

2013-14

edreport

the public performance report of east dunbartonshire council



sustainable thriving achieving

East Dunbartonshire Council

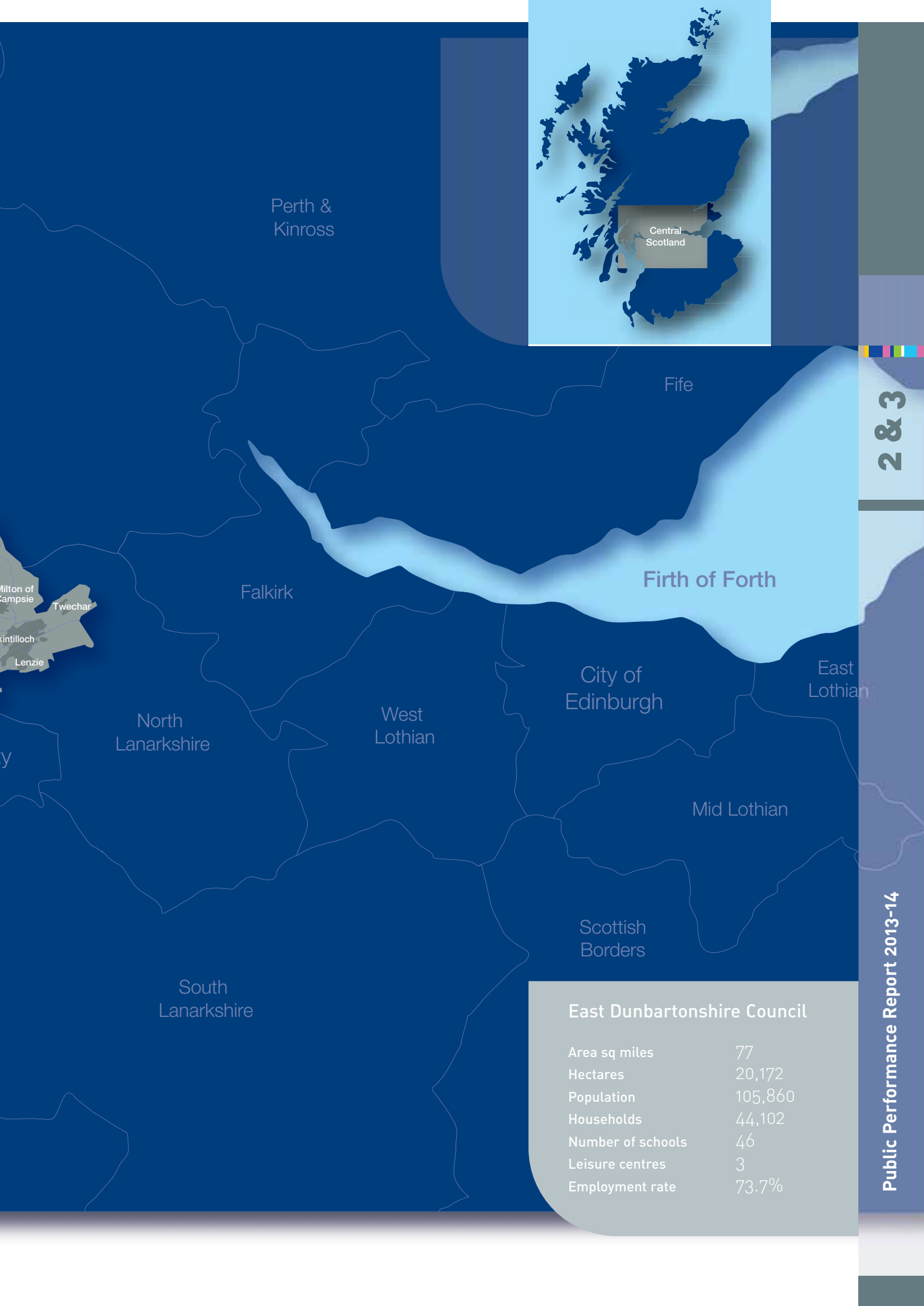
www.eastdunbarton.gov.uk

east dunbartonshire newbuild lenzie road 2014

Map of central Scotland

with East Dunbartonshire and
surrounding local authorities





Perth &
Kinross



Central
Scotland

Fife

Falkirk

Firth of Forth

Milton of
Campsie
Twechar
Kintilloch
Lenzie

North
Lanarkshire

West
Lothian

City of
Edinburgh

East
Lothian

Mid Lothian

Scottish
Borders

South
Lanarkshire

East Dunbartonshire Council

Area sq miles	77
Hectares	20,172
Population	105,860
Households	44,102
Number of schools	46
Leisure centres	3
Employment rate	73.7%



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Introduction

The Council's Public Performance Report provides a summary of East Dunbartonshire Council's performance during 2013/14. We are committed to improving performance and being open and transparent about how well we are doing.

East Dunbartonshire Single Outcome Agreement sets out the strategic priorities for East Dunbartonshire and identifies six local outcomes which the Council and partners will deliver for our people and communities. The outcomes reflect the social, economic, health and environmental challenges of the area and are informed by the findings of the Stakeholder Engagement Programme which took place between August and November 2014, partner consultation feedback and a comprehensive analysis of available information.

Through implementation of the Single Outcome Agreement, the Council will seek to deliver the vision for East Dunbartonshire, which is:

- Working together to achieve the best with the people of East Dunbartonshire



Our long-term (5-10) year outcomes are:

- We have reduced inequality and disadvantage across East Dunbartonshire
- Our communities are more engaged in the design and delivery of services

Our six local outcomes are:

- East Dunbartonshire has an expanding economy with a competitive and diverse business and retail base
- Our people are equipped with knowledge, skills and training to enable them to progress to employment
- Our children and young people are safe, healthy and ready to learn
- East Dunbartonshire is a safe and sustainable environment in which to live, work and visit
- Our people and communities enjoy increased physical and mental wellbeing and health inequalities are reduced
- Our older population are supported to enjoy a high quality of life and our more vulnerable citizens, their families and carers benefit from effective care and support services

Each of the outcomes is underpinned by a set of outcome indicators which will enable a regular review of progress on delivery. All the indicators are subject to continuous review and demonstrate the added value of the partners working together to focus on outcome delivery.



overview



Performance Summary

Performance Highlights

The list highlights some key achievements for the Council during 2013/14

- There has been a significant increase in the percentage of pupils from deprived areas gaining 5+ awards at level 5 (SIMD) from 19.63% in 2010/11 to 41.07% in 2012/13.
- The Planning Service received a Commendation at the Scottish Awards for Quality in Planning by judges who were impressed with the Council's efforts to engage early with the community. During August 2013, the Planning Service held innovative charrette workshops across the area while carrying out public consultation prior to the publication of the Main Issues Report.
- East Dunbartonshire is one of the first Scottish councils to kit out a demonstration flat to showcase the range of equipment available to help people continue living independently. The Assisted Living show flat helps to manage risk and support independence by demonstrating a range of very simple to use IT equipment and intelligent telecare sensors.
- The results of the annual School Leaver Destination Return for 2013/14 shows that the percentage of school leavers entering a positive destination is 97.2%, above the national average of 92.3%.
- The Council website retained its SOCITM 4-star rating this year and is one of only six Scottish councils to achieve this.
- The Housing and Community Services team was recognised was awarded the Investors in People Gold Accreditation in March. Areas of good practice highlighted included inspirational leadership and management, strong relationships with customers and partners, commitment to continuous improvements, encouragement of learning and development and the corporate social responsibility.



Tracking the Public Pound

section 1



Net Expenditure
(excl. capital changes)

	2013/14 £m
a Education	101.198
b Social Work	49.317
c Community	13.483
d Development & Infrastructure	34.859
e Other Services	11.393

Total Expenditure 210.250

Net Expenditure
(incl. capital changes)

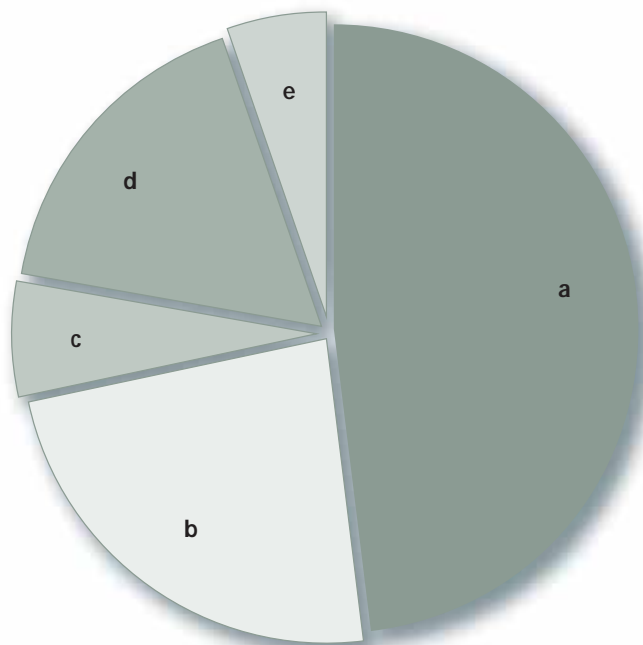
	2013/14 £m
Education	107.198
Social Work	49.617
Community	14.683
Development & Infrastructure	38.059
Other Services	11.393
Capital Charges adjustment	6.227

Total Expenditure 227.177

Financed by

	2013/14 £m
Government Grants	150.506
Non-Domestic Rates	22.885
Use of Reserves	0.838

Total amount needed from Council Tax 52.948



section 1

Working in partnership

Working in Partnership

section 1

We have a strong tradition of effective partnership working in East Dunbartonshire which has delivered successful outcomes for the area. Our people are healthier and safer; our older people are supported through high standards of care whilst our rate of educational achievement continues to be one of the highest in Scotland.

Since our last Single Outcome Agreement (SOA), we have undertaken a rigorous analysis of local needs and engaged widely across all our communities. We can now more clearly identify the specific issues which impact on people and communities across East Dunbartonshire. This helps us plan what we want to achieve over the next decade and detail how we will know we are getting there.

Substantial progress has been made in improving partnership performance management arrangements. The consolidation of partnership performance in relation to outcome delivery within the Council's Business and Improvement Planning Framework has ensured regular reporting and provided enhanced transparency and scrutiny. However, there is a need to strengthen the focus on identifying ways in which the Partnership can measure the impact of resource targeting in reducing a range of inequalities across our communities.

The Council and community planning partners engage extensively with local people to identify strategic priorities and options for future public service delivery in order to inform the development of the SOA and budgetary strategy.

Partnership Development Programme 2013-2016

In September 2013, the Community Planning Partnership approved a Partnership Development Programme which sets out the improvement activity which will be undertaken to underpin the strategic direction of the Partnership and support the step change in partnership working which requires to be implemented.

The programme is based on the following core elements:

- Single Outcome Agreement 2013-2016 - Strategic Improvement Principles
- Development actions from the Scottish Government quality assurance process (June 2013)
- Improvement actions from the self-evaluation of East Dunbartonshire Community Planning Partnership in relation to the recommendations of the Audit Scotland report on Improving Community Planning (March 2013)
- Scottish Government/COSLA Agreement Note on Joint Working on Community Planning and Resourcing (September 2013)



Partnership Development Programme 2013-2016

section 1



The updated East Dunbartonshire Single Outcome Agreement is based on a clear understanding of the needs of our local communities and is geared to targeting resources where inequalities are most acute in order that life circumstances of local people can be improved and that future demand can be reduced. In order that the Partnership Development Programme can effectively support local outcome delivery and contribute to the national outcomes, improvement activity focuses on the following areas:

- Prevention focus
- Capacity building and engagement
- Joint resourcing
- Integrated workforce development and collaborative leadership
- Performance management
- Partnership governance

All community planning partners recognise that prevention is a core driver for the achievement of change and improvement in East Dunbartonshire.

Community Planning

East Dunbartonshire's SOA represents an approach to service delivery in the area which places emphasis on improved partnership working to ensure that the priorities of the SOA are met and that value for money is added through joint delivery of services where possible.

The Community Safety Partnership delivers a wide range of community safety services across East Dunbartonshire. Team working across the partnership to protect health and wellbeing and to tackle antisocial behaviour, including the function of the night noise service at weekends and intelligence led mobile CCTV monitoring. Progress during 2013/14 has impacted positively on Local Outcome 4 including the production of the Community Safety Partnership Workplan for 2013/2014 and supporting the implementation of the scrutiny and monitoring arrangements for Police and Fire Reform, and creation of the Hillhead Place Task Force.

East Dunbartonshire Council was one of four local authorities involved in a Scottish Government pilot project in relation to developing the leadership skills of practitioners with a view to implementing the national and local Self Directed Support (SDS) strategies. This was co-ordinated in partnership with an independent, Scottish Government funded organisation called 'Positive People Development'. This project ran until September 2014.

Partners have continued to use a range of initiatives to support development of business and regeneration in local areas, most recently the development of the Hillhead Community Centre. In relation to town centre regeneration partners have supported the development of the Hub model for public service delivery. In Kirkintilloch a masterplan has been developed and is in the initial implementation stages whilst in Milngavie the Council and its partners are supporting traders with a second Business Improvement District (BID) process.



section 1

A Community Centred Partnership Approach to Reducing Inequality in East Dunbartonshire

This community based approach is a new way of working in East Dunbartonshire which seeks to more effectively utilise resources between public service providers in targeted geographical areas. The Hillhead area of Kirkintilloch was chosen as the first area to implement this process due to the fact that it is statistically the most deprived area within East Dunbartonshire according to the Scottish Index of Multiple Deprivation (SIMD), the official measure of deprivation for Scotland.

section 1

This joint working was spearheaded through East Dunbartonshire's Community Planning Partnership which is made up of a wide range of public and voluntary sector agencies and was driven forward by the Council, Community Health Partnership, Police Scotland and voluntary sector partners in particular. A series of changes have been implemented over the last twelve months. With a focus on priorities as set out by the local community, including, employability, a family centre, community safety and the new Hillhead Community Centre.

The Council has committed £2.5m to the new purpose built community centre in Hillhead and partnership working has been enhanced by combining agencies and building new relationships. For instance presentations and networking events during in-service days have given front line staff a greater awareness of services provided by other agencies who can, in turn, better assist their own service users as a result.

Working with the community in Hillhead has been the central factor underpinning this new approach with the community being involved from the beginning in outlining their priorities for the area and in the design of the new community centre. This initial work undertaken in the Hillhead area has been met with a positive reaction from all stakeholders involved and the Community Planning Partnership is in the process of looking to implement the same approach in other areas within East Dunbartonshire.

Since this approach to working has been implemented within Hillhead, a number of positive outcomes have been achieved for the local community. The on-going work within the Family Centre in Hillhead Primary School & Nursery is improving relationships between parents, children and the school. In addition to family learning and parenting support, employability and adult learning resources have been deployed within the Family Centre leading to the delivery of self-development courses for parents. Significant impact has also been made in community safety with the joint resourcing between Police Scotland and East Dunbartonshire Council of a dedicated police officer 'on the ground' in Hillhead. The new community centre was also completed in August 2014.



The next community to be targeted with the approach is to be Lennoxtown, with the Scottish Index of Multiple Deprivation 2012 highlighting the area with the most deprived datazone within the authority, aside from those already identified within Hillhead. Existing stakeholder consultation will build from that carried out over the last two years and is anticipated to produce a new set of outcomes relevant for this community which will require their own set of responses. The aim is for this to be carried out towards the end of the summer with a workshop for practitioners held in August / September with a view to presenting the options for implementation to Council in September 2014.



local outcome 1

East Dunbartonshire has an expanding economy with a competitive and diverse business and retail base

Town Centres

Town centre footfall has shown an increase in 2013/14 compared to 2012/13 but is slightly below target of 3,000,000. Although town centre footfall was above target in March the continuing wet weather had a negative impact on the last quarter of 2013/14.

Performance Indicator

Town centre footfall across network

2011/12 2012/13 2013/14

3,114,509 2,742,307 2,952,867

There are seven less town centre vacancies in 2013/14 compared to 2012/13, with Milngavie town centre having their vacancies decrease from six to three. Out of all the six town centres, only one has increased with the rest either staying the same or seeing a reduction in vacant units. East Dunbartonshire's vacancy rate for 2013/14 was 6.75% well below the current Scottish average of 11.1% but slightly above the annual target of 6.5%.

Performance Indicator

% of Town centre retail vacancies vs total number of town centre retail units

2011/12 2012/13 2013/14

5.03% 7.99% 6.75%

New Start Businesses

The number of start-ups in East Dunbartonshire for 2013/14 is above target due to effective marketing and an increase in New Enterprise Allowance clients.

Performance Indicator

Number of new start businesses supported by local authority funded business support activities (including Business Gateway) and other LOA partners

2011/12 2012/13 2013/14

203 204 245





In East Dunbartonshire, 58 new businesses started trading in quarter four of 2012/13. Of these businesses 36 responded giving a sample size of 62%. 33 of these businesses are still trading and three have ceased trading giving a survival rate of 91% in quarter four for 2013/14. The overall business survival rate for 2013/14 was 87.03%, a decrease of 5% on the previous year.

Based on jobs from new starts (both volume and high value and those from grants given twelve months ago) there were 342 jobs created in 2013/14 which is above target (250) due to the successful uptake of EDC grant funded programmes including training, new enterprise, e-commerce and employer grants.

Performance Indicator	2011/12	2012/13	2013/14
Business survival rates percentage for new start businesses 12 months after initial intervention	78.06%	92.39%	87.03%
The number of jobs created per annum to which local authority funded business support (including Business Gateway) and other LOA partner programmes have made a significant contribution	2,114	339	342



local outcome 2

Our people are equipped with knowledge skills and training to enable them to progress to employment

Modern Apprenticeship

The Council launched its new Modern Apprenticeship programme in March 2013. Modern Apprenticeship is open to young people aged 16-24-years-old who are East Dunbartonshire residents.

Employability

Twelve new Modern Apprentices took up their posts with the Council in August 2013. Modern Apprenticeships receive on the job training and support and study towards industry recognised qualifications whilst receiving a wage. At the end of their two-year programme they receive a certificate of achievement.

All 12 young people who started on East Dunbartonshire Council's Modern Apprenticeship programme are on course to achieve their qualifications by the end of their first year of employment. These apprenticeships are in the areas of Business and Administration (6), Customer Services (2), ICT (1), Horticulture (3). Feedback on the impact of the programme from both participants and service areas has been very positive.

East Dunbartonshire Council provides a range of employability services to support young people and adults access sustained employment. This includes Opportunities for All, Getting Started into Care and Work Preparation courses, Work Clubs, Literacy and Numeracy Support, Lift Off grants and wage incentives subsidies to employers through the Youth Employment Scotland Fund.

Overall, job outcome performance has remained good and sustainability rates for those staying in employment for six months or over remained high at over 70%. The Youth Employment Action Group has met regularly throughout the year to develop and implement a Youth Employment Action Plan.

Modern Apprentices



Performance Indicator

2013/14

% of those supported by employability programme moving into and sustaining employment for six months

73%

% of those supported by employability programme into employment

53%



GRAD+

GRAD+

The table opposite shows there has been an increase in the percentage of unemployed people assisted into work from Council operated/funded employability programmes from 7.36% to 11.31% in 2013/14.

Performance Indicator	2012/13	2013/14	Scottish Average
% unemployed people assisted into work from Council operated/funded employability programmes	7.36%	11.31%	12.58%

The GRAD+ and WORK+ programmes started at the end of March. The GRAD+ programme provides high quality paid work experience for five local young graduates who were unemployed or have been underemployed. The graduates worked in the areas of Youth Work, Housing, Law, Corporate Planning and Events Management.

The WORK+ programme provides high quality paid work experience opportunities to young people who face significant barriers to accessing sustainable employment. Work placements are in Greenspace, Property Services, Waste and Recycling, Early Years, Catering and Administration.

The programme has extended the role of the Council as a "corporate parent" by providing opportunities for young people within the care of the Council. All the participants will also be supported to improve their employability skills with a view securing sustainable employment.

Employer Recruitment Incentives (Youth Employment Scotland Fund).
Over 25 businesses have been supported through incentive grants to create additional jobs for young people as part of the Youth Employment Scotland Fund. This new programme started in July 2013 and subject to funding availability will run until December 2014.



local outcome 3

Our children and young people are safe, healthy and ready to learn

outcome 3

Attainment

Secondary schools continue to perform very well in SQA national examinations. Performance in 2013 was better than almost all comparator authorities in most measures and bettered the national averages in all measures.

New external examinations were undertaken in 2014 by S4 young people taking National 5 courses. The content, learning and teaching strategies and assessment associated with new National Qualifications courses (National courses) for S4 young people are different from Standard Grade and Intermediate courses. The following S4 results are therefore not comparable; historical data is provided along with S4 results for illustrative purposes only. S5 and S6 results in 2014 are not affected by these changes.

Title	2012	2013	2014	Scottish Average 2011	Scottish Average 2012	Scottish Average 2013*
% pupils gaining 5 or more awards at SCQF level 3 (Foundation - Access 3) or better by the end of S4	98.0%	99.0%	97.0%	93.8%	95.0%	N/A
% pupils gaining 5 or more awards at SCQF level 4 (General - Intermediate 1) or better by the end of S4	93.0%	93.0%	96.0%	80.0%	82.0%	N/A
% pupils gaining 5 or more awards at SCQF level 5 (Credit - Intermediate 2) or better by the end of S4	56.0%	59.0%	67.0%	37.0%	38.0%	N/A
% pupils gaining 1 or more awards at SCQF level 6 (Higher) or better by the end of S5	68.0%	67.0%	72.0%	46.0%	48.0%	N/A
% pupils gaining 3 or more awards at SCQF level 6 (Higher) or better by the end of S6	57.0%	60.0%	60.0%	37.0%	38.0%	N/A
% pupils gaining 5 or more awards at SCQF level 6 (Higher) or better by the end of S6	45.0%	48.0%	47.0%	26.0%	26.0%	N/A



Post appeal results are illustrated for school sessions ending 2012 and 2013. All 2014 results are not subject to appeal process.



local outcome 3

Attainment

There has been a significant increase in the percentage of pupils from deprived areas gaining 5+ awards at level 5 (SIMD) to 41.07% in 2012/13 along with an increase in the percentage of pupils gaining 5+ awards at level 6 (SIMD). East Dunbartonshire ranked first place against other Councils in both of these indicators. Both indicators are well above the Scottish average.

Performance Indicator	2010/11	2011/12	2012/13	Scottish Avg
% pupils from deprived areas gaining 5+ awards at level 5 (SIMD)	19.63%	33.62%	41.07%	19.52%
% pupils gaining 5+ awards at level 5	56.0%	56.0%	61.1%	39.28%

outcome 3

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% pupils from deprived areas gaining 5+ awards at level 6 (SIMD)	31.63%	17.76%	25.0%	12.59%
% pupils gaining 5+ awards at level 6	44.0%	45.97%	47.49%	28.08%

The table below the percentage of adults satisfied with local schools has decreased slightly between 2012/13 and 2013/14 but is still above the Scottish average of 81%.

Performance Indicator	2010/11	2012/13	2013/14	Scottish Avg
% of adults satisfied with local schools	89.7%	91.0%	88.0%	81.0%

Attendance

Pupil attendance continues to improve year on year since 2009/10. Attendance rates are comparable to similar local authorities and nationally and are consistent with expected patterns with decreased rates as the school session progresses.

Performance Indicator	2013/14
% Attendance rates in primary schools	97.0%

There are seventy five children who have been looked after continuously from August 2013. There has been an overall steady increase in attendance.

Performance Indicator	2012/13	2013/14
Attendance levels of EDC looked after children attending EDC schools	91.5%	92.5%



Physical Education

Physical Education (PE) has been well supported in all primary schools to ensure quality provision for all young people. All primary schools are now providing two hours of PE for all pupils and all secondary schools will fulfil the provision by May 2014. The PE Development Officer is continuing to work with schools and partners to ensure that there is quality provision in all schools; this includes training focussed on areas of need identified by staff. This targeted support has raised the confidence of teachers to deliver more challenging areas of Physical Education.

The Education Service is working with SportScotland and East Dunbartonshire Leisure and Culture Trust to develop the Positive Coaching Programme. This aims to develop positive attitudes to sport and involves workshops within the wider community: including sport leaders, coaches, parents and teachers. The programme is being delivered in clusters to all partners and is starting to have a positive impact on young people's attitudes to and participation in physical education, physical activity and sport.

Performance Indicator	2011/12	2012/13	2013/14
% of primary and secondary schools implementing two hours (or equivalent) quality physical education per week	79.5%	95.0%	95.0%

School Leaver Destination

Schools work very effectively with partners to provide a wide range of pathways and the Senior Phase Vocational Programme was expanded to include new courses. Positive evaluations indicate that pupils feel more confident, better informed and well prepared to make choices about progression to further and higher education or employment. An 'Opportunities for All' website has been developed to provide information, advice and support for young people to help them make appropriate choices after leaving school.

The results of the annual School Leaver Destination Return for 2013/14 shows that the percentage of school leavers entering a positive destination is 97.2%, a rise of 1.4%. This is above the national average of 92.3% and East Dunbartonshire Council is the top performing local authority for 2013/14, with the highest proportion of pupils entering a positive destination out of all Scottish local authorities.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of pupils entering positive destinations*	94.7%	95.8%	97.2%	92.3%

*(Further Education, Higher Education, employment, voluntary and training)

The Prince's Trust XL Programme, which provides a personal development programme aimed at young people aged 13-19 at risk of underachievement or exclusion from schools, is offered in all secondary schools including Merkland School and Woodhead Support Unit. Almost one hundred and fifty young people are involved in 19 clubs and working towards an SQA Personal Development Award. Since inception incidents within the community have dropped by 34.4%. There has been an increase of 25% of young people completing their Duke of Edinburgh's Awards with 247 achieved across all secondary schools. East Dunbartonshire is one of the top five performing local authorities for participation and completion.

Young people attending Positive Achievements, an East Dunbartonshire wide youth project that aims to reduce the number of young people leaving school without a positive destination, have achieved 523 awards, 405 accredited awards and 118 wider achievement awards. The Friends of Positive Achievements Group was given charitable status by the Office of the Scottish Charity Regulator. The projects were shortlisted for a new award category of Youth and Education in the RSPB Nature of Scotland Awards.



local outcome 3

Business Support

The table below shows the costs per primary and secondary pupils and pre-school education registration. Costs per primary school pupil and cost per pre-school education registration have decreased between 2012/13 and 2013/14 and are below the Scottish average of £4,749.59 and £2,998.58 respectively. The cost per secondary school pupil in 2013/14 is above the Scottish average of £6,426.89 and has increased slightly when compared with 2012/13.

Performance Indicator	2010/11	2011/12	2012/13	Scottish Avg
Cost per primary school pupil	4,757.75	4,693.13	4,581.08	4,749.59
Cost per secondary school pupil	6,480.54	6,505.51	6,637.89	6,426.89
Cost per Pre-school education registration	2,778.87	2,758.11	2,490.31	2,998.58

outcome 3

Primary School Improvement Programme

During 2013/14, four statutory consultations took place on changes to elements of primary education provision in Bishopbriggs, Lenzie, Kirkintilloch and Bearsden and Milngavie. The proposals were to: close Lenzie Moss Primary School, and Lenzie Primary School and nursery class and establish a new school on the Lenzie Moss site; close Auchinairn Primary School and nursery class, Woodhill Primary School and Cleddens Learning and Childcare Centre, and establish a new school on the Woodhill site; close St Agathas Primary School and St Flannan's Primary School and establish a new build school at the St Flannan's Primary School site; close St Joseph's Primary School and St Andrew's Primary School and build a new school at the St Andrew's Primary School site.

The Scottish Government endorsed the Lenzie development and 'called in' the Woodhill development. On 28 May 2013, following further investigation, the Scottish Ministers were satisfied that East Dunbartonshire Council had fulfilled its obligations under the 2010 Act and granted consent to the Woodhill development proposals.

In June 2014 the Scottish Government endorsed the Kirkintilloch development and 'called in' the Bearsden and Milngavie development. Further updated information can be found on the Council website Primary School Improvement Programme.

Children and Families

The work to support children and families particularly in the early years continues to make good progress. Education has progressed the Early Years Collaborative with a comprehensive training programme focusing on child development. The 30 month child health review and the Strengths and Difficulties survey help staff to measure achievement at age/stage and provide standardised information to target resources effectively. Staff in all centres, including partner providers, were trained in ways to identify and support children, who require additional support. This has resulted in improved awareness and tracking of child wellbeing and interventions.

A total of 128 families were involved in family learning during 2013/14. Within the Hillhead Place project, 56 referrals were made to other services and practitioners on behalf of the parents involved. The feedback forms received on project completion indicated that 97% felt more confident and 87% stated they had noticed a positive impact on family life.

School Inspections

During 2013/14 three schools were inspected by Education Scotland. The report for Kirkintilloch High School was outstanding. Kirkintilloch High School achieved very good for four out of five indicators and excellent for the curriculum. This is only the second secondary school in Scotland to be evaluated as sector leading in this quality indicator. St Matthew's Primary received a positive inspection report whilst Millersneuk Primary School achieved very good for almost all quality indicators.



Child and Families

Delivering interventions at the earliest stage remains a key priority and a number of key initiatives have been implemented to ensure this objective is met. The establishment of an Early Effective Intervention (EEI) arrangement has met with a large degree of success. This approach has helped reduce young people offending in the authority and reduce the number within the Children's Hearing System. This arrangement is being further developed with the introduction of Whole Systems approach which will work across agencies, bringing together the Scottish Government's key policy frameworks into one holistic approach for young people who offend. This will include young people aged 16 to 18. Funding has now been secured from the Scottish Government and a Whole System Service Manager has recently been appointed to take forward developments within East Dunbartonshire.

Similar arrangements have been established to ensure effective and timely intervention into the lives of children affected by Domestic Violence through the establishment of Non Offence Management arrangements (NORM). A multi-agency approach has been adopted to ensure that the needs and risks of vulnerable women and children are identified and support coordinated to address any safety or welfare concerns. This collaborative approach seeks to ensure the needs and risks of all vulnerable children and young people are identified and responded to at the earliest opportunity. In this regard, the "Getting it Right for Every Child" principles underpin our overall approach and we are making good progress in rolling out this agenda within the authority. This approach has led to significant reductions in the number of children referred to the Children's Hearing System.

Inspections

In the course of the last year, a number of key services have been the subject of external inspection by the Care Inspectorate with largely positive results. The outcome for the Family Support Service, Ferndale Children's Residential Service and the multi-agency inspection of children's services were all graded as good and very good. The outcome for the Fostering and Adoption Service was identified as an area for improvement with the Fostering aspect of the Service awarded grades of 1 x Adequate (Grade 3) and 2 x Weak (Grade 2) and the Adoption aspect of the Service awarded 2 x Adequate (Grade 3) and 1 x Weak (Grade 2). Urgent action has been taken and a comprehensive improvement plan is now in place ensuring the improvement of this Service remains a priority.

Looked After and Accommodated Children

The table below shows performance related to reviews of case conferences and first looked after and accommodated reviews. With regards to case conferences, there has been an improvement in the last quarter of 2013/14 but the annual figure is 8% below target. There were nine case conferences within quarter four with seven taking place within the timescale. Initial issues related to staff absence coupled with significant issues regarding non engagement by the family which resulted in two case conferences being rescheduled.

Percentage of first Looked After & Accommodated reviews taking place within four weeks of the child being accommodated has remained consistent at 100%.

Performance Indicator	2011/12	2012/13	2013/14
% of first Child Protection review case conferences taking place within 3 months of registration	93.0%	96.5%	90.0%
% of first Looked After & Accommodated reviews taking place within 4 weeks of the child being accommodated	89.0%	100.0%	100.0%



local outcome 4

East Dunbartonshire is a safe and sustainable environment in which to live, work and visit

outcome 4

Local Development Plan

East Dunbartonshire Council is in the process of preparing a new Local Development Plan (LDP) for the area, which will replace the Local Plan 2. It is expected that the LDP will be adopted in 2016 and will be updated every five years thereafter. The LDP will guide the future use of land, set out proposals for development and provide the framework for dealing with planning applications.

The Main Issues Report was approved by Committee for consultation purposes in August 2013. The Council embarked on an 8 week consultation, which took place between 9 September and 4 November 2013.

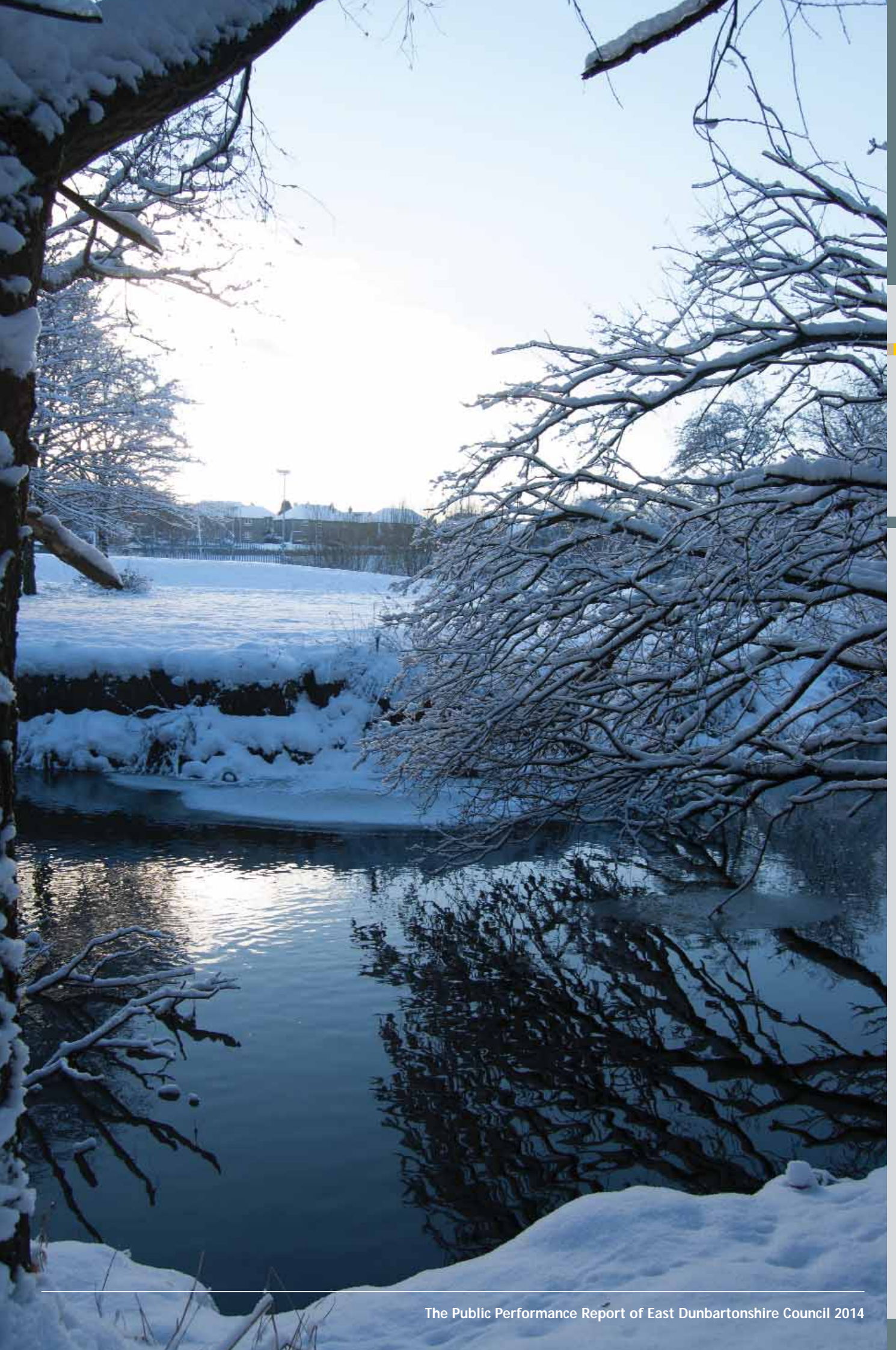
Planning Applications

The performance of the Planning Service continues to improve as shown in the table below with 97.67% of householder planning applications being dealt with within two months, a 17% increase since 2011/12.

There has been a significant increase in the percentage of non-householder planning applications dealt with within two months between 2012/13 (59.83%) and 2013/14 (84.25%). A contributing factor is that the statistical returns for 2011/12 included Strategic Development and Regeneration Team responses, which for previous years were part of a combined report for the Development & Infrastructure Department. The 2013/14 figures are for the Governance & Regulation Department and do not include strategic development figures which are reported separately. New processes, such as the revised Planning Scheme of Delegation, which allows the Planning service to determine certain applications, and changes to the Planning Board site visit procedure have also supported quicker decision making timescales.

Performance Indicator	2011/12	2012/13	2013/14
% householder planning applications dealt with within 2 months	80.5%	93.25%	97.67%
% of non-householder planning applications dealt with within 2 months	55.3%	59.83%	84.25%
% of planning applications submitted electronically per month	34.82%	43.42%	54.67%





local outcome 4

Building Standards

Local Authorities administer the Building Standards System and are responsible for granting permission for work to be done (Building Warrant) and for a completed building to be occupied (Completion Certificate).

During 2013/14 East Dunbartonshire's Building Standards service carried out the following operations.

outcome 4

Performance Indicator	2013/14
No. of building warrant applications received	1,104
No. of building warrants approved	1,054
% of warrants approved within 20 working days target	90.0%
Total number of site inspections carried out	2,756
No. of completion certificate submissions received	897
No. of completion certificates accepted	573
Total value of building works	£69,050,730

Everyone who submits a Building Warrant is provided with a customer questionnaire to rate the service which they received during the warrant process. Customer satisfaction improved during 2013/14 with 95.9% of customers satisfied with the service they received from the Building Standards Section compared to 90% in 2012/13.

Fleet Management

Fleet Management is now through the 2013/14 fleet replacement programme with tenders, price enquiries and subsequent orders in the main completed with all but a few vehicles and items of plant yet to be delivered.

Parks and Open Spaces

Visitor numbers to Mugdock Country Park have decreased between 2012/13 and 2013/14. The biggest impact on visitor numbers has been adverse weather, despite this over 600,000 people visited Mugdock Country Park during 2013/14.

Performance Indicator	2011/12	2012/13	2013/14
Visitor numbers to Mugdock Country Park	660,864	632,805	605,681

The cost of parks and open spaces per 1,000 population has increased over the last few years but remains below the Scottish average of £30,785.70.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost of parks & open spaces per 1,000 population	27,732.62	29,193.43	31,976.19	30,785.70

The percentage of adults satisfied with parks and open spaces has remained consistent over the last few years with 83% of adults satisfied with parks and open spaces in 2013/14. However, this is slightly below the Scottish average of 86%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with parks and open spaces	81%	83%	83%	86%



Democratic Core

The democratic core service of local authorities covers all the services, including Committees that are necessary to support the Council in discharging its democratic functions on behalf of the community. The table shows a significant decrease in cost between 2012/13 and 2013/14 following a review of charging practices across Council services.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost of Democratic core per 1,000 population	31,041.41	31,970.15	25,826.56	32,076.88

Trading Standards

Trading Standards enforces a wide range of consumer protection legislation and provides advice services to local consumers and businesses in order to maintain fair trading in East Dunbartonshire.

The indicator below measures satisfaction levels of consumers that use the Trading Standards Service in East Dunbartonshire. Satisfaction surveys are sent to 50% of the consumers that use the Service each year, with returns and feedback collated for the purposes of monitoring and improving service provision. Satisfaction levels in 2013/14 were extremely high, with 96.9% of consumers indicating that they were satisfied with the service they received.

Performance Indicator	2011/12	2012/13	2013/14
% of consumers satisfied with the Trading Standards Service	94.6%	95.6%	96.9%

The percentage of business customers satisfied with the Trading Standards Service was extremely high in 2013/14, with 95.8% of business customers indicating that they were satisfied with the service they received. Satisfaction surveys are sent to the businesses that contact Trading Standards for business advice and to businesses that receive a planned Trading Standards inspection visit during the year. Feedback from the surveys is collated and used to monitor and improve service provision on a continuous basis.

Performance Indicator	2011/12	2012/13	2013/14
% of business customers satisfied with the Trading Standards Service	93.2%	94.1%	95.8%

Trading Standards services carry out advisory and enforcement work for the purposes of ensuring that the Scottish Government's Enhanced Tobacco Sales Enforcement Programme (ETSEP) is delivered. In terms of the ETSEP, the Trading Standards Service in East Dunbartonshire is required to carry out age restricted sales test purchasing visits to 10% of the tobacco retailers within the area each year. During 2013/14, the targets set by the Scottish Government were comfortably exceeded by the Trading Standards Service. The ETSEP requires Trading Standards services to carry out advisory visits to 20% of the tobacco retailers within the area each year. The targets set by the Scottish Government for 2013/14 were exceeded by the Trading Standards Service.

Performance Indicator	2013/14	2013/14 Target
Number of test purchase visits carried out by Trading Standards under the Scottish Government's Enhanced Tobacco Sales Enforcement Programme	27	12
Number of advisory visits carried out under the Scottish Government Enhanced Tobacco Sales Enforcement Programme	36	24

The cost of trading standards per 1,000 population has increased between 2012/13 and 2013/14. This increase is due to the inclusion of Council grant money provided to the local Citizens Advice Bureau which was not included prior to 2013/14.

Performance Indicator	2012/13	2013/14	Scottish Avg
Cost of trading standards per 1,000 population	4,495.66	7,339.88	5,584.59



local outcome 4

Environmental Health

Food Hygiene Information Scheme

The Food Hygiene Information System (FHIS) covers the whole of East Dunbartonshire. During 2013/14 inspections were carried out in 412 premises. FHIS ratings are carried out during the planned inspection programmes for food hygiene. The inspection programme is determined by risk assessment, applied in accordance with the Food Law Code of Practice and Practice Guidance (Scotland), which is allocated to the food business by the officer following inspection. For the planned programme of food hygiene inspections for year 2013/14 interventions included inspections, partial inspections or audits.

Performance Indicator

2013/14 2013/14 Target

Performance Indicator	2013/14	2013/14 Target
% of food premises rated as A 'Pass' in the Food Hygiene Information Scheme	77.0%	70.0%

outcome 4

All results, including businesses that have not yet reached the pass standard, are also published online at www.ratings.food.gov.uk/. A random sample of 20% of premises which had been subject to a Food Hygiene Inspection received a customer satisfaction questionnaire with their formal inspection letter. For 2013/14, the reported Business Satisfaction level with the way inspections were carried out was 100%. All feedback and business comments are used to further develop procedures for food hygiene enforcement inspections.

The Community Protection service receives many complaints regarding environmental incivilities. These can be described as litter, dog fouling, fly tipping and abandoned vehicles. The service has set a limit of two days from the date of the complaint to first response. For 2013/14 the target for meeting this response time was 80% and the actual score was 99%.

Each quarter twenty customers are contacted by East Dunbartonshire Council after they have received a completed pest control treatment. Customers are asked on a scale of 1 - 5 where 5 is extremely satisfied and 1 is extremely dissatisfied, how satisfied they were with the following:

1. The time between them contacting the service and the pest control officer responding;
2. The information and advice given by the pest control officer
3. The overall service provided by the pest control service

Performance Indicator

2013/14 2013/14 Target

Performance Indicator	2013/14	2013/14 Target
% of pest control customers at domestic premises satisfied with service received	100.0%	75.0%

The cost of environmental health has decreased between 2012/13 and 2013/14 and is well below the Scottish average of £18,301.71.

Performance Indicator

2012/13 2013/14 Scottish Avg

Performance Indicator	2012/13	2013/14	Scottish Avg
Cost of environmental health per 1,000 population	14,922.55	13,036.09	18,301.71

The table below shows the cost of trading standards and environmental health per 1,000 population has increased between 2012/13 and 2013/14 but is below the Scottish average of £23,886.29

Performance Indicator

2011/12 2012/13 2013/14 Scottish Avg

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost of trading standards & environmental health per 1,000 population	20,981.16	19,418.21	20,375.97	23,886.29



Community Safety

The Community Safety Team delivers a wide range of community safety functions across East Dunbartonshire. The team works with a number of partners to protect health and wellbeing and to tackle antisocial behaviour, including the function of the night noise service at weekends and intelligence led mobile CCTV monitoring.

KLC629

The KLC629 programme has been running since November 2009 and is a partnership initiative between East Dunbartonshire Leisure and Culture Trust, the Council's Community Learning and Development Young People's Services, Community Wardens within the Community Safety Team and Police Scotland. It is a Saturday night project for young people which aims to increase participation in youth, sport and leisure activities and encourage healthier lifestyles. Around one hundred and fifty young people aged 8-17 years attend regularly and supported a notable reduction in the number of incidents of antisocial behaviour and alcohol misuse at weekends.

The police statistics below show an improving trend with fewer youth disorder related calls

Performance Indicator	Prior to KLC	year 1 KLC	year 2 KLC	year 3 KLC	year 4 KLC
	01/11/08 - 31/10/09	01/11/09 - 31/10/10	01/11/10 - 31/10/11	01/11/11 - 31/10/12	01/11/12 - 31/10/13
Beat 89* Disorder related calls	1,476	1,324	1,070	963	599
Year on year reduction in calls	-	10.3%	19.2%	10.0%	38.0%
Area Surrounding KLC	146	102	72	115	42
Reduction in calls in areas around KLC	-	30.1%	29.4%	37.4%	63.0%

*Beat 89 covers the Kirkintilloch South and Lenzie area.

Multi Use Games Arena

The Multi Use Games Arena (MUGA) was purchased via capital funding by East Dunbartonshire Leisure and Culture Trust (EDLC) and has been used since January 2013. The pitch was used initially within the Hillhead area of Kirkintilloch and statistics collated by Police Scotland showed a significant decrease in antisocial behaviour at the times the pitch was in use. Following the success of this programme it has been replicated in several other locations across the Council area (identified as potential 'hotspot' areas for antisocial behaviour) which has led to an increase in numbers attending and the reduction in instances of anti-social behaviour.

Levels of Crime

The table below shows levels of crime and disorder have continued to decrease with a significant decrease between 2012/13 and 2013/14. However, the percentage of people feeling safe or fairly safe in their local area after dark has decreased over the same period. Police have advised this survey outcome is surprising given the significant reductions in local crime and disorder during 2013/14.

Performance Indicator	2011/12	2012/13	2013/14
% of people feeling safe or fairly safe in their local area after dark	77.4%	81.5%	72.0%
Levels of crime, disorder and antisocial behaviour	9,556	8,023	6,907

The average time between time of complaint and attendance on site, for those requiring attendance on site has increased from 11.50 in 2012/13 to 13.60 during 2013/14.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
(Domestic Noise) Average time (hours) between time of complaint and attendance on site where required.	21.60	11.50	13.60	80.73



local outcome 4

Dog Fouling

The Council's Community Safety Team continues with the fight against dog fouling. Running their local 'Where Do You Stand on Dog Poo' in conjunction with the national 'Ditch the Dirt' campaign during the first two weeks of October, the Community Wardens combined information days along with enforcement across the whole of the local authority area. The Community Wardens, who have responsibility for dealing with all complaints of dog fouling were on hand at the information days to chat to dog owners as well as handing out free poo bags and information leaflets. When complaints of dog fouling are received (during the period 2013/14 a total of 324 complaints of dog fouling issues were received by the team) the Community Wardens survey an area to find out if additional dog bins or signs or sanitisation are required. Foot patrols are carried out in areas where complaints of dog fouling have been reported and any offences witnessed are dealt with appropriately.

Affordable Housing

The East Dunbartonshire Local Housing Strategy sets out how the Council, with its partners, will tackle key housing system imbalances and address housing need and demand in East Dunbartonshire. It provides the blueprint for directing housing investment and developing housing services between now and 2016. This significant piece of work was developed in collaboration with planning colleagues, both in the Council and across the Clyde Valley local authorities. The Housing Strategy team has the challenge of implementing the Strategic Housing Investment Plan (SHIP) in a climate of ever reducing resources, making it all the more vital to make the best possible argument for affordable housing investment funding to come to East Dunbartonshire.

outcome 4

New housing development projects are delivered through the Strategic Housing Investment Plan (SHIP). The SHIP is a supplement to the Local Housing Strategy (LHS) and shows how the priorities identified in the LHS will be delivered in practice, focussing on prioritisation and deliverability over a five year period.

During 2013/14, there were 107 new affordable homes completed in East Dunbartonshire. The breakdown is shown in the table below.

Project	Location	No of Units	Houses	Flats
Hillhead Phase 3	Kirkintilloch	29	17	12
Meiklehill House	Kirkintilloch	34	11	23
Fern Avenue	Bishopbriggs	12	4	8
Lammermoor Crescent	Kirkintilloch	14	4	10
Coal Board Phase 1	Twechar	6	4	2
Kirkintilloch Road	Bishopbriggs	12	12	0
Total		107	52	55

The LHS Affordable Housing Working Group meets on a quarterly basis to oversee the implementation and delivery of the relevant LHS outcomes and SHIP projects. Impediments affecting progress of any projects are discussed at the group so that possible solutions and interventions can be discussed and agreed, where possible to maximise provision and funding.

A partnership between East Dunbartonshire Council and Trust Enterprises is bringing a much needed new housing opportunity to Kirkintilloch. The Council has sponsored the development of forty new flats on the canal side at Southbank Road. The development will be the first in the area to be built and rented out under the Scottish Government's "Mid Market Rent" scheme. Under the scheme, the new homes will be aimed at households on the Council's waiting list who are earning less than £40,000 a year, who are working and not claiming Housing Benefit and who want to rent long term. Tenants will benefit from rent levels below the usual private market rent for the area.

East Dunbartonshire Council tenants who are overcrowded in their current home or who wish to downsize to a smaller home will be one of the priority groups for these priorities. The properties will be available to rent in late 2014.



Homeless

There is also a focus on homelessness prevention and we are currently embracing the Housing Options approach to ensure customers are provided with advice and information regarding their housing options.

The new Scottish Social Housing Charter has been introduced by the Scottish Housing Regulator. This is to ensure tenants receive high quality housing services across a range of performance areas. The indicators below are new for 2013 as part of the Scottish Social Housing Charter (SSHC).

The stock of temporary accommodation is dispersed throughout East Dunbartonshire, and whilst not always possible, the aim is to allocate temporary accommodation in the location where households have family support, employment and children attend schools. Housing officers are responsive and ensure that the standard of these properties are maintained to a good standard.

Performance Indicator	2013/14	2013/14 Target
Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation	85.0%	75.0%

The Council provides a Housing Support Service with a named support worker that ensures people receive all the support they require from the Council's Housing Support Services and refer to external support providers as appropriate. The provision of Housing Support enables new tenants to resettlement after a period of homelessness and breakdown of tenancies.

Performance Indicator	2013/14	2013/14 Target
% of new Statutory Homeless tenancies sustained for more than a year	85.0%	95.0%

Tenant Rent Arrears

The indicator below reflects current and former tenant arrears excluding temporary accommodation. The new locality teams within Housing Operations will continue to rigorously pursue arrears in line with the Rent Account Management Procedures. The procedures will be further revised in line with the impact of Welfare Reforms. The current tenants' arrears as a percentage of net rent due has seen an increase between 2011/12 and 2012/13 but is below the Scottish average.

Performance Indicator	2010/11	2011/12	2012/13	Scottish Avg
Current tenants' arrears as a percentage of net rent due	6.26%	5.32%	6.61%	6.81%

Performance Indicator	2013/14	2013/14 Target
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5.83%	5.51%

Currently 81.66% of all major fabric components across the Council's housing stock fully comply with the requirements of meeting the 2015 Scottish Housing Quality Standard (SHQS) target. This is slightly under target but works will continue over the next year to ensure that the Council meets the requirements of the SHQS by 2015.

Performance Indicator Covalent	2011/12	2012/13	2013/14	Scottish Avg
% of dwellings meeting SHQS	70.10%	78.74%	81.66%	83.67%



local outcome 4

Rent Loss

The quarterly target for rent loss due to empty houses was met. However the annual target was not achieved due to an increased number of void properties at the end of the first quarter.

Quarter	No of empty houses at the end of quarter	Target rent loss from empty homes	Rent loss from empty homes
April - June 2013	47	£22,500*	£30,187
July - September 2013	33	£22,500*	£22,253
October - December 2013	35	£22,500*	£20,392
January - March 2014	36	£22,500*	£20,929

*quarterly target 2013/14

outcome 4

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of rent due in the year that was lost due to voids	0.58%	0.65%	0.82%	1.31%

Allocations

The annual target for allocation of properties was missed. This was mainly due to an increase in long term voids including rot works, woodworm etc. The volume of new builds also added pressure to targets as additional choice increased refusals and added to the turnover as a transfer offer generates another empty property to be allocated.

Quarter	Average No of days to re-let	Target No of days to re-let
April - June 2013	38	35
July - September 2013	46	35
October - December 2013	37	35
January - March 2014	43	35

Repairs

The percentage of repairs completed with target times has increased from 96.85% in 2011/12 to 97.57% during 2012/13 and is 4% above the Scottish average.

Performance Indicator	2011/12	2012/13	Scottish Avg
% of repairs completed within target times	96.85%	97.57%	93.13%

The table below shows the average time taken to complete non-emergency repairs. This is well within the Council target of 24hrs, but is below the national average of 10.17hrs. The pending introduction of mobile working in 2015 is expected to reduce the average reaction time markedly.

Performance Indicator	2013/14	Scottish Avg
Average time taken to complete non-emergency repairs	15.05	10.17



Roads and Waste

The Roads Service delivered £6.4 million of capital improvement of roads infrastructure in 2013/14 which included a flood prevention scheme for Lenzie, two bridge strengthening projects in Kirkintilloch and Torrance together with a footbridge replacement in Bearsden. Major resurfacing projects have been implemented in all of the main communities.

During 2013/14, there was a substantial improvement in the percentage of responsive road repairs completed within timescales. This was due to improved programming and targeting areas of poor performance.

Performance Indicator	2011/12	2012/13	2013/14
% of responsive road repairs completed within timescales	69.7%	69.7%	82.35%

There has been a significant decrease in the overall cost of maintenance per kilometre of roads between 2012/13 (£8712.56) and 2013/14 (£6606.59) and is slightly above the Scottish average.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost of maintenance per kilometre of roads	10,027.78	8,712.56	6,606.59	6,058.42

The table below shows there has been a decrease in all indicators between 2011/13 and 2012/14 with the percentage of B and C class roads that should be considered for maintenance treatment below the Scottish average and A class roads slightly above the Scottish average.

Performance Indicator	2010/12	2011/13	2012/14	Scottish Avg
% of A class roads that should be considered for maintenance treatment	38.82%	38.30%	33.97%	28.70%
% of B class roads that should be considered for maintenance treatment	32.47%	33.40%	29.33%	35.20%
% of C class roads that should be considered for maintenance treatment	29.50%	36.40%	34.57%	36.60%

The percentage of unclassified roads that should be considered for maintenance treatment has decreased between 2009/13 and 2010/14 and is above the Scottish average.

Performance Indicator	2008/12	2009/13	2010/14	Scottish Avg
% of unclassified roads that should be considered for maintenance treatment	46.66%	46.50%	44.47%	39.40%

Whilst the introduction of new traffic light systems means they are more efficient and reliable, the complexity of repairing the components when they do fail is much greater and can take longer to fix. However, performance has remained consistent across the repairs of traffic lights and street lights.

Performance Indicator	2011/12	2012/13	2013/14
% of traffic light repairs completed within 48 hours	94.0%	93.5%	92.24%
% of all street light repairs completed within 7 days	94.87%	96.1%	95.62%



local outcome 4

Waste and Recycling

In May 2013, a new waste collection service based on a two weekly collection and incorporating food collections was introduced for residential properties. Waste collection rates for food waste is one of the highest in Scotland collecting over 600 tonnes of food per week.

Trials of business waste recycling and schools food collections from kitchens were completed in late 2013. It was decided to extend the trial to school dining areas as there was very little food waste from kitchens and it is planned to rollout these services in 2014/15 across the area.

outcome 4

The improvements in the percentage of special uplifts being carried out within the prescribed timescale has continued. The charging for special uplifts introduced in 2014 has resulted in a drop in demand which has allowed the service to collect waste food from schools and extend the recycling from flats while achieving the performance.

Performance Indicator	2011/12	2012/13	2013/14
% of special uplifts completed within 7 working days	80.37%	48.0%	84.71%

The table below shows the percentage of total waste arising that is recycled has continued to increase slightly between 2011/12 and 2013/14 and is above the Scottish average.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of household waste arising that is recycled	41.04%	44.33%	44.93%	42.20%

Current gross costs of waste collection per premises in East Dunbartonshire are £108.65 which is an increase when compared to 2012/13 and is higher than the Scottish average of £79.88. The gross cost per waste disposal per premises has decreased between 2012/13 and 2013/14 from £114.87 to £102.47 which is below the Scottish average of £108.76.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Gross cost of waste collection per premises	118.95	90.96	108.65	79.88
Gross cost per waste disposal per premises	103.07	114.87	102.47	108.76

Performance Indicator	2012/13	2013/14	Scottish Avg
Net cost per waste collection per premises	81.69	97.65	61.29
Net cost per waste disposal per premises	105.45	90.81	91.80



East Dunbartonshire Council's Environmental team sweep a 470km network of roads on a regular basis, using a range of vehicles and plant to keep pavements, pathways, parks and open spaces clean. Since April 2003, East Dunbartonshire Council has been participating in the Scotland wide pilot of LEAMS (Local Environmental Audit and Management System) performance indicator, managed by Keep Scotland Beautiful, aimed at measuring and improving the cleanliness standards of all Local Authorities throughout Scotland.



Waste and Recycling

The net cost of street cleaning per 1,000 population has seen a significant decrease between 2012/13 and 2013/14 and is well below the Scottish average. The cleanliness score has remained fairly consistent between 2011/12 and 2013/14 and is just below the Scottish average of 96.1%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Net cost of street cleaning per 1,000 population	10,461.89	17,529.28	7,651.62	15,617.06
Cleanliness Score (% acceptable)	95.0%	96.0%	95.9%	96.1%

Satisfaction with refuse collection and street cleaning has seen a decrease since 2012/13 but both indicators remain above the Scottish average of 83 and 74 respectively.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with refuse collection	83.0%	93.0%	84.0%	83.0%
% of adults satisfied with street cleaning	79.4%	82.0%	79.0%	74.0%



Our people and communities enjoy increased physical and mental wellbeing and health inequalities are reduced

outcome 5

Criminal Justice

East Dunbartonshire Criminal Justice services are delivered in partnership with two other local authorities (West Dunbartonshire and Argyll & Bute), under the Criminal Justice Social Work Partnership. Performance improvement is agreed by respective partners as are performance measures, and reporting is made to the Joint Partnership Committee and to North Strathclyde Community Justice Authority.

A Community Payback Order (CPO) is a community sentence designed to ensure that offenders payback to society, and to particular communities. Often an offender will have to carry out unpaid work as a requirement of the CPO. During 2013/14 there were a total of 171 Community Payback Orders issued (151 to males and 20 to females).

The table below shows there has been a 13% increase in the percentage of individuals beginning a work placement within 7 working days of receiving a Community Payback Order between 2011/12 and 2013/14. Community Payback Orders are now beginning to embed better as a court outcome (they only came into effect in February 2011) and the practice and processes around this are continually improving which accounts for the increase in performance.

Performance Indicator	2011/12	2012/13	2013/14
% of individuals beginning a work placement within 7 working days of receiving a Community Payback Order	64.0%	74.0%	77.0%
% of CJSW Reports submitted to court by due date	99.0%	99.6%	95.5%





local outcome 5

Criminal Justice

The table below shows the number of work hours by age group that were completed during 2013/14 as part of the Community Payback Orders in East Dunbartonshire.

Age band	% of total hours	No of hours	Nat Minimum Wage	Monetary Value (£)
Under 18	2%	401	at 3.79	1,520
18-21	14%	2803	at 5.13	14,380
21+	84%	16,820	at 6.50	109,330
TOTAL	n/a	20,024	n/a	125,230

Adult Protection

Adult Protection is a key strand of the strategy to build awareness and ownership across agencies and the general public that protection of more vulnerable citizens is "everyone's business". Following on from the success of the Adult Protection newsletter, this will now provide the foundation for a new publication, "Protecting People in East Dunbartonshire". Protocols have been developed and strengthened to ensure effective information-sharing and responses to individuals experiencing repeated self-harm, and to harm occurring in care and nursing homes. Additionally, joint referrals procedures with the Police are subject to on-going revision in response to the establishment of Police Scotland in April 2013. The Committee is also reviewing and updating the multi-agency Adult Protection procedures in light of such changes. A multi-agency casefile audit is planned for 2014, ahead of the Care Inspectorate's roll-out of its re-focused approach to performance inspection. Work continues to ensure that local good practice models are reflected in the five national Adult Support & Protection improvement workstreams.

Day Services for Adults with Learning Disability

Following the conclusion of the Strategic Review of Day Service for Adults with Learning Disability, which highlighted the need for to offer more flexible support in the community, the following improvements have been actioned:

- Capital funding secured to commission a new and alternative day care facility which is modern and purpose built.
- Locality hubs will incorporate planning features to accommodate the needs of people with a learning disability. The provision of these facilities offers greater opportunity and choice for individuals to access and integrate into local communities.
- The commissioning of current and future supported accommodation services is on-going and has been recently formalised via the establishment of a Supported Accommodation Steering Group. The remit of the group includes scoping current and future service and housing needs, geographical spread of providers and the use of smart technology i.e. Telecare, where appropriate.

The table below shows performance related to Adult Protection cases. This indicator measures the quality of case handling processes in Adult Protection. Performance has seen a steady increase over the last three years.

Performance Indicator	2011/12	2012/13	2013/14
% of Adult Protection cases where the required timescales have been met	93.0%	96.0%	98.0%



outcome 5



Multi-Agency Alcohol & Drug Partnership

The multi-agency Alcohol & Drug Partnership led by Social Work continues to oversee the delivery of an effective strategy and associated action plan. The plan is focused on the Government's priorities of recovery and changing the community's attitude to alcohol. Recovery initiatives and projects are on-going in relation to:

- Service-wide quarterly service user satisfaction surveys continue to be progressed yielding important improvement information for services from a service user perspective.
- Pathways Planning Sub-group of Alcohol and Drug Partnership is progressing development of Recovery Orientated System of Care service wide.
- Recovery Café evenings continue to be successful in building recovery network. These are held on the first Saturday of each month incorporating 60+ service users, families and carers and facilitated and supported by Social Work staff, primarily the Alcohol & Drugs Partnership (ADP) Coordinator. Food, fellowship, entertainment and service information are provided each evening.
- The Alcohol and Drugs Partnership provides funding to support the development of a local peer network group contributing to recovery 'in-locale' via the Group Recovery Aftercare Community Enterprise (GRACE).

Joint Health Improvement Plan

The Joint Health Improvement Plan (JHIP), covering the period 2013-16, for East Dunbartonshire was launched in May 2013. The JHIP sets out joint planning arrangements and the partnership approach to delivering health improvement priorities in East Dunbartonshire and supports the delivery of the East Dunbartonshire Single Outcome Agreement.

Partners are committed to improving the health outcomes of local people through shaping and agreeing joint priorities for action which are set out in the plan. Overall strategic leadership for health improvement lies with the Community Health Partnership (CHP). A range of other partners have strategic responsibility to improve the health of children and young people; improve the local environment; improve learning and enterprise; and improve community safety. Each of these partnerships develops detailed plans, which include health improvement actions.

Allotment Site

The first Council-run allotment site was officially opened in August 2013. There are 40 individual allotment patches with 50% of these available to the residents of East Dunbartonshire and 50% assigned to the care group areas of mental health and addictions. Gardening and horticulture activities will be used as a way to engage with people experiencing mental health and/or addiction issues to support their recovery journeys. The aim of the service is to improve mental health, increase confidence, reduce social isolation, increase contribution to the local community and increase the physical activity of all those involved.



local outcome 5

Athlete Performance Programme

outcome 5

East Dunbartonshire Leisure & Culture Trust

The Athlete Performance Programme (APP) is being rolled out by East Dunbartonshire Leisure and Culture Trust and the Council in partnership with SportsScotland, and was a key part of the 2014 Commonwealth Games legacy locally. The elite programme started in January with 117 athletes nominated by clubs and schools. A total of 22 were selected to take part and will now be given a unique sporting opportunity. The first year will see two sites developed within East Dunbartonshire at Allander Leisure and Kirkintilloch Leisure Centre. The plan is to expand into Bishopbriggs come 2015. The APP coaches have devised a year-long training programme for the athletes that aim to improve sporting performance. Not only does the APP have an impact on athletes it is also designed to benefit those around the athletes i.e. club coaches, parents and APP employees. Throughout the first 15 weeks there were several workshops that included understanding talent, nutritional evening and study visits. All of these were packed with valuable information that will hopefully impact sport throughout East Dunbartonshire.

East Dunbartonshire Leisure and Culture Trust (EDLC) was established by East Dunbartonshire Council and is a company which is limited by guarantee, governed by its articles of association and does not have any share capital. This charitable company was incorporated on 25 November 2010 and commenced trading on 1 April 2011. The Trust has the following five key service areas:

- Leisure Centres
- Libraries and Museums
- Cultural Development
- Sports Development
- Active Schools

The cost per attendance at Sports facilities has decreased to £2.08 well below the Scottish average of £3.84. However, the percentage of adults satisfied with leisure facilities has declined between 2012/13 and 2013/14.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost per attendance at Sports facilities	3.07	2.68	2.08	3.84

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with leisure facilities	80.7%	87.0%	74.0%	78.0%

East Dunbartonshire Leisure & Culture Trust



The cost per library visit has decreased between 2012/13 and 2013/14 to £3.22 which is above the Scottish average of £2.71. Satisfaction with libraries has increased by 1% during 2013/14 compared to 2012/13 and is above the national average of 81%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost Per Library Visit	4.99	3.34	3.22	2.71

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with libraries	87.1%	83.0%	84.0%	81.0%

After rigorous checks and inspections the Lillie Art Gallery in Milngavie and the Auld Kirk Museum in Kirkintilloch achieved full accreditation under the UK Museums' Accreditation Scheme. The achievement of full accreditation demonstrates on-going commitment to managing collections effectively for the enjoyment and benefit of our users.

The percentage of adults satisfied with museums and galleries has decreased to 71% during 2013/14 when compared to 2012/13 and is below the Scottish average of 76%. Museum cost per visit has decreased significantly from £10.47 in 2012/13 to £8.87 in 2013/14 and is above the national average of £3.72.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Cost of Museums per visit	10.24	10.47	8.87	3.72

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with museums and galleries	82.93%	80.0%	71.0%	76.0%

Further information on EDLC website www.edlc.co.uk



local outcome 6

Our older population are supported to enjoy a high quality of life and our more vulnerable citizens, their families and carers benefit from effective care and support services

outcome 6

Adult Social Work Reshaping Care for Older People

The Reshaping Care for Older People agenda continues to be a priority. Change Fund monies for Year 3 (of 4) has continued to focus activity and investment upon key areas including:

- Re-ablement in Homecare which 'went live' in the Milngavie area as part of a phased approach on 26 August 2013 and has now been rolled out across all localities.
- East Dunbartonshire performance in relation to delayed discharge continues to be amongst the most positive in Scotland. The 4 year target of achieving a 50% reduction in bed days lost has been achieved ahead of schedule.
- A range of innovative approaches to Dementia including the expansion of an award-winning dementia clinic and more recent funding to improve post-diagnostic support in line with National policy and targets.
- A drive to promote the uptake of Powers of Attorney and to reduce delays resulting from Adults With Incapacity processes.
- With monies secured from the Change Fund, work is currently underway to commission a national specialist organisation to scope the needs and proactively engage with older people who are Lesbian, Gay, Bisexual and Transgender.
- A co-production approach and methodology has been adopted in partnership with Governance International. A range of innovative projects focused on co-production are currently underway.

All of these are contributing to positive progress in key areas of preventing unscheduled admissions and reducing delayed discharges.

Self Directed Support

A new approach to delivering social care is being rolled out across Scotland enabling service users and carers to have more control over the support and services they receive. The Self Directed Support (SDS) legislation was implemented on 1 April 2014. This means that any new service users eligible to receive social care support will be offered the choice of using the SDS options. Existing service users will be offered the SDS options at their support package review.



The Council is one of four local authorities involved in a Scottish Government pilot project in relation to developing the leadership skills of practitioners with a view to implementing the national and local Self Directed Support (SDS) strategies. This is being co-ordinated in partnership with an independent, Scottish Government funded organisation called 'Positive People Development'. This project ran until September 2014 and to date, engagement events included information briefing sessions held for Social Work and Health practitioners in May 2013 with larger community engagement being held in September 2013.



local outcome 6

Self Directed Support

The table below shows that SDS spend on adults 18+ as a % of total social work spend on adults 18+ has increased between 2012/13 and 2013/14 and is below the Scottish average of 6.40%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
SDS spend on adults 18+ as a % of total social work spend on adults 18+	2.2%	2.18%	2.97%	6.40%

Direct payments (Option 1) is, to date, the most commonly used form of Self Directed Support. As at the end of April, there were 173 people in East Dunbartonshire in receipt of a direct payment with the majority of these being paid to support older people living in the community.

outcome 6

Performance Indicator	No of people in receipt of Direct Payments
Older People	45
Dementia	63
Children and families	25
Mental health	5
Physical disability	22
Learning disability	13

In East Dunbartonshire during 2013/14 there were 38.32% of people 65+ with intensive needs receiving care at home. There has been a significant increase between 2011/12 and 2013/14 from 24.82% to 38.32% respectively, and is above the Scottish average of 34.74%.

Older persons (over 65) home care costs per hour have decreased to £19.57 during 2013/14 from £21.12 in 2012/13, which is slightly below the Scottish average.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of people 65+ with intensive needs receiving care at home	24.82%	31.14%	38.32%	34.74%
Older persons (over 65) home care costs per hour	23.99	21.12	19.57	20.25

Levels of satisfaction with social care or social work services are above the Scottish average of 55% for 2013/14. However there has been a slight decrease in satisfaction when comparing 2012/13 and 2013/14. During 2013/14 the average weekly cost per resident was £194.05 well below the Scottish average of £367.96. However there has been a slight increase between 2012/13 and 2013/14.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of adults satisfied with social care or social work services	67.5%	56%	60%	55%
Average weekly cost per resident	187.10	182.41	194.05	367.96



East Dunbartonshire Council is one of the first Scottish Councils to kit out a demonstration flat to showcase the range of equipment available to help people continue living independently. The show flat in Bishopbriggs is furnished and decorated to look homely while discretely housing dozens of aids and adaptations.

Smart Flat

The Assisted Living show flat helps to manage risk and support independence by demonstrating a range of very simple to use IT equipment and intelligent telecare sensors. The sensors automatically raise a local audible alarm as well as alerting a carer, keyholder or a monitoring centre. Devices on show include panic buttons, floor, bed and chair occupancy sensors, personal alarm pendants, watches and medication dispensers which alert carers to missed medicine.

In addition to telecare equipment, the Council has worked alongside technology and network specialists to install enhanced remote monitoring capability that further helps individualise services to particular needs. This includes a touchscreen controller such as a computer tablet or android mobile telephone that the customer and carer can use to operate all devices, including lights, sensors and door opening. The new showflat is a great innovation and a wonderful way to help older or more vulnerable people and their carers test out the best solutions for them to carry on living in their own homes with confidence and security.

It will be used by the Council's Social Work team to ensure its own employees and those of health and care partners organisations know what is available. It will be accessible to customers and their carers who are looking for this sort of help around the home.

Dementia

In January 2014, a unique Dementia Awareness Pack to help teach school children about dementia was rolled out across schools in East Dunbartonshire. The pack, the first of its kind in Scotland, was developed in partnership with East Dunbartonshire Council and East Dunbartonshire Dementia Network, along with pupils from Baljaffray Primary School, East Dunbartonshire Community Health Partnership, Alzheimer Scotland and Ceartas. The innovative resource has been designed to be used as part of Curriculum for Excellence for primary school and lower secondary school pupils to increase their understanding of dementia. The pack was launched at Bearsden Academy where former pupils of Baljaffray Primary, who worked on the pack, now attend.

Performance Indicator	2011/12	2012/13	2013/14
% of people 65+ indicating satisfaction with their social interaction opportunities	92.0%	95.8%	96.0%
% of service users satisfied with their involvement in the design of their care packages	91.0%	98.7%	98.5%

Supporting joint planning, performance and commissioning has been the development of three major strategic plans, which outline the actions and activities which will support local outcome delivery:

- The Joint Community Care Planning Framework: this is a statutory requirement and reflects significant evolution in terms of the partnership and planning arrangements for community care. The scope has extended beyond primarily Social Work and Health, to the wider Community Planning arena and makes clear statements about partners' commitments to improve services, and to achieve better, more joined-up services for people who have community care needs and their families.
- The Joint Strategy for Carers sets out our vision for carers; the outcomes we wish to achieve for carers; what we are doing in the local authority, NHS and third sector, to improve support and services for carers; and how this will be achieved, monitored and reviewed. The strategy also refers to how the issues affecting young carers are being addressed locally. Recent work has included an Equality Impact Assessment of our work plan which identified gaps; responding to the needs of Lesbian, Gay, Bisexual and Transgender (LGBT) Older People locally; an audit of training and awareness of carers' needs against the new Equal Partners in Care Framework which has informed our work plan; and an audit and agreement in principle to work towards developing National Standards for Carer Engagement.
- The Framework for Improving the Health, Wellbeing & Care of Older People in East Dunbartonshire 2013-23, which includes a strategy for ageing well as well as our first joint strategic commissioning plan, required by the Scottish Government as part of the Reshaping Care for Older People. Good feedback was received from the Joint Improvement Team. The Team was particularly positive about how the strategy for ageing well threaded into our commissioning plan, reflecting the drive for more preventative and anticipatory approaches whilst targeting resources to those with greatest need in terms of service delivery and commission, driven by assessment of need and eligibility criteria for access to Council services, currently for people who have 'critical or substantial' need.

Older Peoples Access Line

A particular focus has been brought to a refreshed engagement with the local voluntary sector and a dedicated help line, Older People's Advice Line (OPAL), has been established to enable older people and their carers access to an expanded and coordinated range of voluntary services. Funding has been secured to extend this service to further support carers of older people and older carers.

Long term (5-10 year) outcomes

We have reduced inequality and disadvantage across East Dunbartonshire

long term

Advancing Equality

The Council has put in place actions to ensure that it can meet the new Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. This included work with equality groups to establish a series of Equality Outcomes that the Council will work towards over the next four years. More information can be found at www.eastdunbarton.gov.uk/equality. A report towards progress on achieving these outcomes will be published by March 2015.

Following on from the 2012 event, the Council continued to support the Equality Engagement Group in hosting the 'Changing Age in East Dunbartonshire' event in June 2013. Council also developed a Gaelic Language Plan for the area which was approved in September 2014.

The Council also continued to work with a range of organisations to deliver equality work within our schools. Show Racism the Red Card delivered a series of events and workshop in schools which consisted of education workers and ex-professional footballers educating young people about the dangers of racism and sectarianism.

The Council commemorated Holocaust Memorial Day by holding an event at Kirkintilloch High School in January 2014. This year's theme was 'Journeys' and guests learned how journeys themselves became part of genocide, and how the journeys undertaken were often experiences of persecution and terror for so many people who suffered in the Holocaust and in subsequent genocides. Holocaust Memorial Day is commemorated by the Council each year in order to share the lessons of the past and recognise that genocide is a steady process which can begin if discrimination, racism and hatred are not checked and prevented.

Our Education and Social Work Directorate developed the Joint Strategy for Carers which sets out our vision for carers; the outcomes we wish to achieve for carers; what we are doing in the local authority, NHS and third sector, to improve support and services for carers; and how this will be achieved, monitored and reviewed. The strategy also refers to how the issues affecting young carers are being addressed locally. Recent work has included an Equality Impact Assessment of our work plan which identified gaps: responding to the needs of Lesbian, Gay, Bisexual and Transgender (LGBT) Older People locally; an audit of training and awareness of carers needs against the new Equal Partners in Care Framework which has informed our work plan; and an audit and agreement in principle to work towards developing National Standards for Carer Engagement.

Eliminating Violence against Women remains a key priority for the Council. A campaign 'East Dunbartonshire Says No to Violence Against Women' took place throughout the internationally-recognised '16 days to eliminate violence against women' (25 November - 10 December). The campaign was organised by the Multi-agency Partnership Violence Against Women and supported by East Dunbartonshire Council.



Our Job Evaluation Team has a continuing responsibility for the effective evaluation of all roles within the Council, ensuring that the national scheme is applied fairly and consistently at all times, contributing to the Council's equality based pay and grading structure. The Strategic Operating Model (SOM) Job Evaluation process has continued to be a key priority across 2013/14.

Further information on our work in relation to equality can be found on our website at www.eastdunbarton.gov.uk/equality



Long term (5-10 year) outcomes

Advancing Equality

The percentage of women in the top 5% of earners in councils is a significant measure of the attempts by councils to ensure equal opportunity between genders. In 2013/14, 50.35% of the highest paid employees were women, this is an increase of 3% since 2011/12 and is consistent with the national average of 50.70%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of the highest paid 5% of employees who are women	47.17%	49.67%	50.35%	50.70%

long term

Council Tax Reduction Scheme

The Council Tax Reduction Scheme (CTRS) was implemented from 1 April 2013 following the withdrawal of Department of Work and Pensions (DWP) from this role with the transfer of resources to the UK's devolved governments. The preparation work proved to be effective and the scheme has been administered appropriately. Although comparable to the DWP Council Tax Benefit scheme, CTRS has required staff training and software upgrades. Performance has been broadly similar to the DWP scheme stats but initially software reporting proved problematic. As CTRS is not a State Benefit, requests for review which cannot be resolved by the Council in the first instance are now referred to the Council Tax Reduction Review Panel (CTRRP) which is part of the Scottish Tribunal Service, rather than Her Majesty's Courts and Tribunals Service First-tier Tribunal as they would have been under CTB. There were significant delays in implementing this new arrangement.

Performance Indicator	2013/14
Council Tax Reduction - Average days to fully process new claims	30.5

As further Welfare Reform is on the horizon the service will continue to face ongoing challenges. The advent of the benefit cap in the summer of 2013 was applied to eligible households and the rollout and delivery model of Universal Credit is awaited. COSLA and DWP are negotiating elements of this and aim to continue local authority involvement in front-line activities.

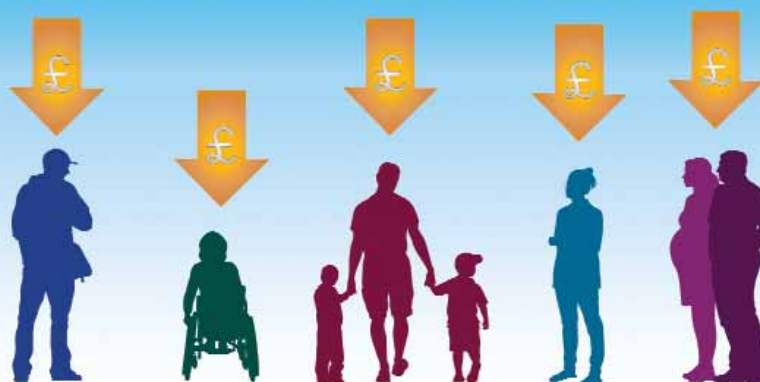
In relation to the implementation of the DWP's housing benefit size restriction, which impacts on the level of benefit households qualify, there has been a significant increase in rent arrears. The Council has set aside £155,000 to assist in the mitigation that Discretionary Housing Payments (DHP) can provide for claimants affected by the size restrictions. This funding was subsequently augmented by the Scottish Government. Take up has been very strong with applications increased by 500% over equivalent periods in 2012/13. The Scottish Government has recently announced £160,000 for DHP which allows the Council to maintain its own resources.

Performance Indicator	2011/12	2012/13	2013/14
Housing Benefit - Average days to fully process new claims	34.4	29.8	33.6
Benefit Fraud - number of sanctions	40	26	29
Housing Benefit - speed of processing indicator	15.95	10.2	9.6



Benefits are changing

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Benefits

In other areas of benefits, performance has been continuing at previous levels with a shift in emphasis in the delivery of front-line transactional and enquiry services for Revenues and Benefits through migration toward the Community Hub SLA. The voluntary release of staff in June 2013 has facilitated this shift in model with more Customer Service involvement.

The new Scottish Welfare Fund has proved to be administratively burdensome with resourcing requirements far exceeding funding. Initial software flaws and the demand from claimants, on top of already challenging demands from customers, has been a further pressure. Extensive training and support arrangements have proved effective and the Council's performance has exceeded benchmark targets with EDC showing as one of the top performing Councils. Claims, payments and application statistics compare well with other Councils, however processing performance has been at the highest performance levels in Scotland.

The table below shows that there has been a significant increase in the percentage of invoices sampled that were paid within 30 days between 2012/13 and 2013/14. There has been a slight increase in support services as a percentage of total gross expenditure between 2012/13 and 2013/14 but it remains below the Scottish average of 5.13.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
% of invoices sampled that were paid within 30 days	85.27%	85.67%	92.64%	91.93%
Support services as a % of total gross expenditure	4.20%	4.25%	4.99%	5.13%
Payment of invoices: Percentage of all payments which are made by electronic means (by volume)	87.27%	93.81%	96.08%	N / A



Long term (5-10 year) outcomes

Our communities are more engaged in the design and delivery of services

long term

Stakeholder Engagement Programme 2013

During November 2013 an extensive consultation took place to inform the development of the Bearsden Community Hub, to identify the future requirements of local user groups based at Bearsden Burgh Hall, Kilmardinny House and Brookwood Library, and to consider ways in which local public services could work better together.

Engagement sessions involved local civic groups including community councils, residents associations and business groups, as well as young people from Bearsden and Boclair Academies. An online questionnaire was also made available on the Council website. A range of transactional activities were identified that people would like to see delivered locally. The future refurbishment of Kilmardinny House was welcomed by all user groups, however, they were keen that current levels of accessibility were undiminished.

The findings of the Stakeholder Engagement were reported to the Council's Policy and Resources committee on 19 December 2013. Committee agreed that the findings would inform the development of the Community Hub and the Council's local asset portfolio. The full report on the findings can be found at www.eastdunbarton.gov.uk

Tenant Event

The 10th annual Tenant Event was held in Kilmardinny House Art Centre in Bearsden in September 2013. The invitation was extended to members of local tenants and residents' associations and also Community Councils throughout East Dunbartonshire. The two workshops held were environmental issues and neighbour disputes and strategy review involving tenants. In total 40 delegates took part in the event alongside Elected Members and staff from a number of different Council services.

Tenant Satisfaction Survey

The Tenant Satisfaction Survey took place between December 2013 and March 2014 with a response rate from tenants of 40%. Some of the key findings from the survey were as follows:

- Overall satisfaction with the service provided was relatively high with 65% of tenants stating they were either very or fairly satisfied.
- 69% of respondents said the accommodation and the services the Council provides represent very or fairly good value for money.
- Tenant satisfaction regarding contact with the Council was high with 75% very or fairly satisfied with the member of staff who dealt with their enquiry and 67% satisfied with the quality of advice and assistance given.
- 40% of tenants were dissatisfied with the final outcome of their enquiry and 30% were dissatisfied with the length of time taken to deal with the query.



Although overall there was high satisfaction with many service areas there is room for improvement in certain areas, including repairs, communication with tenants and participation, to improve overall satisfaction levels. An Improvement Plan has been developed to address the service deficits identified from the survey. The Improvement Plan will be agreed with and regularly monitored by the Tenant Participation Working Group. This will help improve service delivery and improve tenant satisfaction on all aspects of housing service. Updates will also be provided in future issues of Taking Part, the tenants participation newsletter, to keep tenants informed of progress made. The findings from the Tenant Satisfaction Survey can be found at www.eastdunbarton.gov.uk

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Make a difference

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& independent
advice & support**

If you are a carer or family member we can help you give feedback, raise concerns, and contribute to the future.

from
(CAB)



Long term (5-10 year) outcomes

Customer Services

long term

During 2013/14 the Hubs served 35,000 walk-in customers and the customer contact centre answered over 145,000 calls from customers.

The emergency response centre provides a 24/7 monitoring service to community alarm customers in both East and West Dunbartonshire and this service is growing year on year as we support more customers to remain in their homes. On average the team answers approximately 20,000 alarm calls per month. The CCTV team supports crime prevention and public security by monitoring the public space CCTV cameras 24/7 and in 2013/14 provided information and evidence to secure a number of criminal convictions across the authority area.

The council website retained its SOCITM 4 star rating this year and is one of only 6 Scottish councils to achieve this. The website team have worked with services to ensure that the website is clearly laid out, easy to use and that the things that are important to our customers are easily accessible. Customer services worked with ICT to launch a mobile device "app" that allows customers to report issues from their mobile phones directly into our customer service systems where they are picked up by the service teams for action.

Performance Indicator	2011/12	2012/13	2013/14
SOCITM overall rating for the East Dunbartonshire website	2	4	4

The percentage of calls to the contact centre using the 0300 number is increasing. However housing repairs still operates a free phone number that accounts for 13% of all calls to the contact centre. customers will continue to use the Freephone number as long as it is available as an option. The other two numbers that account for a further 9% of calls are payments and special uplifts. Calls to these numbers will decrease when older publicity materials go out of circulation. Newer publicity material promotes the 0300 123 4510 number.

Performance Indicator	2013/14	Target
% of calls to contact centre going through the 0300 number	75%	80%

The contact centre has achieved consistently good responses to customer calls. The annual average figure for 2013/14 is within the target response of 1.5, however this average figure masks the quarterly variation with Q1 in particular showing a longer wait time (3.5) than usual due to the large volume of calls generated by the zero waste initiative.

Performance Indicator	2011/12	2012/13	2013/14	Target
Average time (minutes) to answer calls	1.15	0.54	1.32	1.5



Sickness Absence

The number of sickness absence days per employee has decreased since 2011/12 from 13.47 to 11.19 in 2013/14. It still remains above the 2013/14 Scottish average of 9.24.

Absence remains a key focus of activity for the Employee Relations and Wellbeing team with support continuing with Line Managers and Directorate Teams to implement the Wellbeing at Work Policy and ensure appropriate actions and support interventions take place.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Sickness absence days per employee	13.47	11.62	11.19	9.24

The revised Wellbeing at Work Policy and a communications plan to services outlining support which can be offered to employees has now been implemented. A key focus of the Communications Plan is ensuring that engagement methods take account of all employee groups and ensure that IT access is considered. The Council held its first Wellbeing at Work Day in January 2014 which enabled employees to find out more about the range of support services available to them. There is a commitment for future events to take place, taking account of evaluation and feedback.

Council Tax and Non-Domestic Rates

Council Tax and Non-Domestic Rates collection were slightly lower than was achieved in 2012/13. This is undoubtedly linked to financial hardship as result of the Welfare Reform changes, but the new initiatives including piloting water direct and new collaborative arrangements in debt recovery are underway.

The cost per dwelling of collecting Council Tax has decreased between 2012/13 and 2013/14 and is well below the Scottish average. There has been a very slight decrease in the percentage of income due from Council Tax received by the end of the year from 96.58% in 2012/13 to 96.19% during 2013/14. However the figure is above the Scottish average of 95.2%.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
The cost per dwelling of collecting Council Tax	9.08	9.01	8.10	12.13
% of income due from Council Tax received by the end of the year	96.56%	96.58%	96.19%	95.2%
% of Non domestic rates billed that is collected in year	96.5%	96.7%	96.0%	N / A



Long term (5-10 year) outcomes

Corporate Procurement

The 2013 to 2016 Corporate Procurement Strategy was presented to Council in June 2013. This sets the high level road map for improvement of all procurement activity across the Council, taking account of best practice achieved in other Councils and across the Scottish Public sector.

The Procurement Capability Assessment (PCA) was carried out during November 2013 and the results were initially published in December 2013. The PCA Score achieved by the Council was 44, achieving the highest score increase across all Councils for 2013, a 76% increase on the 2012 score of 25. A number of areas had shown significant organisational improvement within the assessment and the Procurement Improvement Plan will be updated to capture continuous improvement moving forward.

long term

Organisational Support from Corporate Management Team and the recognition of the value to be achieved from adoption of a strategic procurement approach across EDC was captured within the Transformation agenda and identified as a pillar of the programme. Following collaboration with Scotland Excel (Centre of Expertise for Local Authorities), additional resources were aligned to the existing Procurement team to release professional personnel to address strategic procurement considerations and release the transactional burden of historical processes. This enabled the focus of existing skill-sets on strategic value adding activities and embedding Procurement across the Organisation. The implementation of I-procurement and the further development of the Procurement Improvement Plan will offer opportunities for further progress.

Performance Indicator	2011/12	2012/13	2013/14
Procurement Capability Assessment - PCA Score based against Best Practice Indicators developed and audited by Scotland Excel annually	31	25	44

The proportion of operational buildings that are suitable for their current use has increased from 63.92 in 2012/13 to 70.21 in 2013/14. However, that is below the Scottish average of 78.21. The table below shows that the proportion of internal floor area of operational buildings in satisfactory condition has decreased slightly between 2012/13 and 2013/14 and is above the Scottish average.

Performance Indicator	2011/12	2012/13	2013/14	Scottish Avg
Proportion of operational buildings that are suitable for their current use	61.46	63.92	70.21	78.21
Proportion of internal floor area of operational buildings in satisfactory condition	97.65	97.72	95.53	80.92



Annual Efficiency Statement

During 2013/14, the Council has made substantial changes to organisational arrangements and implemented new ways of working in order to meet the continuously challenging financial environment and support the achievement of more effective outcomes for people and communities in East Dunbartonshire.

Our revised Organisational Delivery Model is based on the fundamental principles of supporting improved outcome delivery and customer service whilst achieving efficiency and better value for money. As well as realigning resources and decision-making towards front-line customer service delivery, its implementation is delivering significant cost reductions against previous establishment levels and is realigning resources to support more effective contributions to outcome delivery.

As part of the continuous review of strategic improvement and efficiency opportunities, the Council is building on the implementation of the new Organisational Delivery Model through implementation of our Transformation Programme. Our major organisation and cultural change programme seeks to continue the improvement in outcome delivery and achieve further efficiencies through developing new ways of working and further improving the customer experience. During 2013/14, £1.326 million worth of efficiencies were achieved through this activity.

Substantive information relevant to the following Transformation Workstreams, aimed at achieving further efficiencies from 2014/15 onwards and supporting the development of a more effective workforce, was reported to Council in June 2014.

- Integrated Health and Social Care Transition
- Transformational Assets
- Transformation ICT
- Demand Management
- Organisational Planning and Modernising Service Design
- Organisational Planning - Workforce and Terms and Conditions
- Procurement

Smart Working was an initial, core element of the Transformation Programme. Evidence indicates that teams are now better connected which supports an improved customer experience and performance. Importantly, its implementation has also enabled efficiencies and helped preserve jobs.

Through implementation of our Strategic Asset Review, the Council has substantially rationalised its property portfolio which is now concentrated on a Civic and Corporate Headquarters, office accommodation for non-public facing services and a centralised operational depot supported with the establishment of a network of integrated Community Hub facilities in the main towns in East Dunbartonshire.

The Community Hubs are an expansion of our Customer Services Strategy based on the service delivery model of "Click-Call-Come in". The Hubs provide an easily accessible and flexible 'one-stop shop' where customers can carry out a range of transactions such as paying bills, reporting faults, applying for services and reporting changes in circumstances. The first Community Hub opened in Kirkintilloch in August 2012. Work is ongoing to deliver future Hubs in Lennoxtown, Bearsden, Bishopbriggs and Milngavie. Data reported to Elected Members identifies widespread use of the Hub by the local community whilst feedback through customer surveys indicates high levels of customer satisfaction.



Long term (5-10 year) outcomes

Annual Efficiency Statement

The Council continues to undertake widespread engagement with service users and a wide range of local stakeholders. A comprehensive programme of engagement took place earlier this year in relation to identifying service priorities, options on future delivery models, and charging and income generation. The findings are informing the future development of the Council's Strategic Planning and Performance Framework.

A core element of the Strategic Planning and Performance Framework is the need to reduce demand for our more critical services. Systematic and targeted engagement is also taking place with local people in areas such as Hillhead in Kirkintilloch and Lennoxton where demand is high as regards the design and delivery of more integrated and tailored public services.

long term

The Corporate Procurement Strategy was approved in June 2013 and is aimed at driving maximum efficiency within our wide Transformation Programme. A full review of current procurement practices was undertaken and opportunities have been identified which will achieve efficiencies through improved procurement practices.

£'000	2011/12	2012/13	2013/14
Total Cash Efficiency achieved for 2013/14	£3.779	£2.212	£1.384

Integration of Health and Social Care

On 28 May 2013, the Scottish Government introduced the Public Bodies (Joint Working) (Scotland) Act that sets out the detail of the proposed legislative changes to facilitate the integration of health and social care services. This legislation requires the Council and the Health Board to establish an 'integration authority' to deliver nationally-agreed outcomes for health and social care. The partnership model to be used and the scope of functions to be included is required to be set out in an Integration Scheme, prepared by the Council and Health Board, and approved by Scottish Ministers.

On 26 September 2013, the Council approved a position with respect to the model and scope of an integrated Health and Social Care Partnership in East Dunbartonshire. This established the functional scope of integration as relating to adult services, in line with the legislation, and a preference for the "body corporate" partnership model. These arrangements have been discussed and agreed with NHS Greater Glasgow and Clyde (NHSGGC).

In November 2013 Council agreed a report which presented an update on progress on the development of an integrated Health and Social Care Partnership (HSCP) and confirmed that action would be taken to develop shadow partnership arrangements with NHSGGC.

On 1 May 2014, Council approved a Partnership Agreement between the Council and NHSGGC to establish shadow arrangements, leading to the integration of Adult Health and Social Care in East Dunbartonshire. The report also set out a Transition Plan that detailed the actions required to achieve integration and approved the establishment and membership of a shadow Integration Joint Board.

An Interim Chief Officer was appointed in February 2014 and the East Dunbartonshire Health and Social Care Shadow Integration Joint Board had its first meeting in October 2014.

Intensive preparations continue with the development of an Integration Scheme, which will set out arrangements for substantive integration during 2015-16 and also with a Strategic Plan that sets out how integration functions will be delivered, how outcomes will be met and locality arrangements. In addition a strategy for the involvement and engagement of service users, carers and other stakeholders in the integration process was approved by the Shadow Integration Joint Board at its first meeting.





2014 edreport

the public performance report of east dunbartonshire council

Feedback If you have any comments to make on the report or you would like any further information, you can contact us in the following ways.

Write to us PPR Feedback
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Alternatively, you can send an email to
ppr@eastdunbarton.gov.uk

Other formats This document can be provided in large print, Braille or on audio cassette and can be translated into other community languages. Contact the Corporate Communications Team at:

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本文件可按要求翻譯成中文，如有此需要，請電 0300 123 4510。

Gabhaidh an sgrìobhainn seo cur gu Gàidhlig ma tha sin a dhìth oirbh. Cuiribh fòn gu 0300 123 4510

अनुरोध करने पर यह दस्तावेज हिन्दी में भाषांतरित किया जा सकता है। कृपया 0300 123 4510 पर फ़ोन कीजिए।

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