



Environment Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

21 April 2017

A meeting of the **Environment Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Thursday 27 April 2017** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence.
2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business.
4. Confirm Draft Minutes of Meeting of the Panel held on 16 February 2017 (herewith).
5. Nicotine Vapour Products Enforcement - report by Head of Planning, Economic Development & Regeneration (herewith).
6. Draft Scottish Energy Strategy Consultation Response - report by Head of Finance & Property Services (herewith).
7. Tree and Woodland Management Plan - report by Head of Operational Services (herewith).

DATA LABEL: Public

8. Operational Services Management Plan 2017/18 - report by Head of Operational Services (herewith).
9. Planning, Economic Development & Regeneration Management Plan 2017/18 - report by Head of Planning, Economic Development & Regeneration (herewith).
10. Update on Linlithgow Loch Improvements - joint report by Head of Planning, Economic Development & Regeneration and the Head of Operational Services (herewith).
11. Workplan (herewith).

NOTE **For further information please contact Eileen Rollo on 01506 281621 or e-mail eileen.rollo@westlothian.gov.uk**

MINUTE of MEETING of the ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 16 FEBRUARY 2017.

Present – Councillors Tom Conn (Chair), Tony Boyle, Diane Calder, Dave King, Greg McCarra, Diane Calder

Absent – Barry Robertson

1. DECLARATIONS OF INTEREST

Agenda Item 12 (South East Scotland Regional Transport Partnership) – Councillor Tony Boyle declared a non-financial interest in that he was the council appointee to SEStran Board for which a dispensation applied.

Agenda Item 12 (South East Scotland Regional Transport Partnership) – Councillor Greg McCarra declared a non-financial interest in that he was a former colleague of Professor Tom Rye.

2. ORDER OF BUSINESS, INCLUDING NOTICE OF URGENT BUSINESS

The panel agreed to hear a deputation by Helena Paul and Ian Mate from Airport Watch in respect of Agenda Item 6, (Edinburgh Airport “Airspace Change Programme Consultation”)

The Chair changed the order of business to consider Agenda Item 6 (Edinburgh Airport “Airspace Change Programme Consultation”) after the deputation.

3. Deputation

The panel heard a deputation by Helena Paul and Ian Mate from Airport Watch in respect of the Edinburgh Airport “Airspace Change Programme Consultation”. They raised concerns in respect of aircraft noise and its effect on health and education, frequency of flights, carbon footprint reduction claims, tourism numbers and the lack of new build considerations. Particular concerns were raised with regard to the complexity of the consultation paper. They also suggested that the status quo should be considered as an option.

4. MINUTE

The panel confirmed the minute of its meeting held on 15 December 2017 as a correct record. The Minute was thereafter signed by the Chair.

5. EDINBURGH AIRPORT "AIRSPACE CHANGE PROGRAMME"

CONSULTATION

The panel considered a report (copies of which had been circulated) by the Head of Planning, Economic Development and Regeneration providing a response to the second consultation issued by Edinburgh Airport on airspace change programme.

The report recalled the 2011 Edinburgh Airport Masterplan laid down the development trajectory for the airport and highlighted the potential future increase in airspace capacity to cope with traffic growth by introduction of new technology.

In summer 2015 Edinburgh Airport carried out a trial of an additional new instrument based western departure flight path known as TUTUR. This took air traffic over Uphall and the Bathgate Hills. The trial was intended to gather data for a possible further permanent westbound departure flight path from the airport. The airport operator had identified that additional flight paths were required to increase available runway capacity at the airport.

Edinburgh Airport subsequently stated that it viewed the trial to have been successful but acknowledged there to be noise issues and alluded to taking a more comprehensive look at all flightpaths.

Simultaneously, there was a move towards Performance Based Navigation (PBN) across European airspace. This used satellite based navigation rather than ground based beacons and was more precise and would permit some ability to route aircraft around sensitive areas. This change was driven by European air traffic standards and improvements in technology.

The report went on to advise that in June Edinburgh Airport launched “Let’s Go Further”, its airspace change programme. The stated aim was to examine the potential impact of altering flightpaths to allow for maximum operational benefits and to minimise community impact.

Following initial activities, the airport embarked on a two phase public engagement and consultation process:

The council considered the implications of the change and submitted a response to the phase 1 consultation and was attached as Appendix 2.

The Phase 2 consultation had only recently been issued and therefore had not yet received full consideration. However the report provided details of a number of initial considerations. Although the proposed flight scenarios had not yet been fully assessed Appendix 1 to the report provided initial observations.

The report went on to advise that whilst concerns exist over noise and other environmental impacts it must also be recognised that the proximity of Edinburgh Airport provided an economic benefit to West Lothian.

The report concluded that the second phase of the airspace change

consultation had now been released with a response deadline of 30 April 2017. The consultation proposed flight path options and asked responders to comment on these options. No final decision had been proposed and as such uncertainty about the eventual impact on West Lothian remained.

The consultation response could therefore not be specific however would contain similar themes to the earlier response of minimising impact and promoting that on ground solutions were investigated to improve the desired efficiency prior to changes in airspace.

The panel members voiced a number of concerns in respect of the consultation document being complex which placed an unreasonable burden on responders, that new build had not been taken into consideration, concern over carbon footprint reduction claims. It was also suggested that the status quo should have been an option for consideration.

The report recommended that the panel note:

1. The launch of the second phase of consultation on Airspace Change Programme;
2. The intention to submit a proposed response to the consultation to the Council Executive for approval once fully considered; and
3. That due to the timing of the consultation and schedule of council meetings, it had not been possible to present the proposed response to the panel for scrutiny and meet the response deadline, however the report gave an indication of areas of concern which would be considered in the final response.

Decision

To note the terms of the report and to agree that the deputation and members comments would be taken into consideration on the final consultation response.

6. CIVIC GOVERNMENT (SCOTLAND) ACT 1982 - CIVIC LICENCES - ONLINE APPLICATIONS AND EMAIL COMMUNICATIONS

The panel considered a report (copies of which had been circulated) by the Head of Corporate Services advising of changes to legislation that would allow the council to accept civic licensing applications, objections and representations, notices from licence holders, and give notices of licensing decisions and statement of reasons for decisions by electronic means.

The report recalled that the 1982 Act required applications for grant and renewal of civic licences to be made in writing and signed by the applicant or their agent. Objections or representations regarding applications also required to be made in writing, signed by the person making them or on their behalf and either be delivered by hand or posted by registered or

recorded delivery post.

Separately licence holder were required to notify the council as soon as reasonably practicable after a material change of circumstances affecting them or their licensed activity. In addition the council was required to give notice to various parties at different stages of the exercise of its licensing functions.

Through the Air Weapons and Licensing (Scotland) Act 2015 the Scottish Government made a number of changes to the provisions of the 1982 Act, including the changes referred to in the report. The changes were being brought into effect by the Scottish Government in stages.

The report went on to advise that the changes in relation to electronic communications were designed to make it easier for licensing authorities, their advisors and the public to make use of email and online facilities in relation to licensing. They included that, under paragraph 16A of Schedule 1 of the 1982 Act, the council may determine to accept the following applications by electronic means:

- Applications for the grant and renewal of licences made under the 1982 Act;
- Objections and representations regarding applications; and
- Notifications from licence holders of a material change of circumstances affecting them or the activity to which their licence relates.

If online applications and email communications were approved this would assist in streamlining the council's civic licensing processes and making them more efficient. However paper applications and other communications would still be accepted.

The changes would also include that under 16(A)(4) of the 1982 Act, the council may determine to give the notices referred in section 2 of the draft determination which was contained in Appendix 2 by electronic means.

The Licensing Team contacted Police Scotland and SFRS to advise that the council would consider making a determination regarding electronic communications.

It was recommended that the addition to the Scheme of Delegation to Officers detailed in Appendix 2 be approved to enable the Chief Solicitor to vary the terms of the determination in the following respects:

- In relation to the form of electronic communication by which applications, objections, representations and notifications may be made or given to the council as licensing authority;
- In relation to the electronic address to be used for making or giving such applications, objections representations and notifications; and
- In relation to any means of authentication that were acceptable, for

the purposes of such applications, objections, representations and notifications.

This would allow the Chief Solicitor to vary the terms of the determination in the future based on changes to technology and IT systems if required, but would not affect the making of, or the terms of the determination.

The report concluded that changes to legislation had enabled the council to determine to accept online applications for the grant and renewal of licences under the 1982 Act and email communications, and to give notice of decisions and other required notices under the 1982 Act by means of electronic communication.

The panel was advised that a these changes referred to Schedule 1 however it would also affect Schedule 2 which had been omitted from the report but would be included in the report to Council Executive.

The report recommended that the panel note the anticipated effect of the changes on the civic licensing process and agree to recommend to the Council Executive:

1. That the council as licensing authority determine to accept the items referred to in section D2 of the report and give the items referred to in section D3 of the report by electronic means, as detailed in the draft determination as Appendix 1 to the report; and
2. That the council's Scheme of Delegation to Officers was amended to allow the Chief Solicitor to vary the terms of the determination based on changes to technology and IT systems in the future, if required.

Decision

1. Noted the contents of the report;
2. Noted that a reference to Schedule 2 would be included in the report to Council Executive; and
3. Agreed that the report be forwarded to the next appropriate meeting of the Council Executive for approval.

7. PERFORMANCE - OPEN SPACE ASSET MANAGEMENT PLAN

The panel considered a report (copies of which had been circulated) by the Head of Operational Services providing performance information in relation to Open Space Asset Management Plan.

The report advised that the Open Space Asset Management Plan set out the council's approach to the management of Open Space assets for the period 2013/14 to 2017/18

The purpose of the Open Space Asset Management Plan was to ensure that Open Space assets were managed and maintained effectively and

efficiently whilst linking to corporate priorities.

The report provided details of the investment and improvements in the park infrastructure which included Almondvale Park, King George V Park, Whitburn, Learmonth Gardens, Linlithgow and Hunter Grove Park Whitburn.

In conclusion the report highlighted the current performance situation with regard to the Open Space Asset Management Plan and demonstrated that the council's capital investment had improved the quality of the council's open space assets.

It was recommended that the panel scrutinise and note the performance in relation to the Open Space Asset Management Plan.

Decision

To note the contents of the report.

8. POLICY ON RELEASE OF CHINESE/SKY LANTERNS AND BALLOONS

The panel considered a report (copies of which had been circulated) by the Head of Operational Services outlining the hazards posed by the release of Chinese/sky lanterns and helium filled balloons and the growing evidence of the damage they could cause.

The Head of Operational Services explained that following intimations by the National Union of Farmers Scotland (NFUS) to consider a ban on the release of helium filled balloons and Chinese/sky lanterns, an internal consultation exercise was undertaken to determine the effects of their release across a variety of council service areas and a policy in support of the request from NFUS was devised.

The release of helium filled balloons and Chinese/sky lanterns had increased in recent years and these posed a threat to wildlife and livestock causing injury and death. Lanterns could also cause injury to humans, damage to buildings, woodland, agricultural land and cause callouts to the Fire and Rescue Services.

The report then went on to explore what would constitute a "balloon" and "lanterns" in terms of the proposed policy. The practice in other local authorities was also summarised in the report.

Many balloons and lantern release events were planned for fundraising and celebrations and it was being proposed that West Lothian Council support alternative methods to this whilst enforcing the ban. The Marine Conservation Society had provided local authorities with alternative celebration methods and these were summarised in the report.

A Policy Statement had been prepared, a copy of which was attached to

the report at Appendix 1, detailing how West Lothian Council proposed to ban the release of both lanterns and helium filled balloons on council owned and leased land and property by council staff, leaseholders and the public. The ban would also apply at events endorsed or supported by the council.

The policy would be enforced through the issuing of fixed penalty notices under the Environmental Protection Act 1990 for littering, where positive identification was made. In addition leasing arrangements would incorporate the policy into their conditions of use.

It was recommended that the panel note and support the submission of the following recommendations to the Council Executive for approval:-

1. To support the Policy Statement set out in Appendix 1 and prohibit the use of all council land and property for the release of helium filled balloons and Chinese style lanterns; and
2. That West Lothian Council raise awareness of environmental consequences of balloon and Chinese/sky lantern releases and promote alternatives.

Decision

1. To note the contents of the report; and
2. To agree that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it be approved.

9. LITTER POLICY 2017-18 – CLEANER COMMUNITIES

The panel considered a report (copies of which had been circulated) by the Head of Operational Services advising of the details of the Cleaner Communities proposed Litter Policy for 2017-18

The Head of Operational Services explained that the Environmental Protection Act 1990 imposed a statutory duty on local authorities and certain other landowners and occupiers to keep specified land clear of litter and refuse as far as practicable. The Act also placed a duty on local authorities or Scottish Ministers to keep public roads clear as far as practicable. The Act was also supported by The Code of Practice on Litter and Refuse.

The report explored aspects of the Code of Practice noting that it recommended that Local Authorities develop a Litter Policy to demonstrate how they would deliver the requirements of the Act and that this was to be reviewed and approved annually.

The proposed Litter Policy for 2017-18, attached to the report at Appendix 1, was based on the Code of Practice guidance and the current service standards and frequencies of service. The policy also explained the application of this in the West Lothian Council area and the service levels

provided to ensure operational planning provided a routine level of service to the zoned areas.

The report continued by explaining how the policy would be delivered throughout 2017 and how performance would be monitored noting that the national target for cleanliness was set at 90% for local authorities and the average statutory performance indicator for all local authorities for 2015-16 was 93.4%.

Further information was contained in the report with regards to a review of the Code of Practice by the Scottish Government noting that it was intended for the review to be completed by September/October 2017 after which local authorities would have eighteen months to change policies and/or service standards.

It was recommended that the panel notes the performance in relation to Street Cleansing and support the submission of the proposed Litter Policy for 2017-18 as set out in Appendix 1 to the Council Executive for approval.

Decision

1. To note the contents of the report; and
2. To agree that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it be approved.

10. SUSTAINABLE DRAINAGE RETROFITTING IN INDUSTRIAL ESTATES

The panel considered a report (copies of which had been circulated) by the Head of Operational Services advising that officers had been invited to collaborate in a research study into the potential retrofitting of source control and sustainable drainage systems into existing industrial estates.

The Head of Operational Services advised the members that the council had been invited to work together on a study along with Edinburgh University, School of Geosciences, Heriot-Watt University, School of Energy, Geosciences and Society and Brian D'Arcy, an independent consultant to look at the potential to retrofit sustainable drainage systems into existing industrial estates.

A bid to fund the study had been submitted to Scotland's Centre for Expertise for Waters (CREW) with the project aim to review the potential for the retrofit of source control and conveyance sustainable drainage systems (SUDS) in industrial estates through the use of carefully selected case study sites, which would represent typical issues that were common to other industrial estates.

If the bid for funding was successful it was anticipated that a short-life working group would be established to help with issues of ownership, access, pollution history and risks. A number of potential case study sites within West Lothian had been identified as easy to reach by research staff

from Edinburgh and already had a great deal of research history associated with them.

Should the study proceed then it was expected that there would be extensive engagement with stakeholders trading or operating from the selected site. And there had already been a tentative approach by one of the researches to the Business Gateway for help with the study.

The panel were further advised that officers had been consulted in the preparation of the bid and had been supportive in so far as the aims of the study were aligned to the council's own objectives to reduce flood risks, improve the quality of water in our rivers and enhance the water environment.

It was therefore recommended that the panel:-

1. Notes the invitation to participate in a research study looking at retrofitting source control and sustainable drainage systems into existing industrial estates; and
2. Commends to the Council Executive that it accepts the invitation.

Decision

1. To note the contents of the report; and
2. To agree that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it be approved.

11. SURFACE WATER ACTION PLANS

The panel considered a report (copies of which had been circulated) by the Head of Operational Services advising that officers had been invited to work collaboratively with Scottish Water in respect of six Surface Water Action Plans proposed for industrial estates across the council's administrative area.

The Head of Operational Services advised the members that river water quality was monitored by SEPA and was quantified as either being High, Good, Moderate, Poor or Bad. Ambitious targets had been set for rivers with an objective of 94% to be of Good or High status by 2027 or recovering to good soon after.

Based on monitoring data SEPA had identified the Bog Burn, Boghead Burn, Bathgate Water & Couston Water, Brox Burn and Lochshott Burn as each failing to achieve Good status as required by the European Water Framework Directive. Therefore as a result of regulatory pressure from SEPA Scottish Water was currently scoping six Surface Water Action Plans which it was proposing to prepare for implementation in its next investment period.

The council had been invited to collaborate with Scottish Water and SEPA

on a number of projects which aimed to identify sources of pollution and put in place action plans to improve water quality.

An exploratory meeting had been held between officers from both Scottish Water and the council to establish the extent to which there maybe potential for collaboration and where there could be particular synergies. Officers had also been able to assist Scottish Water with the provision of data associated with some of the areas in question. It had also been tentatively suggested that the River Forth Fisheries Trust might have a role in some of the project's engagement activities.

The report concluded that the invitation to work alongside Scottish Water on these projects was welcome however it was unclear exactly what would be expected of the council beyond the co-operation of relevant officers. However it was considered to be beneficial to accept Scottish Water's invitation to collaborate so officers could perhaps influence the format of the Action Plans and the implications for Stakeholders.

It was recommended that the panel :-

1. Notes the request from Scottish Water to work collaboratively on surface water action plans; and
2. Commend to the Council Executive that it accepts the invitation.

Decision

1. To note the contents of the report; and
2. To agree that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it be approved.

12. SOUTH EAST OF SCOTLAND REGIONAL TRANSPORT PARTNERSHIP

Councillor McCarra commented that it was inappropriate to discuss this item of business at the Environment PDSP as it was under the remit of the Development and Transport PDSP.

The panel considered a report (copies of which had been circulated) by the Head of Operational Services advising of a consultation by the South East of Scotland Regional Transport Partnership (SESTran) seeking the view of the council on the proposal for SESTran to change to a "Model 3" Regional Transport Partnership (RTP) in accordance with the provisions of the Transport (Scotland) Act 2005.

Members were advised that currently SESTran operated as a "Model 1" Regional Transport Partnership Transport Authority and had as its base function, the requirement to produce a regional transport strategy. This meant that SESTran had no statutory powers to deliver any public transport functions but did deliver a number of softer initiatives such as One-Ticket and Real Time Passenger Information Systems throughout

SE Scotland.

The Transport (Scotland) Act 2005 permitted by means of an order under Section 10 of the Act for the transfer of powers from local authorities to the Regional Transport Partnership. “Model 2” and “Model 3” Regional Transport Partnerships were possible under the transfer of powers permitted by the Act and details of what these entailed were summarised in the report.

At the meeting of the SESTran Partnership on 2 December 2016 the Board considered the matter of SESTran moving to a “Model 3” RTP the driver for which had been discussions related to the Edinburgh Region City Deal. The Partnership Board also considered a paper “*PTA Models of Organisation for Regional Transport Governance*” commissioned by SESTran from Professor Tom Rye of the Transport Research Institute of Napier University.

The report by Professor Tom Rye was a high level assessment of the function and delivery performance of “Model 3” RPT, Combined Authorities (CA) and Transport for London/Continental PTA. However there were a number of key points which needed to be considered in the context of the proposal before the council could respond to the consultation request from the SESTran Board; a summary of those points that needed further consideration were summarised in the report. Officers therefore considered that the partnership board report was incomplete in a number of areas.

The report concluded that whilst a “Model 3” RTP could offer a different regional approach to transport planning the range and change of functions needed to be fully identified before any change could be supported.

It was recommended that the panel recommend to Council Executive that that they should advise SESTran that:-

1. It was premature to support the proposed change to a “Model 3” authority at this time because the case for a change had not been made; and
2. That detailed information on the benefits locally and on a regional basis of the proposed change to a “Model 3” authority should be provided to allow partnership authorities to make an informed decision.

Decision

1. To note the contents of the report; and
2. Agreed that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it was premature to support the proposed change to a “Model 3” authority at this time because the case for change had not been made; and

3. Detailed information on the benefits locally and on a regional basis of the proposed change to a “Model 3” authority should be provided to allow partnership authorities to make an informed decision.

13. TABLES AND CHAIRS PERMITS

The panel considered a report (copies of which had been circulated) by the Head of Operational Services seeking approval for a scheme of conditions pertaining to permits for tables and chairs on the public road.

Section 59 of the Roads (Scotland) Act 1984 prohibited the placement of anything on the public road that could constitute an obstruction unless the written consent of the Roads Authority was given. The legislation did also allow the Roads Authority to attach any reasonable conditions to a consent that they saw fit.

A request was recently received from a business to place tables and chairs on the footway outside their premises. An investigation established the council as Roads Authority did not have a formal permit process in place for such instances. In order to consistently deal with future requests and to ensure that access to the public road was not inappropriately restricted it was proposed to introduce a scheme of conditions.

The proposed scheme of conditions was attached to the report at Appendix 1. These had been developed in consultation with Legal Services, Planning Services and the Financial Management Unit and followed established local authority practice.

The introduction of permits for tables and chairs would result in additional administration and site inspection costs being incurred by the council. Initially it was not proposed to charge for such permits however it was proposed that officers monitor costs incurred over the 12 months following introduction, with the intention to introduce a fixed annual permit fee in April 2018 to recover any costs incurred.

It was recommended that the panel agree to recommend to Council Executive the Tables and Chairs Annual Agreement a copy of which was attached to the report at Appendix 1.

Decision

1. To note the contents of the report; and
2. To agree that the report be submitted to the next appropriate meeting of the Council Executive with the recommendation that it be approved.

14. ENVIRONMENT PDSP WORKPLAN

The panel considered the contents of the workplan that would form the

basis of the panel's work over the coming months.

Decision

To note the contents of the workplan.



ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

NICOTINE VAPOUR PRODUCTS ENFORCEMENT

REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

A. PURPOSE OF REPORT

The purpose of this report is to advise the panel of the introduction of the Health (Tobacco Nicotine etc. and Care) (Scotland) Act 2016.

B. RECOMMENDATION

To note and consider the following recommendations which are intended to be submitted to Council Executive for approval:

1. notes that the new legislation came into force on 1 April 2017.
2. notes that the Scottish Government has placed expectations upon trading standards services to deliver the intent of the legislation.
3. approves the proposed approach to enforcement as set out in the body of the report.

C. SUMMARY OF IMPLICATIONS

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| I | Council Values | Focusing on our customers' needs; making best use of our resources; working in partnership |
| II | Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | There are no Strategic Environmental Assessment, equality, health or risk assessment issues associated with this report. |
| III | Implications for Scheme of Delegations to Officers | None |
| IV | Impact on performance and performance Indicators | Performance returns will be gathered on behalf of Scottish Government by the Society of Chief Officers of Trading Standards in Scotland (SCOTSS). |
| V | Relevance to Single Outcome Agreement | SOA 7 We live longer, healthier lives and have reduced health inequalities. |

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| VI Resources - (Financial, Staffing and Property) | The Scottish Government have confirmed the inclusion of £40,000 for enforcement of nicotine replacement products within the council's finance settlement for 2017/18. This is part of the £5.851 million reduction in grant funding that the council will receive this year. |
| VII Consideration at PDSP | This is the first report to PDSP on this matter. |
| VIII Other consultations | Finance and Property Services |

D. TERMS OF REPORT

New legislation has been introduced aimed at regulating the sale, purchase, advertising and promotion of tobacco and Nicotine Vapour Products (NVPs), commonly known as e-cigs. The Health (Tobacco Nicotine etc. and Care) (Scotland) Act 2016 (The Act) amends the Tobacco and Primary Medical Services (Scotland) Act 2010 and brings the regulation and control of the sale and supply of NVPs into line with those currently in place for tobacco products.

NVP retailers are required to be registered with Scottish Government alongside the current tobacco retailers register and additional duties are placed upon suppliers and distributors of the products. The Act places duties upon local authorities to carry out enforcement and extends fixed penalty powers in relation to the registration of NVP retailers, the display of appropriate notices and compliance with age restricted sales. The Act also introduces a requirement for retailers of both NVP and tobacco products to comply with a statutory 'Challenge 25' policy.

The exact number of NVP retailers is currently unknown. Retailers have until 1 October 2017 to register with Scottish Government and the introduction of this legislation will see a significant increase in the number of premises subject to regulatory control. As this has previously been an unregulated sector, with many of the retailers affected being unfamiliar with age-restricted sales legislation, the focus of enforcement activities during the first six months of operation will be on advice and education to bring businesses to a state of compliance.

Thereafter, enforcement activities relating to this legislation will be set against other service priorities and will fall into line with those currently in place for tobacco products, including routine inspection of premises, the investigation of complaints, and by conducting test purchase exercises involving young volunteers. Routine inspections are carried out on the basis of a national risk assessment scheme. For sellers of tobacco, this would usually result in an inspection every two years, unless there are local factors making a particular premises high risk, in which case this would be annually. If a trader fails a test purchase, they are issued with a Fixed Penalty Notice (FPN). Failure to pay a FPN would result in further formal enforcement action, such as the submission of a report to the Procurator Fiscal, in line with our Enforcement Policy.

The Scottish Government have confirmed the inclusion of £40,000 for enforcement of nicotine replacement products within the council's finance settlement for 2017/18. This is part of the £5.851 million reduction in grant funding that the council will receive this year.

E. CONCLUSION

The Health (Tobacco Nicotine etc. and Care) (Scotland) Act 2016 has been introduced to bring NVPs into line with existing controls on the sale and supply of tobacco

products, with the aim of reducing nicotine dependency within the community and in particular by younger people. The introduction of the Act is accompanied by funding intended to allow deployment of staff to ensure compliance. Annual returns on compliance will be provided to SCOTSS on behalf of Scottish Government.

F. BACKGROUND REFERENCES

‘Fixed Penalty Provisions – Tobacco and Primary Medical Services (Scotland) Act 2010’. Report to Council Executive 28 June 2011.

Appendices/Attachments: None

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Craig McCorriston

Head of Planning Economic Development and Regeneration

27 April 2017



ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

DRAFT SCOTTISH ENERGY STRATEGY CONSULTATION RESPONSE

REPORT BY HEAD OF FINANCE & PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to advise the panel of the proposed response to the consultation on the Scottish Government's Draft Energy Strategy – The Future of Energy in Scotland, and to agree the council's response to the consultation.

B. RECOMMENDATIONS

It is recommended that the Panel notes and considers:

1. the contents of the response at Appendix 1, and that;
2. the response will be presented to Council Executive with a recommendation that it is approved for submission to the Scottish Government.

C. SUMMARY OF IMPLICATIONS

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|--|---|
| I. Council Values | Focusing on our customers' needs; being honest, open and accountable; Making best use of our resources; Working in partnership |
| II. Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | <p>The Draft Energy Strategy has the potential to have a wide ranging influence on a number of areas including national planning policy which will require to be reflected in development planning policies. The Climate Change and Housing Strategies are also likely to be impacted. Future impacts on infrastructure and economic development are likely but unquantifiable at this stage.</p> <p>The response does not raise any equality issues.</p> |
| III. Implications for Scheme of Delegations to Officers | SEA not required None. |
| IV. Impact on performance and performance indicators | Action to reduce energy consumption and greenhouse gas emissions, adapt to climate change and promote sustainability links to a |

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| | number of performance indicators under the Single Outcome Agreement and across all council services. |
| V. Relevance to Single Outcome Agreement | Outcome 3 - Our economy is diverse and dynamic, and West Lothian is an attractive place for doing business. Outcome 8 - We make the most efficient and effective use of resources by minimising our impact on the built and natural environment. |
| VI. Resources (Financial, Staffing and Property) | None. |
| VII. Consideration at PDSP | This is the first consideration at PDSP |
| VIII. Other consultations | Colleagues in Finance & Property Services, Planning, Economic Development & Regeneration, Housing and Operational Services. |

D. TERMS OF REPORT

D1 Background

On 19 January 2017 the Scottish Government published its Draft Climate Change Plan (CCP), or Third Report on Policies and Proposals 2017-2032 (RPP3) for meeting Scotland's annual greenhouse gas emissions targets. The Draft Energy Strategy, published shortly after the Plan, is a stand-alone companion document to the CPP and sets out the long term vision for energy supply and use in Scotland out to 2050. The consultation, which closes on 30 May 2017, seeks views on this vision for Scotland's future energy system and how it will be achieved.

D2 Summary of the Draft Scottish Energy Strategy

The Draft Energy Strategy is a comprehensive document, set out in six chapters:

Chapter 1: A 2050 Vision for energy
Chapter 2: Understanding Scotland's energy system
Chapter 3: Meeting our energy supplies
Chapter 4: Transforming Scotland's Energy Use
Chapter 5: Delivering smart, local energy systems
Chapter 6: Delivery, monitoring & engagement

The Strategy takes a whole system view of where our energy comes from and how it is used for electricity, heat and transport. The relevant chapters for the consultation response are 3 to 6, with each of these setting out a specific vision to 2050 and outlining a number of priorities and proposed actions required to achieve it.

Generally, the Strategy sets out a logical progression to a decarbonised energy future, although there is a significant reliance on new and developing technologies such as Carbon Capture and Storage (CCS) which has been highlighted as a risk in our response.

D3 Consultation Response

The Council's proposed consultation response is attached as Appendix 1. There are 17 questions in total, with a significant focus on the priorities and actions set out in the Strategy, particularly whether the actions set out are necessary and sufficient. The response is comprehensive and seeks to provide recommendations and suggestions where appropriate.

E. CONCLUSION

The targets set out in the Draft Climate Change plan and the visions, priorities and actions detailed in the associated Energy Strategy will have a significant impact on Scotland's energy consumers for many years to come. As local authorities are expected to be key partners in the delivery of the overall objectives set out, it is important that our views are taken into account throughout the consultation process. The overall aims and objectives of the Strategy are to be supported, but with due consideration to the risks and issues identified in our response.

F. BACKGROUND REFERENCES

Scottish Government Consultation on the Draft Energy Strategy:

<https://consult.scotland.gov.uk/energy-and-climate-change-directorate/draft-energy-strategy/>

Scottish Government Draft Climate Change Plan (RPP3):

<http://www.gov.scot/Resource/0051/00513102.pdf>

Appendices/Attachments: One

Appendix 1: Draft Energy Strategy Consultation Response

Contact Person: Peter Rogers, Energy & Climate Change Manager, peter.rogers@westlothian.gov.uk, 01506 281107

Donald Forrest,

Head of Finance & Property Services

27 April 2017

Scottish Energy Strategy: The Future of Energy in Scotland

RESPONDENT INFORMATION FORM

Please Note this form **must** be completed and returned with your response.

Are you responding as an individual or an organisation?

- ☐ Individual
- ☒ Organisation

Full name or organisation's name

West Lothian Council

Phone number

01506 280000

Address

West Lothian Civic Centre, Howden South Road, Livingston

EH54 6FF

Postcode

Peter.rogers@westlothian.gov.uk

Email

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- ☒ Publish response with name
- ☐ Publish response only (without name)
- ☐ Do not publish response

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- ☒ Yes
- ☐ No

1. What are your views on the priorities presented in Chapter 3 for energy supply over the coming decades? In answering, please consider whether the priorities are the right ones for delivering our vision.

West Lothian Council notes that there are a number of challenges and uncertainties in balancing the challenges of meeting future demand with the pressing need to decarbonise our energy supplies.

The reliance on continued recovery and use of North Sea oil and the assumed future usage of currently unavailable abatement technologies such as Carbon Capture & Storage (CCS) seems contrary to the emissions targets and climate change goals set out in the draft Climate Change Plan (RPP3), although there are strong economic arguments for oil to remain as part of the energy mix. Where will funding to develop CCS be found, and will this be to the detriment of development resources for other low carbon technologies? There is a significant risk of not achieving emissions targets if CCS is not developed within the required timeline.

The council agrees that there should be an increased focus on new low carbon energy sources and renewable energy generation, particularly in partnership with communities, to create sustainable local networks. As organisations that are often required to take the lead in delivering innovation, it is critical that local authorities are supported to help deliver these aims, both technically and financially. As a significant amount of policy relating to renewable energy is reserved to the UK government, the Scottish Government should seek innovative ways to support developing technologies.

Increasing the flexibility, efficiency and resilience of the energy system is vital, but this should be looked at in conjunction with significant demand reduction programmes.

2. What are your views on the actions for Scottish Government set out in Chapter 3 regarding energy supply? In answering, please consider whether the actions are both necessary and sufficient for delivering our vision.

| Priority | Actions | Necessary/ Sufficient | Comments |
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| Continuing to support the recovery of North Sea oil and gas as a highly regulated source of hydrocarbon fuels | Continue to work with the Oil & Gas authority (OGA), the UK Government and industry to avoid premature cessation of production and maximise economic recover of oil and gas through the encouragement of innovation and investment, in line with Scotland's Oil and Gas Strategy, the OGA Corporate Plan and its Sector Strategies | Necessary & Sufficient | No comment |
| | With input from the Energy Jobs Task Force, provide continued ongoing support for the oil and gas industry as it adapts to the current economic challenges, ensuring that the sector can be competitive for decades to come. | Necessary & Sufficient | No comment |
| | Maximise opportunities for the transfer of skills and knowledge from the offshore oil and gas sector to support the development of manufacturing and low carbon industries - through the Energy jobs Taskforce and the Energy Skills Action Groups and supported by the transition Training Fund, and through the implementation of the Skills Investment Plan | Necessary & Sufficient | No comment |
| | Support investment in the Oil and Gas Technology Centre, creating the conditions which help realise the ambition for Scotland to be the "go to" place for oil and gas technology solutions | Necessary & Sufficient | No comment |
| | Work with our enterprise agencies to implement the Decommissioning Action Plan, maximising the economic benefits from decommissioning of oil and gas assets for the Scottish supply chain - developing the infrastructure and capability to secure Scotland as an international decommissioning | Necessary & Sufficient | Where possible, decommissioning work and the associated economic benefits should be retained within Scotland. Innovative solutions should be sought for the re-use and recycling of decommissioned materials. |

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| | centre of excellence. | | | |
| Supporting the demonstration and commercialisation of Carbon Capture and Storage and CO2 utilisation | Work with industry to assess opportunities for small scale CCS demonstration and CO2 utilisation projects in Scotland across a range of sources including the application of CCS within industrial processes | Necessary but insufficient | With the emphasis placed on CCS in the Energy Strategy and draft Climate Change Plan, significant progress needs to be made urgently if targets are to be achieved | |
| | Explore the opportunity to combine bioenergy production and CCS - with a view to maximising the benefits for the energy system as a whole. | Necessary & Sufficient | The use of bioenergy and CCS with the potential for negative emissions should be explored, but as noted above, progress on the development of CCS would need to be dramatically accelerated to be available at a scale where this is practical. | |
| | Maintain pressure on the UK Government to align its CCS strategy with Scottish energy priorities. | Necessary & Sufficient | UK Government should continue to be made aware of the wider benefits of the development of CCS to the whole UK energy market and its own carbon emissions targets. | |
| | Support the commercialisation of CCS through securing a demonstrator project, building on the conclusions of the Scottish and UK Government funded research into CCS. | Necessary but insufficient | Specific timescales and funding mechanisms need to be identified as a priority. As above, significant emphasis on CCS in achieving future targets | |
| | Work with industry and the Oil and Gas Authority to ensure the retention of existing critical infrastructure, including key oil and gas pipelines suitable for use with CCS. | Necessary & Sufficient | While this is necessary for the development of CCS, the oil and gas industry's responsibility for decommissioning assets should not be overlooked or significantly changed. | |
| Exploring the role of new energy sources in Scotland's energy system | Following publication of the final Climate Change Plan, review the role for new technologies and energy sources as transitional fuels for use in transport, heat and industry, with practical demonstrations where necessary | Necessary & Sufficient | Finding sustainable low carbon solutions for heat, industry and transport is of major importance due to the significant proportion of overall emissions that they account for. | |

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| | Consider how planning can support the future energy system, through policies within the current and future iterations of Scottish planning Policy and the National Planning Framework. | Necessary & Sufficient | A strategic, country-wide approach to renewables and low carbon technologies should be developed by the Scottish Government in conjunction with local authorities and other relevant partners. |
| | Collaborate with UK government, local government, industry and academia on the UK hydrogen routemap, establishing the strategic basis for hydrogen in the energy system, whilst continuing to fund innovative projects involving hydrogen. | Necessary & Sufficient | Encouraging the development of new demonstrator projects and expanding the hydrogen fuelling networks would be a positive first step in expanding the role of hydrogen. Building on existing research, the role of hydrogen in decarbonising mains gas and the economies of scale this would lead to in terms of hydrogen production should be investigated with a view to early uptake. |
| Increasing renewable energy generation | Call on the UK Government to provide a stable, supportive regulatory regime to provide certainty to renewable investors and developers - giving appropriate support for investment in renewable energy, establishing a route to market for onshore wind, and clarifying the future for the Levy Control Framework. | Necessary & sufficient | While the regulatory regime is a reserved matter, the Scottish Government must do everything possible to encourage stability and consistency of support to allow low carbon and renewable technologies to reach maturity and grid parity before incentives are removed. |
| | Seek to address grid constraints in Scotland for distributed power generation at local, regional and national level, through engaging with local authorities, Ofgem, National Grid and Distribution Network Operators. | Necessary & sufficient | Grid constraints are a significant barrier to development and should be addressed as a matter of urgency. DNO's should be encouraged to work closely with local authorities and others to identify future requirements and priorities. |
| | Put in place measures which ensure that at least half of newly consented renewable energy projects will have an element of shared ownership by 2020. | Necessary & sufficient | Clarity should be provided on how this will be achieved from a regulatory perspective. Will support for community energy through organisations such as CES continue long term? |
| | Support the future development of a wide range of renewable technologies through addressing current and future challenges, including market and wider policy barriers. | Necessary & sufficient | This is fundamental to achieving the aims of the Climate Change Plan and Energy Strategy and should be seen as a high priority. |
| | Building on the successes of REIF, design future support to meet energy priorities. | Necessary & sufficient | No comment |

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| | Following the final Climate Change Plan, begin work on a Bioenergy Action Plan to enhance our understanding of the opportunities of bioenergy for Scotland's energy system | Necessary & sufficient | While bioenergy should be considered as part of the mix, it is important that this is not to the detriment of other priority agricultural areas. |
| | Continue to offer financial support and advice to domestic and business customers of all sizes to uptake renewable heat technologies and asks that the RHI continues to cover a wide range of technologies including biomass, heat pumps, and solar thermal renewables to allow all potential Scottish investors and customers to obtain the benefits of the RHI scheme | Necessary & sufficient | A consistent, long-term and co-ordinated approach is required to encourage consumers to take up renewable heat technologies, including clearer messages of the benefits provided. Focus should initially be on areas off the mains gas grid, and additional support should be considered for these areas. |
| | Work closely with the UK Government to ensure adequate incentives are put in place to continue to encourage the uptake of emerging renewable heat technologies post 2021 when the current RHI will end | Necessary & sufficient | The Scottish Government should work to ensure that RHI subsidies are delivered at the correct level and to the right technologies post 2021. Consideration should be given to what incentives could be offered on a Scottish only basis. |
| | Carefully consider with local government the role for regulation in the development of District Heating Networks on a large scale, and for the development of Local Heat and Energy Efficiency Strategies as part of Scotland's Energy Efficiency Programme | Necessary but not sufficient | While local government has a significant role to play in the development of regulation, other sectors including large utilities providers and those Energy Supply Companies (ESCOs) with direct experience of implementation of heat networks should also be involved. Local Heat and Energy Efficiency Strategies (LHEES) are a fundamentally good idea and should be supported through SEEP. Scottish Government should consider setting up a consultancy framework for authorities to access to ensure consistency of approach. |
| | Following the current consultation, work with the UK Government to ensure the RTFO provides an important long term contribution to the decarbonisation of transport | Necessary & sufficient | No comment |

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| Increasing the flexibility, efficiency and resilience of the energy system as a whole. | Work in collaboration with BEIS and Ofgem in developing the Smart Energy Plan for the UK; seeking a fair treatment for storage and flexibility mechanisms, including pumped hydro storage (PHS) | Necessary & sufficient | No comment |
| | Reiterate the proposal for the UK Government to implement a "cap and floor" regime to provide a more appropriate regime for PHS and work with key stakeholders to realise the opportunities and overcome the barriers to deploying new PHS capacity in Scotland | Necessary & sufficient | Sufficient storage capacity is critical to the development of smart grids, and a "cap and floor" mechanism could give developers the certainty required to progress new PHS schemes. This should be considered alongside possible changes in Capacity Market rules to provide security due to the long lead in time and lifespan of PHS. |
| | Support innovation and demonstration of new forms of storage - including support for the Power Networks Demonstration Centre (PNDC) - a unique world-class facility designed to accelerate the adoption of new "smart" technologies within advanced power grids - and work under the Energy Technology Partnership | Necessary & sufficient | Synergies should be found with other areas of the Energy Strategy and investigated to see whether multiple benefits could be achieved, such as electric vehicles providing energy to homes at peak times to reduce grid demand. This Vehicle To Home (V2H) technology has been trialled elsewhere successfully. Householders could be paid a premium for using battery power at peak periods which would help offset the early costs of EV ownership. |
| | Work with industry, academia, local authorities and environmental groups to consider proposals for re-powering existing large-scale electricity generating sites - recognising their potential strategic role in future system design and planning as part of the transition to a low carbon energy system | | Clarity is sought over "re-powering" proposals – what technologies would be considered, and what would the potential impact of these be on the targets set out in the draft Climate Change Plan? Is there a further reliance on CCS, and if so, what timescales are being considered? |

3. What are your views on the proposed target to supply the equivalent of 50% of all Scotland's energy consumption from renewable sources by 2030? In answering, please consider the ambition and feasibility of such a target.

An ambitious target for energy consumption generated from renewable sources is to be generally welcomed. The removal of specific sectoral targets specifically for heat and transport, however, is not. As these two sectors make up the majority of energy use in Scotland, it would be more appropriate for each sector to have a specific target (potentially as part of the overall 50% target). This would ensure that proportionate focus is maintained on all sectors, encouraging innovation instead of creating an over-reliance on the domestic sector and decarbonising the electricity network with the overall benefits that this brings.

The feasibility of achieving the target is dependent on a wide range of variables and will require significant modal shifts in behaviours alongside policy, regulatory and technological advances. The slow progress towards the current target for decarbonising heat shows how challenging this can be.

4. What are your views on the development of an appropriate target to encourage the full range of low and zero carbon energy technologies?

Establishing the correct mix of renewable and low carbon technologies to meet our energy needs is vital due to the seasonal and intermittent nature of some of the technologies. It is therefore crucial that an appropriate target (or targets) is set to ensure a wide range of existing and new technologies as possible are implemented.

Targets should be achievable and take into account realistic expectations with regards to uptake, not relying solely on established technologies such as onshore wind.

5. What ideas do you have about how we can achieve commercial development of onshore wind in Scotland without subsidy?

Developing a strategic approach to wind farm development, along with appropriate guidance for local authorities and developers, would create a more transparent planning process and a more stable environment for projects to be brought forward – giving more certainty and reducing costs to improve the viability of new developments.

Other ways of creating a viable subsidy free industry would include improving access and reducing costs to connect to the electricity network, identifying innovative methods of funding (including community involvement) and simplifying processes such as sleeving for small generators.

6. What are your views on the potential future of Scotland's decommissioned thermal generation sites?

While West Lothian does not have any decommissioned thermal generation sites within its boundaries, consideration should be given as to whether these sites could be re-purposed as electrical storage facilities to support the development of smart grids/greater network flexibility or to create renewable technology “hubs”, possibly linked to further development of hydrogen production and storage.

Where these sites are proposed to be re-used as conventional generation facilities, serious consideration should be given to the impact of these on the emissions reductions targets in the absence of carbon abatement technology such as CCS.

7. What ideas do you have about how we can develop the role of hydrogen in Scotland's energy mix?

Hydrogen is likely to have an increasing role in our energy mix, particularly in the areas of energy storage and transport, but also to help decarbonise natural gas supplies to properties with studies showing that 5-15% of hydrogen could be mixed with natural gas with little impact on end use devices. Significant efforts should be made to link hydrogen production to renewable energy generation, not only creating “clean” fuels for vehicles whose only by-product is water vapour, but also providing valuable storage capacity to help balance the grid and ensure that renewable energy generated can be used more effectively.

Increased support should be considered for demonstrator projects such as that at the Hydrogen Office in Fife Energy Park and to the rollout of more hydrogen fuelling stations throughout the

country. The current lack of facilities for refuelling hydrogen vehicles is a significant bar to their increased take up.

Local authorities could be offered incentives for acting as early adopters for hydrogen vehicles and the refuelling facilities required to encourage others, particularly in the commercial sector, to consider hydrogen vehicles as part of their fleets.

8. What are your views on the priorities presented in Chapter 4 for transforming energy use over the coming decades? In answering, please consider whether the priorities are the right ones for delivering our vision.

The priorities set out in Chapter 4 are generally suitable for delivering the 2050 vision, however these must be backed up with targeted and resourced behaviour change programmes as improvements in technology and assumptions on increased uptake of measures by householders and businesses cannot effectively deliver the required changes without significant changes in attitudes and behaviours by end users.

9. What are your views on the actions for Scottish Government set out in Chapter 4 regarding transforming energy use? In answering, please consider whether the actions are both necessary and sufficient for delivering our vision.

| Priority | Actions | Necessary/ Sufficient | Comments |
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| Addressing the need to reduce demand and increase energy efficiency through the development of Scotland's Energy Efficiency Programme | Make significant investment and employ targeted regulation to make Scotland's buildings near zero carbon by 2050, in a way that is socially and economically sustainable and supports Scotland's long term inclusive growth | Necessary but potentially insufficient (related to Draft CCP targets) | This seems contrary to the objectives set out in Section 2 of the Draft Climate Change Plan which sets out the objective of near zero carbon building stock by 2032. The recognition that energy efficiency is a National Infrastructure Priority is an important step in ensuring that the necessary policy, regulation and funding sources are developed. The SEEP programme is welcomed as a long term support for energy efficiency projects, and it is right that local authorities lead on this. Clarity should be provided on the types of legislation to be brought forward. |
| | Consult upon district heating regulations and local heat and energy efficiency strategies. | Necessary & sufficient | West Lothian Council are preparing responses to these consultations separately. |
| | Consult upon the minimum standards of energy efficiency in private rented sector housing. | Necessary & sufficient | Any consultation should be followed by positive action to improve energy efficiency in the private rented sector and the associated benefits that |

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| | | | this brings. |
| | Review the assessment of Energy Performance of Non-domestic buildings (Scotland) Regulations 2016, with the intention of further regulations from 2020 to improve the performance of existing non-domestic buildings | Necessary & sufficient | While we agree that further regulation is necessary to drive energy efficiency, any new regulations should take account of the challenges involved in dealing with older non-domestic buildings and the impact on those organisations, including local authorities, with significant commercial portfolios. Regulation should not be to the detriment of businesses, but based on potential efficiencies for building users. Consideration should be given to incentivising landlords through reductions in vacant rates obligations, potentially helping bring the hardest to let vacant properties back into productive use using energy efficiency as a positive in marketing. |
| | Continue to provide funding and support streams to drive domestic, commercial and public sector energy efficiency retrofit. | Necessary & sufficient | The advent of collaborative schemes such as SEEP is welcomed, but the Government should do more to promote and raise awareness of the opportunities within the commercial and the remaining public and third sectors to work collaboratively with local authorities. It is suggested that when SEEP is formally launched in 2018/19, there is more flexibility in application windows – either with several over the year, or open throughout with capped funding amounts each year. |
| Helping energy consumers to manage their bills, harnessing smart technology in the home and supporting new business models in the retail energy market | Engage with UK Government, Ofgem and consumer groups to secure effective regulation of the retail energy market | Necessary & sufficient | With expectations that prices are likely to rise in future, it is important that the costs of developing new technologies and smart grids are not disproportionately passed to the end consumers. It is important that the electricity market in particular is strictly regulated as it is going to |

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| | | | play an increasing role in the decarbonised energy mix. |
| | Support the development of robust new business models that offer reduced costs to energy consumers, through existing support mechanisms | | The protection of costs to consumers is of high importance. While the visions set out in the CCP and Strategy are welcomed, this should not be to the detriment of consumers who could potentially suffer from the conflicting priorities of development costs of new technologies and networks and the need to control fuel poverty. |
| | Work collaboratively with energy suppliers to explore ways of helping low income households with their energy bills | | Reducing fuel poverty through a combination of improved energy efficiency and reduced cost of fuel bills is a priority. It is important to recognise the significant add-on benefits such as improved health and attainment in younger people. Suppliers should be more pro-active in identifying long term, sustainable solutions for consumers where fuel poverty is an issue. |
| | Explore opportunities to achieve synergies between energy efficiency programmes and the smart meter roll out | Necessary & sufficient | No comment |
| | Support Home Energy Scotland to improve consumers' understanding of their consumption patterns and help reduce energy bills, to enhance the consumer experience of smart meter roll out | Necessary & sufficient | Significant behaviour change programs linked to the ISM (Individual, Social & Material) model should be widely rolled out to ensure as wide an impact as possible from the smart meter programme. |
| Supporting the introduction of viable, lower carbon alternatives across all modes of transport | Fund active travel infrastructure and behaviour change programmes at record levels until at least 2021 | Necessary & sufficient | Active travel will play a critical part in reducing transport emissions. Significant interconnected infrastructure improvements are required to encourage the shift to walking and cycling as viable alternatives to vehicle use. |
| | Refresh "Switched On Scotland - A Roadmap to Widespread Adoption of Plug-in Vehicles" by Spring 2017 | Necessary & sufficient | No comment |

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| | With the EU and UK Government, negotiate stretching emission standards for new cars (and vans) beyond 2020 (2021). | Necessary & sufficient | Due to the significant percentage of emissions that vehicle transport contributes, targets should be challenging and based on real usage. |
| | With the UK Government, negotiate vehicle excise duty differentials between ultra-low emission vehicles (ULEV's) and conventional vehicles to support and encourage the uptake of ULEVs | Necessary but not sufficient | Changes to road tax in 2017 are likely to have a significant impact on hybrid vehicle sales as these are no longer exempt from VED. While all electric ULEVs are improving, many consumers prefer the security that the additional range of hybrids brings and these should have been encouraged as a valuable stepping stone to full EV use. Pressure should be put on the UK Government to amend the rules to reflect this. |
| | Enhance the capacity of the electric vehicle charging network (ChargePlace Scotland) | Necessary & sufficient | No comment |
| | Provide interest-free loans through the Energy Saving Trust to enable the purchase of EV's by both consumers and businesses until at least March 2020 | Necessary & sufficient | No comment |
| | With local authorities, review licensing regulations and consider introducing incentives to promote the uptake of ULEVs in the taxi and private hire sector, with loan funding for vehicle purchase until at least March 2020. | Necessary & sufficient | While supported, funding for incentives and any drop in licensing revenues would need to be identified. |
| | Promote the benefits of EV's to individuals and fleet operators and increase awareness and confidence in the viability of EV's as an alternative to petrol and diesel vehicles. | Necessary & sufficient | No comment |
| Delivering enhanced competitiveness and improved energy efficiency in Scotland's manufacturing and industrial sectors. | Support business, industry and public sector collaboration through working with Scottish Enterprise, H&I Enterprise, SEPA and the Scottish Manufacturing Advisory Service - providing a platform to explore ways to improve industrial competitiveness and productivity as a key route to decarbonisation | Necessary & sufficient | No comment |

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| | Provide new incentives and packages of business support to help facilitate industrial decarbonisation through Scotland's Manufacturing Plan and SEEP | Necessary & sufficient | As noted previously in this response, a concerted awareness raising campaign to industry regarding the opportunities available (particularly around SEEP) should begin as soon as possible. |
| | Seek to provide leadership and advice to industry through the Scottish Energy Advisory Board and associated leadership groups, pooling expertise from the key industrial sectors in Scotland and providing a strategic framework for managing this transition | Necessary & sufficient | No comment |
| | Work with the UK Government and EU institutions to minimise the impact of Brexit on progress towards industrial decarbonisation - maintaining a level playing field on regulation | Necessary & sufficient | The approach to industrial decarbonisation must be consistent across the UK & Europe to ensure that companies based in Scotland are not disadvantaged by higher targets and costs. |
| | Enable local authorities to take a strategic approach to decarbonising heat and improving energy efficiency at local level, including identifying and developing opportunities to reduce or utilise energy waste from industrial processes. | Necessary & sufficient | Enabling local authorities must come with the required support and resources to do so. A strategic, local approach to decarbonising heat and energy efficiency is a logical approach to the issue, but it is important to recognise the unique nature of local authorities – approaches in cities will be vastly different to those predominantly rural or less dense urban areas where solutions such as district heating may not be practical. Support for local authorities should be consistent and long term if a strategic approach is to be taken. |

10. What ideas do you have about what energy efficiency target we should set for Scotland, and how it should be measured? In answering, please consider the EU ambition to implement an energy efficiency target of 30% by 2030 across the EU.

Any energy efficiency target set should be realistic, achievable and take into account the specific challenges faced in Scotland, building on the positive results achieved previously. As set out in the Energy Strategy, to be meaningful the target should take into account variables such as weather,

economic cycles and energy prices as these can have a significant impact on final energy consumption.

Monitoring of targets should be done in accordance with a verifiable international standard.

11. What are your views on the priorities presented in Chapter 5 for developing smart, local energy systems over the coming decades? In answering, please consider whether the priorities are the right ones for delivering our vision.

New and innovative projects will be required to achieve the targets set out in the Draft Climate Change Plan and Energy Strategy, and therefore it is correct that directly supporting these should be a priority. This could be through existing schemes as set out in the strategy document, but also in partnership with public and private sector bodies. Utilities companies should be encouraged, and potentially regulated, to be major players in the development of smart systems.

A strategic approach, as with most of the strategy and CCP is required due to the long term nature and wide scope of the objectives and priorities set out.

12. What are your views on the actions for Scottish Government set out in Chapter 5 regarding smart, local energy systems? In answering, please consider whether the actions are both necessary and sufficient for delivering our vision.

| Priority | Actions | Necessary/ Sufficient | Comments |
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| Directly supporting the demonstration and growth of new and innovative projects. | Continue to support low carbon investors through a variety of existing Scottish Government grant and loan support schemes - including REIF - carefully assessing projects in order to maximise the wider system benefits of low carbon investment | Necessary & sufficient | No comment |
| | Under CARES, continue to support community and local renewable energy schemes. | Necessary & sufficient | The CARES scheme has supported a wide range of organisations and projects and should continue to be supported in the long term, particularly with targets on community ownership to be developed. Support and regulation to provide a sustainable regime for white labelling and sleeving (linking energy generators direct with consumers) of community generated energy should be implemented. |
| Developing a strategic approach to future energy systems in partnership between communities, the private and public | Explore the potential to create a Government owned energy company (GOEC) to help the growth of local and community energy projects | Necessary & sufficient | A Government-owned Energy Company has the potential to play a significant role in the development and growth of local and community energy projects. |

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| sectors. | | | Barriers currently exist around the development of infrastructure and the regulation around consumer protection. As a not-for profit energy supplier that can be seen as a trusted alternative to conventional energy suppliers, a GOEC could provide the necessary security that consumers require to build confidence in the sector. Developing energy infrastructure in a highly regulated and long-term strategic manner along the lines of gas and electricity networks would reduce risks to developers and encourage connections to local systems. |
| | Explore the development of a regulatory framework for Local Heat and Energy Efficiency Strategies that will support area-based energy efficiency programmes, in conjunction with COSLA and local authorities. | Necessary & sufficient | The council is responding to the LHEES and District Heating Regulations consultation separately. |

13. What are your views on the idea of a Government-owned energy company to support the development of local energy? In answering, please consider how a Government-owned company could address specific market failure or add value.

As outlined in the table above, a Government-owned Energy Company could play a significant role in the development and take up of local energy, particularly for district heating. Having a national, strategic and long term approach to network development would encourage developers to connect to networks, while for consumers the knowledge that energy supplies are coming from a regulated, not-for-profit organisation would provide the confidence and security to make the change from conventional energy suppliers. This is particularly relevant where a “sole supplier” situation exists.

14. What are your views on the idea of a Scottish Renewable Energy Bond to allow savers to invest in and support Scotland’s renewable energy sector? In answering, please consider the possible roles of both the public and private sectors in such an arrangement.

The idea of a Scottish Renewable Energy Bond merits further investigation, with the proviso that risk to investors should be carefully managed to ensure that confidence in the sector is maintained. Bonds could be a useful financing tool for community energy projects, particularly where local consumers are engaged in the process.

15. What ideas do you have about how Scottish Government, the private sector and the public sector can maximise the benefits of working in partnership to deliver the vision for energy in Scotland?

Local authorities are already working in collaboration with the Scottish Government, the private & third sectors and others in the public sector to deliver real changes. Going forward, the delivery of key programmes such as SEEP and the close ties this will need to bring to be successful should further strengthen those relationships to help deliver the vision for energy. While there is a high level of awareness of key schemes within local authorities and other public sector bodies, Government needs to assist in this by raising the profile of schemes such as SEEP and the potential benefits they bring to the private and third sectors.

The membership of the Scottish Energy Advisory Board should be expanded to bring in representatives from local authorities and other public bodies to ensure that the particular challenges faced are being discussed at the highest level.

16. What ideas do you have about how delivery of the Energy Strategy should be monitored?

The principles of the Annual Energy Statement set out in the Energy Strategy are sufficient.

17. What are your views on the proposed approach to deepening public engagement set out in chapter 6?

Consumers need to be made more aware of the challenges faced in both meeting our energy needs and reducing our emissions. While this is not a priority for all, rising energy costs, reducing resources and adapting to a changing climate, as well as the required shifts of behaviour in transport and energy delivery and consumption will need a long term and concerted behaviour change campaign with a consistent message to be delivered.



ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

TREE AND WOODLAND MANAGEMENT PLAN

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to update the Environment Policy Development and Scrutiny Panel on the production of the Tree and Woodland Management Plan for West Lothian.

B. RECOMMENDATION

It is recommended that the Environment Policy Development and Scrutiny Panel note the content of the Tree and Woodland Management Plan.

C. SUMMARY OF IMPLICATIONS

- | | |
|---|--|
| I Council Values | <ul style="list-style-type: none">• Focusing on our customers' needs;• Being honest, open and accountable;• Making best use of our resources; and• Working in partnership |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | <p>To update the Open Space Strategy and establish a management guidelines for trees and woodland.</p> <p>To address and improve health and safety aspects for trees and woodland.</p> <p>Forestry Act 1967 (as amended)</p> |
| III Implications for Scheme of Delegations to Officers | None |
| IV Impact on performance and performance Indicators | The Policy will ensure that the service is delivered in a consistent and efficient manner across all council services which will assist in delivering corporate performance targets and service standards. |
| V Relevance to Single Outcome Agreement | Outcome 1 - We make West Lothian an attractive place for doing business in Scotland. Outcome 8 - We make the most efficient and effective use of resources by minimising our |

| | |
|--|---|
| | <p>impact on the built and natural environment.</p> <p>Outcome 10 - We live in well-designed, sustainable places where we are able to access the services we need.</p> <p>Outcome 12 - We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p> <p>Outcome 15 - Our public services are high quality.</p> |
| VI Resources - (Financial, Staffing and Property) | <p>NETs, Land & Countryside revenue and capital budget would be expected to support the implementation of this management plan.</p> <p>Resources will available will influence the delivery possible.</p> |
| VII Consideration at PDSP | N/A |

VIII Other consultations

D. TERMS OF REPORT

D.1 Introduction

The Tree Management & Safety Policy was agreed at Council Executive on the 7th June 2016. As part of this Policy it was agreed that a Tree & Woodland Management Plan would be developed and implemented for trees and woodland in council ownership. The Management Plan includes the management guidelines / rules as to hoe the Council mangers it trees, including what the Council will / will not so in response to public requests. In addition there is an Action Plan detailing the introduction of a holistic and planned regime for the management of the Council's trees and woodland including the management of the associated risk.

D.2

Aims of the Management Plan

The Tree and Woodland Management Action Plan, together with the Tree and Woodland Guidelines included in this document, are to assist staff, particularly those in the Tree and Woodland Team, to manage West Lothian Council's trees and woodland in a more consistent and planned manner. They will also ensure that this management and the reasons for it are clear and transparent to the residents of West Lothian and others on whom the management of the Council's trees has an impact.

The guidelines will help put into practice the objectives within the agreed Tree Management and Safety Policy 07/06/16 namely:-

- To ensure a consistent and efficient approach across all council services to the management of West Lothian Council's trees and woodland areas.
- To manage the risks associated with trees at acceptable levels and in a balanced a proportionate manner.
- To reduce the level of risk and potential liability to West Lothian Council resulting from tree failure.
- To develop and implement a systematic approach to tree inspections and risk management for trees and woodland under the ownership and responsibility of West Lothian Council.
- To satisfy the Council's legal responsibilities as a landowner under current legislation.
- To manage tree related incidents in the event of extreme weather.
- To undertake multipurpose woodland management including for access and recreation, landscape enhancement, biodiversity as well as timber production.
- To use tree and woodland products to offset management costs where appropriate.
- To carry out appropriate maintenance, where feasible, to enable trees to achieve their potential and to reduce the long-term costs of remedial tree works.
- To manage trees and woodland to improve water quality, reduce flooding and ensuring long term tree stability.
- To take due consideration of areas or individual trees of environmental note, particularly those afforded statutory protection.
- To consult and communicate with the public regarding tree and woodland management planning.
- To use our trees and woodland as a resource for education.

- Where appropriate opportunities arise the Council will expand its woodland and tree cover in order to contribute towards climate change targets and where this will improve the local environment.
- To use suitable opportunities to educate the public on tree safety including ecological studies.

The website will be updated with a user friendly version of the guidelines / rules so that the public are able to inform themselves as to what the Council are able to / not able to do as regards most of the common tree related issues.

The Management Plan is a working document which will require reviewing and updating as work is progressed and circumstances change.

E. CONCLUSION

Through the delivery of the Tree and Woodland Management Plan and Action Plan, the Council will be open and transparent in its management of trees and woodland and will be fulfilling its legal obligations as well as following 'best practice'.

F. BACKGROUND REFERENCES

See bibliography in Appendix 1.

Appendices/Attachments:

- Appendix 1: Tree & Woodland Management Plan February 2017

Contact Person: Contact Person: Eirwen Hopwood, Parks and Woodland Manager 01506 848942
eirwen.hopwood@westlothian.gov.uk

Jim Jack, Head of Operational Services

Date of meeting: 27th April 2017

APPENDIX 1

Management Plan for Trees and Woodland on West Lothian Council Owned Land

February 2017

Management Plan for Trees and Woodland on West Lothian Council Owned Land

Contents

- 1) Introduction
- 2) Aims of Tree and Woodland Management Plan and Guidelines
- 3) The Council's Legal Obligations regarding its own Trees and Related Legal Matters
- 4) Communication and Contact Information
- 5) Internal Management within the Council
- 6) Tree and Woodland Management Guidelines
- 7) Action Plan

| | |
|------------|--|
| Appendix A | Legal Context |
| Appendix B | Contact Information |
| Appendix C | Guidelines for the Management of Trees and Woodland on West Lothian Council Land, November 2016 |

Management Plan for Trees and Woodland on West Lothian Council Owned Land

1. Introduction

The West Lothian Council Tree Management & Safety Policy was agreed at the Council Executive meeting on 7 June 2016.

The Council Executive recommended that a management plan be developed and implemented for trees and woodland under the Council's ownership. This document includes an action plan for introducing a more holistic and planned regime for the management of trees and woodland growing on land owned or adopted by the Council. It includes management guidelines / rules as to how the Council proposes to manage its trees and woodland, including the management of associated risks and clarifying what the Council is or is unable to do in response to requests for service from the public.

In addition to remedial work to address tree safety issues or other problems it is important that the Council manages its trees and woodland to ensure the long-term sustainability of the tree population in each locality, thus maintaining the amenity, conservation, climate change mitigation and economic benefits which trees provide for both current and future generations.

This management plan is a working document which will be reviewed and updated periodically as work is progressed and circumstances change.

2. Aims of Tree and Woodland Management Plan and Guidelines

The Tree and Woodland Management Action Plan, together with the Tree and Woodland Guidelines included in this document, will assist staff, particularly those in the Tree and Woodland Team, to manage West Lothian Council's trees and woodland in a more consistent and planned manner. They will also ensure that this management and the reasons for it are clear and transparent to the residents of West Lothian, and others on whom the management of the Council's trees has an impact.

The guidelines will help put into practice the objectives within the agreed Tree Management and Safety Policy 07/06/16 namely:-

- To ensure a consistent and efficient approach across all council services to the management of West Lothian Council's trees and woodland areas.
- To manage the risks associated with trees at acceptable levels and in a balanced

and proportionate manner.

- To reduce the level of risk and potential liability to West Lothian Council resulting from tree failure.
- To develop and implement a systematic approach to tree inspections and risk management for trees and woodland under the ownership and responsibility of West Lothian Council.
- To satisfy the Council's legal responsibilities as a landowner under current legislation.
- To manage tree related incidents in the event of extreme weather.
- To undertake multipurpose woodland management including access and recreation, landscape enhancement, biodiversity as well as timber production.
- To use tree and woodland products to offset management costs where appropriate.
- To carry out appropriate maintenance, where feasible, to enable trees to achieve their potential and to reduce the long-term costs of remedial tree works.
- To manage trees and woodland to improve water quality, reduce flooding and ensuring long term tree stability.
- To take due consideration of areas or individual trees of environmental note, particularly those afforded statutory protection.
- To consult and communicate with the public regarding tree and woodland management planning.
- To use our trees and woodland as a resource for education.
- Where appropriate opportunities arise, the Council will expand its woodland and tree cover in order to contribute towards climate change targets and where this will improve the local environment.
- To use suitable opportunities to educate the public on tree safety including ecological studies.

3. The Council's Legal Obligations Regarding its own Trees and Related Legal Matters

The legal context is provided in the Tree Management and Safety Policy but has been expanded in Appendix A for reference.

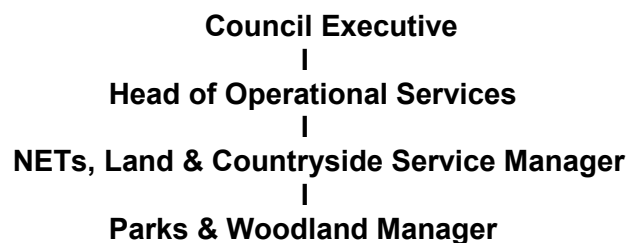
4. Communication and Contact Information

The information on tree related matters on the Council's website will be updated to include the Tree and Woodland Management Guidelines. Contact information is given in Appendix B, including how to make an enquiry or report a tree safety issue in an emergency.

Notes on how to direct tree related enquiries were provided to Customer services staff some time ago and this will be revised to reflect team restructures and information within this management plan.

5. Internal Management within the Council

The hierarchy of responsibility for ensuring that the Tree and Woodland Safety and Management Policy of June 2016, together with the Tree and Woodland Action Plan, is implemented as below. The day to day implementation of the policy will be carried out by the Tree and Woodland Team within the Parks and Woodland function of Nets, Land and Countryside, which in turn sits within Operational Services.



Regarding tree safety, the Parks & Woodland Manager, through the Trees and Woodland Team, is responsible for ensuring that:-

- the risk of hazards from trees on council owned land is assessed
- the requirement for tree inspections is determined and, if required, the frequency
- the necessary remedial works are carried out

All the above are subject to the necessary resources being available.

The majority of trees owned by the Council grow in woodland, parks and open space owned by the Council, and, as such, are the responsibility of the NETs, Land & Countryside Service. Their Parks and Woodland section has the responsibility for funding and implementing tree and woodland management in these areas.

Trees are also present on land managed by other Council departments. In these instances the Parks and Woodland section will be responsible for implementing the tree and woodland operations under a service level agreement, but the managing service is responsible for funding the tree safety inspection regime and any subsequent work.

Tree and Woodland staff are able to advise other departments on tree related matters. The time involved will be recorded so that the value of this work to the Council can be evaluated. The type of advice is given below:-

| Council Service | Type of Advice |
|---|--|
| Development Management | Specialist tree condition inspections in relation to proposed developments, subjects of TPOs or within Conservation Areas where this is part of day to day applications. Larger scale tree condition surveys would require to be funded by Development Management |
| Roads & Transportation Trees on Council owned / adopted land | Tree condition inspections where this is part of day to day enquiries and which require specialist advice regarding tree health. A specialist inspection should not be required for straight forward pruning back of small/medium branches obstructing the carriageway, pavements, signs or lights. Larger scale tree condition surveys would require to be funded by Roads & Transportation. |
| Roads & Transportation Trees on private land adjacent to public road | As above, occasional inspections where there is concern over the health of a tree. |

6. Tree and Woodland Management Guidelines

A number of rules and guidelines have been written to guide staff in their management of the Council's trees and woods so that this can be carried out in a consistent manner. They will also determine how requests for service from the public are dealt with, and the reasons for this.

This document is intended as a working document to guide Council officers and, as such, will evolve over time. Those issues which are most pressing, including tree safety management and providing guidance on dealing with the numerous enquiries received from the public, are addressed in this document. Some operations and issues e.g. a review of silvicultural systems most appropriate in different situations, production of timber and other bi-products of management, biosecurity measures etc. will be added in due course and amendments made with changing national and local policies.

7. Action Plan

The action plan outlining progress to date is provided below.

7.1 Tree and Woodland Management - Action Plan February 2017

| Action | Timescale | Progress to Date |
|--|--------------------------|---|
| WLC Tree and Woodland Policies and Practice | | |
| Overarching Tree and Woodland Safety and Management Policy | | Approved by Council Executive June 2016. |
| Develop tree and woodland management guidelines | Feb 2017 | Complete |
| More detailed operational policy and practice notes are to be produced for WLC woodland management and other topics as required. These will include multi-purpose management for access and recreation; landscape enhancement; biodiversity and timber production as well as woodland design and management to improve water quality, reduce flooding and increasing long-term tree stability. | July 2017 Ongoing | |
| Stakeholder consultation – further consultation with Roads & Transportation, Education and Housing to agree service level agreements | March - May 2017 | Initial internal consultation was carried out on the overall policy |
| Tree & Woodland Asset Register Creation | | |
| Identify and map the Council's woods | Ongoing | Information including woodland management plans is held in a number of formats, including GIS for many of WLCs 400+ woods including the IACS registration maps, previous management plans or projects prepared by CSGNT and consultants, in-house GIS maps. Some of the woodland areas are included in the Operational Services asset management maps but a spot check has identified significant omissions and errors. |
| Collate existing information into a single GIS asset database in preparation for uploading onto Operational Services system | October 2017 | A start has been made to the compilation of known information onto an excel spreadsheet. |

| Action | Timescale | Progress to Date |
|---|----------------------|---|
| Tree & Woodland Asset Register Creation cont | | |
| Upload existing information onto the Operational Services' QGIS & Confirm based asset management system once developed by Technical Section | tbc | |
| Survey and update information on remainder of woods | Dec 18 Ongoing | |
| Identify and map Council's individual trees | | Locations of approx. 20k individual trees within maintained grass areas, schools and high / medium tree safety zones within the Country Parks have been mapped. |
| Continue to capture location, and details on individual mature / feature trees | Ongoing | |
| Create Tree Safety Inspection and Management System | | |
| Prepare Tree Safety management guidance | | Draft completed |
| Tree Safety section of Individual tree asset management database to be created | Jan 2017 | Draft completed |
| First localities to be surveyed to be zoned | Feb 2017 | |
| Trees in first localities to be inspected & recorded on temporary Excel database | May 2017 | |
| Roll out tree safety inspections across the Council area on a 3 or 5 year cycle, depending on zone, by in-house Tree Inspectors supplemented by contractors | June 2017 Ongoing | |
| Roll out implementation of remedial works by in-house Tree and Woodland squad supplemented by contractors recording this on tree database | Ongoing | |
| Create a failure log and guidance for input onto RIVO and on Tree Asset Database. | Jan 2017 | Complete |
| Record on any failures on RIVO and on Tree management database. Report annually. | Ongoing | |

| Action | Timescale | Progress to Date |
|---|--------------------|---|
| Woodland Management | | |
| Restructuring Beecraigs Forest | | Long-term forest plan approved and work being implemented. LFP pre-requisite for FGS grants UKWAS certification gained |
| Urban Woodland Management plans to be prepared / updated for all larger woodland areas by in-house staff supplemented by contractors / CSGNT as below:- | | Initial consultations held for Almondell, Polkemmet, East Calder Woods (Oakbank, Calderhall, Hogshill) |
| Sommer's Park, Lizzy Bryce's Strip & Rawstrip | Mar 2016 | Plan prepared and initial work completed (Openspace & Cemeteries project with CSGNT) |
| Calderwood | Mar 2017 | Plan drafted by CSGNT |
| Almondell | May 2017 | Plan in preparation |
| Polkemmet | Mar 2017 | Plan in preparation |
| Livingston Woods (larger woods) | Mar 2018 | |
| Ravencraig | Mar 2018 | |
| Plans for other woods | Ongoing | |
| Roll out implementation of 1st 5 year cycle of woodland management | March 2017 onwards | |
| Emergencies and Severe Weather Events | | |
| Procedures for emergencies and severe weather events to be reviewed again following the move to mobile working | June 2017 | |
| Communication | | |
| Update Council website with contact and details | Mar 2017 | |
| Produce a frequently asked questions document for WLC's Tree & Woodland Guidelines | Mar 2017 | Draft document to be finalised |
| Review the customer enquiry process for the Call Centre | | Information was supplied to the call centre to assist with tree related enquiries but requires to be updated |

| Action | Timescale | Progress to Date |
|---|------------|--|
| Communication cont | | |
| Update guidance to the call centre and other council staff regarding customer enquiries to streamline the process using Operational Services Confirm asset management system | April 2017 | |
| Summary woodland management plans to be made available during consultation and once approved | Ongoing | Beebraigs Long-term Forest Plan on www.beebraigs.com |
| Notify public regarding significant tree / woodland works by notices on the website and notices / interpretation on site | Ongoing | Temporary interpretation created for Beebraigs felling work |
| Resources | | |
| In-house Tree and Woodland Team to be created | | Former Forestry Team and Arboriculture Team restructured into Tree and Woodland Team within Parks and Woodland Section of NETS, Land and Countryside |
| Council capital funding to be sought | Jun 2017 | SOBC bid submitted for next 5 and 10year programme. Progress with this action plan will depend on the resources available. |
| Grants and other external funding to be sought | | Forestry Grant Scheme and LandTrust grants have been applied for and others are in the pipeline |
| Ensure that timber / wood products arising from woodland management operations are used as effectively as possible without detriment to the amenity / conservation value of the woods | Ongoing | Income from timber is to be used to offset tree & woodland management costs where cost effective to extract |
| Review ways of implementing tranches of work especially operations such as harvesting which require large machinery including possible partnership working with neighbours | Ongoing | |
| Prepare contract as per Public Procurement Scotland requirements to enable in-house work to be supplemented by Contractors for specialist or larger scale projects | May 2017 | |
| Review | | |
| Action plan to be reviewed on an annual basis and progress reported to PDSP. | Mar 2018 | |

APPENDICES

Appendix A - Legal Context

Appendix B - Contact Information

**Appendix C - Guidelines for the Management of Trees and Woodland on West
Lothian Council Land, November 2016**

APPENDIX A

Legal Context

APPENDIX A

Legal Context

Contents

- 1) Safety of Council Owned trees
- 2) Forestry Act
- 3) Roads (Scotland) Act 1984
- 4) Town and Country Planning (Scotland) Act 1997
- 5) High Hedges
- 6) Protection of Trees during Construction
- 7) Environmental legislation
- 8) Common Law Right – General householder rights and responsibilities

Appendix A

Legal Context to West Lothian Council's Tree and Woodland Management Plan and Related Matters

1. Safety of Council Owned Trees

The Council has a duty of care to maintain trees on its own landholdings in a safe condition where that is "reasonably practicable". Proactive management ensures that it is able to meet its legal obligations in terms the Occupiers Liability (Scotland) Act 1960; the Health and Safety at Work Act 1974, Section 3 (1); and the Land Reform (Scotland) Act 2003.

Guidance on the management of trees is provided in the Health & Safety Executive guidance "Management of Risk from Falling Trees" (SIM 01/2007/05) 2007 and the "Common Sense Management of Trees" National Tree Safety Group 2011.

The Council, in terms of the above legislation, together with established case law, is required to:-

- Identify those trees which might, if they fell, pose a significant risk to people or property by zoning the council's tree population.
- Within the highest risk zones undertake tree condition surveys to identify signs of disease or structural defects
- Tree condition surveys to be carried out by a competent person with sufficient knowledge of trees to enable them to identify defects and their likely impact
- Assess the risk posed by the defect and the likely damage, and take appropriate action
- Create tree reports, recording potentially serious structural faults posing a potentially serious risk to public safety, and show where a tree is to be retained.

2. Forestry Act 1967

Under the Forestry Act 1967 (as amended) in any three month period, up to 5m³ of trees may be felled without the requirement to obtain a Felling Licence from Forestry Commission Scotland (FCS) as long as no more than 2m³ are sold. Otherwise a Felling Licence should be obtained from FCS, except where:-

- the tree(s) are dead, dying or imminently dangerous;
- the removal of the trees in question are included within a planning permission. (Where tree felling is included in a planning application WLC planning department should consult FCS);

- they stand within a small garden, cemetery, orchard or openspace. The latter applies to areas of openspace laid out as a public garden or used for the purposes of public recreation excluding country parks and woods
- felling by statutory undertakers and other public bodies is needed for the purposes of the undertaker to allow maintenance and operation of their facility
- the felling and restocking of the woodland is covered by a Longterm Forest Plan approved by FCS

Unless there is an overriding environmental reason, FCS will normally require the replanting / regeneration of felled areas or compensatory planting elsewhere.

3. Roads (Scotland) Act 1984

As Roads Authority, the Council has a duty under the Roads (Scotland) Act 1984, to maintain public roads in a condition that does not hinder the reasonable use of the road. This duty applies to all Council owned and adopted streets, roads and car parks within the urban and rural areas except trunk roads (M8 and M9), which are currently managed by Amey on behalf of Transport Scotland.

The Council is responsible for ensuring that its own trees do not cause an obstruction on a public road. It is also within the power of the Council to issue a Notice to an owner of trees that border public roads to enforce necessary works to privately owned trees in relation to public roads and footpaths where they are causing interference or are dangerous. The Notice must specify the nature of the remedial works to be carried out, by the issuing of a Section 91 notice under the said Act.

4. Town and Country Planning (Scotland) Act 1997

The Council has the power, in terms of Section 160 of the Town and Country Planning (Scotland) Act 1997 (as amended) Act, to make Tree Preservation Orders (TPO). The form of a TPO and the procedure the Council must adhere to are contained in the Town and Country Planning (TPO and Trees in Conservation Areas) (Scotland) Regulations 2010. Permission to prune or fell trees covered by a TPO is required from the Council's Development Management Section.

The Planning (Listed Building and Conservation Areas) (Scotland) Act 1997 provides the Council with the power to designate Conservation Areas. Prior to undertaking pruning work or felling trees within a Conservation area at least 6 weeks' notice is to be given to the Council's Development Management Section.

Under the Town and Country Planning (Scotland) Act 1997, any existing trees which could be affected by development have to be considered as part of the decision on a planning application. It is the responsibility of the Council's Development Management Section to ensure that the developer takes appropriate measures to prevent any protected trees from being damaged.

5. High Hedges

The High Hedges (Scotland) Act 2013 applies to evergreen hedges over 2m tall and which form a barrier to light. The Act provides the Council's Development Management with the power to issue a Notice instructing an owner to reduce the height of an evergreen hedge.

6. Protection of Trees During Construction

Many small scale works which are for the advancement of the Council's purposes may be carried out by the Council on its own land without the necessity to apply for planning permission under de minimis rules. Council trees in parks, streets and other areas may be in close proximity to such construction and development e.g. footpath creation, installation of lighting. These activities have the potential to damage trees by physical damage to branches and stems, severing of structural or fine roots, or compaction or waterlogging of soil, causing more gradual decline of the tree due to changes in the rooting environment. It is of key importance that trees are protected in the same manner as would be expected from a private owner in relation to development requiring planning permission, including adherence to BS 5837:2012 Trees in Relation to Design, Demolition and Construction.

The Council, through its Development Management section, also has a role in ensuring that the roots of existing trees, whether on Council or private land are not damaged by the laying of new pipes and cables. The utility providers are bound by the National Joint Utilities Guidelines in this respect.

7. Environmental Legislation

The following legislation affects tree and woodland management:-

Wildlife and Countryside Act 1981 which includes protected species and recognised designations such as Sites of Special Scientific Interest (SSSIs).

The Nature Conservation (Scotland) Act 2004, which includes increased protection for all breeding birds.

The Wildlife and Natural Environment (Scotland) Act 2011, which includes updates to the 1981 and 2004 Acts including increased protection for badgers. It also outlines the legal responsibility of landowners, including Local Authorities, to ensure that wild deer on their land

do not cause environmental damage or other problems such as vehicle collisions as per the Deer Code. <http://www.snh.gov.uk/docs/B949709.pdf>

The British Standard 8596 Surveying for Bats in Trees and Woodland was published in 2015.

8. Common Law Right - General householder rights and responsibilities

The Council does not have the power to compel a private owner to remove a dangerous tree unless it threatens a public road or footpath, see 3 Roads (Scotland) Act 1984 above, nor does it have powers to compel owners to carry out tree work on the basis of light deprivation, encroachment or damage to property. These are matters that need to be resolved through negotiation or, failing that, by resort to civil legal action. Householders do have a Common Law right to remove (abate) a nuisance associated with trees encroaching onto their property. The following advice is given in relation to the exercise of Common Law rights with respect to encroaching trees:

- A resident has the right to cut back branches where they cross the boundary of their property. There is no legal right to cut or remove any part of a tree that does not overhang or is beneath your property (i.e. the roots);
- Tree work on branches or roots that foreseeably may result in the tree becoming unsafe or results in the decline or death of the tree is not permitted. It is recommended that appropriate competent advice is sought before carrying out any pruning, especially when severing tree roots.
- A resident does not have the right to enter on to land not belonging to them in order to carry out the removal of branches etc. without the landowner's permission but does have the right to carry out these works from their own land.
- For a resident's own safety they are strongly advised to consult a professional arborist (tree surgeon) for guidance on how best to prune back encroaching trees.
- Before considering any works to a tree or trees, a resident should find out if they are protected by a Tree Preservation Order or are within a Conservation Area. See Contacts Information Appendix B.
- It is advisable to discuss with a neighbour any intention to prune encroaching branches. Legally the resident does not own the encroaching branches, they belong to the owner of the tree and should be offered back but in all likelihood, the resident will need to consider disposing of the arisings themselves.

APPENDIX B

Contact Information

APPENDIX B

Contact Information

Contents

- 1) Trees on Council owned Land
- 2) Trees on Private land
- 3) Other Useful Contacts

Appendix B

Contact Information

1 Trees on Council Owned Land

1.1 Requests for Service

Members of the public and staff out with Operational Services are advised to report requests for service regarding trees on Council owned land via the Council's Contact Centre Tel:01506 280 000, providing as much detail and, if possible, a photograph of the tree/s of concern. This enables the request for service to be properly prioritised and tracked through the Council's enquiry system. If the ownership of the tree/s in question is uncertain the request can be made giving a detailed location and this can be checked against the Council's ownership maps.

Information on the Council's website regarding tree and woodland management is to be updated and will include contact information for the public, along with Tree Management Guidelines answering frequently asked questions. A checklist for staff in the Contact Centre to use when dealing with tree enquiries was provided some time ago and will be updated.

If the tree in question lies within a Council house garden, householders should report the matter to their Housing Officer and those within school grounds to the school's Property Services Inspector, in the first instance.

Staff within Operational Services can make their requests for service directly through the Confirm management system.

1.2 Emergencies

A tree safety emergency is considered to be when a tree within falling distance of an area well used by the public, e.g. a busy road where traffic is often stationary, a school playground; a house, is found to be in imminent danger of failing. Examples of this are when the root plate of a large tree is partially severed and rocking in the wind; a large partially broken limb is hanging, a tree has partially windblown and is loosely hung up in a neighbouring tree over a road; a tree / large branch has fallen across a public road. (NB elsewhere a tree / branch which has actually fallen is less of a hazard except where people clamber over it.)

In an emergency, including out of hours, the incident should be reported by telephoning the Contact Centre, giving a contact telephone number, so that a member of staff from the Tree and Woodland Team can phone back.

If the emergency relates to a tree on private land which has fallen across a public road, or other similar situation, the Council's Roads & Transportation Section may request the Tree and Woodland Team to clear this.

1.3 Damage Caused by Trees

If damage to property has been caused by a fallen branch / stem of a Council-owned tree, the incident should be reported as soon as possible via the Council's Contact Centre as above. A Tree Inspector will visit to undertake an assessment as soon as is practical. The householder should also contact their household / car insurance company to report the damage and initiate a claim on their own policy. Their insurers will then discuss with the Council's insurers as to whether the damage was foreseeable or an "Act of God". The Council's Tree & Woodland Team may be able to assist with the clearing up of a Council tree.

Subsidence can be a problem in some parts of the UK where there are particular soil and climatic conditions. There are no known cases where tree roots have caused property subsidence in West Lothian.

1.4 Information on the Council's Management of Trees and Woodlands

More information on how the Council manages its trees and woodland is to be provided on the Council's website. This will include Management Plans and statements for its larger woodland areas or notable trees. Should further information be required, members of the public may contact the Parks and Woodland Team by e-mailing beecraigs@westlothian.gov.uk or by telephoning Beecraigs Visitor Centre at 01506 284516.

A service standard for Tree and Woodland Management is to be published on the above website.

1.5 Complaints

Any complaints regarding the service provided should be directed through Customer Services / the on-line complaints form.

2 Trees on Private Land

2.1 High Hedges

See the Legal section above and the Council's Development Management Section <https://www.westlothian.gov.uk/article/3280/High-Hedges> or through Customer Services 01506 280 000.

2.2 Tree Preservation Orders (TPOs) and Conservation Areas

See Legal section above and the Council's Development Management Section <https://www.westlothian.gov.uk/article/3087/Tree-Works> or through Customer Services Tel 01506 280 000.

2.3 Felling Licences

See Legal section Appendix A.

For further information <http://scotland.forestry.gov.uk/supporting/grants-and-regulations/felling-licences>

Contact Forestry Commission Scotland – e-mail centralscotland.cons@forestry.gsi.gov.uk; Tel 0300 067 6006.

3 Other Useful Contacts

3.1 Woodland Trust Scotland

WTS owns a number of woodland areas around Livingston and elsewhere in West Lothian. The location of these woods is shown on the Landranger OS maps, many of their woods have threshold signs with their logo and details of the woods can be found on the trust's website www.woodlandtrust.org.uk

To contact the main office in Scotland e-mail scotland@woodlandtrust.org.uk or Tel 0173 863 5544

In an emergency during holiday periods an answer machine message will provide information regarding a central contact number.

3.2 Forestry Commission Scotland

FCS manages several forests in West Lothian on behalf of the Scottish Government. These are shown on the OS Landranger maps and their forests have threshold signs with their contact number.

Scottish Lowlands District Office, e-mail: scottishlowlands@forestry.gsi.gov.uk or Tel 0300 067 6700.

The Forestry Commission's grants and regulatory role is undertaken by staff at their Central Scotland Conservancy Office e-mail: centralscotland.cons@forestry.gsi.gov.uk or Tel 0300 067 6006

For details of grants for farmers and other landowners for woodland creation and management works under the Scottish Rural Development Programme see <https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/forestry-grant-scheme/>
<https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/forestry-grant-scheme/>

3.3 Central Scotland Green Network Trust (CSGNT)

CSGNT undertakes woodland and other greenspace projects within West Lothian both on private and council land. Further information can be found on <http://www.csgnt.org.uk/>

APPENDIX C

Guidelines for the Management of Trees and Woodland on West Lothian Council Owned Land

APPENDIX C

Guidelines for the Management of Trees and Woodland on West Lothian Council Land

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Appendix C

Guidelines for the Management of Trees and Woodland on West Lothian Council Land

1 General Approach to Tree and Woodland Management

1.1 Pro-active Management

West Lothian Council will take steps to bring its trees and woodland under active, appropriate and informed management

The approach to managing the Council's trees and woodland is based on good management practice, and, in particular, on the guidance produced for the owners and managers of trees by the Health & Safety Executive (HSE). Good management practice is not set out in any one text, but the Council will be guided in its approach to achieving the right balance between safety and the conservation of amenity by the document "Common sense risk management of trees", produced in 2011 by the National Tree Safety Group and endorsed by many bodies, including the HSE.

Tree safety is an important consideration, but not the only consideration to be made when managing tree populations and woodland, and the principle of managing these sustainably for future generations will be a key part of their management, aiming to have a succession of different aged trees within each settlement or locality.

An action plan for bringing the Council's Trees and Woodland into pro-active management has been prepared.

1.2 Tree and Woodland Asset Databases

The Council will set up comprehensive tree and woodland databases to assist with the management of this asset.

The Council owns >1000ha of woodland ranging from the 270ha Beecraigs Forest to small tree belts within housing areas in Livingston and other settlements, totalling over 400 individual woods. Information on these woods exists in a variety of written and mapped formats and is to be compiled into one GIS mapping system together with an integrated wood / compartment database. Woodland management will consider the whole unit rather than focusing on individual trees, except where there may be safety issues with individual

trees adjacent to roads, properties etc. In this case these will also be included in the Tree Management Database below.

The Council also owns 1000s of individual trees / groups of trees within its parks, gardens and road / streetscape. A Tree Management Database will be used to aid the management of these individual trees. It will not be feasible to capture every individual tree and initially the effort will be concentrated on those trees which are most likely to pose a risk to people or property.

2 Woodland Management

2.1 Woodland Management Planning

The Council will prepare long-term woodland management plans for all its larger woods and shorter management statements for smaller, less complex areas.

Long-term plans, covering the management of the woodland, other habitats, public access and any other important features on the site, will guide the management of the woods allowing for forward planning and budget preparation. These plans are often a pre-requisite for felling licences and grants from Forestry Commission Scotland and other external funding bodies.

The primary objectives for most of the Council owned woods is for public access and amenity but these will be determined on a site by site basis, with some being particularly important for nature conservation, others for flood mitigation and others capable of producing quality timber or firewood, the income from which can be used to contribute to management costs. In most cases multi-purpose woodland management is to be practised.

Local residents and those who use the wood/s in question will be consulted along with statutory agencies such as Scottish Natural Heritage to inform the preparation of the management plans.

A programme of management plan preparation is underway, starting with the larger and most well-used areas. It will take some years to complete plans for all the Council owned areas. It will be important to ensure the timely implementation of the work recommended within the plans, and that they are reviewed on a 5 or 10 yearly cycle.

3 WLC Woodland Management Policy and Practice

3.1 Woodland management Policy and Practice Guide

The Council will manage its woods in accordance with industry best practice and a WLC Woodland Management Policy and Practice Guide will be prepared.

Woodlands are generally managed as whole units rather than as individual trees. A policy and practice guide will be prepared to help guide staff and others regarding appropriate management practices in the different types of woodland the Council owns. A summary of the main items to be covered are given below.

3.2 Continuous Cover Forestry

Wherever possible the Council's woods are to be managed under a Continuous Cover Forestry regime.

Continuous cover forestry is where mature trees are thinned or groups felled to allow space for younger trees to grow up into the canopy, thus the woodland can gradually regenerate without any major change in the landscape. This is only possible where suitable tree species exist and on less exposed sites which are less susceptible to windblow. Plantations in more exposed areas and small woodland areas will require to be clearfelled and replanted.

Thinning of young woodlands is often required to reduce density and to allow maturing trees room to grow. This involves the removal of a proportion of the trees and is a normal part of woodland management. If it is not done, trees within the woodland may become spindly and unstable, leading to the woodland becoming unstable in later years.

Where possible woodland works will be carried out in a planned manner and packaged such that economies of scale can be achieved.

3.3 Timber / Firewood Production

Where possible, cost effective and appropriate, the Council will extract felled logs and small roundwood resulting from its woodland operations.

In larger woods, felling and thinning operations can produce substantial quantities of timber and, where it can be extracted and sold, produces an income. This is used to offset the other costs of managing the trees and woodland under the Council's care.

The Council receives regular enquiries regarding firewood or the supply of other forest products. The Council will investigate possibilities of managing all its woods in a manner

where its forest products are used effectively without detracting from the amenity and conservation benefits of the woodland in question.

The public is not permitted to remove wood (or other parts of a tree) from Council owned or managed land. Unauthorised persons are not allowed to use a chainsaw of any type on Council owned or managed sites.

3.4 Deadwood

The Council will retain standing and fallen dead wood within its woodland areas.

Some people find dead trees and branches unattractive but they are an important part of the ecosystem of a woodland providing habitats for many insects, birds and fungi. Unless there is a valid public safety / management reason for clearing them, dead branches will be left on the woodland floor. A proportion of logs will also be left and, where safe to do so, a number of dead trees will be left standing. The Council will adopt the Woodland Trust's guideline of 20 cubic metres of deadwood per hectare of woodland wherever practicable to help support biodiversity.

In more formal amenity areas, or where there is a high fire risk, all the arisings will be removed or chipped.

3.5 Forest Certification

The Council will seek UK Woodland Assurance Scheme Certification for its larger, more productive Woods

UKWAS is an independently audited certification scheme which checks that the woodland management being practised is sustainable, carried out in accordance with the UK Forest Standard and to high environmental standards. The current UKWAS is endorsed by the international Forestry Stewardship Scheme (FSC) and the Programme for Endorsement of Forest Certification (PEFC). Beecraigs Forest is UKWAS certificated which has meant that the timber produced from thinning and felling operations has received a premium. Most of the major sawmills and users of other forest products in the UK now require their timber to be sourced from certified forests and, as part of Public Procurement Scotland guidelines, timber products purchased by public bodies including the Council should be FSC / PEFC certified.

3.6 Replanting and Maintenance of Woodland

The Council will ensure that any felled woodland areas are restocked and maintained to ensure that the woodland is re-established successfully.

Restocking felled areas either by natural regeneration of self-sown seedlings, or by planting, is usually a condition of a felling licence from the Forestry Commission. The

species of trees to be replanted will be considered on a site by site basis as part of the management plan. Further guidance will be given in the Woodland Management Policy and Practice Guidance for staff and others, currently under preparation.

3.7 New Woodland Creation

The Council will look for opportunities to plant new areas of woodland where this will contribute to Green Networks or enhance sites as part of West Lothian's contribution to the Edinburgh and Lothians Forestry & Woodland Strategy.

The Scottish Government has a target of at least 10,000 hectares/annum of new woodland creation as part of its plans to mitigate against climate change. As part of the National Planning Framework III it has supported the vision of the Central Scotland Green Network, including the creation of new woodland in appropriate locations.

The Council's main priority at present is to bring its existing trees and woodland into proactive management but it will also look for opportunities to create new woodland. New woodland creation will be particularly appropriate where it can be used to improve the amenity and conservation value of vacant and derelict land, in locations which link existing woodland or other green spaces to improve the green network, or where it can help to alleviate flooding or provide shelter / screening. Woodland is generally much less costly to maintain over the long-term than frequent grass cutting and may be a way of reducing maintenance costs in some locations. Care needs to be taken that woodland is not created on areas with other valuable habitats such as species rich grassland or where it would impact on sites of archaeological / historical importance or spoil important views.

Guidance on "preferred" locations for new woodland is given in Edinburgh and Lothian Forestry & Woodland Strategy 2012-17.

3.8 Woodland Protection

The Council will protect its trees from significant damage caused by insects and mammals including population control.

Trees are vulnerable to damage from insect pests and browsing animals, particularly when they are young. Where this damage is significant, measures will be taken to protect the young trees e.g. by spraying weevils with pesticide, and protection from rabbits and deer with tree shelters or deer and rabbit net fences. Where the rabbit or roe deer population is high and causing significant damage it will be necessary to control their numbers. This would only be done in consultation with Scottish Natural Heritage and with strict health and safety controls in place.

3.9 Tree Diseases

The Council will monitor the spread of Chalara – Ash dieback and other tree diseases and be prepared to take action when this becomes necessary.

In recent years a number of pests and diseases have had a drastic effect on tree populations within the UK. Many of them are thought to have been introduced through the importation of nursery stock from out with the UK. Those which are affecting or are most likely to affect large numbers of trees in West Lothian are *Chalara* or Ash dieback and *Phytophthora ramorum* affecting Larch.

Chalara is already widespread within young plantation trees within West Lothian, including the Council's Broxburn Community Woodland, Witch Craig and Ravenraig, and has been reported to Forest Research. Rangers and other staff patrolling woodland sites have been asked to report any new discoveries of the disease. If large areas within these young woods fail they will require replacement planting with an alternative species. There is currently a veto on planting ash while research is continuing to try to find resistant strain/s.

Chalara has already had a significant impact on mature ash trees in South East England with thousands of trees dying over a span of just a few years. There, it is having a similar effect to the dramatic loss of trees due to Dutch Elm Disease in the 1970s and is likely to cost large sums to remove dead and dangerous trees. It is also likely to have a drastic effect on the landscape as it is a prolific tree throughout the West Lothian area. The Tree Inspectors will record the presence of Ash as part of their tree safety surveys even if they are currently healthy, in order to determine the size of the Ash population and its distribution.

Phytophthora ramorum has affected Larch trees in the west of the UK and the Forestry Commission have ordered sanitation felling around any diseased trees, to try to slow down its spread, resulting in 1000s of hectares of larch woodland having to be felled. As yet there have been no cases of this disease in West Lothian but a watching brief is being kept on Council owned larch woods.

4 Management of Individual Trees or Groups of Trees

4.1 Necessary Tree Works

The Council will not carry out works to trees, or fell them, unless it is necessary to do so. When works are carried out, the reasons for the work will be documented and recorded. Tree work will be carried out to appropriate industry standards.

The Council's approach is only to carry out works where necessary, either for safety reasons, disease control, for the health of the tree/woodland or for amenity management reasons. Tree removal is regrettable but, under a number of circumstances, is necessary. The decision to remove a tree is not taken lightly and, apart from when a dangerous tree needs urgent attention, we will endeavour to inform local residents when and why we believe that tree felling is necessary.

Occasionally, trees may have to be removed to allow certain works to be carried out, such as road re-alignment or construction projects. Often these latter types of work are subject to planning legislation, and there is an opportunity for public debate about proposals before they are approved.

Trees may be pruned for a variety of reasons, including the removal of damaged, poorly formed or crossing branches, to reduce the likelihood of failure by taking 'weight' out of the tree and generally to keep a tree in a healthy safe condition.

Trees in parks and other greenspace owned by the Council are managed to reflect the circumstances of the individual site and the type, age and condition of the current or historic trees. Trees in parks generally have more room to grow compared to street trees and typically achieve their full height and spread. Ongoing maintenance includes the felling for health & safety reasons or the removal of low branches and deadwood near pathways only where they pose a risk to public safety. Street trees in West Lothian include some larger 'landscape' type trees growing in architecturally significant street spaces. Given this, street trees need to be regularly monitored to keep them in a safe condition. Only trees that are deemed unsafe are removed/felled. It is the Council's intention to retain street and parkland trees in a safe condition, as a public amenity, for as long as is reasonably practicable.

The Council aims to carry out works to trees to the appropriate industry standards. The relevant standard is British Standard 3998: 2010 'Tree work - Recommendations'.

4.2 Disposal of Arisings

Where practicable, all arisings (logs, branches etc) from tree works in high amenity areas will be removed.

When trees are pruned or felled, arisings (i.e. logs, branches leaves etc) need to be dealt with appropriately. How arisings are disposed of will vary from site to site and according to practical constraints. Generally, all arisings from tree work in parks, gardens, streets and cemeteries will be removed from site. Chipped branchwood may be spread thinly to compost naturally in areas where this does not damage other vegetation.

4.3 Tree stumps

The Council will seek to remove stumps where practicable and appropriate. In woodland locations, stumps will generally be left to decay in situ.

Normally when a tree is felled, a stump is left. It is usually not possible to remove the stump at the same time. Stumps in parks, gardens and streets may be unsightly and can be a trip hazard and can take many years to decay naturally. Where they are likely to form a trip hazard or interfere with grass cutting, and it is practical to do so, the stumps will be removed as a separate operation. Removal of stumps from pavement and roadside locations can be difficult and complicated as there may be underground utilities present, and works may involve temporary road closures.

4.4 Ivy and Trees

The Council will control ivy on trees only where it is having a significantly negative effect.

In some areas, ivy growth on trees is common. Often it poses no risk in itself, and often provides a valuable wildlife habitat. However, in some circumstances it can threaten the stability of trees, either through an increased sail effect in high winds, or by increasing risk of failure because snow accumulates in it. It can also make inspection of the tree for any defects difficult. In severing or removing ivy, consideration must be given to the potential presence of bird nests and bat roosts.

4.5 Protection of Trees during Construction

The Council will ensure that all construction and development, including temporary installations and placement of movable equipment, near to trees follows BS:5837 (2012) "Trees in relation to design, demolition and construction - Recommendations" and that the most recent National Joint Utilities Group "Guidelines for the planning, installation and maintenance of utility apparatus in proximity to trees" are followed where carrying out works in root protection areas cannot be avoided.

Trees in parks and streets and other areas may be in close proximity to sites for construction and development. Examples are the creation of footpaths, the installation of lighting in parks, or the erection of temporary structures. Trees may be affected by physical damage to branches and stems, the severing of structural or fine roots, or the compaction of soil, which reduces the amount of air and water available to the tree. It is of key importance that trees are protected. This brings the protection afforded to the Council's own trees into line with the expectation placed on private owners in relation to development.

4.6 Heritage or Veteran Trees

The Council will manage veteran trees sympathetically according to good arboricultural practice, striking a balance between public safety and biodiversity.

Heritage (or veteran) trees are important for both their historic and cultural value at the local level and conservation value in the creation of habitats for fungi and insects. Many trees have important cultural or historical significance, whereas others have been the source of traditions or folk tales.

Trees can be made safe by pruning or felling. Usually the Council will employ the most cost effective approach but, for certain high value trees, will consider other options to reduce risk to an acceptable level, including those that reduce the likelihood of the tree failing or the likelihood of a person being close to the tree if it did fail.

The Council could compile, or encourage volunteers, to compile a list of heritage trees in West Lothian. This can involve a lengthy process of background research and public consultation but is an excellent way of engaging the public with their local trees and woodland and helping them to appreciate them. This type of project could be co-ordinated with creative arts projects similar to the exhibition on trees in Calderwood and elsewhere in West Lothian being shown in the Howden Centre November 2016.

4.7 Tree Planting

The Council will endeavour to replace trees which have had to be felled, so that the overall tree population in a locality is enhanced and not depleted in the long-term.

Opportunities will be taken to plant new trees in parks, streets and other greenspace where there is sufficient space to ensure that the next generation of trees is well established prior to older trees having to be felled as they come to the end of their life.

Replacing street trees is complicated by the nature of the trees location. Many factors hinder the replacement of lost street trees such as underground utilities, space available for

the tree to grow above or below ground and the increased costs associated with the establishment of street trees.

The Council endeavours to follow a “Right Tree, Right Place” policy. The principle of this approach is to consider the constraints and opportunities of any proposed planting site and the desired features (or not) of proposed trees. This approach also takes into account the merits of both native and non-native tree species in order to support wildlife and safeguard against potential pests, diseases and the effects of climate change. It is generally recognised that large trees bring considerably more benefits than smaller trees. Finding room for large trees can be a problem in many of the more urban locations, especially streets. The Right Tree, Right Place approach is intended to allow any trees planted to reach full height and maturity and remove the requirement for regular pruning programmes, which are very resource intensive, and also to minimise any later nuisance impact. Having a mix of native and non-native tree varieties within West Lothian is an important measure in order to safeguard against the increased risk of a devastating loss of one or more tree species due to a new pest or disease becoming established, or the more gradual effects of climate change. Clearly other factors should also be taken into account, such as site character and design considerations, especially as part of historic planting schemes.

A Tree Management Policy and Practice Guide for individual trees to be prepared to provide further guidance to staff and others.

5 Tree Safety Management

5.1 Tree Safety Inspection

Trees and woodland in the Council's ownership, within well-used locations, will be inspected for safety on a cycle between one and five years according to size, targets, condition and survey recommendation. The inspections will be carried out from ground level by people who are qualified, and experienced in carrying out Visual Tree Assessments (VTA). The information will be recorded on the Council's database.

The threat levels of different potential target zones are set out in the table below:-

| Threat Level | Potential Target Zones | Council Sites at risk: Examples | Inspection Frequency |
|---------------|---|--|-----------------------------------|
| High | Occupied buildings Main roads car parks Playgrounds School grounds Other high use | Schools across West Lothian with mature trees within the boundary or nearby Housing Properties with mature trees within gardens or nearby Public footpaths within town | 3 yearly and after severe storms* |
| Medium | Country roads Well-used footpaths Public areas | Main rural paths and trails within parks and woodland areas. Minor "C" and "U" Class Roads with verges with mature trees Public open spaces such as sports pitches by areas of | 5 yearly and after severe storms* |
| Low | Low level use areas Field boundaries Footpaths Woodland near footpaths | Rural footpaths with low pedestrian usage | Reactive only when issues arise |

*Highlighted trees with known defects but which merit retention will receive an annual inspection.

Trees are living organisms and can decline in health rapidly due to disease or physical damage, usually caused by wind / snow, therefore the failure of intact trees can never be ruled out due to the forces of nature. The Council requires to balance the resource available for tree inspection against the likelihood of any failure in determining the frequency of inspections. At present the extent of the Council's tree population within high and medium risk zones is unquantified and so the amount of time required to carry out inspections cannot be estimated. The tree inspection programme will be rolled out over the

next few years according to the resources available and will commence with those areas where the risk is greatest achieved by zoning.

5.2 Prioritising Work

The Council will prioritise tree work according to the individual tree's health and safety risk, taking into account available resources

Remedial work identified in the surveys, and also identified as a result of requests for service, will be prioritised according to the likelihood of injury to a person or damage to property. This will be determined by an assessment of the tree's location, the likelihood of it to fail based on its condition and the likely severity of harm based on the size of the defective branch or whole tree. The Council's resources are limited and it is important that the surveys are focused on those areas where there is the greatest risk.

The ranking of priorities is inevitably an imperfect business as trees are living organisms and failure rates cannot be predicted with the same accuracy as engineering structures. The availability of appropriately qualified and experienced staff (assisted by contractors when necessary) to make judgements is therefore key.

In most woods, not within built up areas, the risk presented by defective trees is less, so the type of work undertaken will reflect this. Where possible tree safety works, e.g. removal of dead, diseased or part windblown within falling distance of paths, will be included in planned silvicultural operations.

More detailed guidance on the proposed Tree Safety Management System is given in the draft West Lothian Council Tree Safety Policy and Practice Guide.

The Council's own Tree and Woodland Team is currently fully occupied in dealing with requests for service from the public and other Council departments. The addition of work from the proposed new tree inspection regime will increase the number of trees requiring remedial work. It is anticipated that new, more streamlined methods of working, using mobile technology, will help to enable both planned and reactive work to be undertaken. However, the need to prioritise those trees which pose the greatest threat may require some non-urgent requests for service to be delayed. In addition to the in-house staff resource, capital funding will be required to make significant progress in bringing the Council's trees and woodland under a planned and holistic management regime. To this end a bid for capital funding has been made with its Strategic Outline Business Case and awaits a decision under the Council's next Capital funding round.

5.3 Warning Signage

The Council will warn the public regarding potentially dangerous trees where they are unable to attend to them immediately.

Some of the Council's woods have been severely affected by windblow over the last few years, causing major hazards within forests such as Beecraigs Country Park, Dechmont Law and Knowes Colliery. It may not be possible to deal with largescale clearing of windblow immediately and, in this situation, areas of the forest or woodland will be closed until the area can be made safe. Part windblown trees are particularly dangerous and can be further destabilised if people clamber over / under them. Notices and, if required, barriers are erected to warn the public of the danger. Unfortunately not all visitors are willing to adhere to such restrictions even though they are put in place for their own safety.

In country parks and woodlands prone to windblow, signs will be placed on notice boards advising the public not to walk in wooded areas during severe weather such as strong winds or heavy snow, which can cause the trees to blow over or branches to snap. Under the Outdoor Access Code the public have to take reasonable measures to ensure their own safety.

5.4 Tree Failure Log

The Council will record and retain a record of tree failures.

In the event of any significant tree failures whether damage or injury is caused or whether it is a near miss, a record of this is to be entered onto RIVO, the Council's Health and Safety database, and reported annually. The location and details of the failure will also be recorded on the Tree Management Database.

This information will help to inform the estimation of real risks and, over time, will produce patterns providing base data about potential tree failure and possible preventative / corrective actions.

6 Trees along Streets or Roads Verges

6.1 General Approach to Street / Roadside Trees

Problems with trees along streets or roads are to be investigated by the Roads Inspectors in the first instance. They can determine whether or not the tree in question is located on land owned or adopted by the Council and, either deal with small issues themselves, or place a works order through the Council's Confirm asset management system for clearance of obstructions. A specialist tree inspection is to be requested where there is concern regarding symptoms of disease.

6.2 Tree Safety

Tree safety management of trees owned by the Council, including adopted road or street verges, is dealt with above.

Very often the land adjacent to roads is not in fact owned by the Council but the adjoining landowner, who has the responsibility for the safety of trees on their own land. The Council's Roads Department has the power under the Roads (Scotland) Act to issue a Section 91 notice instructing the owner to make safe a tree which is deemed to pose a significant hazard to road users. The Council's Roads Inspectors are responsible for carrying out inspections along the Road network and the Tree Inspectors may be called upon to give specific specialist advice regarding tree health / condition if required.

6.3 Roads - Sight line obstruction

The Council will undertake work to a tree in its ownership to maintain clear sight lines (where reasonably feasible) at junctions and access points (associated with a street, road or highway).

Standards for visibility vary according to the class of the road and the speed limit in force. The Council will undertake work to a tree in its ownership to maintain clear sight lines (where reasonably feasible) at junctions and access points (associated with a street or road).

If a privately owned tree is causing an obstruction to the visibility at a road junction (sight line), powers exist under the Roads (Scotland) Act to make the owner of the tree remove the obstruction through the issuing of a Section 91 Notice by a Roads & Transportation Officer.

6.4 Trip Hazards

The Council will undertake measures to make safe an unacceptable trip hazard in streets, roads or the public highway caused by the growth of a council owned tree.

In response to a reported tree trip hazard on a public pavement, a joint inspection will be carried out between a Tree Inspector and Roads Officer to assess potential solutions. There are a number of ways the Council can repair a pavement damaged by tree roots. The pavement surface can be 'built-up', or isolated roots can be pruned (if these do not affect the stability of the tree) and the pavement surface repaired. In some circumstances it may be appropriate to consider the installation of a root barrier or more flexible pavement surfacing, which can prevent problems re-occurring. Removal of the tree is usually the last resort (accepting that in some circumstances where the tree is low value or can be replaced, removal may be the most appropriate solution).

If a privately owned tree is causing damage to the pavement leading to a trip-hazard, powers exist under the Roads (Scotland) Act for Roads & Transportation Officers to make the owner remove the obstruction if necessary. The order would be served by a Roads and Transportation Officer.

6.5 Trees obstructing an adopted road

The Council will undertake measures to make safe any unacceptable obstruction to passage along roads or pavements caused by the growth of a council owned trees, maintaining a height clearance of 5.5m over roads and 2.5m above pavements, where feasible.

Sections of road or pavement which are obstructed by council owned trees and require cutting back of branches / crown raising will be identified and work programmed. Where possible, complete sections of a road will be dealt with at the same time as scheduled tree safety works.

If privately owned trees are causing the obstruction, the Council has the power under the Roads (Scotland) Act to order a landowner to carry out such clearance. This order would be served by a Roads and Transportation Officer.

6.6 Street light – obstruction by tree

The Council will undertake work to a tree in its ownership to ensure that it does not unduly obstruct the streetlight zone of illumination.

The Council will prune branches if they affect the zone of illumination. When the Council puts in new street lighting or wishes to move a lighting column, consideration is made of

the impact on existing trees. Similarly, when new trees are being planted, these are to be placed so they do not cause problems to existing streetlights.

If a privately owned tree is causing an obstruction to a street light, powers exist under the Roads (Scotland) Act to make them remove the obstruction. This order would be served by a Roads and Transportation Officer.

6.7 Traffic signals or road signs – obstruction by a tree

The Council will undertake work to a tree in its ownership to ensure that trees do not unduly obstruct traffic signals or street signs.

As per Street Lights above.

7 Tree Enquiries or Requests for Service

7.1 Timescales

The Council aims to respond to enquiries or requests for service within the timescales given below:-

| Type of Report or Enquiry | Confirmation | Initial Response |
|----------------------------------|---------------------|-------------------------|
| Emergency | | ASAP within 24 hours |
| Tree safety – non emergency | 5 working days | 2 weeks |
| Other enquiries | 5 working days | 4 weeks |
| Damage claims | 5 working days | 2 weeks |

The Council is endeavouring to adopt a proactive approach to tree management. Work planned in advance can be implemented more efficiently so, as far as possible, it is the intention to generate work programmes from the results of systematic survey work and routine inspection programmes. The Council receives many enquiries relating to trees, many of which are legitimate, and which require an inspection to be made.

Once the Tree Inspector has gained further information and undertaken a site visit, if necessary, any work required will be prioritised according to the risk posed by the tree and / or other tree work planned in the locality.

From time to time damage may be caused to private property by trees. In the event that an owner considers that their property has been damaged by a Council tree (for example a fallen tree or branch) they should contact the Council as soon as possible. It is advisable that they contact their insurance provider for advice. In addition, if they wish to make a formal claim for damages or to formally notify the Council with concerns about future damage, it should be done in writing, supplying full details of the circumstances. (See contacts). Following an inspection, a report will be prepared by an officer within Parks and Woodland and passed to Risk and Insurance who will process the claim.

During, and after, severe weather events including gales or heavy snow when many trees are damaged, the target timescales are unlikely to be achieved.

8 Crime and Anti-social Behaviour

Where a Council owned tree or woodland is associated with criminal activity and/or anti-social behaviour, measures to alleviate the problem will be implemented on a site-by-site basis in consultation with the Police, communities and neighbourhood teams.

Occasionally, trees which are considered to be exacerbating crime and/or anti-social behaviour may be felled but, generally, only lower branches will be removed to allow sight lines through the trees so people cannot use them for cover. Where a tree is associated with criminal activity and/or anti-social behaviour, steps to reduce the problem will typically require the co-ordination of a number of agencies, including the police. Just pruning or felling a tree is not always the answer to the problem. Some research shows that areas with lots of trees actually help to make places safer. But neglected spaces with overgrown trees and untidy areas can encourage criminal activity and/or anti-social behaviour. The Council's own maintenance programme, sometimes supported by grant funded Woods In and Around Towns (WIAT) schemes, seek to improve these areas by making the local environment cleaner, greener and safer.

9 Reported Nuisance Caused By Trees

Non-Tree Safety Related Requests for Service

The Council is unable to undertake tree work where there is no safety issue; however, if justifiable as part of good tree management, the Council may undertake appropriate tree work to alleviate the situation.

The Council regularly receives enquiries or complaints from residents relating to trees owned by the Council, which are not safety issues. The Council needs to focus its resources on tree safety and the sustainable management of the tree and woodland population as a whole. It is therefore generally unable to carry out works to abate a perceived nuisance to a particular household, to the possible detriment to the wider community in terms of loss of overall amenity, or by reducing its capacity to undertake the more important tree safety works.

The most frequent subjects of these enquiries, and how the Council will respond, are given below. These have been compiled into a document which will be available on the Council's website and residents will be advised to check this prior to making an enquiry.

9.1 Tree Branches Overhanging Property

The Council is unable to deal with requests to remove overhanging branches unless this can be accommodated within a planned work programme e.g. woodland thinning, or the branches are actually touching and could cause damage to a building. However, it accepts the right of householders to remove overhanging branches, (subject to compliance with Tree Preservation Orders and/or Conservation area status). See Common Law Right in Appendix B. If the branches are anything other than small twigs householders are requested to inform the Council's Tree Inspectors who will advise on the standards of work and health and safety requirements. NB tree work should always be undertaken by fully insured and appropriately trained arborists.

9.2 Tree Branches Touching a Property

Where a tree, or its branch, is touching a property and may cause damage to a property, the tree will be pruned in such a manner to avoid repeat pruning within a 3 year period. In some circumstances it may be necessary to fell the tree.

9.3 Tree Roots and Drains

Tree roots typically invade drainage pipes which are already broken or damaged. Trees themselves rarely break or damage the pipe in the first place and roots found in a drain are usually symptomatic of an underlying problem requiring the repair of the broken pipe.

9.4 Tree "Too Big" or "Too Tall"

A tree is not dangerous just because it may be considered too big for its surroundings. Other problems would need to be identified for the Council to consider it to be dangerous. Generally, a site inspection will not be required.

9.5 Leaves

The Council does not carry out a public leaf collection service. Although complaints are sometimes received about the problems caused by leaves falling from trees, the loss of leaves from trees in the autumn is part of the natural cycle and cannot be avoided by pruning. The maintenance of rhones and/or gutters is the responsibility of the landowner and the Council is not obliged to remove leaves that may have fallen from Council owned trees. Where rhones/gutters are regularly blocked by fallen leaves, gutter guards may be fitted to provide a low maintenance solution. For roads, streets and parks, the Council

carries out a leaf collection in the autumn to clear fallen leaves from some paths which may become slippery, or areas where the grass may be damaged e.g. sports pitches. This is carried out by the Street Cleansing Section and collected leaves are usually sent for composting.

9.6 Light / Obstructing a view

In law there is no general “right to light”, and there is no right to light or a view in connection with open land, such as a garden. Owners can exercise their Common Law right to remove (abate) the nuisance associated with encroaching trees Appendix B - Common Law Right.

9.7 Bird droppings

Bird droppings may be a nuisance, but the problem is not considered a sufficient reason to prune or remove a tree. Nesting birds are protected under the Wildlife and Countryside Act 1981 (and other related wildlife law). Warm soapy water will usually be sufficient to remove the bird droppings.

9.8 Wild animal / insect pest

Bees, some animals, and many birds, are protected species and advice should be taken before considering their removal. Advice on dealing with animal pests such as wasps, flies, midges or wild animals can be obtained from the Council’s website or by calling Customer Services Tel 01506 280000.

9.9 Fruit / berries / nuts

Fruit trees such as apple, cherry and pear have the double benefit of spring blossom and autumn fruit. This makes fruit trees good for wildlife and a source of free food. There are some locations where fruit trees are less desirable, for example where soft fruit would make the pavement slippery or where anti-social behaviour could encourage fruit being thrown at houses or cars. When considering what tree to plant the Council takes account of the likelihood of such problems. Equally, where fruit trees are established but there is a significant anti-social behaviour problem the Council will consider phased removal and replacement. Where fallen fruit is leading to significant anti-social behaviour problems the council will consider measures to reduce the problem, including whether a phased removal and replacement with alternative species is reasonable.

9.10 Sap / Honeydew

Honeydew is caused by greenfly (aphids) feeding on the tree, which excrete a sugary sap. Often the honeydew is colonised by a mould, which causes it to go black. Unfortunately, there is little that can be done to remove the aphid which causes the problem and pruning

the tree may only offer temporary relief. Any re-growth is often more likely to be colonised by greenfly thereby potentially increasing the problem. Some trees, such as limes, are more prone to attack by greenfly and, in some years, greenfly are more common, especially following a mild winter. Honeydew is a natural and seasonal problem. Where new trees are planted we try to choose trees that are less likely to cause this problem. Where honeydew affects cars, warm soapy water will remove the substance, particularly if you wash the car as soon as possible.

9.11 Pollen

Whilst some kinds of tree pollen are known to bring on in sufferers the symptoms of hay fever, this is not considered justification for either the pruning of Council trees, or their removal.

9.12 Telephone wires

It is the telephone service providers' responsibility to maintain your service. Several options are available to the utility company that do not require pruning of a tree to maintain your service. Often pruning is a temporary solution and the problem may re-occur when branches grow back. For example the cable can be sheathed at points of high friction; the line can also be redirected through the tree canopy.

9.13 TV / Satellite Reception

It may be that a satellite or TV provider will be able to suggest an alternative solution to the problem, for example relocating the aerial/dish or means to boost the signal.

All enquiries received relating to nuisance trees will be assessed in accordance with the criteria set out in Appendix D.

Although there is not a formal appeals process for decisions by officers on work to nuisance trees, the customer may request a second opinion from an alternative officer from the Council.

10 References

Common sense risk management of trees – landowner summary of guidance on trees and public safety in the UK for estates and landholdings. National Tree Safety Group 2011
<http://www.forestry.gov.uk/safetreemanagement>

Management of the risk from falling trees, HSE advisory SIM 01/2007/05
http://www.hse.gov.uk/foi/internalops/sims/ag_food/010705.htm

Principles of Tree Hazards Assessment and Management, David Lonsdale, DETR, 1999

Research for Amenity Trees no 9. Trees in Towns II – A new survey of urban trees in England and their condition and management Executive Summary by Chris Britt and Mark Johnston 2008

http://committeeadmin.lancaster.gov.uk/documents/s21579/Appx2_TreesInTowns.pdf

Trees in the City – Trees and Woodlands Action Plan City of Edinburgh Council, January 2014

Tree Risk Management Plan for Council Owned Trees Rushmoor Borough Council, January 2011

Tree Management Guidelines – Frequently Asked Questions Leeds City Council

UK Forest Standard 3rd Edition. Forestry Commission 2011 -
<http://www.forestry.gov.uk/ukfs>

Including UKFS Guideline Series:-

- Forests and Biodiversity
- Forests and Climate Change
- Forests and Historic Environment
- Forests and Landscape
- Forests and People
- Forests and Soil
- Forests and Water

UK Woodland Assurance Scheme <http://ukwas.org.uk/wp-content/uploads/2012/05/UKWAS-Third-Edition-version-3.1-20122.pdf>

Arboricultural Association - Help and Advice Section <http://www.trees.org.uk/Help-and-Advice>

Legal framework regarding nature and protected species. Summary on SNH website.
<http://www.snh.gov.uk/protecting-scotlands-nature/protected-species/legal-framework/>

Code of Practice on Deer Management SNH <http://www.snh.gov.uk/docs/B949709.pdf>

APPENDIX D

Assessment criteria for nuisance trees

Tree Enquiries

Assessment of Nuisance Trees

Section A should be completed accordingly for each individual assessment.

Thereafter, Section B must be completed for every assessment providing comments that outline the action to be taken; or alternatively provide comments explaining why no action is required.

When the assessment is completed Section C must be completed and the assessment filed in the appropriate fileplan.

Section A

1. Is the tree causing a safety concern? Yes [] No []

Yes – Follow the tree safety policy – *the tree has to be managed
In accordance with the Tree Management & Safety Policy*

No - Go to question 2

2. Is the tree owned by West Lothian Council? Yes [] No []

No – Inform the Landowner, respond to the customer and
update CONFIRM

Yes – Complete questions 3 to 7

3. Is the tree species suitable for its location? Yes [] No []

Yes – No action required

No – Appropriate action required

4. Is the tree located too close to a property? Yes [] No []

No – No action required

Yes – Appropriate action required

5. Is the tree in a healthy condition? Yes [] No []

Yes – No action required

No – Appropriate action required

6. Is the tree causing or likely to cause structural damage? Yes [] No []

No – No action required

Yes – Appropriate action required

7. Is the tree causing nuisance?

| | | |
|---------------------|---------|--------|
| ❖ Light | Yes [] | No [] |
| ❖ Leaves | Yes [] | No [] |
| ❖ Satellite signal | Yes [] | No [] |
| ❖ Obstructing views | Yes [] | No [] |
| ❖ Bird droppings | Yes [] | No [] |
| ❖ Fruit/berries | Yes [] | No [] |
| ❖ Wild Animals | Yes [] | No [] |
| ❖ Sap/honey dew | Yes [] | No [] |
| ❖ Pollen | Yes [] | No [] |
| ❖ Telephone wires | Yes [] | No [] |

Section B

Comments:

| |
|--|
| |
|--|

Section C

Name _____ Title _____

Signature _____ Date/time of assessment _____



West Lothian
Council

ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

OPERATIONAL SERVICES MANAGEMENT PLAN 2017 / 18

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

To advise the panel of the purpose, scope and content of the Operational Services Management Plan for 2017 / 2018.

B. RECOMMENDATION

Members of the panel are asked to note the contents of the report and approve the content of the Operational Services Management Plan for 2017 / 2018.

C. SUMMARY OF IMPLICATIONS

| | |
|---|--|
| I Council Values | Being honest, open and accountable. Focusing on our customers' needs Making best use of our resources Working in partnership |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | Actions will be screened as they are progressed to determine the need for environment, equality, health or risk assessments. |
| III Implications for Scheme of Delegations to Officers | None |
| IV Impact on performance and performance Indicators | Successful delivery of the plan will ensure good performance against a number of performance indicators detailed in the Management Plan |
| V Relevance to Single Outcome Agreement | The Management Plan highlights the key activities and performance of Operational Services which directly impacts on the Single Outcome Agreement. Performance, activities and actions overseen by the panel contribute to the delivery of the Single Outcome Agreement. |
| VI Resources - (Financial, Staffing and Property) | The Management Plan sets out the financial and staff resources required to deliver the service in |

| | |
|----------------------------------|--|
| | 2017/18. |
| | Identifies the initiatives that are planned for 2017/18, to create efficiencies and quality improvements in service delivery |
| VII Consideration at PDSP | The plan will also be submitted to the Development and Transport PDSP on the 5th June in relation to Public Transport and Roads & Transportation issues. |
| VIII Other consultations | The Management Plan has been approved by the Executive Management team for submission to the PDSP, in March 2017. |
| D. TERMS OF REPORT | |

In accordance with Council procedures and the corporate guidance issued, Operational Services has drawn up a Management Plan for the forthcoming financial year.

The Operational Services Management Plan is fundamental to the delivery of its services. The plan takes into consideration the medium term financial strategy of the council, developed under Delivering Better Outcomes and the available resources for 2017/18.

The Management Plan also takes into full consideration the council priorities identified in the Corporate Plan 2013 to 2017.

As a front line service provider, Operational Services plays a key role in achieving the council's Corporate Plan priorities, and in particular the priority of 'Protecting the built and natural environment'.

The Management Plan defines the activities, priorities and actions that Operational Services intends to deliver in the forthcoming year as well as the performance measure we will use to monitor our success. Actions planned for 2017/18 include:

- Relocation of all services to a new shared service centre
- Procurement of a new integrated Fleet Management System to reduce administrative burdens and streamline processes
- Implementation of a new purchase card system in primary schools
- Improvements and upgrades to Open Space in West Lothian
- Review of additional support needs transport policy
- Development and support for the construction of a transfer station/sorting facility
- Review of the process for delivery of winter service to existing primary carriageway routes

The plan also provides a summary of the work undertaken and the achievements of the services in the preceding year, which include:

- Winning a Celebrating Success award for *Delivering A Sustainable Waste & Recycling Service*
- Reaching the APSE Service award finals for two 'Team of the Year' categories – *Building Cleaning and Facilities Management Service* and *Parks, Grounds and Horticultural Service*
- 14% increase in school meal uptake, assisting Education Services in improving attainment and supporting the anti-poverty strategy
- Online payments for school meals implemented to manage income for meals and provide operational and management information
- Funding from Transport Scotland utilised to further increase electric vehicles in fleet meeting the council's carbon reduction commitments.
- Introduction of a Corporate Fleet-use policy to maintain the council's fleet compliance and ensuring that the fleet is used efficiently and effectively
- Opening a new £1.8m Cemetery at Almondell, increasing burial capacity across West Lothian to 70 years and improved the environment of our cemeteries in appearance and safety by implementation of cemetery management rules.
- Delivered the council's Open Space Strategy
- Revising the household waste collection service – including food waste collections, roll out of slim bins and a revision of waste beats. This has resulted in a reduction of the waste being sent to landfill of 20% and an increase in recycling.
- Implementing updated Waste Service Standards; approved and operational in line with Household Recycling charter
- Maintaining West Lothian's roads asset infrastructure resulting in being ranked fourth overall in Scotland.
- Installation of 7,772 LED units within street lighting over the last two years supporting the council's carbon reduction commitments

E. CONCLUSION

The Operational Services Management Plan for 2017/18 clearly sets out the framework for service delivery, by all the services under the responsibility of the Head of Operational Services and the remit of the Environment PDSP, for the financial year 2017/18.

Its delivery will contribute to the aims of the Council and enable the Council to meet its obligations.

F. BACKGROUND REFERENCES

West Lothian Council Management Plan Guide 2017 -18

Appendices/Attachments: One.

- 1 Operational Services Management Plan 2017 / 2018

Contact Person: Jim Jack, Head of Operational Services, Whitehill House, Whitehill Industrial Estate, Bathgate

Jim Jack

Head of Operational Services

jim.jack@westlothian.gov.uk

5th April 2017



Delivering Better Outcomes Operational Services Management Plan 2017/18

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1 Overview

1.1 Introduction

Welcome to the Operational Service Management Plan 2017/18

Operational Services plays a key role in the delivery of many of the council's front line services and ensures that it, and its partners, continues to modernise and provide high quality services which make a significant contribution to its communities and its targeted outcomes.

Significant Achievements in 2016/17

The seven service units that make up Operational Services share a common goal in utilising their resources to deliver the best possible outcome for communities.

2016/17 was another successful year for Operational Services.

Some of the key achievements across the service are set out below, the remainder are mentioned in the service specific sections of the plan.

Facilities Management

- 14% increase in school meal uptake, assisting Education Services in improving attainment and supporting the anti-poverty strategy.
- Online payments for school meals implemented to improve customer payment options, reduce administration costs, better manage income, provide operational and management information and reduce food waste.
- The building cleaning team reached the National Finals of the Association of Public Sector Excellence recognising their efforts to deliver an efficient and affordable service.

Fleet and Community Transport

- Funding from Transport Scotland utilised to further increase electric vehicles in fleet meeting the council's carbon reduction commitments, continuing the council's strong record of achievement in carbon reduction and reduced CO2 emissions.
- Introduced a Corporate Fleet-use policy to maintain the council's fleet compliance and ensuring that the fleet is used efficiently and effectively

Inprint

- Delivered the council's print requirement more efficiently

- Continuing to explore opportunities to capture print to mail jobs throughout the Council; print to mail work can be automated using equipment available in Inprint

NETs, Land & Countryside Services

- Opened a new £1.8m Cemetery at Almondell, increasing burial capacity across West Lothian to 70 years and improved the environment of our cemeteries in appearance and safety by implementation of cemetery management rules.
- Delivered the council's Open Space Strategy improving the standard of public parks and the facilities within them for active health, recreational use and environmental management.
- The team's success was recognised when they reached the national finals of the Association of Public Sector Excellence.

Public Transport Services

- Implemented an affordable passenger transport strategy
- Carried out a programme of planned service inspections to ensure that contractors are meeting the conditions of their contract and remaining compliant with the new strategy

Recycling & Waste Services

- Revised the household waste collection service – including food waste collections, roll out of slim bins and a revision of waste beats. This has resulted in a reduction of the waste being sent to landfill of 20% and an increase in recycling.
- Implemented updated Waste Service Standards; approved and operational in line with Household Recycling charter

Roads and Transportation Services

- Maintained West Lothian's roads asset infrastructure resulting in being ranked fourth overall in Scotland.
- Installation of 7,772 LED units within street lighting over the last two years supporting the council's carbon reduction commitments

Key Priorities and Actions for 2017/18

2017/18 will be an exciting time for the Operational Services with the planned move to a new shared service centre where all services will be located in the same building. This represents a significant investment in centralising services and improving facilities for our staff and customers. It will also deliver a range of operational efficiencies.

Strong performance and innovation will continue to be prioritised to secure continuous improvement. Key priorities and actions across each unit in 2017/18 are set out below:

Facilities Management

- Implement new purchase card system in primary schools and remove paper based reconciliation system
- Introduce stand by service to cover out of hours calls for Education buildings

Fleet and Community Transport

- Seek DVSA approval for new ATF (Authorised test facility) at new depot
- Identify and procure integrated Fleet Management System to reduce administrative burdens and streamline processes

Inprint

- Continue to explore opportunities to capture print to mail jobs throughout the Council; print to mail work can be automated using equipment available in Inprint. Carried forward from 2016/17 due to corporate review of service provision

NETs, Land & Countryside Services

- Improve and upgrade Open Space in West Lothian; investment of capital and external funds into the improvement of play areas, open space and sports pitch drainage
- Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces

Public Transport Services

- Work with Social Policy and other services requiring passenger transport to concentrate service management in Public Transport
- Additional support needs policy to be reviewed and updated

Recycling & Waste Services

- Carry out targeted engagement work regarding recycling
- Development and support for the construction of a transfer station/sorting facility, to provide a new transfer station for the waste which is collected. This will increase the recycling opportunities and divert waste from landfill

Roads and Transportation Services

- Linlithgow and Whitburn Flood Protection Studies - investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk.
- Further tranche of LED street lighting
- Review the process for delivery of winter service to existing primary carriageway routes

Staff Communication and Engagement

The contribution of staff will continue to be the key factor in the achievements of the service and in meeting the challenging times ahead.

Staff communication and engagement remains a priority and the work of each service unit's staff focus group will help inform our plans to improve staff engagement over the next year.

The service's ability to maintain strong performance in a period of change will be underpinned by service unit performance indicators and their regular review by management teams.

Staff development will be managed through the annual development review meetings between staff and their line manager. This will in turn inform service unit training plans.



Jim Jack
Head of Service
Operational Services

1.2 Context

The purpose of this plan is to set out the activities, objectives and initiatives for Operational Services for the forthcoming financial year, 2017/18. The plan will also provide a review of service performance for 2016/17. The Management Plan will be the basis against which the service will drive performance, report and be judged through the council's corporate performance management system.

1.2.1 West Lothian Council Values

West Lothian Council has created its own set of unique values which Operational Services adheres to and conducts all its operations by, these are:

- Focusing on our customers' needs
- Being open, honest and accountable
- Providing equality of opportunities
- Developing employees
- Making best use of our resources
- Working in partnership

The Council Mission Statement:

"Striving for Excellence working with and for our Communities"

Operational Services consider every person who lives in, works in, is educated in, visits and travels through West Lothian as a customer

1.2.2 Performance Management

The service measures and monitors its performance against their main activities, which feed into the overall objectives of the council, through the council's performance management system – Covalent. The service has a published suite of performance indicators which are reported to the public through the council's website. Performance is measured on a monthly, quarterly and annual basis and reported through the relevant Policy Development and Scrutiny Panel (PDSP). As a service we hold an annual Performance Review Day to assess our performance measures for reliability and relevance.

1.2.3 Governance & Risk Board

In order to minimise the impact of risk, risk management is embedded within our service planning and day-to-day management processes. This includes monitoring and recording the key risks to our service objectives within the council's corporate

Risk Register as well as agreeing actions which will help minimise the impact or alleviate these risks.

Our services have each developed a Business Continuity Plan which is reviewed and updated regularly to ensure it remains relevant and effective. Operational Services are also fully represented on the council's Risk Management Board.

1.2.4 Corporate Plan 2013/17

Through its 'Delivering Better Outcomes' consultation the council developed the new Corporate Plan 2013/17 which reflects the views, needs and aspirations of the West Lothian community. The Corporate Plan identifies eight priorities that we believe to be the most critical factors to positive change.

More information about how our service activities directly impact on the council's priorities can be found in section 1.4.

1.2.5 Customer Consultation and Participation

Operational Services have a direct day-to-day impact on those who live, visit, work and do business within West Lothian. How we manage and deliver our services has a significant influence on residents' overall perception of West Lothian Council.

As a result, effective customer consultation and engagement is a fundamental requirement for our services. It allows us to build stronger, more responsive and focused services which consider the needs and expectations of our customers. We have therefore developed a robust approach to customer consultation, engagement and participation. This is used to review, re-design and, in some cases, help deliver our services.

We vary the way that we engage and encourage participation depending on the targeted customer group. The methods of consultation and engagement used differ for each group and may require additional skills from those already within the service.

Operational Services' customer groups have been identified through practical experience, staff feedback, working internally with other services and local authorities and engaging with the public, communities and businesses across West Lothian. This knowledge and understanding of customers' needs and preferences is used to help improve our services and make them more accessible.

1.3 Partnership Working

1.3 Partnership Working

In these demanding times it is increasingly important that the council make the most effective use of partnerships and the resources effective partnership working can bring to improving service delivery. Partnership working is a key asset to the council if we are to continue to provide the greatest positive impact upon the people, families and communities living within West Lothian.

The council and the West Lothian Community Planning Partnership have identified a set of local priority outcomes called the Single Outcome Agreement (SOA). We work collaboratively with other public services and the voluntary sector to meet the challenging national priorities.

The SOA provides the council and our partners with a shared set of priorities that must be driven down through every level of the planning framework. This link between strategic priorities and planning is referred to as a 'golden thread' and it ensures that there is a strong focus on the achievement of outcomes at every level of the council.

Operational Services provide a significant contribution, either directly or indirectly, to the success and outcome of the major priorities. The service has a number of key activities and performance measure which are part of the SOA priorities:

- Number of people killed or seriously injured in road accidents
- Percentage of primary school pupils accessing free school meals
- Percentage of secondary school pupils accessing free school meals
- Street Cleanliness Index
- Percentage of household waste recycled
- Percentage of municipal solid waste recycled
- Percentage of material prepared for reuse
- Percentage residents with access to an hourly or more frequent bus service

West Lothian Community Safety Unit (CSU) was formed in April 2010 bringing together partners from Police Scotland, West Lothian Council and Scottish Fire and Rescue Service.

The partnership works towards the 'PIER' concept – Prevention, Information, Enforcement and Rehabilitation - and forms the backbone of the joint working by all partners when tackling Community Safety. Officers from our Roads and Transportation service work with the other partners as part of the Community Safety

Partnership to help deliver key objectives relating to road safety and protecting road users and pedestrians throughout West Lothian.

Services within Operational Services have developed a number of key strategic partnerships with a variety of partners, groups and organisations to help provide better services, use resources more efficiently and to share information for the benefit of our customers and local communities.

For example, Operational Services operate a joint venture with Tarmac (West Lothian Recycling) to recycle road construction materials and green waste reducing landfill waste and providing a product which can be re-used.

| Key Partners for Operational Services | | | | | | | |
|--|-----------------------|-------------------|-------------------|--------------------------|------------------|------------------------|-------------------|
| | Facilities Management | Fleet & Community | Inprint & Support | NETs, Land & Countryside | Public Transport | Roads & Transportation | Recycling & Waste |
| Driver & Vehicle Standards Agency | | ✓ | | | ✓ | | |
| HCL | | | | | ✓ | | |
| Keep Scotland Beautiful | | | | ✓ | | | |
| NHS Lothian | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Public Utility Companies | | | | ✓ | | ✓ | |
| Police Scotland | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Scottish Environment Protection Agency | | | | ✓ | | ✓ | ✓ |
| Scottish Fire & Rescue Service | ✓ | | | | | ✓ | ✓ |
| Scottish Forestry Commission | | | | ✓ | | | |
| Scottish National Heritage | | | | ✓ | | | |
| SEStran | | | | | ✓ | ✓ | |
| Transport Scotland | | ✓ | | | ✓ | ✓ | |
| West Lothian Leisure | ✓ | | | ✓ | | | |
| West Lothian Recycling | | | | ✓ | | ✓ | ✓ |
| Zero Waste Scotland | | | | ✓ | | | ✓ |

Figure 1: Operational Services key partners

1.4 Outcomes, Priorities and Activities

The council has set eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 2 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

| Council Priorities | Management Facilities | Community Fleet & Support | NETs, Land & Countryside | Public Transport | Roads & Transportation | Recycling & Waste |
|--|-----------------------|---------------------------|--------------------------|------------------|------------------------|-------------------|
| 1. Delivering positive outcomes and early intervention for early years | ✓ | ✓ | | ✓ | | |
| 2. Improving the employment position in West Lothian | | ✓ | | ✓ | ✓ | |
| 3. Improving attainment and positive destinations for school children | ✓ | ✓ | | ✓ | | |
| 4. Improving the quality of life for older people | | ✓ | ✓ | ✓ | | |
| 5. Minimising poverty, the cycle of deprivation and promoting equality | ✓ | | | ✓ | | |
| 6. Reducing crime and improving community safety | | ✓ | ✓ | | ✓ | |
| 7. Delivering positive outcomes on health | ✓ | | ✓ | | | |
| 8. Protecting the built and natural environment | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Enablers | | | | | | |
| Financial planning | | ✓ | | | | |
| Corporate governance and risk | | | ✓ | | | |
| Modernisation and improvement | | | ✓ | ✓ | | ✓ |

Figure 2: Council priorities and Operational Services activity

1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (four years). Including what we will do, with our partner services and agencies, to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

| Corporate Strategy | Strategy Outcomes | Start | End | Review Date |
|---|--|-------|------|--|
| Local Transport Strategy <i>(Part of West Lothian Development Plan)</i> | <ul style="list-style-type: none"> Strategic long term transportation issues contained within West Lothian Development Plan Strategy for long term maintenance of our road, structures, lighting and water related assets covered by Roads Asset Management Plan | 2012 | 2016 | LDP is currently with Scottish Government Reporters for approval later this year |
| Public Transport Strategy | <ul style="list-style-type: none"> Policy development to define the council's strategy for supporting passenger transport schemes Identify and plan the future needs and requirements of passenger transport throughout West Lothian | 2013 | 2023 | Annually |
| Open Space Strategy | <ul style="list-style-type: none"> Identifies and plans the future needs of Open Space across West Lothian ensuring that needs are prioritised in a hierarchy that is linked to the Local Plan and Corporate Asset Management Plan. | 2015 | 2020 | July 2019 |

Figure 3: Corporate Strategies

2 Operational Services - Service Structure

The service is part of the Corporate, Operational and Housing Services directorate and the management structure is outlined in figure 3 below:

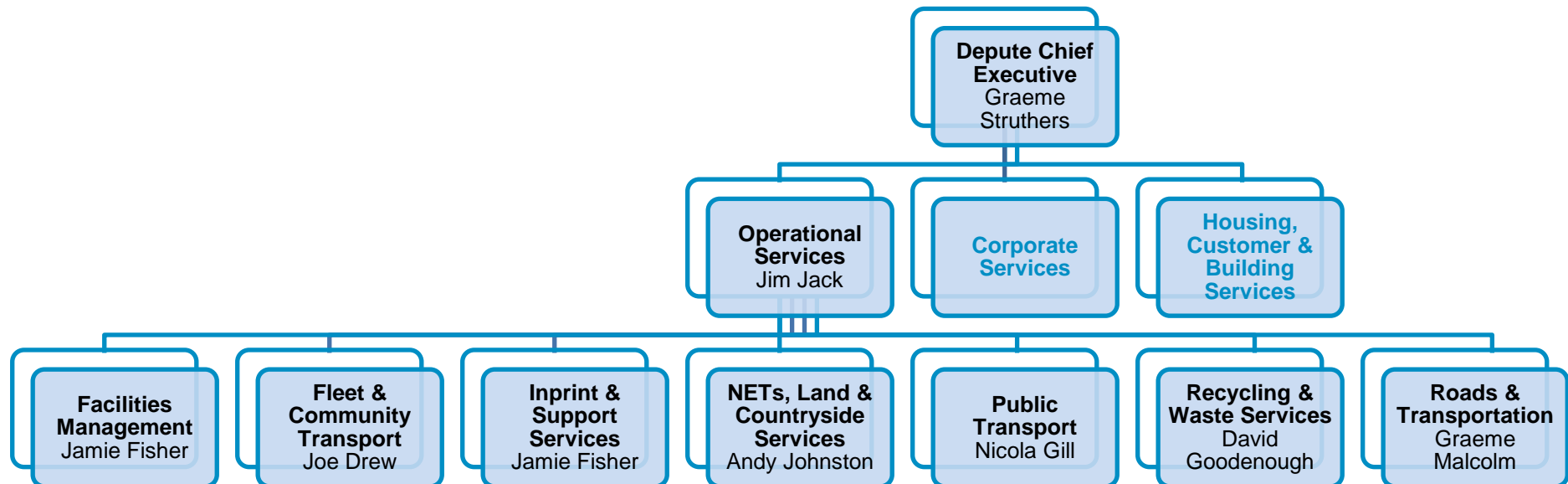


Figure 4: Service Structure

3 Service Activity

3.1 Facilities Management

| | |
|------------------------|---------------------------|
| Manager: | Jamie Fisher |
| Number of Staff (FTE): | 516.6 |
| Location: | Whitehill House, Bathgate |

Purpose

Facilities Management provides a catering, cleaning, crossing patrol guides and janitorial services throughout the authority. The service provided in schools assists Education Services in improving attainment and supports the anti-poverty strategy.

Activities

The service's main activities are:

- The service cleans 169 buildings throughout the Council covering 309,806 square metres of floor space. These include 88 secondary, primary, nursery and special schools plus partnership buildings, council offices, community centres and libraries
- The service anticipates serving around 2.49 million meals in 2017/2018
- There are 84 school crossing patrol points maintained throughout the area ensuring children and parents are provided with a safer route to school
- The Facilities Management Assistants provide a security, maintenance and janitorial service to 86 secondary, primary, nursery and special schools

Key Partners

The service's main partners include:

- Community Transport
- Education
- Property Services
- Suppliers

Customers

The service's main customers include:

- Education (pupils)
- Other Council Services
- Police Scotland
- Scottish Courts
- Improvement Service
- Staff
- Members of the Public

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|---|--|----------------------|---------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Primary School Pupils | Face to face survey carried out in partnership with Education Services to all primary school pupils in West Lothian on the school meal provision | Annual (Spring 2017) | Interim FM Manager | Poster sent to all Schools Reported through the Public Performance Indicator (FMS024_6a.7) |
| Secondary School Pupils | Web based and face to face survey carried out in partnership with Education Services Business Managers to all secondary school pupils in West Lothian on the school meal provision | Annual (Spring 2017) | Interim FM Manager | Poster sent to all Schools Reported through the Public Performance Indicator (FMS024_6a.7) |
| School Meal Users | Consultation taster sessions exercise carried out with pupils prior to new school menu being implemented | As required | Interim FM Manager | Feedback via revised school menu |
| Head Teachers/ Teachers and Support Staff | Online survey distributed to all Head Teachers in West Lothian (all schools) on the quality of service provided by cleaning and janitorial staff | Annual (Winter 2017) | Interim FM Manager | Feedback directly to Head Teachers from Service Manager Reported through the Public Performance Indicator (FMS021_6a.7) |
| Sandwich Service Users/Civic Centre Café users | Survey distributed to employees who use the sandwich service throughout the various council offices | Annual (Winter 2017) | Interim FM Manager | Feedback through FM Management Team to nominated users |
| Building Users | Survey distributed to Building responsible persons and user groups on the quality of service provided by the cleaning staff | Annual (Winter 2017) | Interim FM Manager | Feedback through responsible officers for each building |
| School Crossing Patrols | Face to face survey with pupils using the services of the school crossing guides. | Annual (Spring 2017) | Interim FM Manager | Feedback to FM Management Team to review |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|-----------------------------------|-------------|---------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | As required | Line Managers |
| All employees | Team meetings | As required | Line Managers |
| All employees | ADR | Annually | Line Managers |
| Employee sample | Employee survey | Annually | Interim FM Manager |
| Employee sample | Management Plan Launch | Annually | Interim FM Manager |
| FMA's / Cleaners | Team meetings | As required | Line Managers |
| Cook supervisors | Team meetings | 6 monthly | Interim FM Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |
| FM Locality Co-Ordinators | Extended Management Team meetings | Monthly | Interim FM Manager |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Schools Catering | To provide meal service to Primary, Secondary and Special Schools, as well as breakfast service to schools. | 7. Delivering positive outcomes on health | FMS005_9a.1a. Total cost per meal. (Target £2.15) | WLAM | 177.1 | 6,906,385 | (2,488,810) | 4,417,575 |
| | | | CP:FMS006_9b.1a. School meal uptake Primary schools. (Target 60 %) | PUBLIC | | | | |
| Cleaning | To provide a Cleaning Service in over 197 sites including Primary and Secondary Schools, Offices, Libraries etc. | Enabler Service - Financial Planning | FMS008_9a.1a. Cost per sq m cleaned (Target £13.90) | HIGH LEVEL | 204.2 | 4,759,727 | (503,919) | 4,255,808 |
| | | | FMS017_9b.1c Total square meters cleaned per labour hour (Target 210m2) | WLAM | | | | |
| Facilities Management | To provide an FM Service in all schools, nurseries and special schools. | Enabler Service - Financial Planning | FMS018_9a.2a The average cost of janitorial provision per FTE (Target £29,060) | WLAM | 106.8 | 2,666,747 | 0 | 2,666,747 |
| | | | FMS016_6b.5 Percentage of maintenance jobs completed by FM staff within 2 days of being reported (Target 95 %) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Street Crossing Patrols | To provide a Crossing Patrol Officer (CPO's) for all locations which meet guidelines | 8. Protecting the built and natural environment | FMS050_9a.1a Average Cost, per site, of providing the School Crossing Patrol service per annum (Target £5,289) | WLAM | 25.8 | 486,843 | 0 | 486,843 |
| | | | FMS049_9b Percentage of school crossing patrols locations staffed (Target 100%) | WLAM | | | | |
| Service Support | Provision of management and administrative support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 516.6 | 14,995,299 | (2,992,729) | 12,002,570 |

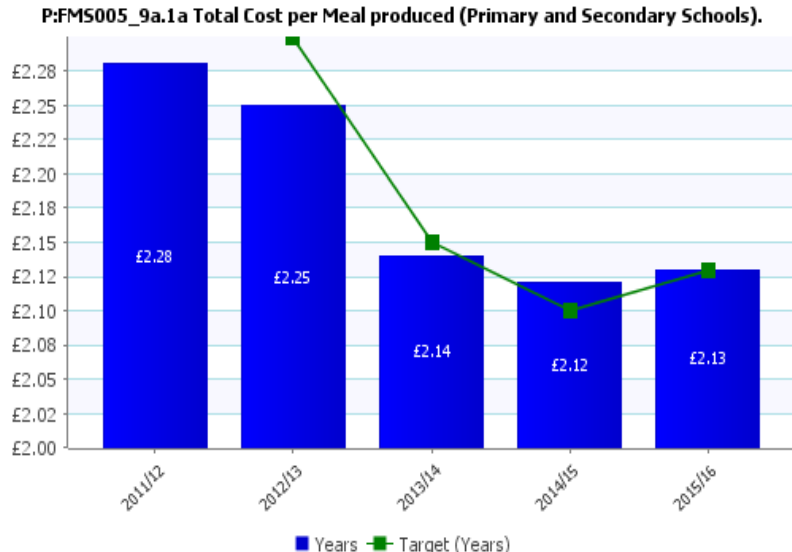
Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

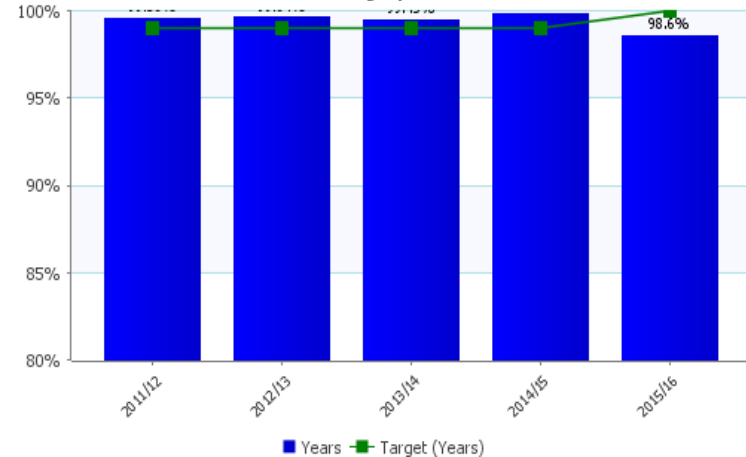
| Actions 2016/17 | | | | | | |
|-------------------|---|--|--------------------|----------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Service Structure | Implement remainder of structure | Structure implemented to enable service to move forward | Interim FM Manager | Jan 2016 | April 2016 | Complete |
| Online Payment | Implement online payments for school meals and utilise system to manage meal numbers and uptake | To have one robust system to manage income for meals and provide operational and management information. Provide centralised pricing control | Interim FM Manager | Jan 2016 | June 2016 | Complete |
| IT Accounts | Ensure all Cook Supervisors and Assistant Cooks in High Schools have corporate network accounts | This will enable more effective communication with staff, remove paper based records and returns | Interim FM Manager | Mar 2016 | June 2016 | Complete |

| Actions 2017/18 | | | | | | |
|-----------------------------|---|---|--------------------|----------|-----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Purchase Cards | Implement new purchase card system in Primary Schools | Online purchase card reconciliation and removal of paper based system | Interim FM Manager | Feb 2016 | Mar 2018 | Active |
| Civic Centre Cafe | Online payment for customers | Introduction of online payments solution for customers | Interim FM Manager | Apr 2017 | June 2017 | Active |
| Stand by service | Introduce stand by service to cover out of hours calls for Education buildings | Have stand by service available | Interim FM Manager | Apr 2017 | June 2017 | Active |
| School holiday meal service | Support Education Services with the initiative to provide activity and hot meals at pre-arranged dates and locations during school holidays | To ensure children have access to activities and hot meals during non-term time | Interim FM Manager | Apr 2017 | Mar 2018 | Active |

Performance

| | | | |
|---|--|---|----------------|
| Performance Indicator | Total Cost per Meal produced (Primary and Secondary Schools). | | P:FMS005_9a.1c |
| Description | This performance indicator measures the total cost of each school meal produced (primary and secondary) per annum. The figure includes all food and staff costs. | | |
| | The target is set based on previous year's performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. | | |
|  | | <p>Trend Chart Commentary:</p> <p>During 2015/2016 there were only 185 service days due to how the school term date sits within the financial year. Overall there was an increase of 16% in number of meals served from 2,152,638 to 2,499,866 this is largely due to this being the first full year where we have been delivering the meals with no charge to P1-3. Although productivity has increase staff costs have negated this with the application of living wage payments.</p> <p>In 2015/16 the cost has increased by 1p to £2.13 and there was an increase in meal numbers of 16%</p> <p>In 2014/15 the cost decreased by 1p to £2.12 and there was an increase in meal numbers of 7.1%</p> <p>In 2013/14 the cost decreased by 11p to £2.14 and there was an increase in meal numbers of 4.8%</p> <p>In 2012/13 the cost decreased by 3p from £2.28 in 2011/12 to £2.25 and there was an increase in meal numbers of 11%</p> <p>2015/16 target was set at £2.13 and 2016/17 target has been set at £2.15 to reflect increased wage costs and increase of meal numbers.</p> <p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p> | |

| Performance Indicator | School Meal Uptake in Primary Schools. | CP:FMS006_9b.1a | | | | | | | | | | | | |
|--|---|-----------------|------|------------|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|
| Description | This performance indicator measures the percentage of primary school pupils who are opting to take a school meal for their lunch. Figures are calculated using the total number of Primary School pupils (based on the school roll at 31st March), the total number of meals produced and number teaching days. | | | | | | | | | | | | | |
| | Please refer to SOA1307_18 to view the percentage uptake of free school meals P1-3 against school roll. The target is set based on previous year's performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. | | | | | | | | | | | | | |
| <div><div><div>CP:FMS006_9b.1a School Meal Uptake in Primary Schools.</div><table><thead><tr><th>Year</th><th>Uptake (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>40%</td></tr><tr><td>2012/13</td><td>40%</td></tr><tr><td>2013/14</td><td>41%</td></tr><tr><td>2014/15</td><td>45%</td></tr><tr><td>2015/16</td><td>58%</td></tr></tbody></table></div><div><div>Trend Chart Commentary:</div><div>In 2015/16 uptake has increased from 45% to 58%, this is the first full financial year where the meals free of charge have been provided to P1-3 children. In total 1,689,359 meals were served in primary schools.</div><div>In 2014/15 uptake increased from 41% in 2013/14 to 45%. This increase is due to the part year impact from January 2015 to March 2015 when the free P1-3 meals were introduced. In 2014/15 1,312,579 meals were served in Primary Schools.</div><div>The increase of 1% in uptake in 2013/14 was partially due to an additional 6 days of service due to how term time fitted into the financial year. In 2013/14 1,192,270 meals were served in Primary Schools.</div><div>Uptake remained consistent at 40% in 2012/13 and during this year 1,152,034 meals were served.</div><div>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</div></div></div> | | | Year | Uptake (%) | 2011/12 | 40% | 2012/13 | 40% | 2013/14 | 41% | 2014/15 | 45% | 2015/16 | 58% |
| Year | Uptake (%) | | | | | | | | | | | | | |
| 2011/12 | 40% | | | | | | | | | | | | | |
| 2012/13 | 40% | | | | | | | | | | | | | |
| 2013/14 | 41% | | | | | | | | | | | | | |
| 2014/15 | 45% | | | | | | | | | | | | | |
| 2015/16 | 58% | | | | | | | | | | | | | |

| Performance Indicator | Percentage of maintenance jobs completed by Janitorial Staff within 2 days of being reported. | FMS016_6b.5 | | | | | | | | | | | | |
|---|--|-------------|----------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|-------|---|
| Description | <p>The Facilities Management Janitorial staff carries out routine and minor maintenance work for customers within schools and they endeavour to do this within 48 hours of it being reported or requested. Where the work cannot be carried out by FM staff calls are logged with the Property Maintenance help desk.</p> <p>The target for this has been set at 100% as this is what we strive to deliver.</p> | | | | | | | | | | | | | |
| <p>FMS016_6b.5 Percentage of maintenance jobs completed by Janitorial Staff within 2 days of being reported.</p>  <table><tr><th>Year</th><th>Percentage (%)</th></tr><tr><td>2011/12</td><td>~99.5%</td></tr><tr><td>2012/13</td><td>~99.5%</td></tr><tr><td>2013/14</td><td>~99.5%</td></tr><tr><td>2014/15</td><td>~99.5%</td></tr><tr><td>2015/16</td><td>98.6%</td></tr></table> | | Year | Percentage (%) | 2011/12 | ~99.5% | 2012/13 | ~99.5% | 2013/14 | ~99.5% | 2014/15 | ~99.5% | 2015/16 | 98.6% | <p><u>Trend Chart Commentary:</u></p> <p>Performance remains high for this indicator. On average, Janitorial staff receive nearly 2000 requests each month for maintenance jobs. Where job requests cannot be delivered by janitorial staff requests are logged with Property Services. During the months of July and August there are a limited number of requests received, due to schools being closed for the majority of this time.</p> <p>2015/16 and 2016/17 targets are set at 100% as we aim to continue our performance.</p> <p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p> |
| Year | Percentage (%) | | | | | | | | | | | | | |
| 2011/12 | ~99.5% | | | | | | | | | | | | | |
| 2012/13 | ~99.5% | | | | | | | | | | | | | |
| 2013/14 | ~99.5% | | | | | | | | | | | | | |
| 2014/15 | ~99.5% | | | | | | | | | | | | | |
| 2015/16 | 98.6% | | | | | | | | | | | | | |

| | | |
|-----------------------|--|-------------|
| Performance Indicator | Percentage of customers in schools who rated the overall quality of service provided by Facilities Management Services as good or excellent. | FMS026_6a.7 |
| Description | <p>This performance indicator measures the percentage of customers who rated the overall quality of service as good or excellent. This survey was undertaken on a biennial basis however; with effect from 2015 the survey is now being issued to customers annually. The survey is issued to all Head Teachers in West Lothian Schools and they are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative numbers of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. The services provided to these customers cover catering, cleaning, janitorial and school crossing guides from October 2015.</p> <p>Targets have been set with a baseline year of 2015/16 actual survey results plus 2%. This approach has been applied to promote continuous improvement following implementation of new cleaning standards.</p> | |

FMS026_6a.7 Percentage of customers in schools who rated the overall quality of service provided by Facilities Management Services as good or excellent.

| Year | Actual (%) | Target (%) |
|---------|------------|------------|
| 2012/13 | 79% | - |
| 2014/15 | 82% | - |
| 2015/16 | 66.9% | 68.9% |
| 2016/17 | 61.76% | 63.76% |

Trend Chart Commentary:

Since the December 2015 survey a detailed analysis of responses into the four service areas of catering, cleaning, janitorial and school crossing patrols have been collated. This will provide greater analysis and comparison to be undertaken in future years results. The September 2016 survey shows a decrease of 5% from 66-61%.

Customer satisfaction in all areas has reduced with the exception of janitorial.

2012/13 to 2014/15 increased 3% from 79% to 82%.

2017/18 target has been set at 63.76% as a 2% increase from 2016/17 results.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18 (✓) | | | | | | | | | | | |
|--|----------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | | ✓ | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | As Required | | | | | | | | | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | ✓ | | | ✓ |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Ongoing | | | ✓ | | | | ✓ | | | | | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.2 Fleet & Community Transport

| | |
|------------------------|-------------------------|
| Manager: | Joe Drew |
| Number of Staff (FTE): | 83.7 |
| Location: | Deans Depot, Livingston |

Purpose

Fleet and Community Transport are responsible for the provision, management and maintenance of the council's fleet of approximately 1000 vehicles which includes commercial vehicles, buses, pool cars and items of plant equipment. With its own team of mechanics, the service undertakes all safety inspections as well as servicing, repairs and MOTs for the council's fleet and also members of the public. We operate a 24 hours service.

In addition, the service provides community transport to approximately 250 service users daily. These service users have varying needs and are transported to a number of locations throughout West Lothian on a daily basis.

The service also provides a school meals delivery service, delivering 20,000 meals weekly from 25 different production kitchens. We also deliver internal mail for the council.

Activities

The service's main activities are:

- Providing an effective and efficient vehicle maintenance service and fully operational MOT test station – Class IV, V, VII. In 2016/17 we also carried out 600 tests for members of the public.
- Managing the council's vehicle and plant portfolio
- Transporting Community Transport service users (250 daily) to various locations throughout West Lothian
- Delivering school meals from 25 production centres to schools and collect and deliver internal mail to all council buildings

Customers

The service's main customers include:

- Roads and Transportation Services
- Waste Management Services
- NETs, Land and Countryside Services

- Community Transport Service Users and Carers
- Inprint
- MOT Customers (internal and external)
- Housing, Customer and Building Services
- Social Policy
- Education Services
- Other council services

Key Partners

The service's main partners include:

- Scotland Excel
- Suppliers and sub contractors
- DVSA
- FTA

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-------------------------|-------------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Community Transport Customers | Online survey distributed to the customers of Community Transport (Social Policy) on an annual basis | Annually | Fleet & Community Transport Manager | Feedback report published to all users who complete the survey Reported through Public Performance Indicator (FTS043_6a.7) |
| Fleet Customers | Ongoing consultation exercise with Fleet Co-ordinators with each service to agree service provision, discuss issues, develop solutions to fleet related problems and agree future needs of each service | Quarterly | Fleet & Community Transport Manager | Agreed specification of service, maintenance schedules and future procurement of fleet |
| Fleet Users | Online survey distributed to a representative sample of council fleet users and customers to evaluate the quality of the service provided | Annually (January 2018) | Fleet & Community Transport Manager | Feedback report published to all users who complete the survey Reported through Indicator (FTS037_6a.37) |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|--------------|-------------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | As requested | Fleet & Community Transport Manager |
| All employees | Team meetings | Monthly | Fleet & Community Transport Manager |
| Employee sample | Employee survey | Annually | Fleet & Community Transport Manager |
| All employees | Management Plan Launch | Annually | Fleet & Community Transport Manager |
| All employees | ADR | Annually | Line Managers |
| Employee representatives | Works committee meetings | 8 weekly | Fleet & Community Transport Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|--------------------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Fleet Maintenance | Maintaining the council's fleet in accordance with legislative requirements. | Enabler Service - Financial Planning | FTS011_9a.1a Average annual maintenance cost per vehicle - All Cars (Pool) (Target £964.00) | WLAM | 26.5 | 1,543,254 | 0 | 1,543,254 |
| | | | FTS007_9b.1a Percentage of Heavy Goods vehicles passing their MOT (DOE) test first time. (Target 100%) | HIGH LEVEL | | | | |
| Fleet Management | Management of the council's fleet. | Enabler Service - Financial Planning | FTS006_9b.2a: Number of Vehicles Maintained Monthly as per schedule (Target 100 %) | WLAM | 3.3 | 4,296,747 | 0 | 4,296,747 |
| | | | FTS026_9a The Total cost of extension leases per annum (Target £163,079.00) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---------------------------------|---|--|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Green Travel Fleet | Management and maintenance of the council's green travel fleet. | Enabler Service - Financial Planning | FTS011_9a.1a Average annual maintenance cost of pool vehicles (Target £964) | WLAM | 2.0 | 924,529 | (208,425) | 716,104 |
| | | | FTS008_9b.1b Total Annual Business Mileage (Target 2,357,197) | WLAM | | | | |
| Transportation of service users | To transport clients to various locations throughout West Lothian and provide assistance where necessary. | 8. Deliver an integrated service that has positive outcomes on health | FTS001_9b.1a: Percentage of Community Transport bus runs which are completed as scheduled (Target 100%) | PUBLIC | 39.5 | 1,949,610 | (1,949,610) | 0 |
| | | | FTS013_9a.1a Average annual maintenance cost per vehicle - Medium Coaches 3.5 tonnes up to 6.5 tonnes (Target £2,814.00) | WLAM | | | | |
| Transportation meals | To deliver meals from 25 production centres to local units such as schools. | 7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner | FTS005_9a Total cost of school meal delivery (Target £225,716.18) | WLAM | 6.4 | 315,886 | (315,886) | 0 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | FTS004_9b.1a Percentage of School meals which are delivered to schools on a daily basis as scheduled (Target 100%) | HIGH LEVEL | | | | |
| Internal Mail Service | To collect and deliver mail to all Council buildings. | Enabler Service - Corporate Governance and Risk | FTS027_9a Total cost of providing Internal Mail Service (Target £201,914.00) | WLAM | 3.3 | 162,879 | (162,879) | 0 |
| | | | FTS049_9b Internal Mail - Number of missed mail drops (Target 0) | WLAM | | | | |
| Service Support | Provision of management and administrative support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 83.7 | 9,368,502 | (2,636,800) | 6,731,702 |

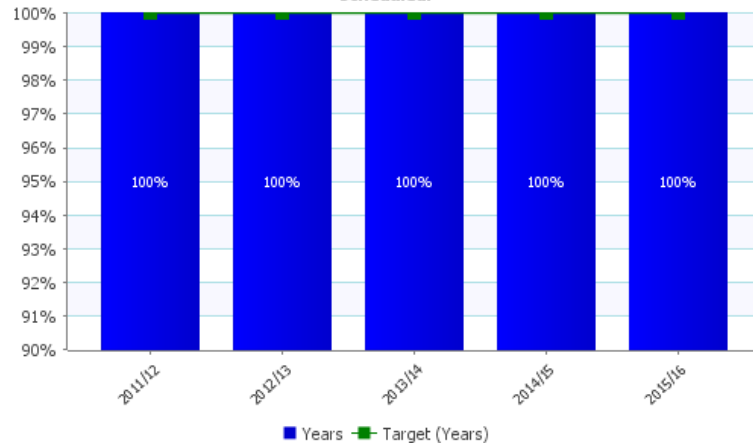
Actions

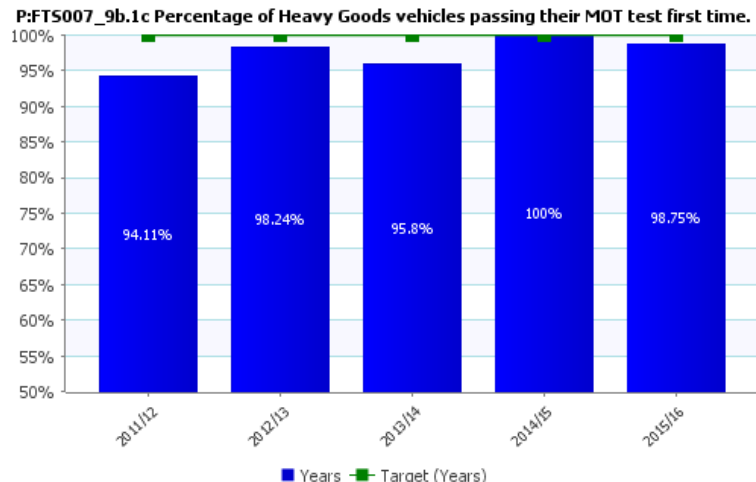
Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|---|---|---|-------------------------------------|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Adopt a Corporate Fleet-use policy | Policy to guide in the reduction of risks and more defined responsibilities for drivers | Improved understanding for employees and managers. Completed but still to be approved | Fleet & Community Transport Manager | April 2014 | November 2016 | Complete |
| Review Community Transport service provision | Improved service delivery | Formalisation of staff arrangements | Fleet & Community Transport Manager | January 2016 | May 2016 | Complete |
| Increase electric vehicles in fleet utilising funding from Transport Scotland | Six fully funded electric vehicles by Transport Scotland introduced March/April 2016 | Continue to monitor advances in vehicle technology and assess roll out | Fleet & Community Transport Manager | April 2016 | July 2016 | Complete |

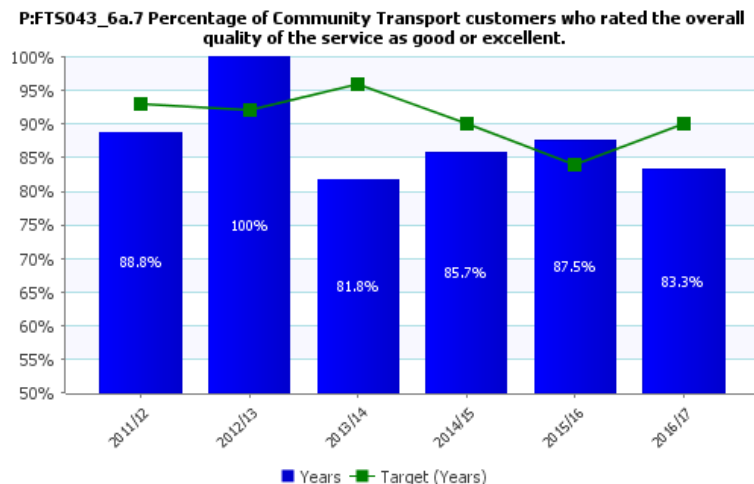
| Actions 2017/18 | | | | | | |
|--|--|--|-------------------------------------|--------------|-------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Secure DVSA approval for new ATF (Authorised test facility) at new depot | ATF to carry out HGV testing on our own premises | ATF approved | Fleet & Community Transport Manager | April 2015 | August 2017 | Active |
| Procure integrated Fleet Management System | Integration of assets, job creation and store management | Reduction in administrative burdens and streamlined processes | Fleet & Community Transport Manager | January 2016 | March 2018 | Active |
| Roll out Corporate Fleet-use policy | Roll out Corporate Fleet-use policy to guide in the reduction of risks and more defined responsibilities for drivers | Improved understanding for employees and managers. | Fleet & Community Transport Manager | January 2017 | June 2017 | Active |
| Utilise funding from Transport Scotland to further increase electric vehicles in fleet | Four fully funded electric vehicles by Transport Scotland introduced June 2017 | Reduction in council fuel bill which will lead to reduction in CO2 emissions | Fleet & Community Transport Manager | January 2017 | July 2017 | Active |
| Implement recommendations from Community Transport review | Implement recommendations from Community Transport review | Formalisation of staff arrangements | Fleet & Community Transport Manager | January 2017 | August 2017 | Active |

Performance

| Performance Indicator | Percentage of Community Transport bus runs which are completed as scheduled. | P:FTS001_9b.1c | | | | | | | | | | | | |
|--|--|----------------|------|------------|---------|------|---------|------|---------|------|---------|------|---------|------|
| Description | This performance indicator measures the percentage of Community Transport runs which are completed on a daily basis as scheduled and agreed with clients and our customers from Social Policy. | | | | | | | | | | | | | |
| <div><div><p>P:FTS001_9b.1c Percentage of Community Transport bus runs which are completed as scheduled.</p><table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>100%</td></tr><tr><td>2012/13</td><td>100%</td></tr><tr><td>2013/14</td><td>100%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>100%</td></tr></tbody></table></div><div><p>Trend Chart Commentary:</p><p>This is a service which has to be provided without fail, on time and on schedule, as clients have agreed pick up times and routes. Between 2011/12 and 2015/16 we have completed each run, on time and on schedule 100% of the time. There are 25 different bus routes carrying approximately 250 passengers daily.</p><p>We work closely with our partners in Social Policy to ensure that the service is delivered and we are required to be flexible enough to change our service to meet the changing requirements of our clients' needs. Most recent data was received in April 2016.</p><p>2016/2017 Data will be available in April 2017. It is expected to remain at 100%. At this same time the 2017/18 target will be decided.</p><p><i>Due to the nature of this service we prioritise the delivery of this service over anything else and therefore we do everything within our power to ensure that we achieve 100% completion on a daily basis without fail, our target is set at 100% to reflect this.</i></p></div></div> | | | Year | Percentage | 2011/12 | 100% | 2012/13 | 100% | 2013/14 | 100% | 2014/15 | 100% | 2015/16 | 100% |
| Year | Percentage | | | | | | | | | | | | | |
| 2011/12 | 100% | | | | | | | | | | | | | |
| 2012/13 | 100% | | | | | | | | | | | | | |
| 2013/14 | 100% | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | |
| 2015/16 | 100% | | | | | | | | | | | | | |

| Performance Indicator | Percentage of Heavy Goods vehicles passing their MOT test first time. | P:FTS007_9b.1c | | | | | | | | | | | | |
|--|--|----------------|------------|---------|--------|---------|--------|---------|-------|---------|------|---------|--------|--|
| Description | This performance indicator measures the number of heavy goods vehicles which successfully pass their MOT at the first time. Each vehicle has a scheduled annual MOT which it must pass in order to stay roadworthy. Where a vehicle fails its MOT the relevant work will be carried out to rectify any problems. | | | | | | | | | | | | | |
| <div><div>P:FTS007_9b.1c Percentage of Heavy Goods vehicles passing their MOT test first time.</div><div><table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>94.11%</td></tr><tr><td>2012/13</td><td>98.24%</td></tr><tr><td>2013/14</td><td>95.8%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>98.75%</td></tr></tbody></table></div></div> | | Year | Percentage | 2011/12 | 94.11% | 2012/13 | 98.24% | 2013/14 | 95.8% | 2014/15 | 100% | 2015/16 | 98.75% | <div><div>Trend Chart Commentary:</div><div><p>Between 2011/12 and 2015/16, the number of MOTs undertaken can vary, meaning that any failure each year leads to the dip in performance. Where the performance dips, and where vehicles fail the test, this can be for a variety of reasons. All vehicles which fail are logged by Fleet Services and all failures are investigated and reported to Fleet Manager before work is carried out and the vehicle is re-tested and put back into service.</p><p>Approximately 120 vehicles are tested annually.</p><p>National average in UK is 79%.</p><p>2016/2017 Data will be available in April 2017. It is expected to remain at 100%. At this same time the 2017/18 target will be decided.</p><p><i>Target is set at 100% to reflect our aim that all heavy goods vehicles pass their MOT test first time.</i></p></div></div> |
| Year | Percentage | | | | | | | | | | | | | |
| 2011/12 | 94.11% | | | | | | | | | | | | | |
| 2012/13 | 98.24% | | | | | | | | | | | | | |
| 2013/14 | 95.8% | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | |
| 2015/16 | 98.75% | | | | | | | | | | | | | |

| Performance Indicator | Average annual maintenance cost per vehicle - All Cars (Pool). | FTS011_9a.1a | | | | | | | | | | | | | | | | | | |
|--|---|----------------|----------------|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
| Description | <p>This performance indicator measures the average annual maintenance cost for all cars and vans. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group</p> | | | | | | | | | | | | | | | | | | | |
| <p>FTS011_9a.1a Average annual maintenance cost per vehicle - All Cars (Pool).</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Years (Actual)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£147.00</td> <td>£900.00</td> </tr> <tr> <td>2012/13</td> <td>£274.00</td> <td>£820.00</td> </tr> <tr> <td>2013/14</td> <td>£613.00</td> <td>£880.00</td> </tr> <tr> <td>2014/15</td> <td>£475.00</td> <td>£880.00</td> </tr> <tr> <td>2015/16</td> <td>£640.00</td> <td>£880.00</td> </tr> </tbody> </table> | | Year | Years (Actual) | Target (Years) | 2011/12 | £147.00 | £900.00 | 2012/13 | £274.00 | £820.00 | 2013/14 | £613.00 | £880.00 | 2014/15 | £475.00 | £880.00 | 2015/16 | £640.00 | £880.00 | <p><u>Trend Chart Commentary:</u></p> <p>The maintenance costs rose in 2012/13 as the pool cars were getting older and doing more mileage meaning that the number of maintenance jobs required rose throughout the year and therefore the maintenance costs rose.</p> <p>In 2013/14 costs rose due to the nature of the work required to the aging fleet (specifically tyre and brake replacements).</p> <p>The reduction in 2014/15 reflects the volume of work carried out the previous year.</p> <p>In 2015/2016 all pool cars had their lease extended for 2 years. this has resulted in an increase in maintenance from 2014/2015.</p> <p>2016/2017 Figures will be available mid 2017.</p> <p><i>Target is based on the APSE average for this vehicle type and will be reviewed once the 2016/2017 figures are available. Costs are likely to increase due to the ageing fleet. Pool cars are now entering their seventh year in service.</i></p> |
| Year | Years (Actual) | Target (Years) | | | | | | | | | | | | | | | | | | |
| 2011/12 | £147.00 | £900.00 | | | | | | | | | | | | | | | | | | |
| 2012/13 | £274.00 | £820.00 | | | | | | | | | | | | | | | | | | |
| 2013/14 | £613.00 | £880.00 | | | | | | | | | | | | | | | | | | |
| 2014/15 | £475.00 | £880.00 | | | | | | | | | | | | | | | | | | |
| 2015/16 | £640.00 | £880.00 | | | | | | | | | | | | | | | | | | |

| Performance Indicator | Percentage of Community Transport customers who rated the overall quality of the service as good or excellent. | P:FTS043_6a.7 | | | | | | | | | | | | | | |
|--|--|---------------|----------------|---------|-------|---------|------|---------|-------|---------|-------|---------|-------|---------|-------|---|
| Description | This performance indicator measures the percentage of customers who rate the overall service as good or excellent. The figure taken from the Annual Customer Survey carried out by the service to our main customers. | | | | | | | | | | | | | | | |
| | The survey is carried out on an annual basis directly to customers in Social Policy using the esurvey software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually. | | | | | | | | | | | | | | | |
| <div><p>P:FTS043_6a.7 Percentage of Community Transport customers who rated the overall quality of the service as good or excellent.</p><table><thead><tr><th>Year</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>88.8%</td></tr><tr><td>2012/13</td><td>100%</td></tr><tr><td>2013/14</td><td>81.8%</td></tr><tr><td>2014/15</td><td>85.7%</td></tr><tr><td>2015/16</td><td>87.5%</td></tr><tr><td>2016/17</td><td>83.3%</td></tr></tbody></table></div> | | Year | Percentage (%) | 2011/12 | 88.8% | 2012/13 | 100% | 2013/14 | 81.8% | 2014/15 | 85.7% | 2015/16 | 87.5% | 2016/17 | 83.3% | <p><u>Trend Chart Commentary:</u></p> <p>The satisfaction with the service has dropped marginally in 2016/2017, following our most recent customer survey in January 2017. The survey was sent out to customers within Social Policy and 12 responses were received. Ten of the twelve respondents rated the overall service as good or excellent.</p> <p>The satisfaction with the service had risen marginally in 2015/16, following the survey in March 2016. The survey was sent out to customers within Social Policy and eight responses were received. Seven of the eight respondents rated the overall service as good or excellent.</p> <p>The drop in 2013/14 was caused by two respondents rating the service as satisfactory rather than good or excellent. Performance rose to 100% in 2012/13, following a dip in 2011/12, after we reintroduced our Open Day for all Community Transport service users. The dip to 88.8 % in 2011/12 was as a result of 4 'satisfactory' responses to questions regarding staff attitude and the timescales taken within the service.</p> <p>We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as</p> |
| Year | Percentage (%) | | | | | | | | | | | | | | | |
| 2011/12 | 88.8% | | | | | | | | | | | | | | | |
| 2012/13 | 100% | | | | | | | | | | | | | | | |
| 2013/14 | 81.8% | | | | | | | | | | | | | | | |
| 2014/15 | 85.7% | | | | | | | | | | | | | | | |
| 2015/16 | 87.5% | | | | | | | | | | | | | | | |
| 2016/17 | 83.3% | | | | | | | | | | | | | | | |

daily scheduled by social policy".

As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.

2017/18 Target set at 90% to reflect our aim to continue the improvements of 2013/14 - 2015/16.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18 (✓) | | | | | | | | | | | |
|--|----------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annually | | | | | | | | | | | ✓ | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | | | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | | | | | | ✓ | | | | | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Annually | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Annually | | | | | | | | | | ✓ | ✓ | |
| ● Website content management | Ongoing | | | | | | | | | | | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.3 Inprint

| | |
|------------------------|---------------------------|
| Manager: | Jamie Fisher |
| Number of Staff (FTE): | 7 |
| Location: | Whitehill House, Bathgate |

Purpose

Inprint is the council's in-house print management and reprographics service. The service provides competitive, quality printing solutions on a cost recovery basis using internal resources and external providers where required. Inprint offers a comprehensive range of printing services to all areas of the council and is committed to ensuring that the service provides high quality cost effective products.

Inprint provides a "one-stop-shop" for its customers regarding materials, production options and delivery. The service is responsive to its customers' needs, not only in terms of quality, cost and delivery but also to customers' present and future requirements.

Activities

The service's main activities are:

- Digital reprographics service to all council services
- Print finishing
- Direct mailing
- Identity badges

Key Partners

The service's main partners Include:

- Corporate Communications
- External Contractors

Customers

- All council service areas

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|--------------|----------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Inprint Customers | Online survey issued annually to the main service users from over the year to evaluate quality of the service provided | January 2018 | Interim FM Service Manager | Reported through the Public Performance Indicator (IS014_6a.7) |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|-------------|----------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Fortnightly | Inprint Team Leader |
| All employees | Team meetings | Monthly | Inprint Team Leader |
| Employee sample | Employee survey | Annually | Interim FM Service Manager |
| All employees | Management Plan Launch | Annually | Interim FM Service Manager |
| ADR meetings | One-to-ones | Annual | Inprint Team Leader |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Printing | To provide a quality digital reprographic and print management service | Enabler Service - Modernisation and Improvement | IS002_9b Over / Under recovery of cost (Target zero) | HIGH LEVEL | 7.0 | 365,891 | (365,891) | 0 |
| | | | IS004_9a.2b Inprint - Cost of rework as percentage of work completed (Target zero) | HIGH LEVEL | | | | |

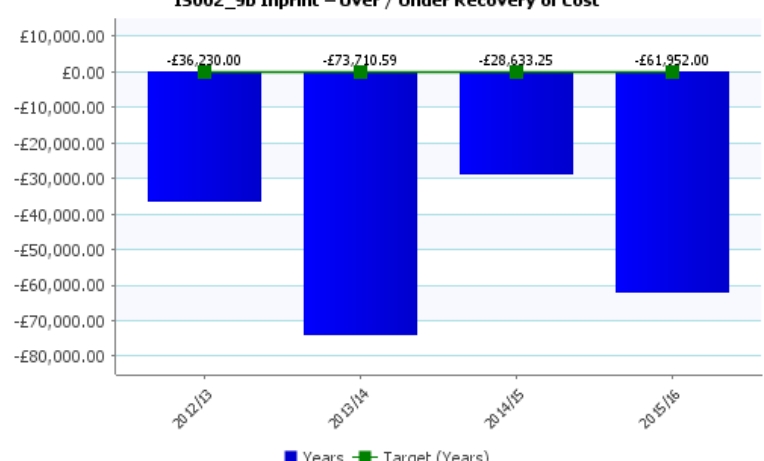
Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|--|---|----------------------------|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Explore opportunities to capture print to mail jobs throughout the Council | Print to mail work can be automated using equipment available in Inprint | Carried forward from 2015/16 due to corporate review of service provision | Interim FM Service Manager | January 2015 | December 2016 | Active |

| Actions 2017/18 | | | | | | |
|--|--|---|----------------------------|--------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Explore opportunities to capture print to mail jobs throughout the Council | Print to mail work can be automated using equipment available in Inprint | Reduction in print costs with a leaner centralised system | Interim FM Service Manager | January 2015 | March 2018 | Active |

Performance

| Performance Indicator | Inprint – Over / Under Recovery of Cost | IS002_9b | | | | | | | | | | | | | | | |
|--|---|----------------|------|-------|----------------|---------|-------------|-------|---------|-------------|-------|---------|-------------|-------|---------|-------------|-------|
| Description | Inprint are required to fully recover costs and break even on an annual basis. All material supplies and work undertaken by contractors is reallocated at cost. This measures the reallocation of fixed cost. This will be influenced by any sickness absence and work placed with the service. | | | | | | | | | | | | | | | | |
| | The target is set a zero as the Inprint account operates on a full cost recovery basis | | | | | | | | | | | | | | | | |
| <div><div>IS002_9b Inprint – Over / Under Recovery of Cost</div><table><thead><tr><th>Year</th><th>Years</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2012/13</td><td>-£36,230.00</td><td>£0.00</td></tr><tr><td>2013/14</td><td>-£73,710.59</td><td>£0.00</td></tr><tr><td>2014/15</td><td>-£28,633.25</td><td>£0.00</td></tr><tr><td>2015/16</td><td>-£61,952.00</td><td>£0.00</td></tr></tbody></table></div> | | | Year | Years | Target (Years) | 2012/13 | -£36,230.00 | £0.00 | 2013/14 | -£73,710.59 | £0.00 | 2014/15 | -£28,633.25 | £0.00 | 2015/16 | -£61,952.00 | £0.00 |
| Year | Years | Target (Years) | | | | | | | | | | | | | | | |
| 2012/13 | -£36,230.00 | £0.00 | | | | | | | | | | | | | | | |
| 2013/14 | -£73,710.59 | £0.00 | | | | | | | | | | | | | | | |
| 2014/15 | -£28,633.25 | £0.00 | | | | | | | | | | | | | | | |
| 2015/16 | -£61,952.00 | £0.00 | | | | | | | | | | | | | | | |
| <div><div>The Inprint account operates on a full cost recovery basis, with annual target for over/under recovery being zero. If a minus figure is shown this is an over recovery of cost. Where there is a material over recovery this will be refunded to customers. Work mix and charging rates are constantly reviewed to ensure minimum over or under recovery of cost.</div><div>2016/17 target remains at zero.</div><div>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</div></div> | | | | | | | | | | | | | | | | | |

| | | |
|-----------------------|---|------------|
| Performance Indicator | Inprint - Jobs delivered on time | IS003_6b.5 |
| Description | This performance indicator measures the percentage of jobs delivered on time as per the date agreed, with the customer, on receipt of order/data and artwork. | |
| | Target reviewed and set to 92% to provide a challenge after recent good performance. | |

IS003_6b.5 Inprint - Jobs delivered on time

| Year | Performance (%) | Target (%) |
|---------|-----------------|------------|
| 2011/12 | 89.5% | 85% |
| 2012/13 | 86.75% | 85% |
| 2013/14 | 84% | 85% |
| 2014/15 | 88.2% | 85% |
| 2015/16 | 92% | 90% |

Trend Chart Commentary:

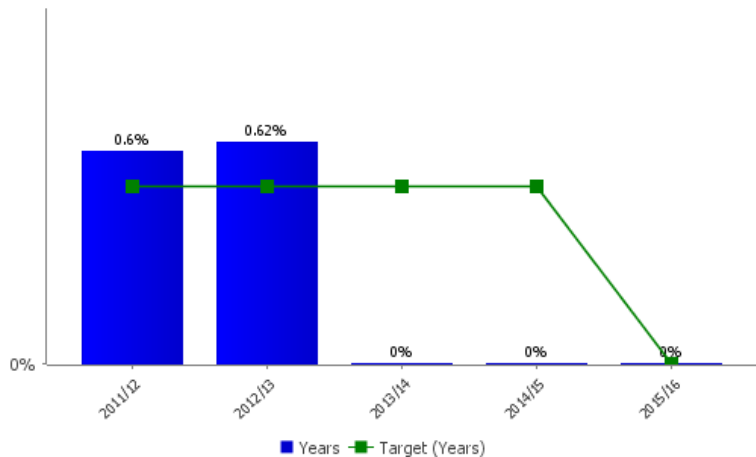
In 2015/16 there were 857 jobs produced of which 68 were delivered later than the customer expected this equates to a performance of 92% of jobs being delivered on time. Work is still ongoing with customer to establish required delivery date at inception of order. Delays are due to a result of factors outwith the control of the service. This is an improvement of performance of the last two years and is more in line with the performance the service was achieving when it managed its own delivery service. As a result of this performance the target was increased from 85% to 90% for 2015/16.

2016/17 target is set to 92% to provide a challenging target after recent positive results.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| | | |
|-----------------------|--|-------------|
| Performance Indicator | Inprint - Cost of rework as percentage of work completed | IS004_9a.2b |
| Description | This performance indicator measures the cost of rework as a percentage of quarterly sales. | |
| | Target set at 0% as we aim to keep rework to a minimum. | |

IS004_9a.2b Inprint - Cost of rework as percentage of work completed



| Year | Actual (%) | Target (%) |
|---------|------------|------------|
| 2011/12 | 0.6% | 0.6% |
| 2012/13 | 0.62% | 0.62% |
| 2013/14 | 0% | 0% |
| 2014/15 | 0% | 0% |
| 2015/16 | 0% | 0% |

Trend Chart Commentary:

Target to keep rework to a minimum, processes and pre production checks are in place to minimise risk of rework occurrences. There was no rework identified in 2015/16.

2016/17 targets remain at 0% to reflect our aim of minimising re-work.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Percentage of customers who rated the overall quality of service delivered by Inprint as good or excellent. | | IS014_6a.7 | | | | | | | | | | | | |
|---|---|--|------------|------|------------|---------|--------|---------|------|---------|-------|---------|------|---------|------|
| Description | This performance indicator measures the percentage of customers who rated the service delivered by Inprint as good or excellent. | | | | | | | | | | | | | | |
| | The information is gathered on an annual basis from a survey issued to our customers. Customers are asked to rate the service delivered as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative numbers of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by Inprint management on an annual basis in order to identify areas for improvement. | | | | | | | | | | | | | | |
| | Target set at 100% to maintain recent high levels of customer satisfaction. | | | | | | | | | | | | | | |
| <div>IS014_6a.7 Percentage of customers who rated the overall quality of service delivered by Inprint as good or excellent.</div> <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>97.29%</td></tr><tr><td>2012/13</td><td>100%</td></tr><tr><td>2013/14</td><td>97.5%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>100%</td></tr></tbody></table> | | | | Year | Percentage | 2011/12 | 97.29% | 2012/13 | 100% | 2013/14 | 97.5% | 2014/15 | 100% | 2015/16 | 100% |
| Year | Percentage | | | | | | | | | | | | | | |
| 2011/12 | 97.29% | | | | | | | | | | | | | | |
| 2012/13 | 100% | | | | | | | | | | | | | | |
| 2013/14 | 97.5% | | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | | |
| 2015/16 | 100% | | | | | | | | | | | | | | |
| <div>Trend Chart Commentary:</div> <p>The 2015/2016 survey was issued to 132 customers with only 18 responding to this question. Overall satisfaction was maintained at 100% as per 2014/2015.</p> <p>The 2014/2015 survey was issued to 179 customers and 82 of them responded to this question. Overall customer satisfaction has increased from 97.5% to 100%. This demonstrates a consistent high level of customer satisfaction.</p> <p>2015/16 and 2016/17 targets set at 100% to consolidate our recent good performance.</p> <p>2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.</p> | | | | | | | | | | | | | | | |

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | | ✓ | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Ongoing | | | ✓ | | | | ✓ | | | | | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.4 NETs, Land & Countryside Services

| | |
|------------------------|--|
| Manager: | Andy Johnston |
| Number of Staff (FTE): | 283.85 |
| Location: | Beecraigs Country Park / Waverley Street Depot / Whitehill House, Bathgate |

Purpose

NETs, Land & Countryside Services are responsible for the development, management, maintenance and cleanliness of West Lothian's local environment. This includes the three Country Parks of Almondell and Calderwood, Beecraigs and Polkemmet as well as a further 2,600 hectares of open space and countryside land.

The service also manages and maintains 2,543 local residential gardens, 2,100 km of street and footpath surface, 100 hectares of woodland, 280 children's play areas, 111 parks and open spaces, 33 cemeteries and churchyards and 18 war memorials. We also have a team of Environmental Enforcement Officers and Engagement Officers who are dedicated to educating communities and providing enforcement action to address environmental crime.

Activities

The service's main activities are:

- Ground Maintenance
- Open Space and Cemeteries
- Cleaner Communities
- Parks and Woodland

Key Partners

The service's main partners Include:

- Keep Scotland Beautiful
- Forestry Commission Scotland
- Scottish Environmental Protection Agency
- Green Network Trust
- SRUC Oatridge Campus
- West Lothian Youth Action Project

- West Lothian Leisure
- Zero Waste Scotland
- West Lothian Health Improvement Team
- West Lothian Housing Providers
- Fleet & Community Transport
- Scottish National Heritage
- APSE
- Green Space Scotland
- Other council services

Customers

The service's main customers include:

- | | |
|---|--------------------------------|
| ■ Everyone who lives in, works in, visits or travels through West Lothian | ■ Garden Maintenance customers |
| ■ Community and youth groups | ■ All schools in West Lothian |
| ■ Other council services | ■ Friends of the Park groups |

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|--------------------------------|----------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens Panel | Annual Survey distributed to 2700 members of the citizens panel to evaluate the satisfaction with the service provided and highlight areas for service improvement | Annual (January 2018) | NETs, Land & Countryside Manager | Results available on Council website Reported through the Public Performance Indicator (NLCS030_6a.7) |
| Play Area and Open Space Users | Web based survey, face to face survey, forums and place making events held with local community prior to the development of new play areas or investments in open space to agree user needs, preferences and understand local issues | Ongoing (9 planned in 2017/18) | Open Space and Cemetery Manager | Feedback through the council website. Agreed plans distributed to local schools |
| Local Schools & Community Groups | Consulting on the programme of community clean ups to agree level of involvement from each school | Ongoing | Cleaner Communities Manager | Information fed back on agreed partnership arrangements. Outcome of the Clean ups reported through Council website |
| Country Park, Open Space & Woodland | Paper based surveys captured at time of service use to evaluate customer experience and satisfaction with the service provided and how the service could be improved in the future. | Annual | Park and Woodlands Manager | Via Almondell, Beecraigs and Polkemmet Country Park Visitor Centre Reported through the Public Performance Indicator (NLCS212_6a.7) Beecraigs Website |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------|----------------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Caravan and Campsite Users | Paper based surveys captured at time of service use to evaluate customer experience and satisfaction with the service provided and how the service could be improved in the future. | Annual | Park and Woodlands Manager | Via Beecraigs Country Park Visitor Centre and on Site Reported through the Public Performance Indicator (NLCS212_6a.7) Beecraigs Website |
| Friends Groups | Friends of Beecraigs and Almondell and Calderwood ongoing involvement in suggesting and making improvements in the country parks. | Ongoing | Park and Woodlands Manager | Via Beecraigs Country Park Visitor Centre Meeting minutes |
| Employee Survey / Focus Group | Electronic and paper based survey to evaluate staff feedback on service. Focus Group reviews and monitors actions as a result of the employee survey | Annual | NETs, Land & Countryside Manager | Results fed back through Service Manager |
| Allotment Strategy Consultation | Consultation with targeted groups and citizens panel | On going | Open Space and Cemetery Manager | Results fed back through Service Manager |
| Food Growing Strategy | Consultation with targeted groups and citizens panel | On going | Open Space and Cemetery Manager | Results fed back through Service Manager |
| Cemeteries consultation feedback | Stakeholders and Citizens Panel | Annual | Open Space and Cemetery Manager | Results fed back through Service Manager |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|-----------------------------------|---------------------------------------|--|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Fortnightly / monthly/ as required | NETs, Land & Countryside Manager |
| All employees | Team meetings/Management meetings | Fortnightly / monthly | NETs, Land & Countryside Manager / Line Managers |
| Employee sample | Employee survey | Annually | NETs, Land & Countryside Manager |
| Employee sample | Employee focus group | Quarterly | NETs, Land & Countryside Manager |
| All employees | Management Plan Launch | Annually | NETs, Land & Countryside Manager |
| All employees | Employee Briefing meeting | Twice yearly | NETs, Land & Countryside Manager |
| All employees | ADR | Annually | NETs, Land & Countryside Manager |
| Employee sample | Walkabouts | Monthly | NETs, Land & Countryside Manager |
| Employee representatives | Works Committee meetings | Quarterly | Grounds Maintenance Manager (West) |
| Employee representatives | Health and Safety Steering Group | Quarterly | Grounds Maintenance Manager (East) |
| Employee representatives | Fleet and Plant Steering Group | Monthly | Grounds Maintenance Manager (East) |
| All employees | Tool box talks | As required | Line Managers |
| Operatives | Tool Box Talks | As required | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |
| Managers' direct reports | Extended Management team meetings | Monthly | NETs, Land & Countryside Manager |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Countryside Recreation | Provision of Countryside Visitor Centres, visitor attractions and recreational activities within our Country Park estate. This includes the Camping/Caravan site and Animal Attraction sites at Beecraigs. | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 20.26 | 746,631 | (185,892) | 560,739 |
| | | | NLCS245_9b Number of People attending events within Country Parks (Target 955) | PUBLIC | | | | |
| Ranger Service | Provision of environmental education & interpretation | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 6.22 | 226,915 | (8,000) | 218,915 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | opportunities in the countryside for formal education groups & the general public. Liaison with voluntary groups that are involved in the management of our open space assets. Delivery of routine patrols of open space assets to ensure that safety standards are being met and that such sites are welcoming to the public. | | NLCS236_9b Number of educational / school visits hosted within Country Parks (Target 48 per annum) | WLAM | | | | |
| Parks and Woodland Management | Management of the council's tree and woodland stock. Development of | 8. Protecting the built and natural environment | NLCS043_9a.1c Cost of managing and maintaining West Lothian trees and woodlands per hectare (Target £250.00) | WLAM | 7.00 | 366,846 | (81,458) | 285,388 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | management plans to ensure that our woodlands/forests are managed effectively. Provision of advice to members of the public on tree-related matters. Delivery of a frontline arboricultural service that carries out maintenance tasks, where required, in response to service requests from the public and Elected Members. | | NLCS019_6b.2 Percentage of NETs, Land and Countryside related enquiries responded to within 3 days (Target 90%) | WLAM | | | | |
| Parks and Open Spaces | Management and maintenance of the councils open space assets (parks and urban open spaces, sports grounds and recreational areas) | 8. Protecting the built and natural environment | NLCS017_9a.1c The cost of the grounds maintenance service per household. (Target £120 per household) | PUBLIC | 122.47 | 4,161,681 | (1,820,428) | 2,341,253 |
| | | | NLCS021_9b.2a Quality Assessment score of improvements on open space parks (Target 1,600) | HIGH LEVEL | | | | |
| Garden Maintenance | To operate a grass and hedge cutting scheme for the elderly and disabled | 8. Protecting the built and natural environment | NLCS003 9a 1c Garden Maintenance Scheme - Cost of Service per Average Number of Houses (Target £120 per household) | WLAM | 12.13 | 387,252 | (209,619) | 177,633 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-----------------------------------|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | NLCS001_9b Garden Maintenance Scheme - Percentage of Gardens Maintained Per Cycle Timescale (Target 100%) | WLAM | | | | |
| Play Areas | To arrange for play area inspection, maintenance and management (includes skate parks MUGAs and school play facilities) and to design, procure and establish new play area provision. | 8. Protecting the built and natural environment | NLCS043_9a.1c Cost of managing and maintaining children's play areas per household (Target £6.50) | WLAM | 6.00 | 376,113 | (67,249) | 308,864 |
| | | | NLCS006_9b.1a Play areas - Percentage of sites complying with independent annual safety audit standards. (Target 98%) | HIGH LEVEL | | | | |
| Cemeteries | Management and maintenance of cemeteries, including the provision of a burial service and the maintenance of war memorials. | 8. Protecting the built and natural environment | NLCS044_9a.1c Cost of providing managing and maintaining the cemeteries per household (Target £9.00) | HIGH LEVEL | 22.61 | 946,355 | (521,043) | 425,312 |
| | | | NLCS019_6b.2 Percentage of NETS, Land and Countryside related enquiries responded to within 3 days (Target 90%) | WLAM | | | | |
| Street Cleaning and Environmental | To cleanse all adopted roads, footpaths, Civic | 8. Protecting the built and natural | NLCS018_9a.1c The cost of the street cleansing service per household (Target £32.00) | WLAM | 80.48 | 2,519,970 | (36,692) | 2,483,278 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|----------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Enforcement | centres, hard surfaces and rural road side verges at a frequency to comply with the Environmental Protection Act To provide dedicated resource to educate communities, take appropriate enforcement action and provide a visible deterrent in relation to environmental crime including litter, graffiti, fly tipping, abandoned vehicles and dog fouling. | environment | P:NLCS008_9b.2a. Local Environment Management System (LEAMS) - Percentage of West Lothians Streets at an Acceptable Standard (Target 90%) | PUBLIC | | | | |
| Polkemmet Golf and Driving Range | Provision of a 9-hole golf course and a discreet 15-bay floodlit golf range and putting green located within Polkemmet Country Park. The facilities provide | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 4.00 | 112,671 | (128,622) | (15,951) |

Data Label: PUBLIC

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | opportunities for adults and children to experience golf through a structured programme supporting early development as golfers. | | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 2.68 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 283.85 | 10,020,031 | (3,059,003) | 6,961,028 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|---|----------------------------------|------------|---------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Embed the new service structure for NETs, Land and Countryside | Delivery of a new fit-for-purpose structure that contributes towards the council's savings requirements and improves service delivery | Revised service structure | NETs, Land & Countryside Manager | April 2013 | December 2016 | Complete |
| New Visitor Centre at Beecraigs | Convert existing restaurant building to a new Visitor Centre for the park. | To reduce the councils property portfolio whilst creating a flagship visitor centre to increase the number of visitors to the park. | Parks and Woodlands Manager | April 2015 | February 2017 | Complete |
| Identify opportunities to engage with non-users of our parks, play areas and open spaces | Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces | Increase usage of parks, play areas and open spaces and identify opportunities for improving our assets | Open Space & Cemeteries Manager | April 2015 | March 2017 | Complete |
| Develop a five year Vehicle and Plant Strategy | We will develop a long term (5 year) vehicle and plant strategy for the service. | Increase utilisation and overall efficiency of vehicles and plant within the service. | Cleaner Communities Manager | April 2015 | March 2017 | Complete |
| Implementation of Cemetery Management Rules | Implement Cemetery Management Rules for all Cemeteries and Churchyards across West Lothian | Cemetery Management Rules implemented to improve the management of the councils cemeteries and Churchyards including the management of memorials. | Open Space & Cemeteries Manager | March 2016 | August 2016 | Complete |

Actions 2016/17

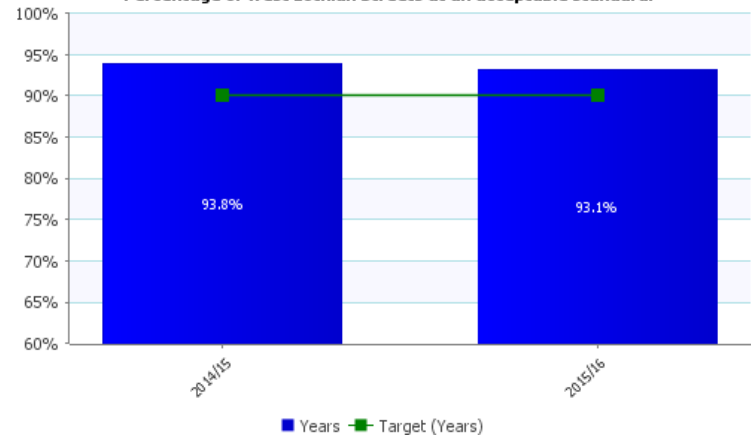
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
|--|---|---|----------------------------------|------------|------------|---|
| Develop and implement a policy and plan for litter and litter bins | Develop a policy on litter and litter bins to include a programme on education and engagement | An approved council policy for litter and litter bins | Cleaner Communities Manager | April 2016 | March 2017 | Complete |
| Identify improvements in the recycling of litter waste | Explore the opportunities for the recycling of litter waste | Improvements identified | Cleaner Communities Manager | April 2016 | March 2017 | Complete |
| Develop a Tree Policy and Strategy Management Plan | Develop a Tree Policy and Strategy Management Plan | Tree Policy and complete | Parks and Woodlands Manager | April 2016 | March 2017 | Complete |
| The implementation of CONFIRM connect | Implement CONFIRM connect as a working solution for employees | CONFIRM connect implemented | NETs, Land & Countryside Manager | April 2016 | March 2017 | Complete |
| Review of the current website content for Country Parks | Review information for marketing opportunities for the caravan and camping site and the Mountain Bike Trail | Information reviewed and updated | Parks and Woodlands Manager | April 2016 | March 2017 | Complete |

| Actions 2017/18 | | | | | | |
|--|--|---|----------------------------------|------------|----------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Investment in improving and upgrading Open Space in West Lothian | Investment of capital and external funds into the improvement of play areas, open space and sports pitch drainage | Improved Open Space in West Lothian | Open Space & Cemeteries Manager | April 2015 | March 2018 | Active |
| Wild Flower Meadows | We plan to identify a pilot area and plant a Wild Flower Area within west Lothian. | To improve biodiversity and reduce maintenance requirements within areas of open space. | Open Space & Cemeteries Manager | April 2016 | September 2017 | Active |
| Identify opportunities to engage with non-users of our parks, play areas and open spaces | Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces | Increase usage of parks, play areas and open spaces and identify opportunities for improving our assets | Open Space & Cemeteries Manager | April 2017 | March 2018 | Active |
| Develop a five year Vehicle and Plant Strategy | We will develop a long term (5 year) vehicle and plant strategy for the service. | Increase utilisation and overall efficiency of vehicles and plant within the service. | Cleaner Communities Manager | April 2017 | March 2018 | Active |
| Learning and Development Programme for NETs, Land and Countryside | To continue to deliver year 2 of the 5 year plan for the Learning Development Plan This to include succession planning strategy and to look for opportunities for succession planning eg qualifications. | The plan will ensure that all staff have the core skills to effectively undertake their role and are provided with appropriate development opportunities. | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Polkemmet Country Park – secure external funding for improvement works | Identify opportunities for improvement within the park and investment needs; and secure external woodland in and around town funding to deliver the works. | Improved Country Park and to increase visitor numbers to the park. | Parks and Woodlands Manager | April 2017 | March 2018 | Active |

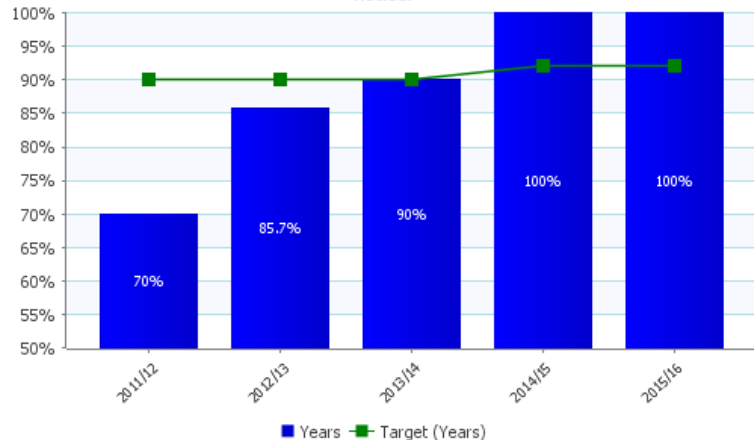
| Actions 2017/18 | | | | | | |
|---|--|--|----------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Rebranding and launch of the cleaner communities team | Delivery of a team that contributes and improves service delivery with enforcement and engagement officers taking an active role within the team | Revised Cleaner Communities team | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| To review the Land Audit Management System (LAMS) process in line with APSE | The Land Audit Management System (LAMS) performance indicator reviewed in line with APSE | Benchmarking process in place and rolled out to staff | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Create a new section within the website for a NETs Land & Countryside page | Interactive webpage for service which identifies all parts of the service for customers | Webpage created and designed | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Create a Facebook page for the Ranger Service | To improve customer engagement by promoting the Ranger Events programme and up to date information | Savings associated with reduced printing costs whilst providing the customers with real time information | Parks and Woodlands Manager | April 2017 | March 2018 | Active |
| Review of service standards for Grounds Maintenance | Review service standards to deliver the Grounds Maintenance service on a priority/hierarchy approach in accordance with the Open Space Strategy | Priority based service | Ground Maintenance Manager | April 2017 | March 2018 | Planned |
| Review of service standards for Garden Maintenance | Review of the reactive work associated with the gardens maintenance scheme | To provide a 12 month reactive service for Garden Maintenance | Ground Maintenance Manager | April 2017 | March 2018 | Planned |
| Consult and implement a litter bin policy | Consult and implement a litter bin policy | Policy implementation | Cleaner Communities Manager | April 2017 | March 2018 | Planned |
| Develop a long term strategy for behavioural change for | To develop an educational and engagement strategy | Implement an events programme | Cleaner Communities | April 2017 | March 2018 | Planned |

| Actions 2017/18 | | | | | | |
|--|--|--|---------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| litter | promoting behavioural change for litter | | Manager | | | |
| Tree Inspection Programme | Develop and implement a cyclical inspection regime for all council trees | Develop and implement programme | Park & Woodlands Manager | April 2017 | March 2018 | Planned |
| Review of Open Space strategy | Review the current Open Space strategy to align with the Corporate Asset Management Plan. The strategy will integrate plans for allotments, food growing, cemeteries and sports facilities | Open Space Plan that aligns with the Corporate Asset Management Plan | Open Space & Cemeteries Manager | April 2017 | March 2020 | Planned |
| Develop a Tree Policy and Strategy Management Plan | Develop a Tree Policy and Strategy Management Plan | Management Plan implemented | Parks and Woodlands Manager | April 2017 | April 2018 | Active |

Performance

| Performance Indicator | Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard. | CP:NLCS008_9b.2a | | | | | | | | |
|--|---|------------------|------|--|---------|-------|---------|-------|----------------|-------|
| Description | <p>This performance indicator measures the cleanliness of West Lothian town centres, streets, footpaths and road verges. There are 3 reporting periods during the year with a 5% random survey undertaken at each audit. Reporting periods 1 (April to July) and 3 (December to March) are self monitored assessments. There is a partnership approach to the second validation audit (August to November) where a KSB (Keep Scotland Beautiful) officer will audit alongside a representative(s) from West Lothian Council. Following submission of all three reporting period audits an overall performance indicator figure for the year is produced. The performance figure for 2014/15 will be used as our baseline target going forward.</p> <p>2016/17 target set at 93.9% to reflect the national average.</p> | | | | | | | | | |
| <div><div>CP:NLCS008_9b.2a Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard.</div><div><table><thead><tr><th>Year</th><th>Percentage of West Lothian Streets at an acceptable standard</th></tr></thead><tbody><tr><td>2014/15</td><td>93.8%</td></tr><tr><td>2015/16</td><td>93.1%</td></tr><tr><td>Target (Years)</td><td>93.9%</td></tr></tbody></table></div></div> <div><div>Trend Chart Commentary:</div><div><p>In 2014/15 the methodology and assessment criteria for measuring street cleanliness was changed by Keep Scotland Beautiful (KSB), in agreement with CoSLA. The indicator is now a measure of the number of streets which are assessed and deemed to be at an acceptable level of cleanliness (according to the KSB guidelines).</p><p>In 2015/16 389, streets in West Lothian were assessed with 362 deemed to be at an acceptable level of cleanliness, giving an overall performance figure of 93.1%</p><p>Period 1. 92.7%</p><p>Period 2. 94.7%</p><p>Period 3. 91.7%</p><p>In 2014/15, 385 streets in West Lothian were assessed with 361</p></div></div> | | | Year | Percentage of West Lothian Streets at an acceptable standard | 2014/15 | 93.8% | 2015/16 | 93.1% | Target (Years) | 93.9% |
| Year | Percentage of West Lothian Streets at an acceptable standard | | | | | | | | | |
| 2014/15 | 93.8% | | | | | | | | | |
| 2015/16 | 93.1% | | | | | | | | | |
| Target (Years) | 93.9% | | | | | | | | | |

| | |
|--|--|
| | <p>deemed to be at an acceptable level of cleanliness, giving a performance figure of 93.8%. The streets assessed were located across West Lothian and assessed at various points throughout the year. This compares with the National Average of 93.9%.</p> <p>Period 1. 95.8%</p> <p>Period 2. 92.0%</p> <p>Period 3. 93.7%</p> <p>2015/16 saw further investment in the service and the introduction of the Cleaner Communities teams which we hope will allow us to maintain and improve our current levels of cleanliness throughout West Lothian.</p> <p>The target of 90% was set in agreement with KSB as a recommended measure of the new indicator. Local Government Benchmarking Framework results for 2014/15 show a significant improvement for the percentage of adults satisfied with street cleansing with West Lothian. Performance has risen from 83% to 87% of adults satisfied with the service and West Lothian Council ranking has risen from fourth to first in Scotland.</p> <p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p> |
|--|--|

| Performance Indicator | Percentage of Abandoned Vehicles Removed within 7 days on expiry of notice. | | P:NLCS015_6b.5 | | | | | | | | | | | |
|-----------------------|--|--|----------------|------|------------|---------|-----|---------|-------|---------|-----|---------|------|---------|
| Description | <p>This performance indicator measures the percentage of reported abandoned vehicles which have been issued with removal notices - 7 day and 15 day - and are removed within 7 days of the expiry of these notices. Each reported incident of an abandoned vehicle is checked, in partnership with the Driver Vehicle Licensing Agency (DVLA) and the Police, and where appropriate removal notices are issued. On expiry of these notices the service is then required to arrange for the vehicle to be removed.</p> <p>The target is based on our experience of this service both in terms of the numbers of vehicles and the difficulties which can be involved in removing them, and has been set at 98% to maintain our good performance, but recognising that we cannot always control all elements of this process.</p> | | | | | | | | | | | | | |
| | <div><p>P:NLCS015_6b.5 Percentage of Abandoned Vehicles Removed within 7 days on expiry of notice.</p><table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>70%</td></tr><tr><td>2012/13</td><td>85.7%</td></tr><tr><td>2013/14</td><td>90%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>100%</td></tr></tbody></table><p>■ Years ■ Target (Years)</p></div> <div><p><u>Trend Chart Commentary:</u></p><p>The target for this performance indicator has been raised due to the continual improvement in previous years.</p><p>In 2015/16 there were 45 vehicles issued with a removal notice - either 7 or 15 day - which the council were required to remove on expiry of these notices. All 45 were removed within the 7 day target period.</p><p>In 2014/15 there were 18 vehicles issued with a removal notice and all of them were removed with 7 days of the notice expiry.</p><p>In 2013/14 there were 20 vehicles issued with a removal notice and 18 of them were removed with 7 days of the notice expiry. The 2 which were not removed were as a result of the registered keeper contacting us after the notice was issued and the council giving them more time to remove the vehicles. When they were subsequently not removed we arranged for them to be removed.</p><p>In 2013/14 we changed the way this performance indicator is measured to make it more relevant to the actual service provided by</p></div> | | | Year | Percentage | 2011/12 | 70% | 2012/13 | 85.7% | 2013/14 | 90% | 2014/15 | 100% | 2015/16 |
| Year | Percentage | | | | | | | | | | | | | |
| 2011/12 | 70% | | | | | | | | | | | | | |
| 2012/13 | 85.7% | | | | | | | | | | | | | |
| 2013/14 | 90% | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | |
| 2015/16 | 100% | | | | | | | | | | | | | |

West Lothian Council in removing vehicles which required to be removed. We work closely with a number of partner agencies and colleagues within the council to ensure that abandoned vehicles, issued with a removal notice, are removed as quickly as possible. Whilst we endeavour to remove all vehicles within the 7 days, on some occasions, factors outwith our control can cause a delay in the process.

2015/16 and 2016/17 targets set at 92% to maintain our good performance, but recognising that we cannot always control all elements of this process.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| | |
|--|--|
| | <p>service better.</p> <p>APSE performance network summary report for 2014/15 for customer satisfaction has provided a national average figure of 64.82% for all categories.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>Survey and distribution methods will continue to be reviewed year on year to ensure results remain representative. 2016/17 target set at 80% to reflect our aim to improve.</p> <p>2016/17 data will be available in March 2017, at the same time the 2017/18 target will be decided.</p> |
|--|--|

| Performance Indicator | Annual cost of providing Countryside Services per head of population to West Lothian. <i>P:NLCS222_9a.1a</i> | | | | | | | | | | | | |
|---|---|------|----------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|
| Description | <p>This performance indicator measures the cost of providing the Countryside Service to the people of West Lothian. The figure is based on the West Lothian estimated population figure published by the General Register Office. The cost figure is calculated by dividing the total amount spent, at the end of the financial year, of providing the service for the year by the head of population figure. The population figure for 2015 is 178,550.</p> <p>The target is reviewed annually in line with service budgets</p> | | | | | | | | | | | | |
| <div> <div> <p>P:NLCS222_9a.1a Annual cost of providing Countryside Services per head of population to West Lothian.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£5.91</td> </tr> <tr> <td>2012/13</td> <td>£6.70</td> </tr> <tr> <td>2013/14</td> <td>£6.65</td> </tr> <tr> <td>2014/15</td> <td>£7.07</td> </tr> <tr> <td>2015/16</td> <td>£8.39</td> </tr> </tbody> </table> </div> <div> <p>Trend Chart Commentary:</p> <p>The target is reviewed annually in line with service budgets. This chart reflects the cost of providing a service from the Countryside Section per head of the West Lothian population. Costs can vary due to the range and diversity of services provided within the Service as a whole.</p> <p>The significant increase in cost for 2015/16 is mainly due to year-end adjustments and the fishery closure resulting in an under achievement in income.</p> <p>In 2014/15 the figure increased slightly due to increased project costs as well as increased reallocated central costs. The population figure for West Lothian has increased slightly which has helped to keep the increase to a minimum.</p> <p>The estimated population published by the General Register Office for 2015 is 178,550.</p> <p>In 2013/14 there was a slight decrease in the overall budget figure due to transferring of elements (including premises, electricity, water and phone costs) to centralised budgets, which has resulted in a slight reduction in the cost per head of population. 2014/15 was on target with the inflationary costs.</p> </div> </div> | | Year | Cost (£) | 2011/12 | £5.91 | 2012/13 | £6.70 | 2013/14 | £6.65 | 2014/15 | £7.07 | 2015/16 | £8.39 |
| Year | Cost (£) | | | | | | | | | | | | |
| 2011/12 | £5.91 | | | | | | | | | | | | |
| 2012/13 | £6.70 | | | | | | | | | | | | |
| 2013/14 | £6.65 | | | | | | | | | | | | |
| 2014/15 | £7.07 | | | | | | | | | | | | |
| 2015/16 | £8.39 | | | | | | | | | | | | |

The drop in cost shown for 2011/12 is due to the population figures which rising and also the decrease in the Countryside Section's budget. Target was adjusted for 2011/12 to reflect removal of Outdoor Pursuits budget. In 2012/13 the overall budget for Countryside Services was increased as the service previously received income from rented properties which have now been removed resulting in a net increase in the budget.

Caution needs to be had when comparing these figures with previous years as budgets have been significantly realigned.

2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|---|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | ✓ | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | ✓ | ✓ | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | n/a | | | | | | | | | ✓ | | | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | ✓ | ✓ | ✓ | | | |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

3.5 Public Transport

| | |
|------------------------|---------------------------|
| Manager: | Nicola Gill |
| Number of Staff (FTE): | 9.7 |
| Location: | Whitehill House, Bathgate |

Purpose

Public Transport are responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas. The service is also responsible for the provision of free and fare paying school transport services for school and provision of travel concessions for elderly and vulnerable residents.

Activities

The service's main activities are:

- Providing a school transport service for approximately 6,000 pupils across West Lothian utilising a range of transport options including double deck buses, coaches, minibuses and taxis over approximately 380 contracts.
- Public Transport service support through subsidising 20% of the local bus network within West Lothian.
- Supporting concession schemes for elderly and disabled including providing over 3,900 residents with discounted taxi provision and over 20,000 discounted rail journeys per year.
- Providing sufficient public transport infrastructure through siting, erecting and maintaining approximately 500 bus stops and 500 shelters throughout West Lothian, including any publicity items on display.

Key Partners

The service's main partners include:

- SEStran
- Bus companies
- Taxi companies
- Community transport service providers
- NHS Lothian
- Other council services
- Scottish Government
- Scotrail
- Traveline
- Other councils
- Industry user groups and community groups

Customers

The service's main customers include:

- Service Users
- Education Services
- Parents
- Carers

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|---|--|-----------------------|--------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Public Transport Service Users | We will undertake further focus group work to improve service users' influence on service design. | 2017/18 | Public Transport Manager | Face to face meetings with focus groups and results published on council website |
| School and Public Transport Users | Targeted consultation exercise to be carried out on the school transport service | Annual | Public Transport Manager | Directly via specific schools |
| West Lothian Citizens | Online survey of all members of the West Lothian Citizens Panel to gain feedback on public transport in West Lothian and the service we provided | Annual (January 2018) | Public Transport Manager | Feedback through Council website and on request |
| Bus Service Providers | Ongoing consultation with our main service providers. | Ongoing | Public Transport Manager | Via face to face meetings with service providers |
| Small and large vehicle operator forums | Face to face meetings | Bi-annual | Public Transport Manager | Via face to face meetings with service providers |
| Parent Participation Forum | Targeted consultation with the forum on transport provision for pupils with additional support needs | Ongoing | Public Transport Manager | Via face to face meetings with forum and directly via specific schools |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|-----------|--------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Quarterly | Line Managers |
| All employees | Team meetings | Monthly | Public Transport Manager |
| Employee sample | Employee survey | Annually | Public Transport Manager |
| ADR | One-to-ones | Annually | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Subsidised bus and Taxibus services | To manage cost effective subsidised public transport services. | 8. Protecting the built and natural environment | PTS018_9a.1c Cost of network per resident served at minimum service level (Target £13.00/year) | WLAM | 1.9 | 2,586,565 | (736,615) | 1,849,950 |
| | | | PTS018_9b Number of passenger-journeys made on council contract local bus and Taxibus services (Target 700,000 passenger-journeys) | PUBLIC | | | | |
| Local travel concessions for the elderly and disabled | Discounted local rail travel, Taxicard and Dial a Ride and Dial a Bus schemes. | 8. Protecting the built and natural environment | PTS019_9a.1a Administration cost per Taxicard on issue (Target £4.50) | WLAM | 0.5 | 735,688 | 0 | 735,688 |
| | | | PTS022_9b.1c Number of passenger journeys made on Dial a Ride and Dial a Bus services (Target 25,000/year) | WLAM | | | | |
| Asset management and promotion of public transport | Bus stop and bus service information database maintenance, Traveline data feed, shelter, stop and publicity provision. | 8. Protecting the built and natural environment | PTS020_9a.1a Cost per bus shelter maintained (Target £130/year) | WLAM | 1.6 | 151,415 | 0 | 151,415 |
| | | | PTS023_9b.1c Percentage of bus stops having bus service information on display. (Target 50%) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| School Transport | To provide free and fare paying mainstream and special needs transport to and from school. | 8. Protecting the built and natural environment | PTS021_9a.1c Cost per mainstream pupil offered free transport (Target £850/year) | WLAM | 3.0 | 6,645,589 | (78,874) | 6,566,715 |
| | | | PTS024_9b.1b Percentage of entitled pupils offered free transport (Target 100%) | WLAM | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 9.7 | 10,294,854 | (815,489) | 9,479,365 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|---|--------------------------|------------|-------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Carry out a programme of planned service inspections | Inspecting services to ensure they are meeting conditions of their contract | Planned programme of inspections in place and being carried out | Public Transport Manager | March 2016 | March 2017 | Complete |
| Implement revised passenger transport strategy | New strategy approved in June 2015 requires major redesign of services in order to achieve savings targets. | Reviewed and redesigned local bus and schools networks to continue provision within available resources | Public Transport Manager | July 2015 | August 2016 | Complete |

| Actions 2017/18 | | | | | | |
|---|--|---|--------------------------|----------------|----------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Work with Social Policy and other services requiring passenger transport to concentrate service management in PTU | Further development of service integration as defined within the approved strategy to be implemented after 2016/17 | Integration of management of all taxi and minibus services | Public Transport Manager | September 2011 | March 2019 | Planned |
| Restructure of the Public Transport Unit (PTU) | Review of PTU capacity and skills and long term service needs and PTU restructure | A restructured PTU taking into account revised service needs, especially the ongoing service review | Public Transport Manager | April 2015 | September 2017 | Active |
| Further develop the management information system | Improve effectiveness of management contracts | Further information to allow better management of contracts | Public Transport Manager | March 2016 | March 2018 | Active |
| Review ASN policy | Additional support needs policy to be reviewed and updated | To provide a clear and robust updated policy | Public Transport Manager | March 2016 | March 2018 | Active |
| Continue to carry out the programme of planned service inspections | Inspecting services to ensure they are meeting conditions of their contract | Planned programme of inspections in place and being carried out | Public Transport Manager | March 2017 | March 2018 | Active |
| Establish a new small vehicle school transport framework | Design, tender and award new supplier framework for small vehicle school transport contracts | New small vehicle school transport framework in place meeting procurement legislation requirements | Public Transport Manager | April 2017 | August 2017 | Planned |

Performance

| Performance Indicator | Percentage of residents with access to an hourly or more frequent bus service. | P:PTS002_9b.1b |
|-----------------------|---|----------------|
| Description | <p>This council Key Performance Indicator (KPI) measures the number of West Lothian residents who live within 800 metres of an hourly or more frequent bus service. This is a simple accessibility indicator adopted by the council in April 2011. The indicator is defined as the percentage of residents within a 10 minute walk of a bus stop with an hourly, or more frequent, daytime (Monday to Saturday) service. A 10 minute walk equates to about 800m at a walking speed of 3 miles per hour. The indicator does indicate the level of availability of at least a basic level of public transport in West Lothian.</p> <p>The majority of bus services in West Lothian are profitable and operate on a commercial basis without council subsidy. These services need no council approval and the council cannot influence their availability or design. Council contract bus services build on the commercial core and can increase the number of residents with access to services at the level defined by the indicator.</p> <p>The target for this KPI was approved by Council Executive in 2011 as the minimum desirable proportion of residents having access to public transport and who are therefore able to travel for a range of journey purposes.</p> | |

P:PT5002_9b.1b Percentage of residents with access to an hourly or more frequent bus service.



Trend Chart Commentary

The commercial bus network, accounting for approximately 80% of bus mileage in West Lothian, has remained static under the measurement of this performance indicator in recent years. An ever-present risk to the council is the loss of some part or parts of the commercial bus network due to an operator finding that a service or services have become unprofitable. Any loss of this kind could affect the performance indicator.

An evaluation model has been used to measure this performance indicator since 2011 and the figure for September 2012 (when reviewed council contract bus services were last fundamentally changed) of 90.0% is used as a baseline and provision has been maintained at this level since. For future years our target, as a minimum, will be to at least maintain this level of provision as long as there is stability in commercial bus service provision and continued availability of council resources to provide service subsidies for contract services.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

including Aberdeenshire, Dumfries and Galloway, North Ayrshire, Scottish Borders and South Lanarkshire.

In addition Passenger Focus, an independent transport user watchdog body, conduct passenger satisfaction levels between different bus companies and the 2015 survey results show an 85% overall satisfaction rating with First Scotland East, the main bus service supplier in West Lothian.

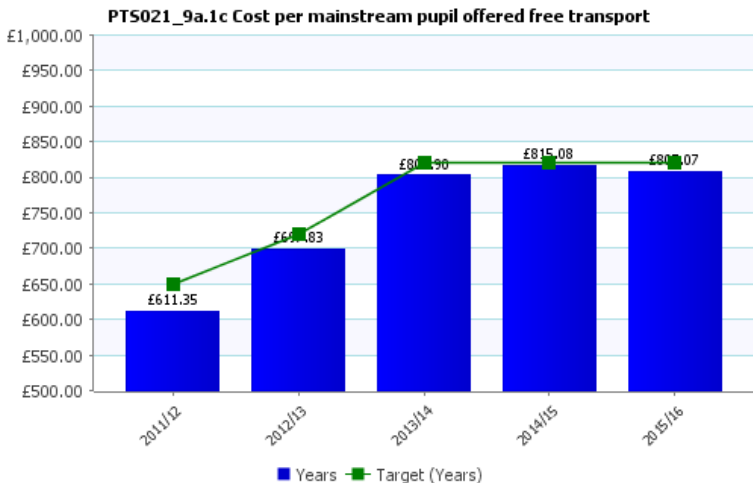
2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

another review of services to further improve cost effectiveness.

This performance indicator is a measure of the costs of provision at a given level of service. Services are all provided by contractors and, once established, contract costs tend to be static or rise in line with inflation though net costs vary according to fluctuations in fares income on many contracts. Like for like contract renewal however often exposes the council to above inflation cost pressures and costs therefore tend to increase over time. The target used is a ceiling set to match the current services provided and market conditions with a view to maintaining costs per resident at this level.

High costs per resident is not necessarily bad. It may be an indication that a council prioritises bus service support. It may also be an indication of low levels of patronage, poor performing services or of a restricted supplier market. For benchmarking purposes in 2012/13 service support in West Lothian cost £11.43 per resident whilst Fife spent £11.67, Stirling spent £8.42 and Midlothian £2.93. In the same year the Scottish average was £8.54.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Cost per mainstream pupil offered free transport | PTS021_9a.1c | | | | | | | | | | | | | | | | | | |
|---|---|--------------|-------------------------------|------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---|
| Description | <p>This performance indicator measures the cost, per pupil, of providing a free school transport service to mainstream school pupils</p> <p>Target is set at £850 to maintain current service levels within budget provided.</p> | | | | | | | | | | | | | | | | | | | |
| <p>PTS021_9a.1c Cost per mainstream pupil offered free transport</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Cost per mainstream pupil (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£611.35</td> <td>£850.00</td> </tr> <tr> <td>2012/13</td> <td>£699.83</td> <td>£850.00</td> </tr> <tr> <td>2013/14</td> <td>£801.90</td> <td>£850.00</td> </tr> <tr> <td>2014/15</td> <td>£815.08</td> <td>£850.00</td> </tr> <tr> <td>2015/16</td> <td>£801.07</td> <td>£850.00</td> </tr> </tbody> </table> | | Year | Cost per mainstream pupil (£) | Target (£) | 2011/12 | £611.35 | £850.00 | 2012/13 | £699.83 | £850.00 | 2013/14 | £801.90 | £850.00 | 2014/15 | £815.08 | £850.00 | 2015/16 | £801.07 | £850.00 | <p><u>Trend Chart Commentary</u></p> <p>Over time cost inflation on transport contracts has, historically, been above general levels of inflation which is a phenomenon noted at a national level as confirmed by the results of the annual ATCO price and competition survey. This effect is shown by the longer term trend in the costs of providing broadly a constant level of provision in West Lothian.</p> <p>All school contracts became subject to a framework arrangement in August 2013 when the vast majority of services were reviewed and replaced. This exposed the council to a significant cost pressure. Prior to that time evidence from replacing contracts that have been terminated early by service providers has clearly shown that there remains strong inflationary pressure on service provision as new, like-for-like, replacement contracts are usually significantly more costly than their predecessors. This matches the experience of neighbouring councils who have seen the same effect over many years.</p> <p>This performance indicator is a measure of the cost of service provision. Mainstream school bus and taxi services carry the majority of those pupils eligible to travel free and all fare payers. Services are all provided by contractors and, once established, contract costs are static or rise in line with inflation. The target used is a ceiling set to match the current services provided with a view to maintaining costs below £850 per year, pending the outcome of review work related to</p> |
| Year | Cost per mainstream pupil (£) | Target (£) | | | | | | | | | | | | | | | | | | |
| 2011/12 | £611.35 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2012/13 | £699.83 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2013/14 | £801.90 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2014/15 | £815.08 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2015/16 | £801.07 | £850.00 | | | | | | | | | | | | | | | | | | |

| | |
|--|---|
| | <p>DBO changes.</p> <p>Comparing this indicator to data from other councils is complicated by the variety of school transport services offered for example West Lothian Council offers free home to school transport to primary pupils living 1.5 miles or more from their catchment school and high school pupils living 2 miles or more. In addition, subsidised fare paying space is offered on services for those living closer to their school. Not all councils offer this and the differences affect the cost of provision rendering benchmarking difficult.</p> <p>By comparison primary and secondary school free entitlement distances are respectively 1.5 and 3 miles in East Ayrshire, Fife (1m/2m), Midlothian (2m/2m), North Ayrshire (2m/3m), South Ayrshire (2m/3m), South Lanarkshire (1m/2m) and Stirling (2m/3m). Of these councils only East Ayrshire, Fife, South Lanarkshire and Stirling offer fare paying spaces for other pupils.</p> <p>2016/17 data will be available in July 2017 at the end of the 2016/17 school session. At the same time the 2017/18 target will be decided.</p> |
|--|---|

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | ✓ | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | ✓ | ✓ | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annually | | | | ✓ | | | | | | | | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | | | | | | | | | | | ✓ | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | ✓ | ✓ | ✓ | | | |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.6 Recycling & Waste Services

| | |
|------------------------|-------------------|
| Manager: | David Goodenough |
| Number of Staff (FTE): | 229.5 |
| Location: | Nairn Road, Deans |

Purpose

Recycling & Waste Services are responsible for the collection of all household waste and the environmentally responsible management of waste in line with the government's Zero Waste Plan. The service provides a weekly uplift to over 78,000 households and four weekly uplifts of garden waste with the exception of the festive season to the majority of these households. Every year the service carries out around 21,000 bulky uplifts. Recycling & Waste Services also provide commercial uplifts from approximately 1,000 trade waste premises and council services. This amounts to more than 8 million uplifts a year. Over 47.4% of all waste managed was recycled (48,000 tonnes), which is approximately 4,800 bin lorries a year diverted from landfill.

The service also has six Community Recycling Centres (CRCs) strategically located throughout West Lothian where residents bring their own household waste for recycling. In addition to this we have 182 glass recycling points and provide information and support to customers on how to reduce, reuse and recycle their waste.

Activities

The service's main activities are:

- Domestic Waste and Recycling Service including household collection, commercial waste collection, bulky uplift, clinical waste and food waste
- Recycling and Waste Strategic Planning
- Operating Community Recycling Centres
- Customer liaison in education and engagement

Customers

The service's main customers include:

- All households
- Bulky waste producers – residential and commercial
- Community recycling centres' users
- All commercial users (as per service requested)
- Household clinical waste producers
- All schools and council buildings in West Lothian

- Community groups
- Other council services
- Scottish Fire & Rescue Service
- Police Scotland

Key Partners

The Service's main partners include:

- SEPA
- WRAP
- Zero Waste Scotland
- ECO Schools
- Fleet and Community Transport
- Homeaid
- Changeworks
- Her Majesty's Prison Service
- APSE
- Community Payback
- COSLA
- Scottish Government
- Waste disposal and recycling contractors
- Other council services

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------------------|------------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens | Annual Survey distributed to 2,700 members of the Citizens Panel to evaluate the satisfaction with the service provided and highlight areas for service improvement. | Annual (January 2018) | Recycling & Waste Services Manager | Citizens Panel Newsletter Results available on Council website Reported through the Public Performance Indicator (WM030_6a.7) |
| CRC Site Users | Consultation with customers as they use the service as part of an overall review of the facilities available on site e.g. signage, recycling opportunities, opening times and ease of use. | Ongoing | Recycling & Waste Strategy Officer | Through programme of consultation |
| Community Groups and Drop in sessions | Consultation with community groups and focus groups e.g. Community Councils, with regards to the siting of new bottle banks in local areas, food waste and recycling collection (which will assist with improvements and extended services in local areas). | Ongoing | Recycling & Waste Strategy Officer | Community Groups and Focus Groups |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------|------------------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Partnership Working Group | Face to face consultation with members of the fire service, police and community support teams e.g. social care. | Monthly | Recycling & Waste Services Manager | Through monthly meetings |
| Schools and Community Groups | Feedback from Education Awareness sessions to assist in ongoing improvements to schools presentations. | Ongoing | Recycling & Waste Strategy Officer | Via face to face meetings with members of School and Community Group |
| Bulky Waste Feedback | Feedback from customers as they use the service to evaluate satisfaction with the service provided and highlight areas for service improvement. | Ongoing | Operations Manager | Improvement Plan Management Team |
| Website Feedback | Feedback from customers via SOCITM as they use the Council website | Monthly | Recycling & Waste Services Manager | Through monthly feedback from the Web Performance Report |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|--------------|------------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| Frontline employees | Daily de-briefing | Daily | Supervisors |
| Team Leaders | Team meetings | Three weekly | Recycling & Waste Services Manager |
| Employee sample | Employee survey | Annually | Recycling & Waste Services Manager |
| Employee sample | Employee Focus Group | Quarterly | Recycling & Waste Services Manager |
| Employee sample | Management Plan Launch | Annually | Recycling & Waste Services Manager |
| Line Managers | One-to-ones | Fortnightly | Recycling & Waste Services Manager |
| All employees | ADR | Annually | Line Managers |
| Supervisors | Team meetings | Fortnightly | Team Leader Operations |
| Team Leaders/Supervisors | Customer Service meetings | Six weekly | Recycling & Waste Services Manager |
| Employee representatives | Works Committee meetings | Six weekly | Team Leader Operations |
| Operatives | Tool Box Talks | As required | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Domestic Waste Collection | To collect waste from domestic premises (residual & recycling) | 8. Protecting the built and natural environment | WM018_9b.2 : No. of bins missed during collection per 100,000 collections (not including contamination) (less than 2%) | WLAM | 131.7 | 3,249,282 | (2,143) | 3,247,139 |
| | | | WM001: Cost of Refuse Collection Service per Household per quarter (PI not comparable across councils as does not produce a like for like comparison based on infrastructure and geographical constraints, PI used for year to year comparisons only)(Target £75.29) | PUBLIC | | | | |
| Commercial Waste Collection | To collect waste and recycling from commercial premises. | 8. Protecting the built and natural environment | WM050_9a.1c Cost of Commercial Collection Service per premises (to be benchmarked) | WLAM | 8.2 | 976,514 | (1,146,514) | (170,000) |
| | | | WM054_6b.2 Number of bins missed during Commercial Collections per 100,000 collections (less than 2%) | WLAM | | | | |
| Bulky Uplifts | To carry out Bulky Uplifts within West Lothian. | 8. Protecting the built and natural environment | WM051_9a.1c Cost of Bulky Uplifts per request (less than £20 per lift) | WLAM | 14.8 | 406,173 | (6,173) | 400,000 |
| | | | WM053_6b.2 Percentage of bulky uplifts carried out within the agreed service standards timescales (Target 90%) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Number of Bins delivered | To deliver replacement bins to domestic and trade customers. | 8. Protecting the built and natural environment | WM052_9a.1c Cost of new and replacement receptacles per month (Target = Capital Replacement Programme budget for containers) | WLAM | 3.1 | 69,261 | (17,575) | 51,686 |
| | | | WM014_6b.3 Percentage of new/ replacement bins delivered within Service Standards Period (5 working days). (Target =90 %) | HIGH LEVEL | | | | |
| Development of future strategy & services | To research and develop future zero waste and efficiency strategies, contracts, projects and services. | 8. Protecting the built and natural environment | WM055_9a.1c - Cost per % increase in Recycling (Indicator not targetable) | WLAM | 3.2 | 164,169 | 0 | 164,169 |
| | | | WM056_9b.2 Increase in % Recycling year on year (1.5% year on year) | WLAM | | | | |
| Waste disposal - recycling | To recycle waste collected to various recycling centres, recycling points and via kerbside collections. | 8. Protecting the built and natural environment | WM057_9a.1c Cost per % of Recycling Disposal (Disposal Costs/Recycling Percentage) (Indicator not targetable) | HIGH LEVEL | 55.4 | 2,188,163 | (203,098) | 1,985,065 |
| | | | WM040_9b.1a Percentage of Household waste recycled/ composted per quarter. (Target 50% average to reflect Zero Waste Regulations Target, seasonal variations to be built in) SSPi24: Percentage of municipal waste collected that was composted or recycled per annum (Target 50%) WM060_9b.1a Average Percentage of Material Recycled at Community | PUBLIC | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---------------------------------------|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | Recycling Centres (per quarter). (Target 60% average, with seasonal variations to be built in) | | | | | |
| Waste disposal to landfill/ treatment | To dispose of Household Waste and Recycles for treatment and to landfill sites.AL | 8. Protecting the built and natural environment | sspi23b: Net cost of refuse disposal per premises (sspi not comparable as does not produce a like for like comparison based on infrastructure and geographical constraints, used for year to year comparison vs WLC figures only)(Target £106.50) | PUBLIC | 10.5 | 5,100,802 | (792,506) | 4,308,296 |
| | | | SSPi24i The total tonnes of municipal waste handled (No target = reporting figure) | PUBLIC | | | | |
| Service Support | Provision of management and admin support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 229.5 | 12,329,962 | (2,168,009) | 10,161,953 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|---|---|--|------------------------------------|------------|------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Change recycling centre operations to improve recycling and operational efficiency | Mapping the opening hours and activities within the sites to the materials received and public use of the recycling centres | Improvement in recycling performance across the sites and a reduction in operational costs | Recycling & Waste Services Manager | April 2015 | June 2015 | Complete |
| Develop Communication Plan for public engagement and awareness | Produce communication plans that will help us identify and target the delivery of messages to improve recycling and reuse. | The plans will allow the appropriate distribution of resource to maximise the impact of intervention activities. | Recycling & Waste Strategy Officer | April 2015 | July 2015 | Complete |
| Roll out SVQ Level 2 Qualification to CRC operatives | To provide the best possible training opportunities to staff and ensure staff are able to continue to deliver the service as it evolves | Career/development opportunities and the enhancing knowledge for frontline operatives | Recycling & Waste Services Manager | April 2015 | March 2016 | Complete |
| Roll out new risk assessments and safe systems of work for Recycling & Waste Operations | In partnership with Health and Safety risk assessments and safe systems of work are required for all areas of the service | All new risk assessments completed and safe systems of work in place throughout the service | Recycling & Waste Services Manager | July 2015 | May 2016 | Complete |

| Actions 2016/17 | | | | | | |
|---|--|---|---|---------------|---------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Increase glass collection | Extending the bottle bank provision that is currently in place to provide more recycling opportunities | Extended and increased bottle bank and glass collection provision throughout West Lothian | Recycling & Waste Services Manager | April 2013 | June 2016 | Complete |
| Continue the optimisation of Waste Services in working towards the future recycling targets as set by Waste (Scotland) Regulations 2012 | To introduce new opportunities for households to recycle and maximise recycling across West Lothian through the roll out of 140l landfill bins | To continue to improve from the 44.3% of household waste currently recycled, and work towards the new target of 50% as set by the Waste (Scotland) Regulations 2012 | Recycling & Waste Services Manager | April 2014 | March 2017 | Complete |
| Roll out Kerbside Food Waste collection for flatted properties and rural areas | Introduction of Kerbside Food Waste Collection to flatted properties to commence in April 2015 | Introduction of kerbside food waste collection to flatted properties and rural areas with increased recycling rates | Recycling & Waste Services Manager | April 2015 | December 2016 | Complete |
| Recycling Strategic Plan | Define the strategic direction for the service | Recycling Strategic Plan devised and in place | Recycling & Waste Services Manager | November 2015 | December 2016 | Complete |
| Design, implement and optimise collection routing in line with efficiency savings | To design new collection routes to take account of new developments and the introduction of the food waste collection service | New collection service | Recycling & Waste Services Manager | November 2015 | December 2016 | Complete |
| Introduce in house recycling | Introduction of a recycling service to all council offices/businesses | Introduction of a recycling service to all council offices/businesses to increase awareness and recycling | Recycling & Waste Services Manager | November 2015 | January 2017 | Complete |
| Carry out targeted engagement work regarding recycling | Engage with householders in identified areas. Use the ISM model (Individual, Social, and Material) to carry out discussion groups. Use this | Raise awareness of issues highlighted by Waste Services e.g. contamination of blue bins or food waste caddies in particular areas. Increase the | Waste Strategy, Strategy Support and Engagement | April 2016 | March 2017 | Complete |

| Actions 2016/17 | | | | | | |
|-----------------|--|---|----------|-------|-----|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | information to develop materials appropriate for specific community needs. | quality of materials through reduced contamination. Increase presentation and participation rates for recycling services. | Officers | | | |

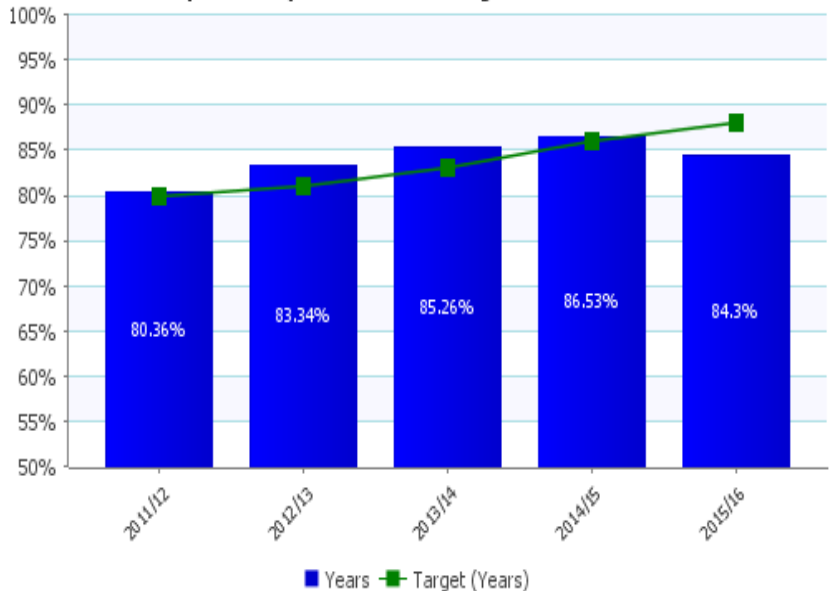
| Actions 2017/18 | | | | | | |
|--|---|---|------------------------------------|---------------|-------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Implement the service re-organisation and re-structure | To re-organise the service to meet the changing needs and issues that we face and develop a more efficient and effective service for both staff and customers | Reorganisation and restructure of the service agreed and implemented | Recycling & Waste Services Manager | April 2013 | July 2017 | Active |
| Development and support for the construction of a transfer station/sorting facility | To provide a new transfer station for the waste which is collected. This will increase the recycling opportunities and divert waste from landfill | New facility will increase recycling, reduce the risk of contract failure and save in disposal costs | Recycling & Waste Services Manager | November 2013 | August 2017 | Active |
| As flats are introduced to recycling, consult with flat owners and residents and keep them informed. | As each area of flats is included in recycling collections, liaise with supervisors and inform flat owners/residents of changes to the service. | Ensure that householders are aware of any changes to their waste service and make sure that the changes are introduced with as little disruption as possible. | Engagement Officers | January 2014 | Ongoing | Active |
| Develop workforce through relevant SVQ and WasteSmart training | Develop staff to be able to assess Frontline Environmental Services (FLES) SVQ in-house | Relevant staff will be trained to SVQ Level 2 in FLES. Relevant staff receive Waste Smart training | Strategy Support Officer | Jan 2015 | Ongoing | Active |
| Roll out SVQ Level 2 Qualification across the service | To provide the best possible training opportunities to staff and ensure staff are able to continue to deliver the service as it evolves | Career/development opportunities and the enhancing knowledge for frontline operatives | Recycling & Waste Services Manager | April 2015 | March 2018 | Active |
| Introduce in house recycling | Introduction of a recycling service to all council offices/businesses | Introduction of a recycling service to all council offices/businesses to increase awareness and recycling | Recycling & Waste Services Manager | November 2015 | April 2017 | Active |

| Actions 2017/18 | | | | | | |
|---|---|---|---|---------------|-------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Implement updated Waste Service Standards | New service standards for the service to be agreed with staff, customers and partners in conjunction with the new strategy | New standards approved and operational in line with Household Recycling charter | Recycling & Waste Services Manager | November 2015 | August 2017 | Active |
| Work in partnership with local ESOL (English for Speakers of Other Languages) groups. | Engage with members of local ESOL groups to enhance their understanding of our services and to refine our service information so that it is more accessible to people for whom English is not their first language. | Increase participation rates and quality of material collected within recycling services by facilitating hard to reach groups in their understanding of what requirements are for these services. | Strategy Support Officer | Feb 2016 | Ongoing | Active |
| Provide schools with access to 'loan boxes' for Waste Management topics. | Schools will be able to borrow 'loan boxes' which provide activities and resources relating to certain aspects of the service. | Waste Services will be able to convey key messages to school pupils in a less resource intensive manner. Topics include waste audits, composting, history of waste and paper making. | Strategy Support Officer | Feb 2016 | Ongoing | Active |
| Bi-Annual review in partnership with operational staff. | Consult with staff who are representative of all aspects of the service regarding what is working well and what could be improved from an E&A perspective. | Improving service delivery by enhancing customer knowledge and understanding. | Waste Strategy Officer and Operations Team Leader | April 2016 | Ongoing | Active |
| Provide downloadable online resources for schools and householders. | Members of the public and schools will be able to access more detailed information about Waste. | Waste Services will be able to convey key messages to members of the public in a less resource intensive manner. | Strategy Support Officer | April 2016 | Ongoing | Active |

| Actions 2017/18 | | | | | | |
|--|--|---|--|------------|------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Include 'tips' and 'events' on social media. | Ensure that up to date and relevant information is displayed on social media. | To generate interest in waste and recycling activities. | Strategy Support Officer | April 2016 | Ongoing | Active |
| Carry out targeted engagement work regarding recycling | Engage with householders in identified areas. Use the ISM model (Individual, Social, and Material) to carry out discussion groups. Use this information to develop materials appropriate for specific community needs. | Raise awareness of issues highlighted by Waste Services e.g. contamination of blue bins or food waste caddies in particular areas. Increase the quality of materials through reduced contamination. Increase presentation and participation rates for recycling services. | Waste Strategy, Strategy Support and Engagement Officers | April 2017 | March 2018 | Active |
| Attend community events | Have a presence at gala days to be able to talk to members of the public at community events. | Inform the public about existing schemes and new initiatives. Carry out survey work to measure perception of different aspects of the service. | Waste Strategy, Strategy Support and Engagement Officers | Ongoing | Ongoing | Active |

Performance

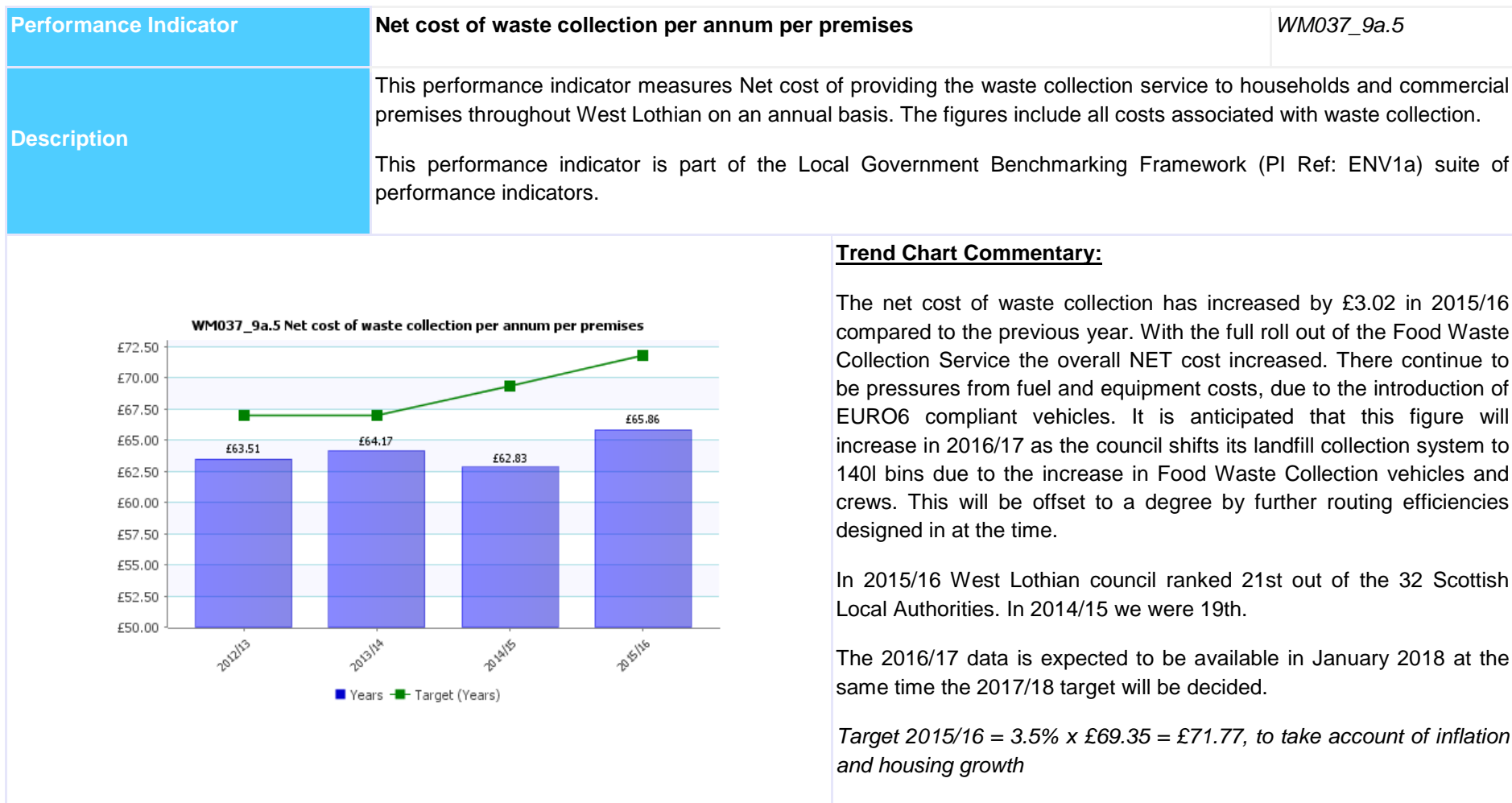
| Performance Indicator | Percentage of new / replacement bins delivered within Service Standard period (5 working days). | P:WM015_6b.5 | | | | | | | | | | | | | | | | | | |
|---|--|--------------|------|-----------------|------------|---------|--------|-----|---------|--------|-----|---------|-------|-----|---------|-----|-----|---------|--------|-----|
| Description | <p>This performance indicator measures the amount of new or replacement bins (grey, blue and brown) which are delivered to the customer within 5 working days of the request being received. We have a Bin Management Unit in place to manage the delivery of all new bins.</p> <p>Target is set at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.</p> | | | | | | | | | | | | | | | | | | | |
| <div><div><p>P:WM015_6b.5 Percentage of new / replacement bins delivered within Service Standard period (5 working days).</p><table><tr><th>Year</th><th>Performance (%)</th><th>Target (%)</th></tr><tr><td>2011/12</td><td>75.06%</td><td>90%</td></tr><tr><td>2012/13</td><td>91.35%</td><td>90%</td></tr><tr><td>2013/14</td><td>91.5%</td><td>90%</td></tr><tr><td>2014/15</td><td>90%</td><td>90%</td></tr><tr><td>2015/16</td><td>78.17%</td><td>90%</td></tr></table></div><div><p><u>Trend Chart Commentary:</u></p><p>Annual performance has been at or above 90% for three of the last five years.</p><p>The below target performance in 2015/16 was due to continuing lack of resources caused by sickness and holidays and the effect of the seasonally busy festive period. Bin deliveries decreased due to resources being diverted to refuse collection. Actions taken to rectify the issues relating to high levels of sickness absence have been undertaken in partnership with HR which will help to improve the availability of staffing resources to deliver bins.</p><p>The performance target has been reviewed for 2016/17 and has been retained at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.</p><p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p></div></div> | | | Year | Performance (%) | Target (%) | 2011/12 | 75.06% | 90% | 2012/13 | 91.35% | 90% | 2013/14 | 91.5% | 90% | 2014/15 | 90% | 90% | 2015/16 | 78.17% | 90% |
| Year | Performance (%) | Target (%) | | | | | | | | | | | | | | | | | | |
| 2011/12 | 75.06% | 90% | | | | | | | | | | | | | | | | | | |
| 2012/13 | 91.35% | 90% | | | | | | | | | | | | | | | | | | |
| 2013/14 | 91.5% | 90% | | | | | | | | | | | | | | | | | | |
| 2014/15 | 90% | 90% | | | | | | | | | | | | | | | | | | |
| 2015/16 | 78.17% | 90% | | | | | | | | | | | | | | | | | | |

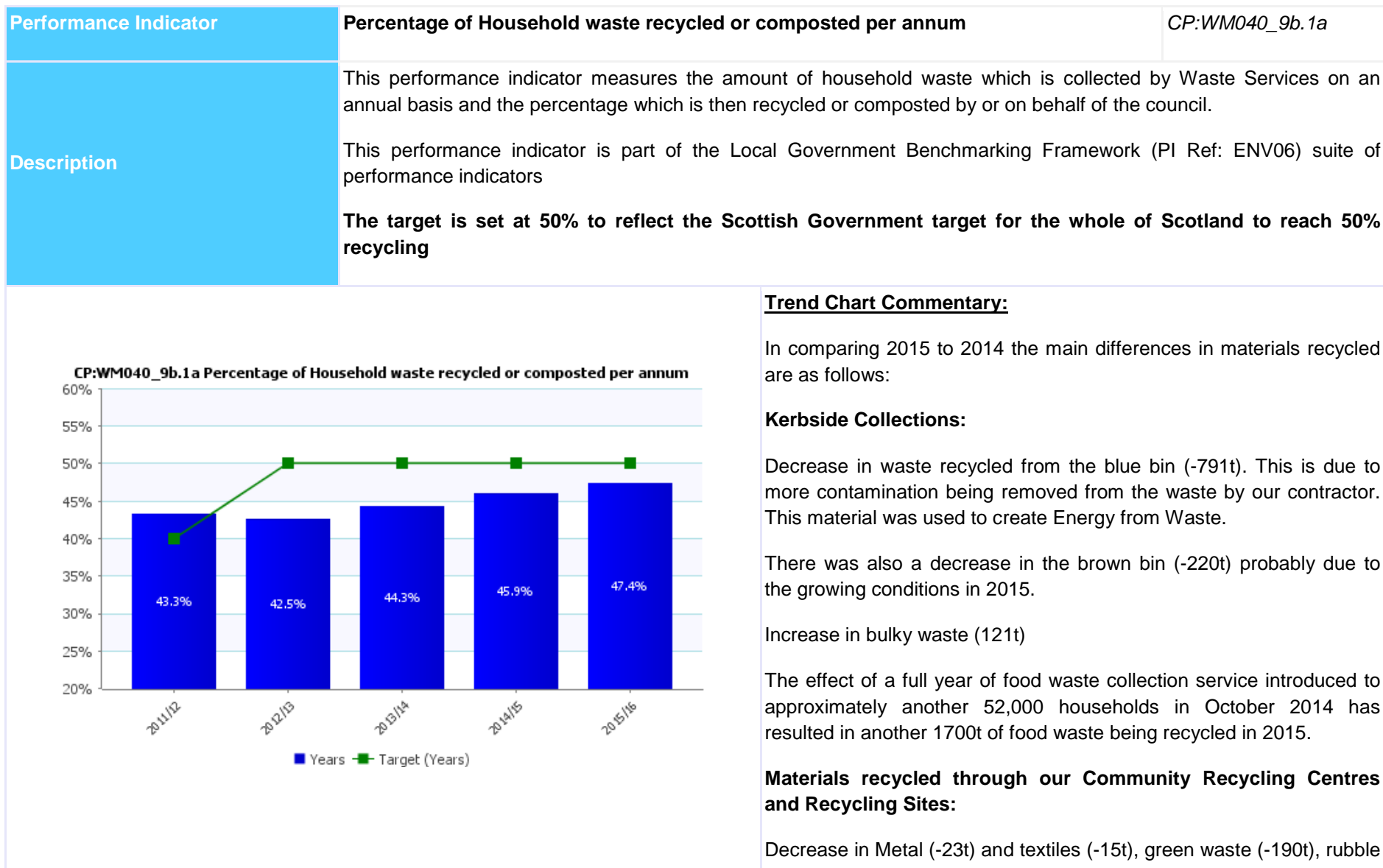
| Performance Indicator | Percentage of customers who rated the overall quality of the service provided by Waste Services as good or excellent. <i>P:WM030_6a.7</i> | | | | | | | | | | | | |
|--|---|------|------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|-------|
| Description | <p>This performance indicator measures the number of respondents rating the overall service as good or excellent. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Target is set at 90% based on a challenging improvement on the previous year's results.</p> | | | | | | | | | | | | |
| <div> <div> <p>P:WM030_6a.7 Percentage of customers who rated the overall quality of the service provided by Waste Services as good or excellent.</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>80.36%</td> </tr> <tr> <td>2012/13</td> <td>83.34%</td> </tr> <tr> <td>2013/14</td> <td>85.26%</td> </tr> <tr> <td>2014/15</td> <td>86.53%</td> </tr> <tr> <td>2015/16</td> <td>84.3%</td> </tr> </tbody> </table> </div> <div> <p>Trend Chart Commentary:</p> <p>The percentage of customers who rated the overall quality of our service as 'good' or 'excellent' decreased slightly in 2015/16 to 84.3% following our most recent survey in February 2016. There were no specific reasons given for this decrease, but it may be announcement via media and public perception about the planned introduction of smaller 140 litre bins, which happened around the same time as the survey.</p> <p>By in large the trend is for increasing performance following a major service change as the public become used to a settled service and familiar with the service standards.</p> <p>We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>Survey and distribution methods will continue to be reviewed year on</p> </div> </div> | | Year | Percentage | 2011/12 | 80.36% | 2012/13 | 83.34% | 2013/14 | 85.26% | 2014/15 | 86.53% | 2015/16 | 84.3% |
| Year | Percentage | | | | | | | | | | | | |
| 2011/12 | 80.36% | | | | | | | | | | | | |
| 2012/13 | 83.34% | | | | | | | | | | | | |
| 2013/14 | 85.26% | | | | | | | | | | | | |
| 2014/15 | 86.53% | | | | | | | | | | | | |
| 2015/16 | 84.3% | | | | | | | | | | | | |

year to ensure results remain representative.

2016/17 target set at 90% based on a challenging improvement on the previous year's results.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.





(-23t)

Increase in wood (155t) and our new soil skips increased the amount of soil collected by 110t.

There was an increase of 27t of glass due to the roll out of further recycling sites throughout the area

Diversion from landfill:

Instead of being landfilled, another 2620t of waste was used to produce Energy from Waste or was otherwise diverted from landfill. The amount landfilled decreased by 3450t overall.

The overall tonnage of household waste collected increased in 2015 compared to 2014 by approximately 500t to 74000tonnes.

The above has increased the household recycling rate from 45.9% in 2014 to **47.4%** in 2015. This was mainly due to an overall increase in material recycled and composted of 1380t and a 830t decrease in material landfilled or otherwise disposed of. In 2015 West Lothian Council were ranked 17th out of 32 Scottish Local Authorities. In 2014 we were 16th.

To increase the amount of waste recycled, the council continues to work towards Scotland's Zero Waste Targets in partnership with our residents and local businesses. Research has shown more that 50% of what people put in their grey bin could have been recycled and been placed in one of the other bins at their house. In an average grey bin, 23% of material could have gone in the blue bin and 28% could have gone into the food waste caddy.

Following committee approval, we are currently introducing 140 litre bins to decrease waste to landfill and increase recycling in

approximately 10 phases across West Lothian. West Lothian is moving towards the aims of the national “Household Recycling Charter” and Code of Practice which will introduce its aims to promote a more consistent household recycling service across Local Authorities, to increase recycling participation, quantity and quality and support the circular economy opportunities in Scotland.

2016/17 data will be available in September 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | Annually | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | | | | | |
| ● Performance Committee | As Required | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | ✓ | | | | | | | | | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | ✓ | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.7 Roads and Transportation Services

| | |
|------------------------|---|
| Manager: | Graeme Malcolm |
| Number of Staff (FTE): | 183.35 |
| Location: | Guildyhaugh Depot and Whitehill House, Bathgate |

Purpose

Roads and Transportation Services provide an integrated service to construct, manage and maintain the road, footpath and transportation network in West Lothian in the safest way possible. The service manages and maintains over 1,004 km of public roadway, 1,281 km of public footway, 46,983 street lights, 149 traffic light installations, over 1,900 grit bins, 11,250 illuminated and non-illuminated signs and bollards, 576 bridges and other structures.

Activities

The service's main activities are:

- To manage, maintain and improve the public roads and footpath network
- Flood Risk Management
- To provide transport planning and a development control service

Key Partners

The service's main partners include:

- Transport Scotland
- Utility companies
- Other local authorities
- Network Rail & Scotrail
- SEPA
- West Lothian Recycling
- SEStran
- Sustrans

Customers

The service's main customers include:

- Everyone who lives in, works in or travels through West Lothian
- All road and footpath users

- Other council services such as Housing, Customer and Building Services, Education Services, Building Control and Planning Services

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|-------------------------|--------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens | Annual Survey distributed to 2,700 members of the Citizens Panel to evaluate the satisfaction with the service provided and highlight areas for service improvement | Annually (January 2018) | Roads & Transportation Manager | Citizens Panel Newsletter Results available on Council website Reported through the Public Performance Indicators (RTS050_6a.7) |
| West Lothian Residents | NHT Public Satisfaction Survey | Annually (May 2017) | Roads & Transportation Manager | Bulletin Results available on Council website |
| Community Groups | Regular meetings held with local community groups e.g. Community Councils, to consult on any potential issues and how the service can assist in improving local communities. | Ongoing | Various Officers | Via face to face meetings with members of each group |
| Local Business Groups | Regular meetings held with local business groups e.g. Town Centre Management groups, Traders' Associations etc on any potential issues and how the service can assist in improving business opportunities. | Ongoing | Various Officers | Via face to face meetings with members of each group |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|------------------------|--|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Disabled Parking Customers | Annual paper based survey sent to all disabled parking bay holders and applicants to evaluate the standard of service provided and identify any potential issues with the service | Annual (February 2018) | Road Safety and Traffic Management | Feedback provided on request and published on the council website |
| Active Travel | Consultation exercise carried out for specific initiatives | As required | Development Management & Transportation Planning Manager | Via the consultation exercise and subsequent Committee Reports |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|----------------------------------|-----------------------------|--------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | On request | Line Managers |
| All employees | Team meetings | Monthly | Line Managers |
| Employee sample | Employee survey | Annually | Roads & Transportation Manager |
| Employee Focus Group | Meeting | 3 per year | Roads & Transportation Manager |
| All employees | Newsletter | Quarterly | Roads & Transportation Manager |
| All employees | Service Briefing | As required | Roads & Transportation Manager |
| Roads Operatives | Tool Box Talks | As required | Roads Operations Manager |
| All employees | ADR | Annually | Line Managers |
| Employee representatives | Works Committee meetings | Quarterly | Roads Operations Manager |
| Employee representatives | Health and Safety steering group | Bi-monthly (every 2 months) | Roads Operations Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|--|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Road and footpath maintenance - structural and routine works | To manage and maintain the public road and footpath network | 8. Protecting the built and natural environment | RTS305_9a.1a Total carriageway maintenance expenditure per Kilometre of carriageway (Target £5,997.00) | WLAM | 93.57 | 4,854,469 | (1,996,897) | 2,857,572 |
| | | | RTS030_9b.2a Percentage of the overall road network which should be considered for maintenance treatment (Target 25.43%) | PUBLIC | | | | |
| Flood Risk Management – reservoir safety, water quality and asset management | To reduce overall flood risk, respond to flood events, provide advice and manage water related assets | 8. Protecting the built and natural environment | Local Flood Risk Management Plans are being developed in line with partner organisations – SEPA and Forth Estuary management board | | 6.00 | 656,702 | (2,000) | 654,702 |
| Winter Maintenance | To manage and deliver the winter maintenance service for public roads and footpaths | 8. Protecting the built and natural environment | Total cost for carriageway winter maintenance period divided by the total network length | WLAM | 28.00 | 2,301,000 | 0 | 2,301,000 |
| | | | RS006_6b.5. Percentage of occasions precautionary salting routes are completed before the formation of ice (Target 100%) | HIGH LEVEL | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Street lighting | Maintenance of street lighting & traffic lights | 8. Protecting the built and natural environment | RTS018_9a.1c.. Average running cost (including electricity and maintenance) per lighting unit per year (£46.10) | HIGH LEVEL | 22.40 | 2,672,241 | (25,000) | 2,647,241 |
| | | | RTS013_9b.1c Average time in days to repair street lights (Target 7 days) and RTS001_9b.1c. Average time in hours to repair Traffic Lights (Target 48 hours) | HIGH LEVEL | | | | |
| Street lighting | To maintain illuminated and non illuminated signs/bollards and street nameplates. | 8. Protecting the built and natural environment | RTS018_9a.1c. Average running cost (including electricity and maintenance) per lighting unit per year (£46.10) | HIGH LEVEL | 4.20 | 225,633 | 0 | 225,633 |
| | | | RTS014_9b.1c. Average time (days) to repair road signs (Target. 28 days) | HIGH LEVEL | | | | |
| Development Planning | Manage the council's statutory function of issuing Road Construction Consents for new developments and to support the council's private roads scheme. Inspecting prospectively adoptable roadworks being built by | 8. Protecting the built and natural environment | RTS231_6b.5 Draft Road Construction Consents Completed within 12 weeks (Target 90%) | PUBLIC | 5.00 | 176,486 | 0 | 176,486 |
| | | | RTS232_6b.5 Final Road Construction Consents Completed within 4 weeks (Target 85%) | | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | <p>developers under a Road Construction Consent. Cost of inspections met through inspection charges. Providing statutory advice to Development Management on the Transportation impacts of new developments. To promote and protect the council's interests nationally, regionally and locally on developing transportation issues.</p> <p>Supporting SEStran and FETA</p> <p>Input to national, regional and local policies.</p> | | RTS230_6b.5 Percentage of responses to planning consultations within 3 weeks (Target 80%) | | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Structures – Roads related Structures Management, Inspections and Structural Advice | <p>To manage and maintain bridges and other highway structures. Maintain notifications from hauliers in respect of abnormal load movements.</p> <p>Provide structural advice on roads related structures and other council structural assets. Provide structural advice to Construction Services, Planning Services and Other Services</p> <p>Assessment of the condition of highway structures through completion of General/Principal Inspections in accordance with Best Practice.</p> | 8. Protecting the built and natural environment | <p>RTS202_9b.1a Bridges - Percentage failing 40 tonnes (All bridges) (Target 1.5%)</p> <p>RTS205_9b.1a Bridges - Percentage weight/width restricted (All bridges) (Target 0.5%)</p> <p>RTS213_6b.5 Percentage of abnormal loads processed on time. (Target 100%)</p> <p>RTS207_6b.5 Bridges: Percentage of principal inspections carried out (Target 100%)</p> <p>RTS208_6b.5 Bridges: Percentage of general inspections carried out (Target 100%).</p> | WLAM | 6.00 | 564,093 | 0 | 564,093 |
| Projects Design & Implementation | To design and deliver capital projects for Roads & Transportation Feasibility, | 8. Protecting the built and natural | Fee Target of less than 15% for schemes more than £50,000 | WLAM | 8.00 | 356,510 | 0 | 356,510 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | Detailed Design and Work Procurement and Site Supervision Provide Roads related advice. | environment | Fee Target of less than 20% for schemes less than £50,000 | | | | | |
| Disabled Persons Parking Places | To provide disabled persons' parking places for blue badge holders in line with statutory duties. | 8. Protecting the built and natural environment | Average time taken from deciding to provide a parking place to initiating statutory procedure. Target: 69 days | WLAM | 3.00 | 137,605 | 0 | 137,605 |
| Traffic management schemes and Traffic Orders | To provide small scale safety, traffic management and parking schemes and traffic orders to respond to customer demand and effectively manage the use of the road network. | 8. Protecting the built and natural environment | Complaint rate (Annual number of complaints / annual enquiries). Target: 2% | WLAM | 2.50 | 114,671 | 0 | 114,671 |
| Road Safety casualty reduction programme | To provide engineering measures which contribute in a cost effective way to road casualty reduction | 8. Protecting the built and natural environment | Average First Year Rate of Return of completed schemes. Target: 200% | | 2.00 | 91,737 | 0 | 91,737 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | | | 2.68 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 183.35 | 12,326,743 | (2,023,897) | 10,302,846 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|--|----------------------------|------------|----------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Local Flood Risk Management Plan | Work in liaison with other members of the Forth Estuary Local Flood Risk Management Plan District to prepare for the publication of the Local Flood Risk Management Plan | Publication of the Local Flood Risk Management Plan by June 2016 | Senior Engineer Flooding | April 2013 | June 2016 | Complete |
| Broxburn Flood Prevention Scheme | Continue to review hydrology, design and construct components of the Broxburn Flood Prevention Scheme to reduce the risk of flooding | Review hydrology of the Brox Burn & Liggat Syke and assess the potential for property level protection for susceptible properties. Implement natural flood management measures. | Senior Engineer Flooding | April 2013 | September 2016 | Complete |
| Ensure that all structures are assessed for scour, where appropriate, in accordance with BD97/12 – 'The assessment of scour and other hydraulic actions at highway structures' | New guidance to assess the potential risk of scour was introduced in 2012. In compliance with best practice this guidance needs to be utilised to check the risk of scour and take appropriate action where necessary | Initial scour assessments have been undertaken with General and Principal Inspections. The SCOTS asset management project is currently consulting all members with the aim of developing a practical approach of scour standards for structures and we await | Senior Engineer Structures | April 2013 | March 2017 | Complete |


| Actions 2016/17 | | | | | | |
|---|---|--|---------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | | this guidance/advice. | | | | |
| Traffic Restriction Procedures | Review of procedures for traffic restrictions (road closures etc) to ensure compliance with legislation, guidance and local policies. | Detailed traffic restrictions procedure for inclusion in roads and transportation road maintenance manual. | Network Manager | April 2016 | March 2017 | Complete |
| Installation of LED within street lighting | The installation of a further 3000 LED units as part of the Reducing Energy Use Workstream within the council's Delivering Better Outcomes approach | To reduce energy consumption and carbon emissions | Senior Engineer Street Lighting | April 2016 | March 2017 | Complete |
| Review Supplementary Planning Guidance (SPG) – Flood Risk and Drainage | Review and update the current SPG to take account of changes in legislation and guidance. | Document reviewed and updated | Senior Engineer Flood | April 2016 | March 2017 | Complete |
| Develop Self-Certification for Drainage Assessments and Flood Assessments | Develop a process for Self-Certification for Drainage Assessments and Flood Assessments with the view to introducing it as part of the requirements for planning applications | Process developed and introduced that will reduce the impact on resources when dealing with planning applications and provide a surety of compliance with legislation and guidance | Senior Engineer Flood | April 2016 | March 2017 | Complete |
| Review processes and documentation throughout Design Engineering teams | Following the restructure, the Flood Risk Management, Projects and Structures teams sit within Design Engineering. Processes and documentation need to be | Standardised processes and documentation to help provide a more efficient and effective service delivery | Design Engineering Manager | April 2016 | March 2017 | Complete |

| Actions 2016/17 | | | | | | |
|-----------------|---|-----------------|-------|-------|-----|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | reviewed and standardised where practicable | | | | | |

| Actions 2017/18 | | | | | | |
|--|--|---|--|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Annual road accident investigation and prevention programme | Annual identification of 'sites for concern', detailed investigation of accident patterns, development and prioritisation of road engineering measures to treat accident patterns. | Reduced accident numbers at treated sites. | Senior Engineer - Road Safety and Traffic Management | October 2015 | March 2017 | Active |
| Update Road Safety Plan for West Lothian | Revised plan with detailed assessment of casualty trends within West Lothian and targeted, data led action plan taking account of Scottish Government targets & priorities. | Updated plan demonstrating data led approach to road casualty reduction. | Senior Engineer - Road Safety and Traffic Management | January 2016 | December 2017 | Active |
| Development and implementation of the Active Travel Strategy 2015-2020 | Taking forward the strategy and securing external funding to aid delivery. | Development of proposals for local active travel networks and an implementation strategy for delivery | DM&TP Manager | January 2016 | March 2017 | Active |
| Develop the WLC local variations to the National Roads Development Guide | Complete a review and publish local variations of guidance to developers on new roads and development. | Documented local variations linked to National Roads Development Guide | DM&TP Manager | January 2016 | April 2017 | Active |
| Safety Inspection Review | Review of inspection routes | Revised, optimised inspection routes. | Network Manager | April 2016 | December 2017 | Active |
| Review and update standard documentation associated with the Road Construction | Complete a review and develop an updated RCC document for use in the | Standardised updated documentation to help provide a more efficient and | DM&TP Manager | April 2016 | March 2017 | Active |

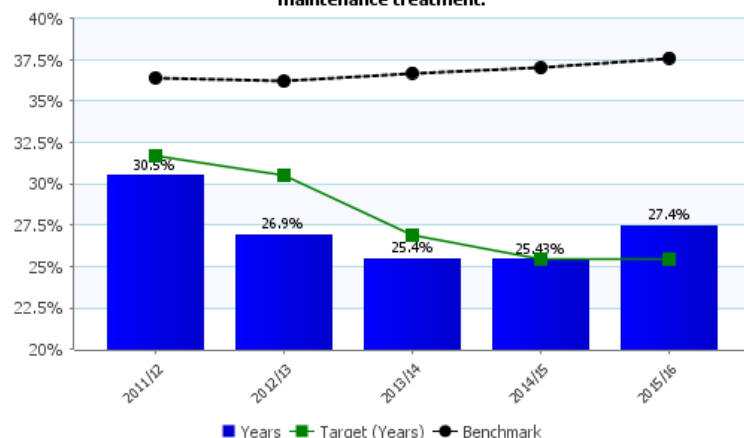
| Actions 2017/18 | | | | | | |
|---|--|--|---|---------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Consent process. | delivery of our statutory function. | effective service delivery. | | | | |
| Integrate Flood team and Capital Maintenance team into the Quality Assurance (QA) system | Following R & T restructure the processes within the Design & Engineering team are to be included within the QA system | Processes in all areas of design engineering team included within the QA system | Design Engineering Manager | October 2016 | November 2017 | Active |
| Whitburn Flood Protection Study | Investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk. | Data from flow-monitoring and gauging, a hydraulic model of the White Burn and a report identifying the extent and impact of flooding from a number of given events. | Senior Professional Officer – Flood Risk Management | January 2017 | March 2018 | Active |
| Review the process for delivery of winter service to existing primary carriageway routes. | Investigate whether the configuration of existing primary carriageway routes can be optimized, taking domain based forecasting into account. | Deliver the treatment of existing primary carriageway routes in a more efficient and cost effective manner, with no change to level of service within existing policy. | Senior Engineer – Roads Operations | February 2017 | October 2017 | Active |
| Safety Inspection Review | Review of Safety Inspection Manual | Revised Safety Inspection Manual reflecting revised code of practice. | Network Manager | February 2017 | March 2018 | Active |
| Road Safety Plan for West Lothian | Revised plan with detailed assessment of casualty trends within West Lothian and targeted, data led action plan taking account of | Updated plan demonstrating data led approach to road casualty reduction. | Senior Engineer - Road Safety and Traffic | March 2017 | August 2017 | Active |

| Actions 2017/18 | | | | | | |
|--|--|--|---|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | Scottish Government targets & priorities. | | Management | | | |
| Linlithgow Flood Protection Study | Investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk. | Data from flow-monitoring and gauging, a hydraulic model of the White Burn and a report identifying the extent and impact of flooding from a number of given events. | Senior Professional Officer – Flood Risk Management | March 2017 | March 2018 | Active |
| Installation of LED within street lighting | The installation of a further 4,600 LED units as part of the Reducing Energy Use Workstream within the council's Delivering Better Outcomes approach | To reduce energy consumption and carbon emissions | Senior Engineer - Street Lighting | April 2017 | March 2018 | Planned |

| Performance Indicator | Average running cost, including electricity and maintenance, per lighting unit per year. P:RTS018_9a.1c | | | | | | | | | | | | | | | | | | |
|---|--|----------------|-------|----------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|
| Description | <p>This performance indicator measures the average costs to maintain each lighting section unit including electricity, inspections, testing, reactive maintenance and section and central overheads. Units include all lighting, signs and traffic signals - all costs divided by all units.</p> <p>The target is set to reflect our aim to minimise costs whilst having an increase in our lighting assets.</p> | | | | | | | | | | | | | | | | | | |
| <div><div><p>P:RTS018_9a.1c Average running cost, including electricity and maintenance, per lighting unit per year.</p><table><thead><tr><th>Year</th><th>Years</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2011/12</td><td>£49.28</td><td>£50.50</td></tr><tr><td>2012/13</td><td>£46.45</td><td>£49.50</td></tr><tr><td>2013/14</td><td>£48.94</td><td>£46.50</td></tr><tr><td>2014/15</td><td>£47.03</td><td>£49.00</td></tr><tr><td>2015/16</td><td>£46.53</td><td>£47.00</td></tr></tbody></table></div><div><p>Trend Chart Commentary:</p><p>In 2015/16 we managed to reduce the average cost and stay within target despite asset growth. This is primarily due to the introduction of LED lighting which is more reliable and has a longer life expectancy than previously used light sources. The energy consumed by LED light sources is also considerably lower.</p><p>The average cost rose in 2013/14 primarily due to the reallocation of Housing assets which typically are cheaper to run. Our target for future years has been amended to reflect this change in approach. This indicator is strongly influenced by the cost of electricity, which is now procured through a national contract. It is anticipated to rise considerably over the next few years.</p><p>2016/17 target is set at £46.10, reducing our costs to reflect this year's LED replacement programme.</p><p>2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.</p></div></div> | | Year | Years | Target (Years) | 2011/12 | £49.28 | £50.50 | 2012/13 | £46.45 | £49.50 | 2013/14 | £48.94 | £46.50 | 2014/15 | £47.03 | £49.00 | 2015/16 | £46.53 | £47.00 |
| Year | Years | Target (Years) | | | | | | | | | | | | | | | | | |
| 2011/12 | £49.28 | £50.50 | | | | | | | | | | | | | | | | | |
| 2012/13 | £46.45 | £49.50 | | | | | | | | | | | | | | | | | |
| 2013/14 | £48.94 | £46.50 | | | | | | | | | | | | | | | | | |
| 2014/15 | £47.03 | £49.00 | | | | | | | | | | | | | | | | | |
| 2015/16 | £46.53 | £47.00 | | | | | | | | | | | | | | | | | |

| | | |
|-----------------------|--|-----------------|
| Performance Indicator | Percentage of the overall Road Network which should be considered for maintenance treatment. | CP:RTS030_9b.2a |
| Description | <p>In West Lothian Council we aim to keep our roads in as safe and servicable condition as possible and this performance indicator measures our success in achieving this. The whole of the network is checked through a national road condition machine based survey. The output from this survey indicates the percentage of the network which should be considered for detailed investigation and then future maintenance.</p> <p>West Lothian Council currently maintains over 1000 km of Road Network:</p> <p>A Class: 152 km</p> <p>B Class: 118 km AI</p> <p>C Class: 116 km</p> <p>U Class: 92.5 km</p> <p>Urban (Housing Estates etc): 526 km</p> <p>Target is set based on the previous year's performance.</p> | |

CP:RT5030_9b.2a Percentage of the overall Road Network which should be considered for maintenance treatment.



Trend Chart Commentary:

The condition of our overall road network, which should be considered for maintenance treatment, was 27.4% in 2015/16. The condition of A, B and C class roads has remained fairly stable. However, there has been a significant deterioration on U Class roads and this has affected the overall indicator. Even with this, we still have the third best U class roads in Scotland and the fourth best roads overall. We will continue to target our investment in roads maintenance to ensure that West Lothian's roads are in as good a condition as possible. Our target is to maintain condition or improve. Therefore the target is set at the previous year's actual value.

In 2015/16 we ranked fourth for overall network in Scotland, 1st for A class roads, 9th for B class roads, 27th for C class roads and 3rd for U class roads.

The black line on the chart shows the Scottish average.

2016/17 target is set at 27.4% to reflect our desire to maintain or improve on existing condition.

2016/17 information will be available in summer 2017, at the same time the 2017/18 target will be decided.

| | | |
|-----------------------|--|---------------|
| Performance Indicator | Percentage of customers who rated the overall quality of service provided by Roads and Transportation Services as good or excellent. | P:RTS050_6a.7 |
| Description | <p>This Performance Indicator measures the number of respondents rating the overall service as good or excellent. The figure is taken from the Annual Customer Survey carried out by Roads and Transportation Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Target is set based on the previous year's performance.</p> | |

P:RTS050_6a.7 Percentage of customers who rated the overall quality of service provided by Roads and Transportation Services as good or excellent .

| Year | Percentage |
|---------|------------|
| 2012/13 | 54.59% |
| 2013/14 | 52.1% |
| 2014/15 | 49.81% |
| 2015/16 | 43.26% |

■ Years ■ Target (Years)

Trend Chart Commentary

This is the fourth year that customer satisfaction has been measured across the full Roads and Transportation Service (previously it was reported as 2 separate services). The figure in 2015/16 dropped by 6.6% after a drop of 2.3% in 2014/15 and a drop of 2.5% in 2013/14. Despite the drop in the overall result customers rated a number of our services highly, including the coverage of street lighting on main roads and housing estates; the winter maintenance service on main roads; the disabled parking service; flood prevention and the maintenance of bridges.

The main areas where customers are less satisfied include the condition of rural roads; the winter maintenance service on footpaths and in housing estates and our response to pot holes on the road network. From the comments received from customers there does not appear to be any specific reasons for the decline in satisfaction levels. In an attempt to gain a clearer understanding and widen our customer sample size, the service has arranged to participate in the National Highways & Transport Public Satisfaction Survey in Autumn 2016. Participating in this will improve our understanding of our customers and also allow us to make comparison against other local authorities in

the UK.

The 2015/16 survey was issued in February 2016 and the figure is based on 383 responses from the Citizens Panel. Response rate has reduced by 49% this year compared to last. This makes direct year on year comparison difficult.

2016/17 target set at 45% as we aim to improve our performance from the previous year.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|---|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Monthly | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | Annually | | ✓ | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annual | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | ✓ | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | ✓ | | | | | | | | | | | ✓ |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

Data Label: PUBLIC

Operational Services

Management Plan 2017/18

Jim Jack
Head of Service

April 2017

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West Lothian
Council

ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

**PLANNING, ECONOMIC DEVELOPMENT & REGENERATION MANAGEMENT PLAN
2017/18**

REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

A. PURPOSE OF REPORT

The purpose of the report is to make the panel aware of the Planning, Economic Development & Regeneration Management Plan 2017/18.

B. RECOMMENDATION

It is recommended that the panel notes the terms of the report and the attached management plan.

C. SUMMARY OF IMPLICATIONS

| | |
|---|---|
| I Council Values | Focusing on our customers' needs; being honest, open and accountable; making best use of our resources; and working in partnership |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | Actions will be screened as they are progressed to determine the need for environment, equality, health or risk assessments. |
| III Implications for Scheme of Delegations to Officers | None. |
| IV Impact on performance and performance Indicators | Successful delivery of the plan will ensure good performance against a number of performance indicators detailed in the plan document. |
| V Relevance to Single Outcome Agreement | SOA : 3 Our economy is diverse and dynamic, and West Lothian is an attractive place for doing business. SOA : 4 We live in resilient, cohesive and safe communities. SOA : 8 We have the most efficient and effective use of resources by minimising our impact on the built and natural environment. |

| | |
|--|--|
| VI Resources - (Financial, Staffing and Property) | Resource implications are detailed throughout the plan, particularly in the sections headed "Activity Budget". |
| VII Consideration at PDSP | This is the first consideration of the plan by the PDSP. The plan will also be reported to the Development & Transport PDSP. |
| VIII Other consultations | The plan has been approved by the Executive Management Team for submission to the panel. |

D. TERMS OF REPORT

D1 Introduction

The appended management plan details the activities and actions for the Planning, Economic Development and Regeneration services for 2017/18. The plan also reports on outcomes against the activities and actions over the previous year.

The management plan comprises of three sections as follows:

1. An overview from the head of service outlining the key achievements of the service in 2016/17, the key challenges for 2017/18, the context within which the service expects to operate in the coming year.
2. An organisation chart showing the high-level structure of the service and the reporting link to the Executive Management Team.
3. A summary of each of the West Lothian Assessment Model units (Economic Development & Regeneration, Environmental Health & Trading Standards and Planning Services) outlining their main purpose and activities, commitment to customer participation, activity budget, actions and key performance indicators.

D2 Key areas of interest

The plan sets out that significant progress has been made on the key activities in the previous plan. In particular the panel may wish to note that during the year the service:

- Made significant progress on economic recovery and employment growth through the Economic Growth Plan.
- Engaged with the Scottish Government on European funding programmes.
- Carried out an extensive Placemaking exercise in Fauldhouse with partners.
- Supported 400 new business start-ups.
- Assisted over 500 businesses with investment, training and job creation.
- Developed the Women n2 Work course which has supported long term unemployment women with multiple barriers.
- Delivered eight work clubs through West Lothian engaging with 183 residents, with 66 progressing to a positive destination.
- Continued to secure developer contributions to support infrastructure improvements and implementation of the West Lothian Local Plan.

- Submitted the West Lothian Local Development Plan Proposed Plan to the Scottish Government's Planning and Environmental Appeals Division (DPEA) for Examination.
- Secured funding from Lothian & Borders Geo-conservation Group and Edinburgh Geological Society to reprint all West Lothian geodiversity leaflets.
- Achieved the national 100% target for a full technical assessment of all building warrant applications within 20 days of their receipt. This target has now been achieved for 50 consecutive months.
- Successfully implemented the *eBuildingStandards* portal allowing electronic submission of building standards applications.
- Progressed the implementation of a new case management system in Development Management.
- Made significant improvements to the speed of processing planning applications and related applications.
- Contributed to helping reduce the uptake of smoking by younger people by ensuring that retailers complied with display and age restriction conditions of their tobacco licence.
- Protected the health of the community by inspecting 98% of the highest risk rated food premises by the planned inspection date.
- Promoted a healthy environment by finalising the air quality action plan for Broxburn and completing the declaration of air quality management areas for Linlithgow and Newton.
- Responded to the Edinburgh Airport 'Let's Go Further' consultation.

In the coming year the service will continue to focus on facilitating economic growth and community regeneration. The service will continue working with the house-building industry in order to increase the rate of house construction in West Lothian. The service will also ensure protection of our communities through promoting a safe and legal trading environment.

Specific activities for the year will include:

- Working towards a City Deal for Edinburgh & South East Scotland City Region.
- Achieving the outcomes of the Economic Growth Plan.
- Lobbying for continued access to economic development and regeneration funds post Brexit.
- Supporting the achievement of the Community Planning Partnership Development Plan including:
 - Enabling enhanced leadership through a focus on cultural and behavioural change.
 - Improving resource aligning and better use of data and information.
 - Developing local community planning arrangement and focusing on place making through local regeneration plans
 - Establishing an improved and more effective governance arrangement.

- Supporting the preparation of an Edinburgh, Borders, Lothian and Fife bid to provide the Work Able contract requirements for 2018/19.
- Continuing with the delivery of Women n2 Work courses.
- Continuing the wage subsidy programmes including Steps n2 Work, Modern Apprentices and West Lothian job Fund opportunities.
- Supporting 1,400 unemployed residents with 50% progressing into a positive destination.
- Continuing the programme of projects in villages and traditional towns to achieve full spend of the capital allocation.
- Striving to ensure that Building Standards are reappointed sole verifier for the geographical area of West Lothian.
- Work with Food Standards Scotland to implement changes to food premises rating schemes to allow better prioritisation of resources, focussing on premises posing highest risk.
- Participate in workshops to inform the Cosla/SOLACE review of consumer protection and Trading Standards.
- Finalise, and prepare for consultation, the air quality action plans for Linlithgow and Newton.
- Implement the controls and licensing requirements in relation to sales of tobacco replacement substances (Vaping).
- Adoption and implementation of the West Lothian Local Development Plan.
- Using an asset mapping and development approach with communities experiencing disadvantage to establish a replicable model to increase community capacity and resilience through development and delivery of Regeneration Plans.

E. CONCLUSION

The management plan provides the framework for service delivery by Planning, Economic Development & Regeneration in the coming financial year, including those services that report through the Environment Policy Development and Scrutiny Panel.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: One.

Appendix 1: Planning, Economic Development & Regeneration Management Plan 2017/18.

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Craig McCorriston
Head of Planning, Economic Development & Regeneration

27 April 2017



Delivering Better Outcomes Operational Services Management Plan 2017/18

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1 Overview

1.1 Introduction

Welcome to the Operational Service Management Plan 2017/18

Operational Services plays a key role in the delivery of many of the council's front line services and ensures that it, and its partners, continues to modernise and provide high quality services which make a significant contribution to its communities and its targeted outcomes.

Significant Achievements in 2016/17

The seven service units that make up Operational Services share a common goal in utilising their resources to deliver the best possible outcome for communities.

2016/17 was another successful year for Operational Services.

Some of the key achievements across the service are set out below, the remainder are mentioned in the service specific sections of the plan.

Facilities Management

- 14% increase in school meal uptake, assisting Education Services in improving attainment and supporting the anti-poverty strategy.
- Online payments for school meals implemented to improve customer payment options, reduce administration costs, better manage income, provide operational and management information and reduce food waste.
- The building cleaning team reached the National Finals of the Association of Public Sector Excellence recognising their efforts to deliver an efficient and affordable service.

Fleet and Community Transport

- Funding from Transport Scotland utilised to further increase electric vehicles in fleet meeting the council's carbon reduction commitments, continuing the council's strong record of achievement in carbon reduction and reduced CO2 emissions.
- Introduced a Corporate Fleet-use policy to maintain the council's fleet compliance and ensuring that the fleet is used efficiently and effectively

Inprint

- Delivered the council's print requirement more efficiently

- Continuing to explore opportunities to capture print to mail jobs throughout the Council; print to mail work can be automated using equipment available in Inprint

NETs, Land & Countryside Services

- Opened a new £1.8m Cemetery at Almondell, increasing burial capacity across West Lothian to 70 years and improved the environment of our cemeteries in appearance and safety by implementation of cemetery management rules.
- Delivered the council's Open Space Strategy improving the standard of public parks and the facilities within them for active health, recreational use and environmental management.
- The team's success was recognised when they reached the national finals of the Association of Public Sector Excellence.

Public Transport Services

- Implemented an affordable passenger transport strategy
- Carried out a programme of planned service inspections to ensure that contractors are meeting the conditions of their contract and remaining compliant with the new strategy

Recycling & Waste Services

- Revised the household waste collection service – including food waste collections, roll out of slim bins and a revision of waste beats. This has resulted in a reduction of the waste being sent to landfill of 20% and an increase in recycling.
- Implemented updated Waste Service Standards; approved and operational in line with Household Recycling charter

Roads and Transportation Services

- Maintained West Lothian's roads asset infrastructure resulting in being ranked fourth overall in Scotland.
- Installation of 7,772 LED units within street lighting over the last two years supporting the council's carbon reduction commitments

Key Priorities and Actions for 2017/18

2017/18 will be an exciting time for the Operational Services with the planned move to a new shared service centre where all services will be located in the same building. This represents a significant investment in centralising services and improving facilities for our staff and customers. It will also deliver a range of operational efficiencies.

Strong performance and innovation will continue to be prioritised to secure continuous improvement. Key priorities and actions across each unit in 2017/18 are set out below:

Facilities Management

- Implement new purchase card system in primary schools and remove paper based reconciliation system
- Introduce stand by service to cover out of hours calls for Education buildings

Fleet and Community Transport

- Seek DVSA approval for new ATF (Authorised test facility) at new depot
- Identify and procure integrated Fleet Management System to reduce administrative burdens and streamline processes

Inprint

- Continue to explore opportunities to capture print to mail jobs throughout the Council; print to mail work can be automated using equipment available in Inprint. Carried forward from 2016/17 due to corporate review of service provision

NETs, Land & Countryside Services

- Improve and upgrade Open Space in West Lothian; investment of capital and external funds into the improvement of play areas, open space and sports pitch drainage
- Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces

Public Transport Services

- Work with Social Policy and other services requiring passenger transport to concentrate service management in Public Transport
- Additional support needs policy to be reviewed and updated

Recycling & Waste Services

- Carry out targeted engagement work regarding recycling
- Development and support for the construction of a transfer station/sorting facility, to provide a new transfer station for the waste which is collected. This will increase the recycling opportunities and divert waste from landfill

Roads and Transportation Services

- Linlithgow and Whitburn Flood Protection Studies - investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk.
- Further tranche of LED street lighting
- Review the process for delivery of winter service to existing primary carriageway routes

Staff Communication and Engagement

The contribution of staff will continue to be the key factor in the achievements of the service and in meeting the challenging times ahead.

Staff communication and engagement remains a priority and the work of each service unit's staff focus group will help inform our plans to improve staff engagement over the next year.

The service's ability to maintain strong performance in a period of change will be underpinned by service unit performance indicators and their regular review by management teams.

Staff development will be managed through the annual development review meetings between staff and their line manager. This will in turn inform service unit training plans.



Jim Jack
Head of Service
Operational Services

1.2 Context

The purpose of this plan is to set out the activities, objectives and initiatives for Operational Services for the forthcoming financial year, 2017/18. The plan will also provide a review of service performance for 2016/17. The Management Plan will be the basis against which the service will drive performance, report and be judged through the council's corporate performance management system.

1.2.1 West Lothian Council Values

West Lothian Council has created its own set of unique values which Operational Services adheres to and conducts all its operations by, these are:

- Focusing on our customers' needs
- Being open, honest and accountable
- Providing equality of opportunities
- Developing employees
- Making best use of our resources
- Working in partnership

The Council Mission Statement:

"Striving for Excellence working with and for our Communities"

Operational Services consider every person who lives in, works in, is educated in, visits and travels through West Lothian as a customer

1.2.2 Performance Management

The service measures and monitors its performance against their main activities, which feed into the overall objectives of the council, through the council's performance management system – Covalent. The service has a published suite of performance indicators which are reported to the public through the council's website. Performance is measured on a monthly, quarterly and annual basis and reported through the relevant Policy Development and Scrutiny Panel (PDSP). As a service we hold an annual Performance Review Day to assess our performance measures for reliability and relevance.

1.2.3 Governance & Risk Board

In order to minimise the impact of risk, risk management is embedded within our service planning and day-to-day management processes. This includes monitoring and recording the key risks to our service objectives within the council's corporate

Risk Register as well as agreeing actions which will help minimise the impact or alleviate these risks.

Our services have each developed a Business Continuity Plan which is reviewed and updated regularly to ensure it remains relevant and effective. Operational Services are also fully represented on the council's Risk Management Board.

1.2.4 Corporate Plan 2013/17

Through its 'Delivering Better Outcomes' consultation the council developed the new Corporate Plan 2013/17 which reflects the views, needs and aspirations of the West Lothian community. The Corporate Plan identifies eight priorities that we believe to be the most critical factors to positive change.

More information about how our service activities directly impact on the council's priorities can be found in section 1.4.

1.2.5 Customer Consultation and Participation

Operational Services have a direct day-to-day impact on those who live, visit, work and do business within West Lothian. How we manage and deliver our services has a significant influence on residents' overall perception of West Lothian Council.

As a result, effective customer consultation and engagement is a fundamental requirement for our services. It allows us to build stronger, more responsive and focused services which consider the needs and expectations of our customers. We have therefore developed a robust approach to customer consultation, engagement and participation. This is used to review, re-design and, in some cases, help deliver our services.

We vary the way that we engage and encourage participation depending on the targeted customer group. The methods of consultation and engagement used differ for each group and may require additional skills from those already within the service.

Operational Services' customer groups have been identified through practical experience, staff feedback, working internally with other services and local authorities and engaging with the public, communities and businesses across West Lothian. This knowledge and understanding of customers' needs and preferences is used to help improve our services and make them more accessible.

1.3 Partnership Working

1.3 Partnership Working

In these demanding times it is increasingly important that the council make the most effective use of partnerships and the resources effective partnership working can bring to improving service delivery. Partnership working is a key asset to the council if we are to continue to provide the greatest positive impact upon the people, families and communities living within West Lothian.

The council and the West Lothian Community Planning Partnership have identified a set of local priority outcomes called the Single Outcome Agreement (SOA). We work collaboratively with other public services and the voluntary sector to meet the challenging national priorities.

The SOA provides the council and our partners with a shared set of priorities that must be driven down through every level of the planning framework. This link between strategic priorities and planning is referred to as a 'golden thread' and it ensures that there is a strong focus on the achievement of outcomes at every level of the council.

Operational Services provide a significant contribution, either directly or indirectly, to the success and outcome of the major priorities. The service has a number of key activities and performance measure which are part of the SOA priorities:

- Number of people killed or seriously injured in road accidents
- Percentage of primary school pupils accessing free school meals
- Percentage of secondary school pupils accessing free school meals
- Street Cleanliness Index
- Percentage of household waste recycled
- Percentage of municipal solid waste recycled
- Percentage of material prepared for reuse
- Percentage residents with access to an hourly or more frequent bus service

West Lothian Community Safety Unit (CSU) was formed in April 2010 bringing together partners from Police Scotland, West Lothian Council and Scottish Fire and Rescue Service.

The partnership works towards the 'PIER' concept – Prevention, Information, Enforcement and Rehabilitation - and forms the backbone of the joint working by all partners when tackling Community Safety. Officers from our Roads and Transportation service work with the other partners as part of the Community Safety

Partnership to help deliver key objectives relating to road safety and protecting road users and pedestrians throughout West Lothian.

Services within Operational Services have developed a number of key strategic partnerships with a variety of partners, groups and organisations to help provide better services, use resources more efficiently and to share information for the benefit of our customers and local communities.

For example, Operational Services operate a joint venture with Tarmac (West Lothian Recycling) to recycle road construction materials and green waste reducing landfill waste and providing a product which can be re-used.

| Key Partners for Operational Services | | | | | | | |
|--|--------------------------|----------------------|----------------------|-----------------------------|------------------|---------------------------|----------------------|
| | Facilities Management | Fleet & Community | Inprint & Support | NETs, Land & Countryside | Public Transport | Roads & Transportation | Recycling & Waste |
| Driver & Vehicle Standards Agency | | ✓ | | | ✓ | | |
| HCL | | | | | ✓ | | |
| Keep Scotland Beautiful | | | | ✓ | | | |
| NHS Lothian | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Public Utility Companies | | | | ✓ | | ✓ | |
| Police Scotland | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Scottish Environment Protection Agency | | | | ✓ | | ✓ | ✓ |
| Scottish Fire & Rescue Service | ✓ | | | | | ✓ | ✓ |
| Scottish Forestry Commission | | | | ✓ | | | |
| Scottish National Heritage | | | | ✓ | | | |
| SEStran | | | | | ✓ | ✓ | |
| Transport Scotland | | ✓ | | | ✓ | ✓ | |
| West Lothian Leisure | ✓ | | | ✓ | | | |
| West Lothian Recycling | | | | ✓ | | ✓ | ✓ |
| Zero Waste Scotland | | | | ✓ | | | ✓ |

Figure 1: Operational Services key partners

1.4 Outcomes, Priorities and Activities

The council has set eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 2 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

| Council Priorities | Management Facilities | Community Fleet & Support | NETs, Land & Countryside | Public Transport | Roads & Transportation | Recycling & Waste |
|--|-----------------------|---------------------------|--------------------------|------------------|------------------------|-------------------|
| 1. Delivering positive outcomes and early intervention for early years | ✓ | ✓ | | ✓ | | |
| 2. Improving the employment position in West Lothian | | ✓ | | ✓ | ✓ | |
| 3. Improving attainment and positive destinations for school children | ✓ | ✓ | | ✓ | | |
| 4. Improving the quality of life for older people | | ✓ | ✓ | ✓ | | |
| 5. Minimising poverty, the cycle of deprivation and promoting equality | ✓ | | | ✓ | | |
| 6. Reducing crime and improving community safety | | ✓ | ✓ | | ✓ | |
| 7. Delivering positive outcomes on health | ✓ | | ✓ | | | |
| 8. Protecting the built and natural environment | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Enablers | | | | | | |
| Financial planning | | ✓ | | | | |
| Corporate governance and risk | | | ✓ | | | |
| Modernisation and improvement | | | ✓ | ✓ | | ✓ |

Figure 2: Council priorities and Operational Services activity

1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (four years). Including what we will do, with our partner services and agencies, to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

| Corporate Strategy | Strategy Outcomes | Start | End | Review Date |
|---|--|-------|------|--|
| Local Transport Strategy <i>(Part of West Lothian Development Plan)</i> | <ul style="list-style-type: none"> Strategic long term transportation issues contained within West Lothian Development Plan Strategy for long term maintenance of our road, structures, lighting and water related assets covered by Roads Asset Management Plan | 2012 | 2016 | LDP is currently with Scottish Government Reporters for approval later this year |
| Public Transport Strategy | <ul style="list-style-type: none"> Policy development to define the council's strategy for supporting passenger transport schemes Identify and plan the future needs and requirements of passenger transport throughout West Lothian | 2013 | 2023 | Annually |
| Open Space Strategy | <ul style="list-style-type: none"> Identifies and plans the future needs of Open Space across West Lothian ensuring that needs are prioritised in a hierarchy that is linked to the Local Plan and Corporate Asset Management Plan. | 2015 | 2020 | July 2019 |

Figure 3: Corporate Strategies

2 Operational Services - Service Structure

The service is part of the Corporate, Operational and Housing Services directorate and the management structure is outlined in figure 3 below:

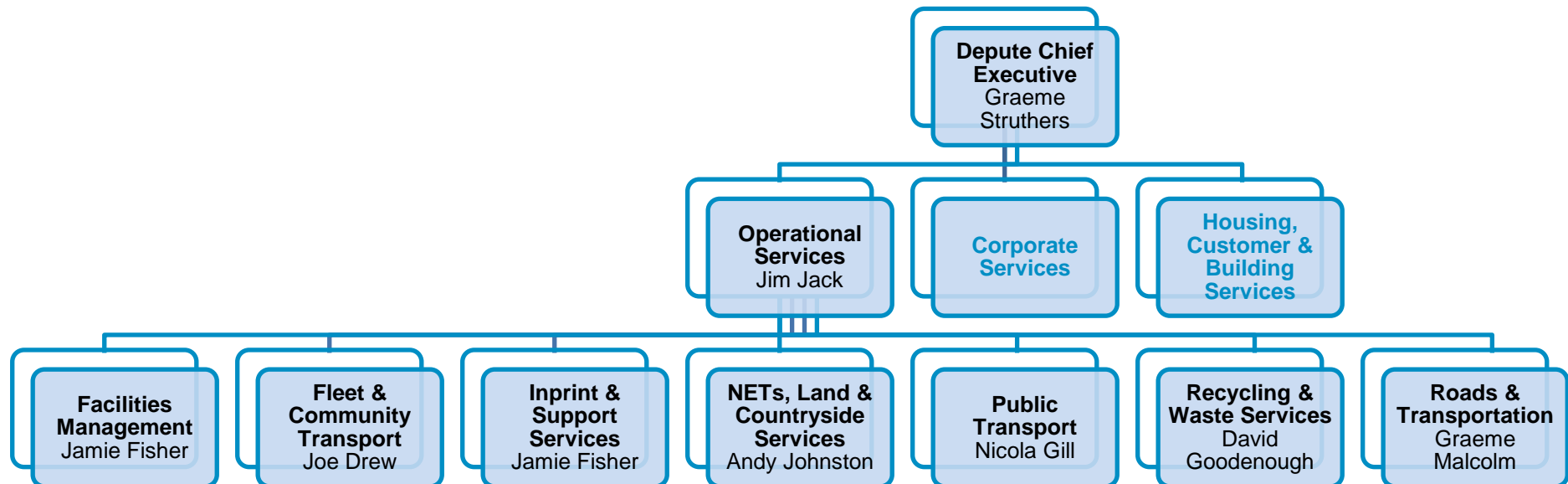


Figure 4: Service Structure

3 Service Activity

3.1 Facilities Management

| | |
|------------------------|---------------------------|
| Manager: | Jamie Fisher |
| Number of Staff (FTE): | 516.6 |
| Location: | Whitehill House, Bathgate |

Purpose

Facilities Management provides a catering, cleaning, crossing patrol guides and janitorial services throughout the authority. The service provided in schools assists Education Services in improving attainment and supports the anti-poverty strategy.

Activities

The service's main activities are:

- The service cleans 169 buildings throughout the Council covering 309,806 square metres of floor space. These include 88 secondary, primary, nursery and special schools plus partnership buildings, council offices, community centres and libraries
- The service anticipates serving around 2.49 million meals in 2017/2018
- There are 84 school crossing patrol points maintained throughout the area ensuring children and parents are provided with a safer route to school
- The Facilities Management Assistants provide a security, maintenance and janitorial service to 86 secondary, primary, nursery and special schools

Key Partners

The service's main partners include:

- Community Transport
- Education
- Property Services
- Suppliers

Customers

The service's main customers include:

- Education (pupils)
- Other Council Services
- Police Scotland
- Scottish Courts
- Improvement Service
- Staff
- Members of the Public

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|---|--|----------------------|---------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Primary School Pupils | Face to face survey carried out in partnership with Education Services to all primary school pupils in West Lothian on the school meal provision | Annual (Spring 2017) | Interim FM Manager | Poster sent to all Schools Reported through the Public Performance Indicator (FMS024_6a.7) |
| Secondary School Pupils | Web based and face to face survey carried out in partnership with Education Services Business Managers to all secondary school pupils in West Lothian on the school meal provision | Annual (Spring 2017) | Interim FM Manager | Poster sent to all Schools Reported through the Public Performance Indicator (FMS024_6a.7) |
| School Meal Users | Consultation taster sessions exercise carried out with pupils prior to new school menu being implemented | As required | Interim FM Manager | Feedback via revised school menu |
| Head Teachers/ Teachers and Support Staff | Online survey distributed to all Head Teachers in West Lothian (all schools) on the quality of service provided by cleaning and janitorial staff | Annual (Winter 2017) | Interim FM Manager | Feedback directly to Head Teachers from Service Manager Reported through the Public Performance Indicator (FMS021_6a.7) |
| Sandwich Service Users/Civic Centre Café users | Survey distributed to employees who use the sandwich service throughout the various council offices | Annual (Winter 2017) | Interim FM Manager | Feedback through FM Management Team to nominated users |
| Building Users | Survey distributed to Building responsible persons and user groups on the quality of service provided by the cleaning staff | Annual (Winter 2017) | Interim FM Manager | Feedback through responsible officers for each building |
| School Crossing Patrols | Face to face survey with pupils using the services of the school crossing guides. | Annual (Spring 2017) | Interim FM Manager | Feedback to FM Management Team to review |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|-----------------------------------|-------------|---------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | As required | Line Managers |
| All employees | Team meetings | As required | Line Managers |
| All employees | ADR | Annually | Line Managers |
| Employee sample | Employee survey | Annually | Interim FM Manager |
| Employee sample | Management Plan Launch | Annually | Interim FM Manager |
| FMA's / Cleaners | Team meetings | As required | Line Managers |
| Cook supervisors | Team meetings | 6 monthly | Interim FM Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |
| FM Locality Co-Ordinators | Extended Management Team meetings | Monthly | Interim FM Manager |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Schools Catering | To provide meal service to Primary, Secondary and Special Schools, as well as breakfast service to schools. | 7. Delivering positive outcomes on health | FMS005_9a.1a. Total cost per meal. (Target £2.15) | WLAM | 177.1 | 6,906,385 | (2,488,810) | 4,417,575 |
| | | | CP:FMS006_9b.1a. School meal uptake Primary schools. (Target 60 %) | PUBLIC | | | | |
| Cleaning | To provide a Cleaning Service in over 197 sites including Primary and Secondary Schools, Offices, Libraries etc. | Enabler Service - Financial Planning | FMS008_9a.1a. Cost per sq m cleaned (Target £13.90) | HIGH LEVEL | 204.2 | 4,759,727 | (503,919) | 4,255,808 |
| | | | FMS017_9b.1c Total square meters cleaned per labour hour (Target 210m2) | WLAM | | | | |
| Facilities Management | To provide an FM Service in all schools, nurseries and special schools. | Enabler Service - Financial Planning | FMS018_9a.2a The average cost of janitorial provision per FTE (Target £29,060) | WLAM | 106.8 | 2,666,747 | 0 | 2,666,747 |
| | | | FMS016_6b.5 Percentage of maintenance jobs completed by FM staff within 2 days of being reported (Target 95 %) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Street Crossing Patrols | To provide a Crossing Patrol Officer (CPO's) for all locations which meet guidelines | 8. Protecting the built and natural environment | FMS050_9a.1a Average Cost, per site, of providing the School Crossing Patrol service per annum (Target £5,289) | WLAM | 25.8 | 486,843 | 0 | 486,843 |
| | | | FMS049_9b Percentage of school crossing patrols locations staffed (Target 100%) | WLAM | | | | |
| Service Support | Provision of management and administrative support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 516.6 | 14,995,299 | (2,992,729) | 12,002,570 |

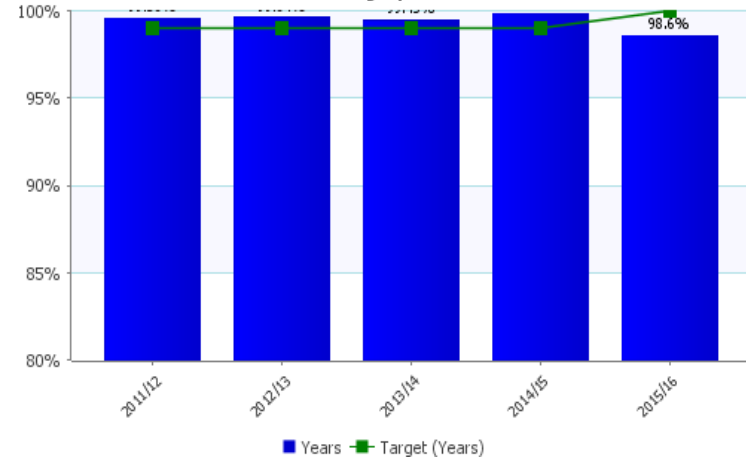
Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|-------------------|---|--|--------------------|----------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Service Structure | Implement remainder of structure | Structure implemented to enable service to move forward | Interim FM Manager | Jan 2016 | April 2016 | Complete |
| Online Payment | Implement online payments for school meals and utilise system to manage meal numbers and uptake | To have one robust system to manage income for meals and provide operational and management information. Provide centralised pricing control | Interim FM Manager | Jan 2016 | June 2016 | Complete |
| IT Accounts | Ensure all Cook Supervisors and Assistant Cooks in High Schools have corporate network accounts | This will enable more effective communication with staff, remove paper based records and returns | Interim FM Manager | Mar 2016 | June 2016 | Complete |

| Actions 2017/18 | | | | | | |
|-----------------------------|---|---|--------------------|----------|-----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Purchase Cards | Implement new purchase card system in Primary Schools | Online purchase card reconciliation and removal of paper based system | Interim FM Manager | Feb 2016 | Mar 2018 | Active |
| Civic Centre Cafe | Online payment for customers | Introduction of online payments solution for customers | Interim FM Manager | Apr 2017 | June 2017 | Active |
| Stand by service | Introduce stand by service to cover out of hours calls for Education buildings | Have stand by service available | Interim FM Manager | Apr 2017 | June 2017 | Active |
| School holiday meal service | Support Education Services with the initiative to provide activity and hot meals at pre-arranged dates and locations during school holidays | To ensure children have access to activities and hot meals during non-term time | Interim FM Manager | Apr 2017 | Mar 2018 | Active |

| Performance Indicator | School Meal Uptake in Primary Schools. | CP:FMS006_9b.1a | | | | | | | | | | | | |
|---|---|-----------------|------|------------|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|
| Description | This performance indicator measures the percentage of primary school pupils who are opting to take a school meal for their lunch. Figures are calculated using the total number of Primary School pupils (based on the school roll at 31st March), the total number of meals produced and number teaching days. | | | | | | | | | | | | | |
| | Please refer to SOA1307_18 to view the percentage uptake of free school meals P1-3 against school roll. The target is set based on previous year's performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. | | | | | | | | | | | | | |
| <div><div><div>CP:FMS006_9b.1a School Meal Uptake in Primary Schools.</div><table><thead><tr><th>Year</th><th>Uptake (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>40%</td></tr><tr><td>2012/13</td><td>40%</td></tr><tr><td>2013/14</td><td>41%</td></tr><tr><td>2014/15</td><td>45%</td></tr><tr><td>2015/16</td><td>58%</td></tr></tbody></table></div><div><div>Trend Chart Commentary:</div><div>In 2015/16 uptake has increased from 45% to 58%, this is the first full financial year where the meals free of charge have been provided to P1-3 children. In total 1,689,359 meals were served in primary schools.</div><div>In 2014/15 uptake increased from 41% in 2013/14 to 45%. This increase is due to the part year impact from January 2015 to March 2015 when the free P1-3 meals were introduced. In 2014/15 1,312,579 meals were served in Primary Schools.</div><div>The increase of 1% in uptake in 2013/14 was partially due to an additional 6 days of service due to how term time fitted into the financial year. In 2013/14 1,192,270 meals were served in Primary Schools.</div><div>Uptake remained consistent at 40% in 2012/13 and during this year 1,152,034 meals were served.</div><div>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</div></div></div> | | | Year | Uptake (%) | 2011/12 | 40% | 2012/13 | 40% | 2013/14 | 41% | 2014/15 | 45% | 2015/16 | 58% |
| Year | Uptake (%) | | | | | | | | | | | | | |
| 2011/12 | 40% | | | | | | | | | | | | | |
| 2012/13 | 40% | | | | | | | | | | | | | |
| 2013/14 | 41% | | | | | | | | | | | | | |
| 2014/15 | 45% | | | | | | | | | | | | | |
| 2015/16 | 58% | | | | | | | | | | | | | |

| Performance Indicator | Percentage of maintenance jobs completed by Janitorial Staff within 2 days of being reported. | FMS016_6b.5 | | | | | | | | | | | | |
|---|--|-------------|----------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|-------|---|
| Description | <p>The Facilities Management Janitorial staff carries out routine and minor maintenance work for customers within schools and they endeavour to do this within 48 hours of it being reported or requested. Where the work cannot be carried out by FM staff calls are logged with the Property Maintenance help desk.</p> <p>The target for this has been set at 100% as this is what we strive to deliver.</p> | | | | | | | | | | | | | |
| <p>FMS016_6b.5 Percentage of maintenance jobs completed by Janitorial Staff within 2 days of being reported.</p>  <table><tr><th>Year</th><th>Percentage (%)</th></tr><tr><td>2011/12</td><td>~99.5%</td></tr><tr><td>2012/13</td><td>~99.5%</td></tr><tr><td>2013/14</td><td>~99.5%</td></tr><tr><td>2014/15</td><td>~99.5%</td></tr><tr><td>2015/16</td><td>98.6%</td></tr></table> | | Year | Percentage (%) | 2011/12 | ~99.5% | 2012/13 | ~99.5% | 2013/14 | ~99.5% | 2014/15 | ~99.5% | 2015/16 | 98.6% | <p><u>Trend Chart Commentary:</u></p> <p>Performance remains high for this indicator. On average, Janitorial staff receive nearly 2000 requests each month for maintenance jobs. Where job requests cannot be delivered by janitorial staff requests are logged with Property Services. During the months of July and August there are a limited number of requests received, due to schools being closed for the majority of this time.</p> <p>2015/16 and 2016/17 targets are set at 100% as we aim to continue our performance.</p> <p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p> |
| Year | Percentage (%) | | | | | | | | | | | | | |
| 2011/12 | ~99.5% | | | | | | | | | | | | | |
| 2012/13 | ~99.5% | | | | | | | | | | | | | |
| 2013/14 | ~99.5% | | | | | | | | | | | | | |
| 2014/15 | ~99.5% | | | | | | | | | | | | | |
| 2015/16 | 98.6% | | | | | | | | | | | | | |

| | | |
|-----------------------|--|-------------|
| Performance Indicator | Percentage of customers in schools who rated the overall quality of service provided by Facilities Management Services as good or excellent. | FMS026_6a.7 |
| Description | <p>This performance indicator measures the percentage of customers who rated the overall quality of service as good or excellent. This survey was undertaken on a biennial basis however; with effect from 2015 the survey is now being issued to customers annually. The survey is issued to all Head Teachers in West Lothian Schools and they are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative numbers of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. The services provided to these customers cover catering, cleaning, janitorial and school crossing guides from October 2015.</p> <p>Targets have been set with a baseline year of 2015/16 actual survey results plus 2%. This approach has been applied to promote continuous improvement following implementation of new cleaning standards.</p> | |

FMS026_6a.7 Percentage of customers in schools who rated the overall quality of service provided by Facilities Management Services as good or excellent.

| Year | Actual (%) | Target (%) |
|---------|------------|------------|
| 2012/13 | 79% | - |
| 2014/15 | 82% | - |
| 2015/16 | 66.9% | 68.9% |
| 2016/17 | 61.76% | 63.76% |

Trend Chart Commentary:

Since the December 2015 survey a detailed analysis of responses into the four service areas of catering, cleaning, janitorial and school crossing patrols have been collated. This will provide greater analysis and comparison to be undertaken in future years results. The September 2016 survey shows a decrease of 5% from 66-61%.

Customer satisfaction in all areas has reduced with the exception of janitorial.

2012/13 to 2014/15 increased 3% from 79% to 82%.

2017/18 target has been set at 63.76% as a 2% increase from 2016/17 results.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18 (✓) | | | | | | | | | | | |
|--|----------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | | ✓ | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | As Required | | | | | | | | | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | ✓ | | | ✓ |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Ongoing | | | ✓ | | | | ✓ | | | | | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.2 Fleet & Community Transport

| | |
|------------------------|-------------------------|
| Manager: | Joe Drew |
| Number of Staff (FTE): | 83.7 |
| Location: | Deans Depot, Livingston |

Purpose

Fleet and Community Transport are responsible for the provision, management and maintenance of the council's fleet of approximately 1000 vehicles which includes commercial vehicles, buses, pool cars and items of plant equipment. With its own team of mechanics, the service undertakes all safety inspections as well as servicing, repairs and MOTs for the council's fleet and also members of the public. We operate a 24 hours service.

In addition, the service provides community transport to approximately 250 service users daily. These service users have varying needs and are transported to a number of locations throughout West Lothian on a daily basis.

The service also provides a school meals delivery service, delivering 20,000 meals weekly from 25 different production kitchens. We also deliver internal mail for the council.

Activities

The service's main activities are:

- Providing an effective and efficient vehicle maintenance service and fully operational MOT test station – Class IV, V, VII. In 2016/17 we also carried out 600 tests for members of the public.
- Managing the council's vehicle and plant portfolio
- Transporting Community Transport service users (250 daily) to various locations throughout West Lothian
- Delivering school meals from 25 production centres to schools and collect and deliver internal mail to all council buildings

Customers

The service's main customers include:

- Roads and Transportation Services
- Waste Management Services
- NETs, Land and Countryside Services

- Community Transport Service Users and Carers
- Inprint
- MOT Customers (internal and external)
- Housing, Customer and Building Services
- Social Policy
- Education Services
- Other council services

Key Partners

The service's main partners include:

- Scotland Excel
- Suppliers and sub contractors
- DVSA
- FTA

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-------------------------|-------------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Community Transport Customers | Online survey distributed to the customers of Community Transport (Social Policy) on an annual basis | Annually | Fleet & Community Transport Manager | Feedback report published to all users who complete the survey Reported through Public Performance Indicator (FTS043_6a.7) |
| Fleet Customers | Ongoing consultation exercise with Fleet Co-ordinators with each service to agree service provision, discuss issues, develop solutions to fleet related problems and agree future needs of each service | Quarterly | Fleet & Community Transport Manager | Agreed specification of service, maintenance schedules and future procurement of fleet |
| Fleet Users | Online survey distributed to a representative sample of council fleet users and customers to evaluate the quality of the service provided | Annually (January 2018) | Fleet & Community Transport Manager | Feedback report published to all users who complete the survey Reported through Indicator (FTS037_6a.37) |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|--------------|-------------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | As requested | Fleet & Community Transport Manager |
| All employees | Team meetings | Monthly | Fleet & Community Transport Manager |
| Employee sample | Employee survey | Annually | Fleet & Community Transport Manager |
| All employees | Management Plan Launch | Annually | Fleet & Community Transport Manager |
| All employees | ADR | Annually | Line Managers |
| Employee representatives | Works committee meetings | 8 weekly | Fleet & Community Transport Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|--------------------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Fleet Maintenance | Maintaining the council's fleet in accordance with legislative requirements. | Enabler Service - Financial Planning | FTS011_9a.1a Average annual maintenance cost per vehicle - All Cars (Pool) (Target £964.00) | WLAM | 26.5 | 1,543,254 | 0 | 1,543,254 |
| | | | FTS007_9b.1a Percentage of Heavy Goods vehicles passing their MOT (DOE) test first time. (Target 100%) | HIGH LEVEL | | | | |
| Fleet Management | Management of the council's fleet. | Enabler Service - Financial Planning | FTS006_9b.2a: Number of Vehicles Maintained Monthly as per schedule (Target 100 %) | WLAM | 3.3 | 4,296,747 | 0 | 4,296,747 |
| | | | FTS026_9a The Total cost of extension leases per annum (Target £163,079.00) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---------------------------------|---|--|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Green Travel Fleet | Management and maintenance of the council's green travel fleet. | Enabler Service - Financial Planning | FTS011_9a.1a Average annual maintenance cost of pool vehicles (Target £964) | WLAM | 2.0 | 924,529 | (208,425) | 716,104 |
| | | | FTS008_9b.1b Total Annual Business Mileage (Target 2,357,197) | WLAM | | | | |
| Transportation of service users | To transport clients to various locations throughout West Lothian and provide assistance where necessary. | 8. Deliver an integrated service that has positive outcomes on health | FTS001_9b.1a: Percentage of Community Transport bus runs which are completed as scheduled (Target 100%) | PUBLIC | 39.5 | 1,949,610 | (1,949,610) | 0 |
| | | | FTS013_9a.1a Average annual maintenance cost per vehicle - Medium Coaches 3.5 tonnes up to 6.5 tonnes (Target £2,814.00) | WLAM | | | | |
| Transportation meals | To deliver meals from 25 production centres to local units such as schools. | 7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner | FTS005_9a Total cost of school meal delivery (Target £225,716.18) | WLAM | 6.4 | 315,886 | (315,886) | 0 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | FTS004_9b.1a Percentage of School meals which are delivered to schools on a daily basis as scheduled (Target 100%) | HIGH LEVEL | | | | |
| Internal Mail Service | To collect and deliver mail to all Council buildings. | Enabler Service - Corporate Governance and Risk | FTS027_9a Total cost of providing Internal Mail Service (Target £201,914.00) | WLAM | 3.3 | 162,879 | (162,879) | 0 |
| | | | FTS049_9b Internal Mail - Number of missed mail drops (Target 0) | WLAM | | | | |
| Service Support | Provision of management and administrative support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 83.7 | 9,368,502 | (2,636,800) | 6,731,702 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|---|---|---|-------------------------------------|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Adopt a Corporate Fleet-use policy | Policy to guide in the reduction of risks and more defined responsibilities for drivers | Improved understanding for employees and managers. Completed but still to be approved | Fleet & Community Transport Manager | April 2014 | November 2016 | Complete |
| Review Community Transport service provision | Improved service delivery | Formalisation of staff arrangements | Fleet & Community Transport Manager | January 2016 | May 2016 | Complete |
| Increase electric vehicles in fleet utilising funding from Transport Scotland | Six fully funded electric vehicles by Transport Scotland introduced March/April 2016 | Continue to monitor advances in vehicle technology and assess roll out | Fleet & Community Transport Manager | April 2016 | July 2016 | Complete |

| Actions 2017/18 | | | | | | |
|--|--|--|-------------------------------------|--------------|-------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Secure DVSA approval for new ATF (Authorised test facility) at new depot | ATF to carry out HGV testing on our own premises | ATF approved | Fleet & Community Transport Manager | April 2015 | August 2017 | Active |
| Procure integrated Fleet Management System | Integration of assets, job creation and store management | Reduction in administrative burdens and streamlined processes | Fleet & Community Transport Manager | January 2016 | March 2018 | Active |
| Roll out Corporate Fleet-use policy | Roll out Corporate Fleet-use policy to guide in the reduction of risks and more defined responsibilities for drivers | Improved understanding for employees and managers. | Fleet & Community Transport Manager | January 2017 | June 2017 | Active |
| Utilise funding from Transport Scotland to further increase electric vehicles in fleet | Four fully funded electric vehicles by Transport Scotland introduced June 2017 | Reduction in council fuel bill which will lead to reduction in CO2 emissions | Fleet & Community Transport Manager | January 2017 | July 2017 | Active |
| Implement recommendations from Community Transport review | Implement recommendations from Community Transport review | Formalisation of staff arrangements | Fleet & Community Transport Manager | January 2017 | August 2017 | Active |

| Performance Indicator | Average annual maintenance cost per vehicle - All Cars (Pool). | FTS011_9a.1a | | | | | | | | | | | | | | | | | | |
|--|--|----------------|----------------|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
| Description | This performance indicator measures the average annual maintenance cost for all cars and vans. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group | | | | | | | | | | | | | | | | | | | |
| <p>FTS011_9a.1a Average annual maintenance cost per vehicle - All Cars (Pool).</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Years (Actual)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£147.00</td> <td>£990.00</td> </tr> <tr> <td>2012/13</td> <td>£274.00</td> <td>£880.00</td> </tr> <tr> <td>2013/14</td> <td>£613.00</td> <td>£880.00</td> </tr> <tr> <td>2014/15</td> <td>£475.00</td> <td>£880.00</td> </tr> <tr> <td>2015/16</td> <td>£640.00</td> <td>£880.00</td> </tr> </tbody> </table> | | Year | Years (Actual) | Target (Years) | 2011/12 | £147.00 | £990.00 | 2012/13 | £274.00 | £880.00 | 2013/14 | £613.00 | £880.00 | 2014/15 | £475.00 | £880.00 | 2015/16 | £640.00 | £880.00 | <p><u>Trend Chart Commentary:</u></p> <p>The maintenance costs rose in 2012/13 as the pool cars were getting older and doing more mileage meaning that the number of maintenance jobs required rose throughout the year and therefore the maintenance costs rose.</p> <p>In 2013/14 costs rose due to the nature of the work required to the aging fleet (specifically tyre and brake replacements).</p> <p>The reduction in 2014/15 reflects the volume of work carried out the previous year.</p> <p>In 2015/2016 all pool cars had their lease extended for 2 years. this has resulted in an increase in maintenance from 2014/2015.</p> <p>2016/2017 Figures will be available mid 2017.</p> <p><i>Target is based on the APSE average for this vehicle type and will be reviewed once the 2016/2017 figures are available. Costs are likely to increase due to the ageing fleet. Pool cars are now entering their seventh year in service.</i></p> |
| Year | Years (Actual) | Target (Years) | | | | | | | | | | | | | | | | | | |
| 2011/12 | £147.00 | £990.00 | | | | | | | | | | | | | | | | | | |
| 2012/13 | £274.00 | £880.00 | | | | | | | | | | | | | | | | | | |
| 2013/14 | £613.00 | £880.00 | | | | | | | | | | | | | | | | | | |
| 2014/15 | £475.00 | £880.00 | | | | | | | | | | | | | | | | | | |
| 2015/16 | £640.00 | £880.00 | | | | | | | | | | | | | | | | | | |

daily scheduled by social policy".

As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.

2017/18 Target set at 90% to reflect our aim to continue the improvements of 2013/14 - 2015/16.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18 (✓) | | | | | | | | | | | |
|--|----------------|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annually | | | | | | | | | | | ✓ | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | | | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | | | | | | ✓ | | | | | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Annually | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Annually | | | | | | | | | | ✓ | ✓ | |
| ● Website content management | Ongoing | | | | | | | | | | | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.3 Inprint

| | |
|------------------------|---------------------------|
| Manager: | Jamie Fisher |
| Number of Staff (FTE): | 7 |
| Location: | Whitehill House, Bathgate |

Purpose

Inprint is the council's in-house print management and reprographics service. The service provides competitive, quality printing solutions on a cost recovery basis using internal resources and external providers where required. Inprint offers a comprehensive range of printing services to all areas of the council and is committed to ensuring that the service provides high quality cost effective products.

Inprint provides a "one-stop-shop" for its customers regarding materials, production options and delivery. The service is responsive to its customers' needs, not only in terms of quality, cost and delivery but also to customers' present and future requirements.

Activities

The service's main activities are:

- Digital reprographics service to all council services
- Print finishing
- Direct mailing
- Identity badges

Key Partners

The service's main partners Include:

- Corporate Communications
- External Contractors

Customers

- All council service areas

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|--------------|----------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Inprint Customers | Online survey issued annually to the main service users from over the year to evaluate quality of the service provided | January 2018 | Interim FM Service Manager | Reported through the Public Performance Indicator (IS014_6a.7) |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|-------------|----------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Fortnightly | Inprint Team Leader |
| All employees | Team meetings | Monthly | Inprint Team Leader |
| Employee sample | Employee survey | Annually | Interim FM Service Manager |
| All employees | Management Plan Launch | Annually | Interim FM Service Manager |
| ADR meetings | One-to-ones | Annual | Inprint Team Leader |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Printing | To provide a quality digital reprographic and print management service | Enabler Service - Modernisation and Improvement | IS002_9b Over / Under recovery of cost (Target zero) | HIGH LEVEL | 7.0 | 365,891 | (365,891) | 0 |
| | | | IS004_9a.2b Inprint - Cost of rework as percentage of work completed (Target zero) | HIGH LEVEL | | | | |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|--|---|----------------------------|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Explore opportunities to capture print to mail jobs throughout the Council | Print to mail work can be automated using equipment available in Inprint | Carried forward from 2015/16 due to corporate review of service provision | Interim FM Service Manager | January 2015 | December 2016 | Active |

| Actions 2017/18 | | | | | | |
|--|--|---|----------------------------|--------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Explore opportunities to capture print to mail jobs throughout the Council | Print to mail work can be automated using equipment available in Inprint | Reduction in print costs with a leaner centralised system | Interim FM Service Manager | January 2015 | March 2018 | Active |

Performance

| Performance Indicator | Inprint – Over / Under Recovery of Cost | IS002_9b | | | | | | | | | | | | | | | |
|---|---|------------|------|-----------------------------------|------------|---------|-------------|-------|---------|-------------|-------|---------|-------------|-------|---------|-------------|-------|
| Description | Inprint are required to fully recover costs and break even on an annual basis. All material supplies and work undertaken by contractors is reallocated at cost. This measures the reallocation of fixed cost. This will be influenced by any sickness absence and work placed with the service. | | | | | | | | | | | | | | | | |
| | The target is set a zero as the Inprint account operates on a full cost recovery basis | | | | | | | | | | | | | | | | |
| <div><div><div>IS002_9b Inprint – Over / Under Recovery of Cost</div><table><thead><tr><th>Year</th><th>Over / Under Recovery of Cost (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>2012/13</td><td>-£36,230.00</td><td>£0.00</td></tr><tr><td>2013/14</td><td>-£73,710.59</td><td>£0.00</td></tr><tr><td>2014/15</td><td>-£28,633.25</td><td>£0.00</td></tr><tr><td>2015/16</td><td>-£61,952.00</td><td>£0.00</td></tr></tbody></table></div><div><p>The Inprint account operates on a full cost recovery basis, with annual target for over/under recovery being zero. If a minus figure is shown this is an over recovery of cost. Where there is a material over recovery this will be refunded to customers. Work mix and charging rates are constantly reviewed to ensure minimum over or under recovery of cost.</p><p>2016/17 target remains at zero.</p><p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p></div></div> | | | Year | Over / Under Recovery of Cost (£) | Target (£) | 2012/13 | -£36,230.00 | £0.00 | 2013/14 | -£73,710.59 | £0.00 | 2014/15 | -£28,633.25 | £0.00 | 2015/16 | -£61,952.00 | £0.00 |
| Year | Over / Under Recovery of Cost (£) | Target (£) | | | | | | | | | | | | | | | |
| 2012/13 | -£36,230.00 | £0.00 | | | | | | | | | | | | | | | |
| 2013/14 | -£73,710.59 | £0.00 | | | | | | | | | | | | | | | |
| 2014/15 | -£28,633.25 | £0.00 | | | | | | | | | | | | | | | |
| 2015/16 | -£61,952.00 | £0.00 | | | | | | | | | | | | | | | |

| | | |
|-----------------------|---|------------|
| Performance Indicator | Inprint - Jobs delivered on time | IS003_6b.5 |
| Description | This performance indicator measures the percentage of jobs delivered on time as per the date agreed, with the customer, on receipt of order/data and artwork. | |
| | Target reviewed and set to 92% to provide a challenge after recent good performance. | |

IS003_6b.5 Inprint - Jobs delivered on time

| Year | Performance (%) | Target (%) |
|---------|-----------------|------------|
| 2011/12 | 89.5% | 85% |
| 2012/13 | 86.75% | 85% |
| 2013/14 | 84.1% | 85% |
| 2014/15 | 88.2% | 85% |
| 2015/16 | 92% | 90% |

Trend Chart Commentary:

In 2015/16 there were 857 jobs produced of which 68 were delivered later than the customer expected this equates to a performance of 92% of jobs being delivered on time. Work is still ongoing with customer to establish required delivery date at inception of order. Delays are due to a result of factors outwith the control of the service. This is an improvement of performance of the last two years and is more in line with the performance the service was achieving when it managed its own delivery service. As a result of this performance the target was increased from 85% to 90% for 2015/16.

2016/17 target is set to 92% to provide a challenging target after recent positive results.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| | | |
|-----------------------|--|-------------|
| Performance Indicator | Inprint - Cost of rework as percentage of work completed | IS004_9a.2b |
| Description | This performance indicator measures the cost of rework as a percentage of quarterly sales. | |
| | Target set at 0% as we aim to keep rework to a minimum. | |

IS004_9a.2b Inprint - Cost of rework as percentage of work completed

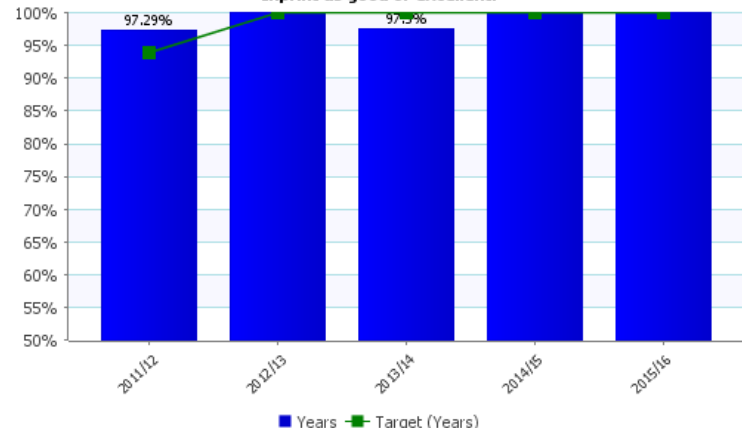
| Year | Years (Bar) | Target (Years) (Line) |
|---------|-------------|-----------------------|
| 2011/12 | 0.6% | 0.6% |
| 2012/13 | 0.62% | 0.62% |
| 2013/14 | 0% | 0.62% |
| 2014/15 | 0% | 0.62% |
| 2015/16 | 0% | 0% |

Trend Chart Commentary:

Target to keep rework to a minimum, processes and pre production checks are in place to minimise risk of rework occurrences. There was no rework identified in 2015/16.

2016/17 targets remain at 0% to reflect our aim of minimising re-work.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Percentage of customers who rated the overall quality of service delivered by Inprint as good or excellent. | | IS014_6a.7 | | | | | | | | | | | | |
|---|---|--|------------|------|------------|---------|--------|---------|------|---------|-------|---------|------|---------|------|
| Description | This performance indicator measures the percentage of customers who rated the service delivered by Inprint as good or excellent. | | | | | | | | | | | | | | |
| | The information is gathered on an annual basis from a survey issued to our customers. Customers are asked to rate the service delivered as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative numbers of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by Inprint management on an annual basis in order to identify areas for improvement. | | | | | | | | | | | | | | |
| | Target set at 100% to maintain recent high levels of customer satisfaction. | | | | | | | | | | | | | | |
| <div>IS014_6a.7 Percentage of customers who rated the overall quality of service delivered by Inprint as good or excellent.</div>  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>97.29%</td></tr><tr><td>2012/13</td><td>100%</td></tr><tr><td>2013/14</td><td>97.5%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>100%</td></tr></tbody></table> | | | | Year | Percentage | 2011/12 | 97.29% | 2012/13 | 100% | 2013/14 | 97.5% | 2014/15 | 100% | 2015/16 | 100% |
| Year | Percentage | | | | | | | | | | | | | | |
| 2011/12 | 97.29% | | | | | | | | | | | | | | |
| 2012/13 | 100% | | | | | | | | | | | | | | |
| 2013/14 | 97.5% | | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | | |
| 2015/16 | 100% | | | | | | | | | | | | | | |
| <div>Trend Chart Commentary:</div> <p>The 2015/2016 survey was issued to 132 customers with only 18 responding to this question. Overall satisfaction was maintained at 100% as per 2014/2015.</p> <p>The 2014/2015 survey was issued to 179 customers and 82 of them responded to this question. Overall customer satisfaction has increased from 97.5% to 100%. This demonstrates a consistent high level of customer satisfaction.</p> <p>2015/16 and 2016/17 targets set at 100% to consolidate our recent good performance.</p> <p>2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.</p> | | | | | | | | | | | | | | | |

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | | ✓ | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | | ✓ | | |
| ● Customer consultation | Ongoing | | | ✓ | | | | ✓ | | | | | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.4 NETs, Land & Countryside Services

| | |
|------------------------|---|
| Manager: | Andy Johnston |
| Number of Staff (FTE): | 283.85 |
| Location: | Beecraigs Country Park / Waverley Street Depot / Whitehill House, Bathgate |

Purpose

NETs, Land & Countryside Services are responsible for the development, management, maintenance and cleanliness of West Lothian's local environment. This includes the three Country Parks of Almondell and Calderwood, Beecraigs and Polkemmet as well as a further 2,600 hectares of open space and countryside land.

The service also manages and maintains 2,543 local residential gardens, 2,100 km of street and footpath surface, 100 hectares of woodland, 280 children's play areas, 111 parks and open spaces, 33 cemeteries and churchyards and 18 war memorials. We also have a team of Environmental Enforcement Officers and Engagement Officers who are dedicated to educating communities and providing enforcement action to address environmental crime.

Activities

The service's main activities are:

- Ground Maintenance
- Open Space and Cemeteries
- Cleaner Communities
- Parks and Woodland

Key Partners

The service's main partners Include:

- Keep Scotland Beautiful
- Forestry Commission Scotland
- Scottish Environmental Protection Agency
- Green Network Trust
- SRUC Oatridge Campus
- West Lothian Youth Action Project

- West Lothian Leisure
- Zero Waste Scotland
- West Lothian Health Improvement Team
- West Lothian Housing Providers
- Fleet & Community Transport
- Scottish National Heritage
- APSE
- Green Space Scotland
- Other council services

Customers

The service's main customers include:

- | | |
|---|---|
| <ul style="list-style-type: none"> ■ Everyone who lives in, works in, visits or travels through West Lothian ■ Community and youth groups ■ Other council services | <ul style="list-style-type: none"> ■ Garden Maintenance customers ■ All schools in West Lothian ■ Friends of the Park groups |
|---|---|

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|--------------------------------|----------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens Panel | Annual Survey distributed to 2700 members of the citizens panel to evaluate the satisfaction with the service provided and highlight areas for service improvement | Annual (January 2018) | NETs, Land & Countryside Manager | Results available on Council website Reported through the Public Performance Indicator (NLCS030_6a.7) |
| Play Area and Open Space Users | Web based survey, face to face survey, forums and place making events held with local community prior to the development of new play areas or investments in open space to agree user needs, preferences and understand local issues | Ongoing (9 planned in 2017/18) | Open Space and Cemetery Manager | Feedback through the council website. Agreed plans distributed to local schools |
| Local Schools & Community Groups | Consulting on the programme of community clean ups to agree level of involvement from each school | Ongoing | Cleaner Communities Manager | Information fed back on agreed partnership arrangements. Outcome of the Clean ups reported through Council website |
| Country Park, Open Space & Woodland | Paper based surveys captured at time of service use to evaluate customer experience and satisfaction with the service provided and how the service could be improved in the future. | Annual | Park and Woodlands Manager | Via Almondell, Beecraigs and Polkemmet Country Park Visitor Centre Reported through the Public Performance Indicator (NLCS212_6a.7) Beecraigs Website |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------|----------------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Caravan and Campsite Users | Paper based surveys captured at time of service use to evaluate customer experience and satisfaction with the service provided and how the service could be improved in the future. | Annual | Park and Woodlands Manager | Via Beecraigs Country Park Visitor Centre and on Site Reported through the Public Performance Indicator (NLCS212_6a.7) Beecraigs Website |
| Friends Groups | Friends of Beecraigs and Almondell and Calderwood ongoing involvement in suggesting and making improvements in the country parks. | Ongoing | Park and Woodlands Manager | Via Beecraigs Country Park Visitor Centre Meeting minutes |
| Employee Survey / Focus Group | Electronic and paper based survey to evaluate staff feedback on service. Focus Group reviews and monitors actions as a result of the employee survey | Annual | NETs, Land & Countryside Manager | Results fed back through Service Manager |
| Allotment Strategy Consultation | Consultation with targeted groups and citizens panel | On going | Open Space and Cemetery Manager | Results fed back through Service Manager |
| Food Growing Strategy | Consultation with targeted groups and citizens panel | On going | Open Space and Cemetery Manager | Results fed back through Service Manager |
| Cemeteries consultation feedback | Stakeholders and Citizens Panel | Annual | Open Space and Cemetery Manager | Results fed back through Service Manager |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|-----------------------------------|---------------------------------------|--|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Fortnightly / monthly/ as required | NETs, Land & Countryside Manager |
| All employees | Team meetings/Management meetings | Fortnightly / monthly | NETs, Land & Countryside Manager / Line Managers |
| Employee sample | Employee survey | Annually | NETs, Land & Countryside Manager |
| Employee sample | Employee focus group | Quarterly | NETs, Land & Countryside Manager |
| All employees | Management Plan Launch | Annually | NETs, Land & Countryside Manager |
| All employees | Employee Briefing meeting | Twice yearly | NETs, Land & Countryside Manager |
| All employees | ADR | Annually | NETs, Land & Countryside Manager |
| Employee sample | Walkabouts | Monthly | NETs, Land & Countryside Manager |
| Employee representatives | Works Committee meetings | Quarterly | Grounds Maintenance Manager (West) |
| Employee representatives | Health and Safety Steering Group | Quarterly | Grounds Maintenance Manager (East) |
| Employee representatives | Fleet and Plant Steering Group | Monthly | Grounds Maintenance Manager (East) |
| All employees | Tool box talks | As required | Line Managers |
| Operatives | Tool Box Talks | As required | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |
| Managers' direct reports | Extended Management team meetings | Monthly | NETs, Land & Countryside Manager |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Countryside Recreation | Provision of Countryside Visitor Centres, visitor attractions and recreational activities within our Country Park estate. This includes the Camping/Caravan site and Animal Attraction sites at Beecraigs. | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 20.26 | 746,631 | (185,892) | 560,739 |
| | | | NLCS245_9b Number of People attending events within Country Parks (Target 955) | PUBLIC | | | | |
| Ranger Service | Provision of environmental education & interpretation | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 6.22 | 226,915 | (8,000) | 218,915 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | opportunities in the countryside for formal education groups & the general public. Liaison with voluntary groups that are involved in the management of our open space assets. Delivery of routine patrols of open space assets to ensure that safety standards are being met and that such sites are welcoming to the public. | | NLCS236_9b Number of educational / school visits hosted within Country Parks (Target 48 per annum) | WLAM | | | | |
| Parks and Woodland Management | Management of the council's tree and woodland stock. Development of | 8. Protecting the built and natural environment | NLCS043_9a.1c Cost of managing and maintaining West Lothian trees and woodlands per hectare (Target £250.00) | WLAM | 7.00 | 366,846 | (81,458) | 285,388 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | management plans to ensure that our woodlands/forests are managed effectively. Provision of advice to members of the public on tree-related matters. Delivery of a frontline arboricultural service that carries out maintenance tasks, where required, in response to service requests from the public and Elected Members. | | NLCS019_6b.2 Percentage of NETs, Land and Countryside related enquiries responded to within 3 days (Target 90%) | WLAM | | | | |
| Parks and Open Spaces | Management and maintenance of the councils open space assets (parks and urban open spaces, sports grounds and recreational areas) | 8. Protecting the built and natural environment | NLCS017_9a.1c The cost of the grounds maintenance service per household. (Target £120 per household) | PUBLIC | 122.47 | 4,161,681 | (1,820,428) | 2,341,253 |
| | | | NLCS021_9b.2a Quality Assessment score of improvements on open space parks (Target 1,600) | HIGH LEVEL | | | | |
| Garden Maintenance | To operate a grass and hedge cutting scheme for the elderly and disabled | 8. Protecting the built and natural environment | NLCS003 9a 1c Garden Maintenance Scheme - Cost of Service per Average Number of Houses (Target £120 per household) | WLAM | 12.13 | 387,252 | (209,619) | 177,633 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-----------------------------------|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | NLCS001_9b Garden Maintenance Scheme - Percentage of Gardens Maintained Per Cycle Timescale (Target 100%) | WLAM | | | | |
| Play Areas | To arrange for play area inspection, maintenance and management (includes skate parks MUGAs and school play facilities) and to design, procure and establish new play area provision. | 8. Protecting the built and natural environment | NLCS043_9a.1c Cost of managing and maintaining children's play areas per household (Target £6.50) | WLAM | 6.00 | 376,113 | (67,249) | 308,864 |
| | | | NLCS006_9b.1a Play areas - Percentage of sites complying with independent annual safety audit standards. (Target 98%) | HIGH LEVEL | | | | |
| Cemeteries | Management and maintenance of cemeteries, including the provision of a burial service and the maintenance of war memorials. | 8. Protecting the built and natural environment | NLCS044_9a.1c Cost of providing managing and maintaining the cemeteries per household (Target £9.00) | HIGH LEVEL | 22.61 | 946,355 | (521,043) | 425,312 |
| | | | NLCS019_6b.2 Percentage of NETS, Land and Countryside related enquiries responded to within 3 days (Target 90%) | WLAM | | | | |
| Street Cleaning and Environmental | To cleanse all adopted roads, footpaths, Civic | 8. Protecting the built and natural | NLCS018_9a.1c The cost of the street cleansing service per household (Target £32.00) | WLAM | 80.48 | 2,519,970 | (36,692) | 2,483,278 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|----------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Enforcement | centres, hard surfaces and rural road side verges at a frequency to comply with the Environmental Protection Act To provide dedicated resource to educate communities, take appropriate enforcement action and provide a visible deterrent in relation to environmental crime including litter, graffiti, fly tipping, abandoned vehicles and dog fouling. | environment | P:NLCS008_9b.2a. Local Environment Management System (LEAMS) - Percentage of West Lothians Streets at an Acceptable Standard (Target 90%) | PUBLIC | | | | |
| Polkemmet Golf and Driving Range | Provision of a 9-hole golf course and a discreet 15-bay floodlit golf range and putting green located within Polkemmet Country Park. The facilities provide | 8. Protecting the built and natural environment | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | 4.00 | 112,671 | (128,622) | (15,951) |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | opportunities for adults and children to experience golf through a structured programme supporting early development as golfers. | | NLCS222_9a.1a Cost of providing countryside services per head of population (Target £7.32) | PUBLIC | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 2.68 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 283.85 | 10,020,031 | (3,059,003) | 6,961,028 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|---|----------------------------------|------------|---------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Embed the new service structure for NETs, Land and Countryside | Delivery of a new fit-for-purpose structure that contributes towards the council's savings requirements and improves service delivery | Revised service structure | NETs, Land & Countryside Manager | April 2013 | December 2016 | Complete |
| New Visitor Centre at Beecraigs | Convert existing restaurant building to a new Visitor Centre for the park. | To reduce the councils property portfolio whilst creating a flagship visitor centre to increase the number of visitors to the park. | Parks and Woodlands Manager | April 2015 | February 2017 | Complete |
| Identify opportunities to engage with non-users of our parks, play areas and open spaces | Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces | Increase usage of parks, play areas and open spaces and identify opportunities for improving our assets | Open Space & Cemeteries Manager | April 2015 | March 2017 | Complete |
| Develop a five year Vehicle and Plant Strategy | We will develop a long term (5 year) vehicle and plant strategy for the service. | Increase utilisation and overall efficiency of vehicles and plant within the service. | Cleaner Communities Manager | April 2015 | March 2017 | Complete |
| Implementation of Cemetery Management Rules | Implement Cemetery Management Rules for all Cemeteries and Churchyards across West Lothian | Cemetery Management Rules implemented to improve the management of the councils cemeteries and Churchyards including the management of memorials. | Open Space & Cemeteries Manager | March 2016 | August 2016 | Complete |

Actions 2016/17

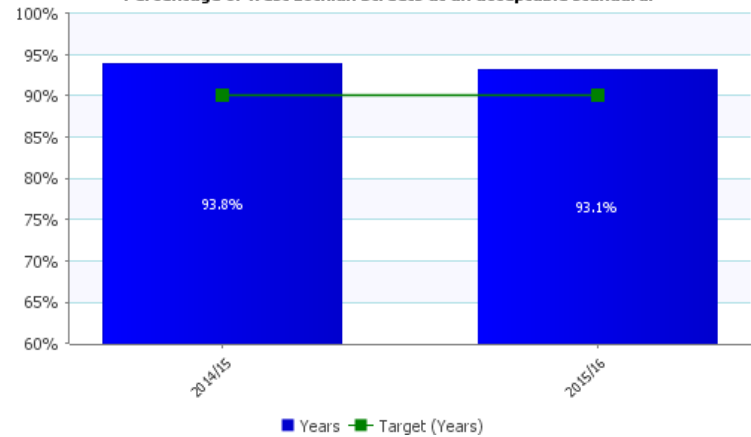
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
|--|---|---|----------------------------------|------------|------------|---|
| Develop and implement a policy and plan for litter and litter bins | Develop a policy on litter and litter bins to include a programme on education and engagement | An approved council policy for litter and litter bins | Cleaner Communities Manager | April 2016 | March 2017 | Complete |
| Identify improvements in the recycling of litter waste | Explore the opportunities for the recycling of litter waste | Improvements identified | Cleaner Communities Manager | April 2016 | March 2017 | Complete |
| Develop a Tree Policy and Strategy Management Plan | Develop a Tree Policy and Strategy Management Plan | Tree Policy and complete | Parks and Woodlands Manager | April 2016 | March 2017 | Complete |
| The implementation of CONFIRM connect | Implement CONFIRM connect as a working solution for employees | CONFIRM connect implemented | NETs, Land & Countryside Manager | April 2016 | March 2017 | Complete |
| Review of the current website content for Country Parks | Review information for marketing opportunities for the caravan and camping site and the Mountain Bike Trail | Information reviewed and updated | Parks and Woodlands Manager | April 2016 | March 2017 | Complete |

| Actions 2017/18 | | | | | | |
|--|--|---|----------------------------------|------------|----------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Investment in improving and upgrading Open Space in West Lothian | Investment of capital and external funds into the improvement of play areas, open space and sports pitch drainage | Improved Open Space in West Lothian | Open Space & Cemeteries Manager | April 2015 | March 2018 | Active |
| Wild Flower Meadows | We plan to identify a pilot area and plant a Wild Flower Area within west Lothian. | To improve biodiversity and reduce maintenance requirements within areas of open space. | Open Space & Cemeteries Manager | April 2016 | September 2017 | Active |
| Identify opportunities to engage with non-users of our parks, play areas and open spaces | Identify opportunities to improve engagement with non-users of our parks, play areas and open spaces | Increase usage of parks, play areas and open spaces and identify opportunities for improving our assets | Open Space & Cemeteries Manager | April 2017 | March 2018 | Active |
| Develop a five year Vehicle and Plant Strategy | We will develop a long term (5 year) vehicle and plant strategy for the service. | Increase utilisation and overall efficiency of vehicles and plant within the service. | Cleaner Communities Manager | April 2017 | March 2018 | Active |
| Learning and Development Programme for NETs, Land and Countryside | To continue to deliver year 2 of the 5 year plan for the Learning Development Plan This to include succession planning strategy and to look for opportunities for succession planning eg qualifications. | The plan will ensure that all staff have the core skills to effectively undertake their role and are provided with appropriate development opportunities. | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Polkemmet Country Park – secure external funding for improvement works | Identify opportunities for improvement within the park and investment needs; and secure external woodland in and around town funding to deliver the works. | Improved Country Park and to increase visitor numbers to the park. | Parks and Woodlands Manager | April 2017 | March 2018 | Active |

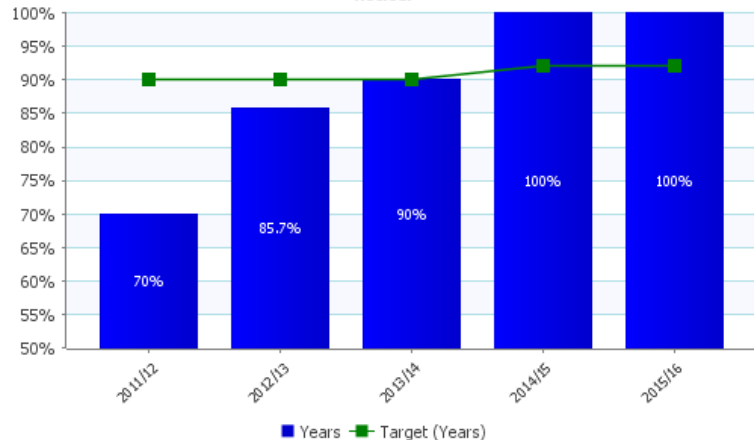
| Actions 2017/18 | | | | | | |
|---|--|--|----------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Rebranding and launch of the cleaner communities team | Delivery of a team that contributes and improves service delivery with enforcement and engagement officers taking an active role within the team | Revised Cleaner Communities team | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| To review the Land Audit Management System (LAMS) process in line with APSE | The Land Audit Management System (LAMS) performance indicator reviewed in line with APSE | Benchmarking process in place and rolled out to staff | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Create a new section within the website for a NETs Land & Countryside page | Interactive webpage for service which identifies all parts of the service for customers | Webpage created and designed | NETs, Land & Countryside Manager | April 2017 | March 2018 | Active |
| Create a Facebook page for the Ranger Service | To improve customer engagement by promoting the Ranger Events programme and up to date information | Savings associated with reduced printing costs whilst providing the customers with real time information | Parks and Woodlands Manager | April 2017 | March 2018 | Active |
| Review of service standards for Grounds Maintenance | Review service standards to deliver the Grounds Maintenance service on a priority/hierarchy approach in accordance with the Open Space Strategy | Priority based service | Ground Maintenance Manager | April 2017 | March 2018 | Planned |
| Review of service standards for Garden Maintenance | Review of the reactive work associated with the gardens maintenance scheme | To provide a 12 month reactive service for Garden Maintenance | Ground Maintenance Manager | April 2017 | March 2018 | Planned |
| Consult and implement a litter bin policy | Consult and implement a litter bin policy | Policy implementation | Cleaner Communities Manager | April 2017 | March 2018 | Planned |
| Develop a long term strategy for behavioural change for | To develop an educational and engagement strategy | Implement an events programme | Cleaner Communities | April 2017 | March 2018 | Planned |

| Actions 2017/18 | | | | | | |
|--|--|--|---------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| litter | promoting behavioural change for litter | | Manager | | | |
| Tree Inspection Programme | Develop and implement a cyclical inspection regime for all council trees | Develop and implement programme | Park & Woodlands Manager | April 2017 | March 2018 | Planned |
| Review of Open Space strategy | Review the current Open Space strategy to align with the Corporate Asset Management Plan. The strategy will integrate plans for allotments, food growing, cemeteries and sports facilities | Open Space Plan that aligns with the Corporate Asset Management Plan | Open Space & Cemeteries Manager | April 2017 | March 2020 | Planned |
| Develop a Tree Policy and Strategy Management Plan | Develop a Tree Policy and Strategy Management Plan | Management Plan implemented | Parks and Woodlands Manager | April 2017 | April 2018 | Active |

Performance

| Performance Indicator | Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard. | | CP:NLCS008_9b.2a | | | | | | | | |
|---|---|--|------------------|------|--|---------|-------|---------|-------|----------------|-------|
| Description | <p>This performance indicator measures the cleanliness of West Lothian town centres, streets, footpaths and road verges. There are 3 reporting periods during the year with a 5% random survey undertaken at each audit. Reporting periods 1 (April to July) and 3 (December to March) are self monitored assessments. There is a partnership approach to the second validation audit (August to November) where a KSB (Keep Scotland Beautiful) officer will audit alongside a representative(s) from West Lothian Council. Following submission of all three reporting period audits an overall performance indicator figure for the year is produced. The performance figure for 2014/15 will be used as our baseline target going forward.</p> <p>2016/17 target set at 93.9% to reflect the national average.</p> | | | | | | | | | | |
| <div><div>CP:NLCS008_9b.2a Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard.</div><div><table><thead><tr><th>Year</th><th>Percentage of West Lothian Streets at an acceptable standard</th></tr></thead><tbody><tr><td>2014/15</td><td>93.8%</td></tr><tr><td>2015/16</td><td>93.1%</td></tr><tr><td>Target (Years)</td><td>93.9%</td></tr></tbody></table></div></div> | | | | Year | Percentage of West Lothian Streets at an acceptable standard | 2014/15 | 93.8% | 2015/16 | 93.1% | Target (Years) | 93.9% |
| Year | Percentage of West Lothian Streets at an acceptable standard | | | | | | | | | | |
| 2014/15 | 93.8% | | | | | | | | | | |
| 2015/16 | 93.1% | | | | | | | | | | |
| Target (Years) | 93.9% | | | | | | | | | | |
| <div><div>Trend Chart Commentary:</div><div><p>In 2014/15 the methodology and assessment criteria for measuring street cleanliness was changed by Keep Scotland Beautiful (KSB), in agreement with CoSLA. The indicator is now a measure of the number of streets which are assessed and deemed to be at an acceptable level of cleanliness (according to the KSB guidelines).</p><p>In 2015/16 389, streets in West Lothian were assessed with 362 deemed to be at an acceptable level of cleanliness, giving an overall performance figure of 93.1%</p><p>Period 1. 92.7%</p><p>Period 2. 94.7%</p><p>Period 3. 91.7%</p><p>In 2014/15, 385 streets in West Lothian were assessed with 361</p></div></div> | | | | | | | | | | | |

| | |
|--|--|
| | <p>deemed to be at an acceptable level of cleanliness, giving a performance figure of 93.8%. The streets assessed were located across West Lothian and assessed at various points throughout the year. This compares with the National Average of 93.9%.</p> <p>Period 1. 95.8%</p> <p>Period 2. 92.0%</p> <p>Period 3. 93.7%</p> <p>2015/16 saw further investment in the service and the introduction of the Cleaner Communities teams which we hope will allow us to maintain and improve our current levels of cleanliness throughout West Lothian.</p> <p>The target of 90% was set in agreement with KSB as a recommended measure of the new indicator. Local Government Benchmarking Framework results for 2014/15 show a significant improvement for the percentage of adults satisfied with street cleansing with West Lothian. Performance has risen from 83% to 87% of adults satisfied with the service and West Lothian Council ranking has risen from fourth to first in Scotland.</p> <p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p> |
|--|--|

| Performance Indicator | Percentage of Abandoned Vehicles Removed within 7 days on expiry of notice. | | P:NLCS015_6b.5 | | | | | | | | | | | |
|-----------------------|---|--|----------------|------|------------|---------|-----|---------|-------|---------|-----|---------|------|---------|
| Description | <p>This performance indicator measures the percentage of reported abandoned vehicles which have been issued with removal notices - 7 day and 15 day - and are removed within 7 days of the expiry of these notices. Each reported incident of an abandoned vehicle is checked, in partnership with the Driver Vehicle Licensing Agency (DVLA) and the Police, and where appropriate removal notices are issued. On expiry of these notices the service is then required to arrange for the vehicle to be removed.</p> <p>The target is based on our experience of this service both in terms of the numbers of vehicles and the difficulties which can be involved in removing them, and has been set at 98% to maintain our good performance, but recognising that we cannot always control all elements of this process.</p> | | | | | | | | | | | | | |
| | <div><div><p>P:NLCS015_6b.5 Percentage of Abandoned Vehicles Removed within 7 days on expiry of notice.</p><table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>70%</td></tr><tr><td>2012/13</td><td>85.7%</td></tr><tr><td>2013/14</td><td>90%</td></tr><tr><td>2014/15</td><td>100%</td></tr><tr><td>2015/16</td><td>100%</td></tr></tbody></table><p>■ Years — Target (Years)</p></div><div><p><u>Trend Chart Commentary:</u></p><p>The target for this performance indicator has been raised due to the continual improvement in previous years.</p><p>In 2015/16 there were 45 vehicles issued with a removal notice - either 7 or 15 day - which the council were required to remove on expiry of these notices. All 45 were removed within the 7 day target period.</p><p>In 2014/15 there were 18 vehicles issued with a removal notice and all of them were removed with 7 days of the notice expiry.</p><p>In 2013/14 there were 20 vehicles issued with a removal notice and 18 of them were removed with 7 days of the notice expiry. The 2 which were not removed were as a result of the registered keeper contacting us after the notice was issued and the council giving them more time to remove the vehicles. When they were subsequently not removed we arranged for them to be removed.</p><p>In 2013/14 we changed the way this performance indicator is measured to make it more relevant to the actual service provided by</p></div></div> | | | Year | Percentage | 2011/12 | 70% | 2012/13 | 85.7% | 2013/14 | 90% | 2014/15 | 100% | 2015/16 |
| Year | Percentage | | | | | | | | | | | | | |
| 2011/12 | 70% | | | | | | | | | | | | | |
| 2012/13 | 85.7% | | | | | | | | | | | | | |
| 2013/14 | 90% | | | | | | | | | | | | | |
| 2014/15 | 100% | | | | | | | | | | | | | |
| 2015/16 | 100% | | | | | | | | | | | | | |

West Lothian Council in removing vehicles which required to be removed. We work closely with a number of partner agencies and colleagues within the council to ensure that abandoned vehicles, issued with a removal notice, are removed as quickly as possible. Whilst we endeavour to remove all vehicles within the 7 days, on some occasions, factors outwith our control can cause a delay in the process.

2015/16 and 2016/17 targets set at 92% to maintain our good performance, but recognising that we cannot always control all elements of this process.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| | | |
|-----------------------|--|----------------|
| Performance Indicator | Percentage of customers who rated the overall quality of the Service provided by NETs, Land & Countryside Services as good or excellent. | P:NLCS030_6a.7 |
| Description | This Performance Indicator measures the number of respondents rating the overall quality of service as good or excellent. The figures are taken from the Annual Customer Survey carried out by NETs, Land and Countryside Services to the West Lothian Citizens Panel. | |
| | The figure is based on respondents who rated the service as good or excellent. | |
| | The target has been set to 80% to reflect our aim to improve. | |

P:NLCS030_6a.7 Percentage of customers who rated the overall quality of the Service provided by NETs, Land & Countryside Services as good or excellent.

| Year | Percentage |
|---------|------------|
| 2011/12 | 57.2% |
| 2012/13 | 60.49% |
| 2013/14 | 63.05% |
| 2014/15 | 61.5% |
| 2015/16 | 59.35% |

■ Years ■ Target (Years)

Trend Chart Commentary:

The figures for 2015/16 are based on the 383 responses received from the Citizens' Panel.

The number of customers rating the overall quality of the service as either 'good' or 'excellent' has decreased by 2.1% following our most recent survey in February 2016 (shown in the 2015/16 results). This shows a decrease in satisfaction for the second year.

The main areas customers highlighted in the survey as causing concern include dog fouling and fly-tipping. We have put in place corrective actions such as the Dog Fouling campaign and working with Zero Waste Scotland for fly-tipping to address these concerns.

We have made a number of improvements to our services in the past year including street cleaning and our play area and open space investment which we are pleased our customers have recognised and appreciate.

We will continue to work hard to improve the service we provide to the people of West Lothian and engage and consult with them to make the

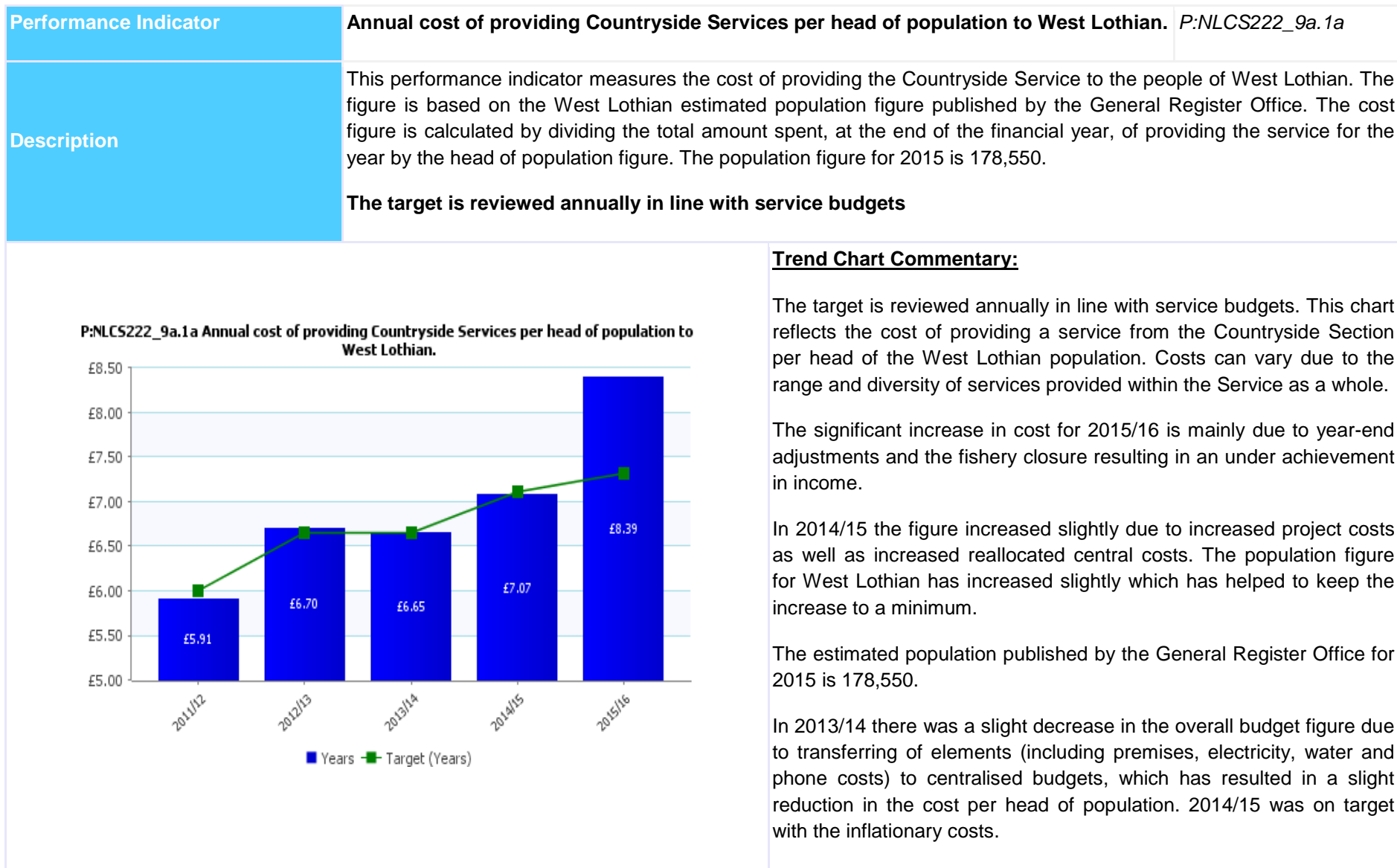
service better.

APSE performance network summary report for 2014/15 for customer satisfaction has provided a national average figure of 64.82% for all categories.

The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.

Survey and distribution methods will continue to be reviewed year on year to ensure results remain representative. 2016/17 target set at 80% to reflect our aim to improve.

2016/17 data will be available in March 2017, at the same time the 2017/18 target will be decided.



The drop in cost shown for 2011/12 is due to the population figures which rising and also the decrease in the Countryside Section's budget. Target was adjusted for 2011/12 to reflect removal of Outdoor Pursuits budget. In 2012/13 the overall budget for Countryside Services was increased as the service previously received income from rented properties which have now been removed resulting in a net increase in the budget.

Caution needs to be had when comparing these figures with previous years as budgets have been significantly realigned.

2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|---|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | ✓ | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | ✓ | ✓ | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | n/a | | | | | | | | | ✓ | | | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | ✓ | ✓ | ✓ | | | |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

3.5 Public Transport

| | |
|------------------------|---------------------------|
| Manager: | Nicola Gill |
| Number of Staff (FTE): | 9.7 |
| Location: | Whitehill House, Bathgate |

Purpose

Public Transport are responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas. The service is also responsible for the provision of free and fare paying school transport services for school and provision of travel concessions for elderly and vulnerable residents.

Activities

The service's main activities are:

- Providing a school transport service for approximately 6,000 pupils across West Lothian utilising a range of transport options including double deck buses, coaches, minibuses and taxis over approximately 380 contracts.
- Public Transport service support through subsidising 20% of the local bus network within West Lothian.
- Supporting concession schemes for elderly and disabled including providing over 3,900 residents with discounted taxi provision and over 20,000 discounted rail journeys per year.
- Providing sufficient public transport infrastructure through siting, erecting and maintaining approximately 500 bus stops and 500 shelters throughout West Lothian, including any publicity items on display.

Key Partners

The service's main partners include:

- SEStran
- Bus companies
- Taxi companies
- Community transport service providers
- NHS Lothian
- Other council services
- Scottish Government
- Scotrail
- Traveline
- Other councils
- Industry user groups and community groups

Customers

The service's main customers include:

- Service Users
- Education Services
- Parents
- Carers

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|---|--|-----------------------|--------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Public Transport Service Users | We will undertake further focus group work to improve service users' influence on service design. | 2017/18 | Public Transport Manager | Face to face meetings with focus groups and results published on council website |
| School and Public Transport Users | Targeted consultation exercise to be carried out on the school transport service | Annual | Public Transport Manager | Directly via specific schools |
| West Lothian Citizens | Online survey of all members of the West Lothian Citizens Panel to gain feedback on public transport in West Lothian and the service we provided | Annual (January 2018) | Public Transport Manager | Feedback through Council website and on request |
| Bus Service Providers | Ongoing consultation with our main service providers. | Ongoing | Public Transport Manager | Via face to face meetings with service providers |
| Small and large vehicle operator forums | Face to face meetings | Bi-annual | Public Transport Manager | Via face to face meetings with service providers |
| Parent Participation Forum | Targeted consultation with the forum on transport provision for pupils with additional support needs | Ongoing | Public Transport Manager | Via face to face meetings with forum and directly via specific schools |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|-----------|--------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | Quarterly | Line Managers |
| All employees | Team meetings | Monthly | Public Transport Manager |
| Employee sample | Employee survey | Annually | Public Transport Manager |
| ADR | One-to-ones | Annually | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Subsidised bus and Taxibus services | To manage cost effective subsidised public transport services. | 8. Protecting the built and natural environment | PTS018_9a.1c Cost of network per resident served at minimum service level (Target £13.00/year) | WLAM | 1.9 | 2,586,565 | (736,615) | 1,849,950 |
| | | | PTS018_9b Number of passenger-journeys made on council contract local bus and Taxibus services (Target 700,000 passenger-journeys) | PUBLIC | | | | |
| Local travel concessions for the elderly and disabled | Discounted local rail travel, Taxicard and Dial a Ride and Dial a Bus schemes. | 8. Protecting the built and natural environment | PTS019_9a.1a Administration cost per Taxicard on issue (Target £4.50) | WLAM | 0.5 | 735,688 | 0 | 735,688 |
| | | | PTS022_9b.1c Number of passenger journeys made on Dial a Ride and Dial a Bus services (Target 25,000/year) | WLAM | | | | |
| Asset management and promotion of public transport | Bus stop and bus service information database maintenance, Traveline data feed, shelter, stop and publicity provision. | 8. Protecting the built and natural environment | PTS020_9a.1a Cost per bus shelter maintained (Target £130/year) | WLAM | 1.6 | 151,415 | 0 | 151,415 |
| | | | PTS023_9b.1c Percentage of bus stops having bus service information on display. (Target 50%) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| School Transport | To provide free and fare paying mainstream and special needs transport to and from school. | 8. Protecting the built and natural environment | PTS021_9a.1c Cost per mainstream pupil offered free transport (Target £850/year) | WLAM | 3.0 | 6,645,589 | (78,874) | 6,566,715 |
| | | | PTS024_9b.1b Percentage of entitled pupils offered free transport (Target 100%) | WLAM | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 9.7 | 10,294,854 | (815,489) | 9,479,365 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|---|--------------------------|------------|-------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Carry out a programme of planned service inspections | Inspecting services to ensure they are meeting conditions of their contract | Planned programme of inspections in place and being carried out | Public Transport Manager | March 2016 | March 2017 | Complete |
| Implement revised passenger transport strategy | New strategy approved in June 2015 requires major redesign of services in order to achieve savings targets. | Reviewed and redesigned local bus and schools networks to continue provision within available resources | Public Transport Manager | July 2015 | August 2016 | Complete |

| Actions 2017/18 | | | | | | |
|---|--|---|--------------------------|----------------|----------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Work with Social Policy and other services requiring passenger transport to concentrate service management in PTU | Further development of service integration as defined within the approved strategy to be implemented after 2016/17 | Integration of management of all taxi and minibus services | Public Transport Manager | September 2011 | March 2019 | Planned |
| Restructure of the Public Transport Unit (PTU) | Review of PTU capacity and skills and long term service needs and PTU restructure | A restructured PTU taking into account revised service needs, especially the ongoing service review | Public Transport Manager | April 2015 | September 2017 | Active |
| Further develop the management information system | Improve effectiveness of management contracts | Further information to allow better management of contracts | Public Transport Manager | March 2016 | March 2018 | Active |
| Review ASN policy | Additional support needs policy to be reviewed and updated | To provide a clear and robust updated policy | Public Transport Manager | March 2016 | March 2018 | Active |
| Continue to carry out the programme of planned service inspections | Inspecting services to ensure they are meeting conditions of their contract | Planned programme of inspections in place and being carried out | Public Transport Manager | March 2017 | March 2018 | Active |
| Establish a new small vehicle school transport framework | Design, tender and award new supplier framework for small vehicle school transport contracts | New small vehicle school transport framework in place meeting procurement legislation requirements | Public Transport Manager | April 2017 | August 2017 | Planned |

Performance

| Performance Indicator | Percentage of residents with access to an hourly or more frequent bus service. | P:PTS002_9b.1b |
|-----------------------|---|----------------|
| Description | <p>This council Key Performance Indicator (KPI) measures the number of West Lothian residents who live within 800 metres of an hourly or more frequent bus service. This is a simple accessibility indicator adopted by the council in April 2011. The indicator is defined as the percentage of residents within a 10 minute walk of a bus stop with an hourly, or more frequent, daytime (Monday to Saturday) service. A 10 minute walk equates to about 800m at a walking speed of 3 miles per hour. The indicator does indicate the level of availability of at least a basic level of public transport in West Lothian.</p> <p>The majority of bus services in West Lothian are profitable and operate on a commercial basis without council subsidy. These services need no council approval and the council cannot influence their availability or design. Council contract bus services build on the commercial core and can increase the number of residents with access to services at the level defined by the indicator.</p> <p>The target for this KPI was approved by Council Executive in 2011 as the minimum desirable proportion of residents having access to public transport and who are therefore able to travel for a range of journey purposes.</p> | |

P:PT5002_9b.1b Percentage of residents with access to an hourly or more frequent bus service.



Trend Chart Commentary

The commercial bus network, accounting for approximately 80% of bus mileage in West Lothian, has remained static under the measurement of this performance indicator in recent years. An ever-present risk to the council is the loss of some part or parts of the commercial bus network due to an operator finding that a service or services have become unprofitable. Any loss of this kind could affect the performance indicator.

An evaluation model has been used to measure this performance indicator since 2011 and the figure for September 2012 (when reviewed council contract bus services were last fundamentally changed) of 90.0% is used as a baseline and provision has been maintained at this level since. For future years our target, as a minimum, will be to at least maintain this level of provision as long as there is stability in commercial bus service provision and continued availability of council resources to provide service subsidies for contract services.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

including Aberdeenshire, Dumfries and Galloway, North Ayrshire, Scottish Borders and South Lanarkshire.

In addition Passenger Focus, an independent transport user watchdog body, conduct passenger satisfaction levels between different bus companies and the 2015 survey results show an 85% overall satisfaction rating with First Scotland East, the main bus service supplier in West Lothian.

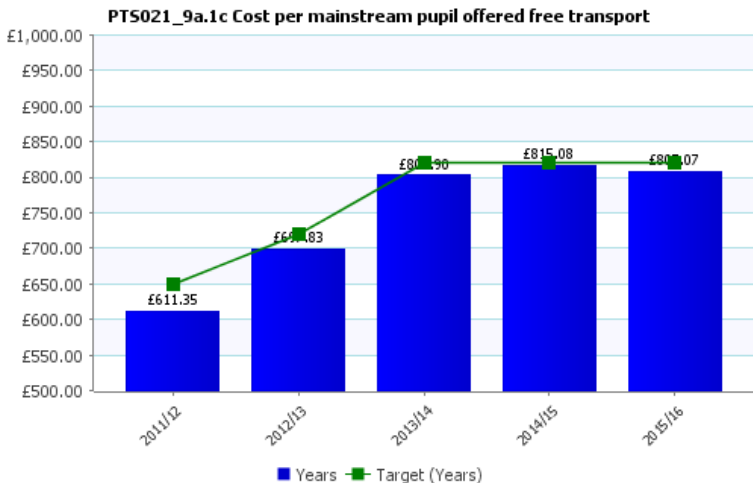
2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

another review of services to further improve cost effectiveness.

This performance indicator is a measure of the costs of provision at a given level of service. Services are all provided by contractors and, once established, contract costs tend to be static or rise in line with inflation though net costs vary according to fluctuations in fares income on many contracts. Like for like contract renewal however often exposes the council to above inflation cost pressures and costs therefore tend to increase over time. The target used is a ceiling set to match the current services provided and market conditions with a view to maintaining costs per resident at this level.

High costs per resident is not necessarily bad. It may be an indication that a council prioritises bus service support. It may also be an indication of low levels of patronage, poor performing services or of a restricted supplier market. For benchmarking purposes in 2012/13 service support in West Lothian cost £11.43 per resident whilst Fife spent £11.67, Stirling spent £8.42 and Midlothian £2.93. In the same year the Scottish average was £8.54.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Cost per mainstream pupil offered free transport | PTS021_9a.1c | | | | | | | | | | | | | | | | | | |
|---|---|--------------|-------------------------------|------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---|
| Description | <p>This performance indicator measures the cost, per pupil, of providing a free school transport service to mainstream school pupils</p> <p>Target is set at £850 to maintain current service levels within budget provided.</p> | | | | | | | | | | | | | | | | | | | |
| <p>PTS021_9a.1c Cost per mainstream pupil offered free transport</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Cost per mainstream pupil (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£611.35</td> <td>£850.00</td> </tr> <tr> <td>2012/13</td> <td>£699.83</td> <td>£850.00</td> </tr> <tr> <td>2013/14</td> <td>£801.90</td> <td>£850.00</td> </tr> <tr> <td>2014/15</td> <td>£815.08</td> <td>£850.00</td> </tr> <tr> <td>2015/16</td> <td>£801.07</td> <td>£850.00</td> </tr> </tbody> </table> | | Year | Cost per mainstream pupil (£) | Target (£) | 2011/12 | £611.35 | £850.00 | 2012/13 | £699.83 | £850.00 | 2013/14 | £801.90 | £850.00 | 2014/15 | £815.08 | £850.00 | 2015/16 | £801.07 | £850.00 | <p><u>Trend Chart Commentary</u></p> <p>Over time cost inflation on transport contracts has, historically, been above general levels of inflation which is a phenomenon noted at a national level as confirmed by the results of the annual ATCO price and competition survey. This effect is shown by the longer term trend in the costs of providing broadly a constant level of provision in West Lothian.</p> <p>All school contracts became subject to a framework arrangement in August 2013 when the vast majority of services were reviewed and replaced. This exposed the council to a significant cost pressure. Prior to that time evidence from replacing contracts that have been terminated early by service providers has clearly shown that there remains strong inflationary pressure on service provision as new, like-for-like, replacement contracts are usually significantly more costly than their predecessors. This matches the experience of neighbouring councils who have seen the same effect over many years.</p> <p>This performance indicator is a measure of the cost of service provision. Mainstream school bus and taxi services carry the majority of those pupils eligible to travel free and all fare payers. Services are all provided by contractors and, once established, contract costs are static or rise in line with inflation. The target used is a ceiling set to match the current services provided with a view to maintaining costs below £850 per year, pending the outcome of review work related to</p> |
| Year | Cost per mainstream pupil (£) | Target (£) | | | | | | | | | | | | | | | | | | |
| 2011/12 | £611.35 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2012/13 | £699.83 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2013/14 | £801.90 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2014/15 | £815.08 | £850.00 | | | | | | | | | | | | | | | | | | |
| 2015/16 | £801.07 | £850.00 | | | | | | | | | | | | | | | | | | |

| | |
|--|---|
| | <p>DBO changes.</p> <p>Comparing this indicator to data from other councils is complicated by the variety of school transport services offered for example West Lothian Council offers free home to school transport to primary pupils living 1.5 miles or more from their catchment school and high school pupils living 2 miles or more. In addition, subsidised fare paying space is offered on services for those living closer to their school. Not all councils offer this and the differences affect the cost of provision rendering benchmarking difficult.</p> <p>By comparison primary and secondary school free entitlement distances are respectively 1.5 and 3 miles in East Ayrshire, Fife (1m/2m), Midlothian (2m/2m), North Ayrshire (2m/3m), South Ayrshire (2m/3m), South Lanarkshire (1m/2m) and Stirling (2m/3m). Of these councils only East Ayrshire, Fife, South Lanarkshire and Stirling offer fare paying spaces for other pupils.</p> <p>2016/17 data will be available in July 2017 at the end of the 2016/17 school session. At the same time the 2017/18 target will be decided.</p> |
|--|---|

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | ✓ | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | n/a | | ✓ | ✓ | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annually | | | | ✓ | | | | | | | | |
| ● Performance Committee | n/a | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | | | | | | | | | | | ✓ | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | ✓ | ✓ | ✓ | | | |
| ● Review of customer groups/segmentation matrix | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.6 Recycling & Waste Services

| | |
|------------------------|-------------------|
| Manager: | David Goodenough |
| Number of Staff (FTE): | 229.5 |
| Location: | Nairn Road, Deans |

Purpose

Recycling & Waste Services are responsible for the collection of all household waste and the environmentally responsible management of waste in line with the government's Zero Waste Plan. The service provides a weekly uplift to over 78,000 households and four weekly uplifts of garden waste with the exception of the festive season to the majority of these households. Every year the service carries out around 21,000 bulky uplifts. Recycling & Waste Services also provide commercial uplifts from approximately 1,000 trade waste premises and council services. This amounts to more than 8 million uplifts a year. Over 47.4% of all waste managed was recycled (48,000 tonnes), which is approximately 4,800 bin lorries a year diverted from landfill.

The service also has six Community Recycling Centres (CRCs) strategically located throughout West Lothian where residents bring their own household waste for recycling. In addition to this we have 182 glass recycling points and provide information and support to customers on how to reduce, reuse and recycle their waste.

Activities

The service's main activities are:

- Domestic Waste and Recycling Service including household collection, commercial waste collection, bulky uplift, clinical waste and food waste
- Recycling and Waste Strategic Planning
- Operating Community Recycling Centres
- Customer liaison in education and engagement

Customers

The service's main customers include:

- All households
- Bulky waste producers – residential and commercial
- Community recycling centres' users
- All commercial users (as per service requested)
- Household clinical waste producers
- All schools and council buildings in West Lothian

- Community groups
- Other council services
- Scottish Fire & Rescue Service
- Police Scotland

Key Partners

The Service's main partners include:

- SEPA
- WRAP
- Zero Waste Scotland
- ECO Schools
- Fleet and Community Transport
- Homeaid
- Changeworks
- Her Majesty's Prison Service
- APSE
- Community Payback
- COSLA
- Scottish Government
- Waste disposal and recycling contractors
- Other council services

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------------------|------------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens | Annual Survey distributed to 2,700 members of the Citizens Panel to evaluate the satisfaction with the service provided and highlight areas for service improvement. | Annual (January 2018) | Recycling & Waste Services Manager | Citizens Panel Newsletter Results available on Council website Reported through the Public Performance Indicator (WM030_6a.7) |
| CRC Site Users | Consultation with customers as they use the service as part of an overall review of the facilities available on site e.g. signage, recycling opportunities, opening times and ease of use. | Ongoing | Recycling & Waste Strategy Officer | Through programme of consultation |
| Community Groups and Drop in sessions | Consultation with community groups and focus groups e.g. Community Councils, with regards to the siting of new bottle banks in local areas, food waste and recycling collection (which will assist with improvements and extended services in local areas). | Ongoing | Recycling & Waste Strategy Officer | Community Groups and Focus Groups |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|-----------|------------------------------------|--|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Partnership Working Group | Face to face consultation with members of the fire service, police and community support teams e.g. social care. | Monthly | Recycling & Waste Services Manager | Through monthly meetings |
| Schools and Community Groups | Feedback from Education Awareness sessions to assist in ongoing improvements to schools presentations. | Ongoing | Recycling & Waste Strategy Officer | Via face to face meetings with members of School and Community Group |
| Bulky Waste Feedback | Feedback from customers as they use the service to evaluate satisfaction with the service provided and highlight areas for service improvement. | Ongoing | Operations Manager | Improvement Plan Management Team |
| Website Feedback | Feedback from customers via SOCITM as they use the Council website | Monthly | Recycling & Waste Services Manager | Through monthly feedback from the Web Performance Report |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|------------------------------|--------------|------------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| Frontline employees | Daily de-briefing | Daily | Supervisors |
| Team Leaders | Team meetings | Three weekly | Recycling & Waste Services Manager |
| Employee sample | Employee survey | Annually | Recycling & Waste Services Manager |
| Employee sample | Employee Focus Group | Quarterly | Recycling & Waste Services Manager |
| Employee sample | Management Plan Launch | Annually | Recycling & Waste Services Manager |
| Line Managers | One-to-ones | Fortnightly | Recycling & Waste Services Manager |
| All employees | ADR | Annually | Line Managers |
| Supervisors | Team meetings | Fortnightly | Team Leader Operations |
| Team Leaders/Supervisors | Customer Service meetings | Six weekly | Recycling & Waste Services Manager |
| Employee representatives | Works Committee meetings | Six weekly | Team Leader Operations |
| Operatives | Tool Box Talks | As required | Line Managers |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Domestic Waste Collection | To collect waste from domestic premises (residual & recycling) | 8. Protecting the built and natural environment | WM018_9b.2 : No. of bins missed during collection per 100,000 collections (not including contamination) (less than 2%) | WLAM | 131.7 | 3,249,282 | (2,143) | 3,247,139 |
| | | | WM001: Cost of Refuse Collection Service per Household per quarter (PI not comparable across councils as does not produce a like for like comparison based on infrastructure and geographical constraints, PI used for year to year comparisons only)(Target £75.29) | PUBLIC | | | | |
| Commercial Waste Collection | To collect waste and recycling from commercial premises. | 8. Protecting the built and natural environment | WM050_9a.1c Cost of Commercial Collection Service per premises (to be benchmarked) | WLAM | 8.2 | 976,514 | (1,146,514) | (170,000) |
| | | | WM054_6b.2 Number of bins missed during Commercial Collections per 100,000 collections (less than 2%) | WLAM | | | | |
| Bulky Uplifts | To carry out Bulky Uplifts within West Lothian. | 8. Protecting the built and natural environment | WM051_9a.1c Cost of Bulky Uplifts per request (less than £20 per lift) | WLAM | 14.8 | 406,173 | (6,173) | 400,000 |
| | | | WM053_6b.2 Percentage of bulky uplifts carried out within the agreed service standards timescales (Target 90%) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Number of Bins delivered | To deliver replacement bins to domestic and trade customers. | 8. Protecting the built and natural environment | WM052_9a.1c Cost of new and replacement receptacles per month (Target = Capital Replacement Programme budget for containers) | WLAM | 3.1 | 69,261 | (17,575) | 51,686 |
| | | | WM014_6b.3 Percentage of new/ replacement bins delivered within Service Standards Period (5 working days). (Target =90 %) | HIGH LEVEL | | | | |
| Development of future strategy & services | To research and develop future zero waste and efficiency strategies, contracts, projects and services. | 8. Protecting the built and natural environment | WM055_9a.1c - Cost per % increase in Recycling (Indicator not targetable) | WLAM | 3.2 | 164,169 | 0 | 164,169 |
| | | | WM056_9b.2 Increase in % Recycling year on year (1.5% year on year) | WLAM | | | | |
| Waste disposal - recycling | To recycle waste collected to various recycling centres, recycling points and via kerbside collections. | 8. Protecting the built and natural environment | WM057_9a.1c Cost per % of Recycling Disposal (Disposal Costs/Recycling Percentage) (Indicator not targetable) | HIGH LEVEL | 55.4 | 2,188,163 | (203,098) | 1,985,065 |
| | | | WM040_9b.1a Percentage of Household waste recycled/ composted per quarter. (Target 50% average to reflect Zero Waste Regulations Target, seasonal variations to be built in) SSPi24: Percentage of municipal waste collected that was composted or recycled per annum (Target 50%) WM060_9b.1a Average Percentage of Material Recycled at Community | PUBLIC | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|--------------------------------------|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | | Recycling Centres (per quarter). (Target 60% average, with seasonal variations to be built in) | | | | | |
| Waste disposal to landfill/treatment | To dispose of Household Waste and Recycles for treatment and to landfill sites.AL | 8. Protecting the built and natural environment | sspi23b: Net cost of refuse disposal per premises (sspi not comparable as does not produce a like for like comparison based on infrastructure and geographical constraints, used for year to year comparison vs WLC figures only)(Target £106.50) | PUBLIC | 10.5 | 5,100,802 | (792,506) | 4,308,296 |
| | | | SSPi24i The total tonnes of municipal waste handled (No target = reporting figure) | PUBLIC | | | | |
| Service Support | Provision of management and admin support. | Enabler Service - Corporate Governance and Risk | | | 2.7 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 229.5 | 12,329,962 | (2,168,009) | 10,161,953 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|---|---|--|------------------------------------|------------|------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Change recycling centre operations to improve recycling and operational efficiency | Mapping the opening hours and activities within the sites to the materials received and public use of the recycling centres | Improvement in recycling performance across the sites and a reduction in operational costs | Recycling & Waste Services Manager | April 2015 | June 2015 | Complete |
| Develop Communication Plan for public engagement and awareness | Produce communication plans that will help us identify and target the delivery of messages to improve recycling and reuse. | The plans will allow the appropriate distribution of resource to maximise the impact of intervention activities. | Recycling & Waste Strategy Officer | April 2015 | July 2015 | Complete |
| Roll out SVQ Level 2 Qualification to CRC operatives | To provide the best possible training opportunities to staff and ensure staff are able to continue to deliver the service as it evolves | Career/development opportunities and the enhancing knowledge for frontline operatives | Recycling & Waste Services Manager | April 2015 | March 2016 | Complete |
| Roll out new risk assessments and safe systems of work for Recycling & Waste Operations | In partnership with Health and Safety risk assessments and safe systems of work are required for all areas of the service | All new risk assessments completed and safe systems of work in place throughout the service | Recycling & Waste Services Manager | July 2015 | May 2016 | Complete |

| Actions 2016/17 | | | | | | |
|---|--|---|---|---------------|---------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Increase glass collection | Extending the bottle bank provision that is currently in place to provide more recycling opportunities | Extended and increased bottle bank and glass collection provision throughout West Lothian | Recycling & Waste Services Manager | April 2013 | June 2016 | Complete |
| Continue the optimisation of Waste Services in working towards the future recycling targets as set by Waste (Scotland) Regulations 2012 | To introduce new opportunities for households to recycle and maximise recycling across West Lothian through the roll out of 140l landfill bins | To continue to improve from the 44.3% of household waste currently recycled, and work towards the new target of 50% as set by the Waste (Scotland) Regulations 2012 | Recycling & Waste Services Manager | April 2014 | March 2017 | Complete |
| Roll out Kerbside Food Waste collection for flatted properties and rural areas | Introduction of Kerbside Food Waste Collection to flatted properties to commence in April 2015 | Introduction of kerbside food waste collection to flatted properties and rural areas with increased recycling rates | Recycling & Waste Services Manager | April 2015 | December 2016 | Complete |
| Recycling Strategic Plan | Define the strategic direction for the service | Recycling Strategic Plan devised and in place | Recycling & Waste Services Manager | November 2015 | December 2016 | Complete |
| Design, implement and optimise collection routing in line with efficiency savings | To design new collection routes to take account of new developments and the introduction of the food waste collection service | New collection service | Recycling & Waste Services Manager | November 2015 | December 2016 | Complete |
| Introduce in house recycling | Introduction of a recycling service to all council offices/businesses | Introduction of a recycling service to all council offices/businesses to increase awareness and recycling | Recycling & Waste Services Manager | November 2015 | January 2017 | Complete |
| Carry out targeted engagement work regarding recycling | Engage with householders in identified areas. Use the ISM model (Individual, Social, and Material) to carry out discussion groups. Use this | Raise awareness of issues highlighted by Waste Services e.g. contamination of blue bins or food waste caddies in particular areas. Increase the | Waste Strategy, Strategy Support and Engagement | April 2016 | March 2017 | Complete |

| Actions 2016/17 | | | | | | |
|-----------------|--|---|----------|-------|-----|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | information to develop materials appropriate for specific community needs. | quality of materials through reduced contamination. Increase presentation and participation rates for recycling services. | Officers | | | |

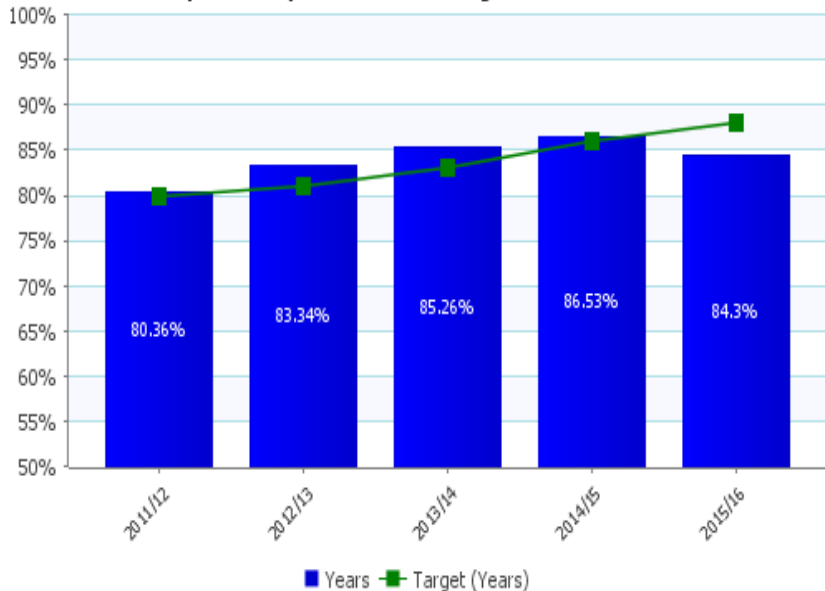
| Actions 2017/18 | | | | | | |
|--|---|---|------------------------------------|---------------|-------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Implement the service re-organisation and re-structure | To re-organise the service to meet the changing needs and issues that we face and develop a more efficient and effective service for both staff and customers | Reorganisation and restructure of the service agreed and implemented | Recycling & Waste Services Manager | April 2013 | July 2017 | Active |
| Development and support for the construction of a transfer station/sorting facility | To provide a new transfer station for the waste which is collected. This will increase the recycling opportunities and divert waste from landfill | New facility will increase recycling, reduce the risk of contract failure and save in disposal costs | Recycling & Waste Services Manager | November 2013 | August 2017 | Active |
| As flats are introduced to recycling, consult with flat owners and residents and keep them informed. | As each area of flats is included in recycling collections, liaise with supervisors and inform flat owners/residents of changes to the service. | Ensure that householders are aware of any changes to their waste service and make sure that the changes are introduced with as little disruption as possible. | Engagement Officers | January 2014 | Ongoing | Active |
| Develop workforce through relevant SVQ and WasteSmart training | Develop staff to be able to assess Frontline Environmental Services (FLES) SVQ in-house | Relevant staff will be trained to SVQ Level 2 in FLES. Relevant staff receive Waste Smart training | Strategy Support Officer | Jan 2015 | Ongoing | Active |
| Roll out SVQ Level 2 Qualification across the service | To provide the best possible training opportunities to staff and ensure staff are able to continue to deliver the service as it evolves | Career/development opportunities and the enhancing knowledge for frontline operatives | Recycling & Waste Services Manager | April 2015 | March 2018 | Active |
| Introduce in house recycling | Introduction of a recycling service to all council offices/businesses | Introduction of a recycling service to all council offices/businesses to increase awareness and recycling | Recycling & Waste Services Manager | November 2015 | April 2017 | Active |

| Actions 2017/18 | | | | | | |
|---|---|---|---|---------------|-------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Implement updated Waste Service Standards | New service standards for the service to be agreed with staff, customers and partners in conjunction with the new strategy | New standards approved and operational in line with Household Recycling charter | Recycling & Waste Services Manager | November 2015 | August 2017 | Active |
| Work in partnership with local ESOL (English for Speakers of Other Languages) groups. | Engage with members of local ESOL groups to enhance their understanding of our services and to refine our service information so that it is more accessible to people for whom English is not their first language. | Increase participation rates and quality of material collected within recycling services by facilitating hard to reach groups in their understanding of what requirements are for these services. | Strategy Support Officer | Feb 2016 | Ongoing | Active |
| Provide schools with access to 'loan boxes' for Waste Management topics. | Schools will be able to borrow 'loan boxes' which provide activities and resources relating to certain aspects of the service. | Waste Services will be able to convey key messages to school pupils in a less resource intensive manner. Topics include waste audits, composting, history of waste and paper making. | Strategy Support Officer | Feb 2016 | Ongoing | Active |
| Bi-Annual review in partnership with operational staff. | Consult with staff who are representative of all aspects of the service regarding what is working well and what could be improved from an E&A perspective. | Improving service delivery by enhancing customer knowledge and understanding. | Waste Strategy Officer and Operations Team Leader | April 2016 | Ongoing | Active |
| Provide downloadable online resources for schools and householders. | Members of the public and schools will be able to access more detailed information about Waste. | Waste Services will be able to convey key messages to members of the public in a less resource intensive manner. | Strategy Support Officer | April 2016 | Ongoing | Active |

| Actions 2017/18 | | | | | | |
|--|--|---|--|------------|------------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Include 'tips' and 'events' on social media. | Ensure that up to date and relevant information is displayed on social media. | To generate interest in waste and recycling activities. | Strategy Support Officer | April 2016 | Ongoing | Active |
| Carry out targeted engagement work regarding recycling | Engage with householders in identified areas. Use the ISM model (Individual, Social, and Material) to carry out discussion groups. Use this information to develop materials appropriate for specific community needs. | Raise awareness of issues highlighted by Waste Services e.g. contamination of blue bins or food waste caddies in particular areas. Increase the quality of materials through reduced contamination. Increase presentation and participation rates for recycling services. | Waste Strategy, Strategy Support and Engagement Officers | April 2017 | March 2018 | Active |
| Attend community events | Have a presence at gala days to be able to talk to members of the public at community events. | Inform the public about existing schemes and new initiatives. Carry out survey work to measure perception of different aspects of the service. | Waste Strategy, Strategy Support and Engagement Officers | Ongoing | Ongoing | Active |

Performance

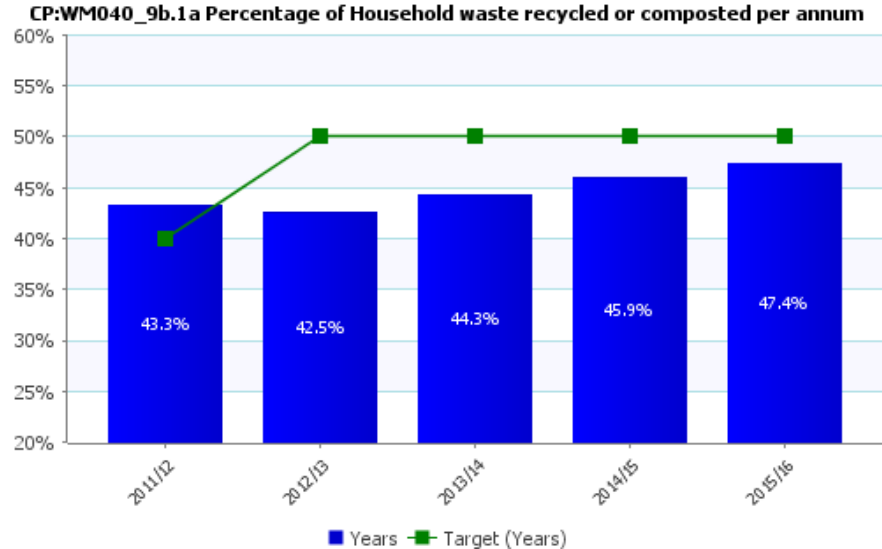
| Performance Indicator | Percentage of new / replacement bins delivered within Service Standard period (5 working days). | P:WM015_6b.5 | | | | | | | | | | | | | | | | | | |
|--|---|--------------|------|-----------------|------------|---------|--------|-----|---------|--------|-----|---------|-------|-----|---------|-----|-----|---------|--------|-----|
| Description | <p>This performance indicator measures the amount of new or replacement bins (grey, blue and brown) which are delivered to the customer within 5 working days of the request being received. We have a Bin Management Unit in place to manage the delivery of all new bins.</p> <p>Target is set at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.</p> | | | | | | | | | | | | | | | | | | | |
| <div><p>P:WM015_6b.5 Percentage of new / replacement bins delivered within Service Standard period (5 working days).</p><table><tr><th>Year</th><th>Performance (%)</th><th>Target (%)</th></tr><tr><td>2011/12</td><td>75.06%</td><td>90%</td></tr><tr><td>2012/13</td><td>91.35%</td><td>90%</td></tr><tr><td>2013/14</td><td>91.5%</td><td>90%</td></tr><tr><td>2014/15</td><td>90%</td><td>90%</td></tr><tr><td>2015/16</td><td>78.17%</td><td>90%</td></tr></table></div> <div><p>Trend Chart Commentary:</p><p>Annual performance has been at or above 90% for three of the last five years.</p><p>The below target performance in 2015/16 was due to continuing lack of resources caused by sickness and holidays and the effect of the seasonally busy festive period. Bin deliveries decreased due to resources being diverted to refuse collection. Actions taken to rectify the issues relating to high levels of sickness absence have been undertaken in partnership with HR which will help to improve the availability of staffing resources to deliver bins.</p><p>The performance target has been reviewed for 2016/17 and has been retained at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.</p><p>2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.</p></div> | | | Year | Performance (%) | Target (%) | 2011/12 | 75.06% | 90% | 2012/13 | 91.35% | 90% | 2013/14 | 91.5% | 90% | 2014/15 | 90% | 90% | 2015/16 | 78.17% | 90% |
| Year | Performance (%) | Target (%) | | | | | | | | | | | | | | | | | | |
| 2011/12 | 75.06% | 90% | | | | | | | | | | | | | | | | | | |
| 2012/13 | 91.35% | 90% | | | | | | | | | | | | | | | | | | |
| 2013/14 | 91.5% | 90% | | | | | | | | | | | | | | | | | | |
| 2014/15 | 90% | 90% | | | | | | | | | | | | | | | | | | |
| 2015/16 | 78.17% | 90% | | | | | | | | | | | | | | | | | | |

| Performance Indicator | Percentage of customers who rated the overall quality of the service provided by Waste Services as good or excellent. <i>P:WM030_6a.7</i> | | | | | | | | | | | | |
|--|---|------|------------|---------|--------|---------|--------|---------|--------|---------|--------|---------|-------|
| Description | <p>This performance indicator measures the number of respondents rating the overall service as good or excellent. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Target is set at 90% based on a challenging improvement on the previous year's results.</p> | | | | | | | | | | | | |
| <div> <div> <p>P:WM030_6a.7 Percentage of customers who rated the overall quality of the service provided by Waste Services as good or excellent.</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>80.36%</td> </tr> <tr> <td>2012/13</td> <td>83.34%</td> </tr> <tr> <td>2013/14</td> <td>85.26%</td> </tr> <tr> <td>2014/15</td> <td>86.53%</td> </tr> <tr> <td>2015/16</td> <td>84.3%</td> </tr> </tbody> </table> </div> <div> <p>Trend Chart Commentary:</p> <p>The percentage of customers who rated the overall quality of our service as 'good' or 'excellent' decreased slightly in 2015/16 to 84.3% following our most recent survey in February 2016. There were no specific reasons given for this decrease, but it may be announcement via media and public perception about the planned introduction of smaller 140 litre bins, which happened around the same time as the survey.</p> <p>By in large the trend is for increasing performance following a major service change as the public become used to a settled service and familiar with the service standards.</p> <p>We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>Survey and distribution methods will continue to be reviewed year on</p> </div> </div> | | Year | Percentage | 2011/12 | 80.36% | 2012/13 | 83.34% | 2013/14 | 85.26% | 2014/15 | 86.53% | 2015/16 | 84.3% |
| Year | Percentage | | | | | | | | | | | | |
| 2011/12 | 80.36% | | | | | | | | | | | | |
| 2012/13 | 83.34% | | | | | | | | | | | | |
| 2013/14 | 85.26% | | | | | | | | | | | | |
| 2014/15 | 86.53% | | | | | | | | | | | | |
| 2015/16 | 84.3% | | | | | | | | | | | | |

year to ensure results remain representative.

2016/17 target set at 90% based on a challenging improvement on the previous year's results.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Percentage of Household waste recycled or composted per annum | CP:WM040_9b.1a | | | | | | | | | | | | |
|---|--|----------------|------|----------------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|
| Description | This performance indicator measures the amount of household waste which is collected by Waste Services on an annual basis and the percentage which is then recycled or composted by or on behalf of the council. | | | | | | | | | | | | | |
| | This performance indicator is part of the Local Government Benchmarking Framework (PI Ref: ENV06) suite of performance indicators | | | | | | | | | | | | | |
| | The target is set at 50% to reflect the Scottish Government target for the whole of Scotland to reach 50% recycling | | | | | | | | | | | | | |
| <div><div>CP:WM040_9b.1a Percentage of Household waste recycled or composted per annum</div><table><thead><tr><th>Year</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>43.3%</td></tr><tr><td>2012/13</td><td>42.5%</td></tr><tr><td>2013/14</td><td>44.3%</td></tr><tr><td>2014/15</td><td>45.9%</td></tr><tr><td>2015/16</td><td>47.4%</td></tr></tbody></table><p>■ Years ■ Target (Years)</p></div> | | | Year | Percentage (%) | 2011/12 | 43.3% | 2012/13 | 42.5% | 2013/14 | 44.3% | 2014/15 | 45.9% | 2015/16 | 47.4% |
| Year | Percentage (%) | | | | | | | | | | | | | |
| 2011/12 | 43.3% | | | | | | | | | | | | | |
| 2012/13 | 42.5% | | | | | | | | | | | | | |
| 2013/14 | 44.3% | | | | | | | | | | | | | |
| 2014/15 | 45.9% | | | | | | | | | | | | | |
| 2015/16 | 47.4% | | | | | | | | | | | | | |
| <div><div>Trend Chart Commentary:</div><p>In comparing 2015 to 2014 the main differences in materials recycled are as follows:</p><div><div>Kerbside Collections:</div><p>Decrease in waste recycled from the blue bin (-791t). This is due to more contamination being removed from the waste by our contractor. This material was used to create Energy from Waste.</p><p>There was also a decrease in the brown bin (-220t) probably due to the growing conditions in 2015.</p><p>Increase in bulky waste (121t)</p><p>The effect of a full year of food waste collection service introduced to approximately another 52,000 households in October 2014 has resulted in another 1700t of food waste being recycled in 2015.</p><div><div>Materials recycled through our Community Recycling Centres and Recycling Sites:</div><p>Decrease in Metal (-23t) and textiles (-15t), green waste (-190t), rubble</p></div></div></div> | | | | | | | | | | | | | | |

(-23t)

Increase in wood (155t) and our new soil skips increased the amount of soil collected by 110t.

There was an increase of 27t of glass due to the roll out of further recycling sites throughout the area

Diversion from landfill:

Instead of being landfilled, another 2620t of waste was used to produce Energy from Waste or was otherwise diverted from landfill. The amount landfilled decreased by 3450t overall.

The overall tonnage of household waste collected increased in 2015 compared to 2014 by approximately 500t to 74000tonnes.

The above has increased the household recycling rate from 45.9% in 2014 to **47.4%** in 2015. This was mainly due to an overall increase in material recycled and composted of 1380t and a 830t decrease in material landfilled or otherwise disposed of. In 2015 West Lothian Council were ranked 17th out of 32 Scottish Local Authorities. In 2014 we were 16th.

To increase the amount of waste recycled, the council continues to work towards Scotland's Zero Waste Targets in partnership with our residents and local businesses. Research has shown more that 50% of what people put in their grey bin could have been recycled and been placed in one of the other bins at their house. In an average grey bin, 23% of material could have gone in the blue bin and 28% could have gone into the food waste caddy.

Following committee approval, we are currently introducing 140 litre bins to decrease waste to landfill and increase recycling in

approximately 10 phases across West Lothian. West Lothian is moving towards the aims of the national “Household Recycling Charter” and Code of Practice which will introduce its aims to promote a more consistent household recycling service across Local Authorities, to increase recycling participation, quantity and quality and support the circular economy opportunities in Scotland.

2016/17 data will be available in September 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|--|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | Annually | | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | ✓ | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | As Required | | | | | | | | | | | | |
| ● Performance Committee | As Required | | | | | | | | | | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | | | ✓ | ✓ | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | | ✓ | | | | | | | | | | |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | ✓ | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity | | | | | | | | | | | | | |

3.7 Roads and Transportation Services

| | |
|------------------------|---|
| Manager: | Graeme Malcolm |
| Number of Staff (FTE): | 183.35 |
| Location: | Guildyhaugh Depot and Whitehill House, Bathgate |

Purpose

Roads and Transportation Services provide an integrated service to construct, manage and maintain the road, footpath and transportation network in West Lothian in the safest way possible. The service manages and maintains over 1,004 km of public roadway, 1,281 km of public footway, 46,983 street lights, 149 traffic light installations, over 1,900 grit bins, 11,250 illuminated and non-illuminated signs and bollards, 576 bridges and other structures.

Activities

The service's main activities are:

- To manage, maintain and improve the public roads and footpath network
- Flood Risk Management
- To provide transport planning and a development control service

Key Partners

The service's main partners include:

- Transport Scotland
- Utility companies
- Other local authorities
- Network Rail & Scotrail
- SEPA
- West Lothian Recycling
- SEStran
- Sustrans

Customers

The service's main customers include:

- Everyone who lives in, works in or travels through West Lothian
- All road and footpath users

- Other council services such as Housing, Customer and Building Services, Education Services, Building Control and Planning Services

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that services are accessible and focused on their needs and preferences.

| Customer Consultation Schedule 2017/18 | | | | |
|--|--|-------------------------|--------------------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| West Lothian Citizens | Annual Survey distributed to 2,700 members of the Citizens Panel to evaluate the satisfaction with the service provided and highlight areas for service improvement | Annually (January 2018) | Roads & Transportation Manager | Citizens Panel Newsletter Results available on Council website Reported through the Public Performance Indicators (RTS050_6a.7) |
| West Lothian Residents | NHT Public Satisfaction Survey | Annually (May 2017) | Roads & Transportation Manager | Bulletin Results available on Council website |
| Community Groups | Regular meetings held with local community groups e.g. Community Councils, to consult on any potential issues and how the service can assist in improving local communities. | Ongoing | Various Officers | Via face to face meetings with members of each group |
| Local Business Groups | Regular meetings held with local business groups e.g. Town Centre Management groups, Traders' Associations etc on any potential issues and how the service can assist in improving business opportunities. | Ongoing | Various Officers | Via face to face meetings with members of each group |

| Customer Consultation Schedule 2017/18 | | | | |
|--|---|------------------------|--|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Disabled Parking Customers | Annual paper based survey sent to all disabled parking bay holders and applicants to evaluate the standard of service provided and identify any potential issues with the service | Annual (February 2018) | Road Safety and Traffic Management | Feedback provided on request and published on the council website |
| Active Travel | Consultation exercise carried out for specific initiatives | As required | Development Management & Transportation Planning Manager | Via the consultation exercise and subsequent Committee Reports |

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

| Employee Engagement Schedule | | | |
|----------------------------------|----------------------------------|-----------------------------|--------------------------------|
| Employee Group | Engagement Method | Frequency | Responsible Officer |
| All employees | One-to-ones | On request | Line Managers |
| All employees | Team meetings | Monthly | Line Managers |
| Employee sample | Employee survey | Annually | Roads & Transportation Manager |
| Employee Focus Group | Meeting | 3 per year | Roads & Transportation Manager |
| All employees | Newsletter | Quarterly | Roads & Transportation Manager |
| All employees | Service Briefing | As required | Roads & Transportation Manager |
| Roads Operatives | Tool Box Talks | As required | Roads Operations Manager |
| All employees | ADR | Annually | Line Managers |
| Employee representatives | Works Committee meetings | Quarterly | Roads Operations Manager |
| Employee representatives | Health and Safety steering group | Bi-monthly (every 2 months) | Roads Operations Manager |
| Service Manager's direct reports | Directorate Managers Meeting | Quarterly | Head of Service |

Activity Budget

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|--|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Road and footpath maintenance - structural and routine works | To manage and maintain the public road and footpath network | 8. Protecting the built and natural environment | RTS305_9a.1a Total carriageway maintenance expenditure per Kilometre of carriageway (Target £5,997.00) | WLAM | 93.57 | 4,854,469 | (1,996,897) | 2,857,572 |
| | | | RTS030_9b.2a Percentage of the overall road network which should be considered for maintenance treatment (Target 25.43%) | PUBLIC | | | | |
| Flood Risk Management – reservoir safety, water quality and asset management | To reduce overall flood risk, respond to flood events, provide advice and manage water related assets | 8. Protecting the built and natural environment | Local Flood Risk Management Plans are being developed in line with partner organisations – SEPA and Forth Estuary management board | | 6.00 | 656,702 | (2,000) | 654,702 |
| Winter Maintenance | To manage and deliver the winter maintenance service for public roads and footpaths | 8. Protecting the built and natural environment | Total cost for carriageway winter maintenance period divided by the total network length | WLAM | 28.00 | 2,301,000 | 0 | 2,301,000 |
| | | | RS006_6b.5. Percentage of occasions precautionary salting routes are completed before the formation of ice (Target 100%) | HIGH LEVEL | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Street lighting | Maintenance of street lighting & traffic lights | 8. Protecting the built and natural environment | RTS018_9a.1c.. Average running cost (including electricity and maintenance) per lighting unit per year (£46.10) | HIGH LEVEL | 22.40 | 2,672,241 | (25,000) | 2,647,241 |
| | | | RTS013_9b.1c Average time in days to repair street lights (Target 7 days) and RTS001_9b.1c. Average time in hours to repair Traffic Lights (Target 48 hours) | HIGH LEVEL | | | | |
| Street lighting | To maintain illuminated and non illuminated signs/bollards and street nameplates. | 8. Protecting the built and natural environment | RTS018_9a.1c. Average running cost (including electricity and maintenance) per lighting unit per year (£46.10) | HIGH LEVEL | 4.20 | 225,633 | 0 | 225,633 |
| | | | RTS014_9b.1c. Average time (days) to repair road signs (Target. 28 days) | HIGH LEVEL | | | | |
| Development Planning | Manage the council's statutory function of issuing Road Construction Consents for new developments and to support the council's private roads scheme. Inspecting prospectively adoptable roadworks being built by | 8. Protecting the built and natural environment | RTS231_6b.5 Draft Road Construction Consents Completed within 12 weeks (Target 90%) | PUBLIC | 5.00 | 176,486 | 0 | 176,486 |
| | | | RTS232_6b.5 Final Road Construction Consents Completed within 4 weeks (Target 85%) | | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | <p>developers under a Road Construction Consent. Cost of inspections met through inspection charges. Providing statutory advice to Development Management on the Transportation impacts of new developments. To promote and protect the council's interests nationally, regionally and locally on developing transportation issues.</p> <p>Supporting SEStran and FETA</p> <p>Input to national, regional and local policies.</p> | | RTS230_6b.5 Percentage of responses to planning consultations within 3 weeks (Target 80%) | | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|---|---|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Structures – Roads related Structures Management, Inspections and Structural Advice | <p>To manage and maintain bridges and other highway structures. Maintain notifications from hauliers in respect of abnormal load movements.</p> <p>Provide structural advice on roads related structures and other council structural assets. Provide structural advice to Construction Services, Planning Services and Other Services</p> <p>Assessment of the condition of highway structures through completion of General/Principal Inspections in accordance with Best Practice.</p> | 8. Protecting the built and natural environment | <p>RTS202_9b.1a Bridges - Percentage failing 40 tonnes (All bridges) (Target 1.5%)</p> <p>RTS205_9b.1a Bridges - Percentage weight/width restricted (All bridges) (Target 0.5%)</p> <p>RTS213_6b.5 Percentage of abnormal loads processed on time. (Target 100%)</p> <p>RTS207_6b.5 Bridges: Percentage of principal inspections carried out (Target 100%)</p> <p>RTS208_6b.5 Bridges: Percentage of general inspections carried out (Target 100%).</p> | WLAM | 6.00 | 564,093 | 0 | 564,093 |
| Projects Design & Implementation | To design and deliver capital projects for Roads & Transportation Feasibility, | 8. Protecting the built and natural | Fee Target of less than 15% for schemes more than £50,000 | WLAM | 8.00 | 356,510 | 0 | 356,510 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|---|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| | Detailed Design and Work Procurement and Site Supervision Provide Roads related advice. | environment | Fee Target of less than 20% for schemes less than £50,000 | | | | | |
| Disabled Persons Parking Places | To provide disabled persons' parking places for blue badge holders in line with statutory duties. | 8. Protecting the built and natural environment | Average time taken from deciding to provide a parking place to initiating statutory procedure. Target: 69 days | WLAM | 3.00 | 137,605 | 0 | 137,605 |
| Traffic management schemes and Traffic Orders | To provide small scale safety, traffic management and parking schemes and traffic orders to respond to customer demand and effectively manage the use of the road network. | 8. Protecting the built and natural environment | Complaint rate (Annual number of complaints / annual enquiries). Target: 2% | WLAM | 2.50 | 114,671 | 0 | 114,671 |
| Road Safety casualty reduction programme | To provide engineering measures which contribute in a cost effective way to road casualty reduction | 8. Protecting the built and natural environment | Average First Year Rate of Return of completed schemes. Target: 200% | | 2.00 | 91,737 | 0 | 91,737 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2017/18 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2017/18 £ | Revenue Income Budget 2017/18 £ | Net Revenue Budget 2017/18 £ |
|-------------------------------|---|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | | | 2.68 | 175,597 | 0 | 175,597 |
| | Total :- | | | | 183.35 | 12,326,743 | (2,023,897) | 10,302,846 |

Actions

Listed below are a number of the key improvement actions, challenges and capital projects that the Service unit will be undertaking in the coming year as well as an update on the actions identified in the 2016/17 Management Plan.

| Actions 2016/17 | | | | | | |
|--|---|--|----------------------------|------------|----------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Local Flood Risk Management Plan | Work in liaison with other members of the Forth Estuary Local Flood Risk Management Plan District to prepare for the publication of the Local Flood Risk Management Plan | Publication of the Local Flood Risk Management Plan by June 2016 | Senior Engineer Flooding | April 2013 | June 2016 | Complete |
| Broxburn Flood Prevention Scheme | Continue to review hydrology, design and construct components of the Broxburn Flood Prevention Scheme to reduce the risk of flooding | Review hydrology of the Brox Burn & Liggat Syke and assess the potential for property level protection for susceptible properties. Implement natural flood management measures. | Senior Engineer Flooding | April 2013 | September 2016 | Complete |
| Ensure that all structures are assessed for scour, where appropriate, in accordance with BD97/12 – 'The assessment of scour and other hydraulic actions at highway structures' | New guidance to assess the potential risk of scour was introduced in 2012. In compliance with best practice this guidance needs to be utilised to check the risk of scour and take appropriate action where necessary | Initial scour assessments have been undertaken with General and Principal Inspections. The SCOTS asset management project is currently consulting all members with the aim of developing a practical approach of scour standards for structures and we await | Senior Engineer Structures | April 2013 | March 2017 | Complete |

| Actions 2016/17 | | | | | | |
|---|---|--|---------------------------------|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | | this guidance/advice. | | | | |
| Traffic Restriction Procedures | Review of procedures for traffic restrictions (road closures etc) to ensure compliance with legislation, guidance and local policies. | Detailed traffic restrictions procedure for inclusion in roads and transportation road maintenance manual. | Network Manager | April 2016 | March 2017 | Complete |
| Installation of LED within street lighting | The installation of a further 3000 LED units as part of the Reducing Energy Use Workstream within the council's Delivering Better Outcomes approach | To reduce energy consumption and carbon emissions | Senior Engineer Street Lighting | April 2016 | March 2017 | Complete |
| Review Supplementary Planning Guidance (SPG) – Flood Risk and Drainage | Review and update the current SPG to take account of changes in legislation and guidance. | Document reviewed and updated | Senior Engineer Flood | April 2016 | March 2017 | Complete |
| Develop Self-Certification for Drainage Assessments and Flood Assessments | Develop a process for Self-Certification for Drainage Assessments and Flood Assessments with the view to introducing it as part of the requirements for planning applications | Process developed and introduced that will reduce the impact on resources when dealing with planning applications and provide a surety of compliance with legislation and guidance | Senior Engineer Flood | April 2016 | March 2017 | Complete |
| Review processes and documentation throughout Design Engineering teams | Following the restructure, the Flood Risk Management, Projects and Structures teams sit within Design Engineering. Processes and documentation need to be | Standardised processes and documentation to help provide a more efficient and effective service delivery | Design Engineering Manager | April 2016 | March 2017 | Complete |

| Actions 2016/17 | | | | | | |
|-----------------|---|-----------------|-------|-------|-----|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | reviewed and standardised where practicable | | | | | |

| Actions 2017/18 | | | | | | |
|--|--|---|--|--------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Annual road accident investigation and prevention programme | Annual identification of 'sites for concern', detailed investigation of accident patterns, development and prioritisation of road engineering measures to treat accident patterns. | Reduced accident numbers at treated sites. | Senior Engineer - Road Safety and Traffic Management | October 2015 | March 2017 | Active |
| Update Road Safety Plan for West Lothian | Revised plan with detailed assessment of casualty trends within West Lothian and targeted, data led action plan taking account of Scottish Government targets & priorities. | Updated plan demonstrating data led approach to road casualty reduction. | Senior Engineer - Road Safety and Traffic Management | January 2016 | December 2017 | Active |
| Development and implementation of the Active Travel Strategy 2015-2020 | Taking forward the strategy and securing external funding to aid delivery. | Development of proposals for local active travel networks and an implementation strategy for delivery | DM&TP Manager | January 2016 | March 2017 | Active |
| Develop the WLC local variations to the National Roads Development Guide | Complete a review and publish local variations of guidance to developers on new roads and development. | Documented local variations linked to National Roads Development Guide | DM&TP Manager | January 2016 | April 2017 | Active |
| Safety Inspection Review | Review of inspection routes | Revised, optimised inspection routes. | Network Manager | April 2016 | December 2017 | Active |
| Review and update standard documentation associated with the Road Construction | Complete a review and develop an updated RCC document for use in the | Standardised updated documentation to help provide a more efficient and | DM&TP Manager | April 2016 | March 2017 | Active |

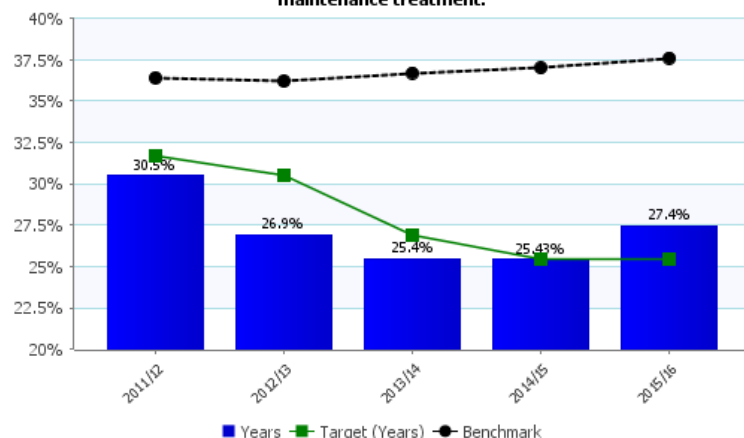
| Actions 2017/18 | | | | | | |
|---|--|--|---|---------------|---------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Consent process. | delivery of our statutory function. | effective service delivery. | | | | |
| Integrate Flood team and Capital Maintenance team into the Quality Assurance (QA) system | Following R & T restructure the processes within the Design & Engineering team are to be included within the QA system | Processes in all areas of design engineering team included within the QA system | Design Engineering Manager | October 2016 | November 2017 | Active |
| Whitburn Flood Protection Study | Investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk. | Data from flow-monitoring and gauging, a hydraulic model of the White Burn and a report identifying the extent and impact of flooding from a number of given events. | Senior Professional Officer – Flood Risk Management | January 2017 | March 2018 | Active |
| Review the process for delivery of winter service to existing primary carriageway routes. | Investigate whether the configuration of existing primary carriageway routes can be optimized, taking domain based forecasting into account. | Deliver the treatment of existing primary carriageway routes in a more efficient and cost effective manner, with no change to level of service within existing policy. | Senior Engineer – Roads Operations | February 2017 | October 2017 | Active |
| Safety Inspection Review | Review of Safety Inspection Manual | Revised Safety Inspection Manual reflecting revised code of practice. | Network Manager | February 2017 | March 2018 | Active |
| Road Safety Plan for West Lothian | Revised plan with detailed assessment of casualty trends within West Lothian and targeted, data led action plan taking account of | Updated plan demonstrating data led approach to road casualty reduction. | Senior Engineer - Road Safety and Traffic | March 2017 | August 2017 | Active |

| Actions 2017/18 | | | | | | |
|--|--|--|---|------------|------------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| | Scottish Government targets & priorities. | | Management | | | |
| Linlithgow Flood Protection Study | Investigate whether modification of conveyance, flood defences and sediment management could reduce flood risk. | Data from flow-monitoring and gauging, a hydraulic model of the White Burn and a report identifying the extent and impact of flooding from a number of given events. | Senior Professional Officer – Flood Risk Management | March 2017 | March 2018 | Active |
| Installation of LED within street lighting | The installation of a further 4,600 LED units as part of the Reducing Energy Use Workstream within the council's Delivering Better Outcomes approach | To reduce energy consumption and carbon emissions | Senior Engineer - Street Lighting | April 2017 | March 2018 | Planned |

| Performance Indicator | Average running cost, including electricity and maintenance, per lighting unit per year. P:RTS018_9a.1c | | | | | | | | | | | | | | | | | | | |
|--|---|----------------|------|-------|----------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|
| Description | This performance indicator measures the average costs to maintain each lighting section unit including electricity, inspections, testing, reactive maintenance and section and central overheads. Units include all lighting, signs and traffic signals - all costs divided by all units. | | | | | | | | | | | | | | | | | | | |
| | The target is set to reflect our aim to minimise costs whilst having an increase in our lighting assets. | | | | | | | | | | | | | | | | | | | |
| <div><div><div>P:RTS018_9a.1c Average running cost, including electricity and maintenance, per lighting unit per year.</div><table><thead><tr><th>Year</th><th>Years</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2011/12</td><td>£49.28</td><td>£50.50</td></tr><tr><td>2012/13</td><td>£46.45</td><td>£49.50</td></tr><tr><td>2013/14</td><td>£48.94</td><td>£46.50</td></tr><tr><td>2014/15</td><td>£47.03</td><td>£49.00</td></tr><tr><td>2015/16</td><td>£46.53</td><td>£47.00</td></tr></tbody></table></div><div><div>Trend Chart Commentary:</div><div>In 2015/16 we managed to reduce the average cost and stay within target despite asset growth. This is primarily due to the introduction of LED lighting which is more reliable and has a longer life expectancy than previously used light sources. The energy consumed by LED light sources is also considerably lower.</div><div>The average cost rose in 2013/14 primarily due to the reallocation of Housing assets which typically are cheaper to run. Our target for future years has been amended to reflect this change in approach. This indicator is strongly influenced by the cost of electricity, which is now procured through a national contract. It is anticipated to rise considerably over the next few years.</div><div>2016/17 target is set at £46.10, reducing our costs to reflect this year's LED replacement programme.</div><div>2016/17 data will be available in June 2017, at the same time the 2017/18 target will be decided.</div></div></div> | | | Year | Years | Target (Years) | 2011/12 | £49.28 | £50.50 | 2012/13 | £46.45 | £49.50 | 2013/14 | £48.94 | £46.50 | 2014/15 | £47.03 | £49.00 | 2015/16 | £46.53 | £47.00 |
| Year | Years | Target (Years) | | | | | | | | | | | | | | | | | | |
| 2011/12 | £49.28 | £50.50 | | | | | | | | | | | | | | | | | | |
| 2012/13 | £46.45 | £49.50 | | | | | | | | | | | | | | | | | | |
| 2013/14 | £48.94 | £46.50 | | | | | | | | | | | | | | | | | | |
| 2014/15 | £47.03 | £49.00 | | | | | | | | | | | | | | | | | | |
| 2015/16 | £46.53 | £47.00 | | | | | | | | | | | | | | | | | | |

| | | |
|-----------------------|--|-----------------|
| Performance Indicator | Percentage of the overall Road Network which should be considered for maintenance treatment. | CP:RTS030_9b.2a |
| Description | <p>In West Lothian Council we aim to keep our roads in as safe and servicable condition as possible and this performance indicator measures our success in achieving this. The whole of the network is checked through a national road condition machine based survey. The output from this survey indicates the percentage of the network which should be considered for detailed investigation and then future maintenance.</p> <p>West Lothian Council currently maintains over 1000 km of Road Network:</p> <p>A Class: 152 km</p> <p>B Class: 118 km AI</p> <p>C Class: 116 km</p> <p>U Class: 92.5 km</p> <p>Urban (Housing Estates etc): 526 km</p> <p>Target is set based on the previous year's performance.</p> | |

CP:RT5030_9b.2a Percentage of the overall Road Network which should be considered for maintenance treatment.



Trend Chart Commentary:

The condition of our overall road network, which should be considered for maintenance treatment, was 27.4% in 2015/16. The condition of A, B and C class roads has remained fairly stable. However, there has been a significant deterioration on U Class roads and this has affected the overall indicator. Even with this, we still have the third best U class roads in Scotland and the fourth best roads overall. We will continue to target our investment in roads maintenance to ensure that West Lothian's roads are in as good a condition as possible. Our target is to maintain condition or improve. Therefore the target is set at the previous year's actual value.

In 2015/16 we ranked fourth for overall network in Scotland, 1st for A class roads, 9th for B class roads, 27th for C class roads and 3rd for U class roads.

The black line on the chart shows the Scottish average.

2016/17 target is set at 27.4% to reflect our desire to maintain or improve on existing condition.

2016/17 information will be available in summer 2017, at the same time the 2017/18 target will be decided.

| Performance Indicator | Percentage of customers who rated the overall quality of service provided by Roads and Transportation Services as good or excellent. | P:RTS050_6a.7 | | | | | | | | | | |
|---|--|---------------|------|------------|---------|--------|---------|-------|---------|--------|---------|--------|
| Description | <p>This Performance Indicator measures the number of respondents rating the overall service as good or excellent. The figure is taken from the Annual Customer Survey carried out by Roads and Transportation Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Target is set based on the previous year's performance.</p> | | | | | | | | | | | |
| <div><div><p>P:RTS050_6a.7 Percentage of customers who rated the overall quality of service provided by Roads and Transportation Services as good or excellent .</p><table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2012/13</td><td>54.59%</td></tr><tr><td>2013/14</td><td>52.1%</td></tr><tr><td>2014/15</td><td>49.81%</td></tr><tr><td>2015/16</td><td>43.26%</td></tr></tbody></table></div><div><p>Trend Chart Commentary</p><p>This is the fourth year that customer satisfaction has been measured across the full Roads and Transportation Service (previously it was reported as 2 separate services). The figure in 2015/16 dropped by 6.6% after a drop of 2.3% in 2014/15 and a drop of 2.5% in 2013/14. Despite the drop in the overall result customers rated a number of our services highly, including the coverage of street lighting on main roads and housing estates; the winter maintenance service on main roads; the disabled parking service; flood prevention and the maintenance of bridges.</p><p>The main areas where customers are less satisfied include the condition of rural roads; the winter maintenance service on footpaths and in housing estates and our response to pot holes on the road network. From the comments received from customers there does not appear to be any specific reasons for the decline in satisfaction levels. In an attempt to gain a clearer understanding and widen our customer sample size, the service has arranged to participate in the National Highways & Transport Public Satisfaction Survey in Autumn 2016. Participating in this will improve our understanding of our customers and also allow us to make comparison against other local authorities in</p></div></div> | | | Year | Percentage | 2012/13 | 54.59% | 2013/14 | 52.1% | 2014/15 | 49.81% | 2015/16 | 43.26% |
| Year | Percentage | | | | | | | | | | | |
| 2012/13 | 54.59% | | | | | | | | | | | |
| 2013/14 | 52.1% | | | | | | | | | | | |
| 2014/15 | 49.81% | | | | | | | | | | | |
| 2015/16 | 43.26% | | | | | | | | | | | |

the UK.

The 2015/16 survey was issued in February 2016 and the figure is based on 383 responses from the Citizens Panel. Response rate has reduced by 49% this year compared to last. This makes direct year on year comparison difficult.

2016/17 target set at 45% as we aim to improve our performance from the previous year.

2016/17 data will be available in May 2017, at the same time the 2017/18 target will be decided.

Calendar of Improvement and Efficiency Activity

| Action | Frequency | 2017/18(✓) | | | | | | | | | | | |
|---|----------------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| ● Performance management | Monthly | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ● Review of Performance Indicators and targets | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Benchmarking | Annually | | | | | | ✓ | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | Annually | | ✓ | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM (assessment) | 3 yearly cycle | | | | | | | | | | | | |
| ● Review Panel | Annual | | | | | | | | ✓ | | | | |
| ● Performance Committee | As Required | | | | | | | | | ✓ | | | |
| ● Process Review (Lean/RIE activity) | As Required | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | | | | | ✓ | ✓ | | | | |
| ● Inspection or Audit activity | As Required | | | | | | | | | | | | |
| ● Budget Management activity | Ongoing | | | | | | | | | | | | |
| ● Equality Impact Assessment(s) | As Required | | | | | | | | | | | | |
| ● Health and Safety Assessment(s) | Ongoing | | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● Workforce Planning | Ongoing | | | | | | | | | | | | |
| ● ADRs | Annually | | | | | | | | | | ✓ | ✓ | ✓ |
| ● Review of customer groups/segmentation matrix | Annually | ✓ | | | | | | | | | | | ✓ |
| ● Customer consultation | Ongoing | | | | | | | | | | ✓ | ✓ | |
| ● Review of Service Standards | Annually | | ✓ | | | | | | | | | | |
| ● Planned Engagement activity | Ongoing | | | | | | | | | | ✓ | | |
| ● Website content management | Ongoing | ✓ | | | ✓ | | | ✓ | | | ✓ | | |

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

Data Label: PUBLIC

Operational Services

Management Plan 2017/18

Jim Jack
Head of Service

April 2017

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West Lothian
Council

ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

UPDATE ON LINLITHGOW LOCH IMPROVEMENTS

JOINT REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT & REGENERATION & HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to inform the panel about the various improvements proposed for Linlithgow Loch and its surrounding area.

B. RECOMMENDATION

It is recommended that the panel :

1. notes the content of the report; and
2. offers any comments about further improvements to the Loch and its surrounding area.

C. SUMMARY OF IMPLICATIONS

I Council Values

- Focusing on our customers' needs;
- being honest, open and accountable;
- making best use of our resources; and
- working in partnership.

II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)

The Water Environment & Water Services Act 2003 requires local authorities to carry out their statutory functions and duties in a way, which adheres to the principles of the European Water Framework Directive.

The Flood Risk Management (Scotland) Act 2009 requires local authorities to exercise their powers with a view to reducing overall flood risk.

The Nature Conservation (Scotland) Act 2004 places a duty on officials and public bodies to further biodiversity. The Scottish Biodiversity Strategy identifies the role of local authorities in meeting national species and habitat priorities.

Policy ENV4 of the West Lothian Local Plan (2009) supports the protection of Linlithgow Loch, as it is a Site of Special Scientific Interest (SSSI).

| | | |
|-------------|---|---|
| | | <p>The Local Biodiversity Action Plan is a supporting document of the West Lothian Local Plan.</p> <p>There are no equality issues. Health and risk assessment would be managed as projects are implemented.</p> |
| III | Implications for scheme of delegation | None. |
| IV | Impact on performance and performance indicators | None. |
| V | Relevance to Single Outcome Agreement | <p>SOA 3 - Our economy is diverse and dynamic, and West Lothian is an attractive place for doing business;</p> <p>SOA 4 - We live in resilient, cohesive safe communities;</p> <p>SOA 5 - People most at risk are protected and supported to achieve improved life chances;</p> <p>SOA 7 - We live longer, healthier lives and have reduced health inequalities;</p> <p>SOA 8 - We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.</p> <p>SOA 10 - We live in well-designed, sustainable places where we are able to access the services we need.</p> |
| VI | Resources - (Financial, Staffing and Property) | £87k for a district park around the Peel has been confirmed in NETs 2017/18 Open Space budget. Other schemes to be funded by Historic Environment Scotland or subject to successful grant applications. |
| VII | Consultations at PDSP | The matter has previously been considered by the Environment PDSP in June 2011, March 2013, June 2015 and February 2016. |
| VIII | Other consultations | None. |

D. TERMS OF REPORT

D1 Background

Linlithgow Loch is one of only two remaining natural lowland lochs in the Lothians. It provides the setting for Linlithgow Palace and Peel. The loch is integral to the town's tourist appeal and provides various land and water-based recreational opportunities as well as being the focal point for naturalists and outdoor education activities.

The loch is owned and managed by Historic Environment Scotland (HES) and designated a Site of Special Scientific Interest (SSSI) for its botanical and ornithological interests. It was originally notified as the only example of a lowland mesotrophic loch in West Lothian. Site condition monitoring in 2004 concluded that the loch was in an unfavourable condition due to nutrient enrichment largely associated with land use in the catchment. Evidence now suggests that the loch is currently eutrophic (nutrient rich and at times lacking oxygen), trending towards hyper-eutrophic.

One of the negative effects of the increase in nutrient levels within the water body is the appearance of an extended seasonal bloom of blue-green algae which breaks down, releasing toxins into the water. This leads to a further decline in water quality and low oxygen levels and represents a potential risk to public health.

In April 2013, following almost a decade of investigation and data collection, Council Executive confirmed its support for the Linlithgow Loch Catchment Management Plan (CMP). The plan included thirteen management recommendations to reduce the effects of contaminated run-off into the loch. However, algal bloom issues continued over extended periods in 2014 and 2015. The 2016 season did not see as aggressive a bloom as previous years. This can be the result of temperature, wind conditions and light levels.

D2 Review of Projects

The following projects were listed on a map attached to earlier reports to the panel on the Linlithgow Loch. The projects were grouped into those specifically related to the Loch (Blue circles/numbers) and those related to issues surrounding the Loch (Red circles/numbers). These references are used for the update below. (See Appendix One).

Issue 1: Bonnytown Farm surface water management

While a scheme was drawn up to address run-off into the Hatchery Burn, which enters the north east corner of the Loch and initially discussed with the farmer, there has been a change of owner and there is currently no identifiable source for funding for the project.

Issues 2a, 2b & 7: Small linear car park and overflow car & coach provision

While there remains scope for a small linear car park on the west side of Bonnytown Road there is currently no identified budget to advance a design and cost. However, it has been concluded there was no scope to provide a coach park or overflow car park in the vicinity of either Fiddlers Croft (owned by HES) or Low Port.

Issue 3: Timber Walkway west of Fiddlers Croft

The proposal would create an elevated timber walkway to provide the missing link in the core path around Linlithgow Loch. This project was identified in the Linlithgow Civic Trust Plan for the town. Initial discussion has taken place with Scottish Natural Heritage about the potential impact on wildlife at this sensitive part of the loch and HES on archaeological issues.

A number of additional Peel-related issues were recently identified and raised with Historic Environment Scotland (HES). The issues and HES response are outlined below:

Issue - replacement of chain-link fence along Peel / St Michael's RC Church boundary (if not church responsibility).

HES acknowledge that this chain link fence is their responsibility to replace, however it is not seen as a priority and will be replaced when considered necessary or have funds to do so.

Issue - repointing / structural integrity of Low Port Primary School wall.

HES confirm that this wall is its responsibility and will inspect the wall and if works are required, HES will programme these into its forward works programme.

Issue - leaning trees in embankment alongside Low Port Primary School.

HES have recently undertaken a new tree survey covering the entire circumference of the Peel and Loch. This survey will inform and prioritise any necessary tree work.

Issue 4: low quality of new timber gate at The Peel entrance from Chapel Path, in comparison to other metal gates around the Peel.

HES has now decided to remove the low-quality gate entirely as it is infrequently used to prevent access and this entrance can be managed during events through other temporary means.

Issue 8: Removal of concrete stage to south of Rose Garden (although previously it was a low-priority).

HES acknowledge that this concrete plinth is in its ownership, however it is not seen as a high-priority to remove, nor does it have funds to do so.

Issues 9 & 10: confirm with HES about future of Peel timber bothies / sheds and Market Lane entrance bothy.

HES acknowledge that whilst not ideal, the timber sheds continue to provide a function for Peel staff. Currently HES has no intention of carrying out any major upgrade or replacement of these existing structures.

Issue 11: Replacement of Harbour timber bothy with seasonal café / events platform

HES are reviewing the use of this facility which is in use, but identifying a suitable budget would be an issue to progress any new-build structure.

Issue 12: The Vennel Gardens Project (area now included within Draft Planning Brief)

While some work was progressed by NETs in 2016, the Vennel draft planning guidelines for the area were considered by the Development & Transport PDSP on 3 April 2017. The draft guidelines are to be the subject of public consultation. NETs have recently removed extensive litter identified by HES beneath the car park wall.

Issue 13: clarify when Town Bay loch side path embankment coping stone replacement, initially started by the council and due to be finished by HES.

HES indicate that the pre-cast concrete edging arrived in early March and work was completed by end March 2017.

Issues 14/15/16: see below.

Issue 17: New Sluice at Mill Burn

HES have undertaken some dredging work/vegetation removal on the Mill Burn and are in discussion with the adjacent owner about potential impact on the property boundary.

Issue 18: St Ninian's Road Culvert improvement

A number of low-cost interim actions have been recently agreed with HES which will help reduce the risk of flooding from the loch, provide precise data regarding actual loch levels and alert relevant personnel to rising water levels allowing the sluice to be opened in response. Work is already underway and costs are being shared with HES.

St Ninian's Road culvert is the responsibility of the Council but it is only one of a number of controls on flows from the loch and the case for its improvement is not currently compelling and the work is not currently funded.

Issue 19: Review interpretation panels around the Loch

There has been no start to this project as it was viewed as a low priority and the existing panels continue to be relevant and not significantly out of date.

D3 West Lothian Open Space Strategy budget - Linlithgow Loch & Peel District Park

Linlithgow Loch and the surrounding Peel, whilst in the ownership of HES, are considered to function as a district park for the town. Consequently, £87k is allocated in NETs 2017/18 Open Space Strategy budget towards this site. Discussions have taken place with HES about what form improvements might take and these are likely to be focused on Lady Park (Issues 15 & 16) and on around the Lochside path.

D4 Potential new Peace Garden in Rose Garden south of St Michaels Kirk Yard

A broad based community working group first convened in February to investigate the re-provisioning of the current peace gardens from St Michael's hospital to the Rose Garden to the south of St Michael's kirk yard. Since the Burgh Halls regeneration there has been more use of the Rose Garden and patio areas outside for weddings and visitors. Limited access and large self-seeded trees are two constraints currently being studied. The council gained ownership of the upper gardens when the Burgh Halls were renewed, but the lower rose garden and access via Market Lane remain under the control of HES with whom the group has initiated liaison.

D5 Management Structure

Since the Linlithgow Loch Summit convened by HES in November 2015, one of the major actions resulted in the formation of a Strategic Management Group comprised of senior officers from stakeholder organisations. The groups have met three times to consider how to bring more investment to the Loch. A number of subsidiary working groups have continued to operate on an ad-hoc basis. See Appendix 2 for a timeline.

HES have continued its commitment to the Loch by funding the Nutrient Source Apportionment Study, (Issue 14) which got underway in Spring 2017. This is a major piece of work which will take time to complete and will determine future actions to improve water quality in the Loch. Results will be reported to a further meeting of the panel.

It must be remembered that tackling loch pollution is a long-term issue. The similar, albeit larger, Loch Leven in Fife took more twenty years to begin to realise water quality improvements and included significant public and a private sector investment.

D6 UK& Ireland Lakes Network (UK&ILN) – 2017 Conference in Linlithgow

The UK & Ireland Lakes Network chose Linlithgow as a venue for its annual conference due to the issues and ongoing work associated with the Loch. It was held for two days in mid-April and saw c 50-60 delegates attend. They were given a tour of the Loch and Palace by HES and the full day of the conference “*explored the value and sustainable management of urban lochs, lakes, loughs, tarns and llyns – past, present and future*” with a wide range of Scottish and other speakers.

E. CONCLUSION

Linlithgow Loch remains an important asset for the town and for West Lothian. However, it remains in a long-term deteriorating condition due to pollution from surrounding land use within what is a complex catchment.

Once the results of the Nutrient Source Apportionment study are available this will allow the Strategic Management Group and associated working groups to develop the actions detailed in the Catchment Management Plan.

F. BACKGROUND REFERENCES

Linlithgow Loch Catchment Management Plan (April 2013)

Public Body Reporting on the Scottish Biodiversity Duty: 2011-2014 – Report by Head of Planning & Economic Development to the Council Executive – 16 December 2014

Linlithgow Loch Catchment Management Action Plan - Report by Planning Services Manager & Head of Operational Services to the Environment Policy Development and Scrutiny Panel - 2 June 2011, 28 March 2013, 4 June 2015 and February 2016

Linlithgow Loch Catchment Management Action Plan - Report by Head of Planning & Economic Development & Head of Operational Services to Council Executive 28 June 2011 & 23 April 2013

Linlithgow Loch Catchment Management Action Plan - Report by Head of Planning & Economic Development & Head of Operational Services to the Linlithgow Local Area Committee - 27 September 2011

UK& Ireland Lakes Network 2017 Conference Programme in Linlithgow:

<https://www.ukandirelandlakes.org/working-together/ukiln-2017-conference-linlithgow-loch-exploring-the-values-and-management-of-our-urban-waters-past-present-and-future/>

Appendices / Attachments - two

Appendix One: Map of Linlithgow Loch showing location of projects

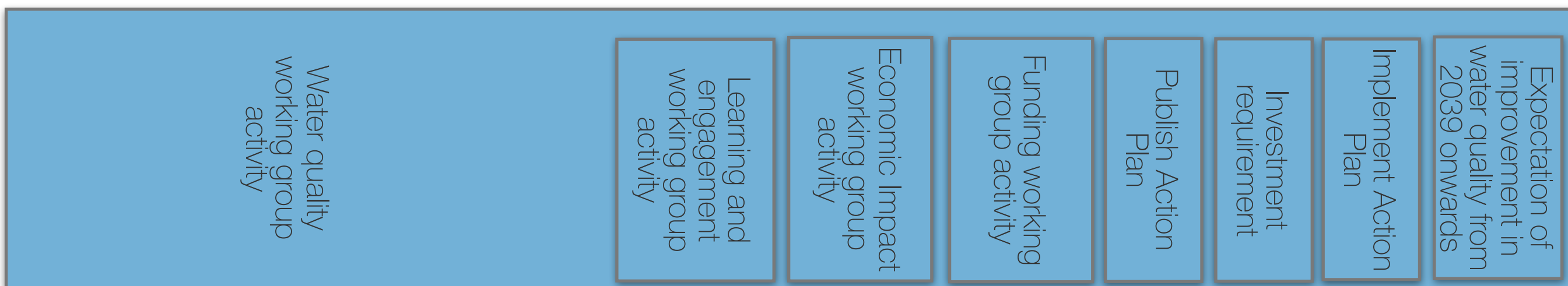
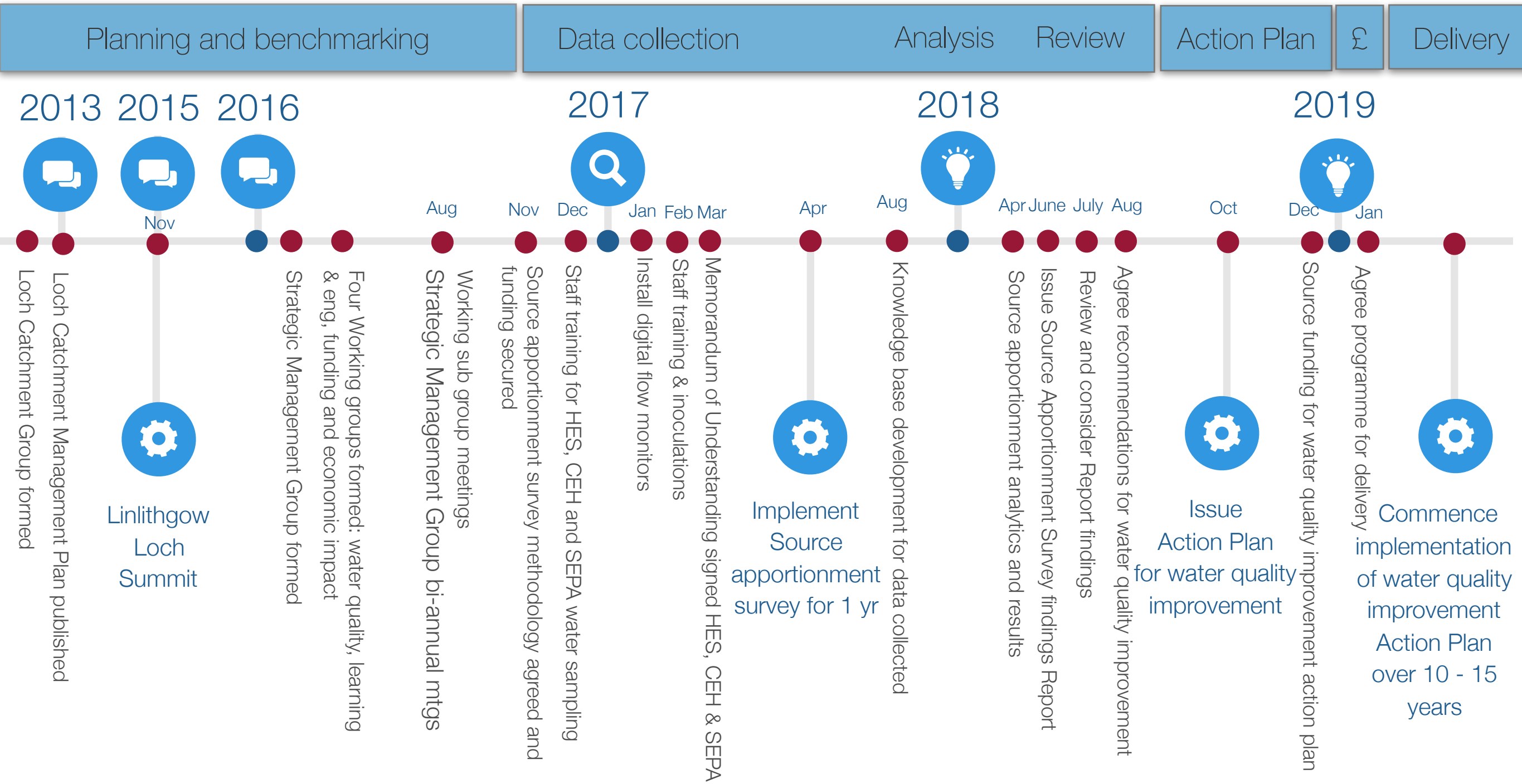
Appendix Two: Strategic Management Group timeline for Linlithgow Loch water quality improvement

Contact Person: Chris Alcorn, Principal Planner; 01506-282428.
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Graeme Hedger, Senior Professional Officer, Flood Risk Management; 01506-776924
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Craig McCorriston, Head of Planning, Economic Development & Regeneration
Jim Jack, Head of Operational Services

27 April 2017



Linlithgow Loch water quality improvement timeline

Environment Policy, Development and Scrutiny Panel

Workplan 2016 / 2017

| | Issue | Purpose | Lead Officer | Date | Referral to Council Executive |
|----|--|---|---------------|--------------------------------|-------------------------------|
| 1. | Electronic Communications under the Civic Government (Scotland) Act 1982 | Changes to the Civic Government (Scotland) Act 1982 are to be brought into effect to allow the council to receive electronic communications from advisors and objectors regarding civic licensing applications. The council needs to make a formal determination before this can happen and the report will seek authority for this. Report to be submitted to the PDSP in February 2017 | Audrey Watson | 16 th February 2017 | Yes |
| 2. | Performance Open Space Asset Management Plan | To invite the panel to scrutinise performance in relation to the Open Space Asset Management Plan. Report to be submitted to the PDSP in February 2017 | Andy Johnston | 16 th February 2017 | No |
| 3. | Policy on release of Chinese/Sky Lanterns and Balloons | The purpose of this report is to inform the members of the panel of the hazards posed by the release of Chinese/sky lanterns and helium filled balloons and the growing evidence of the damage they cause. Report to be submitted to the PDSP in February 2017 | Andy Johnston | 16 th February 2017 | Yes |
| 4. | Litter Policy 2017/18 Cleaner Communities | The purpose of the report is to inform the Panel of Cleaner Communities proposed Litter Policy for 2017/18 and the review of The Code of Practice on Litter and Refuse. Report to be submitted to the PDSP in February 2017 | Andy Johnston | 16 th February 2017 | Yes |

| | | | | | |
|----|---|--|-------------------------------|--------------------------------|-----|
| 5. | Sustainable Draining Retrofitting in Industrial Estates | <p>The purpose of this report is to advise the Panel that officers have been invited to collaborate as part of a study into the potential retrofitting of source control and conveyance sustainable drainage systems into existing industrial estates.</p> <p>Report to be submitted to the PDSP in February 2017</p> | Graeme Hedger | 16 th February 2017 | Yes |
| 6. | Surface Water Action Plans | <p>The purpose of this report is to advise the Panel that officers have been invited to work collaboratively with Scottish Water in respect of six Surface Water Action Plans proposed for industrial estates across the Council's administrative area.</p> <p>Report to be submitted to the PDSP in February 2017</p> | Graeme Hedger | 16 th February 2017 | Yes |
| 7. | Tables and Chairs Permits | <p>To seek approval for a scheme of conditions pertaining to permits for tables and chairs on the public road.</p> <p>Report to be submitted to the PDSP in February 2017</p> | Jason Halliday/Graeme Malcolm | 16th February 2017 | Yes |
| 8. | South East of Scotland Regional Transport Partnership | <p>The purpose of this report is to advise Panel of a formal consultation by the South East of Scotland Regional Transport Partnership (SESTRAN) seeking the view of the council on a proposal for SETRAN to change to a "Model 3" Regional Transport Partnership (RTP) in accordance with the provisions of the Transport (Scotland) Act 2005.</p> <p>Report to be submitted to the PDSP in February 2017</p> | Jim Stewart | 16th February 2017 | No |

| | | | | | |
|-----|--|--|----------------------------|-----------------------------|-----|
| 9. | Edinburgh Airport Airspace Change Programme Consultation | <p>The purpose of this report is to advise the Panel that the second consultation on airspace change has now been issued by Edinburgh Airport Ltd. and that work has commenced on preparing a response to be submitted by 30 April 2017. Panel members are invited to contribute to the response which will follow the normal governance route of Environment PDSP and Council Executive.</p> <p>Report to be submitted to the PDSP in February 2017</p> | Andrew Blake | 16th February 2017 | Yes |
| 10. | Nicotine Vapour Product Enforcement | <p>The purpose of the report is to inform members of the panel of Nicotine Vapour Product Enforcement</p> <p>Report to be submitted to the PDSP in April 2017</p> | Andrew Blake/Ed Machin | 27 th April 2017 | No |
| 11. | Draft Scottish Energy Strategy Consultation Response | Report to be submitted to the PDSP in April 2017 | Peter Rogers | 27 th April 2017 | No |
| 12. | Tree and Woodland Management Plan | <p>The purpose of this report is to update the Environment Policy Development and Scrutiny Panel on the production of the Tree and Woodland Management Plan for West Lothian.</p> <p>Report to be submitted to the PDSP in April 2017</p> | Andy Johnston | 27 th April 2017 | No |
| 13. | Update on Linlithgow Loch Improvements | <p>The purpose of this report is to inform the Panel about the various improvements proposed for Linlithgow Loch and its surrounding area</p> <p>Report to be submitted to the PDSP in April 2017</p> | Graeme Hedger/Chris Alcorn | 27 th April 2017 | No |

| | | | | | |
|-----|---|--|-------------------|-----------------------------|-----|
| 14. | Operational Services Management Plan 2017/18 | To advise the panel of the purpose, scope and content of the Operational Services Management Plan for 2017/18 Report to be submitted to the PDSP in April 2017 | Jim Jack | 27 th April 2017 | No |
| 15. | Planning, Economic Development & Regeneration Management Plan 2017/18 | To advise the panel of the purpose, scope and content of the Planning, Economic Development & Regeneration Management Plan 2017/18 Report to be submitted to the PDSP in April 2017 | Craig McCorriston | 27 th April 2017 | No |
| 16. | National Highways and Transport Survey | Report to be submitted to the PDSP in June 2017 | Graeme Malcolm | 8 th June 2017 | No |
| 17. | Litter Bin Strategy | The purpose of the report is to inform members of the panel with the details of the draft Litter Bin Strategy for West Lothian that will provide criteria for the type, size and location of litter bins across the area and to seek support to consult key stakeholders. Report to be submitted to the PDSP in June 2017 | Andy Johnston | 8 th June 2017 | Yes |
| 18. | Open Space Strategy Refresh | The purpose of this report is to make the panel aware of the content and adoption of the Open Space Plan refresh for the period 2015-2020 and highlight to the panel the plans for the document going forward. Report to be submitted to the PDSP in June 2017 | Andy Johnston | 8 th June 2017 | No |
| 19. | Environment PDSP Performance Report | To report the current levels of performance for all indicators which are the responsibility of the Environment Policy Development and Scrutiny Panel. Report to be submitted to the PDSP in June 2017 | Jim Jack | 8 June 2017 | No |

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| 20. | Quiet Roads Consultation | Report to be submitted to the PDSP in June 2017 | Jim Stewart | June 2017 | Yes |
| 21. | CRC Site update | Report to be submitted to the PDSP in August 2017 | David Goodenough | August 2017 | |
| 22. | Real time Vehicle Emissions Monitoring Pilot Project | The purpose of the report is to advise the panel of a pilot project to monitor real time vehicle emissions within West Lothian. | David Brewster | To be confirmed | No |
| 23. | West Lothian Geodiversity update and Action Plan | Report to be submitted to the PDSP in Autumn 2017 | Chris Alcorn | Autumn 2017 | |
| 24. | Broxburn Flood Prevention Scheme - Update | To update members on the progress being made to reduce the risk of flooding from out of bank flows in the Broxburn | Graeme Hedger | To be confirmed | Yes |
| 25. | Changes in Service Standards and Target Response Times – Environmental Health | The purpose of this is to allow discussion/consultation about changes in response times and service standards. | Andrew Blake | To be confirmed | No |

Jim Jack
Head of Operational Services

27 April 2017