FALKIRK COUNCIL

MINUTE of MEETING of the SCRUTINY COMMITTEE held in the MUNICIPAL BUILDINGS, FALKIRK on THURSDAY 4 FEBRUARY 2016 at 9.30 AM.

COUNCILLORS:	Stephen Bird
	Allyson Black
	Baillie Billy Buchanan
	Steven Carleschi
	Colin Chalmers
	Cecil Meiklejohn (convener)
	Baillie Joan Paterson
	Provost Pat Reid
OFFICERS:	Danny Cairney, Acting Depute Chief Finance Officer
	Fiona Campbell, Head of Policy, Technology and Improvement
	Jack Frawley, Committee Services Officer
	Kenny Gillespie, Property and Asset Manager
	Nikki Harvey, Service Manager, Adult Services
	Kathy McCarroll, Head of Social Work
	Joe McElholm, Head of Social Work Adult Services
	Robert McMaster, Head of Roads and Design
	Colin Moodie, Depute Chief Governance Officer
	Robert Naylor, Director of Children's Services

S34.   APOLOGIES

No apologies were received.

S35.   DECLARATIONS OF INTEREST

Councillor Chalmers declared a non-financial interest in item S37 as a relation of a service user and advised that he considered that this required him to recuse himself from consideration of the item.

S36.   MINUTE

Decision

The minute of the meeting of the Scrutiny Committee held on 3 December 2015 was approved.

In accordance with his declaration, Councillors Chalmers left the meeting at this point. Baillie Paterson entered the meeting during consideration of the following item.

S37. ROWANS SHORT BREAK SERVICE

The committee considered a report by the Head of Social Work Adult Services providing an update to the report considered by the committee on 15 October 2015 (ref SC23). The report provided information on the consultation and engagement work which had been undertaken with families who would be affected by the service closure; occupancy levels; the views of service users and families and lessons learned from the budget decision process. Colin Moodie provided an overview of the report.

Members made comments in relation to the need for better engagement with service users and families where service re-design was considered. There was also discussion of the service available at the Meadows and whether or not this provided a suitable alternative for service users of the Rowans. The committee then heard a statement from the portfolio holder, Councillor L Gow, advising that as no suitable alternative provision had been identified locally the Administration were not minded to close the Rowans. Members welcomed the statement from the portfolio holder.

The committee asked how respite provision like that offered at the Rowans was provided in other authorities. Joe McElholm advised that some authorities still offered services similar to the Rowans but that there had been a diversification of how respite was provided due to the impact of self directed support and individual budgets. In the longer term it was felt that people would want to have a choice in the type of respite provision they accessed. The Service would continually review in this area and look at ways to modernise services.

Members asked for further information regarding the provision of placements at the Meadows. Nikki Harvey stated that the Service had been advised by PSS that the Meadows would close on 9 March 2016 and that all Scottish provision was being withdrawn.

In response to a question on the impact of this decision on service users at the Meadows, Nikki Harvey advised that families had only just been notified of the decision and that the service would support those affected as much as possible. She stated that the Rowans did provide services to some people with critical needs but that most current service users from the Meadows would need to access provision outwith the Council area. She advised that the Service would look at the occupancy at the Rowans to identify if there were opportunities to utilise space there for people affected by the closure of the Meadows. However, she also stated that the Rowans could not meet the needs of all those currently utilising the Meadows as there were no tilt and turn baths or profiling beds.

Members requested that the Service work with those families who had used their allocation at the Rowans for the year already in anticipation of a March closure.

The committee discussed that although the decision to close the Rowans had been part of the provisional budget for 2016/17 some of the preparatory actions had needed to be taken in 2015/16 and asked how a better approach would be taken to future decisions. Joe McElholm stated that the starting point for the Service was achieving good outcomes for service users and families. He advised that discussion and engagement would be

widely held but stated that decisions could not just be about what people wanted and that the Service also needed to develop and modernise, particularly in relation to self directed support. He highlighted the importance of having outcomes focussed conversations and that there would be more formalised structures for engagement.

Decision

The committee agreed to refer the report to the Executive and recommend that:-

(i)   where service redesign is undertaken in the future it is carried out using a model of co-production with service users, and

(ii)   there is greater clarity provided around decisions made in the budget process.

Councillor Chalmers rejoined the meeting at this point.

S38.   SOCIAL WORK ADULT SERVICES OVERSPEND 2014/15

The committee considered a report by the Head of Social Work Adult Services providing information on the current budget position with Social Work Adult Services and actions taken to address the overspend. Joe McElholm provided an overview of the report.

Members discussed the sustainability of provision of services at Summerford and Oakbank, the Closer to Home project and the levels of home care provision provided by the Council and independent sector. Colin Moodie stated that there were challenges to both in-house and external provision of home care. He advised that the unit cost for an hour of home care provided in-house was more expensive than that in the independent sector. The Council was implementing a system of real time monitoring of home care staff to ensure that the service was run as efficiently as possible and to allow better comparison of unit price costs for an hour of care. Longer term commissioning with independent sector partners was being looked at. He stated that there was currently a mixed economy in place of in-house and independent provision. Joe McElholm advised that conditions for in-house care staff were generally better than those in the independent sector but that both recruited from the same pool of people. He stated that in the future the service could be designed to offer high quality dementia and end of life care in-house while utilising the independent sector to provide care to maintain people.

The committee sought information on the impact of the implementation of the living wage for carers. Joe McElholm advised that there was a complicated set of arrangements involved in the implementation. The Scottish Government was providing £250m to Integration Joint Boards (IJBs) for health and social care which would be distributed in proportion to each authority. It was anticipated that 50% of the allocation received by Falkirk would be used to implement the living wage payment for social care workers. Colin Moodie stated that work was required to scope across the range of independent providers, including care homes, to identify the cost of the measure. The convener stated that the living wage would not be implemented until October 2016.

Members commented that the issues relating to social care were replicated across the country and sought information on what other authorities were doing. Joe McElholm

stated that the Service liaised with other authorities regularly and was keen to learn from practice elsewhere. He stated that the key messages from other authorities were the same as in Falkirk, that a focus on prevention was important along with a shift to self care/self management and the utilisation of reablement and intermediate care beds.

The committee discussed the impact of the introduction of the living wage on small companies who had been procured to provide social care and the Council's retention of modern apprentices in social care. In response to comments on the work of the IJB, the Chairperson of the IJB, Councillor A Black advised that the strategic plan had not yet been finalised. The approach to social care which was supported by the IJB was that of home first and information on projects to support this would be shared more widely with elected members along with information about locality planning and the Advice Line For You (ALFY). She advised that there was a delayed discharge group with senior staff from NHS Forth Valley and the Council which met weekly and that there was a long term cultural change required to implement the home first ethos. She noted that the Council was responsible for funding residential care. The committee requested that a briefing note to all elected members was used to disseminate information on the IJB including an indication of the financial benefits of new projects. Colin Moodie confirmed that this could be done and stated that the Closer To Home project was in a very early stage but that a report would be submitted to the IJB in June to review project spending and associated impact.

Members discussed further the implementation of the living wage in social care and asked if the funding from the Scottish Government would be sufficient to meet the costs. Colin Moodie advised that calculating the impact in terms of Council employed carers would be relatively straight forward as their current rate of pay and the numbers affected were known. However, there would be a challenge in making the calculation in relation to the multiplicity of private providers and it was not known at this stage if the additional funding from the Scottish Government would be sufficient to cover the costs. It was also assumed that private providers would contribute 25% toward meeting the costs for their carers.

The committee asked that if there was a shortfall in funding for the implementation of the living wage if the Council would be required to make up the difference. Colin Moodie advised that the situation was not known at this time as no guidance had been issued on the matter.

In relation to the actions being taken to manage the budget pressures, members asked what amount was likely to be saved. Joe McElholm stated that it was difficult to give an exact figure as there were many variables involved. He highlighted the importance of reviewing complex care packages.

The committee asked what options would be available to the IJB if the overspend was replicated next year when it took over responsibility for the budget. Colin Moodie stated that the IJB should try to control overspends in certain areas by underspending elsewhere and take actions to address areas of overspend. If the overspend could not be addressed in this fashion then the IJB could ask the constituent parties, NHS Forth Valley and Falkirk Council, for extra funding. He advised that the actions presented in the report should move spending in the right direction and that historically the Service had been able to stay within budget.

Members commented that Falkirk had particularly challenging demographics and that in the near future the local community would be one of the oldest in Scotland. Colin Moodie stated that the Service would undertake a review of eligibility criteria to deliver services to those most in need and that packages would be kept under review to ensure they were still appropriate.

The committee requested an update report later in the year, Colin Moodie confirmed that this would be submitted containing information on the medium term issues.

Decision

The committee noted the report.

S39.   SOCIAL WORK CHILDREN & FAMILIES BUDGET UPDATE

The committee considered a report by the Director of Children's Services providing information on budget expenditure from 1 April 2015 to 31 December 2015, the main pressure areas, contextual information and actions being taken to manage the budget. Robert Naylor provided an overview of the report.

Members asked for further information on the removal of the departmental admin and capital charge budgets. Robert Naylor stated that the departmental admin budget had been removed due to the implementation of the SSTAR project and that the capital charge budget would be integrated in a Children's Services budget by Finance by 1 April 2016, where this had previously been separate for Education and Social Work. He stated that there were no specific cost savings as a result. Danny Cairney confirmed that both alterations were the result of internal accounting adjustments.

The committee asked if there would be a sustained overspend in relation to external foster care placements. Kathy McCarroll stated that this would be the case and that year on year there had been an overspend in that area. Members asked if the budget figure was therefore unrealistic and could not be met. Danny Cairney stated that the costs which would be incurred were fixed and that realignment could be looked at but as Council resources are finite budgets would need to be moved from elsewhere. He stated that the pressure would still need to be managed by the Service and that budgets should be fit for purpose. He commented that the Service was broadly on budget as Education spending was under budget while Children and Families Social Work was over which nearly balanced out. The committee stated that the budget, if not fit for purpose, should not appear in the same form next year. Danny Cairney stated that as the cost was fixed the budget could be realigned and that in the previous year's budget there had been a £2m provision for spending pressures. The committee asked if this matter could be referred to the Executive. Colin Moodie confirmed that this could be done.

Members asked why there were differences in cost across residential school placements. Robert Naylor stated that the most expensive placements were for secure residential placements which could involve two to three staff members being with a young person at all times. He advised that there was variation in what level of service was provided, where the provision was and the availability of placements. In cases where the Service's preferred provider was full then they must try other providers until one is able to offer a

placement for the young person. Kathy McCarroll stated that there are four secure residential placement providers in Scotland and that £3,050 was the approximate average cost per week per placement. Robert Naylor stated that at the point of placement the issue was outwith the Service's control but that work was being done to prevent young people being put into residential placements and to decrease the number of young people appearing before Children's Panels. He commented that placements were usually not long term and that there were subsequent hearings and case conferences to identify if alternative provision would best meet a young person's needs.

The committee asked how the current level of Council foster carers compared to that previously. Kathy McCarroll stated that the number had been increased but not by as much as the Service would like. She stated that a number of Council foster carers had many years service and as new carers were recruited others were lost through retirement. The Council did not enforce a retirement age for its foster carers. It was stated that in the next 12 months it was likely that one or two foster carers would stop being carers. With this in mind the Service would run a recruitment campaign in March.

The committee discussed the importance of reducing addiction as it affected so many budgets. Members commented that the national budget to Drug and Alcohol Partnerships had been reduced. Fiona Campbell stated that the Community Planning Partnership had set out four priority areas and that one was substance misuse. There would be a workshop on each priority area to identify what the issues were locally and how these could be addressed. The substance abuse workshop was to be held later in the month and would have input from the Scottish Government.

Members requested an update report later in the year.

Decision

The committee agreed to draw the information in paragraph 2.7 of the report to the attention of the Executive and to recommend that action is taken to set a realistic budget for external fostering.

Provost Reid left the meeting during consideration of the previous item.

S40. **COUNCIL HOUSING INVESTMENT PROGRAMME – CONTRACT MANAGEMENT**

The committee considered a report by the Director of Corporate and Housing Services and the Director of Development Services providing information on the programme of housing contracts including details on the number of projects delivered within the anticipated budget and programme timescales. Appended to the report was the Housing Investment Programme 2014-15 Project Report. Robert McMaster and Kenny Gillespie provided an overview of the report.

The committee discussed the high level of tenant satisfaction and commented on the Service's improved communications. A question was asked if there were any issues with utilities companies. Robert McMaster stated that utility companies tried to work with the Council and fit into its timescales but that utility companies provided services to every local authority. He stated that prices were fixed but that start dates were given as

estimates. The Council held negotiations with their senior officers and there was a local liaison officer for Scottish Power but this was not the case with Scottish Gas or Scottish Water.

Members asked for clarification on the legal position where scaffolding was required to do works to a block of properties where there was a mix of owner/occupier and Council tenants. Kenny Gillespie stated that the Council would check the title deeds and that they usually entitled access for a communal repair. He noted that different powers applied in cases of emergency. The Service consulted with residents and gave notice six months in advance of works.

The committee asked about situations in which contractors did not leave properties in the condition they had been before work was undertaken. Robert McMaster stated that if the issues were in relation to work carried out by utility companies then the Council could not instruct them in the same way as other contractors to return and do further work but the Service did chase companies on this matter. The Council could hold back 2.5% of the fee for a year to ensure contracts were completed properly but utility companies were paid in full upfront.

Members asked if the Service was aware of occasions where owner/occupiers had found cheaper quotes for work. Robert McMaster stated that in cases where they were told of this it had been found that the quotes were not like for like. For instance the door entry systems installed by the Council were of a higher specification than those offered by the private sector in quotes the Service had seen. If a like for like quote was identified which was cheaper then the Council would use that, as long as the contractor met essential criteria such as Construction (Design and Management) and Health and Safety regulations. The committee asked that this information was widely distributed and suggested including it in the Falkirk News.

The committee asked how new housing costs in Falkirk compared to those in other local authorities. Robert McMaster stated that Falkirk compared well to other authorities and the private sector. He advised that he would provide further information including benchmarking to the committee after the meeting.

Decision

The committee noted the report.

FALKIRK COUNCIL

MINUTE of MEETING of the PERFORMANCE PANEL held in the MUNICIPAL BUILDINGS, FALKIRK on THURSDAY 18 FEBRUARY 2016 at 9.30 AM.

CORE MEMBERS:	Stephen Bird
	Cecil Meiklejohn (convener)
	Rosie Murray
	Baillie Joan Paterson
	Depute Provost John Patrick
MEMBERS ATTENDING:	David Alexander
	Brian McCabe
OFFICERS:	Fiona Campbell, Head of Policy, Technology & Improvement
	Jack Frawley, Committee Services Officer
	Joe McElholm, Head of Social Work Adult Services
	Rose Mary Glackin, Chief Governance Officer
	Philip Morgan-Klein, Service Manager, Planning & Resources
	Robert Naylor, Director of Children's Services
	Anne Pearson, Head of Education

PP11. MINUTE

Decision

The minute of the meeting of the Performance Panel held on 19 November 2015 was approved.

Councillor Alexander entered the meeting during consideration of the following item.

PP12. CHILDREN'S SERVICES PERFORMANCE UPDATE

The performance panel considered a report by the Director of Children's Services setting out a summary of performance for the period April to September 2015. The report provided information on key priorities, key areas for improvement, an update from the last meeting, important indicators and engagement with customers. Appended to the report was the Children's Services – Performance Panel Statement – April to September 2015. Robert Naylor provided an overview of the report.

The panel discussed the new examination system relating to National Qualifications and requested a briefing for all members including information on Insight, the Scottish Government's online benchmarking tool. Robert Naylor stated that a briefing had previously been held on Insight, that it wasn't well attended and that there might be benefit in including it at a future meeting of the Education Executive.

Members discussed that what constituted positive outcomes for young people varied depending on their circumstances and that it was about more than exam performance. Robert Naylor stated that achievements made by young people were recognised by schools at award ceremonies and assemblies but that such information was not reported in the performance statement. Members commented that it would be positive to publicise the achievements of local young people across the district as it would help to inspire others to achieve. It was suggested that this information could be included in the briefing for all members or reported through the Information Bulletin.

The panel asked for further information on the policy of early presentation for Standard Grade examination. Robert Naylor advised that schools no longer presented any learners for their examinations early following the introduction of the National Qualifications. Larbert High School and Falkirk High School had presented all students in all subjects early while at Denny High School and at St Mungo's High School early presentation had only been in place for English and Maths. Anne Pearson stated that there were six local authorities in Scotland who had opted to utilise early presentation. Robert Naylor noted that there was insufficient data nationally or locally to reach conclusions on the benefit of early presentation.

Members discussed the Service's move to introduce more e-business and online solutions as part of the corporate channel shift approach in areas such as online enrolment, placing requests and school payments. Robert Naylor stated that for some systems the shift to online was easier than for others. In some cases parts of the process could be moved online while other elements of the process could not. He commented that the next iteration of the project was to move as much as possible online, particularly in relation to payments and signing-up to services.

The panel asked why the Service's target in relation to respite weeks provided to children with disability was lower than the Scottish Government Concordat. Philip Morgan-Klein stated that performance depended upon the availability of services including placements offered from the voluntary sector. He advised that the target reflected the pattern of demand which had been seen locally. Robert Naylor stated that the information was required as a national benchmarking figure and that performance depended on the number of children and young people in the category at any one time. He stated that a better measure may be to use a specific number of weeks per child in the category. Philip Morgan-Klein stated that the measure was standardised to cover the range of provision in place in different local authorities. He commented that there were other services, including day care and play schemes, which included respite but were not counted as such as their primary service was not respite. Further, the episodic nature of care made calculating an average difficult. Members requested that the Service look at how this information was reported and that it was contextualised differently.

Members discussed work experience programmes and requested that information, in narrative form, was included on this in future reports to show where added value was being achieved.

The panel discussed collaborative work being undertaken with early years, primary and secondary teachers and leaders at cluster level. Anne Pearson stated that a 3 – 18 years approach to education provided opportunities to the Service to work more efficiently and make savings. When introducing this approach schools had been asked if they were interested and initially one cluster had come forward, however, all clusters now wanted to

implement the approach. The Service senior management team had developed an implementation strategy to roll out the approach across all clusters.

Members discussed the reporting of outcomes for looked after children and asked if it would be best to measure performance against other young people in similar circumstances. Robert Naylor stated that such an approach could be taken but that it was slightly problematic to compare looked after children with one another in terms of attainment as the circumstances of each young person's life could be very different. This included that children became looked after for different reasons and at different stages in their lives. He advised that the Service sought to have a value added experience of education for looked after children so that their progress went beyond that which would be typically expected. He commented that there did need to be a meaningful way to report on the category and that it may involve looking at positive destinations for each young person.

The panel asked how the Service evaluated when demographic pressures were at such a point that a school needed to be extended through the Capital Programme. Robert Naylor stated that the Service projected rolls on the basis of many factors including birth rate, new build housing, patterns relating to existing housing and planned future building. After evaluating this information the Service would determine if increases to the population were likely to be sustained or short term. If it was felt that increases were short term then modular units would be brought in to provide sufficient capacity. In cases of sustained increase, e.g. where a school may need to increase from two to three streams, a bid would be made to the Capital Programme to extend the school.

In relation to industry recognised qualifications, members asked if focussing on this was a national direction or if it had been implemented by individual schools. Robert Naylor stated that the Service had encouraged schools to utilise this approach and that Head Teachers were keen to get the best possible outcomes for individual children which could include obtaining an industry recognised qualification. He commented that such achievements would not currently be recorded through Insight but that discussion was ongoing with the SQA to address this.

Members asked how best practice in schools was shared across the district. Anne Pearson highlighted that Head Teachers worked in collaboration to share practice. There were also subject development groups, blogs and shared materials. She stated that this approach had led to improvements in attainment in Higher English.

The panel asked if demand for further education opportunities was higher than the number of available places. Robert Naylor stated that he was not aware of any particular issues. Historically Falkirk had greater numbers of young people leaving education to directly enter employment than the national average. Further, Falkirk had approximately 25% of school leavers go to university and 33% go to college, while in other areas the average was closer to 66% of school leavers entering some form of further education.

Members discussed the approach of obtaining service user/carer input into recruitment and selection processes. Anne Pearson stated that in terms of Education this involvement usually involved the inclusion of parent representatives on interview panels. Robert Naylor stated that during the recruitment of foster carers, service users were engaged. Further, Philip Morgan-Klein advised that during staff selection processes for respite and day care services, service users would be involved in part of the recruitment

process. Their views were meaningfully considered and an important part of the selection process.

Members asked for clarification regarding figures for the proportion of looked after children in residential placements. Robert Naylor advised that figures previously provided to the Scrutiny Panel – Outcomes for Looked After Children related to all looked after children but that those in the report were only for those in residential placements. He stated that historically in situations of crisis the Children's Panel in making its decision had often selected residential school placements as being the most appropriate for a young person. The Service was seeking to change this as it was better to have young people in their own communities. The Service had undertaken work to increase the number of foster carers and residential care beds available locally. This would be supplemented by the relocation of the Mariner Support Service to the former Focus school building, Laurieston. Robert Naylor advised that he had met with the chair of the Children's Panel and with newly recruited members as he wanted them to have confidence in the services available to young people in Falkirk which could be accessed rather than using a residential school placement.

The panel asked what the approach of the Service was in cases where a family was going through challenging circumstances temporarily, citing cases of ill health for example. Robert Naylor advised that unless a crisis point was reached the education provision for a young person would not change although the level of care support could be increased. He commented that he would not expect a residential school placement to be made as a short term measure but that such decisions were taken by the Children's Panel.

Decision

The performance panel noted the report.

PP13. **SOCIAL WORK ADULT SERVICES PERFORMANCE UPDATE**

The performance panel considered a report by the Head of Social Work Adult Services setting out a summary of performance for the period April to September 2015. The report provided information on key priorities, key areas for improvement, an update from the last meeting, important indicators and engagement with customers. Appended to the report was the Social Work Adult Services – Performance Panel Statement – April to September 2015. Joe McElholm provided an overview of the report.

The panel welcomed Joe McElholm to his first meeting of the Performance Panel and asked how the Service would tackle the number of outstanding occupational therapy assessments highlighting that this had been an issue for a number of years. Joe McElholm stated that it was important that the Service looked to learn lessons from best practice in other areas. He commented that if early screening showed the need for a minor adaptation then that should be done quickly to prevent a person's condition deteriorating. He advised that there would be a shift in the Service toward prevention and reablement. He stated that if this was not done that there would be increasing need for people to access home care and costly services. The provision of equipment was a core part of the service. Further, the Service would look at how to do more online for those who needed low level support or to carry out self assessment. He stated that such approaches could lead to long term savings and reductions in waiting lists. Members

suggested that assessments for grab rails at front doors did not need to be carried out by occupational therapists in order to speed up the process.

Members discussed the Joint Loan Equipment Scheme (JLES) and if there were opportunities to look at the efficiency of the service, particularly in relation to the re-use of equipment. Joe McElholm commented that the JLES was a Forth Valley wide scheme, funded by Falkirk, Stirling and Clackmannanshire Councils and NHS Forth Valley, and that requests for service were received from multiple agencies including the acute hospital. He advised that the stock management system had been looked at and the Service recognised that the re-use of equipment was important. He highlighted that this needed to be backed up by robust hygiene and decontamination processes.

The panel discussed delayed discharge and challenges around the consistency of reporting across authorities. In relation to home care services, Joe McElholm advised that other local authorities were more targeted in their use of resources to those with the highest level of need. In Falkirk there was little resource used for people who required 10 hours and over of care a week, while a lot of resource was deployed to assist people who required less than 10 hours a week of care. This meant that there were people who received care locally who would not if they lived in other areas. If the Service concentrated more on those with the highest level of need it might result in more people staying in their own homes and relieve some of the pressure on care home places. However, he advised that this would be a long term challenge and could not be changed overnight.

Members discussed the high levels of satisfaction reported by service users and carers and asked that Joe McElholm pass that information on to staff.

The panel commented that the indicator for the number of carers' assessments carried out did not provide useful information in its current form, requesting that information on how long it took to get an assessment, the proportion of grading and the outcome of assessments was provided to members. Philip Morgan-Klein advised that the data was only for the period to December 2015 but that the period ran to the end of financial year 2015/16, although projections were that this year's figures would finish below that of the previous year. He commented that the majority of carers opted not to have an assessment carried out and that most carers who were assessed were done as part of the assessment of the service user's needs. All carers were offered a formal carers assessment. Members commented that the joint inspection had raised the engagement of carers as an area for improvement and that this was part of the action plan. Philip Morgan-Klein advised that in future reports could be more detailed as the Service was implementing personalised outcomes. Further, he noted that the eligibility of the service user impacted on the level of support available for carers.

Members highlighted that the uptake of self directed support had been low in Falkirk. Joe McElholm stated that further work was required to update the eligibility criteria and that an officer within the Service had lead responsibility for this. He commented that this would be a priority for the Service going forward. Philip Morgan-Klein stated that 2015/16 was the first year of implementation for self directed support and that there was no reliable national date available at this time. He advised that the Service was committed to ensuring that people had choice and that awareness of the four options within self directed support was increased. He advised that as some people decided to utilise self directed support others dropped off if they felt that it was not the most appropriate

approach for them so that even where numbers were relatively stable this did not necessarily relate to the same individuals.

Members discussed adult support and protection referrals and the number of adult protection plans in place. Philip Morgan-Klein highlighted that there had been significant increases to the number of adult support and protection referrals which puts extra pressure on the Service. He advised that the national data on adult support and protection was not yet published. He stated that the approach to adult support and protection varied across the country and that in some areas every Police Scotland vulnerable persons report was treated as an adult and support protection referral. That was not the approach taken in Falkirk and a national group would meet in the near future to look at guidance and develop a consistent approach to reporting.

The committee asked if there was any reason known for the increase in referrals. Philip Morgan-Klein stated that it was difficult to identify a single cause but that there was increased awareness around adult protection generally. Further, he highlighted that partner agencies were making more referrals as staff received training in adult support and protection which increased their awareness of the issue.

Members commented on the impact on the Service where staff who were trained occupational therapists were allocated to undertaking work relating to adult support and protection. Philip Morgan-Klein advised that the team manager tried to avoid allocating the workload in that way but that if demand required it then the approach would be used.

The committee asked where the review of the ASSET employment service for adults with learning disabilities would be reported. Members discussed that the information was included in the budget papers. Fiona Campbell stated that the information would be available in the employability services report.

Decision

The performance panel noted the report.

FALKIRK COUNCIL

SUBJECT: EDUCATION SCOTLAND INSPECTION REPORTS AND ACTION
             PLANS
MEETING: SCRUTINY COMMITTEE
DATE: 31 MARCH 2016
AUTHOR: DIRECTOR OF CHILDREN'S SERVICES

1.   **INTRODUCTION**

1.1   This report is to enable Elected Member to scrutinise the action plans drawn up by
        schools in response to Education Scotland Inspections. The report details action plans
        from two inspections carried out between September and December 2015.

        • St Mary's RCPS Inspection 21 September - 25 September 2015; and
        • Bo'ness Academy Inspection 26 October - 30 October 2015.

1.2   Final Inspection letters for these inspections were published on 22 December 2015.

1.3   In addition to the published Inspection letters Education Scotland shared with Council
        Officers a record of inspection findings (RIF). The RIFs assist the education authority in
        the development of action plans.

1.4   Education Scotland will carry out a further inspection of both schools within one year of
        publication of the original Inspection letters.

2.   **BACKGROUND**

2.1   It was agreed by Education Executive in September 2015, that when an evaluation of
        weak or unsatisfactory has been given in an inspection, this will be considered by the
        Scrutiny Committee. This report and appendices will enable Elected Members to
        consider the action plans arising from the above Education Scotland Inspections. In
        both cases at least one category was deemed by Inspectors to be 'weak'.

2.2   A '**Team around the School'** is convened by a service manager when an establishment
        receives an evaluation of weak or unsatisfactory in an inspection. This team comprises:

        • Service Manager
        • Team Manager
        • Curriculum Support Officers
        • Peer Headteacher.

        The Team works closely with the school's senior management team to create an Action
        Plan with clearly-defined actions and target dates. The team works with school staff to

provide specific advice and input. The Service Manager and Team Manager will monitor, support and challenge the progress of the action plans.

2.3   The Inspection Reports and Action Plans can be found in the attached appendices:

1. Inspection Letter: St Mary's RC Primary School and Nursery Class (appendix1)
2. Action Plan: St Mary's RC Primary School and Nursery Class (appendix 2)
3. Inspection Letter: Bo'ness Academy (appendix 3)
4. Action Plan: Bo'ness Academy (appendix 4)

3.   RECOMMENDATIONS

3.1   The Scrutiny Committee are requested to:

(1)   Scrutinise the content of the attached Action Plans, seeking further clarification as required;

(2)   Request the Director of Children's Services to provide an update on the progress made on the agreed Action Plans to the Scrutiny Committee on 17 November 2016; and

(3)   Request the Director of Children's Services to report back to Scrutiny Committee following the publication of Education Scotland's subsequent Inspection letters.

………………………………………………
Director of Children's Services

Date: 18 March 2016

Contact Officer: Cathy Quinn, Service Manager, EXT 1991

LIST OF BACKGROUND PAPERS

1. Inspection Report: St Mary's RC Primary School and Nursery Class
2. Action Plan: St Mary's RC Primary School and Nursery Class
3. Inspection Report: Bo'ness Academy
4. Action Plan: Bo'ness Academy

Inspection Report: Mary's RC Primary School and Nursery Class
Date of Inspection week: 21st September 2015
Inspection letter published: 22nd December 2015
The Evaluations for the school were as follows:
St Mary's RC Primary School

Improvements in performance	good
Learners' experiences	good
Meeting learning needs	good

Nursery Class

Improvements in performance	good
Children's experiences	good
Meeting learning needs	good

The inspectorate also evaluated the following aspects of the work of the school and nursery class.

The curriculum	weak
Improvement through self-evaluation	weak

The inspection found the following key strengths:
- Across the school and nursery staff have created a warm caring ethos.
- Children who are very well-behaved, well-mannered, proud of their school and are enthusiastic about their learning.
- The commitment of all staff to the school and the community.

Agreed points for action:
- Develop the curriculum in line with the design principles of Curriculum for Excellence.
- Ensure children's progress is tracked effectively.
- Ensure the nursery is an integral part of the school.
- Ensure approaches to school improvement involves all staff, parents and partners working effectively together to further improve the school.

The inspectorate think that the school needs additional support and more time to make necessary improvements. The Area Lead Officer will work with Falkirk Council to build capacity for improvement, and will maintain contact to monitor progress. They will return to carry out a further inspection within one year of publication of this letter. They will then issue another letter to parents on the extent to which the school has improved.
The Curriculum Support Manager has identified a team of officers who will support and monitor the progress of the school and nursery.

Falkirk Council
Children's Services

St Mary's RCPS

Introduction

This action plan has been created in response to the Education Scotland Record of Inspection Findings dated 22.12.15.

Education Scotland's Recommendations for Improvement following HMI Inspection in September 2015

The initial letter to parents from Education Scotland following the Inspection had four key areas for improvement:

- Develop the curriculum in line with the design principles of Curriculum for Excellence.
- Ensure children's progress is tracked effectively.
- Ensure the nursery is an integral part of the school.
- Ensure approaches to school improvement involves all staff, parents and partners working effectively together to further improve the school.

The Team Around the School will work with the Head Teacher and school staff to implement the action plan set out below.

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Action point 1: Develop the curriculum in line with the design principles of Curriculum for Excellence

Relevant Points from R.I.F	Actions	Timescales
i. The management team should work with staff, parents to establish a clear rationale for the curriculum. ii. Develop clear progression pathways for all curricular areas iii. Develop a clear strategy for raising attainment in literacy and numeracy to raise attainment further iv. Develop a more coherent approach to IDL across the school where children's learning sits within a well-planned framework. v. Develop staff knowledge of the design principles of Curriculum for Excellence to ensure activities are well planned and matched to the needs of all children. (N) vi. Develop planned and progressive programmes in all curricular areas across the school	The Education Scotland Inspection report was used to provide a baseline of the school's current position. All staff have begun the process of developing a shared understanding of where the school is currently and what it wants to achieve. The school initially worked with staff and, subsequently, with parents, children and partners to identify features unique to the Bo'ness community and, specifically, to St Mary's RCPS. This and analysis of children's assessment data allowed us to identify the main drivers of future progress. The above processes will enable us to co-create a shared rationale for the curriculum in line with the Principles of CfE. Audit existing curricular programmes to identify development needs. Numeracy and Literacy groups to audit plans, programmes and assessments so that a more consistent approach to planning and assessment can be developed in these areas. Similar work for all other areas of the curriculum to be undertaken. Increase staff's knowledge of data analysis. T. Bragg to lead a Cat session. Ensure CEM data, SIMD are used to support judgements in tracking/ planning meetings. Staff to share good practice by peer observations which are clearly linked to our SIP. Develop curriculum pathways prior to IDL development so that all staff are clear on skills development/ knowledge and understanding within each curricular area.	January 2016 February 2016 ongoing May 2016 March 2016 May 2016 February 2016 March 2016 ongoing June 2016 October 2016 ongoing

Action Point 2 : **Ensure approaches to school improvement involves all staff, parents and partners working effectively together to further improve the school**		Timescales
Relevant Points from R.I.F		
I. Establish an appropriate SIP to take forward priorities based on rigorous self-evaluation which clearly indicated the role of the nursery within the priority	Revisit the SIP process with a presentation from C. Quinn. Raise awareness of HGIOS4? and NIF as key documents in self-evaluation. SIP to be established to take account of points raised following the inspection and the role of the nursery staff to be clearly defined within the priorities.	January 2016

II. Analyse CEM data to:
   a. Review progress in literacy and numeracy
   b. Ensure that pupils are identified and supported at the earliest stage.
   c. Allocate SfL time
	T. Bragg to give presentation to staff on CEM data analysis	February 2016

III. Review processes to the improvement planning cycle and ensure the school improvement plan is clearly linked to self-evaluation	Tracking meetings to be used to identify pupils who need support/ challenge Review SFL times at a whole staff SFL planning meeting following tracking meetings so that support is allocated depending on need.	March 2016 ongoing
IV. Extend the range of assessments used to identify and support pupils with additional learning needs.	Ensure all staff have a role to play in the school improvement plan. Link all areas for improvement to HGIOS4? and NIF by working through the relevant challenge questions in HGIOS4? at the start of CAT sessions.	April 2016 ongoing
	Build in progress stops for all staff to evaluate progress made within SIP allow for feedback sessions	May 2016 ongoing
	HT/SfLT to audit existing assessment material and discuss with SfL Support Officer.	April 2016 ongoing

Action Point 3 : **Ensure children's progress is tracked effectively.**		
Relevant Points from R.I.F		
I. Develop a clearer whole school approach to self-evaluation and assessment	Review yearly monitoring and tracking overview with staff. Agree activities/timescales Review roles and responsibilities within this overview so that all staff have a clear knowledge of what is expected of them. Agree a clear set of roles and responsibilities. Review paperwork that is used to track and monitor and agree on what is to be used from now on.	March 2016
II. Develop clear progression pathways that show how children build up knowledge, understanding and skills over years, months and weeks as they progress through the school.		
III. develop robust procedures to track and monitor children's progress towards achieving Curriculum for Excellence levels	Audit existing programmes within all curricular areas.	March 2016 ongoing
IV. review their approaches to assessment within mathematics to ensure that they are planning opportunities to assess breadth, challenge and application of learning	SMT to give clear guidance to staff through planned tracking and monitoring meetings. SMT to moderate feedback during weekly SMT meetings.	March 16 ongoing
V. Staff should review their approaches to assessment within mathematics to ensure that they are planning opportunities to assess breadth, challenge and application of learning	New problem solving material in mathematics identified and introduced. Numeracy Working Group to focus on SAL within mathematics and share this work with all staff.	December 2016
	Develop progression pathways and use these to track learning/attainment.	December 2016
	Develop shared understanding of curriculum pathways to increase opportunities for meaningful assessment of mathematics in different/real life contexts.	December 2016

Action Point 4 : **Ensure the nursery is an integral part of the school**		
Relevant Points from R.I.F		Timescales
I. Develop clear remits for the DHT/SEYO to ensure there is clarity within the team regarding their leadership responsibilities (N) II. Develop approaches to self-evaluation III. Further develop our understanding of Assessment is for Learning strategies and questioning skills. IV. Children's experiences to be further developed with a focus on Heuristic Play and learning in context. V. Develop opportunities for meaningful joint working with Primary 1. VI. Develop curriculum frameworks to ensure clear progression through early level.	The nursery staff will work collegiately with the teaching staff to develop the school curriculum rationale. A nursery parent will be set up with regular meetings planned. Children will be fully involved in the planning process at all stages. They will contribute to the planning and evaluation of the learning through floorbooks. Staff will be fully involved in the improvement process. They will work collegiately on the task briefs and agree each of the outcomes. Avril Robertson will deliver a session to nursery staff on creative learning in early years. The DHT will deliver sessions to the nursery staff on: • The principles of the planning process • Questioning skills and Assessment is For Learning • Literacy in context	February 2016 ongoing. March 2016 ongoing March 2016 ongoing January 2016 ongoing March 2016 March 2016 March 2016 May 2016

Action Point 4 : **Ensure the nursery is an integral part of the school**		
Relevant Points from R.I.F		Timescales
	Avril Robertson will work with the nursery staff on numeracy in context.	April 2016
	The nursery staff will plan regularly with Primary 1 staff.	April 2016 onwards
	The nursery staff will play a full role in the development work carried out by the whole school staff to develop curricular frameworks at all levels, including early level.	October 2016 onwards
	The DHT and SEYO will continue to be part of the local authority working group that is in the process of developing an alternative to the learning journeys presently used.	January 2016 onwards

Additional from R.I.F		
5. Leadership to Support Improvement :		
I. Develop clear remits for the DHT/SEYO to ensure there is clarity within the team regarding their leadership responsibilities (N) II. Further develop focussed observation against best practice to ensure consistency across the setting. (N) III. The headteacher and the depute headteacher need to work closely with the staff to give a stronger steer to the work of the school IV. Develop clearer whole school approaches and systems established to ensure consistency of experiences across the school V. Develop a whole school approach to planning and assessment. VI. Develop a coherent approach to evaluating the work of the school and nursery to ensure priorities for improvement and driven by robust self-evaluation VII. Develop a strategic overview and approach to the management of support for learning. VIII.		

Inspection Report: Bo'ness Academy
Inspection letter published: 22nd December 2015

The Evaluations for the school were as follows:

Improvements in performance	weak
Learners' experiences	good
Meeting learning needs	good

The inspectorate also evaluated the following aspects of the work of the school

The curriculum	Satisfactory
Improvement through self-evaluation	Satisfactory

The inspection found the following key strengths:
- The positive learning climate in the school, underpinned by supportive relationships and courteous young people.
- The sense of community across the school with young people developing a greater sense of their role at local, national and global level.
- The work being done to develop skills for learning, life and work.
- The quality of provision for young people requiring additional support.

Agreed points for action

- Ensure that the use of self-evaluation evidence focuses on improvements which will have the greatest impact on raising attainment.
- Review and improve the curriculum to meet the needs of all young people better and improve their progress and attainment.

As a result of the inspection findings Education Scotland stated the school needs additional support and more time to make necessary improvements. The Area Lead Officer will work with Falkirk Council to build capacity for improvement, and will maintain contact to monitor progress. They will return to carry out a further inspection within one year of publication of the letter. They will then issue another letter to parents on the extent to which the school has improved.

The Curriculum Support Manager will work with the Headteacher to identify a team of officers who will support and monitor the progress of the school. .

Falkirk Council
Children's Services

Bo'ness Academy

Introduction

This action plan has been created in response to the Education Scotland Record of Inspection Findings dated 22.12.15.

Education Scotland's Recommendations for Improvement following HMI Inspection in October 2015

The initial letter to parents from Education Scotland following the Inspection had two key areas for improvement:

- Ensure that the use of self-evaluation evidence focuses on improvements which will have the greatest impact on raising attainment.

- Review and improve the curriculum to meet the needs of all young people better and improve their progress and attainment.

The Team Around the School will work with the Head Teacher and school staff to implement the action plan set out below.

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Action point 1: Ensure that the use of self-evaluation evidence focuses on improvements which will have the greatest impact on raising attainment		
Relevant Points from R.I.F	**Actions**	**By When**
To ensure all teaching staff have a clear understanding of self-evaluation and their role as a class teacher and as a department.	To set up a SIG lead by DHT and PTs to develop a culture of shared understanding through CPD and sharing good practice. This will be ongoing throughout this and next session but embedded by June 2017	June 2017
To develop a consistent school approach of self-evaluation across each faculty to improve quality of learning & teaching.	Collaborative planning with PT's to develop and implement Faculty Self-evaluation calendar of events that complements School self-evaluation calendar. This will be set up by the new structure of PT Curriculum who will take more responsibility of using self-evaluation to raise attainment.	Aug 2016
Improve use of analysing data to identify areas for improvement and raise attainment.	Revisit workshops on using Insight and CEM data to ensure all staff, in particular PT curriculum, have a clear understanding of the toolkit as part of self-evaluation to identify areas of improvement.	Ongoing 16-17
SLT to have a clear system of self-evaluation procedures to improve learner's experiences.	Embed Learning & Teaching Reviews into school self-evaluation calendar, one faculty per term in order to develop and support capacity for improvement within departments and to identify areas for improvements which will link to relevant CLPL for teachers and Inset day planning.	Aug 2016

Improve pupil voice at school and faculty with a clear focus on learning & teaching.	Through self-evaluation SIG to share good practice and develop a culture of using feedback from pupils to inform changes to L&T, curricular pathways, learner's experiences. Re-invigorate Pupil Council to ensure a clear focus is on L&T and make sure pupils are aware we take their views on board through the use of posters e.g. "You said….we did"	Ongoing 16-17
Increase parent and partner voice	Continue to increase information evenings throughout session to encourage parental engagement for all year groups Develop the number of Parent Focus Group – currently S1	Ongoing 16-17

Action Point 2 Review and improve the curriculum to meet the needs of all young people better and improve their progress and attainment.		
Relevant Points from R.I.F	**Actions**	**By When**
Review and update curriculum rationale and overall design to allow flexible progression pathways for all pupils.	Session 16/17 will see a full review of the curriculum rationale and design. This will involve all stakeholders – staff, pupils, parents and partners.	December 16.
	Carry-out pathways mapping exercise for different groups of pupils within the school to ensure our curriculum meets their differing needs.	December 16.
Monitor and evaluate curriculum changes and developments to ensure they lead to improved outcomes for pupils.	The impact of curriculum changes and developments will be monitored and evaluated using a number of measures – pupil attainment, wider achievements, Insight and destination data and feedback from partners.	On-going.
Continue to develop curricular links across all curricular areas to ensure planned progression in learning from primary to secondary across second and third level outcomes.	A cluster approach will ensure there is planned progression. Shared approach to be taken in tracking and monitoring pupil levels. Through the Scottish Attainment Challenge Innovation Fund a cluster bid has been submitted to become part of the Children's University initiative.	June 17.
Ensure the on-going review of BGE provides pupils with a coherent and challenging learning experience. Review the totality of the curriculum to ensure that BGE and Senior Phase articulate and provide planned, progressive opportunities for achievement that develop skills, capabilities and attributes of pupils.	A full audit of BGE is already underway. All departments are reviewing existing courses and materials to ensure continuity and progression and appropriate pace and challenge across all curricular areas. Skills are being mapped from S6 back to primary to ensure BGE articulates with Senior Phase.	October 16.

All pupils should receive their entitlement to a broad general education in S3.	Short-term: For session 2016/17 pupils whose subject choices do not provide sufficient breadth covering all curricular areas will be directed to an elective from the missing curriculum area(s). Long-term: This will be addressed in the curriculum review.	March 16.
Pupils would benefit from 1 : 1 meetings when making curriculum choices. Pupils need to make informed choices based on reliable assessment evidence of their progress.	All pupils S2-S5 are meeting with House Leader/Depute to discuss course choices. This will continue to be part of the course choice process. This will be further streamlined with the change in the school's management structure and the creation of Pastoral PTs. The work that has started on BGE tracking and monitoring will ensure that all pupils are aware of their current levels of attainment when making course choices.	April 16. August 16.
Range of course options, including vocational, in the Senior Phase which will allow pupils to further develop their employability skills.	The range of course will be looked at during the curriculum review. We will continue to build robust business links/partnerships to ensure we provide pupils with meaningful vocational opportunities which develop their wider skills. These links will allow us to ensure the skills important to employers are incorporated.	June 17.
Review and evaluate SLLW programme and ensure the skills being developed are explicit to the pupils and they are able to see how they link to learning across other aspects of the curriculum.	Following a review of the SLLW programme it has been streamlined to support attainment and develop skills through engagement with partners, utilising their expertise and knowledge to support pupils and staff through: - the introduction of the Personal Development Award at SCQF Level 6 - the introduction of Wider Achievement Opportunities which are offered by departments and certificated through SQA and other certificates such as the Saltire and Youth Achievement Awards. - the introduction of tutorial periods to focus on equipping pupils with the skills to study and prepare for exams.	June 17.

Maximise the contribution of CLD to the curriculum and wider achievement.	For session 2016/17, we are continuing to build partnerships, through our work with CLD and the Princes Trust, to develop pathways for pupils which provides opportunity for achievement within the curriculum as well supporting them in developing the skills that will help them secure a positive and sustained destination.	June 17.

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FALKIRK COUNCIL

Subject:	**USE OF DEVOLVED SCHOOL MANAGEMENT (DSM) RESERVE**
Meeting:	**SCRUTINY COMMITTEE**
Date:	**31 MARCH 2016**
Author:	**DIRECTOR OF CHILDREN'S SERVICES**

1. PURPOSE OF REPORT

1.1 Following a request by Members at the Scrutiny Committee meeting on 3 December 2015 this report seeks to provide Members with:

- background information on the DSM Scheme; and
- information as to the purpose of the DSM Reserve and how it operates.

2. BACKGROUND INFORMATION ON DSM SCHEME

2.1 Devolved School Management (DSM) was introduced by the then Scottish Executive in 1993. It required local authorities to devolve appropriate budgets to Headteachers to manage locally with the aim of providing more flexibility in making local decisions that best suit the school/local community.

2.2 It also sought to eliminate in year budget reductions for schools and to allow recognition that the school academic year which runs from August-June, transcends the financial year end of 31 March.

2.3 Further DSM Guidelines were issued in 2006 and the 'Standard in Scotland's Schools (2000) etc Act' provide a statutory underpining of the DSM Guidelines.

2.4 <u>COSLA Review - (2012)</u>

(i) Following the publication of the 'Cameron Report' in 2011 the Scottish Government agreed that COSLA should lead a review of DSM Guidelines taking into account several national drivers:

- National reform of the school curriculum via 'Curriculum for Excellence';
- Establishment of the Single Outcome Agreements;
- New Children's Services Strategies/Frameworks (GIRFEC, Early Years, etc);
- Community Planning Review; and
- Christie Commission (June 2011)

The review also had to consider the current and future financial climate and the need to maximise best value by having flexibility over how resources can be used.

(ii)   COSLA Review - Key Findings

The Review found that 4 key principles should underpin any DSM Framework:

- Subsidary and Empowerment;
- Partnership Working;
- Accountability and Responsibility; and
- Local Flexibility

In addition it found that flexibility is the key to ensure that resources can be targeted/used appropriately and should support local school/community priorities.

It also found that the percentage (%) devolved to a school to be less relevant in a modern context than Headteachers being able to have specific functions, controls and power that ensure more autonomy.

Clear reference was also made to Councils having local carry forward schemes which recognise that the school academic year is out of alignment with the financial year.

Suggestion was also made to providing 3 year Indicative Budgets for Schools to enable Headteachers to more effectively/efficiently manage staffing over that same period.

The Review also confirmed those areas of expenditure that were not suited to devolvement, ie school meals, home to school transport, etc.

3.   HOW THE DSM RESERVE OPERATES

3.1   (i)   Governance

The Council's Reserve Strategy covers the use and operation of Education Services DSM Reserve. The Strategy was reviewed and approved by the Executive in 2016.

The Falkirk Council Scheme follows the national guidelines and Guidance received from COSLA which recommends that it covers the specific functions, powers and control devolved to Headteachers. In addition the revised Guidance also reinforces the need to ensure DSM schemes provide flexibility for Education Services with regard to effective planning and use of resources and it meets the requirements of 3 year budgeting (should it be introduced).

Falkirk Council implements the national guidelines and has its own DSM scheme administered by the Director of Children's Services which allows schools to carry forward balances within an agreed tolerance. Any carry forward outwith this tolerance requires justification from the Headteacher and agreement from the Director of Children's Services.

(ii)   Aim of DSM Reserve

The DSM Reserve principle aim is to allow Children's Services/Schools more control over their budgets and recognise that their expenditure commitments operate on an academic year and not on a financial year basis. The operation of this Reserve allow Children's Services/School to carry forward any over/underspends at the end of the year into the next financial year in recognition that it is within the same academic year.

(iii)   <u>What is included within the DSM Reserve</u>

The DSM Reserve allows for the carry forward of the following funds/monies at the end of the financial year to allow alignment with the academic year. This includes:

- Schools over/underspent budgets.
- External Fund balances (ie those associated with the former National Priorities Action Fund).
- Contractual funds held due to timing differences.
- Funds earmarked for capital improvement projects (CFCR) - where the work has not yet started or has not yet been completed.
- A level of contingency funds that allow the Service to reduce of negate the risk of sudden unplanned expenditure.

(iv)   <u>Details of DSM Reserve at 31 March 2015 (2014/15 Year End)</u>

At 31 March 2015 the DSM Reserve was £4.898m. This can be analysed:

		£M
(i)	Schools - Individual Carry-forwards	£0.839
(ii)	Schools - Earmarked Devolved Funds	£0.611
(iii)	Schools - External Funds Carry-Forwards	£0.668
(iv)	Contractual Payment (Timing Differences)	£0.823
(v)	Contingency Funds/Earmarked Budget Savings	£1.957
	TOTAL	**£4.898m**

4.   RECOMMENDATION

4.1   Committee is asked to note the content of the report.

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Director of Children's Services

Date: 18 March 2016

Contact Officer: Gary Greenhorn, ext 6683

<u>**LIST OF BACKGROUND PAPERS**</u>

NIL

Subject:	**COUNCIL COMPLAINTS HANDLING PROCEDURE**
Meeting:	**SCRUTINY COMMITTEE**
Date:	**31 MARCH 2016**
Author:	**DIRECTOR OF CORPORATE & HOUSING SERVICES**

## 1.	INTRODUCTION AND BACKGROUND

1.1	The purpose of this report is to provide information on complaints handing within the Council. It sets out the Council's performance against the indicators set by the SPSO during the financial year 2014/15 and includes benchmarking information, drawn from recent exercises carried out by the Improvement Service and Audit Scotland. The report also provides information about how Council services are learning from complaints and sets the scene for the soon to be established Scrutiny Panel.

## 2.	THE COMPLAINTS PROCEDURE

2.1	As Members will be aware, the Council's Complaints Handing Procedure (CHP) follows the model developed by the SPSO. The model CHP applies to all local authorities and all local authority services, with the exception of Social Work. So far Social Work has retained its previous procedure, although this has been subject to a consultation exercise being carried out by Scottish Government. The procedure also applies to arm's length organisations and has been adopted by Falkirk Community Trust.

2.2	The Council's CHP is based on a two stage process, the first being frontline resolution and the second being investigation. The term "frontline" is used to mean the first stage of the complaints procedure, not a job role within the Council.

- **Frontline resolution** – issues that are straightforward and easily resolved, requiring little or no investigation. This means "on the spot" apology, explanation or other action to resolve the complaint within five working days or less. Complaints are addressed by staff or referred to the appropriate point for resolution. Complaint details, outcome and action taken are recorded and used for service improvement.
- **Investigation** – issues that have not been resolved at the first stage or that are complex, serious or "high risk". This means a definitive response is provided within 20 working days following a thorough investigation of the points raised. Responses are signed off by senior management. Senior management are expected to have an active interest in complaints and to ensure the information gathered is used to improve services.

2.3	The second stage investigation is now the Council's final opportunity to address a complaint before it is considered by the SPSO. Under the procedure, second stage investigations are carried out at Service Unit Manager level, with the final complaints responses signed off at Head of Service level or above.

2.4   Following investigation, if customers are still dissatisfied with our decision or the way we dealt with their complaint, they can ask the Scottish Public Services Ombudsman (SPSO) to look at it. The SPSO cannot normally look at a complaint that has not completed our complaints procedure first.

2.5   Each Service has a nominated lead officer for complaints and a Complaints Officers' Working Group is in place. At a national level, a Local Authority Complaints Handlers network has been established in conjunction with the SPSO and a Knowledge Hub forum has been set up so that Councils can share good practice and common queries. Falkirk Council is part of this group which meets on a quarterly basis and is largely focused on operational matters. During 2014/15 it carried out a joint exercise with the Improvement Services to collect and evaluate complaints data from each local authority with the aim of ensuring meaningful benchmarking about complaints performance can take place between Councils. More information about this exercise is included later in this report.

2.6   A new recording system for complaints was implemented within the Council from January 2014. This was specifically developed based on the new procedure and to ensure that information relating to the SPSO's agreed indicators is captured. Prior to this, the Council had been using another recording system. This did not capture all the indicator information and as a result the information collected immediately after the implementation of the new procedure (for April-December 2013) is not as full as that for January 2014 onwards. All the required indicator information is being captured from that date onwards.

3.   **COMPLAINTS INDICATORS**

3.1   The SPSO has set eight indicators against which complaints performance should be measured. These cover:
        • Complaints received per 1,000 population
        • Number of complaints closed
        • Complaints upheld, partially upheld and not upheld
        • Average response times
        • Performance against timescales
        • Number of cases where an extension is authorised
        • Customer satisfaction
        • Learning from complaints

3.2   Falkirk Council's performance against these indicators for 2014/15 is set out in this section, with comparative information from 2013/14 where this is available.

3.3   For some indicators, national benchmarking information is also included. This is drawn from an exercise carried out last year by the Improvement Service when all Councils were asked to submit performance information on a pro forma. A copy of the highlight report is attached at Appendix One. The full report was circulated at the Complaints Handlers Network in January and while there are some significant differences across the 32 local authorities, in the main the figures for Falkirk Council appear to be close to or better than the national average.

3.4   **Indicator One – Complaints Received Per 1,000 Population**

The population of the Council area is 157,640.

2014/15	2013/14	All LAs 2014/15
Complaints received – 1,788	Complaints received – 1,287	Total 67,620
Complaints per 1,000 - 11	Complaints per 1,000 - 8	Per 1,000 – 12.9

3.5   **Indicator Two – Closed Complaints**

	14/15	%	13/14	%	All Las 14/15
Total complaints closed	**1,744**	**100**	**1,287**	**100**	**100**
Total complaints closed at stage 1	**1,567**	**89.9%**	**1,193**	**93%**	**82%**
Total complaints closed at stage two	**177**	**10.1%**	**94**	**7%**	**18%**

3.6   **Indicator Three – Complaints Upheld, Partially Upheld & Not Upheld**

Stage One Complaints – 2014/15

2014/15	Falkirk	All LAs
Number of complaints closed at stage 1 (frontline resolution)	1,567	-
Number of complaints upheld at stage 1	614	-
Number of complaints upheld at stage 1 as a % of all complaints closed in full at stage one	39.2%	-
Number of complaints partially upheld at stage 1	258	-
Number of complaints partially upheld at stage 1 as a % of all complaints closed in full at stage one	16.5%	-
% of complaints upheld or partially upheld at stage 1	55.7%	68.1%
Number of complaints not upheld at stage 1	695	-
Number of complaints not upheld at stage 1 as a % of all complaints closed in full at stage 1	44.4%	31.9%

Stage Two Complaints – 2014/15

2014/15	Falkirk	All LAs
Number of complaints closed at stage 2 (investigation)	177	-
Number of complaints upheld at stage 2	34	-
Number of complaints upheld at stage 2 as a % of all complaints closed in full at stage one	19.2%	-
Number of complaints partially upheld at stage 2	57	-
Number of complaints partially upheld at stage 2 as a % of all complaints closed in full at stage one	32.2%	-
% of all complaints upheld or partially upheld at stage 2	51.4%	68.9%
Number of complaints not upheld at stage 2	86	-
Number of complaints not upheld at stage 2 as a % of all complaints closed in full at stage 2	48.6%	31.1%

Escalated Complaints – 2014/15

Number of complaints closed after escalation	120
Number of complaints upheld after escalation	26
The number of escalated complaints upheld at stage 2 as a % of all escalated complaints closed in full at stage 2	21.7%
Number of complaints not upheld after escalation	57
The number of escalated complaints not upheld at stage 2 as a % of all escalated complaints closed in full at stage 2	47.5%
The number of complaints partially upheld after escalation	37
The number of escalated complaints partially upheld at stage 2 as a % of all escalated complaints closed in full at stage 2	30.8%

Information on complaints upheld, not upheld and partially upheld for 13/14 is incomplete due to the implementation of the new system. The figures for January to March 2014 are set out below.

Number of complaints upheld at stage 1	96
Number of complaints partially upheld at stage 1	44
Number of complaints not upheld at stage 1	117
Number of complaints upheld at stage 2	3
Number of complaints partially upheld at stage 2	2
Number of complaints not upheld at stage 2	12

During 2015, 26 new complaints were notified to the Council by the SPSO, with the breakdown as undernoted on a Service-specific basis. An additional four complaints were carried forward from 2014. The total number reported, therefore, is 30, although only 26 are included in the table below.

Council Service/Division	Number of new complaints received		ence
CEO – Finance (now C&HS – Finance)			
Corporate and Neighbourhood Services (now Corporate and Housing Services)	7	13	+6
Development Services	2	5	+3
Education Services	3	2	-1
Social Work Services	0	3	+3
Total	**18**	**26**	**+8**

3.7   **Indicator Four – Average Response Times**

Stage 1	2014/15	All LAs
Sum of the total number of working days taken for all complaints closed at stage 1	8,386	-
Number of complaints closed at stage 1 (frontline resolution)	1,567	-
Average time in working days for a full response at stage 1	5.4 (target = 5)	4.4 days
Stage 2		
Sum of the total number of working days taken for all complaints closed at stage 2	2,806	-
Number of complaints closed at stage 2 (investigation)	177	-
Average time in working days for a full response at stage 2	15.9 (target = 20)	18.6 days
Escalated		
Sum of the total number of working days taken for all complaints closed after escalation	1,963	-
Number of complaints closed after escalation	120	-
Average time in working days for a full response after escalation	16.4	-

Comparable information for indicator four is not available for 2013/14 due to the implementation of the new recording system. This work is now complete.

3.8   **Indicator Five – Performance Against Timescales**

Stage One	2014/15	All LAs
Number of complaints closed at stage 1 (frontline resolution)	1,567	-
Number of complaints closed at stage 1 with 5 working days	1,278	-
Number of complaints closed at stage 1 within 5 working days as a % of total stage 1 complaints	81.6%	80.8%

Stage Two		
Number of complaints closed at stage 2 (investigation)	177	-
Number of complaints closed at stage 2 within 20 working days	143	-
Number of complaints closed at stage 2 within 20 working days as a % of total stage 2 complaints	80.8%	84.5%
Escalated		
Number of complaints closed after escalation	120	-
Number of complaints closed after escalation within 20 working days	95	-
Number of complaints closed after escalation within 20 working days as a % of total escalated complaints	79.2%	-

Comparable information for 13/14 is not available due to implementation of the new system.

3.9 **Indicator Six – Use of Extensions**

Stage One	2014/15	All LAs
Total number of complaints closed at stage 1	1,567	-
Total number of complaints closed at stage 1 where an extension was authorised	115	-
Total number of complaints closed at stage 1 where an extension was authorised as a % of all complaints at stage 1	7.3%	4%

Stage Two		All LAs
Total number of complaints closed at stage 2	117	-
Total number of complaints closed at stage 2 where an extension was authorised	18	-
Total number of complaints closed at stage 2 where an extension was authorised as a % of all complaints at stage 2	10.2%	13.6%
Escalated		
Total number of complaints closed after escalation	120	-
Total number of complaints closed after escalation where an extension was authorised	13	-
Total number of complaints closed after escalation where an extension was authorised as a % of all complaints escalated	10.8	-

January – March 2014	
Number of extensions authorised at stage 1	18
Percentage of stage 1 complaints where an extension was authorised	7%
Number of extensions authorised at stage 2	2
Percentage of stage 2 complaints where an extension was authorised	11%

Information is not available for April – December 2013.

Indicator Seven – Customer Satisfaction

3.10   Customer satisfaction with contact with the Council is captured regularly using a variety of channels, including through the customer survey carried out every two years since 2002. This asks questions about why people contact the Council, how they prefer to make contact and their experience when they do. To capture information specifically relating to people's experience of submitting a complaint to the Council a feedback survey has been developed and issued to a sample of people who have complained to us, asking them to comment on their experiences so that this information can be used to improve complaints handling.

3.11   Areas covered in the survey include subject of the complaint, timeliness, the quality of information provided, staff attitude and overall satisfaction with the service. The initial responses are indicating some general dissatisfaction with elements of customer care. These will be considered in more depth by the Corporate Complaints Group. It is proposed that feedback surveys are sent out regularly to different samples of complainants to enable performance to be tracked.
In addition, the current Citizens Panel questionnaire asks a series of questions around awareness of the procedure, whether people have used it and their experiences if they did.

Indicator Eight - Learning from Complaints

3.12   One of the strong themes from the SPSO is that Councils should put in place processes that enable them to learn lessons from the complaints they receive and review and change service delivery if required. This is an ongoing process across the Council and this section provides information about the headline issues which have arisen recently within Services.

Children's Services

3.13   As part of the improvement programme for complaints handling within Children's Services, a continuing professional development event on dealing with Stage 2 complaints has been run for staff at Sealock House and Camelon Education Centre, covering officers from:
    • Educational Support and Improvement
    • Forward Planning (covering Placing Requests)
    • Property
    • Educational Psychology Service

3.14   In addition events were run for Clerical teams in both centres.

3.15   Seven events have been held for head teachers of primary and secondary schools on handling complaints. A total of 35 headteachers attended these events, which were run by a representative from the SPSO's office. All of the above events (i.e. those for centre staff and for headteachers) focused on:
    • The distinction between Stage 1 and Stage 2 complaints
    • The distinction between a complaint and an enquiry
    • The requirement to meet timescales
    • Responding to vexatious and other difficult complaints.

3.16   Data on the complaints/enquiries received is considered on a regular basis by Children's Services Management Team. Information about issues arising from the complaints data is used to update and revise policies and procedures at the Centre and in schools. The complaints data also informs School Reviews, Improvement Meetings, HMIe Inspections and the monitoring of the priority schools.

Corporate and Housing Services

3.17   Corporate & Housing Services maintains a constant focus on performance in complaints handling, with complaints followed up on a regular basis if cases are overdue or reaching their due date. Reports are sent twice a week to the Director of Corporate & Housing Services, the Head of Housing Services, and other senior managers, for them to review and query further where required. Housing Services is further scrutinised by having to report annually on our complaints performance, which is published publicly for comparison against other local authorities. Recent examples of further action being taken in response to complaints include reviewing follow up action in relation to noise monitoring, as a result of an SPSO investigation, and making any necessary improvements.

3.18   Work is also on going within Housing to make staff aware of the importance of their choice of language in case notes and correspondence. A guidance note is being prepared for staff on this and this will be circulated widely particularly to staff who have responsibility for updating case notes etc. We are also in the process of arranging a training course on Data Protection issues to roll out to staff.

3.19   It is recognised that a large number of complaints are received, and often resolved, by frontline staff in Customer First and the Contact Centre. We are committed to maintaining a focus on complaints and how to handle these at the frontline. Customer First schedule a rolling training programme for all new and existing customer advisors to ensure they are familiar with processes and can deliver the best service possible. To reduce call waiting times, staff resources are continually reviewed and developed to meet changing customer demands.

3.20   Within Revenues & Benefits, staff endeavour to resolve the majority of complaints at the first point of contact either face-to-face at One Stop Shops or on the telephone through the hotline 506999 where possible. The most common area of complaint continues to relate to Council Tax or Rent Arrears recovery action. The level of supporting evidence required for Housing Benefit claims also features as a common complaint. The service has a dedicated team who manage the logging and allocation of complaints to appropriate senior officers for responses to ensure that we meet the timescales. These statistics are collated and reported to Managers on a monthly basis. We also have created standard template response letters on our EDMS system to ensure consistency and also provide the complainer with information about the further routes to escalate their complaint if they remain dissatisfied. A record is kept of the nature of the complaint and the outcomes so that Revenues & Benefits ensure that any identified gaps in training or procedures are addressed and remedial action taken and documented to prevent further occurrences.

Development Services

3.21   Within Development Services, the highest number of complaints continues to be about waste collection. However the number of complaints must be considered in the context of the total number of uplifts carried out each week from every residential property in the

Council area. There is an expectation on the part of officers that the number of complaints will rise as budget savings are implemented. Complaints are scrutinised by Development Service's senior management team and improvement actions put in place if required. For example, complaints about school and public transport may result in small operational changes e.g. to timetables, to methods or timing of communications to customers. They are also considered when bus contracts are being reviewed, as far as procurement procedures allow.

Social Work Services – Adult and Children's Services

3.22   Social Work Services nationally have not adopted the SPSO's model CHP and consultation on this is ongoing, however complaints are recorded and monitored in line with the current procedure. In Adult Services most complaints tend to relate to delays in service delivery, i.e. Care Needs Assessment. Complaints were also made around charging when this was introduced, however these have settled down and reduced.

3.23   Within Children and Families complaints usually relate to parents being unhappy with decisions taken about the care of their children or in some cases services being provided. In both of the above areas there have also been some complaints relating to staff conduct. Most complaints are passed initially to the locally based Team Manager for investigation; if that response is not accepted by the complainant then it would be escalated to a Stage 2 and be passed to a Service Manager. It can also be difficult to meet timescales as most complaints tend to be of a complex nature so take longer to investigate. In such circumstances a "holding" letter is required.

3.24   The fact that Social Work is operating a different complaint procedure to the rest of the Council can also be confusing for the public as the timescales are slightly different and issues have been raised by the public about for not meeting what is set out in the Council's Complaints Procedure.

4.   **COMPLAINTS REPORTING**

4.1   In December 2015 the Accounts Commission requested information on the quality of complaints reporting across Councils. This report was presented to the January meeting of the Complaints Handlers Network and a copy is attached for information at Appendix 2.

4.2   One of the issues picked up in the report is the requirement to publish annual complaints performance reports. No deadlines have been set by the SPSO for the publication of these, however the report notes that 30 Councils have published reports for 2013/14 and 15 Councils have published reports for 2014/15. Falkirk Council has not yet published its report for 2014/15 and it is proposed that the information in this report is used as the basis for that document, with it being published on the Council's website and submitted to the SPSO.

4.3   A separate, but associated, issue is the use of consistent complaints indicators in reports submitted to the Performance Panel. It is proposed that the SPSO indicators 3 and 5 are used for this purpose. These cover the number of complaints upheld, partially held and not upheld and the performance against timescales. All services will require to report on these indicators in future reports to the Performance Panel.

5. SCRUTINY PANEL ON COMPLAINTS

5.1   At Scrutiny Committee's meeting on December 3rd, Members agreed that the next area to be subject to a Scrutiny Panel would be complaints. The decision was to establish a Scrutiny Panel on the operation of the complaint system within the Council, in particular, the extent to which complaint outcomes are considered and lessons learned for the future. The scope of the Scrutiny Panel will include customer feedback as well as formal complaints.

5.2   It is proposed that Members of the Panel be identified and that a scoping document for the Scrutiny Panel is developed based on the outline in para 5.1 above. In addition it is proposed that a cross-Service group of officers supports the work of the panel. It is envisaged that this will involve representatives from the areas where the Council receives the highest volume of complaints.

5.3   It is proposed that the scoping meeting and timetable for the work of this panel is developed by summer recess with a view to the Panel reporting prior to the end of the year.

6. RECOMMENDATIONS

It is recommended that Members:

6.1   Note the corporate position with complaints performance during the period April 2014 to March 2015;

6.2   Note that the information in this report should be used as the basis for the Council's Complaints Annual Report. This will be published on the website and submitted to the SPSO;

6.3   Note the Council's performance against the national average, as set out in the benchmarking report;

6.4   Agree that SPSO indicators 3 and 5 will be used by all Services as the standard performance indicators for complaints reported to the performance panel; and

6.5   Note that a Scrutiny Panel will be established to look at the operation of the Complaints Procedure within the Council, in particular the extent to which complaints information is used to improve services, and once Members are identified to take part in that Panel a scoping meeting will take place to establish a timetable and process for the review with this meeting taking place before the summer recess.

_____
DIRECTOR OF CORPORATE & HOUSING SERVICES
Date: 17th February 2016
Ref: AAC310316 – Council Complaints Handling Procedure Report
Contact Officer: Caroline Binnie Tel: 6051

BACKGROUND PAPERS

More information can be found at www.valuingcomplaints.org.uk

Complaints Handling Procedure

Annual performance indicator report 2014/15

Local Authority Complaints Handlers Network

Introduction

The national Local Authority Model Complaints Handling Procedure (CHP) was implemented across all councils in Scotland on 1 April 2013. This procedure comprises two stages for handling complaints received from the public.

To help each council assess their performance in handling complaints and monitor compliance with the CHP and corresponding timescales, the Scottish Public Services Ombudsman (SPSO) Complaints Standards Authority (CSA) developed a set of performance indicators in association with the Local Authority Complaints Handlers Network. The performance indicators are also a valuable source of information about council services as this helps to identify recurring or underlying problems, derive learning from complaints, and highlight potential areas for improvement.

The sector has published a second annual performance indicator report showing progress against the indicators. This summary provides an overview of the national results for 2014/15; information for the previous year (2013/14) is included to provide indicative year on year comparisons.

Key highlights

Volume of complaints received and closed per 1,000 population

➤ **67,620** complaints were received during 2014/15, an increase from **57,748** in 2013/14. This is equivalent to **12.9** complaints per 1,000 population (**11.5** per 1,000 population in 2013/14).

➤ **63,704** complaints were closed during 2014/15, an increase from **54,361** the previous year. This is equivalent to **12.2** complaints per 1,000 population (**10.8** per 1,000 population in 2013/14).

Key points of note:

* Complaints received reflects those received between 1st April 2014 and 31st March 2015, but not all received during this period are necessarily resolved during this period. Those closed refer to complaints that have been resolved during this period. Small differences may occur in the volume of complaints received compared to the volume of complaints closed in any financial year as not all are resolved on the day received; some may be more complex and require more time for further investigation and may therefore be not be resolved until the following financial year.

* The volume of complaints can provide an early warning of failure in service delivery; however a high number of complaints does not necessarily mean poor performance or increasing customer dissatisfaction. A number of factors can influence volume, such as the size of a council and the size and makeup of the population which a council serves or the volume of visitors/tourists to an area. A higher volume may also mean that information provided by councils about how to make a complaint is becoming clearer and/or that councils have improved their methods for complaints handling.

* Consideration of the volume of complaints in isolation does not show differences in the make up of councils, or the range of services provided, for example not all councils have housing stock or report complaints for arms length external organisations.

Complaints closed at stage 1 compared to stage 2

➤ **82%** of complaints were closed at stage 1 in 2014/15, compared to **18%** at stage 2.

➤ This compares to **83%** closed at stage 1 in 2013/14, with **17%** at stage 2.

Key points of note:

* Stage 1 is classed as frontline resolution - one of the main aims of the CHP is to seek early resolution, resolving as many complaints as possible at the earliest opportunity and as close to the point of service delivery (at the frontline stage) as possible. Stage 2 relates to those unable to be resolved at the frontline - where more time is needed to carry out further investigation as the nature of the complaint may be more complex, sensitive, or serious.

* Figures show that the local government sector has maintained similar performance to last year, resolving over 80% of all complaints at the frontline. Further analysis shows that the small decrease in the ratio from last year to this year can mainly be attributed to the increased volume of complaints dealt with, as more than half of councils have shown improvement from last year in terms of increasing the volume of complaints resolved at the frontline.

Outcome of complaints

➢ **68.1%** complaints were either upheld or partially upheld at stage 1 in 2014/15, compared to **72.4%** in 2013/14.

➢ **68.9%** complaints were either upheld or partially upheld at stage 2, compared to **58.5%** last year.

Key points of note:

* There is a requirement for a formal outcome (upheld, partially upheld, or not upheld) to be recorded for each complaint and this indicator reflects the volume of complaints where councils admit responsibility to all or some of the points raised in a complaint.

* Making the decision whether a complaint is upheld, not upheld or partially upheld is the responsibility of each council after full consideration of the facts of each complaint. The rationale for each decision should be clearly outlined in response letters.

Response times

➢ On average the sector took **4.4** days to respond to stage 1 complaints in 2014/15, a slight improvement from **4.5** days in 2013/14 which was achieved notwithstanding the overall increase in the volume of complaints handled.

➢ On average stage 2 complaints took **18.6** days, compared to an average of **21** days in the previous year.

➢ **80.8%** stage 1 complaints were responded to within 5 working days during 2014/15compared to **64.1%** last year.

➢ **84.5%** stage 2 complaints were responded to within 20 working days, compared to **62.9%** last year.

Key points of note:

* The CHP requires that stage 1 complaints are responded to within 5 working days, while stage 2 complaints should be responded to within 20 working days, therefore this information reflects how effective councils are in handling complaints within the prescribed timescales.

* Nationally 4 out of every 5 complaints are handled within the response target times and the figures above clearly show overall improvement in the sector from 2013/14 to 2014/15 in terms of meeting response timescales.

Use of extension

➢ Out of all complaints closed at stage 1, an extension was authorised for only **4%** of these, compared to **2.3%** in the previous year.

➢ Out of all complaints closed at stage 2, an extension had been authorised for **13.6%** of these, compared to **4%** in the previous year.

Key points of note:

* The CHP allows for an extension to timescales to be authorised but only in exceptional circumstances, and where there are clear and justifiable reasons for doing so. National figures show that generally councils continue to ensure that the use of this function is kept to a minimum.

Customer satisfaction

Councils are required to assess customer satisfaction with the complaints service, this includes for example, assessing access to the CHP, evaluating the way in which customers are treated by staff, how well staff understand the customer's perspective, meet timescales and provide updates, and the effectiveness of the council in providing clear decisions with sound rationale.

Councils are responsible for developing their own approach to assessing customer satisfaction and further information can be found on each council's website or within their complaints performance reports.

Learning from complaints

Councils are required to outline changes or improvements to services or procedures as a result of the consideration of complaints. This can include for example, information on frequency of reports to senior management, publication of complaints outcomes, and trends, a summary of information communicated to customers, number of services changed or improved as a result of complaints together with a description of the action taken to reduce the risk of recurrence or to ensure that staff learn from complaints.

Councils are responsible for developing their own approach to using complaints information to inform changes to ways of working and improvements to public services and information can be found on each council's website or within their complaints performance reports.

ACCOUNTS COMMISSION ✅

MEETING: 14 JANUARY 2016

REPORT BY: DIRECTOR OF PERFORMANCE AUDIT AND BEST VALUE

LOCAL AUTHORITY COMPLAINTS REPORTING

Purpose

1. In December 2015 the Commission requested information on the quality of complaints reporting across councils. This paper provides a summary of councils' approach to complaints reporting in line with Scottish Public Sector Ombudsman (SPSO) guidance.

Background

2. National performance data on complaints for 2014/15 shown below is drawn on performance analysis carried out by the Improvement Service, on behalf of the SPSO. Other information and analysis in this report is based on our own desktop review of all council's websites. This is supplemented by additional information gathered through discussions with staff from the SPSOs Complaints Standards Authority (CSA) and represenatives of the local authorities' Complaints Handlers Network. We have not carried out any specific audit work with councils in preparing this report.

3. In future, Best Value will have a greater emphasis on driving continuous improvement and a strong focus on the quality of service experienced by the public. Complaints handling and reporting by councils will feature as part of the revised approach to Best Value auditing.

Reporting requirements

4. Under the SPSO Act 2002 (as amended by the Public Service Reform (Scotland) Act 2010), all councils have a duty to follow a model complaints handling procedure (CHP). This model CHP, which was implemented from April 2013, comprises two stages for handling complaints received from the public, as outlined in Appendix 1.

5. A key aim of the model CHP is to provide assurance in relation to council performance, to facilitate continuous improvement and to assist in benchmarking between local authorities. In September 2012, a Local Authority Complaints Handlers Network was established to create a forum to share good practice and learn from complaints handling across local government. The network has continued to grow and develop in partnership with the SPSO. It meets quarterly and all 32 councils are now members. In addition to holding meetings, the Complaints Handlers Network has developed a knowledge hub for sharing information and allowing members to peer review reports and make suggestions for improvement.

6. To help councils monitor compliance with the CHP, the CSA developed a set of eight performance indicators in association with the Complaints Handlers Network. These indicators provide the minimum requirement for local authorities to self-assess and report on performance, and to undertake benchmarking activities. Local authorities may, however, develop and report additional performance indicators considered to be relevant to the services provided. A copy of the indicators is attached at Appendix 2.

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7. Where the CSA feels there are areas where the process to simplify and improve complaints handling has not yet been achieved, it will continue to raise concerns through policy work. For example, it has continuously highlighted concerns about the complexity of complaints arrangements as part of the integration of health and social care, including social work processes, which are now very outdated. The CSA anticipates significant work in this area in the coming years.

National performance

8. Since the introduction of the model CHP, there have been two annual reports showing each council's progress against the indicators. For 2014/15, each local authority provided its annual complaints performance data in a standardised way to the Improvement Service (IS) for analysis and reporting. The headline figures from the IS report are:

    - 66,003 complaints were received in 2014/15
    - 62,177 complaints were closed in 2014/15
    - 81 per cent were closed at the frontline (stage one). 19 per cent were closed at stage two
    - 71 per cent of Stage one complaints and 61 per cent of stage two complaints were upheld
    - at stage one, 81 per cent of complaints were closed within the target timescale of five days
    - the average time taken to respond to stage one complaints was 4.2 days
    - at stage two, 85 per cent of complaints were closed within the target timescale of 20 days
    - the average time taken to respond to stage two complaints was 18.8 days

9. The IS concluded that 'across the local government complaints handling sector the picture is broadly positive'. Although the number of complaints in 2014/15 was up slightly on the previous year, the proportion of complaints resolved at the frontline stage one continues to remain above 80 per cent. Nationally, four of every five complaints are fully responded to within the target timescales and there has been a significant increase in the percentage of complaints fully responded to within the target timescales at each stage of the procedure.

10. A high volume of complaints can provide an early warning of failure in service delivery. However, it is not clear whether the increased number of complaints in 2014/15 represents declining performance and increasing user dissatisfaction or that information provided by councils about how to make a complaint is becoming clearer and/or councils have improved methods for recording complaints.

Quality of complaints reporting

11. Councils produced their first annual complaints performance reports in 2013/14. From searching councils' websites and complaints reports, we have been able to make the following observations:

    - 30 councils have published complaints reports for 2013/14

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- 15 councils have published a report for 2014/15. At present, there is no deadline for councils to publish their complaints reports, which may influence how much priority councils give to publication.

- Only seven councils cover all eight of the SPSO's indicators in their 2014/15 reports. Five do not report performance against half or more of the indicators. In some cases, they also do not report performance against indicators as required in the guidance. For example, they report the total number of complaints received, but not the number of complaints per 1,000 population. This indicator is included in the SPSO framework so that comparisons can be made across councils.

- 14 councils did not provide figures on the number of complaints which were escalated to the ombudsman.

12. Indicator 7 requires councils to report customer satisfaction with the complaints advice provided. 13 councils reported information on this indicator. Councils typically collect customer satisfaction information about complaints through survey. It is not clear how representative and robust customer satisfaction data is as councils generally do not indicate the number of survey respondents on which satisfaction is based. East Ayrshire Council has reported that its data is based on receiving 10 responses to a survey sent to 52 complainants. East Ayrshire was the only council that included some of the comments from survey respondents in its report. Fife Council reported that it received 94 comments relating to customer satisfaction and highlights what they relate to. For example, it reports the majority of comments identified the council as having an attitude of not caring, listening or trying to resolve people's complaints.

13. Several councils acknowledged in their report that they had not collected information on customer satisfaction but plan to do so in the future - Aberdeenshire, Dumfries and Galloway, Falkirk, Moray and Scottish Borders Councils. In the absence of collecting satisfaction data, some councils have used proxy indicators to guage satisfaction with the complaints process. Dumfries and Galloway Council for example, suggests that the high proportion of complaints closed at stage one, rather than going to investigation, indicates a high level of satisfaction with the process. Shetland Council used figures from the Local Government Benchmarking Framework, which measure satisfaction with public services as a measure of satisfaction. These two measures do not capture what the SPSO indicator is looking for i.e. access to the process, how complainants are treated by council staff, the empathy they are shown and the clarity of the council's decision.

14. 21 councils reported information on Indicator 8, Learning from complaints. Councils reporting most effectively on this indicator typically publish case studies and highlight actions and improvements taken in response e.g. staff training, changes to processes and procedures. Aberdeenshire and North Ayrshire Councils in particular provide good information on learning from complaints. Aberdeenshire for example, reports a range of complaints case studies and the actions it has taken in response. It also links its learning from complaints to the SPSO guidance, and highlights for example, on how often reports go to senior management and how often outcomes are reported to the public.

15. There are examples of complaints performance being presented well and and in easy to understand ways. North Lanarkshire Council, for example, uses good presentation, such as using a clock to illustrate the proportion of cases which were answered on time. 11 councils used charts to show data, typically pie charts or bar charts.

16. A feature of good reports is the level of commentary provided in addition to the figures required under the model CHP. The SPSO guidance states that it is important for

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councils to take into consideration any contextual information when considering changes in complaints volumes. For example, the introduction of new services, policies or procedures may impact on existing services, or may generate feedback themselves. Examples of councils following this guidance include:

- East Lothian Council identified its role in the proposal for a marine energy park at the Cockenzie Power Station as being an important factor in the increased number of complaints its received in 2014/15 compared with the previous year.

- North Ayrshire and North Lanarkshire Councils identified changes to waste collection as the reason for complaints increasing compared to the previous year.

- North Ayrshire Council reported that its increase in average response times for stage two complaints was down to staff taking more time to investigate complaints more thoroughly.

17. Many councils comment on their overall trends in number of complaints, but there is little explanation about the factors influencing them. A small number have not provided any commentary on performance trends. As well as a lack of commentary, not all councils provide comparison data with the previous year so that overall trends can be identified.

18. A number of councils provided additional information beyond what the SPSO requires. For example, Argyll and Bute, Clackmannanshire and Falkirk Councils, broke down complaints by service area. Fife and North Ayrshire Councils included a breakdown of complaints by geographic areas - Fife Council publishes reports for each of its seven local area committees that go into a good level of detail. Seven councils produce quarterly reports on complaints - Aberdeen, Aberdeenshire, Argyll and Bute, Edinburgh, Perth and Kinross, Orkney and Shetland Councils.

19. Shetland was the only council to compare its performamce to other councils (comparisons to Orkney and Eilean Siar). Several councils expressed an aim of comparing their performance to similar councils in future reports. Issues currently exist around how consistently councils categorise complaints. For example, some councils report a missed bin collection as a complaint, others as a service request if the customer only contacts the council once about the issue. As a result, councils remain concerned that they are not comparing performance on a like for like basis.

Future developments

20. It is clear that many councils are still developing their approaches for responding to, monitoring and reporting complaints in line with the model CHP. The Complaints Handlers Network has a number of priorities to encourage further development. These include:

- improving information on the types of complaints they receive and how they relate to different council services

- standardising complaints categories across local government

- better understanding of variances in performance levels across councils to identify cause and effect and to learn from each other

- continuing to share good practice in complaints handling.

21. The SPSO has sought assurances from local authorities (and NHS Boards) on their governance arrangements to ensure they learn from information they report and from

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SPSO cases and findings generally. Focus on improvement and learning is an important part of the SPSO's work. Early in 2016 the SPSO will be considering how to better take forward its statutory role to monitor and promote best practice and trends in complaints handling.

22. Along with the SPSO, we aim to support ongoing improvement in complaints handling and reporting by establishing closer links with the local authority Complaints Handlers Network and by highlighting the importance of effective complaints reporting through the Local Government Overview report. How councils are using complaints to assess customer satisfaction and to inform improvement will be picked up through Best Value audits.

23. As councils improve their understanding of the reasons behind complaints, this will provide us with a wider source of information and intelligence on public satisfaction issues to inform our future programme of audits.
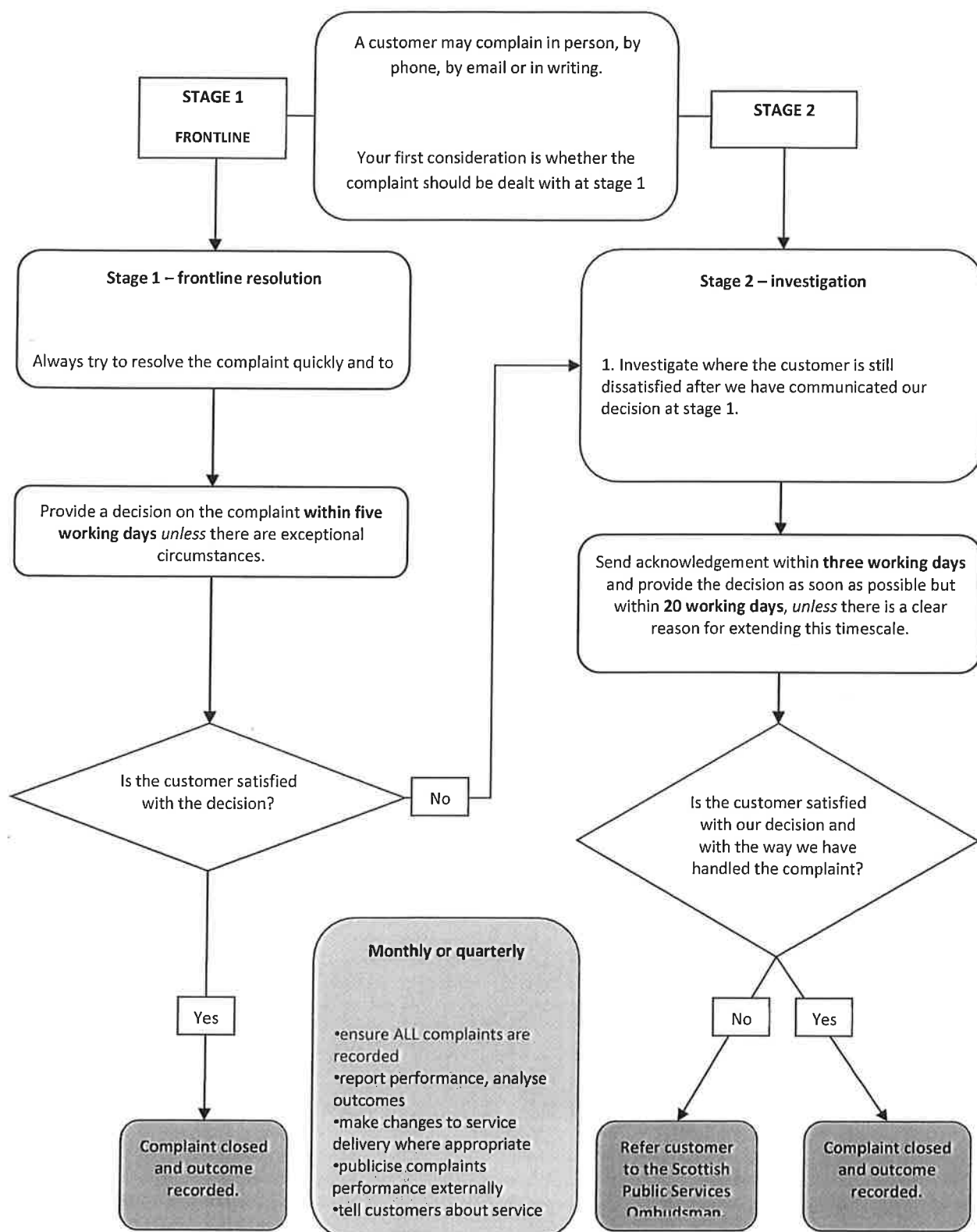

Conclusion

24. The Commission is invited to note this report.

Frasr McKinlay
Director of Performance Audit and Best Value
6 January 2016

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Appendix 1

The model complaints handling procedure

The model complaints handling procedure flowchart:

A customer may complain in person, by phone, by email or in writing.

Your first consideration is whether the complaint should be dealt with at stage 1

STAGE 1 — FRONTLINE

STAGE 2

Stage 1 – frontline resolution

Always try to resolve the complaint quickly and to

Provide a decision on the complaint **within five working days** *unless* there are exceptional circumstances.

Is the customer satisfied with the decision?

Stage 2 – investigation

1. Investigate where the customer is still dissatisfied after we have communicated our decision at stage 1.

Send acknowledgement within **three working days** and provide the decision as soon as possible but within **20 working days**, *unless* there is a clear reason for extending this timescale.

Is the customer satisfied with our decision and with the way we have handled the complaint?

No

Yes

No

Yes

Monthly or quarterly

- ensure ALL complaints are recorded
- report performance, analyse outcomes
- make changes to service delivery where appropriate
- publicise complaints performance externally
- tell customers about service

Complaint closed and outcome recorded.

Refer customer to the Scottish Public Services Ombudsman.

Complaint closed and outcome recorded.

6

SPSO Complaints Performance indicators

The indicators below provide a basis from which councils can monitor their complaints handling performance. Remember that one customer may raise one, or more complaints. Each complaint should be reported upon.

Indicator 1 - **Complaints received per 1000 of population**
The total number of complaints received per thousand population.

This indicator records the total number of complaints received by the council. This is the sum of the number of complaints received at stage one, (frontline resolution) and the number of complaints received directly at stage two (investigation).

In identifying the organisation's population councils should use the statistics produced by the National Records of Scotland (www.gro-scotland.gov.uk) which produces population estimates for each local authority. Midyear estimates should be used.

For councils that retain housing stock, they will be required to report on similar indicators to the Scottish Housing Regulator under the Scottish Social Housing Charter on housing complaints. For clarity the complaints performance of council housing services should be included within the 'Local Government Complaints Performance Indicators' clearly explaining the proportion that relate to housing complaints.

Councils will record this information by service area. It is important that Indicator 1 reflects the total of all complaints received across all service areas of the council.

Indicator 2 - **Closed complaints**
Complaints closed at stage one and stage two as a percentage of all complaints closed.

The term "closed" refers to a complaint that has had a response sent to the customer and at the time no further action is required (regardless at which stage it is processed and whether any further escalation takes place). This indicator will report:

> the number of complaints closed at stage one as % all complaints
> the number of complaints closed at stage two as % all complaints
> the number of complaints closed at stage two after escalation as % all complaints

Indicator 3 **Complaints upheld, partially upheld and not upheld**
The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints closed in full at each stage.

There is a requirement for a formal outcome (upheld, partially upheld or not upheld) to be recorded for each complaint. This indicator will report:

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> number of complaints upheld at stage one as % of all complaints closed at stage one
> number of complaints not upheld at stage one as % of all complaints closed at stage one
> number of complaints partially upheld at stage one as % of all complaints closed at stage one
> number of complaints upheld at stage two as % of all complaints closed at stage two
> number of complaints not upheld at stage two as % of all complaints closed at stage two
> number of complaints partially upheld at stage two as % of all complaints closed at stage two
> number of escalated complaints upheld at stage two as % of all escalated complaints closed at stage two
> number of escalated complaints not upheld at stage two as % of all escalated complaints closed at stage two
> number of escalated complaints partially upheld at stage two as % of all escalated complaints closed at stage two

Indicator 4 - **Average times**
The average time in working days for a full response to complaints at each stage.

Indicator 4 represents the average time in working days to close complaints at stage one and complaints stage two of the model CHP. This indicator will report:

> the average time in working days to respond to complaints at stage one
> the average time in working days to respond to complaints at stage two
> the average time in working days to respond to complaints after escalation

Indicator 5 - **Performance against timescales**
The number and percentage of complaints at each stage which were closed in full within the set timescales of 5 and 20 working days.

The model CHP requires complaints to be closed within 5 working stays at stage one and 20 working days at stage two. This indicator will report:

> the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints
> the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints
> the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints

Indicator 6 - **Number of cases where an extension is authorised**
The number and percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised.

The model CHP requires allows for an extension to the timescales to be authorised in certain circumstances. This indicator will report:

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> the number of complaints closed at stage one where extension was authorised, as % all complaints at stage one
> number of complaints closed at stage two where extension was authorised, as % all complaints at stage two

Indicator 7 - **Customer satisfaction**
A statement to report customer satisfaction with the complaints service provided.
In assessing customer satisfaction with the complaints service, the quality outcomes the council may consider include:

> Access to the complaints handling procedure
> The way in which they were treated by council staff, for example in relation to professionalism, friendliness, politeness, courtesy, communication style etc.
> Empathy, for example understanding the customer's perspective
> Doing what we said we would do, for example meeting timescales and providing updates
> The clarity of the decision and the basis for reaching that decision

Indicator 8 - **Learning from complaints**
A statement outlining changes or improvements to services or procedures as a result of the consideration of complaints.

This can be broken down into:

> How often reports go to senior management
> How often complaints outcomes, trends and actions taken are published together with a summary of information communicated to customers
> Number of services changed, improved or withdrawn as a result of complaints together with a description of the actions taken
> Action to reduce the risk of recurrence
> Action taken to ensure that staff members all learn from complaints.

9

FALKIRK COUNCIL

Subject:	**REVIEW OF INCOME AND CHARGING**
Meeting:	**SCRUTINY COMMITTEE**
Date:	**31 MARCH 2016**
Author:	**DIRECTOR OF CORPORATE & HOUSING SERVICES**

1   INTRODUCTION

1.1   This report follows on from the committee's decision on 3 December 2015 to request further information on Fees and Charges.   The committee may also wish to note that as part of the budget process, it was identified that a review on the scope for enhanced income generation should be undertaken.   This report sets out the information that was considered during the budget process.   In addition, the report notes a need to review the existing concessions policy as part of the wider review of income and charging.

2   BACKGROUND

2.1   In October 2013 the Accounts Commission published a report entitled *Charging for Services: are you getting it right?*   This report examined Councils' arrangements for setting charges and detailed a number of areas that should be considered when reviewing existing and new charges.   Charging proposals coming forward from Services should therefore have due consideration to the proposals outlined in the report.

2.2   Members will be aware that as part of the consideration of the budget working group a briefing paper was presented which identified several areas where budget savings could be made by either increasing or introducing new charges for services provided.   These were identified as part of last years budget process and will form part of each Service's savings proposals for the current budget review.

3   AUDIT SCOTLAND REPORT

3.1   As noted above, any charging proposals, including concessions, should be considered against the recommendation made by the Accounts Commission.   Following recommended practice will help to justify and evidence that the Council has taken all relevant factors into consideration when amending or creating new charges.   Although there will be areas that should be continually reviewed, the Council's existing arrangements picks up most of the points raised by the Accounts Commission.

3.2   The Council's budget process is a significant factor in demonstrating best practice and alignment with the Accounts Commission recommendations.   In particular the report emphasises the role of Members in taking a lead role in setting charges with a checklist outlining the main areas for consideration (see Appendix 1).

4   INCOME CHARGES

4.1   A summary of the income raised by charges is shown at Appendix 2. In 2014/15 the Council raised **£19.6m** accounting for **3.7%** of the Council's gross revenue expenditure. Although it makes up a relatively small part of the Council's overall income, it is significant in the context of the Council's budget gap – i.e. a 5% general increase/reduction equates to £1.0m.

4.2   Appendix 3 provides a summary of the charging proposals which were put forward by Services as part of both the 2015/16 and 2016/17 budget exercises.

4.3   In line with the February budget report (para. 4.3), officers over the coming months will look at the scope for increased income generation, in particular looking at what the Council currently charges for and how this compares with other Councils. Once completed, the results of this work will be reported back to Members.

5   CONCESSIONS

5.1   Some years ago, in approving the Council's poverty strategy, council agreed a framework for concessions in charging. The Poverty strategy outlined that at consistent corporate approach on charging and concessions would:

  ➢ Improve access to services for those experiencing the greatest level of poverty through an entitlement passport;
  ➢ Bring transparency, clarity and greater consistency to the process of determining charges and concessions through the application of agreed principles;
  ➢ Ensure that better alignment with local outcomes and priorities is achieved;
  ➢ Retain Service discretion in setting charges and concessions;
  ➢ Ensure that decision-making on charging and concessions considers people experiencing poverty through the application of a Poverty Impact Assessment framework; and
  ➢ Reflect the cost of providing a service whilst ensuring sustainability, having conducted a thorough fairness assessment.

5.2   The existing corporate policy was proposed to cover the majority of charges and concessions levied by the Council with the exception of Council Tax and Housing rent which are subject to a separate assessment and benefits regime. The policy excluded charges associated with planning and development control as these are the subject of national guidance and also excluded Social Work Services charges for care services as these were subject to a specific financial assessment. Separate nationally sponsored schemes are also excluded from the scope of this policy including:

  ➢ Concessionary travel for people over 60 and disabled people; and
  ➢ Concessionary travel and other nationally determined benefits for young people who are Young Scot card holders.

5.3 The policy sets out the principles underpinning a corporate approach and also the entitlement to concessions. It is timeous that this policy is reviewed given some of the benefits that are included within the concessions have been subject to change. It is therefore proposed that as part of any review of income and charges, the concessions policy is also reviewed. Going forward, it is important to ensure the Concessions Policy is consistently applied to any new or amended charges.

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 The Scrutiny Committee is asked to note the content of the report

6.2 Note that the Council's existing for charging and concessions will be compared against current best practice and reported as part of the ongoing budget process.

DIRECTOR OF CORPORATE & HOUSING SERVICES

Date: 16 March 2016

Contact Officers: Danny Cairney/Fiona Campbell

<u>**LIST OF BACKGROUND PAPERS**</u>
NIL

Questions for Councillors

Issue	Yes/No	Action
• Do you give strong direction over aims and priorities for charges (in areas where the council has discretion)?		
• Do you understand the non-financial contribution of charges, eg to behaviours and service uptake?		
• Do you get good information on costs including the costs of providing services and the contribution made from charges?		
• Do you know the extent to which services are subsidised across the council?		
• Are charges and concessions pitched at an appropriate level for people and businesses that use services?		
• Do you know where charges are used to generate extra income?		
• Are concessions taken up by the people they are aimed at?		
• Do officers provide you with sufficient guidance on options for using charges?		
• Do you understand the views of service-users and residents, and consult them over charges?		
• Are there areas where charges need to be reviewed?		

(Extract from the Accounts Commission publication - *Charging for Services: are you getting it right?*)

Falkirk Council Charges - Summary   **Appendix 2**

Charge	2013/14 Actuals £000	2014/15 Actuals £000	%
School Meals	2,052	1,958	10.0%
School Meals - Adults	44	42	0.2%
Childcare Fees	974	1,038	5.3%
Breakfast Club Income	50	54	0.3%
Hall Hires	46	44	0.2%
Tuition Fees	114	99	0.5%
Canteen Income	51	51	0.3%
Other	81	163	0.8%
Children's Services	**3,412**	**3,449**	**17.6%**
Placement Charges	165	164	0.8%
Residential Homes - Falkirk Council	1,547	1,678	8.5%
Residential Homes - Other	6,471	6,486	33.0%
Non Residential Charges	1,171	1,206	6.1%
Respite Income	89	227	1.2%
Meals	123	167	0.9%
Complex Care	431	435	2.2%
Other	172	156	0.8%
Social Work Services	**10,169**	**10,519**	**53.6%**
Building Warrants	463	562	2.9%
Planning Applications	436	472	2.4%
Construction Consents	38	46	0.2%
Car Parking	408	395	2.0%
Fines & Fixed Penalties	26	25	0.1%
Dry Recyclate Income	228	190	1.0%
Trade Waste Income & Sale of Sacks	644	717	3.7%
Hackney Tests & MOT's	89	91	0.5%
External Pest Control Income	5	3	0.0%
Crematorium & Burial Grounds Income	1,534	1,789	9.1%
Other	48	49	0.2%
Development Services	**3,919**	**4,339**	**22.1%**
Service Charges on Unfurnished Properties	9	9	0.0%
Sign Factory Sales Income	408	316	1.6%
Site Fees - Travelling Persons Site	2	2	0.0%
Corporate & Housing Services	**419**	**327**	**1.7%**
Life Events (Civil Marriage/Naming Services)	65	62	0.3%
Statutory - Births, Deaths and Marriages	178	182	0.9%
Taxi Licences	143	147	0.7%
Licensing Board	155	160	0.8%
Gambling Fees	24	22	0.1%
Civic Licensing	50	51	0.3%
Miscellaneous Services	**615**	**624**	**3.2%**
Printworks (External Fees)	288	280	1.4%
Other	88	93	0.5%
Central Support Services	**376**	**373**	**1.9%**
Overall Council Total	**18,910**	**19,631**	**100%**

Summary of 2015/16 -2017/18 Corporate Savings - Income   Appendix 3

No	Description	2015/16 Saving £'000	2016/17 Saving £'000	Total Savings £'000
1	Schools Catering - Increase price by 15p/10p	100	100	200
2	Early Years - Full year effect of price increase in 2014/15 for baby provision	17		17
3	School Lets: Increase charges by 3% (Aligned to Falkirk Community Trust charges)	4	4	8
4	School Lets Charges: Full year effect of price increase in 2014/15	40		40
5	Childcare Fees : Increase by 5% & 4%	15	15	30
6	Breakfast Clubs: Increase charges by 5p	5		5
7	Increase existing non residential charges and charging caps in line with inflation	34	35	69
8	Introduce charges for day care for older people at a rate of £5 per week	28		28
9	Introduce eligibility criteria for transport accompanied by charges for transport provided	50		50
10	Inflationary uplift in charges for Older People's homes	35		35
11	Increase car parking charges by 30p	82		82
12	Increase in planning application fees	25		25
13	Street naming and numbering (new charges to developers/householders)	7		7
14	Bereavement Services - increase charges	100	50	150
15	Refuse Collection - Charge for bins in new housing developments	10	5	15
16	Pest Control - introduce charges for all residents	39		39

Summary of 2015/16 -2017/18 Corporate Savings - Income   **Appendix 3**

No	Description	2015/16 Saving £'000	2016/17 Saving £'000	Total Savings £'000
17	Refuse Collection - introduce charges for all Special Uplifts	227		227
18	Increase the charges for the Small Repair Scheme		87	87
		818	**296**	**1,114**