starts at Ormiston. This was not achieved and has been carried in to 19/20 stats. We did however have 12 site starts at Aberlady which were not counted in 18/19 targets.</p>
Improve attendance management and reduce staff absence	ELC Corp6a Average number of sickness absence days per teacher	7.0	6.4		
	ELC Corp6b Average number of sickness absence days per local government employee	12.1	11.7		
Reduce crime and	PS01 % of cases being	12.0%	10.0%		

	Measure	2017/18	Latest 2018/19	Target	Comments
anti-social behaviour	promoted from the anti-social behaviour case monitoring group to court				

Appendix 3 - Council Plan Top 50 Scorecard

Dates

31/03/2019

Objective	ID	Measure	2017/18	Latest 2018/19	Target	Report Comment
Reduce unemployment	CP1 T1	Proportion of people of working age (16-64) in employment in East Lothian (including self employed)	0.55%	0.56%	0.60%	36000 jobs within East Lothian
Reduce unemployment	CP2	EDSI_ELW02 Percentage of the population claiming Out of Work Allowance (JSA / Universal Credit)	3.1%	2.9%	3.1%	Mar 2019 % of claimants is now at 2.9. This is both under target and the Scottish Average of 3.1. As Universal Credit is rolled out within other councils, it is likely the Scottish Average will increase. There were 1890 claimants at the end of March.
Reduce unemployment	CP3	No of businesses accessing support services; including Business Gateway, East Lothian Works & others	350		400	
Improve the employability of East Lothians Workforce	CP4	Number of people participating in EL Works operated or funded employability programmes	384	463	400	
Improve the employability of East Lothians Workforce	CP5	EDU01 % of people involved in Council operated employability programmes progressed into employment	19.0%	22.7%	19.0%	
Support the growth of East Lothians economy	CP6 T2	Business base – number of businesses	3135		3300	figures not available
LGBF	CP7	Econ5 No of business gateway start-ups per 10,000 population	19.55		20.00	Figures not available
LGBF	CP8	ECON4 % of procurement spent on local enterprises	20.96%		22.00%	
LGBF	CP9	ECON9 Town Vacancy Rates	6.1%		5.0%	
Maximise the use of land identified for business growth	CP10	Land supply available for business growth (sqmt identified in Local Development Plan)	55000	155000	155000	Land identified in the LDP
LGBF	CP11	ECON8 Proportion of properties receiving superfast broadband	87.97		100.00	
LGBF	CP12	CHN6 % pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	31.00%		42.00%	Local Government Benchmarking Framework figures for 2018/19 will be released later in the year
Raise the attainment of our children and young people	CP13	% of school leavers attaining literacy and numeracy at SCQF Level 5 or above	61.30%		67.10%	Local Government Benchmarking Framework figures for 2018/19 will be released later in the year
Raise the attainment of our children and young people	CP14 T3	% of school leavers attaining 3 or more SCQF at Level six	50.40%		50.30%	Local Government Benchmarking Framework figures for 2018/19 will be released later in the year
LGBF	CP15	CHN20a school exclusion rate per 1000 pupils	34.14%		26.80%	Local Government Benchmarking Framework figures for 2018/19 will be released later in the year
LGBF	CP16	CHN21 Participation Rates for 16-19 year olds	94.70%		95.00%	Local Government Benchmarking Framework figures for 2018/19 will be released later in the year

Objective	ID	Measure	2017/18	Latest 2018/19	Target	Report Comment
Improve the life chances of the most vulnerable people in our society	CP17 T4	The % of young people receiving After Care who are in a positive destination	49.00%		53.00%	
Improve the life chances of the most vulnerable people in our society	CP18	% of Looked After Children who feel settled where they live (8-17yr olds)	72.00%		85.00%	
Improve the life chances of the most vulnerable people in our society	CP19 T5b	% of under 65 with long-term care needs receiving personal care at home	78.00%	74.64%		Target to be agreed by IJB
Improve the life chances of the most vulnerable people in our society	CP20	% of all under 65 non-residential service users receiving care under SDS Options 1, 2 and 3	65.00%	68.57%		Target to be agreed by IJB
Improve the life chances of the most vulnerable people in our society	CP21 T5a	% of 65+ with long-term care needs receiving personal care at home	63.90%	60.94%		Target to be agreed by IJB
Improve the life chances of the most vulnerable people in our society	CP22	% of all 65+ non-residential service users receiving care under SDS Options 1, 2 and 3	21.00%	18.45%		Target to be agreed by IJB
Enable provision of 1140 hours of early learning and childcare	CP23	% of eligible 3 & 4 yr olds accessing 600 hours of early learning & childcare (1140 hours from 2020)	99.00%		99.00%	Data not yet available
Tackle obesity in children	CP24	% of children in Primary 1 who are overweight or obese	22.00%			Data not yet available for 18/19. Previous data includes 22% At Risk and 15.6% Critical. Objective targets for 2020 is to reduce At Risk to 18% and Critical to 13%
Tackle obesity in children	CP25a	% of primary school pupils benefitting from at least 2 hours per week of physical education	100.00%	100.00%	100.00%	
	CP25b	% of secondary school pupils (S1 to S4) benefitting from two periods of P. E. per week	100.00%	100.00%	100.00%	
Reduce hospital admissions and delayed discharge of older people	CP26	Number of days people spend in hospital when they are ready to be discharged	14,762.0	10,688.0	7,381.0	
Reduce hospital admissions and delayed discharge of older people	CP27	Emergency (or preventable) hospital admission rate	7,648	8,235	6,902	
Reduce poverty & inequality	CP28	% of children in families with limited resources	5.00%	5.00%	6.52%	reported figure for 2018/19 covers 2014-17
Reduce poverty & inequality	CP29	% of children living in households with less than 60% of average income after housing costs	18.90%	16.90%	16.00%	
Extend community engagement		% of citizens who agree the Council is good at listening to peoples views before it makes decisions	38%		40%	Residents survey is planned in June 2019
Increase community and individual resilience	CP31 T7	% of citizens who say their neighbourhood is a good place to live	74%		74%	Residents survey is planned in June 2019
Increase community and individual resilience	CP32	Proportion of Community Councils with local Community Resilience Plans	25.00%		75.00%	
Increase community and individual resilience	CP33	% of citizens who say they can rely on a friend or neighbour to help	91%			Residents survey is planned in June 2019
Maximise opportunities to	CP34 T8	EDSI03 Number of affordable house	296	32 137	147	The target for 18/19 was 147 completions with 10

Objective	ID	Measure	2017/18	Latest 2018/19	Target	Report Comment
increase the supply of affordable housing		completions and Open Market Acquisitions				OMAs. We completed 137 units with 13 OMAs. The reason for the 10 unit shortfall was due to handover delays at Bowmont Terrace, Dunbar which were out of our control.
Maximise opportunities to increase the supply of affordable housing	CP35	Average number of days taken to re-let properties	28.1	39.9	42.0	The Community Housing and Property Maintenance teams have been reviewing the Voids Policy and associated procedures (see Members Library Report May 2019). This together with operational improvements and more consistent application of policy has led to a significant reduction in the number of long term voids with a concomitant increase in the number of days to re-let in 2018/19. Full implementation of the new policy, together with continued operational improvements and closer scrutiny of voids will see improvements in turnaround time going forward.
Improve the condition, energy efficiency and management of housing stock	CP36	HSN4b CH Average time in days taken to complete non-emergency repairs	7.2	9.0	20.0	Non-emergency repair cases increased 8% year on year, and this measure will also have been adversely impacted by frontline and back office shortages arising from a higher than average rate of employee absence during the performance year. The last quarters of 2018/19 saw significant improvements and it is expected that all -trade turnaround will revert back to an underlying norm below the Scottish Local Authority average during the course of 2019/20.
Better public transport and active travel	CP37a	Number of bus service routes	36			Data not yet available
	CP37b	Number of timetabled journeys	2949			Data not yet available
Increase waste recycling	CP38	ENV6 WS % of total household waste arising that is recycled	53.1%	53.1%	50.0%	In 2018/19 there were 2954 tonnes of food waste. Recycling from kerbside, Centres and Points has increased to 16,032.5 tonnes in 2018/19. Up from 15,801.9 in the previous year.
Work closely with partners to meet our commitment to Climate Change targets	CP39	ELC EDSI02 Corporate annual carbon emissions (tonnes CO2e)	17024	17204		figure does not yet include Fleet data – a new baseline will be calculated for this year's Climate Change Reporting
Reduce crime and anti-social behaviour	CP40	% of citizens who feel very safe walking alone in their local area after dark	51%			Residents survey is planned in June 2019
Reduce crime and anti-social behaviour	CP41	Number of anti-social behaviour complaints reported to Police Scotland and the Council	6,850	6,711		Number of ASB incidents per 10000 population reported to Police was 5273 (18/19) compared to 5419 incidents in 2017/18. Number of Council incidents reported was 1438 (18/19) and 1431 for 2017/18. The general trend is downwards with 1613 incidents in 2013/14.
Deliver transformational change	CP42 T9	Proportion of non-Direct Debit payments, including school payments, undertaken online	34.7%	51.5%		
Harness technology in the provision of services	CP43	Number of on-line form transactions completed on Council website	6798	11034		

Objective	ID	Measure	2017/18	Latest 2018/19	Target	Report Comment
·Harness technology in the provision of services	CP44	Number of care at home clients with Community Alarm, telecare and stand alone telecare devises		2715		Target to be agreed by IJB
·Improve attendance management and reduce staff absence	CP45	% of employees agreeing that the Council is a great place of work	77.70%	76.70%	80.00%	
·Improve attendance management and reduce staff absence	CP46	ELC Corp06 Average number of sickness absence days per local government employee including teachers	10.6	10.2		A slight reduction in absence rates with 38364 days lost in the year. Average days lost per teacher is 6.4 (down from 7) and average days lost per government employee is 11.7 (down from 12.1)
·Provide efficient services	CP47	ELC Corp7 Percentage of income due from Council Tax received by the end of the year	97.0%	96.9%		The commentary provided at end Q3 is still valid. During the course of 2018/19, we saw an additional 646 properties added to the Valuation List. Whilst this creates additional demands for the team, we are very pleased to be able to have sustained a very high level of collection performance.
·maximise rent collection and minimise arrears to deliver quality housing services to tenants	CP48	HSN1b RWS Gross rent arrears as at 31 March each year as a % of rent due for the reporting year	9.28%	7.65%		Current tenant rent arrears reduced from £1,621,332.68 at end 2017/18 to £1,447,303.64 at end 2018/19 - a net reduction of £174,029.04 (10.73%). The commentary provided at end Q3 is still valid and Universal Credit (UC) continues to present challenges for the Rent Income team. At end 2018/19, 1,908 Council house tenants were known to be claiming UC. Work continues to support those already affected by welfare reforms and efforts are also being focused on those who will migrate to UC as part of the DWP full managed migration (start date still to be confirmed).
·Continue rigorous approach to controlling expenditure and operating as efficiently as possible	CP49 T10	% of citizens agreeing that My Council does the best it can with the money available	79%			Residents survey is planned in June 2019
·Continue rigorous approach to controlling expenditure and operating as efficiently as possible	CP50	Budget out-turn within 1% of budget (0.2% underspend in 2017/18)	0.2%			Annual Accounts not yet finalised

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 12 June 2019

BY: Deputy Chief Executive (Partnerships and Community Services)

SUBJECT: East Lothian Council Customer Contact Centre

3

1 PURPOSE

- 1.1 The purpose of the Report is to advise the PPRC on the performance of the Council's Contact Centre.

2 RECOMMENDATIONS

- 2.1 The PPRC to note the performance of the Contact Centre.
- 2.2 The PPRC to note the developments within the Contact Centre.

3 BACKGROUND

- 3.1 East Lothian Council's Contact Centre was established at Penston House, Macmerry in October 2005. At that time, there were only 2 teams within the Contact Centre: the Housing Repairs Contact Team and East Lothian's Community Alarm Service.

- 3.2 The Contact Centre in 2019 is now made up of 3 teams:

- the Contact team where the staff answer all calls related to property maintenance, environment (roads, waste services, landscape and countryside services), public sector housing enquiries, payments, council tax calls, switchboard, adult and children wellbeing services
- the Community Response team where the staff provide: the 24/7/365 call service for community alarm/telecare customers for East, Midlothian and Scottish Borders residents; the out of hours emergency call service for those three Council areas; the call service for antisocial behaviour, town centre cctv monitoring and the locum supply teacher call service.

- the Digital and Systems team which provides the IT and development support to the Customer Services team as a whole, which includes the Libraries and Customer Services Team and the Museum Service.

3.3 Each team has a dedicated staffing establishment (see Appendix 1).

- The Contact Team has a current establishment of 17.73.FTE which comprises 2 Supervisors and 15.73 FTE call handlers.
- The Community Response team has a current establishment of 16.67 FTE which comprises 2 supervisors and 14.67 FTE call handlers

The Community Response team's establishment was increased in 2010 when the service took on the community alarm and telecare calls and out-of-hours calls for Midlothian Council and again in 2018 when the Scottish Borders work was commenced.

- The Digital and Systems team has an establishment of 5 FTE staff and this team provides the support to all the systems which the Customer Services Team uses.

3.4 Service calls and services now being provided through the Contact Centre are:

- Property maintenance calls related to Council Housing repairs (2007)
- Payments calls (2007)
- Transportation calls related to road repairs, street lighting faults, pavement repairs (2008)
- Waste service calls related to special uplift requests (2008)
- Property maintenance calls related to repairs in Council buildings (2009)
- Landscape and countryside calls related to grass cutting and ground maintenance, dog fouling and stray dogs (2009)
- Waste service calls related to recycling box requests, refuse bins requests and missed collections of waste (2010)
- Customer Feedback (2010)
- Adult social care calls related to all calls for social work/occupational therapy assistance related to adults (2010)
- Community Alarm and Telecare calls for Midlothian Council (2010)
- Emergency out-of-hours calls for Midlothian Council (2010)

- Childrens Wellbeing Calls and other Adult Social Care Calls (2011)
- Council Tax Calls (2013)
- Council House Property Maintenance Appointments (2013)
- Locum supply teacher requests (2013)
- Community care calls out-of-hours (2015)
- Community Alarm and Telecare calls and Emergency out-of-hours calls for Scottish Borders Council (2018)

3.5 An Election Line has been established in recent years to deal with many Election/Referendum calls on the run up to an Election.

Calls are also taken for major events such as the Edinburgh Marathon, the Open Golf etc.

3.6 Systems are regularly upgraded which means additional work for the Digital and Systems team and for one or both of the Contact Centre teams. In addition, changes in service (back-office) systems or services may also require new scripting and changes in procedure for staff which is undertaken by the Digital and Systems team.

3.7 Major work which has been ongoing for the past 6 months has been the work required to build the new Customer Services Platform. 2 FTE of Digital and Systems resource has been allocated to this work, with 1 FTE of backfill coming from within the Contact Team. Partial funding for an additional post to support this major project was approved from the Cost Reduction Fund (along with funding for Project Officer and IT staffing resource).

3.8 **Performance**

Until recently we benchmarked our performance against a number of Local Authorities throughout the UK. These showed us to perform on a par or better than most with regards to calls answered, speed of answer, average wait time, average talk time and call handling time. At the end of 2016/17, the average % of calls answered for this group was 75% and ELC was 92% (excl callbacks). Call answered within 30 secs was 55% and ELC was 68%. The UK benchmarking group was disbanded around a year ago.

Contact Centre

	Calls offered	Calls answered	%Calls answered within 20 secs	Successful callbacks	% of calls answered and successfully called back
2016/17	248,669	228,415	61.72	4311	93.6
2017/18	254,494	229,006	57.41	15621	96.1
2018/19	290,199	252,285	49.86	14640	92.0

Over the past 3 years, calls answered within 20 seconds in the Contact Centre was as follows:

2016/17	61.72%
2017/18	57.41%
2018/19	49.86%

Fife Council have recently published performance statistics which indicate that their call answering info was as follows:

Calls answered within 20 seconds:

2016/17	59.60%
2017/18	49.60%
2018/19	42.20%

Since 2016/17, ELC Contact Centre has a call back facility where customers are offered to be called back if they don't wish to wait in a call queue.

In the past 3 years, the following % of calls have been answered or had a successful callback in the East Lothian Council Contact Centre have been:

2016/17	93.6%
2017/18	96.1%
2018/19	92.0%

Our target for calls answered is 90%.

Fife Council Contact Centres calls answered in the same period were:

2016/17	88.10%
2017/18	82.20%
2018/19	73.20%

Whilst targets require to be set, benchmarking is difficult as different Council contact centres don't all deal with the same type of call and service calls can vary in length of call and complexity.

3.9 Staffing

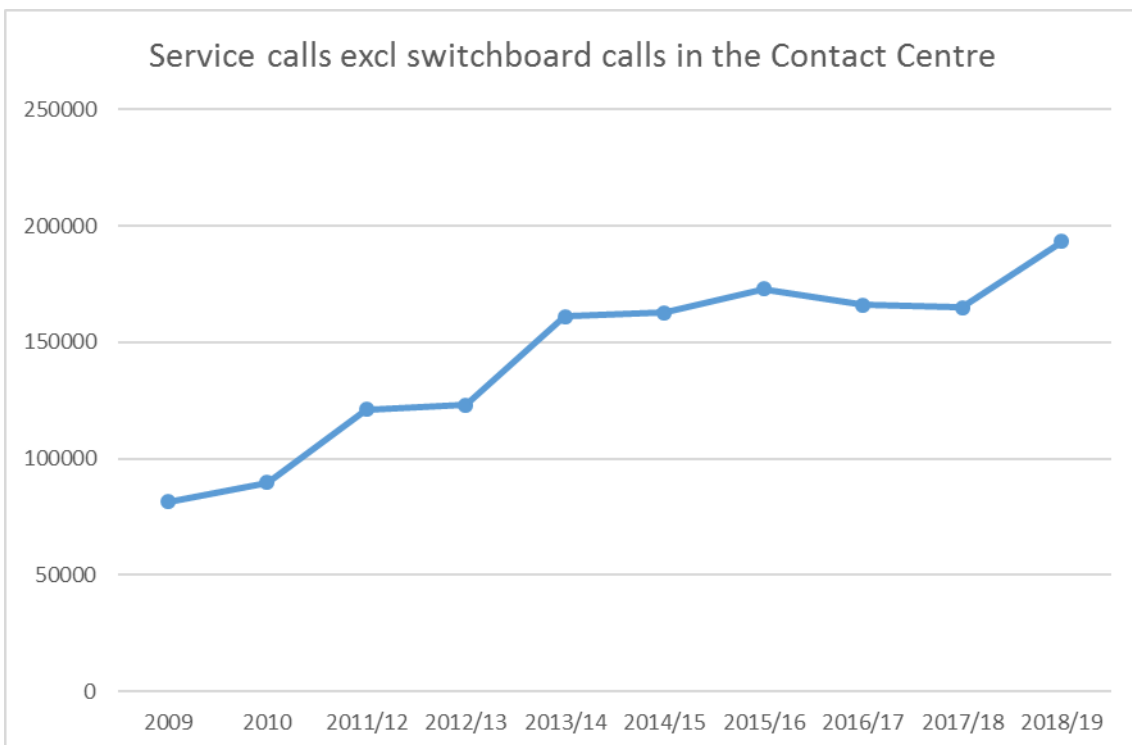
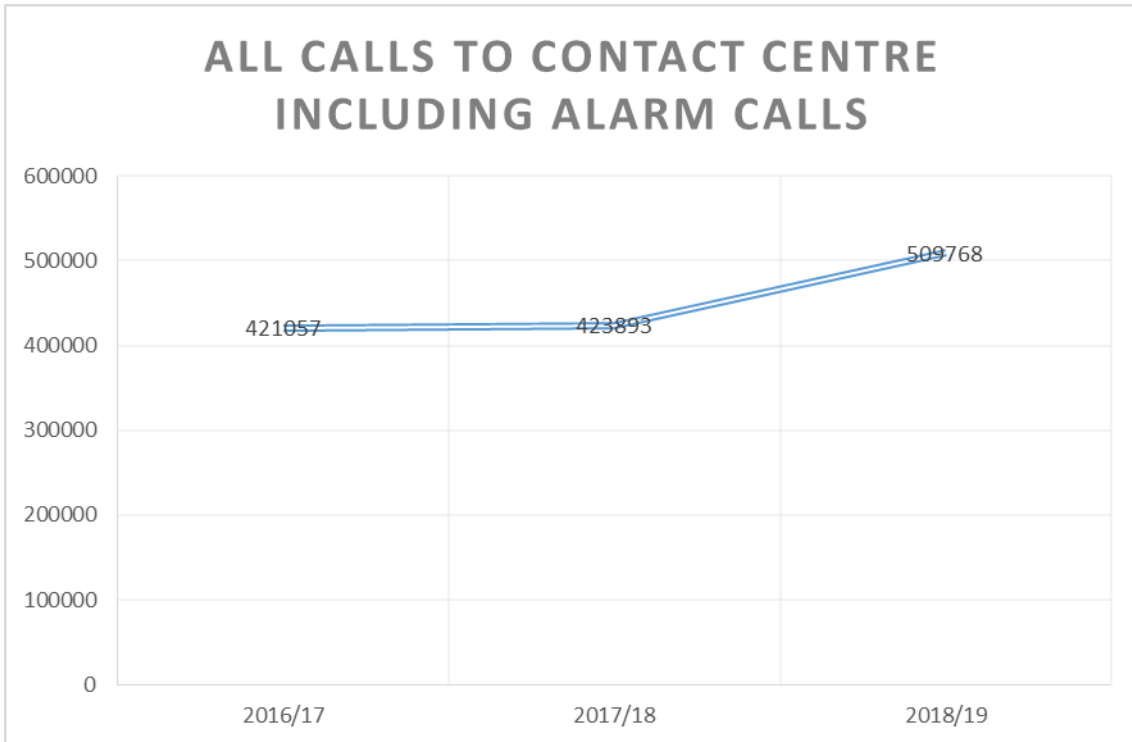
In the past couple of years, the Contact Centre has had a lot of long term sickness absence for a variety of reasons. Any long term absence has a significant effect on call handling targets. Whilst we are able to answer calls, sometimes it takes longer to respond than we would wish but all callers are given the option of being called back.

During 2018, the Contact Centre had 13 separate recruitment campaigns for 23 posts (some of which were duplicate campaigns ie no suitable applicants). In general, this was due to the need to recruit to additional staff in the Community Response team to accommodate the workload from Scottish Borders Council work. As we did not have the required staff in post prior to the work coming in due to the very short timescale between a decision being made by Scottish Borders Council in December 2017 and going live with work at the end of March 2018, this meant significant demand on the Community Response team and staff were co-opted from the Contact Centre teams.

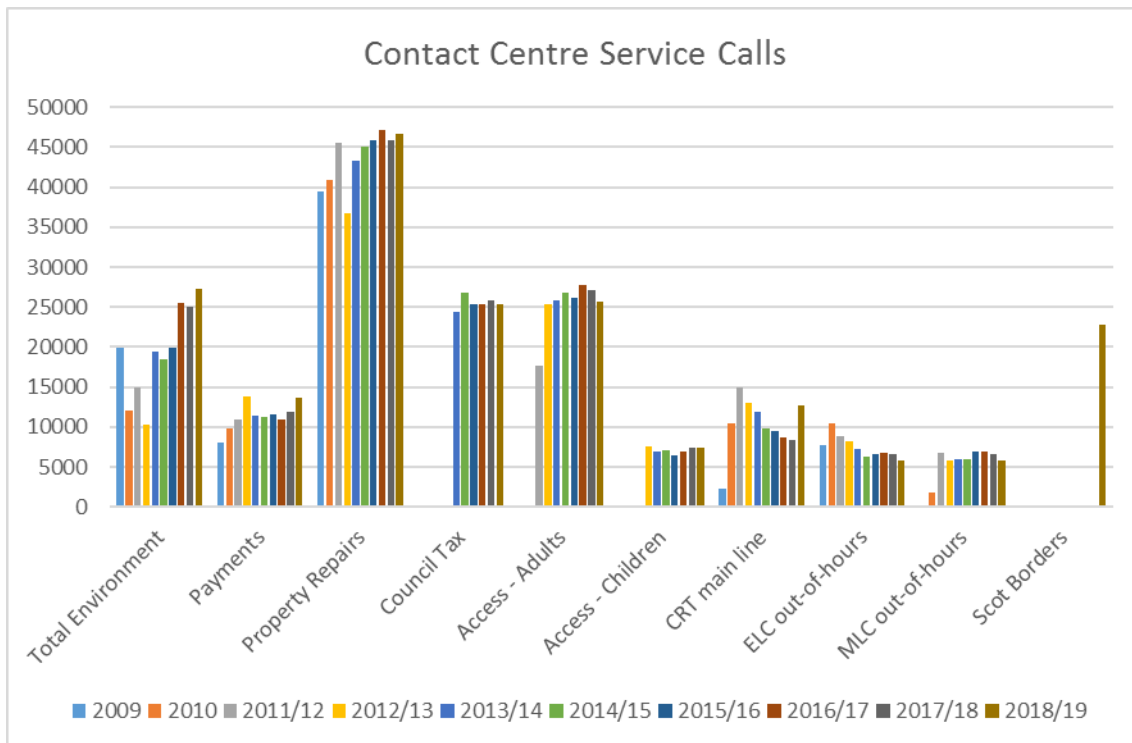
Once staff are recruited, they need trained so would not be up to speed on dealing with all types of calls for some months.

3.10 Whilst, workload is generally steady and predictable we have seen call volumes rise over the past few years. Identified below is the increase in Service calls over the years, mainly due to the Contact Centre taking on new services.

The Contact Centre dealt with nearly 510,000 calls in 2018/19 including Service Calls, Switchboard calls and Alarm calls.



The specific service calls over the years are in the table below:



	2009	2010	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Total										
Environment	19865	11995	14876	10357	19364	18464	19867	25571	25008	27309
Payments	8032	9812	10861	13794	11351	11179	11532	10901	11963	13623
Property Repairs	39511	40944	45490	36663	43266	45114	45796	47122	45855	46635
Council Tax	0	0	0	0	24434	26818	25297	25280	25824	25417
Access - Adults	0	0	17675	25346	25842	26727	26102	27764	27141	25649
Access - Children	0	0	0	7644	6967	7162	6492	6937	7486	7390
CRT main line	2298	10488	14978	13004	11868	9807	9498	8722	8416	12715
ELC out-of-hours	7765	10443	8901	8232	7283	6294	6598	6807	6655	5828
MLC out-of-hours	0	1866	6725	5880	5960	6037	6990	6874	6580	5731
Scot Borders										22874

Taking on call services for Scottish Borders Council in March 2018, has had a significant effect on workload. However, staffing was increased by 5 FTE within the Community Response Team to deal with that increase of work and funded by Scottish Borders Council.

During 2018/19, there has been an increase in Payment calls. This is likely to have been a result in the changes in dealing with cash payments in 3 of our Area Offices, plus Customer service staff and Service staff promoting Direct Debit and online payments.

Waste Service calls have also increased in 2018/19 which is likely to be due to the increase of Housing developments in the county.

The demand on the Contact Centre is entirely dependent on what the weather may be like and/or any changes to Services. So in periods of severe weather, there will be huge demand on the Contact Centre. And if there are any increases in charges, there will be more calls. If Services have specific campaigns, that may also result in an increase in calls. The aim is to have appropriate staffing for normal conditions rather than for times where demand spikes or to mitigate against sickness absence. This means that demand spikes or sickness or both simultaneously can have a large impact.

- 3.11 Whilst there is a need to set targets, unless there are significant delays in calls being answered, the performance target for calls answered within a certain period of time is no longer relevant as what is important is the customer gaining a service they have requested or speaking to the person they need to speak with.

Therefore, the more appropriate performance indicators for the Contact Centre are now:

- % of calls answered (including callbacks) – 92%
- % of Community Alarms responded to within 3 minutes – 99%
- Customer satisfaction with services provided from the Contact Centre – 90%
- Increasing proportion of customers self-serving through the Customer Portal in comparison with customers calling in to the Contact Centre or requiring face to face service

3.12 **Customer satisfaction**

Customer Satisfaction is measured in a number of ways.

In the past we have carried out an Annual Survey of our Alarm Service and the satisfaction responses from customers about the service provided were:

2015	128 responses	96.0 %
2016	128 responses	83.5 %
2017	137 responses	83.0 %

There was no survey undertaken in 2018 as the survey was generally undertaken in February each year and in Feb 2018, the Contact Centre was implementing a new Telecare Call Management system and taking on calls for Scottish Borders Council.

In 2019, we have now moved to a monthly survey, where we target customers who have required the help of the Alarm Service. Information will be provided for Q1 – 2019/20 during Q2.

With regard to unsolicited customer feedback, for **2018/19**, the Contact Centre received **1 Stage 1 complaint** which was partially upheld and there were **6 compliments**.

In **2017/18**, there were **15 Stage 1 complaints**: 7 upheld, 2 partially upheld and 6 not upheld. 6 of these complaints were related to the automated switchboard and 4 were related to staff conduct. Most of the upheld complaints were in relation to the automated switchboard and one complaint was upheld in relation to staff conduct.

Changes were made to the Automated Switchboard system in order to improving messaging and rerecording particular names on individuals/Services with the result that there has only been one complaint about the automated switchboard in 2018/19.

There were **6 compliments** for the Contact Centre during 2017/18.

3.13 **Staff qualifications**

All new staff within the Customer Services Team are required to study for a Customer Service Professional qualification (CSPQ).

31 CSP qualifications at either Award or Certificate Level have been gained by Contact Centre staff over the past 10 years which represents **27%** of the East Lothian Council's total CSPQ graduates. 7 staff are actively working on CSP qualifications currently. In addition, most of the supervisory and Management staff within the Contact Centre have either Management qualifications at SVQ Level 4 or CMI level 3 or CSP qualifications.

Two of the Digital and Systems Team are now qualified builders on the new Customer Service Platform. This allows them to create the required workflows and functions in the new system.

3.14 **Accreditation**

We are seeking accreditation for the telecare call handling service to indicate we are meeting industry standards for the service provided to our customers.

There will be an accreditation assessment taking place within the Contact Centre by CECOPS (Community Equipment Code of Practice Scheme) in **early June 2019**.

Part of the considerations for Scottish Borders Council to ask us to provide call services on their behalf was in relation to whether we were seeking Industry standard accreditation.

3.15 **Business Continuity**

As the Contact Centre is a 24/7/365 day operation and we are now providing services on behalf of three Councils and other smaller organisations, business continuity is absolutely critical.

A back up hub has been established within the Library and Museum HQ to support the Contact Centre in the event of any emergency.

In the past 15 months, this back up has been tested on a number of occasions, most recently when the Fire alarm system was activated at Penston House.

Staff within the Community Response and Digital and Systems team routinely operate out of this Hub so that all are familiar with the area in the event of a requirement to evacuate the Contact Centre

3.16 **Developments**

The Contact Centre is constantly updating or upgrading its systems or processes and reviewing how it provides services. In addition, the Digital and Systems team have also supported the rest of the broader Customer services team. In the past 4 years, the following systems have been updated or replaced:

Library Management System – November 2015

Queuebuster (Call back system) - 2016

Call recording system – Community Response team – 2017

Upgrade of Netcall Call Management System for PSN compliance 2017

Replacement of the Security Card Management System – now part of the National NEC system - 2017

Jontek Telecare call management system implemented - 2018

In addition, all Public Network Computers in the 12 Libraries were replaced in Dec 2015 and will be replaced again at the **end of 2019**

The Customer Platform is due to be implemented in **June 2019** and then the Corporate Booking system will be replaced.

These system replacements are on top of the normal system support provided to the Customer Service Team by the Digital and Systems team.

In the next few years to come, there will be constant development in terms of digital innovations.

3.17 **Upgrading systems for PSN compliance**

In 2018 we replaced our Telecare Call Monitoring and Management system. The previous system had been in place since 2010 and was no longer PSN compliant. The new system gives us a foundation to begin our preparation for the move from analogue signalling alarms to digital signalling alarms. This is necessitated by the switch-off of analogue telephony which is due to be completed by 2025. It also puts us in a good position in regards to a national desire to see the number of Alarm

Receiving Centres decrease over the next few years and our desire to act as one of the new Hubs that it is hoped will come into being.

East Lothian Council had expressed an interest to the Scottish Government some time ago, to be involved in Wave 2 of the Scottish Government's Technology Enabled Care (TEC) Programme. The aim of this programme is to prepare for the transition of analogue telecare to a fully end to end digital service by trialling digital equipment and share learning with other authorities.

To be involved in this programme, ELC needed to have a digital platform and replacing our telecare call monitoring and management system in early 2018, gave us this platform.

East Lothian Council's Telecare service successfully bid for funding from the Scottish Government (around £110,000) to trial new digital alarms and peripherals this trial is due to commence shortly.

3.18 **Online Customer Platform**

The new Customer Platform will, amongst other things, replace the existing Customer Relationship Management System which we have had in its current form since 2005.

This Project has significant importance for East Lothian Council as a whole as we will have a platform to create a customer account, allow services to be requested or provided online and allow integration to other legacy systems.

There is a Project team working on implementing this Platform consisting of staff from Transformation, IT, Customer Services, Revenues with involvement from specific Service Depts.

The benefit to the customer should be that it will be easier to request or gain services online.

This should reduce calls for certain services and allow integration to other systems. It is also likely that ELC can reduce the no. of separate systems it is supporting.

It is hope that the first phase of this project will go live in **June 2019**.

3.19 **Netcall Telephony Management system**

The Netcall telephony system is due to be updated for a nominal sum under the terms of the existing contract. This will be done once the Windows 10 rollout is carried out in the Contact Centre.

3.20 **Scottish Borders Work**

In April 2018 we commenced with the provision of a call service for Scottish Borders. This comprises Telecare Alarm Monitoring, Homecare calls, Social Work Emergency (out of hours) calls, general Council Emergency (out of hours) calls and emergency (out of hours) repair calls

for Scottish Borders Housing Association. This work, as with the work already done for Midlothian Council, Castle Rock Edinvar and ELHA, brings in income to the council.

4 POLICY IMPLICATIONS

4.1 None

5 EQUALITIES IMPACT ASSESSMENT

5.1 There is no requirement for an equalities impact assessment on the work being undertaken as systems are being improved or replaced.

6 RESOURCE IMPLICATIONS

6.1 Financial – None

6.2 Personnel - None

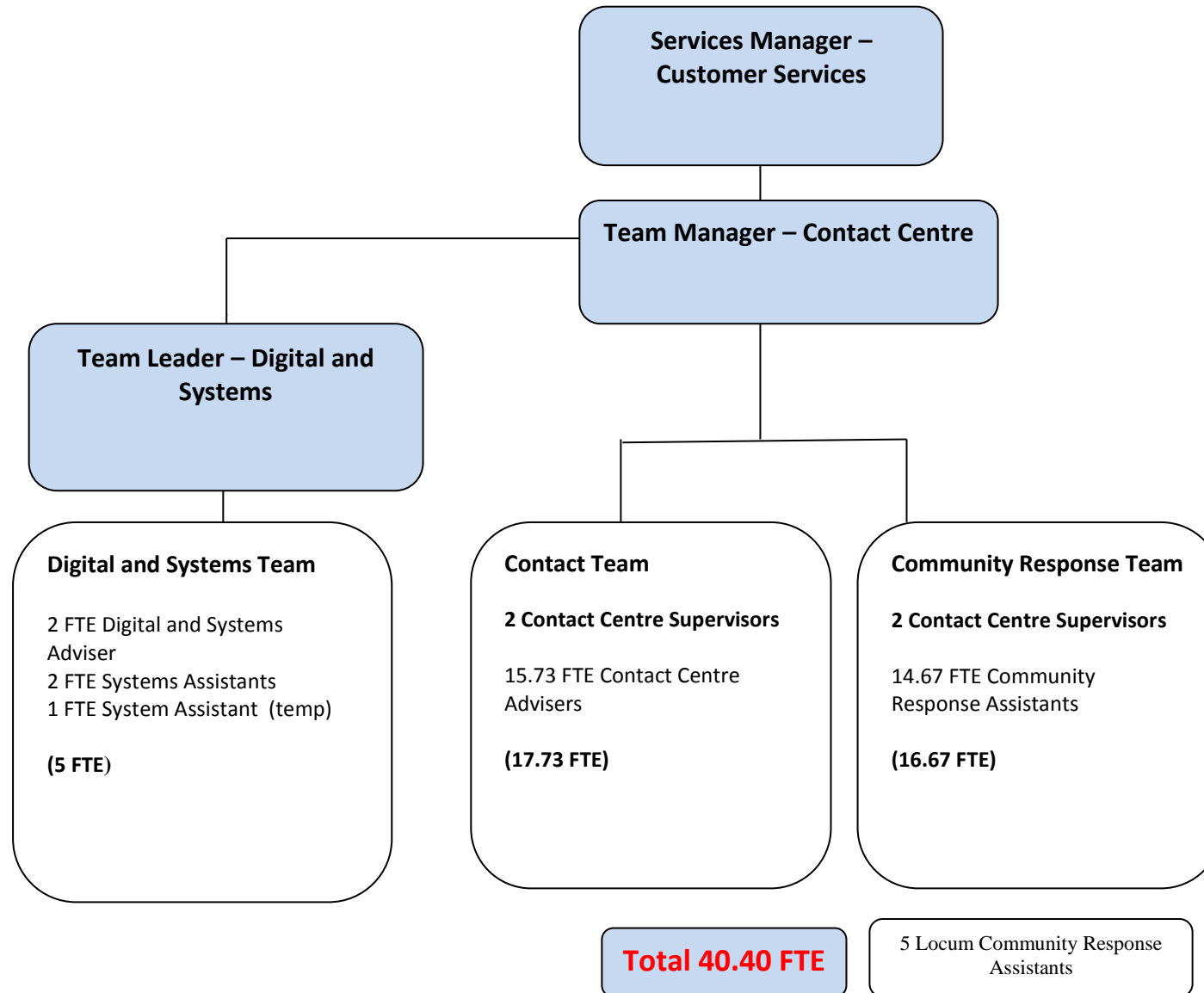
6.3 Other - None

7 BACKGROUND PAPERS

7.1 Appendix 1 – Contact Centre structure

AUTHOR'S NAME	Eileen Morrison
DESIGNATION	Service Manager – Customer Services
CONTACT INFO	Ext. 7211
DATE	29 May 2019

Contact Centre Structure – May 2019



100918 – Est excludes 1 temp post and includes Team Manager

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 12 June 2019

BY: Depute Chief Executive (Resources And
People Services)

SUBJECT: Customer Feedback Reporting 2018/2019

4

1. PURPOSE

1.1 To report on the use of the Council's Complaints Handling Procedure for 2018/2019 (1 April 2018 to 31 March 2019).

1.2 To raise awareness of implemented and planned improved processes as result of trends seen in the reporting.

2. RECOMMENDATIONS

2.1 To note the report and where appropriate highlight areas for further consideration.

3. BACKGROUND

3.1 East Lothian Council complies with the model complaints handling procedure (CHP) for local authorities introduced by the Scottish Public Services Ombudsman (SPSO):

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

Stage 2 (Investigation) – Complaint investigated; acknowledged within 3 working days and response provided within 20 working days. If complainants remain dissatisfied after completing this process they have a legal right of appeal to the SPSO.

- 3.2. Complaints handled at Stage 1 where customers are not satisfied with the response, escalate to Stage 2. Such complaints continue to be recorded separately. This ensures that the reporting of complaints “escalated to Stage 2” are more accurate.
- 3.3 The Customer Feedback and FOI team have experienced some challenges around staffing and increased workload over the last year. A new Team Leader has been appointed who brings renewed focus around compliance and complaint handling. Susan Farrow joined the team on the 8th April and brings a wealth of knowledge to this area.
- 3.4 A new Feedback Officer, Alisdair Dawson joined the team on the 15th April bringing a wealth of knowledge around complaint handling.
- 3.5 The Feedback Team continue to support service areas. There will be increased focus over the next year around training and communication and using feedback data to inform service improvements.
- 3.6 The Council continues to record and report on complaints received by the Contact Centre, local area offices and the Customer Feedback Team. Service areas are encouraged to report complaints they receive through these channels to ensure recording is as accurate as possible.
- 3.7 In previous reports it was highlighted that a new CRM (Customer Relationship Management software – case handling) could be utilised to send automated reminders for open cases and on-line reporting. The replacement solution, OCP (On-line Customer Portal) has been purchased and existing CRM services are currently being migrated over. Customer Feedback and FOI are estimated to migrate Autumn 2019. Improved processes and on-line capability will further improve efficiencies and communication within the team once implemented.
- 3.8 This report covers all Council services.

3.9 CUSTOMER FEEDBACK OVERVIEW 2018/2019

3.9.1 During 2018/2019, East Lothian Council received **717** complaints, compared with **922** in 2017/2018. Whilst there is a reduction, overall 2018/2019 was a positive year in terms of Customer Feedback in relation to decrease in Stage 2 complaints and the number of not upheld complaints. This will be detailed further in the report.

2018/2019

Stage	Complaints	Compliments	Comments
1	634	244	109
2	83		

2017/2018

Stage	Complaints	Compliments	Comments
1	761	178	79
2	161		

3.9.2 Complaint **response times** were as follows:

Stage 1: 55% (347 of 634) responded to within 5 working days.

Stage 2: 54% (45 of 83) responded to within 20 working days.

3.9.3 Response times have reduced since 2017/2018 from 65% to 55% for Stage 1 and from 55% to 54% for Stage 2. Moving forward there will be increased closer working between the Customer Service and FOI Team and Service Areas to improve overall response times.

Whilst the response time is longer than the SPSO guidelines, customers are advised if their Stage 2 complaint is going to take more than 20 days and provided with regular updates, where required.

3.10 COMPLAINT ANALYSIS 2018/2019

3.10.1 Complaint **outcomes** were as follows:

Stage 1: 634 complaints received

Not Upheld 59% (376)

Partially Upheld 19% (125)

Upheld 13% (83)

Escalated to Stage 4.7% (30)

Please note: Totals will not match as not all complaints are closed in the same quarter as in which they are received.

The service areas receiving the highest volume of **Stage 1** complaints in **2018/2019** were:

Property Maintenance 27% (171)

Waste Services 14% (89)

Road Services 9% (55)

Stage 2: 83 complaints received

Not Upheld 64% (53)

Partially Upheld 28% (23)

Upheld 7% (6)

Please note: Totals will not match as not all complaints are closed in the same quarter as in which they are received.

The service areas receiving the highest volume of **Stage 2** complaints in **2018/2019** were:

Education 37% (31)

Property Maintenance 12% (10)

Planning 8% (7)

Whilst **Road services** received 9% (55) of all total Stage 1 complaints received in 2018/2019 (634). Of the complaints received, over 50% were not upheld.

Waste Services received 14% (89) of all Stage 1 complaints (634) and has remained the same as 2017/2018. Of the complaints received, over 72% were not upheld.

Property Maintenance Stage 1 complaints have risen from 143 in 2017-2018 to 171 this year. However, Stage 2 complaints have seen a positive decrease from 12 to 10. Of the complaints received, over 50% were not upheld.

3.10.2 A table of all Service Area Complaints in 2018/2019 is shown in Appendix 2.

3.11 COMPLIMENTS OVERVIEW 2018/2019

3.11.1 **244** compliments were received in **2018/2019**.

The following Service Area received a high percentage of compliments:

Adult Wellbeing 19% (46)

Customer Services 19% (46)

Property Maintenance 17% (41)

This follows the trend seen in previous years as these Service Areas have a high volume of customer facing interactions and as such have more opportunity to receive more feedback; both compliments and complaints.

3.12 COMMENTS OVERVIEW 2018/2019

3.12.1 **109** comments were received in 2018/2019.

There is no trend of comments specific to any one Service Area.

3.13 SERVICE IMPROVEMENTS AS A RESULT OF FEEDBACK

3.13.1 As a result of feedback received the following improvements and actions have been carried out:

Roads

Overall the level of complaints are down in comparison to last year. 2017-2018 77 complaints whilst 2018-2019 attracted 58 complaints.

Street lighting faults continue to be a theme year on year with challenges over certain quarters. Particular challenges in the service area have been around staffing resources and a backlog of faults.

These challenges have been addressed with a further vacant post filled and careful management has allowed a reduction in the backlog which going forward will improve the overall performance in this regard.

Waste

Overall the two themes that were identified within the complaints received in regards to waste, these were recycling and bin collection. Complaints received in relation to recycling and bin collection have reduced since 2017/2018 from 120 to 89, 2018/2019.

Property Maintenance

Overall the level of complaints in regards to property maintenance received by the complaints team have increased in 2018/2019, 181 from 153 2017/2018. The main theme being service delivery. In regards to this service 60% of the overall complaints received were not upheld.

The Service Area has recently restructured re-aligning staffing resource to enable them to meet their current and future priorities. Improved data sharing will be a priority over 2019/2020 to inform the service area and enable them to address issues around service delivery reflected in complaint data.

4. POLICY IMPLICATIONIONS

4.1 None

5. RESOURCE IMPLICATIONS

5.1 Financial – None

5.2 Personnel – None

5.3 Other – None

6. INTEGRATED IMPACT ASSESSMENT

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

7. BACKGROUND PAPERS

7.1 Appendix 1 Customer Feedback Breakdown by Service 2018/2019

7.2 Appendix 2 Customer Feedback Response Times by Service 2018/2019

AUTHOR'S NAME	Susan Farrow
DESIGNATION	Team Leader – Customer Feedback and FOI
CONTACT INFO	sfarrow@eastlothian.gov.uk x7742
DATE	1 June 2019

Appendix 1 Customer Feedback Breakdown by Service 2018/2019

Service Area	Stage 1 Received	Not Upheld	Partially Upheld	Upheld	Escalated to stage 2	Stage 2 Received	Not Upheld	Partially Upheld	Upheld	Compliments	Comments
Adult Wellbeing											
Total	31	19	7	6	0	5	3	1	1	46	4
Arts Development											
Total	2	0	0	2	0	0	0	0	0	5	1
Building Maintenance											
Total	5	2	2	0	0	0	0	0	0	0	0
Building Standards											
Total	7	5	2	0	0	0	0	0	0	1	0
Children's Services											
Total	8	7	0	1	0	2	1	1	0	0	0
Community Housing											
Total	53	41	3	3	6	6	5	0	1	12	8
Community Partnerships											
Total	10	5	2	0	3	3	2	1	0	2	3

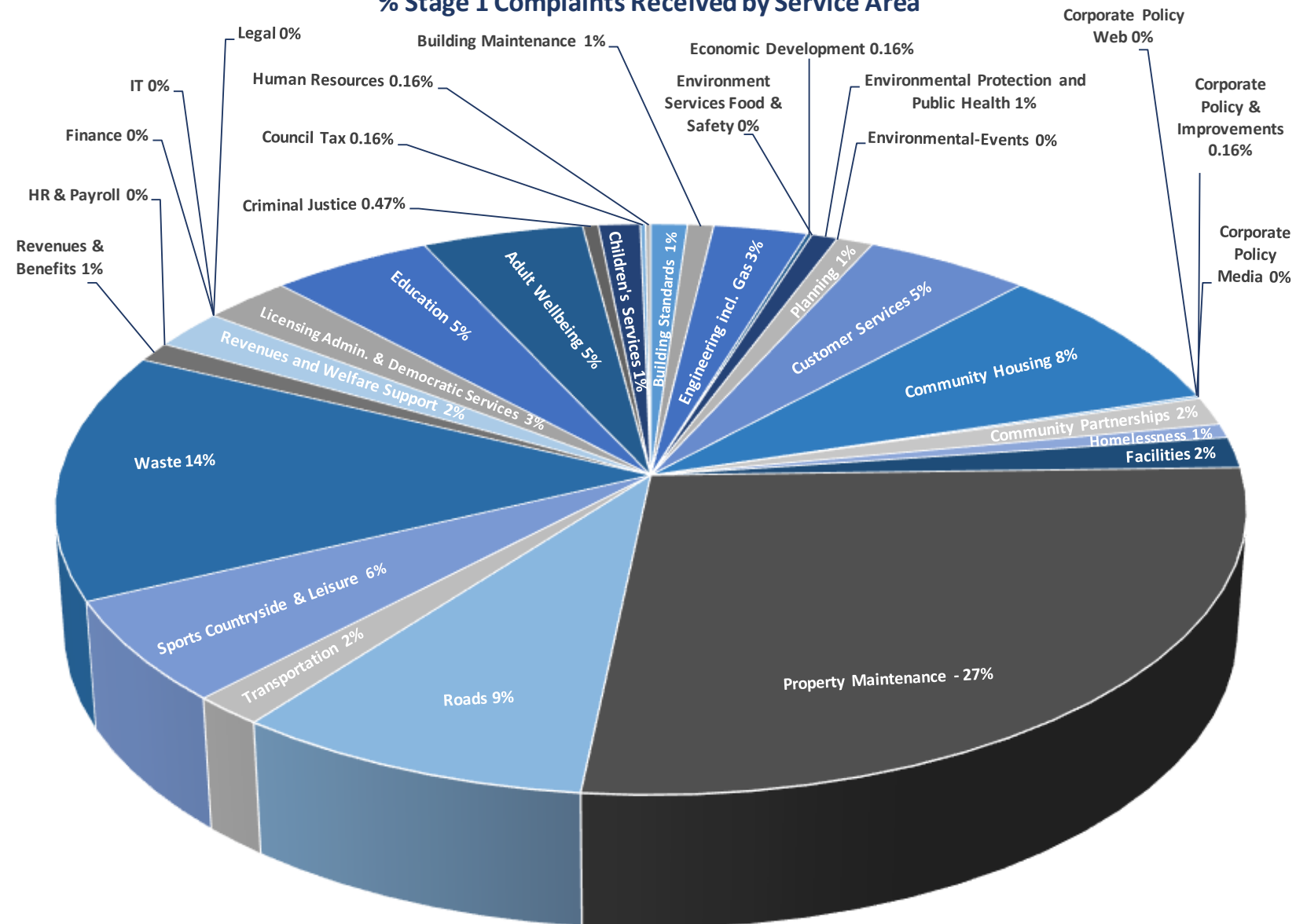
Service Area	Stage 1 Received	Not Upheld	Partially Upheld	Upheld	Escalated to stage 2	Stage 2 Received	Not Upheld	Partially Upheld	Upheld	Compliments	Comments
Corporate Policy & Improvements											
Total	1	1	0	0	0	1	1	0	0	0	10
Corporate Policy Media											
Total	0	0	0	0	0	0	0	0	0	0	0
Corporate Policy Web											
Total	0	0	0	0	0	0	0	0	0	0	0
Council Tax											
Total	1	0	0	1	0	0	0	0	0	1	0
Criminal Justice											
Total	3	2	0	1	0	1	1	0	0	0	0
Customer Services											
Total	32	22	6	2	0	2	2	0	0	46	3
Economic Development											
Total	1	1	0	0	0	0	0	0	0	0	1
Education											
Total	31	18	6	2	5	31	19	10	2	0	3

Service Area	Stage 1 Received	Not Upheld	Partially Upheld	Upheld	Escalated to stage 2	Stage 2 Received	Not Upheld	Partially Upheld	Upheld	Compliments	Comments
Engineering incl. Gas											
Total	18	7	8	3	0	0	0	0	0	1	1
Environment Services Food & Safety											
Total	0	0	0	0	0	0	0	0	0	1	0
Environmental Protection and Public Health											
Total	5	2	1	2	0	1	1	0	0	2	3
Environmental-Events											
Total	0	0	0	0	0	0	0	0	0	2	0
Facilities											
Total	11	3	6	2	0	1	0	0	1	5	2
Finance											
Total	0	0	0	0	0	2	0	1	0	0	0
Homelessness											
Total	5	5	0	1	0	1	1	0	0	1	0
HR & Payroll											
Total	0	0	0	0	0	0	0	0	0	0	0

Service Area	Stage 1 Received	Not Upheld	Partially Upheld	Upheld	Escalated to stage 2	Stage 2 Received	Not Upheld	Partially Upheld	Upheld	Compliments	Comments
Human Resources											
Total	1	1	0	0	0	0	0	0	0	0	0
IT											
Total	0	0	0	0	0	0	0	0	0	0	0
Legal											
Total	0	0	0	0	0	0	0	0	0	0	0
Licensing Admin. & Democratic Services											
Total	17	10	2	3	2	3	1	2	0	8	5
Other Services for Communities											
Total	1	1	0	0	0	0	0	0	0	0	0
Planning											
Total	7	4	0	1	2	7	5	2	0	2	4
Property Maintenance											
Total	171	99	40	22	11	10	5	4	1	41	4
Revenues & Benefits											
Total	7	4	2	1	0	0	0	0	0	2	0

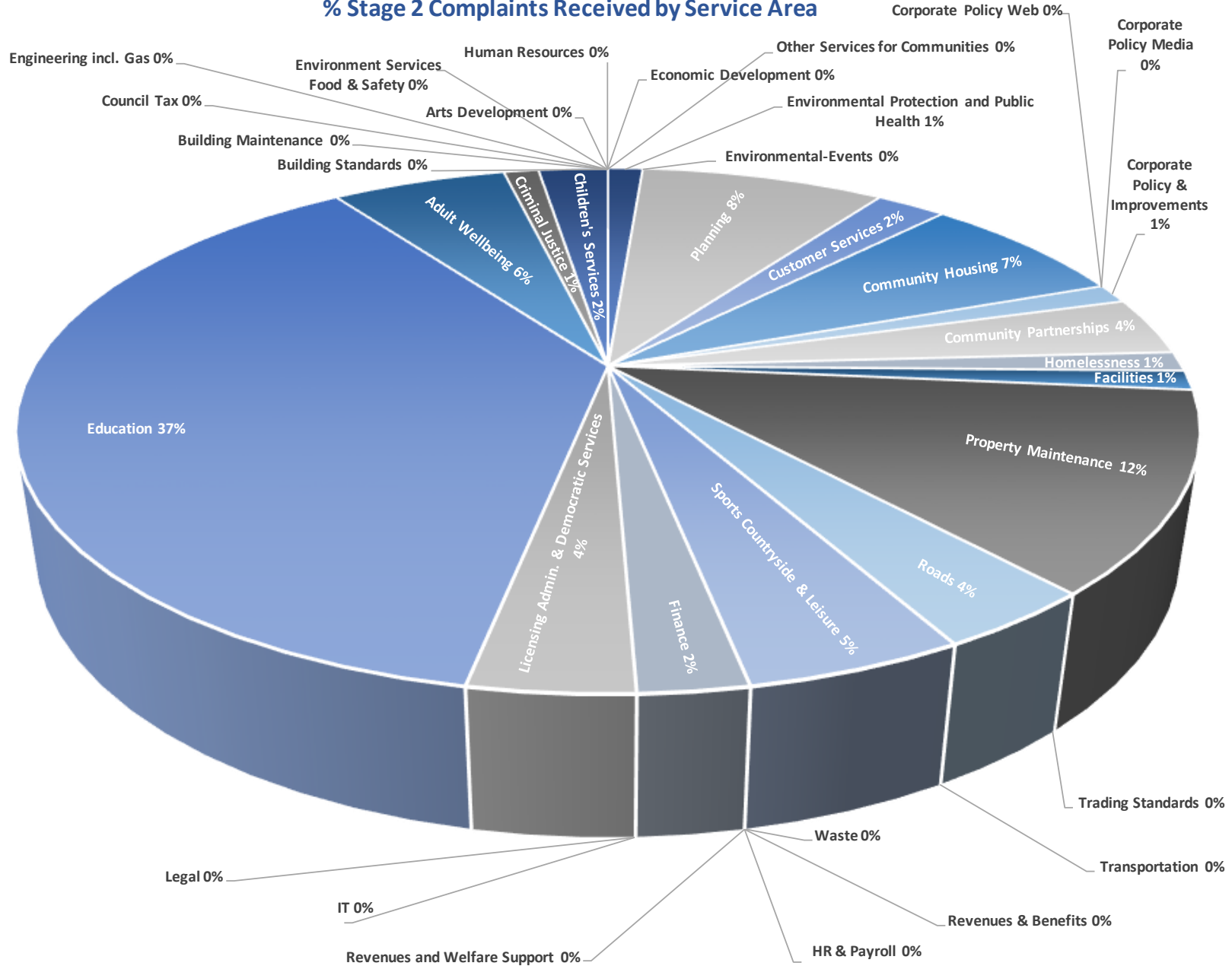
Service Area	Stage 1 Received	Not Upheld	Partially Upheld	Upheld	Escalated to stage 2	Stage 2 Received	Not Upheld	Partially Upheld	Upheld	Compliments	Comments
Revenues and Welfare Support											
Total	14	7	2	4	1	0	0	0	0	5	1
Roads											
Total	55	42	9	4	0	3	2	1	0	11	23
Sports Countryside & Leisure											
Total	37	16	9	12	0	4	4	0	0	26	11
Trading Standards											
Total	0	0	0	0	0	0	0	0	0	0	0
Transportation											
Total	11	4	4	3	0	0	0	0	0	0	4
Waste											
Total	89	64	18	7	0	0	0	0	0	24	18

% Stage 1 Complaints Received by Service Area



Trading Standards - 0%

% Stage 2 Complaints Received by Service Area



Appendix 2 Customer Feedback Response Times by Service 2018/2019

Service Area	Stage 1 % responded to in 5 Working days	Stage 2 % responded to in 20 Working days
Adult Wellbeing	45%	40%
Arts Development	100%	**
Building Maintenance	100%	**
Building Standards	0%	**
Children's Services	33%	0%
Community Housing	41%	83%
Community Partnerships	50%	33%
Corporate Policy & Improvements	0%	100%
Corporate Policy Media	**	**
Corporate Policy Web	**	**
Council Tax	0%	**
Criminal Justice	33%	0%
Customer Services	63%	50%
Economic Development	0%	**
Education	55%	61%
Engineering incl. Gas	50%	**
Environment Services Food & Safety	**	**
Environmental Protection and Public Health	80%	0%
Environmental-Events	**	**
Facilities	64%	100%
Finance	**	0%
Homelessness	100%	0%
HR & Payroll	**	**
Human Resources	100%	**
IT	**	**
Legal	**	**
Licensing Admin. & Democratic Services	76%	50%
Other Services for Communities	100%	**

Service Area	Stage 1 % responded to in 5 Working days	Stage 2 % responded to in 20 Working days
Planning	43%	57%
Property Maintenance	44%	30%
Revenues & Benefits	57%	**
Revenues and Welfare Support	79%	**
Roads	44%	100%
Sports Countryside & Leisure	43%	75%
Trading Standards	**	**
Transportation	73%	**
Waste	90%	**

** no complaints recorded

Date	Performance Monitoring / Inspection Reports	Other Reports / Reports Requested by Members
12 June 2019	Performance Indicators Q4 2018/19 Customer Feedback Annual Report 2018/19	Contact Centre Update
9 October 2019	Annual Performance Indicators 2018/19 Performance Indicators Q1 2019/20 Road Asset Management	Economic Development Strategy Update Library Usage Update on Social Care Charging (<i>postponed from June</i>) Update on Instrumental Music Instruction (Impact of Charges) (<i>postponed from June</i>)
26 February 2020	Performance Indicators Q2/Q3 2019/20 Public Protection Annual Report 2018/19	Coastal Car Parking Update
17 June 2020	Performance Indicators Q4 2019/20 Customer Feedback Annual Report 2019/20	