

EAST RENFREWSHIRE COUNCILCABINET25 November 2021Report by Deputy Chief ExecutiveSTRATEGIC MID-YEAR COUNCIL PERFORMANCE REPORT 2021-22**PURPOSE OF REPORT**

1. The purpose of this report is to present a summary of Council performance at mid-year 2021-22 based on performance indicators in the [Outcome Delivery Plan \(ODP\) 2021-24](#). A mid-year complaints report is also included.

**RECOMMENDATIONS**

2. It is recommended that Cabinet:
- (a) Scrutinises and comments on the summary of the Council's performance at mid-year 2021-22 at Annex 1 and;
  - (b) Scrutinises and notes the mid-year complaints report attached at Annex 2.

**BACKGROUND AND CONTEXT**

3. The Council sets out its contribution to the partnership outcomes in the [Community Plan](#) through the content of the Outcome Delivery Plan (ODP). The ODP is a three year plan, updated annually which sets out the Council's critical activities and critical indicators for the 3 year period 2021-24. It conveys what the Council is doing to contribute to the delivery of the agreed Community Planning local outcomes. The Council is responsible for ensuring that the money we spend contributes towards achieving these outcomes and we work in partnership with the Health and Social Care Partnership and the East Renfrewshire Culture and Leisure Trust to deliver our outcomes.

4. As a result of Covid-19 there continues to be variations across communities' and individuals' lived experiences due to the pandemic. Services are still operating at different levels, as the Council focuses on recovery and renewal. As a result comparative changes in indicator values from previous years should be treated with caution. There is ongoing research and engagement to better understand the impact on Covid-19 on our communities.

5. Performance updates on the strategic indicator set included in Annex 1 have a latest data update, for most this will be for mid-year 2021-22. Some indicators have a time lag and the latest data will be 2020-21 e.g. educational attainment, or occasionally more historic.

6. Reporting on our performance against the strategic indicators in the ODP alone does not capture the extent and impact of the challenges the Council faces as a result of Covid-19. Since March 2020 we have worked to negotiate the challenges presented by the pandemic. Responding to the crisis has tested us in ways we have never experienced before and our ways of working have changed considerably. As we work to build back better we are committed to taking forward new approaches that are delivering positive

outcomes for local people. Our [annual performance report](#) provides details on some of stories behind the Council's response to the pandemic.

## OTHER STATUTORY REPORTING

7. We have a statutory duty to report on complaints. A mid-year summary report on complaints is attached at Annex 2.

8. We are also required to report on a suite of benchmarking indicators that make up the national Local Government Benchmarking Framework (LGBF), to enable comparative performance analysis with other local authorities. LGBF data for year 2019-20, which presented a pre pandemic position on performance, was reported to Cabinet on 3 June 2021. A full set of comparative results can also be accessed via the [MyLocal Council Tool](#).

9. The 2017-21 Equality and Human Rights Mainstreaming Report provides details on progress to meet our equality outcomes and mainstream equalities, in line with the requirements of the 2010 Equality Act. It also presents the new set of equality outcomes for 2021-25. This report is available on our [website](#).

## COUNCIL PERFORMANCE

10. Of the 48 indicators in the plan, there has been an update available for 25 of these indicators at mid-year 2021-22. It was agreed by Council in October 2020 that due to the impact of COVID, targets would not be set for the ODP for the year 2020-21. Targets have now been re-introduced for 2021-22 and beyond.

11. Despite the continued focus on recovery and renewal, East Renfrewshire Council has continued to achieve excellent performance results across many areas including educational attainment, reducing recurrence of reports of anti-social behaviour, and supporting our local businesses in the first half of the year.

12. As well as maintaining excellent educational attainment levels overall, the gap between the most and least deprived children achieving 5 or more awards at SCQF level 5 has reduced since 2017-18; the Education Department achieved the gap target in each of the last 3 years, albeit there is a slight increase in the gap in 2020/21. Very low levels of schools exclusion rates at primary and secondary level were also improved upon.

13. Despite the additional challenges of providing key Health and Social Care services in the recovery phase, all those that required a protection plan had one in place at mid-year point. HSCP services also continued to support older people and people long term conditions. In the social health care Talking Points survey, that asks if people's needs are being met, 89% of respondents felt they were living where or as they wanted to live. The percentage of those whose care need reduced following rehabilitation increased to 69% at mid-year 2021-22, back to previous pre-pandemic levels. We continued to develop our support for unpaid carers in collaboration with our local Carers' centre and have continued to see very high levels of carers (97%) reporting that service quality of life was maintained.

14. Two indicators around child protection are currently off target. Due to the small number of children involved in child protection procedures the percentages can fluctuate from quarter to quarter. Furthermore, the ongoing impact of the pandemic has made it more challenging to engage with children and young people regarding advocacy services. It has also been harder for some families to implement and sustain safety plans and there are ongoing conversations and improvements to the levels of support provided where children are at risk of harm. Where the safety scores have decreased, appropriate measures have been put in place to ensure the children's safety.

15. The 22 new affordable housing units completed in the first half of 2021/22 have been delivered through the Council's New Build Programme and 5 units from Link Housing Association. These are a mix of smaller and family sized homes which fulfil some of the highest levels of demand for housing affordable housing experienced in recent years. Since the start of October 2021 an additional 8 Council units have been delivered with a further 71 expected by year end. The effects of COVID may impact on the delivery of affordable housing over the next year and this is being closely monitored.

16. 2020-21 data for the Street Cleanliness Index indicator recently published by Keep Scotland Beautiful shows an improvement from the previous year and our highest score to date at 95.4%. This is also the highest score within our family group of 8 councils of similar geographies.

17. Both leisure centres and libraries had limited operation in the first half of the year though some venues continue to be unavailable due to being used as vaccine centres. Unsurprisingly virtual library visits outstripped physical visits by a ratio of 9:1.

18. The overall absence for mid-point 2021/22 is 4.34 days lost per FTE. When reviewing the absence data for 2021/22 thus far the trend is on the rise in comparison to 2020/21. However, this is not a true comparison due to the pandemic and a proportion of our employees were working in a more flexible manner throughout this period; therefore absence levels were not as high in comparison to previous years. To compare absence performance more accurately 2021/22 was considered against the 2019/20 absence statistics, which shows that the Council's absence performance has improved slightly, however, the overall absence is marginally above the 2021/22 target.

19. The Council still performs well across the majority of the ODP indicators where date updates are available at mid-year. In the remaining areas where there is scope for building on levels of performance, departments will continue to closely monitor progress and take appropriate action. The focus remains on recovery whilst still responding to the challenges of COVID before moving to a renewal phase. We aim towards achieving previous performance levels, particularly in areas where services were most affected by the impact of COVID.

20. All Scottish councils are required to assess and monitor their complaints handling performance quarterly against a number of high level performance indicators identified by Scottish Public Services Ombudsman (SPSO). A report on our performance against these indicators at mid-year point is attached at Annex 2.

21. The volume of complaints received has increased significantly from the corresponding period in 2020-21 – up from 498 to 1,027, however an increase was expected given last year's figures were lower as a result of the pandemic along with improved customer access to a new real time complaints system. For a more accurate comparison, in the four years prior to 2020/21 the average complaints received in this period was 719, meaning the number of complaints received in the first half of 2021/22 represent a 43% increase from this average. The Council missed the SPSO target for responding to frontline complaints (5 days) recording an average of 6.2 days. We did meet the target for investigation complaints (20 days) recording an average of 19.5 days. The response times have been heavily impacted by the transition to the new Goss complaints management system along with the ongoing impact of Covid-19. We are closely monitoring complaints levels and a programme of training on the new system was rolled across key staff as we moved to the real time system to monitor complaints. Over the next six months work is being undertaken with services to improve the visualisation of the data for analysis purposes and to capture lessons learned from complaints.

## **PUBLICATION OF MID YEAR PERFORMANCE INFORMATION**

22. Information in this report will be published on the [Council's website](#) where additional performance information can also be found, including departmental and benchmarking reports.

## **FINANCE & EFFICIENCY**

23. There are no specific financial implications arising from this report.

## **CONSULTATION**

24. Services across the Council continue to consult with customers and communities as part of service delivery and redesign. Consultations taking place in the first half of the year include improving active travel and supporting better mental health and well-being.

## **PARTNERSHIP WORKING**

25. This report summarises performance of the Council towards the outcomes within the Community Plan. Results could not have been achieved without continued excellent partnership working, including with the Health and Social Care Partnership, East Renfrewshire Culture and Leisure Trust and Voluntary Action East Renfrewshire (VAER).

## **IMPLICATIONS OF REPORT**

26. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities or sustainability. Each of these issues has been mainstreamed through service plans and equality impact assessments carried out where appropriate.

## **CONCLUSION**

27. This report details the performance of the Council at mid-year 2021-22. The Council is performing well across the majority of the ODP indicators, however COVID-19 will continue to have an impact on future performance and delivery of services. Despite the continued challenging circumstances the Council's aim remains unchanged - making people's lives better and achieving positive outcomes for all of our communities.

## **RECOMMENDATIONS**

28. It is recommended that Cabinet:

- (a) Scrutinises and comments on a summary of the Council's performance at mid-year 2021-22 (Annex 1) and;
- (b) Scrutinises and notes the mid-year complaints report attached at Annex 2

**10 November 2021**

## **REPORT AUTHORS**

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**BACKGROUND PAPERS**

- Local Government Benchmarking Framework 2019-20, Cabinet 3 June 2021
- Outcome Delivery Plan 2021-2024, Council 20 June 2021
- Strategic End-Year Performance Report 2020-21, Council 20 June 2021

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## Outcome Delivery Plan 2021 - 2024



### Strategic Mid-Year Performance Report 2021-22

The following report provides an update of Council performance data at mid-year 2021-22. The information contained in this report includes indicators in the Outcome Delivery Plan 2021-24.

#### Data notes

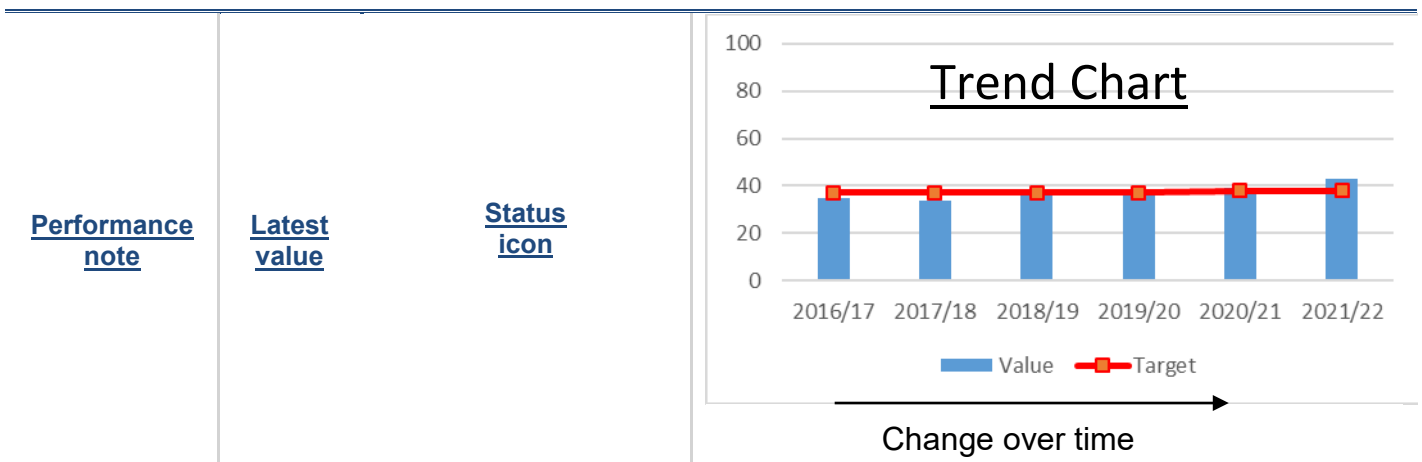
Indicators included in Annex 1 have a latest data update, the most recent being mid-year 2020-21. Some indicators have a time lag and the latest data will not be the current year, e.g. some health and education data. Of the 48 indicators in the plan, there has been an update available for 25 indicators in the last year.

#### Targets

3 year annual targets have been set for most indicators in the ODP 2021-24, with the exception of some Education and health indicators that have a target for the end of a 2 or 3 year period.

#### Key

The key below details what each of the symbols mean within the report.



PI Status of last available data:	
	Off target
	Target still to be achieved
	On Target
	For information only (no target set)

# ODP 1 Council Performance

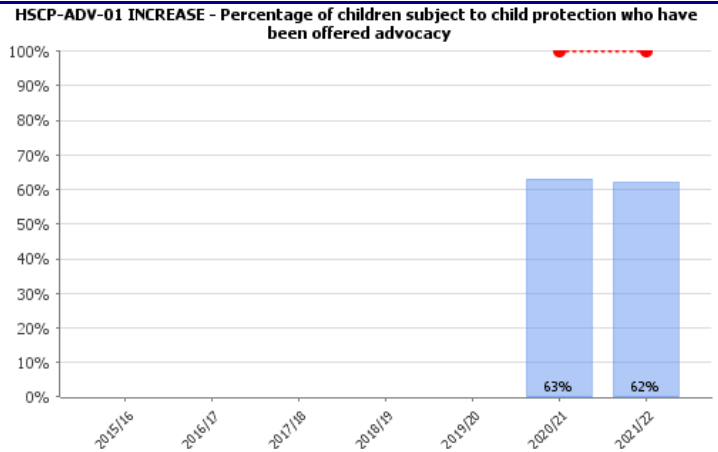


All children in East Renfrewshire experience a stable and secure childhood and succeed.

## Percentage of children subject to child protection who have been offered advocacy

Mid-year 2021-22.  
We have regular liaison meetings with Partners in Advocacy to ensure robust partnership working and support so that children and young people are offered access to and information for advocacy services at the earliest opportunity. This has resulted in an increase in offers of advocacy to children and young people.

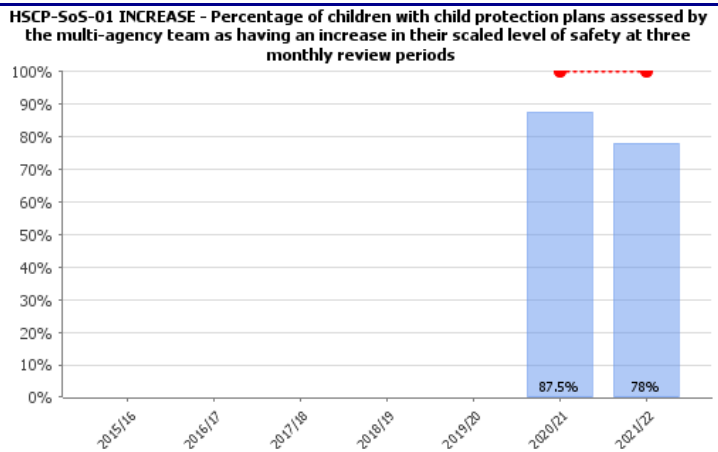
62%



## Percentage of children with child protection plans assessed by the multi-agency team as having an increase in their scaled level of safety at three monthly review periods

Mid-year 2021-22.  
At Qtr 2 seven out of the nine Review Case Conferences saw an increase in the safety of the child, however for two the risk increased and appropriate measures were taken to safeguard the children.

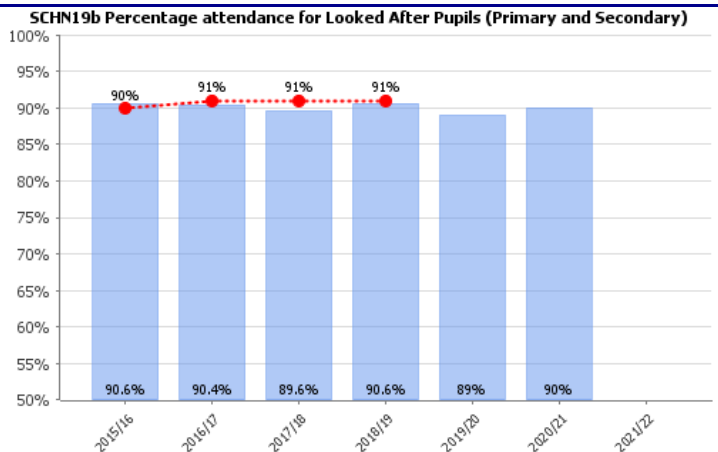
78%



## Percentage attendance for Looked After Pupils (Primary and Secondary)

Academic year 2020-21.  
A new framework is being established which will allow us to better measure the progress in attendance, attainment and achievement of care experienced pupils through analysing data specific to the different categories of care experience, providing greater insights to inform our approach. The overall attendance level for looked after pupils of 90% in East Renfrewshire compares favourably to the last national figure of 87%.

90%





## ODP 2 Council Performance

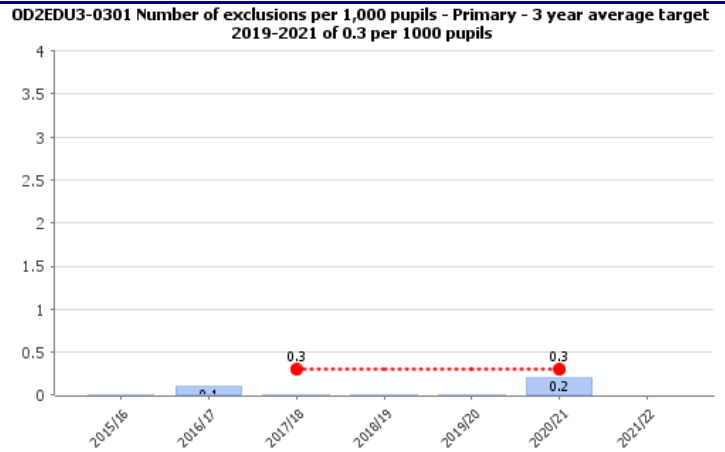
East Renfrewshire residents are healthy and active and have the skills for learning, life and work.



### Number of exclusions per 1,000 pupils - Primary - 3 year average target 2019-2021 of 0.3 per 1000 pupils

Academic year 2020-21.  
The number of exclusion incidents increased in 2020-21 to 0.2 per 1000 pupils. East Renfrewshire compares very favourably to the national value of 8.1 incidents per 1000 pupils (latest published data for 2018-19). The department achieved the challenging three year average target of 0.3 incidents per 1000 pupils for 2019-21.

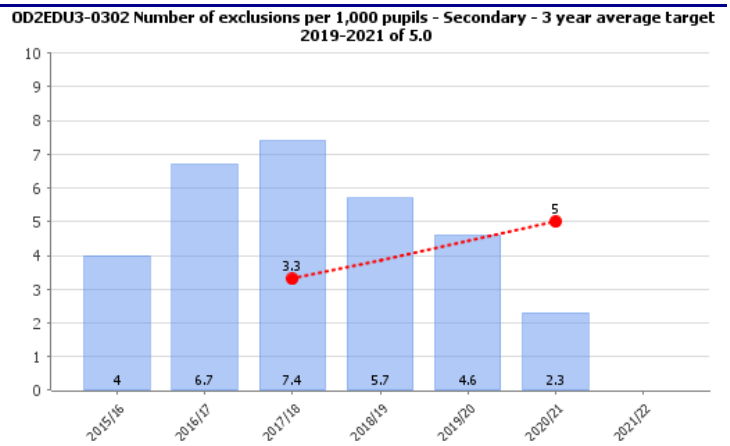
0.2



### Number of exclusions per 1,000 pupils - Secondary - 3 year average target 2019-2021 of 5.0

Academic year 2020-21.  
In 2020-21, the number of exclusions in the secondary sector decreased to 2.3 incidents per 1000 pupils. The ERC performance compares very well with the national figure of 39.6 incidents per 1000 pupils (latest published data for 2018-19). The Council achieved the very challenging target of 5.0 incidents per 1000 pupils over the period 2019-2021.

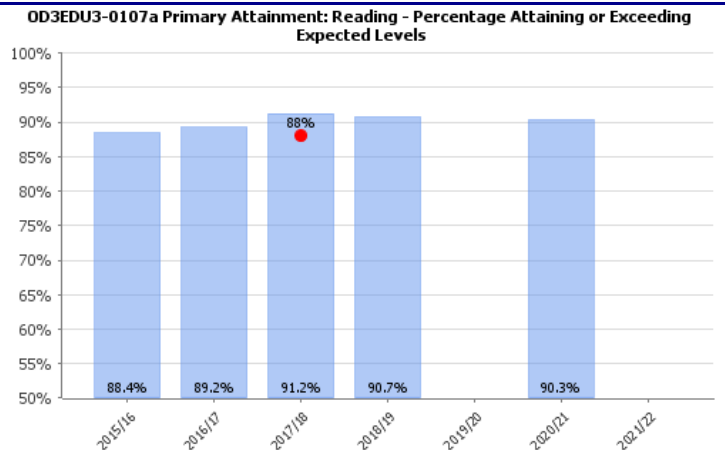
2.3



### Primary Attainment: Reading - Percentage Attaining or Exceeding Expected Levels

Academic year 2020-21.  
In 2020-21, 90.3% of primary pupils achieved or exceeded expected CfE levels in reading. The Council has not set targets due to the impact of Covid; these will form the new baselines.

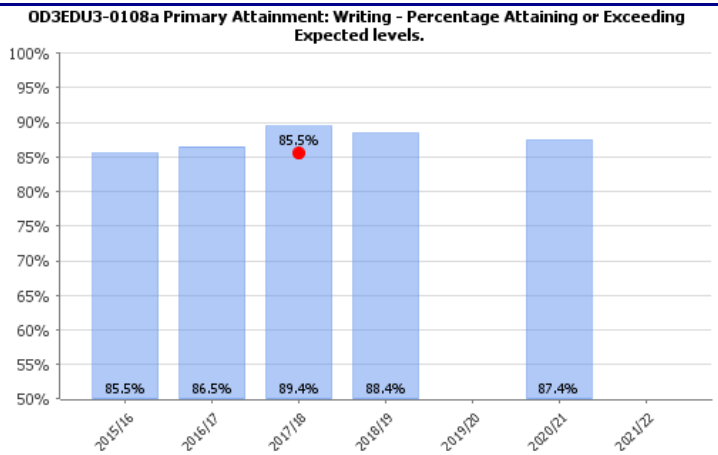
90.3%



**Primary Attainment: Writing - Percentage Attaining or Exceeding Expected levels.**

Academic year 2020-21.  
 In 2020-21, 87.4% of primary pupils achieved or exceeded expected CfE levels in writing. The Council has not set targets due to the impact of Covid; these will form the new baselines.

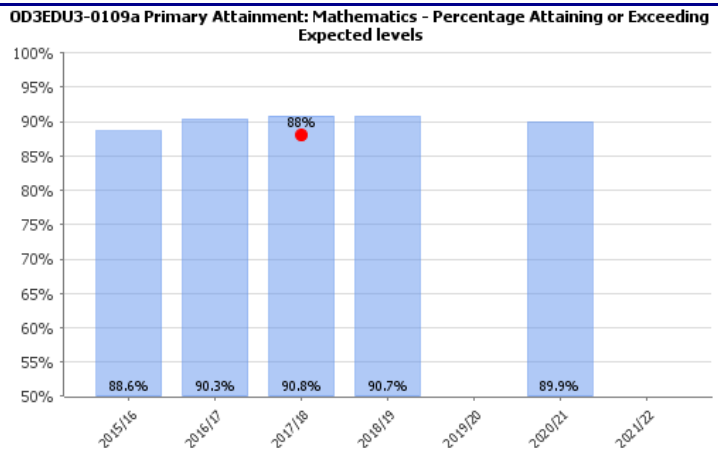
87.4%



**Primary Attainment: Mathematics - Percentage Attaining or Exceeding Expected levels**

Academic year 2020-21.  
 In 2020-21, 89.9% of primary pupils achieved or exceeded expected CfE levels in numeracy. The Council has not set targets due to the impact of Covid; these will form the new baselines.

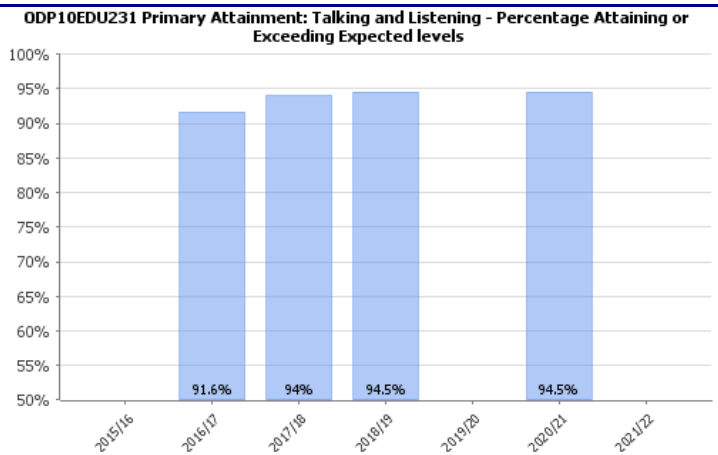
89.9%



**Primary Attainment: Talking and Listening - Percentage Attaining or Exceeding Expected levels**


Academic year 2020-21.  
 In 2020-21, 94.1% of primary pupils achieved or exceeded expected CfE levels in talking and listening. The Council has not set targets due to the impact of Covid; these will form the new baselines.

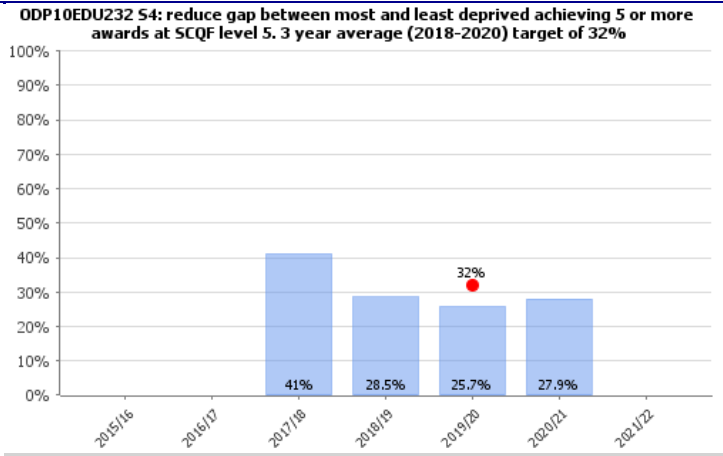
94.5%



**S4: reduce gap between most and least deprived achieving 5 or more awards at SCQF level 5. 3 year average (2018-2020) target of 32%**

Academic year 2020-21.  
The gap between the proportion of young people achieving 5 or more SCQF level 5 qualifications in SIMD deciles 9 and 10 compared to deciles 1&2 increased by 2.1% in 2020/21 to 27.9%.

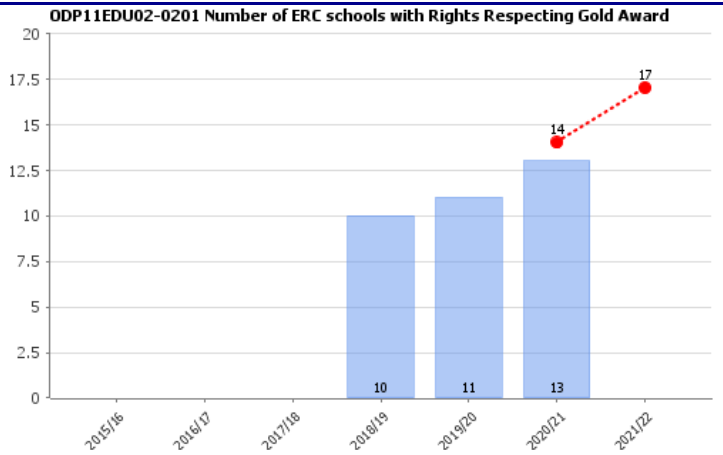
27.9% 



**Number of ERC schools with Rights Respecting Gold Award**

Academic year 2020-21.  
The number of schools with a Gold award has increased to 13, up 2 on 2019/20. In addition, 10 schools currently hold a Silver award with a further 10 holding Bronze.

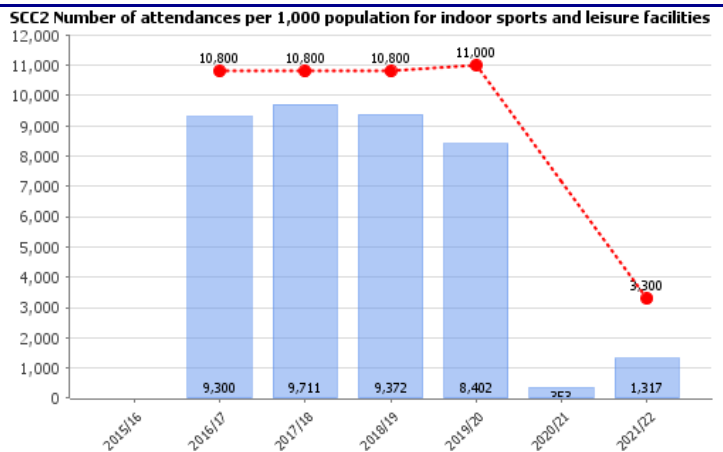
13 



**Number of attendances per 1,000 population for indoor sports and leisure facilities**

Mid-year 2021/22.  
Leisure Centres had limited operation during the first half of the year. Restrictions were eased over time, but some facilities – such as Carmichael Hall & Barrhead Foundry – were still not available due to these being used as Vaccine Centres.

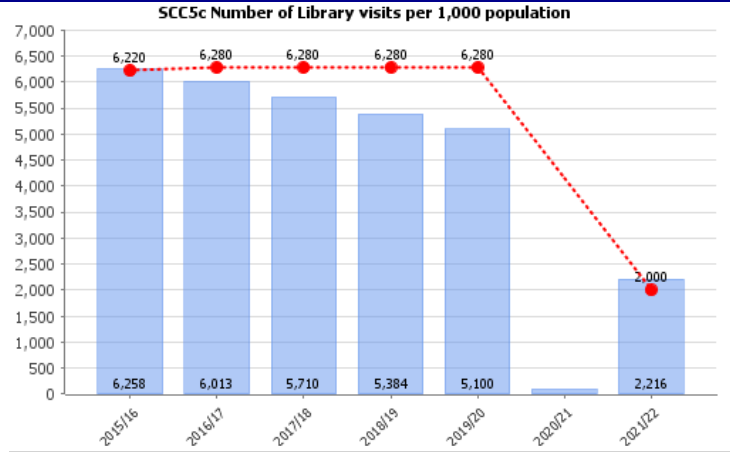
1,317 



**Number of Library visits per 1,000 population**

Mid-year 2021/22.  
 In keeping with Covid-19 guidelines, physical access to libraries was restricted through most of the first half of the year. Restrictions were eased for most facilities as of September, with the balance opening up at the early in Q3. Not surprisingly virtual visits outstripped physical by a ratio of 9:1.

2,216 



## ODP 3 Council Performance

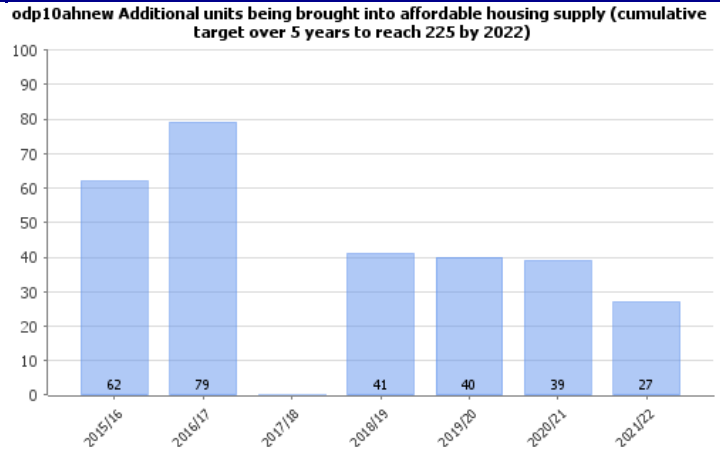
East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents



### Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)

Mid-year 2021/22.  
The 27 new units completed in the first half of 21/22 have been delivered through the Council's New Build Programme (22) and Link HA new build in Newton Mearns (5). These are a mix of smaller and family sized homes which fulfil some of the highest levels of demand for housing affordable housing experienced in recent years.

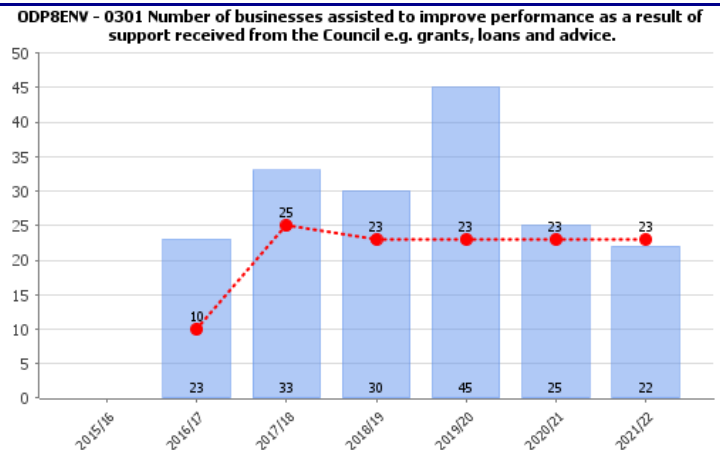
27



### Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice

Mid-Year 2021-22.  
Target exceeded- we assisted 22 businesses. In addition to the levels of assistance for local businesses as part of routine support, the Economic Development team have also supported a further 720 businesses via various Covid business support grants in this period.

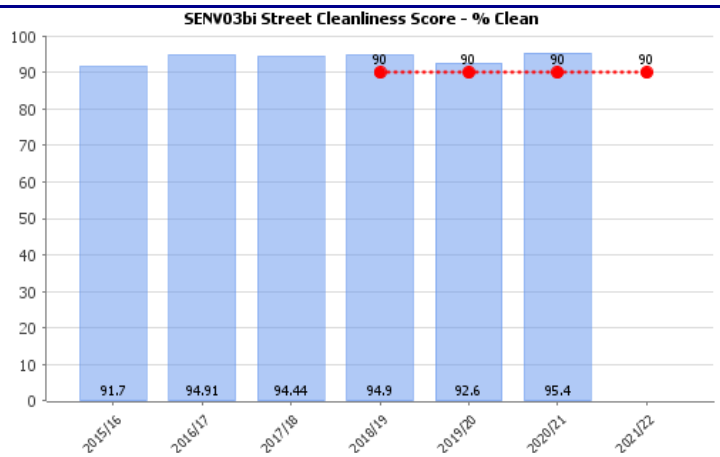
22



### Street Cleanliness Score - % Clean

2020/21 data.  
Target exceeded, figure has improved to 95.4%, the highest to date.

95.4



## ODP 4 Council Performance

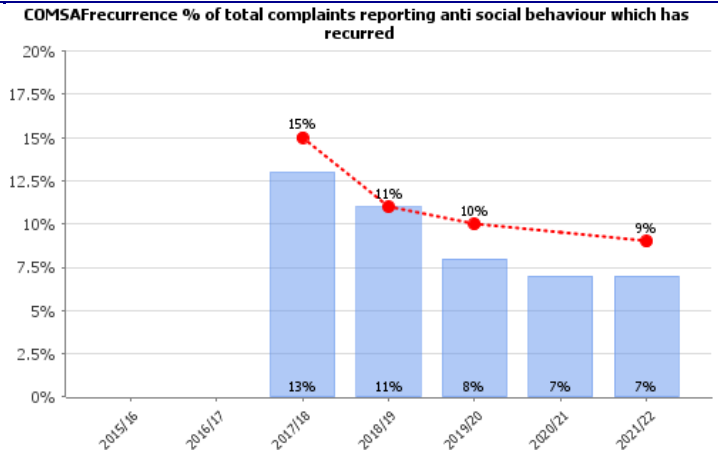
East Renfrewshire residents are safe and live in supportive communities



### % of total complaints reporting anti-social behaviour which has recurred

Mid-year 2021/22.  
Community Safety received 220 noise calls during the 6 months from April to September 2021. 96 of these calls were assessed as being anti-social behaviour in nature and 16 of these calls were from customers who had previously reported issues with their neighbours. Community Safety continue to work their partners to reduce instances of anti-social and engage with repeat offenders in order to moderate their behaviour. This year we have appointed one of the Community Safety Officers to take a lead role in targeting anti-social behaviour and this has shown some early success.

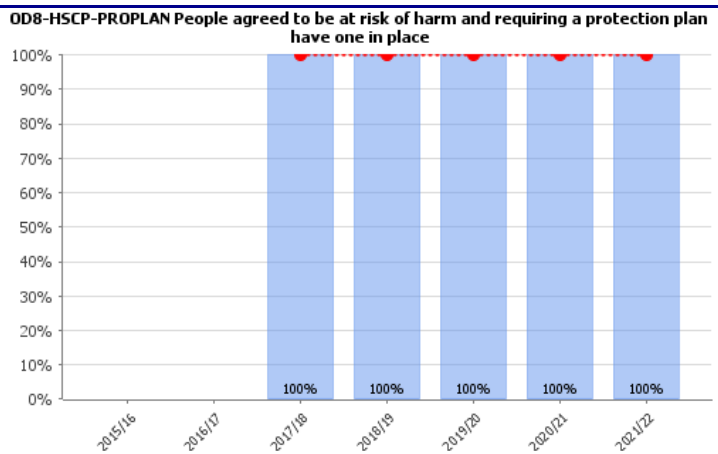
7%



### People agreed to be at risk of harm and requiring a protection plan have one in place

Mid-year 2021/22.  
All residents identified as at risk of harm by the HSCP have a bespoke protection plan in place.

100%



# ODP 5 Council Performance

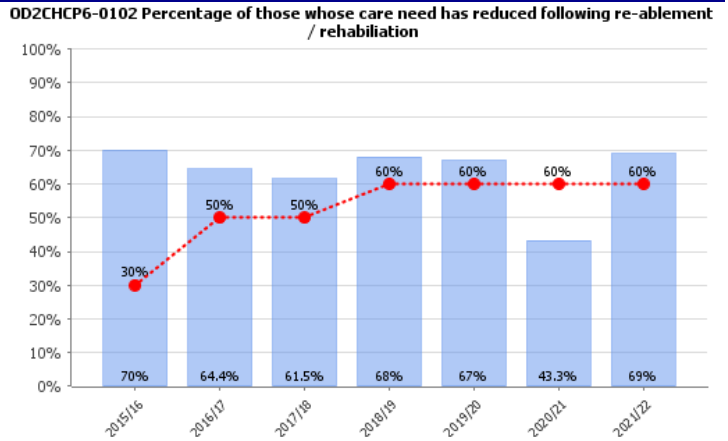


Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

## Percentage of those whose care need has reduced following re-ablement / rehabilitation

Mid-year 2020/21.  
Of the 85 re-ablement discharges Apr – Sept 2021, 69% (59) of them were discharged with reduced or no service. Additionally 4 died or were transferred to long term care facilities. 19 were discharged with the same service.

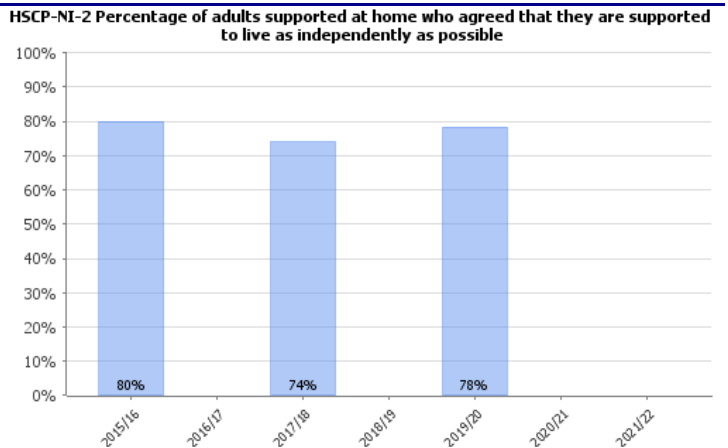
69%



## Percentage of adults supported at home who agreed that they are supported to live as independently as possible

2019/20 data.  
Up from 74% in previous survey (2017/18). Scotland figure for period 81%. Latest available data at July 2021. Source : Public Health Scotland (Health and Care Experience Survey 2019/20)

78%



## People reporting 'living where you/as you want to live' needs met (%)

Mid-year 2020/21.  
In Qtr 2 of the total 172 valid responses 150 reported their needs met (87%), whilst in Qtr 1 of the total 201 valid responses 180 reported their needs met (90%). This compares to 94% in the previous Qtr 4.

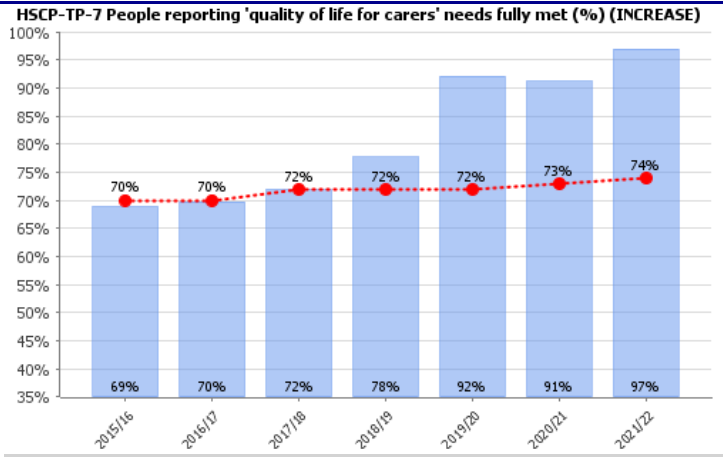
89%



**People reporting 'quality of life for carers' needs fully met (%)**

Mid-year 2021/22.  
 In the first two quarters of 2021/22 the performance figure was 97%. This is comparable to the previous Qtr 4 (98%) figure.

97%





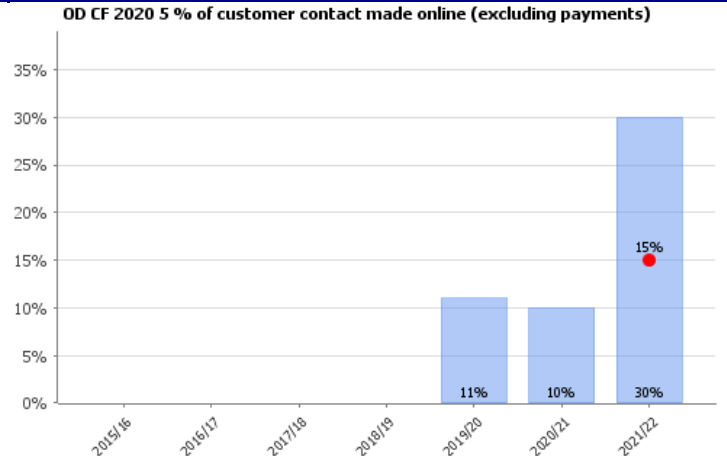
# Customer, Efficiency, People- Council Performance



## % of customer contact made online (excluding payments)

Mid -year 2021/22.  
36,079 - There has been a significant increase in online. Due to the transfer from Lagan to Goss online forms, customers' preferences changing and new online services like garden waste permits, Covid-19 online applications and an increase in online activity due to the Housing Allocations bidding service.

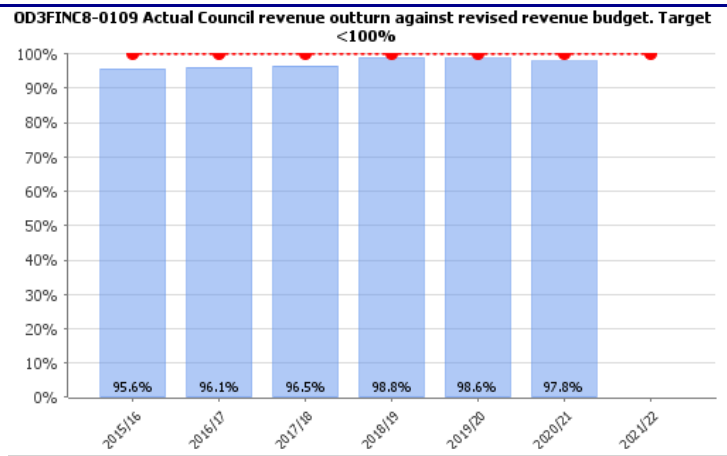
30%



## Actual Council revenue outturn against revised revenue budget. Target <100%

2020/21 data.  
2020/21 value is pre-audit. To be confirmed November 2021.  
Actual expenditure vs budgeted is monitored and managed throughout the year. The final position will be known in June 2022.

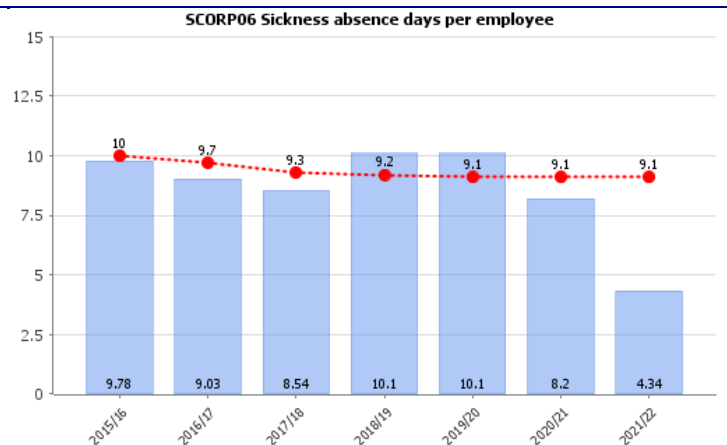
97.8%



## Sickness absence days per employee

Mid-year 2021/22. The overall absence for mid-point 2021/22 is 4.34 days lost per FTE. When reviewing the absence data for 2021/22 thus far the trend is on the rise in comparison to 2020/21. However, this is not a true comparison due to the pandemic and a proportion of our employees were working in a more flexible manner throughout this period; therefore absence levels were not as high in comparison to previous years. To compare absence performance more accurately 2021/22 was considered against the 2019/20 absence statistics, which shows that absence performance has improved slightly, though the overall absence is marginally above the 2021/22 target.

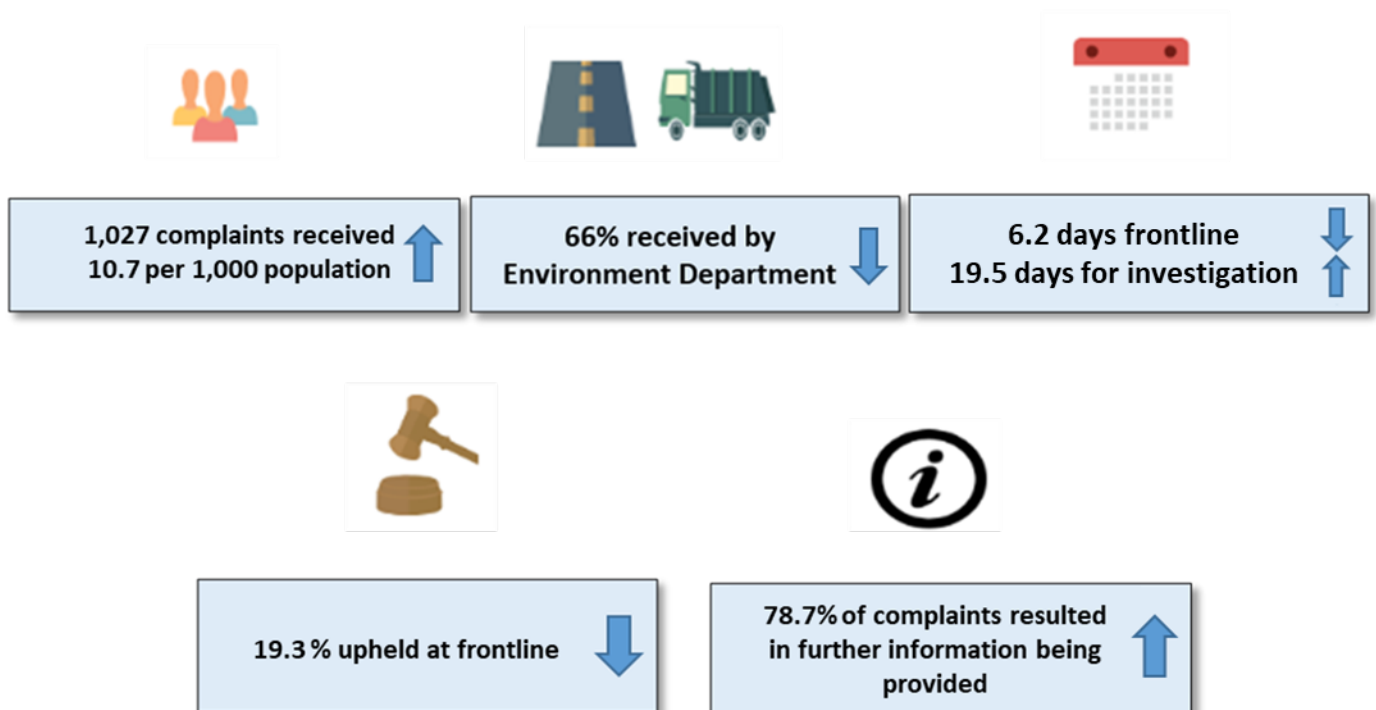
4.3



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## Mid-Year complaints 2021/2022

All Scottish councils are required to record and report on a suite of complaints performance indicators to meet Scottish Public Services Ombudsman (SPSO) requirements. During the first half of 2021/22 we received 1,027 complaints, which represented an increase of 106.2% on the same period in 2020/21, where 498 complaints were received however, the number of complaints received during 2020/21 were greatly reduced. The average number of complaints received in this period for the 4 years prior to 2020/21 was 719, this means there has been a 43% increase in the number of complaints received in the first half of 2020/21. Most complaints continue to be received by Environment Department – 66%. The data shows that we have missed the 5-day target to respond to frontline complaints with an average time of 6.2 days taken to respond. The average time to respond to investigation complaints was under the 20-day target at 19.5 days. The Council's response time has continued to be impacted by the ongoing impact of Covid-19 along with the embedding of a new complaints monitoring system midway through the first quarter of 2021/22. As a result of complaints monitoring over the year, a number of improvement actions have been implemented and additional resources have been put in place to help improve delivery across Council services.



### Improvements

- The process to award Garden Waste Permits was improved significantly because of a number of complaints received around the delay of permits being granted. This has resulted in permits being processed more quickly along with a huge saving in staff time.
- The online form to request bulky uplifts has been amended to include free text boxes to specify what items need collected along with reducing the categories of the items to improve the users experience.

Note – arrows indicate direction of change from the same period of 2020-21.

# Mid-Year Complaints Report 2021/22<sup>1</sup>

## Complaints Received per 1000 of the Population

Description	2020/21 H1	2021/22 H1	Change	Notes
Number complaints received per 1,000 population.	5.2	10.7	+5.5	A total of 1,027 complaints were received in the first half of 2021/22, an increase of 529 from 2020/21.





## Complaints Closed at Stage one and Stage two

Description	2020/21 H1	2021/22 H1	Change
Number complaints closed at stage one as % of all complaints	91.0%	92.2%	+1.2% pts
Number complaints closed at stage two as % of all complaints	7.0%	5.2%	-1.8% pts
Number complaints closed at stage two after escalation as % of all complaints	1.8%	2.6%	+0.8% pts

## Complaints Not Upheld/ Partially Upheld/Upheld

Not Upheld	2020/21 H1	2021/22 H1	Change
Number complaints not upheld at stage one as % of complaints closed at stage one	51.0%	41.4% (492)	-8.6% pts
Number complaints not upheld at stage two as % of complaints closed at stage two	48.4%	51.9%	+3.5% pts
Number escalated complaints not upheld at stage two as % of escalated complaints closed at stage two	37.5%	61.5%	+24.0% pts
Partially upheld	2020/21 H1	2021/22 H1	Change
Number of complaints partially upheld at stage one as % of complaints closed at stage one	13.8%	8.2%	-5.6% pts
Number complaints partially upheld at stage two as % of complaints closed at stage two	41.9%	28.8%	-13.1% pts
Number escalated complaints partially upheld at stage two as % of escalated complaints closed at stage two	25.0%	23.1%	-1.9% pts
Upheld	2020/21 H1	2021/22 H1	Change
Number of complaints upheld at stage one as % of all complaints closed at stage one	34.2%	19.3%	-14.9% pts
Number complaints upheld at stage two as % of complaints closed at stage two	9.7%	11.5%	+1.8% pts
Number escalated complaints upheld at stage two as % of escalated complaints closed at stage two	37.5%	46.2%	+8.7% pts

## The average time in working days for a full response to complaints at each stage

Description	2020/21 H1	2021/22 H1	Change	SPSO Target	Status
Average time in working days to respond to complaints at stage one (frontline resolution)	5.7	6.2	+0.5	5	
Average time in working days to respond to complaints at stage two (investigation)	24.1	18.9	-5.5	20	
Average time in working days to respond to complaints after escalation (investigation)	17.1	20.8	+3.7	20	
Average time in working days to respond to complaints at investigation (stage 2 and esc combined)	20.5	19.5	-1.0	20	

1 - Data notes: Definitions: Stage 1 - complaints closed at stage 1 Frontline Resolution; Stage 2 (direct) - complaints that bypassed stage 1 and went directly to stage 2 Investigation (e.g. complex complaints); Escalated - complaints which were dealt with at stage 1 and subsequently escalated to stage 2 (e.g. because the customer remained dissatisfied); Investigation - stage 2 and escalated complaints combined.

### Complaints at each stage closed within set timescales

Description	2020/21 H1	2021/22 H1	Change
Number complaints closed at stage one within 5 working days as % of stage one complaints	74.6%	69.9%	-4.7% pts
Number complaints closed at stage two within 20 working days as % of stage two complaints	61.3%	61.5%	+0.2% pts
Number escalated complaints closed within 20 working days as % of escalated stage two complaints	75.0%	47.1%	-27.9% pts
Number investigation complaints closed within 20 working days as % of investigation complaints (stage 2 and esc combined)	64.1%	56.4%	-7.7% pts

### Where extensions to the 5 or 20 working day timeline were authorised

Description	2020/21 H1	2021/22 H1	Change
% of complaints at stage one where extension was authorised	0.7%	1.6%	+0.9% pts
% of complaints at stage two where an extension was authorised	3.2%	3.8%	+0.6% pts
% of escalated complaints where extension was authorised	0	7.7%	+7.7% pts

### Model Complaint Handling Procedure - Core Performance Measures

The Local Authority Complaint Handlers Network, in collaboration with the Scottish Public Services Ombudsman (SPSO), have implemented a new set of standardised measures to gauge satisfaction of customers with the complaints process, along with the introduction of a new way of categorising complaints as “resolved”. There is ongoing work to continue the training on the new Goss complaints management real-time system that went live in June 2021.

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