Operational Performance and Delivery Scrutiny Committee

16th November 2022

Questions from Elected Members

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<tr><td>ITEM 1 – Responses to Questions</td><td></td><td>Response by</td></tr>
<tr><td>Question 1</td><td>Bailie Kavanagh – Further information regarding the lost days across Council services due to absence. Can you clarify if City Building, Education and Glasgow Life have been included in the report and what the financial cost is against this.</td><td>HR</td></tr>
<tr><td>Answer</td><td>The report reflects Council only therefore City Building and Glasgow Life are not included.

The report presented the requirements through the Local Government Benchmarking Framework which states that absence should be recorded in days lost. Across our absence reporting we report in days lost, data on cost of absence unfortunately is not readily available. Corporate HR are happy to have direct discussion on this where required.</td><td></td></tr>
<tr><td>Question 2</td><td>Original Question - Bailie Kavanagh - Requested the number of affordable houses that had been built in Glasgow and what was the original target?

Follow up:
Bailie Kavanagh – Housing supply target was 15,000 over 5 years and indicative figures show 10,499 had been completed. Recognising that Covid-19 explains some (c20%) of the shortfall, further information on why the actual figure is 30% lower than target.

Councillor Wardrop – Further details about the number of demolitions between 2017-22. Can a breakdown be provided of the number that were private and the number for affordable housing.</td><td>NRS</td></tr>
<tr><td>Answer</td><td>Housing Supply Target

The all tenure Housing Supply Target for 15,000 homes (2017-2022) was comprised of 50% market and 50% affordable. Both private and affordable housing delivery has been materially impacted by Covid 19 and more recently by the increase in construction costs.

<table>
<tr><th>Tenure</th><th>2017/18</th><th>2018/19</th><th>2019/20</th><th>2020/21</th><th>2021/22</th><th>2017-22</th></tr>
<tr><td>Private</td><td>1,085</td><td>1,028</td><td>1,287</td><td>1,012</td><td>1,330</td><td>5,742</td></tr>
<tr><td>Affordable</td><td>718</td><td>1,037</td><td>1,607</td><td>570</td><td>825</td><td>4,757</td></tr>
<tr><td>Total</td><td>1,803</td><td>2,065</td><td>2,894</td><td>1,582</td><td>2,155</td><td>10,499</td></tr>
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COVID-19 had a considerable impact on the affordable housing completions in 2020/21 and 2021/22.

The targets which were set were ambitious, however, Glasgow was on track to meet its affordable housing supply target with increased outputs planned for 2020-2022. In late 2019, uncertainty over the level of</td><td></td></tr>
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affordable housing investment (for the period post 2021) caused a temporary delay in approval of new projects through the Affordable Housing Supply Programme and then COVID-19 lockdown and impact on labour of Covid19 transmission on sites meant delivery of units on active sites slowed and activity on new sites did not commence due to uncertainty. The impact on the affordable housing supply programme was substantial, not only in completions but in new project approvals and a loss of momentum. Construction cost inflation towards the latter part of the 5 year period has, and will, impact on deliverability of targets as more grant is needed per unit to support delivery and therefore, less units can be delivered within the grant envelope.

In terms of private housing, housing targets are set out in the Local Housing Strategy as required by Scottish Government Housing Strategy Guidance but are reliant on private developers progressing development of sites. The Council work with developers to enable the delivery of new homes to meet need and demand in the city and to achieve wider regeneration outcomes. However, similar to affordable housing delivery, private development has been impacted considerably by Covid 19 and towards the end of the 5 year period, by the uncertainty created by construction cost inflation and wider economic outlook.

Demolitions

It is recorded that 1,211 residential properties were demolished during the period 2017-2021 (figures unavailable as yet for 2021/22). These figures are outlined below. The majority of this demolition activity will be social rented stock in the Transformational Regeneration Areas (TRAs) albeit there will be a small element of private housing. The most recent demolitions in the TRAs were in Gallowgate TRA. The objective of the TRA programme is to deliver sustainable mixed tenure communities.

Year	Demolitions
2017-18	976
2018-19	97
2019-20	116
2020-21	22
Total	1,211

Question 3	Original Question - Requested the attainment gap figures – A total figure **Follow up:** Councillor Daly – Why are quintiles used instead of deciles in the charts?	ED SERV
Answer	The data provided is the same data submitted to the Scottish Government as part of our annual National Improvement Framework (NIF) report. The template from the government requests that the data is reported in Quintiles rather than Deciles.	

ITEM 2 – Complaint Handling Performance		
Question 1	Councillor Wardrop – Largest number of complaints are with NRS. Has there been an analysis of this and the geographical spread by area or ward.	CED/ NRS
Answer	The quality of complaints data we hold is affected by the information provided by the customer in relation to the geographical location. As a consequence NRS do not have robust data to analyse complaints at a Multi Member Ward level. With regards to service requests, for example refuse collection, then NRS can confirm that this information is tracked and segmented within the NRS performance management framework. Additionally, the IT system used to log complaints, Lagan, does not have the capability to accurately record the Ward in which a complaint is raised (for example, by matching the complainant's postcode to the relevant Ward) nor is this information requested of the complainant at present. It may be that the complainant is able/willing to provide details of their Multi Member Ward but this is generally not provided if a formal complaint is reported using the Lagan system. Officers are aware that Members would find this information useful and this will be discussed as part of the detailed scoping requirements for the Lagan system replacement during the coming period.	
Question 2	Bailie Kavanagh – Duncan Black to circulate link to Internal Audit report on the corporate complaints process.	DB
Answer	http://www.glasgow.gov.uk/councillorsandcommittees/submissiondocuments.asp?submissionid=104127	
ITEM 3 - Social Care Complaints		
Question 1	Councillor Wardrop – Has there been a change in expectation levels from service users as a result of the pandemic. Is there any research available on this?	HSCP
Answer	We have no way of measuring this and no resource available to carry out a new research task on measuring expectation. Services provided by SWS are diverse, as are service users, and it is not clear how information around expectation could be meaningfully measured across the city. There are diverse services provided across the city, to a range of service users, and therefore expectations in relation to services will vary considerably.	
Question 2	Councillor Wardrop – Manual inputting of data to 2 separate systems. Further information on this.	HSCP
Answer	It's understood this query relates to the use of two separate systems for logging SWS complaints, depending on whether they related to Homecare Service or other SWS services. While operating under Cordia, Homecare Services were separate from SWS and subject to their own arrangements around complaints management and governance, and have operated	

	using the Lagan system (also used elsewhere within GCC) for a number of years. SWS, however, have used a bespoke system called C4 (previously also used by other GCC areas for complaints recording) for the same purposes. While Homecare are now part of SWS, as there is currently work being undertaken to provide a new, Council-wide, recording solution for all complaints, it has not been considered appropriate to make changes to either Homecare or SWS recording practices until the new system is introduced, to save duplicating effort and causing confusion within services. The new complaints system has been subject to multiple delays, and we await further information from the SIIT team in terms of timescales for implementation.	
Question 3	Councillor Wardrop/Bailie Salih – Further information on why the number of complaints in the South are higher.	HSCP
Answer	The reason the number of complaints in the South are higher is as outlined in the report, which is that this is a larger geographical area, with a larger population, and the demographics of the area are such that there is a higher proportion of people who may be more likely to be involved with services – that is to say, there are 43,773 children aged 0-17 in South, as opposed to 34,283 in NE or 33,456 in NW, and there are 32,835 older people (65+) in South compared to 25,322 in NE or 27,466 in NW. The three client groups responsible for most complaints in South are Children and Families, Older People, and persons with Physical Disabilities, which would reflect a larger population with more younger people and more older people than other areas of the city.	

Question 4	Bailie Gallagher – What number of complaints are in relation to interactions with service users? Can you express the number of complaints as % of service users?	HSCP
Answer	We do not record 'number of interactions with service users', as interactions that may lead to complaints could vary dramatically – from an individual visiting an office and waiting longer than they would like, to a service user unhappy with an assessment that may have taken multiple visits and extensive work to complete. In addition, some complaints are received from individuals with no 'interaction' with services, although such complaints would often not be accepted under the terms of the CHP. It would be reasonable to assume, however, that almost all complaints received relate to some sort of interaction with a service user. SWS, not including Homecare Services, received 496 complaints and for the period in question it is likely that there were around 50,000 SWS service users. Please note that, while it is not possible to provide an exact figure for the number of service users throughout the reporting period, as at 17 Dec 2022 there were 52,712 service users with either a current, open piece of work or a current allocated primary worker, and so 50,000 service users for the reporting period would represent a conservative estimate. Expressed as a percentage of complaints received per this estimated number of service users (and without identifying any potential repeat complainants or complaints), insofar as such a thing is possible, complaints are received at a rate of slightly under 1%.	

ITEM 4 – Strategic Plan		
Question 1	Councillor Wardrop – Details of any online training regarding the use of the UN's Sustainable Development Goals which members can access.	CED
Answer	The United Cities and Local Government page link is good resource for some training materials on UN SDG for local government. https://learning.uclg.org/ We are currently exploring how to best use these tools in our own localised awareness raising work with Officers, Senior Management and Elected Members.	
Question 2	Bailie Gallagher - Sustainable Development Goals to inform Performance Indicators. How do we ensure that services adhere to this?	CED
Answer	As the SDGs become an embedded part of performance, through the awareness raising process noted in answer two above; and as with current reporting requirements; adherence will be achieved through the continuing development of the Performance Manual, and the co-ordination of the Strategic Performance Working Group, which brings together performance leads across the Council and its partners.	
ITEM 5 – Delegated Conferences		
Question 1	Councillor Wardrop – When are reports from members attending conferences put into the members library?	CED
Answer	Currently, Members are asked to submit a report for conferences attended and arrange for them to be placed within the Members' Library. Members Services are to review this process to ensure that any future conference reports are made available to Members in a timeous manner following their submission.	