

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

**MEETING DATE:** 24 November 2015

BY: Depute Chief Executive (Partnerships and Community

Services)

**SUBJECT:** Performance Report, Q2 2015/16

#### 1 PURPOSE

1.1 To provide the Committee with information regarding the performance of Council services during Q2 (July – September) 2015/16

## 2 RECOMMENDATIONS

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

## 3 BACKGROUND

- 3.1 The Council has established a set of Key Performance Indicators to help monitor progress towards the outcomes contained in the Council Plan and Single Outcome Agreement. The indicators are updated on a quarterly basis and the results are reported to the Policy & Performance Review Committee. Members of the Committee also attend a briefing prior to the Committee meeting itself. Members use the briefing to develop lines of enquiry, which enable officers to provide more detailed reports explaining performance issues to the Committee meeting.
- 3.2 Members of the Committee attended the performance briefing for Q2 2015/16 on the 3<sup>rd</sup> November 2015. Appendix 1 displays the results of the quarterly Key Performance Indicators for Q2 2015/16.
- 3.3 Members reviewed the performance of the Council and raised questions regarding the indicators. Responses to the questions are provided in the following paragraphs.

# Proportion of Community Payback Orders starting placement within 7 days

- 3.4 Members of the Committee questioned why performance had declined from 80% in Q1 to 56% in Q2. The Criminal Justice Service Manager provided the following breakdown of the particular factors affecting performance in the second quarter:
  - The majority of clients were already in paid employment, which greatly reduced their availability to undertake an Order
  - Clients already serving a Community Payback Order do not start a new Order until their current Order has been served. During Q2 a significant number of clients were already serving another Community Payback Order. These clients are counted as missing the 7 day target for the indicator
- 3.5 Four further clients missed the target if all those falling within the categories outlined above are excluded. Of these four clients 1 missed the target as no suitable work was available; 1 failed to attend; and 2 missed the target because the Criminal Justice service failed to meet the timescales.

## Number of delayed discharge patients waiting over 2 weeks

- 3.6 Members of the Committee asked for an update on progress towards achieving the target of no patients suffering a delayed discharge from hospital of more than two weeks.
- 3.7 Appendix 1 provides the performance results and trend up to Q2; however, more recent figures for October are now available. During October there were 21 delays of over 2 weeks (out of a total of 37 delays). The October performance is disappointing and is the direct result of two factors. First, a short term worsening in the availability of packages of care which increased the gap in availability by around 120 hours. Second, an uneven pattern of patients being declared delayed which resulted in 18 patients being added in two days before the "census".
- 3.8 The increase in the gap in available hours has since been reversed. Work is underway to increase capacity through recruitment to the in house service and a "collaborative allocation" process has also been introduced to maximise efficiency between providers.
- 3.9 The addition of large numbers of patients to the list shortly before the census (an issue known as "batching") is being addressed through pursuing estimated date of discharge information from acute hospitals to give early sight of patients likely to be declared delayed.

3.10 The Committee also asked why the target of no delays of more than 2 weeks had been chosen. The target is set by the Scottish Government, who would like patients to be discharged from hospital even more quickly than 2 weeks, ideally within 72 hours. The website of the Scottish Government explains that:

'There is evidence that people who are delayed more than 72 hours have worse outcomes than those who go home sooner. The current two week target is not ambitious enough for the majority of people should be able to return home, with simple community support... However, discharge planning for people with complex support needs will, quite rightly, take longer.'

## % of businesses broadly compliant with food hygiene law

- 3.11 Performance against the indicator has consistently stayed at 88 or 89% over the past two years. Members asked whether the remaining 11 or 12% of businesses that are non-compliant shared any particular characteristics.
- 3.12 For a food business to be considered "Broadly Compliant" with food law, it has to be given risk rating scores by the inspecting Officer of 0, 5 or 10 in each of the following factors (scoring criteria of the Food Law Code of Practice (Scotland)):
  - Level of current compliance in hygiene and safety procedures
  - Level of current compliance in structural requirements
  - Confidence in Management
- 3.13 The Broadly Compliant percentage figure (reported as 89% for East Lothian Council) is derived from the total number of food establishments that score as "Broadly Compliant", divided by the total number of food establishments registered with ELC, which includes businesses that await an initial inspection.
- 3.14 Based on 2014-15 submitted figures to the Food Standards Agency, there were 1236 premises registered on the East Lothian Council food premises database. 88% of premises were recorded as Broadly Compliant, including premises awaiting initial inspection. A more accurate Broadly Compliant figure is one that disregards the premises awaiting inspection. In this case, and as reported by the Food Standards Agency, the Total % of Broadly Compliant Rated Establishments in East Lothian is 94%
- 3.15 Those rated establishments that are not Broadly Compliant span the range of food sector businesses, with no type or nature of business the main contributing factor. The key focus for Officers is the higher risk food businesses that demand more resources through the nature of the business operation and/or failure to comply with statutory requirements.

- 3.16 Routine inspections are conducted at 6, 12, 18 or 24 monthly intervals (as determined by the overall inspection score), and by the time of the next inspection, although Officers will note improvements in some establishments, there are also cases where practices lapse over time and standards fall. This has produced an apparent equalisation effect of the Broadly Compliant percentage for East Lothian Council.
- 3.17 Officers score premises in accordance with the Code of Practice and take proportionate and reasonable action to ensure standards do not pose a risk to the health of consumers and to encourage improvement where necessary.
- 3.18 The Food Hygiene Information Scheme is a separate scheme designed to give straightforward information about the performance of eligible food businesses to consumers, which does take account of improvements made following an initial inspection. 962 premises are eligible for this Scheme from the current database. The Pass rate in East Lothian Council area is currently 95%, with only 45 businesses deemed "Improvement Required".

## Percentage of consumer complaints completed within 14 days

- 3.19 The indicator relating to the percentage of Trading Standards consumer complaints completed within 14 days has declined to 84% in each of the last three quarters. Performance for this indicator is normally closer to 94% Members asked for an explanation of why performance has been relatively low for three successive quarters.
- 3.20 The Q4 2014/15 performance report to the PPRC, provided in June 2015 provided a thorough explanation of the factors that influence this indicator. One particular factor impacting upon performance at that point in time was the absence of two staff on maternity leave. The Trading Standards Service has explained that the absence of staff due to maternity leave remains a key factor affecting performance in Q2.

#### Number of new business starts

3.21 The indicator relating to the number of new business starts demonstrates a declining trend in recent quarters and has fallen below target. Members noted that the Economic Development Strategy was due to form an item on the agenda of this meeting and agreed that performance issues should be explored during that particular item. The Economic Development & Strategic Investment Service has been asked to explore the points raised by the members of the Committee within the report.

## **Rent arrears**

3.22 Members noted that the Council had performed well in curtailing the increase in rent arrears that it had experienced in recent years. Comparative information was requested regarding the increase in rent arrears experienced by other Scottish local authorities. The Community Housing Service has been informed of the Committee's request, which will be addressed during the agenda item on the Landlord Report.

#### 4 POLICY IMPLICATIONS

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

## 5 EQUALITIES IMPACT ASSESSMENT

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

#### 6 RESOURCE IMPLICATIONS

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

## 7 BACKGROUND PAPERS

7.1 Appendix 1: Quarterly and monthly KPIs – Q2 2015/16

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DATE	12/11/2015

## Quarterly and monthly KPIs – Q2 2015/16

1	Improving (high is good)	<b>1</b>	Worsening (low is good)
<b>1</b>	Improving (low is good)	<b>↓</b>	Worsening (high is good)
$\leftrightarrow$	No change or little change		

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Adult Wellbeing	% of care at home clients (aged 65+) receiving personal care	Quarterly	<b>97.1%</b> (Q2 15/16)		95.9 – 97.1%	1		November 2015 - Domiciliary Care Inspection Report - Homecare Service
	% of care at home clients (aged 65+) receiving evening / overnight service	Quarterly	<b>52.0%</b> (Q2 15/16)		51.7 – 53.4%	<b>4</b>		- Homecare Service
	% of care at home clients (aged 65+) receiving a service at weekends	Quarterly	<b>90.0%</b> (Q2 15/16)		88.7 – 90.0%	$\leftrightarrow$		
	Number of delayed discharge patients waiting over 2 weeks	Quarterly	<b>9</b> (Q2 15/16)	0	35 30 25 20 15 12 10 5 0 0 0 0 14/15 14/15	9 Q2 15/16 4 Q1 15/16	The target for delayed discharge reduced from 4 weeks to 2 weeks in April 2015	April 2015 – Delayed Discharge

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Adult Wellbeing	Proportion of Community Payback Orders starting placement within 7 days	Quarterly	<b>56%</b> (Q2 15/16)	67%	80.6 81.0 79.6 79.4 77.6 80 60 40 20 0 Q1 14/15	56	The main reasons for placements not commencing within 7 days during Q2 relate to clients either being in employment; currently being on another Order or not turning up on time. The lack of a suitable work placement was the cause of only one instance.	
	Proportion of Criminal Justice Social Work Reports submitted to court by the due date	Quarterly	<b>100%</b> (Q2 15/16)		98.1 – 100%	$\leftrightarrow$		
Benefits	Average time to process New Claims	Monthly	<b>26 days</b> (Aug 15)	25 days	24.8 – 31.7 days	1		
	Average time to process changes in circumstances	Monthly	<b>8.1 days</b> (Aug 15)	6 days	5.3 – 9.6 days	<b>\</b>		

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Children's Wellbeing	Percentage of children who are re-registered within a 12 month period	Monthly	<b>0%</b> (Jun 15)	5%	0 – 3.5	$\leftrightarrow$		
	Percentage of children on CP Register for more than 6 Months	Monthly	<b>25%</b> (Sep 15)		25 – 58.3%	1		
	Average number of placement moves for looked after and accommodated children	Monthly	<b>1.9</b> (Sep 15)		1.9 – 1.9	$\leftrightarrow$		
	Number of Formal Kin Carers	Monthly	<b>40</b> (Sep 15)		40 - 44	<b>\</b>	Formal Kin Care in East Lothian is just below half the rate of the national average at 1.9 per 1,000 (0-17) but Informal Kin Care accounts for another 2.5 per	
	Number of Informal Kin Carers	Monthly	<b>53</b> (Sep 15)		53 - 53	$\leftrightarrow$	authorities have an Informal Kin Care service which East Lothian uses as a preventative measure for children on the cusp of care.	
	Rate per 1,000 children on Home Supervision	Monthly	<b>2.6</b> (Sep 15)	Scottish av. 4.0	2.4 – 2.6	1		
	Rate per 1,000 children in Foster Care	Monthly	<b>4.3</b> (Sep 15)	Scottish av. 5.6	4.0 – 4.3	1		
	Rate per 1,000 children in Formal Kin Care	Monthly	<b>1.9</b> (Sep 15)	Scottish av. 4.0	1.9 – 2.1	<b>1</b>		
	Rate per 1,000 children in Residential Care	Monthly	<b>0.9</b> (Sep 15)	Scottish av. 1.4	0.9 – 0.9	$\leftrightarrow$		

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Community Housing	Average length of time taken to complete emergency repairs	Quarterly	<b>6.2 hours</b> (Q2 15/16)	24 hours	4.5 – 6.6	4		September 2015  – Council House Repairs Update
	Average length of time taken to complete non-emergency repairs	Quarterly	<b>11.9 days</b> (Q2 15/16)	23 days	10 – 23	1		* November 2015 - 2014/15 Landlord Report
	Average length of time to re-let properties	Quarterly	<b>20.8 days</b> (Q2 15/16)	24 days	17.7 – 23.6	1		
	Percentage of rent lost due to voids	Quarterly	<b>0.54%</b> (Q2 15/16)	1.5%	0.5 – 1.3	<b>1</b>		
Homelessness	% homelessness assessments in under 28 days	Quarterly	<b>83%</b> (Q2 15/16)	80%	83 - 85	4		January 2014 - Impact of Changes to
	Homelessness: average number of days to rehousing	Quarterly	<b>311</b> (Q2 15/16)	240	279 297 200 224 245 200 Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q Q	395 321 331 Q1 15/16	Relative low level of allocations has resulted in increasing waiting times with a corresponding increase in waiting times in temporary accommodation	Homelessness Legislation
Community Partnerships	Extent to which CLD learning opportunities have a positive effect on the all-round development and life chances of youth & adult learners	Quarterly	<b>80</b> (Q2 15/16)	70	80 – 88	$\leftrightarrow$	The indicator is based upon an average evaluation scale from 0-100 where 0 is the lowest rating and 100 the highest.	

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Corporate Policy & Improvement	Reports of Injuries, Diseases and Dangerous Occurrences (RIDDORS) per 1,000 employees	Quarterly	<b>0.42</b> (Q2 15/16)	5	0.42 - 5	<b>\</b>		
Customer Services	% of calls to the contact centre answered	Quarterly	<b>91%</b> (Q2 15/16)	90%	89.3 – 95%	1		June 2015 – East Lothian Council Contact Centre
	% of calls to the contact centre answered within 7 rings (20 seconds)	Quarterly	<b>57%</b> (Q2 15/16)	70%	80 60 48.2 41.2 Q3 14/15 Q4 13/14 Q2 14/15		An update on performance for this indicator was provided at the last PPRC meeting.	
	% of PNC6 (Community Response) calls answered within 1 minute	Quarterly	<b>95.9%</b> (Q2 15/16)	97.5%	95.9 – 97.7	<b>4</b>		
	% of abandoned vehicles uplifted within 14 days	Quarterly	<b>100%</b> (Q2 15/16)	100%	100 – 100%	$\leftrightarrow$		

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 Tren periods)	nd Comment	Date of last (* upcoming) report to PPRC
Economic Development & Strategic Investment	Overall % of the population claiming Job Seekers Allowance	Quarterly	<b>1.4%</b> (Aug 15)	2.1%	1.4 – 1.7%	The target is to be lower than the Scottish average.	
	Proportion of 18-24 year olds claiming Job Seekers Allowance	Quarterly	<b>2.0%</b> (Aug 15)	3.1%	3.1 – 3.3%	The target is to be lower than the Scottish average.	
	Number of new business starts supported by East Lothian Council	Quarterly	<b>25</b> (Q2 15/16)	50	59 56 45 41 Q1 15/16 60 40 Q2 14/15 Q2 14/15 Q4 13/14	Q2 - staffing issues - new start up adviser in post 4 weeks and other adviser remains off work. Looking at increased marketing of the service.	* November 2015 - Report on Economic Development Strategy  * January 2016 - Report on Tourism Strategy
		Quarterly (4 quarter average)	<b>40.5</b> (Q2 15/16)	50	25 - 54	<b>4</b>	

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment
Economic Development & Strategic Investment	Number of participants in East Lothian Works programmes	Quarterly	187 (Q2 15/16)	240	349 349 281 253 281 253 187 187 190 190 190 190 190 190 190 190		March 2015 – East Lothian Works  * May 2016 - Update on East Lothian Works
	Number of participants in East Lothian Works programmes progressing into employment	Quarterly	<b>45</b> (Q2 15/16)	40	72 – 184		
	Percentage of new businesses supported by East Lothian Council surviving after 24 months	Quarterly	<b>68.9%</b> (Q2 15/16)	80%	68.9 − 80.5% <b>↓</b>	Q2 new member of staff appointed other adviser still off. Previous figure was ascertained by a number of measures including the use of social media links to each adviser.	* November 2015 - Report on Economic Development Strategy

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Finance	Percentage of invoices paid with 30 days of receipt	Quarterly, Annual	<b>89.7%</b> (Q2 15/16)	90%	85.5 – 91.6%	1		
Planning	Local business and industry developments: average number of weeks to decision	Quarterly	<b>9.3 weeks</b> (Q1 15/16)	Scottish av. 11.6	7.7 – 9.3 weeks	$\leftrightarrow$	The planning indicators lag by one quarter to allow for a comparison with the Scottish average.	November 2013 – Planning Performance Framework
	Local Developments (non- householder): average number of weeks to decision	Quarterly	8.0 weeks (Q1 15/16)	Scottish av. 9.7	8.4 – 9.6 weeks	<b>\</b>	Performance in relation to major developments tends to fluctuate due to the small number of	Framework
	Householder developments: average number of weeks to decision	Quarterly	<b>7.3 weeks</b> (Q1 15/16)	Scottish av. 7.2	6.9 – 8.8 weeks	1	developments that this indicator relates to. There were only 2 major development in East Lothian	
	Major developments: average number of weeks to decision							
	Planning application approval rate	Quarterly	<b>96.9%</b> (Q1 15/16)	Scottish av. 93.7	93.9 – 98%	1		
Roads	Traffic lights average time to repair failure	Quarterly	<b>5.54 hours</b> (Q2 15/16)	48 hours	5.54 – 7.26 hours	4		April 2015 – Roads Asset
	Street lighting – average time to repair failure	Quarterly	<b>2.55 days</b> (Q2 15/16)	7 days	2.48 – 3.04 days	1		Management Plan, Street Lighting Update
								* November 2015 - Roads Annual Status and Options Report

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Revenues	Non-domestic rates collection rate	Monthly	<b>66.11%</b> (Sept 14)	68.61%	Comparison with same period last year - Sept 2014 68.61%	<b>←</b>		
	% of Council Tax collected	Monthly	<b>55.0%</b> (Sept 14)	54.9%	Comparison with same period last year - Sept 2014 54.99%	$\leftrightarrow$		
	Total amount of money owed in rent arrears	Monthly	<b>£1,353,388</b> (Sept 14)	£1,219,650	£1,314,747 - £1,353,388	$\leftrightarrow$		November 2014 – Rent Arrears  * June 2016 - Impact of Universal Credit on Rent Arrears
Trading Standards	% of trading standards inspections achieved on time	Quarterly	<b>100%</b> (Q2 15/16)	95%	95 – 100%	$\leftrightarrow$		
	% of consumer complaints completed within 14 days	Quarterly	<b>84%</b> (Q2 15/16)	100%	94 94 95 95 95 84 8 Q4 14/15 Q2 14/15 Q2 14/15 Q2 14/15	-Q2 15/16	Dealing with complaints of a more complex nature that took a greater amount of time to complete.	
	Number of consumer complaints	Quarterly	49	-	100 80 60 40 20 Q1 Q3 Q1 Q3 Q1 13/14 13/14 14/15 14/15 15/1			

Service	Indicator	Frequency	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Trading Standards	% of business advice requests responded to within 14 days	Quarterly	<b>91%</b> (Q2 15/16)	100%	89 – 100%	<b>↑</b>		
	Number of business advice requests	Quarterly	11	-	30 20 10 Q1 Q3 Q1 Q3 Q 13/14 13/14 14/15 14/15 15/			
	Percentage of consumer enquiries responded to on the same day	Quarterly	<b>100%</b> (Q2 15/16)	100%	100 – 100%	$\leftrightarrow$		
Environmental Health	% of food hygiene inspections achieved – high risk	Quarterly	<b>100%</b> (Q2 15/16)	100%	100 – 100%	$\leftrightarrow$		
	% of food hygiene inspections achieved – medium risk	Quarterly	<b>100%</b> (Q2 15/16)	90%	73 – 100%	<b>↑</b>		
	% food businesses broadly compliant with food hygiene law	Quarterly	<b>89%</b> (Q2 15/16)	93%	88-89%	$\leftrightarrow$		

Service	Indicator	Frequenc y	Most recent result	Target	Range (over previous 4 periods)	Trend	Comment	Date of last (* upcoming) report to PPRC
Engineering Services & Building Standards	Average time in working days to issue building warrants	Quarterly	<b>72.85%</b> (Q2 15/16)	-	67.5 – 72.85	<b>↑</b>		
	Percentage of Construction Compliance and Notification Plans (CCNPs) fully achieved	Quarterly	<b>21.19%</b> (Q2 15/16)	-	19.2 – 32.3%	<b>\</b>		
Sport, Countryside & Leisure	Number of attendances at indoor sports and leisure facilities	Quarterly	<b>159,131</b> (Q2 15/16)	130,000	143,252 – 190,629	<b>1</b>		
		Quarterly (4 quarter average)	<b>167,169</b> (Q2 15/16)	130,000	143,252 – 190,629	1	Average for previous 4 quarters = 165,057	
	Number of attendances at pools	Quarterly	<b>139,179</b> (Q2 15/16)	110,000	82,286 – 139,179	1		
		Quarterly (4 quarter average)	<b>106,628</b> (Q2 15/16)	110,000	82,286 – 139,179	<b>↑</b>	Average for previous 4 quarters = 101,962	
	Number of fly-tipping incidents	Quarterly	143 (Q2 15/16)	88	150-148 131 146	73 143 Q2 15/16		September 2014  – Fly-tipping  * June 2016 - Report on Fly- tipping
	% of 'other' waste recycled	Quarterly	<b>85.9%</b> (Q2 15/16)	74%	78 – 86.2%	<b>4</b>		
	% of green waste & beach waste recycled	Quarterly	<b>100%</b> (Q2 15/16)	100%	100 – 100%	$\leftrightarrow$		