

The background of the page features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on wavy lines representing water. The top-right quadrant shows a stag's head with large antlers and a cross above its head. The bottom-left quadrant shows a beaver. The bottom-right quadrant shows a grizzly bear. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield contains the motto "CITY OF VANCOUVER".

# **Agenda Item**

**3**

## **Minute**

**FALKIRK COUNCIL**

**Minute of Meeting of the Performance Panel held in the Municipal Buildings, Falkirk on Thursday 20 October 2016 at 9.30 am.**

**Core Members:** Stephen Bird  
Cecil Meiklejohn (Convener)  
Rosie Murray  
Baillie Joan Paterson  
Depute Provost John Patrick

**Members** Tom Coleman  
**Attending:** Brian McCabe

**Officers:** Fiona Campbell, Head of Policy, Technology & Improvement  
Alex Finlay, Business Development Manager  
Jack Frawley, Committee Services Officer  
Rhona Geisler, Director of Development Services  
Rose Mary Glackin, Chief Governance Officer

**PP14. Apologies**

No apologies were intimated.

**PP15. Declarations of Interest**

There were no declarations of interest.

Baillie Paterson joined the meeting during consideration of the following item.

**PP16. Minute**

**Decision**

**The minute of the meeting of the Performance Panel held on 29 September 2016 was approved.**

**PP17. Rolling Action Log**

**Decision**

**The rolling action log was noted.**

## **PP18. Development Services Performance Update**

The panel considered a report by the Director of Development Services setting out a summary of performance for the period 1 April to 30 June 2016. Rhona Geisler provided an overview of the report.

The panel sought further information on the opportunities to connect statutory and non-statutory services in relation to the work of the Community Safety Team. Rhona Geisler advised that in general the Community Safety Team undertook non-statutory services which acted as early interventions often bringing the benefit of diverting situations away from statutory services and partners. Through connectivity of statutory and non-statutory services there would be better sharing of information which could result in a decrease to the number of statutory interventions required. There were no plans to increase the size of the Community Safety Team but the Service would endeavour to use the resource in statutory teams to better effect. Resources would be deployed in a more targeted way and it was important that staff built relationships with communities.

Members asked for an update on issues relating to waste collection services. Rhona Geisler stated that there had been some issues following the introduction of the new system and that during any period of significant change there would be teething issues. The service had improved from the first week of changed provision and the Service's teams had dealt well with issues as they arose. There had been improved feedback from the public as the new service bedded in. The Service was looking into an issue where some households had been issued with collection calendars which were quite faded and difficult to read. She highlighted that this was not a universal issue and so could be specific to a particular batch of calendars; the Service would look into the matter and address it.

The panel discussed the work of the Policy Development Panel on Economic Development and the strategy which had been agreed by the Executive on 1 December 2015 (ref EX73). Rhona Geisler advised that following implementation of the strategy as part of the monitoring regime a report would be provided to a future meeting of the Scrutiny Committee in order to consider the impact of the strategy.

Members discussed how the Service carried out public engagement and consultation and highlighted some examples. In response to one specific case Rhona Geisler advised that where engagement resulted from a planning application it was for that applicant to undertake the appropriate consultation and that the Council was not involved at that stage. Where significant work was planned such as a City Deal the Service would provide information to elected members and the public.

The panel sought further information on sickness absence. Rhona Geisler stated that the Service's approach was in line with Council policy and that trigger points were used in relation to repeated absence. Managers used information held in the online system to interrogate patterns of absence.

She highlighted that where there were cases of longer term sickness absence this increased the overall percentage, particularly within smaller teams. The Director had monthly meetings with each Head of Service to look at long term cases and ensure that appropriate support was in place for these individuals to assist their return to work. Where specific issues relating to an employee's absence were taken further this was done through the Capability Policy & Procedure. Fiona Campbell advised that the absence level across the Council had fallen in recent years and that the application of the Managing Sickness Absence Policy had been central to this.

Members discussed town centres and the challenges faced by retailers against online and out of town competition. Rhona Geisler stated that Falkirk had a strong independent retail element in all of its town centres and that the Service worked to encourage this. In Falkirk town centre the Service was analysing how best to balance an appropriate retail offering with alternative uses. Alternative uses could include an increase in residential occupation. In response to a question on the town centre working group she stated that the group had been a member led initiative.

The panel asked to what extent a City Deal was like the opportunities accessed through the Tax Incremental Financing initiative (TIF). Rhona Geisler stated that to some extent the basis of the funding for a City Deal was like TIF and that the Service needed to evaluate if the criteria could be met in Falkirk.

Members asked who were likely to be the Council's partners in a potential City Deal. Rhona Geisler advised that partners could be other local authorities who were considering a City Deal such as Glasgow, Edinburgh and Stirling. It was also open to create a local deal with partners from industry or other public agencies. The Service would shortly be having detailed discussions with civil servants on this matter.

In relation to the expansion and upgrade of the crematorium members asked for information on any closure of the facility. Rhona Geisler advised that the building in which services are held would be closed first and that during this period services would need to be held elsewhere but the cremator would remain operational. The cremator would have minimal downtime over two or three weekends. This information would be well publicised and communicated to local undertakers. Information regarding the improvement works including closures had been circulated to members and would be circulated again. Due to the nature of the work it was important that it was carried out well to avoid any future disruption. Further, it was highlighted that improvements had already been made to the parking and that there was now sufficient capacity. There had been an inspection of Falkirk Crematorium by HM Inspector of Crematoria which found that the crematorium is well run with no failings in procedures. There would be subsequent annual inspections looking at all aspects including facilities.

Members asked what suggestions had been received from funeral directors and celebrants which resulted in minor redesign of the crematorium. Rhona Geisler stated that there had been a full consultation process undertaken and that refinements had been made in relation to the siting of the book of remembrance, the toilets and catafalque.

The panel sought clarification on information in the report relating to the annualised working hours for brown bins as split over summer and winter, noting that there were no collections in winter. Rhona Geisler stated that the winter period referred to was longer than the November, December and January period for which there was reduced collection. Further, she advised that there was an on-demand service available throughout the winter period.

Members asked if the Service was considering the impact of the vote to leave the European Union on funding including the European Social Fund (ESF). Rhona Geisler stated that the Chancellor had given an assurance that projects in receipt of European funding would have that funding honoured for a period going forward. The Service was carefully considering the projects which were delivered with ESF support or through national agencies which acted as filters for European funding.

A question was asked on the impact on the Employment Training Unit (ETU) of a reduction of European funding. Rhona Geisler advised that ETU projects for young people who were furthest from the workforce received European funding. Further, the funding to the ETU from Skills Development Scotland and the Council was understood to be vulnerable.

The panel asked about the timescale regarding the presentation of the Main Issues Report for the Local Development Plan 2 (LDP). Rhona Geisler advised that the timetable for the LDP had been approved by members and that the intention to report to Council in December was in line with this.

In response to a question on the cost of producing supplementary guidance, Rhona Geisler advised that she would provide the information after the meeting.

The panel asked what projects would be part of the drive to reduce energy use and carbon emissions. Rhona Geisler stated that this would include the replacement of school boilers and that a full list would be provided after the meeting.

Further information was sought on the work to retrofit all suitable lighting columns with sustainable LED lamps. Rhona Geisler stated that there had been a pilot of this work previously which went well and delivered energy savings. This larger work would replace 12% of lighting columns and 16,000 street lights with LED lamps.

Members asked for further information on work related to Fleet Services working patterns. Rhona Geisler stated that there had been a service review undertaken which had identified £500,000 of capital budget and £800,000 of revenue budget savings. The review had also highlighted the merit of implementing different working patterns. The Service was carrying out work to evaluate this approach which would involve a change from traditional hours to a two shift pattern. A full cost benefit analysis would be carried out in due course.

The panel highlighted that at the Business Falkirk Update Event 94% of businesses surveyed agreed that Falkirk was a good place to do business. The panel requested a copy of the questions and results from this event. Rhona Geisler advised that this would be provided after the meeting.

Members asked why some key indicators had no targets. Rhona Geisler stated that the reasons varied. One reason was that some areas related to local government benchmarking which had not yet been developed. In other areas the Service sought to make continual improvements and therefore did not put targets in place. She highlighted that other indicators did have specific targets and that some were determined externally such as Government targets.

In relation to Co2 emissions information, which was not available for 2015/16, Rhona Geisler stated that this information was produced by the Improvement Service and had not yet been received by the Service.

Members sought an update on improvement activities to ash parks, Rhona Geisler stated that this could be provided after the meeting.

## **Decision**

**The performance panel noted the report.**

The background of the page features a large, light blue outline of the Coat of Arms of the Government of Nunavut. The crest is a shield divided into four quadrants. The top-left quadrant contains a yellow diagonal cross on a blue background. The top-right quadrant shows a white reindeer head with antlers on a blue background. The bottom-left quadrant depicts a white sailing ship on blue wavy lines representing water. The bottom-right quadrant features a white eagle with spread wings on a blue background. Above the shield is a crown with four white maple leaves. A white banner at the bottom of the shield contains the text 'ANĖ FOR Ā' in blue capital letters.

# **Agenda Item**

**4**

## **Rolling Action Log**



# Performance Panel

## Agenda Item 4

| ID  | Date of Meeting | Report Title                           | Action   | Action Owner                     | Lead Officer                    | Expected Completion Date | Status      | Comments  |
|-----|-----------------|--|--|----------------------------------|---------------------------------|--------------------------|-------------|---|
| 98  | 11/08/2016      | Digital Services                       | Members to be provided with evidence of the impact of the digital messaging approach adopted by the Falkirk Litter Team. | Director of Development Services |                                 |                          | In Progress | The Litter Team, Development Services have been approached in relation to how they measure their social media impact and this information will be provided to members once it is available. |
| 131 | 29/09/2016      | Children's Services Performance Update | Councillor Murray to be provided with information on looked after children outcomes/positive destinations.               | Head of Planning & Resources     | Head of Planning & Resources    | 20/10/2016               | In Progress |   |
| 132 | 29/09/2016      | Children's Services Performance Update | Children's Services to provide an update Report to the December meeting of the Panel.                                    | Director of Children's Services  | Director of Children's Services | 15/12/2016               | Complete    |   |



| ID  | Date of Meeting | Report Title                            | Action  | Action Owner                     | Lead Officer        | Expected Completion Date | Status      | Comments  |
|-----|-----------------|---|---|----------------------------------|---------------------|--------------------------|-------------|---|
| 133 | 29/09/2016      | Children's Services Performance Update  | All members to be provided with information re reduction of respite in relation to number of children who have had a reduction in respite and the implications. | Head of Social Work              | Head of Social Work |                          | Complete    |   |
| 162 | 20/10/2016      | Development Services Performance Update | A report on the impact of the Economic Development Strategy to be provided to the Scrutiny Committee.   | Director of Development Services |                     | 02/02/2017               | In Progress | This report will be submitted to the Scrutiny Committee meeting of 2 February 2017. |
| 163 | 20/10/2016      | Development Services Performance Update | Information on the cost of producing planning supplementary guidance to be provided to members.   | Director of Development Services |                     |                          | Complete    |   |
| 164 | 20/10/2016      | Development Services Performance Update | The list of capital projects to reduce energy use and carbon emissions to be provided to members.   | Director of Development Services |                     |                          | Complete    |   |

| ID  | Date of Meeting | Report Title                            | Action  | Action Owner                     | Lead Officer | Expected Completion Date | Status   | Comments |
|-----|-----------------|---|---|----------------------------------|--------------|--------------------------|----------|----------|
| 165 | 20/10/2016      | Development Services Performance Update | A copy of the questions and results from the Business Falkirk Update Event to be provided to members. | Director of Development Services |              |                          | Complete |          |
| 166 | 20/10/2016      | Development Services Performance Update | An update on the upgrades to ash parks to be provided to members.                                     | Director of Development Services |              |                          | Complete |          |



# **Agenda Item**

**5**

## **Corporate & Housing Services Performance Update**

Falkirk Council

**Subject: Corporate & Housing Services Performance Update**

**Meeting: Performance Panel**

**Date: 15 December 2016**

**Submitted By: Director of Corporate & Housing Services**

**1. Purpose of Report**

1.1 This report sets out an executive summary of Corporate & Housing Services performance for the period April to October 2016 and includes our:

- key priorities;
- key areas for improvement;
- significant challenges, risks and changes in Service pressures since last Performance Panel update;
- important indicators; and
- engagement with our customers.

1.2 The attached Performance Panel Statement seeks to update Members on progress towards achieving the important actions and indicators drawn from our Service Plan.

**2. Recommendation**

**2.1 The Performance Panel is asked to note the performance of Corporate & Housing Services over the period 1 April to 31 October 2016.**

**3. Key Priorities**

3.1 We have set the following key priorities for our Service since the development of the Service in August 2015. These are:

**Priority One: Delivering improvement and transformation of services across the Council**

**Priority Two: Reviewing our services to ensure they meet the changing needs of our customers and communities**

3.2 As Officers we continually monitor progress on all of the actions within our Service Plan. We have identified nine key actions which ensure the above priorities are met. Progress on each of these is provided in the attached Performance Panel Statement.

- 3.3 The Performance Panel Statement also includes our Service Plan actions that are currently significantly behind target.

#### 4. Key Areas for Improvement

- 4.1 We have established four Improvement Groups within the Service. An update on the progress of each Group is provided below.

##### **Future Frontline Service Delivery to Customers**

- 4.2 In March 2016 the Executive approved the implementation of a pilot project to deliver the hub and spoke model of advice and support in the East of the Council. This will create a main Advice Hub with outreach spokes across the area based in existing facilities, such as libraries, increasing the number of facilities where these services will be available.

- **Staffing** – The Advice Hub staff officially took up their secondment roles on 14<sup>th</sup> November although training and development was carried out in advance of this date. The staff are now delivering the Advice Hub model within Bo’ness One Stop Shop and preparing customers there for the changes in services, whilst also continuing to undertake a significant programme of training.
- **Property** – refurbishment of the old Grangemouth One Stop Shop to create the Advice and Support Hub (East) is due for completion on 5<sup>th</sup> December, with the Hub due to open on 12<sup>th</sup> December 2016.
- **Outreach Spokes** – Extensive engagement has been undertaken with the Bo’ness Community following our locality planning process. This has included a series of workshops with key stakeholders, user surveys and focus groups under the guidance of a Community Action Plan group. The purpose of this engagement was to understand the communities priorities around the provision of outreach services within the area. Building on this work Advisors will provide a drop in service as follows:

- **WESLO Housing Office** – Mondays and Wednesdays – 9.00 a.m.-12.30 p.m.
- **Bo’ness Library** – Tuesdays, Thursdays and Fridays – 10.30 a.m. – 2.00 p.m.

Additionally a free telephone will be available in Bo’ness library to allow customers to contact the Hub and advisors will be available outwith the above times for pre-booked appointments. Payments can be made at Post Offices and local shops with PayPoint (13 locations within Bo’ness).

These arrangements are being put in place on a trial basis and will be reviewed and adjusted as necessary based on actual demand.

##### **Services to Tenants**

- 4.3 In December 2015 the Improvement Group agreed the following key issues for review:

- performance management;
  - participation;
  - staff and organisational development;
  - image; and
  - customer access points.
- 4.4 The Group further agreed that the following complimentary areas of work should be included in the review:
- collection of rents and payments;
  - grounds maintenance;
  - waste management;
  - void properties;
  - tenant and resident involvement;
  - housing policy and strategy; and
  - investment.
- 4.5 The main focus has been to consult with staff and tenants on the proposed changes to frontline service delivery, referencing the work of the Chartered Institution of Housing (CIH) in their Frontline Futures document. In August the group developed a comprehensive tenant survey that was issued to all 16K plus tenants of Falkirk Council. The Service was encouraged by a nearly 10% return rate (1423 responses).
- 4.6 The survey results and free text responses supported the joint principles agreed by tenants and staff during the initial development workshops. The survey told us that key areas of improvement were:
- introduce a named contact officer (88%);
  - improve access to services from local places (61%);
  - increase the number of home appointments (68%);
  - provide additional advice and support on a range of services (37%);
  - provide help to access on line services (40%); and
  - introduce a programme of annual (targeted) visits (63%).
- 4.7 The consultation recognised the increased potential for personal contact across all core areas of housing management functionality, e.g. rents allocations and ASB. The project group has worked hard to ensure that the new housing management structure has 'customer focus' at its core and that staff will be responsive to the needs of tenants and equipped to respond appropriately. Staff and tenants have been kept up-to-date on progress of through newsletters and an article will be covered in the next issue of Tenant Talk.
- 4.8 The next steps for the Improvement Group are:
- to introduce a revised staffing structure within the East Area, designed around housing staff having responsibility for defined areas and an increased emphasis on appointed home visits;

- develop the scope and remit of housing staff to provide a broader range of support and assistance to tenants including rent payment and benefit advice;
- to utilise mobile working equipment within the East Area (c12 devices) to support tenants and officers transact more easily with Council systems; and
- to monitor the impact of new waste management arrangements for communal buildings, following their introduction in a variety of new locations across the Council area.

4.9 It is expected that with the requisite approvals the pilot will go live in January 2017.

### **Rent Collection & Rent Arrears**

4.10 A review of all Scottish local authorities was undertaken in January 2016 and a number of site visits carried out to establish best practice. This allowed an action plan to be prepared with the ambition to have all actions in place for 1st April 2017. This will afford us the best opportunity to significantly improve our recovery during 2017/18 financial year.

4.11 We have developed an approximation to allow monthly tracking of rent arrears. The approximation is currently 6.95% as at end October 2016. The 2015/16 year end position was 8.02% and a target for 2016/17 has now been set as 6.0%. While it is unrealistic to achieve this in 2016/17 this is broadly the performance we need to achieve by the end of 2017/18 to meet our objective of being in top two quartiles of Scottish local authorities. The Scottish Housing Regulator average for all social landlords for 2015/16 was 5.26%.

4.12 On a significant number of issues there is a clear intersection with the 'Services to Tenants' review and both groups share common goals. More importantly the main actions to improve, and maintain, rent collection require a greater level of contact with, and greater depth of knowledge of, our tenants. This is at the heart of the 'Services to Tenants' proposals.

4.13 As a result of this the two projects will merge and significant work has been already been undertaken between both project managers to ensure the pilot proposed in 4.9 achieves the ambitions of both reviews.

4.14 We have updated our written correspondence to ensure they are in Plain English and clearly show the tenant what is expected of them. They also more clearly signpost the support and assistance that is readily available if a tenant has any difficulty making payment. In tandem with that we now visually present, on these letters, where the tenant is in the recovery process and what the next stage of recovery will be should they fail to make payment or seek support. We plan to refresh our written correspondence at least once per annum to ensure the impact of these letters is the best it can be.

4.15 Some of the next steps, beyond the merging of the two reviews and associated pilot, are:

- a Rent Collection Policy, as part of the Corporate Debt Policy, has been drafted and we plan to consult with tenants on this before Christmas with the March Executive targeted to seek approval for this; and
- training of all frontline Housing staff on rent related engagements to ensure support needs are identified and addressed as well as appropriate arrangements being made for repayment. This will take place in early 2017.

4.16 Improving rent collection and thereby reducing rent arrears is not an isolated activity and the prospect of Universal Credit (full roll-out in March 2018 in Falkirk) means that a coherent focus on this area is even more crucial. While the Corporate Debt team will continue to ensure that all debt streams are progressed effectively for rent debt Housing Officers will play the crucial role in helping our most vulnerable tenant's access the support and advice they need to sustain their tenancies.

### **Building Maintenance Division**

4.17 The Performance Panel were advised in August 2016 of a number of key actions that would be progressed. An update on actions since then is provided below:

- **Work Scheduling Team (WST)** – covering the entire of East of Falkirk's reactive repairs. The WST is carrying out all work and appointments within the pilot area for:
  - non-emergency works;
  - scheduling and allocating the work for 50 tradesmen;
  - allocating work to over 30 Total Mobile Pilot Team Operatives;
  - dealing with all repairs complaints; and
  - providing additional work instructions and technical advice.

Progress has been delayed due to the hold up with the Workflow Allocation Module roll out. Capita, our service provider, is currently working to resolve this issue. This module has been partially introduced with expected completion early January 2017.

Performance in the pilot area to the end of September 2016 was:

- 93.1% of work instructions were appointed. This is a decrease of 0.8% on the 93.9% reported at the end of 2015/16 (our performance for other council areas was reported as 33.8%);
- 100% of appointments were kept. This represents an increase of 2.2% on performance reported at the at the end of 2015/16 (performance for other council areas was also reported as 100%);
- 26.6% of emergency work instructions were passed to outwith hours standby, which is a decrease of 9.7% on the end of year 2015/16 (performance for other council areas was reported at 23.9%);



- 85.7% of all work instructions raised were raised with accurate information. This is an increase of 1.5% on performance at the end of 2015/16 (performance remains above the 67.2% reported for other council areas);
- 4.8% of instructions were required to be extended, an improvement of 1.1% when compared to our performance reported at the end of 2015/16 (performance reported for other council areas was 6.4%);
- on average it took 9.1 days to complete a non-emergency repair. This marks an improvement of 2.2 days on the 11.3 days reported at the end of 2015/16 (averages taken from all council areas);
- on average it took 5.18 hours to complete an emergency repair, this is a slight increase on the 5.04 hours reported at the end of 2015/16 (averages taken from all council areas).

These headline indicators help to show the positive improvements in efficiency being made.

- **Mobile Working** – as previously highlighted we are fully mobile with reactive maintenance in the East. This has assisted in better co-ordination of work and increased productivity. We still only have around 50 mobile working devices in operation at various stages of implementation. The roll out to the West and other areas for mobile working has been delayed due to issues with our external service provider, providing the required updated computer modules.
- **Home to Work** – Protocols have been agreed with trade unions for home to work working. Discussions are currently taking place with trade unions regarding the usage of the vehicle tracking systems. It is anticipated an agreement could be reached at the start of the New Year.
- **Temporary to Permanent Changes** – all of the 78 employees who were employed on a temporary contract status have now accepted permanent contracts. There has been an increase in the level of job security and allowed employees to plan for their future by providing additional support to obtain mortgages and other financial loans.
- **Cyclical Maintenance** – a four year painter procurement framework tender is currently being undertaken. Once the evaluation of the tender exercise is completed the new service provider will start no later than the first week of February. Further assurance is provided from the previous update that there is no detrimental impact to BMD employees, with the majority of painters currently working within empty houses.
- **Schedule of Rates (SOR)** – reduced from c4,000 SOR codes to 750. The reduction from three sets to one of SOR codes, now provides more accurate work details, this has helped support the reduction of our day to day maintenance average. Average time to complete a non-emergency repair is now 7.82 days for the month of September 2016. Proposals are in place remove inspected & repair SOR to reduce the last area of non-descriptive.

- **Depot Provision** – reduction from three operating depots to one has started with a phased approach. Employees are now relocated to our two remaining depots. Winchester Depot leaseholder Menzies has issued the Terminal Schedule of Dilapidations for the depot. The lease ends 29 November 2016. Work has also started on re-configuring Inchyra depot. This will support our direction to move to a single depot by the end of 2018. All of these costs will be borne within the building maintenance financial accounts.

## 5. Update from last Performance Panel

5.1 There have been a number of significant challenges, risks and changes in Service pressures since our last report to Performance Panel. This section notes some of these:

- The follow-up audit of best value was incorporated into the Annual Audit of Council prepared by Audit Scotland and reported to Council in September. Since then a best value extract was presented to the Accounts Commission by Audit Scotland. The Commission's findings are awaited.
- The Community Planning Partnership has approved the Strategic Outcomes and Local Delivery Plan 2016–2020. The Plan has also been approved by a number of Community Planning partners. Delivery plans are in the final stages of development by the agreed delivery groups.
- The Service is currently co-ordinating work both within the Council and across the Community Planning Partnership with regards to refugees, with four families supported to relocate over the last five months.
- The Service has also been co-ordinating the work involved in the preparation of the 2017/18 revenue budget and medium and long term financial planning.
- The Service has been co-ordinating the work involved in the development of Service based, and a Council wide, Workforce Plans which will help to inform the budget strategy.

## 6. Important Indicators

6.1 Our Service has a suite of indicators that are required for statutory and business related purposes. As agreed by members, a proportionate approach would be taken on the reporting of these indicators. We have identified 16 important indicators. We have provided information on all our important indicators in the attached Performance Panel Statement. Indicators that are on target have comparative data for your information. Indicators that are significantly below target or slightly below target have additional background information on the progress and improvement actions for each.

## 7. Engagement with Customers

7.1 The Citizens' Panel so far this financial year has covered: community participation, a review of the Citizen Panel, customer satisfaction in relation to experience of contacting the Council and receiving information from the Council; and making a complaint, allotments, and the scheme of assistance for adaptations and repairs. The forthcoming panel will cover equality outcomes and community justice.

7.2 Our Service is currently in the process of engaging with our service users on the following:

- **Budget Engagement** – equality and poverty impact assessments (EPIAs) will be updated for previously considered savings not used and prepared for all new budget savings and appropriate engagement with service users is being undertaken. The savings proposals submitted to Council in October have been published on the Council website to allow the public to view and comment on them. These have also been communicated via Falkirk Council News and social media and briefings have been delivered to Community Councils;
- **Locality Planning** – a framework for locality planning has been co-developed with Children's Services. This is underpinned by a process for participatory budgeting. The framework is currently being piloted in Bo'ness and Blackness in support of the new service delivery model for Advice Services. A Community Planning Action Group has been established to support the process. A Stakeholder Group comprising local Elected Members, community representatives and service providers has also been established to oversee the development and implementation of solutions supporting the implementation of the new service delivery model;
- **Housing Rent** – Housing Services has a statutory obligation to consult with tenants on a proposed 3.6% rent 2017/18. This has been carried out using various methods including tenant and residents' forums and newsletters;
- **Tenant Satisfaction Survey** – the survey of over 1,000 tenants is currently on going with findings expected early January 2017; and
- **Local Housing Strategy** – consultation is now concluded. The findings will be reported early next year.

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**Director of Corporate & Housing Services**

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Date: 5 December 2016

## Corporate & Housing Services - Performance Panel Statement – April to October 2016

### Key Actions Progress



Action is significantly behind target.



Action is slightly behind target or in danger of not achieving deadline.



Action is on target.








Action is completed.

### Key Priorities CHS

#### CHS Priority One: Delivering improvement and transformation of services across the Council

| Action       |  | Progress   | Status |
|--------------|--|--|--------|
| BT15-004     | Review business support functions across all Services to streamline processes, eliminate duplication and deliver efficiencies. | On target. Revised structure approved and appointment to 1st and 2nd tiers of structure to be complete by December 2016. Currently seeking accommodation for larger HR and Finance teams. Presentation to Children's Services re. schools proposals targeted for December 2016.  |        |
| BT16-003     | Continue to implement and roll out the technology that delivers mobile and flexible working across the Council.                | Implementation of the Citrix solution is continuing. By the end of the calendar year in excess of 440 users will have transitioned to Citrix, with the programme scheduled to escalate during 2017.  |        |
| CSP15-5.2.03 | Continue to develop the Medium and Long Term Financial Strategy.   | This process will continue to be reviewed and refined. It is the intention to report the Strategy to Council in December.  |        |
| CSP16-5.2.01 | Review and support progress on business transformation across the Council.   | Change Manager now appointed. The governance structure for the Council to manage, implement and monitor change across all Services is now being reviewed, including target dates and outcomes. An update was presented to the Board in November and a report will be submitted to Council in December with recommendations for approval. Meetings taking place with all Services to develop a framework to support the Board and new reporting tools being considered to assist with this process. |        |

## CHS Priority Two: Reviewing our services to ensure they meet the changing needs of our customers and communities

| Action   | Progress   | Status  |
|--|--|---|
| BT16-002<br>Implement a digital services solution for the Council that supports self-service, mobile working and service transformation.   | The Council website is already device responsive & based on top tasks. The focus now is on providing transactional services via the website, directly linked to back office systems. Services now provided entirely online include reporting a missed bin and booking and paying for bulky uplifts and the public can now download their bin calendar directly to their phones. Work is also ongoing to implement online forms linked directly to back office systems, starting with Revenues and Benefits. The My Falkirk citizens account will go live in December. This allows citizens to create a secure, bespoke account which will allow them to access personalised information. Presentations on My Falkirk have been delivered to managers in all Services and promotional activity will launch in early 2017.   |    |
| CSP15-1.2.01<br>Review and refresh the Council's Poverty Strategy.   | Poverty and inequalities are key priorities for our Community Planning Partnership and a delivery plan to achieve our outcome of making Falkirk a fairer and more equal place to live is being drafted. This delivery plan included a number of specific actions to mitigate the impact of poverty and inequalities and will be presented to the Community Planning Strategic Board at its meeting in December.  |    |
| CSP15-3.2.01<br>Implement the 2015-18 Housing Investment Programme to ensure housing stock continues to meet Scottish Housing Quality Standards beyond 2015; improves energy efficiency; provides additional affordable homes to meet needs and improve our housing estates. | <b>Housing Investment Programme 2016/17 to 2018/19:</b><br><b>1.</b> The current 3 year programme includes a total investment of £81.88m was approved in February 2016.<br><b>2.</b> Over the life of the programme c£48.75m will be spent on maintaining our existing council housing stock to the SHQS and improving the energy efficiency of our stock to the new Energy Efficiency Standard for Social Housing (EESH).<br><b>3.</b> c£33.13m will be spent on delivering a range of initiatives to deliver new and additional affordable homes and to expand the scope of housing options to help meet tenants housing needs.<br><b>4.</b> A target of c90 additional homes will be provided during 2016/17 as part of the Council's Buy-Back programme. A total of 35 Buy-Back sales have been concluded since 1 April 2016, with a further 11 acceptances, pending legal conclusion.<br><b>5.</b> 18 new Council homes will be completed in 2016/17. |    |
| CSP16-5.3.01<br>Support the Council to deliver our requirements under the Community Empowerment Act.   | Processes supporting the different provisions with the Community Empowerment Act are being drafted. A further report is being submitted to Executive for approval in January 2017 including progress on Locality Planning, participatory budgeting, asset transfer requests etc.   |  |
| CSP16-5.3.03<br>Finalise and then oversee the delivery of our new Strategic Outcomes and Local Delivery Plan   | The Community Planning Partnership has approved the Strategic Outcomes and Local Delivery Plan 2016 – 2020. The Plan has also been approved by a number of Community Planning partners. Delivery plans are in the final stages of development by the agreed delivery groups for completion by 28 November 2016. These will then be submitted to the Community Planning Strategic Board for approval on 15 December 2016.   |  |

## Actions significantly behind target CHS

| Action       |  | Progress   |
|--------------|--|--|
| CSP15-3.4.01 | Continue to defend and manage equal pay claims. Progress with negotiations with a view to 2nd wave settlements.  | Discussions are continuing with Trade Unions and an update report will be presented to Council in December.  |
| CSP15-5.2.03 | Continue to develop the Medium and Long Term Financial Strategy.   | This process will continue to be reviewed and refined. It is the intention to report the Strategy to Council in December.  |
| CSP15-5.2.07 | Review the protocols and guidance available as part of the scrutiny process to ensure that they provide meaningful assistance, support constructive challenge and add value. | The Improvement Service has commissioned Audit Scotland to develop scrutiny guidance and it is anticipated this will be available by the new year. Officers will review the content with a view to developing a mock committee in January 2017 to test the guidance. |

## Important Indicators on target CHS

|  | 2014/15 | 2015/16 | 2016/17 | Target | Benchmark  |
|--|---------|---------|---------|--------|--|
|  | Value   | Value   | Value   |        |  |
| <b>AHS 1 Percentage of New Tenancies sustained for more than a year</b>                          | 91.5%   | 88.9%   | 88.6%   | 90.0%  | 88.4%<br>Scottish Housing Regulator (SHR)<br>All Social Landlords Average<br>2015-16                     |
| <b>AHS 12 Percentage of settled accommodation secured by unintentionally homeless applicants</b> | 89.9%   | 90.2%   | 93.9%   | 85.0%  | 80%<br>(Scottish Government report on Operation<br>of Homeless Persons Legislation June 2014)<br>Average |
| <b>FIN_IMP_001 Number of days to process new Housing Benefit claims</b>                          | 25      | 20      | 28      | 25     | 23 days<br>DWP Scottish average for 2015/16  |
| <b>FIN_IMP_002 Number of days to process Housing Benefit change events</b>                       | 8       | 6       | 10      | 10     | 7 days<br>DWP Scottish average for 2015/16   |
| <b>CHS033 Sickness Absence: Craft Staff</b>  | 7.10%   | 6.41%   | 5.87%   | 5.50%  | 4.74%<br>APSE Performance Network<br>(BMD Family Group)<br>Average<br>2014/15                            |

|  | 2014/15 | 2015/16 | 2016/17            | Target | Benchmark  |
|--|---------|---------|--------------------|--------|--|
|  | Value   | Value   | Value              |        |  |
| <b>CHS060 Percentage of FOI enquiries dealt with in 20 working days</b>  | n/a     | 93%     | 91%                | 100%   | No Benchmark applicable, however expectations would be 100% as per FOI timescales.             |
| <b>CHS061 Sickness Absence: Corporate &amp; Housing Services</b>   | n/a     | 4.86%   | 4.03%              | 4%     | No benchmark - target locally determined   |
| <b>CNS056 Procurement Capability Assessment</b>  | 70      | 70.4    | n/a                | n/a    | 60.<br>Scotland Excel Local Authority Average 2014.<br>New benchmark figure due December 2016. |
| <b>GGV 6 Percentage of Rent Lost through properties being empty during the last year</b>   | 1.72%   | 0.98%   | 1.08%              | 1.0%   | 0.99%<br>SHR All Social Landlords Average 2015-16  |
| <b>HQM 1 Percentage of Stock meeting the Scottish Housing Quality Standard</b>   | 82.79%  | 91.10%  | available May 2017 | 89.15% | 92.76%<br>SHR All Social Landlords Average 2015-16   |
| <b>HQM 3a Average length of time taken to complete emergency repairs (in hours)</b>  | 5.35    | 5.04    | 5.18               | 6      | 5.14 hours<br>SHR All Social Landlords Average 2015-16   |
| <b>HQM 4a Average length of time taken to complete non-emergency repairs (in working days)</b>   | 12      | 11      | 9                  | 9      | 7.52 days<br>SHR All Social Landlords Average 2015-16  |
| <b>HQM 11 Percentage of Tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service</b> | 89.3%   | 93.4%   | 91.9%              | 90.0%  | 89.87%<br>SHR All Social Landlords Average 2015-16   |

## Important Indicators slightly below target CHS

|  | 2014/15 | 2015/16 | 2016/17 | Target | Benchmark  |
|--|---------|---------|---------|--------|--|
| <b>GGV 5a Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year</b> | 7.66%   | 8.02%   | 6.95%   | 6.00%  | 5.26%<br>SHR All Social Landlords Average<br>2015-16 |

### Progress

We have developed an approximation to allow monthly tracking of rent arrears. The approximation is currently 6.95% as at end October 2016.

The 2015/16 year end position was 8.02% and a target for 2016/17 has now been set as 6.0% (as 2015/16 Housing Charter information has been published), this replaces the interim target of 6.1%. While it is unrealistic to achieve this in 2016/17 this is broadly the performance we need to achieve by the end of 2017/18 to meet our objective of being in top two quartiles of Scottish local authorities.

Updated November 2016.

### Improvement Action

A Rent Collection and Rent Arrears Improvement Group is in place to ensure that we are in the top half of Scottish authorities by the end of 2017/18 financial year, against this performance indicator. A number of improvement actions are being taken forward by the group. These include:

1. Improving written communication.
2. Finalising Corporate Debt Policy.
3. Embedding recovery of rent within roles of Housing staff.

|   | 2014/15 | 2015/16 | 2016/17 | Target | Benchmark   |
|---|---------|---------|---------|--------|---|
| <b>HQM 9 Percentage of Tenants satisfied with the standard of their home when moving in</b> | 84.1%   | 90.8%   | 88.0%   | 90.0%  | 87.68%<br>SHR All Social Landlords Average<br>2015-16 |

### Progress

Total responses year to date are 659. Total no. satisfied year to date are 580. = 88.0%.

October satisfaction performance is 92.0%.

The main reasons given by the majority of respondents, who reported a level of dissatisfaction, related to the condition of walls or the level of decoration required, with respondents reporting that the decor was in a poor condition or that there was an issue with the condition of the walls. These issues have been identified as being either out with our void standard or a result of the new tenant's personal preferences.

Updated November 2016.



### Improvement Action

Following full consultation with our Tenant Scrutiny Panel we introduced a new standard for re-letting void properties on the 1st April 2015, this has assisted improving performance.

We now complete all repairs during the void stage of the re-let process, ensuring that during the transitional stage of entering a new home our tenants are settled with a minimum amount of disruption.

We are currently piloting a scheme in Falkirk, Dawson and Camelon where the tenant will have the one point of contact, who will meet with the tenant, taking them through the void standard to the point of sign off. This inclusive approach will ensure that our tenants are happy with the standard of their home when moving in and will have a positive impact on this performance indicator.

Early indications are that this approach is having some success with October performance data showing that 95.5% of tenants in the three piloted areas reporting being satisfied or very satisfied with the quality of their home when moving in. This compares with the overall October performance which was reported at 92.0%.

### Important Indicators significantly below target CHS

|  | 2014/15 | 2015/16 | 2016/17 | Target | Benchmark        |
|--|---------|---------|---------|--------|------------------|
| CHS047 Percentage of 1st stage complaints responded to within timescales | n/a     | 82%     | 85%     | 100%   | 100% SPSO Target |

### Progress

Performance levels will continue to be closely monitored on a monthly basis. 1st stage complaints received year to date was 595. Those closed within 5 working days were 503.

August 85%, September 70%, October 91%.

Year to date performance is 85%.






Updated November 2016.

### Improvement Action




Increased focus on checks by Customer Service Team and Service Unit Managers on a weekly basis on overdue cases and increased focus on performance.

We are continuing to develop our processes to ensure that timescales are adhered to.

## Audits

| Title    |   | Update  | Status  |
|----------|---|---|---|
| AU15-004 | BSI Accredited Services - Internal and External Audits  | The BSI audit is carried out twice yearly. The next surveillance visit from BSI is expected to be May 2017. The November 2016 surveillance visit by BSI noted substantial progress towards achieving full migration to ISO 2015.  |  |
| AU15-005 | Members Services: Civic Receptions, Training, Allowances and Expenses                               | All recommendations have now been completed with the exception of one, namely: 'The points relating to procedural guidance should be addressed.' The various elements of this recommendation are being actioned as part of the planning for the 2017 local government elections when new and returning Members will be elected to Council. The Business and Members' Services work plan contains a schedule of tasks for development by 31 December 2016 which includes procedures and induction materials. The information will be included in induction packs and will be made available via the Members' Development Portal, where useful information on becoming a Councillor is available and will continue to expand. |  |
| AU16-001 | Procurement of Services from External Providers of Social Work Services (Joint with Adult Services) | Audit outcome awaited.  |  |
| AU16-002 | Housing Rents   | Audit outcome awaited.  |  |
| AU16-003 | Integrated Housing Management System - Security & Management  | Terms of Reference received. Audit will take place at the start of 2017.  |  |

## Inspections

| Title      |   | Update   | Status  |
|------------|---|--|---|
| INSP15-001 | Benefit Risk Inspection   | Stage 8 of 8 completed re Chief Executive response issued to Audit Scotland in February 2016 which included our Action Plan to target the identified 4 new risks by 31st March 2017. |   |
| INSP15-003 | Annual Inspection of Registered Events  | The examination of the 2015 events has been concluded and the overall accuracy rate for Falkirk is 99% which is consistent with the previous year which was also 99%.                |  |
| INSP16-001 | Procurement & Commercial Improvement Programme Assessment (PCIP) - Scotland Excel | Assessment completed 11th July 2016 with a Falkirk Council score of 70.4 placing the council amongst the top performing local authorities.   |  |



# **Agenda Item**

**6**

## **Performance Panel Reporting Schedule**

**Falkirk Council**

**Title:** Performance Panel Reporting Schedule  
**Meeting:** Performance Panel  
**Date:** 15 December 2016  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 The purpose of this report is to confirm the panel's meeting arrangements for the period January to April 2017.

**2. Recommendation**

- 2.1 It is recommended that the panel agrees its meeting for 2017 as Thursday 23 March.

**3. Background**

- 3.1 The panel's previous meeting and reporting schedule has been completed. On 21 September 2016 Council noted, subject to confirmation by the panel, draft meeting dates of 16 February and 23 March 2017.

**4. Considerations**

- 4.1 Following discussion with Services it is proposed that the panel agrees to hold a single meeting in the period January to April 2017 on 23 March. This would require having both Children's and Development Services report their performance in order to complete the reporting cycle. This approach will allow Services to provide the panel with performance information which significantly updates from their previous reports.

**5. Consultation**

- 5.1 This report has not been subject to consultation.

**6. Implications**

**Financial**

- 6.1 There are no financial implications arising from the report.

## **Resources**

- 6.2 There are no resource implications arising from the report.

## **Legal**

- 6.3 There are no legal implications arising from the report.

## **Risk**

- 6.4 There are no risk implications arising from the report.

## **Equalities**

- 6.5 An equality and poverty impact assessment was not carried out.

## **Sustainability/Environmental Impact**

- 6.6 No sustainability assessment has been completed as part of compiling the report.

## **7. Conclusions**

- 7.1 In order to receive the most up to date and relevant performance information from Children's and Development Services it is recommended that the panel agrees to hold a meeting on 23 March 2017 with both Services reporting.

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Director of Corporate & Housing Services

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Date: 6 December 2016

## **Appendices**

None.

## **List of Background Papers:**

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

- None.