

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 4 FEBRUARY 2019.

Present – Councillors Stuart Borrowman (Chair), Andrew McGuire, Carl John, Charles Kennedy, Dave King, Carl John

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Committee confirmed the Minute of its meeting held on 17 December 2018 as a correct record. The Minute was thereafter signed by the Chair.

3. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION- COMMUNITY CARE

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report also provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

The report advised that self-assessment was an important part of the council's Best Value Framework, ensuring that there was rigorous challenge of performance and continuous improvement embedded at all levels of the organisation. Regular, programmed self-assessment was also an integral part of improvement planning and preparation for external inspections.

The report provided the outcome from the self-assessment of Community Care and the agreed recommendations for improvement for the service as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – the European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that Community Care comprised of a wide range of services provided to adults with care needs. Services included Care at Home, Care Homes, Occupational Therapy, Sheltered Housing and Housing with Care, Support for People with Learning and Physical Disabilities and Support for People with Mental Health problems.

The main aim of the service was to promote, enable and sustain independence and social inclusion for service users and carers. It was anticipated that an increasing number of people would seek control of their own care and support provision by accessing Direct Payments or other Self Directed Support options.

The report went on to advise that the nature of the demographic and economic challenges highlighted the need for effective outcome focused partnership working, particularly between health and social care. Within the responsibility of the Integration Joint Board (IJB) a series of commissioning plans for each of the main client groups was developed and agreed in 2016/17. These plans were informed by a detailed analysis of needs and resources.

Community Care was part of Social Policy and worked with NHS services, through the Health and Care Partnership (HSCP), to deliver integrated health and care services that would improve the wellbeing, safety and quality of life for people in West Lothian, particularly those most at risk in society.

The service made a critical contribution to the council's corporate priorities 4 and 6.

- Priority 4 – Improving the quality of life for older people
- Priority 6 – Delivering positive outcomes on health

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 528.

Table 1 contained an overview of the service's score in the last four cycles. The trend column was based on a comparison between the base position and the current WLAM score.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel noted the immense value of the service to the community and the positive impact of the management team on how the service operated.
2. The Panel noted the performance of delayed discharge from hospital in West Lothian and that the current target was challenging to achieve, especially when prioritising the health and wellbeing of the patient. The service was to monitor and improve performance,

where possible, in this measure.

3. It was acknowledged by the Panel that workforce planning was vital to the continued performance of the service and in some teams there were challenges in the labour market when attracting and retaining employees. Work was to continue to better promote the service as a potential employer in future recruitment activity.
4. The Panel noted that a range of measures were being pursued by the service with support from HR Services to improve sickness absence levels. The Panel encouraged the service to reduce absence levels through effective application of the policy, monitoring arrangements and proactive management and support.
5. The panel noted the positive improvement in five out of seven staff survey results in 2017/18 and encouraged the service to continue to embed appropriate recognition for the strong commitment shown by staff.
6. The service was to review the customer engagement approach with the aim of improving the response rates to customer satisfaction surveys.
7. The service was to ensure trend chart commentary provided a clear explanation of trends, giving details of the reasons for dips and peaks in performance.
8. The service was to continue to review targets and thresholds set for performance indicators, ensuring they encourage improved levels of performance.
9. The service was to continue to develop the benchmarking approach identifying appropriate benchmarking and using this to improve performance.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had four indicators in the Local Government Benchmark Framework that were aligned with the activity of Community Care. The data for 2017/18 had not yet been published however the performance and ranking information for 2016/17 was as follows:

- SW1 – Home care costs per hour for people aged 65 or over.
WLC had an average cost of £28.73 per hour in 2016/17. This cost was higher than the Scottish average of £22.54 and ranked at 27 (out of 32) overall in Scotland.
- SW2 – SDS spend on adults 18+ as a percentage of total social work spend on adults.

A total of 1.90% of Social Work spend for adults in West Lothian was through Self Directed Support. This was lower than the

Scottish average of 6.4% and ranked at 30 (out of 32) overall in Scotland

- SW3 – Percentage of people aged 65 or over with intensive needs receiving care at home.

A total of 35.20% of adults aged 65 or over with intensive needs in West Lothian received care at home in 2016/17. This was marginally lower than the Scottish average of 35.27% and ranked at 14 (out of 32) overall in Scotland.

- SW5 – Residential costs per week per resident for people aged 65 and over.

WLC had an average cost of £394.73 per week in 2016/17. This cost was higher than the Scottish average of £375.06 and ranked at 20 (out of 32) overall in Scotland.

The Community Care service also actively engaged with National and Local Groups to share best practice and learn from emerging issues in other areas.

In conclusion it was advised that Community Care completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and that the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:-

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement;
3. Agree any other recommendations that may improve the performance of the service.

The Committee then asked a number of questions in relation to the key risks to the service.

It was explained that a key risk to the service was in relation to recruiting and retaining staff. Working in this field often meant that an employee was often working alone and it was therefore essential that they felt safe whilst carrying out their duties. It was also noted that it was difficult to attract staff into community care if the salary was not competitive. Workforce planning was a key element for the service and meetings had taken place with providers and West Lothian College in an effort to attract younger people into the service.

The Committee was interested to know how the service engaged with people with complex needs. It was advised that engagement often took place through agencies or advocacy services for people with incapacity, however as response rates were low, improvements were sought through the set-up of focus groups.

In answer to questions raised in relation to support for carers of dementia patients the officer responded that the service had invested in technology that was able to assess and establish a pattern of every-day living needs. From this pattern a personalised support plan which best suited the needs of the patient and care was then provided to the carer.

It was also noted that in circumstances where the carer was no longer able to continue home care and professional intervention was required, discussions would have previously taken place with the carer and Community Care to consider the alternatives to home care if and when it became necessary.

Whilst it was acknowledged that the cost of care homes had gone up it was explained that everything that was done was designed to improve quality. It was also acknowledged that a robust strategy was required to be developed in an effort to respond to workforce challenges, including consideration of providing training to the existing workforce to carry out other duties.

Decision

To note the terms of the report.

4. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION - CHILDREN AND FAMILIES

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

The report advised that self-assessment was an important part of the council's Best Value Framework, ensuring that there was rigorous challenge of performance and continuous improvement embedded at all levels of the organisation. Regular, programmed self-assessment was also an integral part of improvement planning and preparation for external inspections.

The report provided the outcome from the self-assessment of the Children and Families Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – The European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that the Children and Families

service comprised of a wide range of teams providing interventions for children and their families experiencing a need for support. The service provided support from pre-birth to age 26 for those who had experienced care.

The service included the following teams: Sure Start, Family Centres, Parenting Team, Mental Health and Wellbeing team, School Attendance Improvement Service, Child Disability Service, Whole Family Support Service, Child Care and Protection teams, Inclusion and Aftercare Service, Family Placement Team, Residential Children's Houses, Children's Rights Service, Reviewing Officer Team, Domestic and Sexual Assault Team, Social Care Emergency Team, Public Protection lead officers and Emergency Planning.

The report further advised that the Children and Families service was part of Social Policy and worked with NHS services, through the Health and Social Care Partnership to deliver integrated health and care services that would improve the wellbeing, safety and quality of life for people living in West Lothian, particularly those most at risk in society.

The service made a critical contribution to the council's corporate priorities two and seven:

- Priority 2 – delivering positive outcomes and early interventions for early years.
- Priority 7 – reducing crime and improving community safety

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 539.

Table 1 contained an overview of the service's score in the last four cycles. The trend column was based on a comparison between the base position and the current WLAM score.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently, the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel noted the positive performance of the service in the key measures.
2. The Panel noted the progress update on the actions from external inspection activities in the service and that Quality Review Groups had been established in the service to drive this activity.
3. The Panel recommended that the service required to better engage

service users and parents in future redesign activities, to ensure that the voice of the customer was fully evident in service changes and improvements.

4. The Panel encouraged the service to develop a plan to increase participation in the Looked After Children reviews.
5. The service should review the customer engagement approach, investigate new measures and good practice in other areas, with the aim of improving the capture of service performance and corporate processes.
6. Senior managers should consider dissemination of responsibilities for the management of performance to group and team managers in order to increase awareness of service performance and corporate processes.
7. The service should aim to improve staff satisfaction with reward and recognition across all teams.
8. The service should continue to review targets and thresholds set for performance indicators, ensuring they encourage improved levels of performance.
9. The service should continue to develop the benchmarking approach, identify appropriate benchmarks and use this to improve performance. The Panel noted that the service had pursued the capture of comparative data from other local authorities.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had five indicators in the Local Government Benchmark Framework that were aligned with the activity of the Children and Families service. Data for 2017/18 would not be published until February 2019 however the performance ranking for 2016/17 for the three most significant indicators was as follows:-

- CHN09 – Balance of Care for Looked after Children: Percentage of Children being Looked After in the Community.

89.68% of looked after children were looked after in community placements, this was very similar to the Scottish average of 89/87%

- CHN22 – Percentage of child protection re-registrations within 18 months

A total of 4.38% of child protection registrations in West Lothian were re-registered within 18 months. This was lower than the Scottish average of 6.46%.

- CHN23 – Percentage of Looked After Children with more than one placement in the last year (Aug-July)

A total of 19.96 % of Looked After Children in West Lothian had more than one placement in 2016/17. This was lower than the Scottish average of 21.19%

In conclusion it was advised that the Children and Families service completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and that the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement; and
3. Agree any other recommendations that may improve the performance of the service.

A number of questions were asked in relation to the level of care that each individual foster carer could provide to a child, and how successful the service was in recruiting foster carers.

The officer responded by advising that all carers were subject to an assessment process to ensure the appropriate placement was made for both the carer and the child. The officer also advised that there was a need to increase the resilience of foster places, as it was considered the service may not have the capacity of places to accommodate teenagers, or where required, to place siblings together.

It was also explained that recruiting foster carers was a national issue however there was an ongoing campaign being carried out in an effort to recruit additional carers and in particular carers in specific areas of need.

Decision

To note the terms of the report.

5. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION - INCLUSION AND WELLBEING SERVICE

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report also provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

The report advised that self-assessment was an important part of the council's Best Value Framework, ensuring that there was rigorous

challenge of performance and continuous improvement embedded at all levels of the organisation. Regular, programmed self-assessment was also an integral part of improvement planning and preparation for external inspections.

The report provided the outcome from the self-assessment of the Inclusion and Wellbeing service and the agreed recommendations for improvement for the service as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – The European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that the Inclusion and Wellbeing Service worked in partnership with schools, the Educational Psychology Service, the Quality Improvement Team and multi-agency partners to deliver education services and contribute to the overall aims of the council in relation to the educational attainment, achievement and health and wellbeing outcomes for West Lothian's children and young people.

The report also advised that the Inclusion and Wellbeing Service consisted of 2 areas; the central services provided by the team based at the Civic Centre and the out-reach, in-reach and Early Intervention services which were delegated to a range of Head Teachers across the authority.

In addition it was advised that Inclusion and Wellbeing was a supporting service for schools, pupils and their families and made a critical contribution to the council's corporate priorities 1, 2, 5,6 and 7 as follows:-

Priority 1 – Improving attainment and positive destinations

Priority 2 – Delivering positive outcomes and early interventions for early years

Priority 5 – Improving the employment position in West Lothian

Priority 6 – Delivering positive outcomes on health

Priority 7 – Reducing crime and improving community safety.

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored a total of 513.

Table 1 contained an overview of the service's score in the last cycle. The trend column was based on a comparison between the base position and the current WLAM score. The service had limited trend information for WLAM as it had only been formed as a standalone WLAM Unit since 2016/17.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel recognised the critical role of the service in ensuring that pupils across the authority were allocated with appropriate support. Also, how it effectively worked with schools, other parts of Education and council services across a range of programmes and key processes to ensure that different pupil needs were addressed.
2. The Panel noted that the service had increased the focus and effectiveness of performance management in recent years, but also that this was still developing. The Panel also noted the approach followed by the service to reviewing performance management. That it began discussions with key customers as to their expectations from the service and then followed the development of core service standards and associated measures and targets.
3. The Panel noted limited trend information for key performance indicators. This was due to the service reviewing and developing new performance indicators, aligned to the key activities, when it was established as a standalone WLAM unit in 2016/17.
4. The Panel noted employee survey results were collated above the service unit and that they would be disaggregated from 2018/19 results onwards. They also noted that the manager had undertaken specific improvement actions around leadership and empowerment.
5. The service should develop a suite of performance indicators to measure impact effectively. This review should ensure that in future years the service could evidence contribution to the relevant outcomes.
6. The customer satisfaction performance indicators should be segmented by key customer groups to support a more detailed analysis of satisfaction levels with the service and the development of improvement actions.
7. In order to support positive engagement with customers and employees in future and develop a stronger insight into their needs and preferences, the service should monitor and analyse emergent customer and employee results more closely.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had three indicators in the Local Government Benchmark Framework as follows;

- SCHN19b – School attendance rates (per 100 looked after children)
- SCHN20a – School exclusion rates (per 1000 pupils)
- SCHN20b – School exclusion rates (per 1000 looked after children)

In addition, recent Scottish Government funding for Looked After Children had been focussed on supporting engagement in learning of most vulnerable Looked After Children and Young People. There was also considerable cross-authority liaison in relation to the most effective practice in a multi-disciplinary approach to intensive and crisis intervention.

In conclusion the report advised that the Inclusion and Wellbeing Service completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:-

1. Note the outcome of the WLAM and Review Panel process;
2. Note the recommendations for improvement; and
3. Agree any other recommendations that may improve the performance of the service.

A number of questions were asked in relation to ESOL (English as a second language) GIRFEC (getting it right for every child) and the four levels in the Continuum of Support.

The Head of Education explained that ESOL was carried out by the Community Learning and Development team together with West Lothian College.

The officer explained each of the four levels in the Continuum of Support as follows:-

- Pupils whose needs were met by class staff team
- Pupils whose needs were met by the class staff team and through targeted additional school based intervention and support.
- Pupils whose needs were met by the class staff team targeted additional intervention and also through support from two or more agencies or different parts of the same agency.
- Pupils whose needs were met through accessing an additional

support needs schools base either full or part time.

The Committee thereafter requested additional information with regard to the percentage of pupils at each of the 4 stages of the Continuum of Support which the officer undertook to provide.

Decision

To note the terms of the report.

6. BUILDING SERVICES - HOUSING REPAIRS

The Committee considered a report (copies of which had been circulated) by the Head of Housing, Customer and Building Services providing an overview of Housing Repairs and performance details. Appended to the report was the Building Service performance indicator report.

The report advised that Building Services was the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. The service consisted of two teams, the Contracts Team who undertook project work associated with the Housing and General services capital programmes, and the Repairs Team who carried out responsive repairs and maintenance to both housing and non-housing properties.

The service had a total staff of 468 FTE including 53 apprentices and an annual expenditure in the region of £26,000,000. The service also actively engaged with a number of partners such as local sub-contractors and trade suppliers, Health and Safety Executive, Finance and Estates, Gas Safe Register and National Inspection Council for Electrical Inspecting Contractors.

The main activities for Building Services in 2018/19 were:

- Responsive repairs and maintenance to housing and non-housing properties, including an emergency standby service.
- Gas servicing and repairs.
- Project works associated with Housing and General Services Capital Programmes.

The report went on to advise that the Building Service Repairs team carried out a total of 47,154 housing responsive repairs with 45,221 completed within the target timescale for the period of 2017/18 to council housing stock.

The service and the tenant's panel had developed a tenant's handbook to provide guidance to tenants on all aspects of housing repairs.

The report went on to provide details on the Repair Journey which included the following:-

- How to request a repair
- Planning a repair request
- Carrying out the repair request
- Post Inspections

The Head of Housing, Customer and Building Services explained that the service performance was regularly measured through a suite of performance indicators in line with the council's performance management framework, using the Pentana System.

Building Services Performance Indicators were representative of a range of activities delivered by the service and included statutory, public performance and management indicators, including measures of customer satisfaction.

The service also submitted performance to the Scottish Housing Regulator on an annual basis and completed benchmarking activity with the Scottish Housing Network and Association for Public Service Excellence.

The report recommended that the Committee:

1. Note the contents of the report and appendix;
2. Provide feedback on the Housing Repairs performance; and
3. Identify any recommendations for performance improvement.

There then followed extensive questions by the Committee in relation to customer complaints, staff retention, the viability of in-house repairs, revisits, multitasking, void property repairs, responsive repairs, maintenance survey of properties, tenant's handbook, and repairs that were recharged to the tenant.

It was explained that staff retention was difficult as terms and conditions within the council were not always as favourable as those in the private sector. In relation to the viability of in-house repairs the committee was advised that outsourcing was more expensive and therefore the service had started to look at recruiting in-house again.

It was also explained that a number of repairs that required revisits, on occasion was unfortunately due to poor workmanship or tenant misunderstanding, however many others were down to the availability of utility companies, scaffolding companies, the complexity of a repair or the need to co-ordinate follow on services. However it was noted that the service had recruited two scaffolders that were able to deal with certain repairs, which would save time and money.

The issues in relation to revisits, availability of utility services and follow on services generated a number of customer complaints as customers

were not always being kept informed of other service availability, timescales and progress. However, it was also noted that there had been a 12% reduction in customer complaints and the service was committed to continue to make improvements in this area.

The Committee noted that the officer undertook to provide comparative figures from other local authorities in relation to the time taken from a property being handed back to being re-let.

Information was also provided in relation to particular repairs that were rechargeable to the tenant and that further information would be provided to the Committee on the recharge recovery success rate.

Finally, the Committee noted that the service was undertaking a review of the repairs policy.

Decision

To note the terms of the report.

7. WORKPLAN

The Committee considered a list of items that would form the basis of the committee's work over the coming months.

Decision

To note the contents of the workplan.