



West Lothian
Council

Partnership and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

15 September 2017

A meeting of the **Partnership and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Friday 22 September 2017** at **8:30am**.

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 Minute of Meeting of Partnership and Resources Policy Development and Scrutiny Panel held on Wednesday 23 August 2017 (herewith)
5. Complaint Performance Report 2016/17 - Report by Depute Chief Executive (herewith)
6. Performance Report from the Corporate Performance Management System - Report by Depute Chief Executive (herewith)

DATA LABEL: Public

7. Welfare Reform: Quarterly Update Report - Report by Head of Finance and Property Services (herewith)
8. Sickness Absence (1 April 2017 - 30 June 2017) - Report by Head of Corporate Services (herewith)
9. Horizon Scan - Report by Head of Finance and Property Services and Head of Planning, Economic Development and Regeneration (herewith)
10. Electrical Safety Policy and Management Plan - Report by Head of Finance and Property Services (herewith)
11. Planning Framework 2018/23 - Report by Depute Chief Executive (herewith)
12. Workplan (herewith)

NOTE **For further information contact Anne Higgins, Tel: 01506 281601 or email: anne.higgins@westlothian.gov.uk**

MINUTE of MEETING of the PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST Lothian Council held within COUNCIL CHAMBERS, WEST Lothian Civic Centre, on 23 AUGUST 2017.

Present – Councillors Lawrence Fitzpatrick (Chair), Kirsteen Sullivan, Chris Horne, Dave King, George Paul, Damian Timson

Absent – Councillor Peter Johnston

In Attendance – Robin Lever (Senior People's Forum)

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Partnership and Resources Policy Development and Scrutiny Panel approved the minute of its meeting held on 16 June 2017. The minute was then signed by the Chair.

3. RIPSA POLICY

A report had been circulated by the Governance Manager attaching a revised and updated policy in relation to the council's use of and responsibilities in relation to the regulation of investigatory powers.

The Governance Manager explained that the council had duties and responsibilities in undertaking certain types of surveillance in relation to its own functions concerning the detection of crime and protection of public health. The report concerned "directed covert surveillance" carried out for one of three legal purposes. The three legal purposes were outlined in the report.

It was noted no authorisation was needed for overt surveillance, ad hoc surveillance, unplanned surveillance and surveillance purely internal to the council in its role as employer rather than as a public body. Further explanation and examples were provided in the report.

The Panel was informed that a very small number of authorisations were given each year for the use of covert surveillance by officers. The authorisations requested and granted in the previous five years were shown in a table within the report.

To ensure compliance, the council had had a policy in place since 2003. However, it was no longer fit for purpose and required to be replaced. The amended version was attached to the report for the Panel's

consideration prior to submission to Council Executive for approval. It covered the requirements of the relevant legislation, the statutory Codes of Practice and recognised good practice. Once approved, it would take immediate effect.

Finally, the Governance Manager advised that a triannual inspection was undertaken by the OSC in 2016 and recommendations were made by the Inspector. The amendments to the policy were designed to meet these recommendations.

It was recommended that the Panel:-

1. note and consider the draft policy in the appendix to the report which was intended to be submitted to the Council Executive for approval.
2. note that following approval of the revised policy, updated procedures and management guidelines would be put in place to support and implement the policy.

Questions raised by Panel members were then dealt with by the Governance Manager. In addition, the Governance Manager undertook to provide Panel members with a copy of the 2003 policy.

Decision

To note the terms of the report and that it would be forwarded to the Council Executive for approval.

4. REVIEW OF PEOPLE STRATEGY 2013/2017

A report had been circulated by the Head of Corporate Services concerning a review of the People Strategy 2013/17.

The Head of Corporate Services explained that the People Strategy 2013/17 was designed to support the council's key aim of improving the quality and value of the services it provided to the people of West Lothian.

The strategy provided a framework and related action plan for delivering the following five strategic outcomes:

- Engaging and motivating the council's employees
- Recognised as a good employer
- Helping its employees to succeed
- Ensuring equality for all
- Ensuring a healthy and safe workforce

There were nineteen performance indicators used to monitor progress of the People Strategy outcomes. Of these indicators, sixteen were green,

one was amber and two were red. Detail of performance against target was contained in the People Strategy Scorecard which was attached as Appendix 1 to the report.

Actions in place to increase performance for those reported as amber or red were detailed within the report.

In relation to the future Strategy, it was noted that officers had developed a wide range of tools to support good management practice. The revised Strategy for the period 2018-22 would focus on deployment of these and reinforce the requirement to embed the arrangements into everyday practice. Areas of future focus were set out in the report.

The Head of Corporate Services concluded that all actions to implement the nine key activities agreed in the People Strategy were now complete. Work would continue to review the strategies and processes implemented to ensure their effective deployment. This would be a feature of the revised People Strategy 2018-2022.

The Panel was asked to note the content of the report.

Decision

To note the terms of the report.

5. ICT STRATEGY 2015/17 REVIEW

A report had been circulated by the Head of Corporate Services presenting the outcome of a review of the ICT Strategy 2015-17 for the period 2016/17.

The Panel was informed that the ICT Strategy 2015/17 had been approved by Council Executive on 23 January 2015. The Strategy recognised council priorities, financial constraints and technologies that provided the council and customers with new engagement channels at reduced cost. The Strategy was underpinned by a Technical Framework that outlined the infrastructure, systems, data management and security required to support the delivery of council services.

The Head of Corporate Services reported that the annual review for 2016/17 had been completed in May 2017 via the ICT Programme Board representatives and all Heads of Service to ensure that the Strategy remained aligned to council priorities and service objectives.

Five reports on technology in the public sector had influenced the council's thinking on the delivery of ICT and were factored into the ICT Strategy 2015/17. These were listed within the report. Three of these strategic reports had been updated since the ICT strategy had been approved.

The report went on to examine the internal factors that could facilitate the modernisation of council services. In addition, the ICT Strategy would continue to support the delivery of a number of corporate strategies.

Appendix 1 to the report provided a detailed update on progress against each of the five key Outcomes driving the Strategy.

The Head of Corporate Services concluded that the ICT Strategy and five outcomes remained relevant to the council and aligned to the council's and service objective. Progress and performance was positive and continued to be actively monitored through the ICT Programme Board.

The Panel was asked to note the terms of the report.

Decision

To note the terms of the report.

6. SCOTTISH GOVERNMENT CONSULTATION ON THE SOCIO ECONOMIC DUTY

A report had been circulated by the Head of Corporate Services informing the Panel of the Scottish Government's public consultation on the Socio Economic Duty.

The Head of Corporate Services explained that Section 1 of the Equality Act 2010 provided that, when a public authority was making decisions of a strategic nature about how to exercise its functions, it must have due regard to the desirability of exercising them in a way that was designed to reduce the inequalities of outcome which resulted from socio-economic disadvantage.

Although the protected characteristics elements of the equality duties had been enacted, the socio economic duties had not become law. The Scottish Government now planned to introduce the Socio Economic duty and was consulting on the way in which the duty should be introduced.

A draft response to the consultation had been prepared, in consultation with all Council Services, and was attached at Appendix 1. The response recognised that the socio economic duty would complement and strengthen the current public sector equality duties.

It was recommended that the Panel:

1. Note the Scottish Government's consultation on the Socio Economic Duty.
2. Note that Appendix 1 to the report would form the council's formal response to that consultation.
3. Note the intention to present the proposals contained in the report for approval by Council Executive.

During discussion, a recommendation was made by Councillor Sullivan that the response should include an additional comment concerning the budget constraints faced by public authorities and the additional

resources required to meet the duty. Panel members were in agreement with this recommendation.

Decision

1. To note the terms of the report and the council's formal response to the Scottish Government's consultation.
2. To note that the proposed response would be forwarded to the Council Executive.
3. To recommend to the Council Executive that the response include an additional comment as suggested by Councillor Sullivan.

7. SELF ASSESSMENT 2017/20

A report had been circulated by the Head of Corporate Services providing a summary of the output from the assessment activity undertaken in West Lothian Assessment Model (WLAM) programme from 2014 to 2017. The report also provided a review of the approach to self-assessment and improvement planning in the council.

The Panel was informed that the council used the WLAM to assess the quality and cost effectiveness of council services provided to the community. The WLAM was based on the European Foundation for Quality Management (EFQM) Excellence Model and provided a consistent structure around which performance and improvement in council services could be supported. As well as embedding the principles of continuous improvement and involving staff in improvement, the framework had been utilised to standardise or reinforce corporate approaches in performance management, service standards, customer consultation and complaint handling.

It was noted that a total of 37 WLAM assessments had been undertaken during the period with an average score of 468 out 1,000 for council services. The average scores achieved by services in the WLAM process were outlined for the previous four improvement cycles were shown in table contained in the report.

Table 2 within the report showed the Review Panel Outcomes for 2014 – 2017.

The report provided the following appendices:-

Appendix 1 WLAM Unit Scoring Comparison 2011/13 to 2014/17.

Appendix 2 Process Overview – Validated Self-Evaluation and West Lothian Assessment Model

In relation to Self-Assessment 2017-20, the report contained an evaluation of the options open to the council for the self-assessment programme.

The Head of Corporate Services concluded that, overall service scores had improved, with some services having achieved significant improvement from past years in WLAM scores, whilst others had seen more incremental positive change. The amendments to the WLAM unit groupings for the 2014/17 programme had addressed concerns of units being either too small or large.

The WLAM/Public Service Improvement Framework (PSIF) had been removed by the Improvement Service through consultation with users of the PSIF. However, the revised PSIF offering would impact on the links to EFQM, Customer Service Excellence and the Investors in People framework and was considered to offer a diminished framework.

It was recommended that the Panel note:-

1. The summary position for the 2014/17 programme;
2. The evaluation of the self-assessment approach undertaken by the council to date;
3. The proposed self-assessment approach for the period 2017/18 to 2019/20.

Decision

To note the terms of the report.

8. ADVICE SHOP CONTRIBUTION TO MITIGATING THE EFFECTS OF POVERTY

A report had been circulated by the Head of Finance and Property Services informing the Panel of the work undertaken by the Advice Shop from April 2016 to March 2017 which evidenced the contribution and impact it made in supporting West Lothian residents to maximise their income, keep warm, remain in their homes, manage debt, become financially included and to be 'better off'.

The Advice Shop Annual Report 2016-17 was attached as Appendix 1 to the report. It highlighted a range of projects and initiatives but did not cover all the activity undertaken by the Advice Shop.

The Panel was informed that work had been undertaken with Alzheimer Scotland, Carers West Lothian, HMP Addiewell, NHS Lothian and West Lothian Food Bank, along with council services to build understanding, knowledge and confidence in referring to the service.

With funding through the European Social Fund, a one-2-one project had commenced in October 2016. The project offered tailored, ongoing advice with a named advisor to support customers to stabilise their financial position. To date, there had been very positive outcomes associated with the project and health care professionals were making good use of the resource.

Questions raised by Panel members were dealt with by Elaine Nisbet, Anti-Poverty and Welfare Advice Manager.

It was recommended that the Panel note the positive achievements of the Advice Shop in relation to actions to implement the agreed anti-poverty strategy.

Decision

1. To note the terms of the report .
2. To record the Panel's appreciation of the work undertaken by the Anti-Poverty and Welfare Advice Manager and Advice Shop staff.

9. LOCAL GOVERNMENT SPATIAL HUB

A report had been circulated by the Head of Corporate Services providing an update on proposals by the Improvement Service to develop a Local Government Spatial Information Hub to provide a single point of access to quality assured Scottish local authority data in consistent form.

The Head of Corporate Services explained that spatial data is any data with a direct or indirect reference to a specific location or geographical area. The Council was required to make available spatial datasets and to create services for accessing those datasets.

The Council currently provided datasets to the Improvement Service who had supported the creation of the One Scotland Gazetteer and the One Scotland Mapping Agreement. The Improvement Service was looking to exploit the intellectual property rights which Councils held in terms of spatial data by establishing a Spatial Hub Partnership to develop a resource which provided a single point of access to quality assured Scottish local authority spatial data in consistent form. The Improvement Service had stated that they expected to make a payment to local authorities in the order of £400,000 - £600,000 for 2017/18 and for this to increase annually over the next three to five years. Once the Improvement Service's operational costs had been recovered, revenue would be returned to Scottish local authorities in the form of a dividend against the local costs of the One Scotland Mapping Agreement.

The Improvement Service were proposing to enter into a Partnership Agreement with all 32 Scottish local authorities which they were indicating would not be a contractual arrangement but would be an agreement "to work together in the true spirit of partnership to ensure the collective benefits were secured and maximised". A copy of the draft Partnership Agreement was attached as Appendix 1 to the report.

The Spatial Hub provided several benefits to the Council, and these were listed in the report.

It was recommended that the Panel:

1. note the proposals by the Improvement Service to develop a Spatial Information Hub, and
2. recommend to Council Executive that the Council should enter into the Partnership agreement to work with the Improvement Service and the other local authorities to develop a resource which provided a single point of access to quality assured Scottish local authority spatial data in consistent form.

Decision

1. To note the terms of the report and
2. To agree that the report be forwarded to Council Executive for approval.

10. WORKPLAN

A copy of the Workplan had been circulated for information.

The Panel was asked note a correction to the Workplan which concerned the removal of item 8 as this matter had been dealt with.

Decision

To note the workplan and that an amendment would be made to remove item 8 from the list of items scheduled for September.



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

COMPLAINT PERFORMANCE REPORT 2016/17

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To report to the Partnership and Resources Policy Development and Scrutiny Panel the council's complaint annual report 2016/17 and provide detailed analysis of council-wide complaints closed during 2016/17.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Note the corporate and service complaint performance against the standards outlined in the council's complaint handling procedure.
2. Continue to monitor complaint performance and request additional information from services as required.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on customers' needs• Being honest, open and accountable
II.	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Public Services Reform (Scotland) Act 2010
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	Will provide a robust approach to monitoring complaints performance information covering all council services
V.	Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI.	Resources (Financial, Staffing and Property)	From existing resources
VII.	Consideration at PDSP	None
VIII.	Other consultations	None

D. TERMS OF REPORT

D.1 Background

The Scottish Public Services Ombudsman (SPSO) developed and published a model Complaint Handling Procedure (CHP) in 28 March 2012. The model CHP was to ensure a standardised approach in dealing with customer complaints across the local authority sector.

All local authorities were required to adopt the model CHP by 31 March 2013. The SPSO expect that local authorities will make the best use of complaint information to inform service improvement activity.

The SPSO outlined four elements of the model CHP that that should not be amended to ensure a standardised approach across all local authorities. These are:

- The definition of a complaint
- The number of stages
- Timescales at each stage
- The requirement to record, report and publicise complaints information

D.2 Corporate Complaint Performance

Table 1 provides the council's total complaints closed per 1,000 population over the past 5 years. The table shows that there has been an increase in complaints received by the council in 2016/17 when compared to the previous year from 2,330 to 3,414.

Table 1 Complaints closed per 1,000 population					
Measure	2012/13	2013/14	2014/15	2015/16	2016/17
West Lothian Population*	175,300	175,990	176,140	177,200	178,550
Total number complaints closed	2,166	2,036	2,113	2,330	3,414
Number complaints received per 1,000	12.4	11.5	12.0	13.1	19.1

* Previous years published mid-year estimate used

Table 2 provides a breakdown of complaints closed by service from 2012/13 to 2016/17.

Table 2 Complaints closed by service					
Service	2012/13	2013/14	2014/15	2015/16	2016/17
Operational Services	742	614	794	819	1,852
Housing, Customer & Building Services	625	725	579	746	1,013
Education Services	288	201	268	287	277
Area Services**	227	224	195	235	N/A
Finance and Property/ Executive Office	188	210	178	154	179

Service	2012/13	2013/14	2014/15	2015/16	2016/17
Planning, Economic Dev. and Regeneration (PEDR)	42	48	81	70	72
Corporate Services	27	8	11	13	16
Social Policy	27	6	7	6	5
Total	2,166	2,036	2,113	2,330	3,414

**Area Services activity has now been disaggregated across Housing, Customer and Building Services, Education Service, Finance and Property Services and Planning, Economic Development and Regeneration.

Table 3 breaks down the annual complaints closed by complaint category over a 5 year period.

Table 3 Complaints by category covering period 2012/13 - 2016/17					
Complaint Category	2012/13	2013/14	2014/15	2015/16	2016/17
Standard of Service	1,088	1,065	1,003	1,008	1,652
Policy Related	275	272	452	468	578
Employee Attitude	324	299	290	330	324
Poor Communication	264	242	233	295	369
Waiting Time	181	142	127	210	463
Missed Appointments	34	13	8	19	28
Not Categorised	0	3	0	0	0
Total Complaints	2,166	2,036	2,113	2,330	3,414

The current service level complaint performance varies across the council and is linked to the complexity and quantity of complaints received. Housing, Customer and Building Services (HCBS) and Operational Services are the main complaint generators by service, accounting for 83.9% (2,865) of all recorded complaints (3,414) during 2016/17.

Further information on the main complaint categories is set out below:

- **Standard of Service**

The main contributors in Standard of Service complaints are HCBS (371) and Operational Services (958) which account for 65.7% (1,329) of all recorded complaints in the category. The equivalent quarters in 2015/16, HCBS (334) and Operational Services (328) had a combined total of 662 complaints categorised as Standard of Service.

Of the 958 Operational Services Standard of Service complaints, Waste Service received a total of 707. These complaints continue to range from: missed container collections, issues relating to the customer container take out service and the provision of replacement containers (all colours).

- Policy

The increase in Policy Related complaints is attributable to an increase in Operational Services Policy complaints from the equivalent quarters in 2015/16. Operational Services received 379 Policy Related complaints in 2016/17 against a total of 254 Policy Related complaints in 2015/16. The main contributors to Policy Related complaints were HCBS (120) and Operational Services (379) accounting for 86.3% of all recorded complaints in this category.

The Operational Services complaints were in relation to 140 litre container replacement programme, changes to container collection dates and times, the bulky uplift criteria, container contamination policy and the community recycling centres.

- Waiting Time

The main contributors of Waiting Time complaints are HCBS (203) and Operational Services (243) which account for 96.3% (446). The equivalent quarter in 2015/16, HCBS (93) and Operational Services (44) had a combined total of 137 complaints categorised as Waiting Time.

A large number of Operational Services waiting time complaints were linked to the time taken to empty missed containers, repeat container collections that have been missed and the waiting time for customers to receive a replacement container.

HCBS main contributor to waiting time complaints was Building Services who generated 127 complaints. These complaints were generally linked the time the customer was expected to wait for a repair to be carried out or issues about repeat repairs that required additional work to be scheduled.

- Poor Communication

77.8% (287) of all Poor Communication complaints are generated by HCBS (178) and Operational Services (109). HCBS had the largest increase in the Poor Communication complaints when compared to the previous year from 123 to 178.

- Employee Attitude

The increase in Employee Attitude complaints have been driven by Operational Services (159) and HCBS (118) which account for 85.5% (277) of all recorded complaints in this category. During 2015/16, Operational Services (132) and HCBS (81) had a combined total of 213 complaints categorised as Employee Attitude.

Appendix 1 to the report provides the council wide performance against the SPSO defined measures for 2016/17.

A full breakdown of the council's complaint performance including trend and, where appropriate, benchmarking information is contained in appendix 2 of this report.

D.3 Summary of Service Complaint Performance

The Corporate Complaint Steering Board identified four high level indicators that provided a summary of complaint handling performance.

The four indicators are:

1. Total complaints closed
2. Complaints closed within 5 working days

3. Complaints closed within 20 working days
4. Complaints part upheld/upheld

Table 4 provides a summary of service performance against these 4 key indicators.

Table 4 Quarter 1- 4: 2015/16 and 2016/17 service performance summary								
Service¹	Total Complaints		Complaints Closed Within 5 Working Days		Complaints Closed Within 20 Working Days		Complaints Part Upheld/Upheld	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Area Services	235	N/A	90.6%	N/A	100%	N/A	62.6%	N/A
Corporate Services	13	16	60%	73.3%	100%	100%	30.8%	43.8%
Education Service	287	277	82%	82.1%	85.1%	88.0%	38.7%	40.5%
Exec Office	59	30	-	100%	89.9%	82.1%	15.3%	23.4%
Finance and Property Services	95	149	88.5%	95.7%	100%	81.5%	34.7%	29.5%
HCBS	746	1,013	84.4%	90.9%	89.8%	90.3%	52.9%	53.9%
Op. Services	819	1,852	83.7%	83.4%	83.0%	93.7%	71.6%	68.7%
PEDR	70	72	88.3%	83.9%	100%	62.5%	30%	37.1%
Social Policy	6	5	40%	60%	-	-	16.7%	40%
Total	2,330	3,414	84.7%	85.6%	88.5%	89.2%	56.1%	59.2%

A target of 85% has been set for the percentage of complaints which must be dealt with within timescale. Across the council, 59.2% of all complaints received in 2016/17 have been upheld/ part upheld.

Table 5 provides a service trend summary of upheld/ part upheld complaints as a percentage of complaints received by quarter covering 2015/16 and 2016/17.

Table 5 2015/16 and 2016/17 Service upheld/ part-upheld complaint performance								
Service	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Area Services	44.7%	63.9%	75.0%	68.1%	-	-	-	-
Corporate Services	0%	33.3%	0%	30.8%	40%	80%	0%	20%
Education Services	33.3%	41%	46.4%	38.7%	29.8%	44.3%	46.9%	46.9%
Exec Office	15.8%	16.7%	16.7%	15.3%	21.4%	50%	18.2%	0%

¹ Service reorganisation in April 2016 affects comparative complaint trends. Areas Services activity has now been disaggregated across Housing Customer and Building Services, Education Service and Finance and Property Services and Planning, Economic Development and Regeneration.

Service	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Finance and Property Services	42.1%	40.9%	30.4%	34.7%	31.6%	26.3%	31.7%	29.5%
HCBS	53.4%	60.1%	50.9%	52.9%	61.6%	54.2%	46.9%	51.4%
Operational Services	79.0%	68.2%	70.6%	71.6%	70.3%	63.8%	66.2%	73.1%
PEDR	33.3%	46.2%	17.6%	30%	33.3%	40%	33.3%	55.5%
Social Policy	0%	0%	-	16.7%	100%	-	50%	0%
Total	54.3%	59%	55.4%	56.1%	61.4%	56.7%	55.2%	59.2%

Appendix 3 to the report provides information on complaints that were escalated to the Scottish Public Services Ombudsman by customers covering the period 2016/17. A large number of these escalated complaints resulted in a decision by the Ombudsman not to progress, not to investigate or were not upheld.

Over this time frame, only one part of a complex complaint was upheld. This recommendation by the SPSO has been implemented across all areas of the council.

Table 6 provides indicative ratios for the number of complaints against the specific customer groups for Education Services, Housing, Customer and Building Services and Operation Services.

Table 6: Ratio of Complaints to Customer Group (for main generators of complaints)			
Service	Base unit (2016/17)	Complaint volume 2016/17	Complaint ratio
Education Services	30,000 pupils	277	1 complaint for every 108 pupils
HCBS	13,169 council houses	1,013	1 complaint for 13 council houses
Operational Services	76,659 households	1,852	1 complaint for every 41 households

E. CONCLUSION

In 2016/17 the council received 3,414 complaints and this represents an increase on the number of complaints received in 2015/16. This increase was primarily linked to the 126% increase in complaints closed by Operational Services and an increase of 36% by Housing, Customer and Building Services.

The service changes carried out over 2016/17 in Waste Services has led to a range of complaints linked to the 140 litre bin replacement programme, routing changes and the waiting time to provide additional/ replacement bins to customers. Operational Services have implemented various corrective actions over the course of 2016/17 to manage the demand that is currently being placed on the service.

The council has shown a year on year improvement in the processing of stage 1 and stage 2 complaints and has generally maintained customer satisfaction performance relating to complaint handling. It should be noted that the council performance results exceed the Scottish national average benchmark figures for key SPSO measures.

Services will continue to monitor complaints on a regular basis and use this information to develop and improve service delivery.

F. BACKGROUND REFERENCES

1. [WLC Complaints Handling Procedure](#)

Appendices/Attachments: 3

Appendix 1 Corporate Complaint Performance 2016-17

Appendix 2 West Lothian Council Annual Complaint Performance Report 2016/17

Appendix 3 SPSO investigations and recommendations 2016/17

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Graeme Struthers

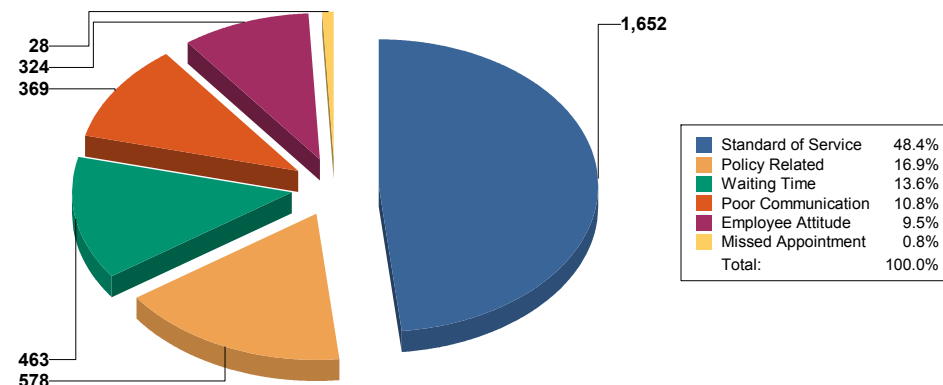
Depute Chief Executive

22 September 2017

Period: 01/04/2016 to 31/03/2017

This report summarises complaints closed within the period above for all services within Corporate Services. For the purpose of this report all timescales are based on working days and therefore excludes Saturday, Sunday and Public Holidays in the calculations.

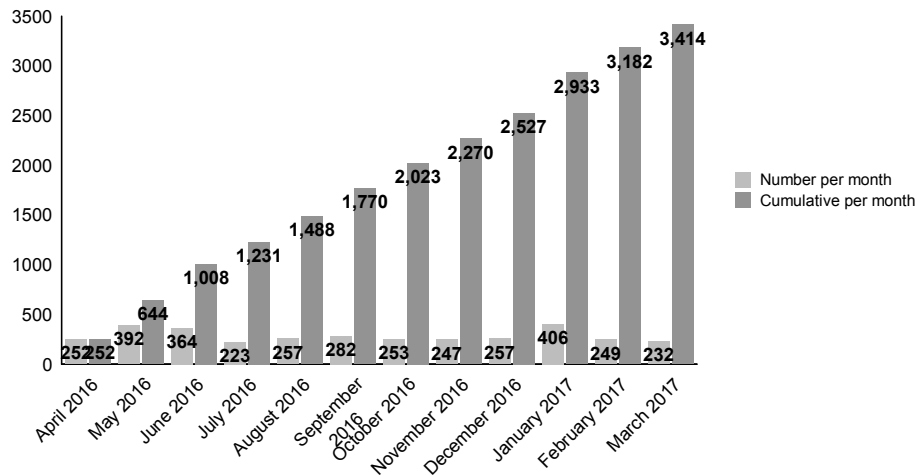
SPSO Performance Indicator		Number	%
1	Total number of complaints	3414	
2	Complaints closed at Stage 1	2831	82.9%
	Complaints closed at Stage 2	535	15.7%
	Complaints closed at Stage 2 after escalation	48	1.4%
3	Complaints UPHELD at Stage 1	994	35.1%
	Complaints NOT UPHELD at Stage 1	1097	38.7%
	Complaints PART UPHELD at Stage 1	740	26.1%
	Complaints UPHELD at Stage 2	125	23.4%
	Complaints NOT UPHELD at Stage 2	276	51.6%
	Complaints PART UPHELD at Stage 2	134	25.0%
	Escalated complaints UPHELD at Stage 2	13	27.1%
	Escalated complaints NOT UPHELD at Stage 2	23	47.9%
	Escalated complaints PART UPHELD at Stage 2	12	25.0%
4	Average working days to respond to a Stage 1 complaint	3.8	Days: 10786
	Average working days to respond to a Stage 2 complaint	11.4	Days: 6096
	Average working days to respond to a Stage 2 after escalation	10.0	Days: 478
5	Complaints closed at Stage 1 within 5 working days	2422	85.6%
	Complaints closed at Stage 2 within 20 working days	477	89.2%
	Complaints closed at Stage 2 within 20 working days after escalation	46	95.8%
6	Complaints closed at Stage 1 where an extension has been authorised	33	1.2%
	Complaints closed at Stage 2 where an extension has been authorised	7	1.3%

Number of Complaints by Reason


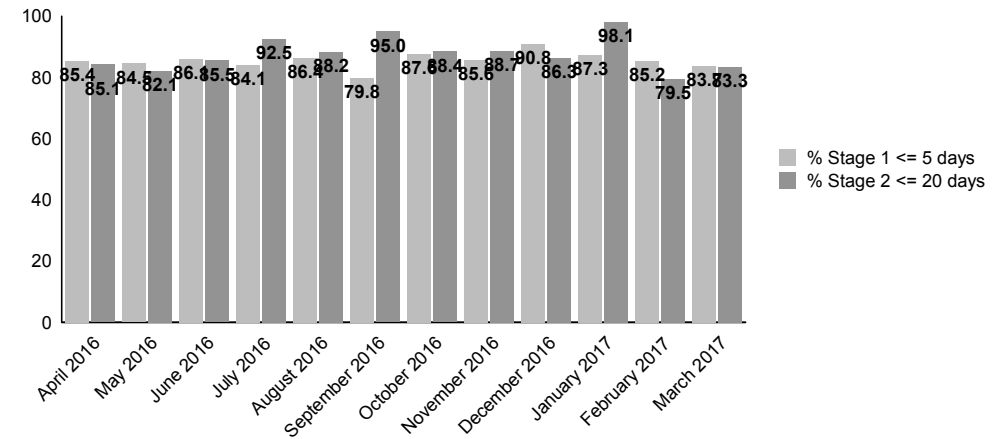
NB: The totals below include complaints resolved at Stage 1 and Stage 2 as well as complaints closed at Stage 1 then re-opened and handled as Stage 2 (escalated).

Percentage of all complaints resolved within timeline:	86.3%	(2945)
Percentage of all complaints UPHELD:	33.2%	(1132)
Percentage of all complaints NOT UPHELD:	40.9%	(1396)
Percentage of all complaints PART UPHELD:	26.0%	(886)
Percentage with another or no outcome selected:	0.0%	(0)

Complaints Closed 2016/2017
Number and cumulative per month



% Complaints closed within Timeline
% Stage 1 within 5 & Stage 2 within 20 working days by month



Stage 2 figures include complaints escalated from Stage 1 having been closed then re-opened

% of Total complaints Upheld & Part Upheld by month 2016/2017

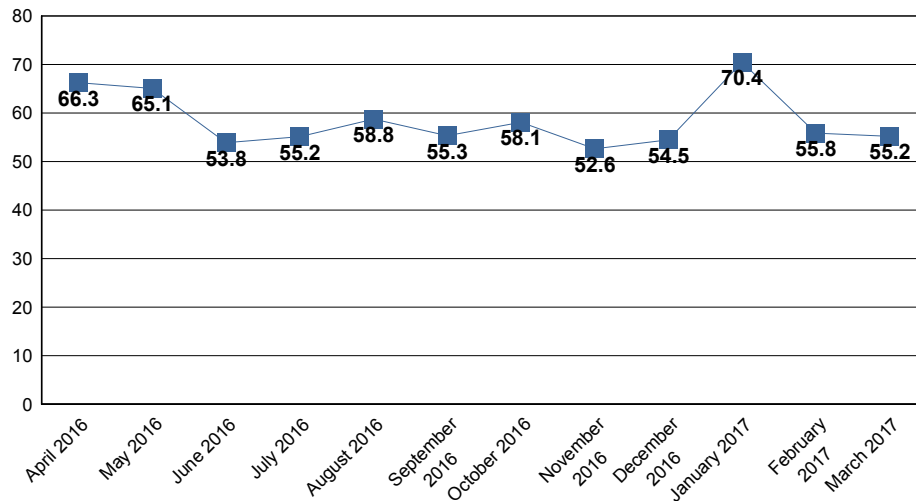


Table showing % of complaints closed within SLA at Stage 1 and Stage 2 cumulative by month

Month/Year	% Stage 1 Closed within 5 Days per month (cumulative)	% Stage 2 Closed within 20 Days per month (cumulative)
April 2016	85.4%	85.1%
May 2016	84.8%	85.4%
June 2016	85.3%	85.4%
July 2016	85.1%	88.2%
August 2016	85.3%	88.9%
September 2016	84.4%	89.7%
October 2016	84.8%	90.1%
November 2016	84.9%	90.2%
December 2016	85.5%	90.0%
January 2017	85.7%	90.8%
February 2017	85.7%	90.2%
March 2017	85.6%	89.7%

NB - the Stage 2 cumulative figure includes escalated complaints (closed at Stage 1 then reopened as Stage 2).

Summary of Secondary Categorisation (Service reason for complaint)

	<u>Total</u>	<u>STAGE 1</u>			<u>STAGE 2</u>			<u>Escalated</u>		
		<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>	<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>	<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>
Corporate Services	16	5	2	8			1			
Blue Badge- standard of service	1	1								
Failure to reply	1			1						
Inaccurate advice/ information	2	1		1						
Incomplete/ missing website information	1		1							
Policy related general	3	1	1	1						
Standard of service general	3			2			1			
Tender award process	1			1						
Unprofessional conduct	2			2						
Waiting time general	2	2								
Education	277	39	34	111	8	30	54	1		
Access/ parking	1			1						
Access/Parking	2	1		1						
Bullying - Pupil - Pupil	36	1	4	14		3	14			
Bullying - Pupil - Teacher	1						1			
Catering/ bar service	1	1								
Catering/Bar Service	3			3						
Charges	1			1						
Child Protection	11		1	6			4			
Composite Classes	1						1			
Curriculum	19	1	1	13	1	3				
Data Protection	8	3	1	1	1	1	1			
Disabled Parking	1	1								
Discipline	13		1	4	1	1	6			
Employee attitude general	3	1		2						
Exclusion	3		1				2			
Facility Closed	1			1						
Head Teacher	24	2	3	7		2	10			
Head Teacher & Staff	36	6	7	5		13	5			
Health & Safety	14	3	2	7	2					
Inaccurate advice/ information	1		1							

Nursery Placement	1		1				
Office Staff	15	6	1	8			
Playground Supervisor	2	1		1			
Policy Related General	2			2			
Poor Communiation General	1	1					
Pupil Placement	19	1	5	8	1	4	
Road Safety	3	1		2			
School Dress	3	1		2			
School Letting	4	1		2	1		
Special Needs	18	2	2	4	1	5	4
Standard of service general	8		1	5	1		1
Teacher Attitude	18	4	3	9	1	1	
Transport	3	1		1		1	
Executive Office	30		1	1	2	4	22
Area Services	1						1
Claim/information processed incorrectly	1				1		
Corporate Services	3			1	1		1
Cross Service	3				1	2	
Customer standards not met	1					1	
Education Services	1					1	
Eligibility	1					1	
Employee attitude general	1					1	
Finance and Estates Services	2					2	
HCBS	1				1		
Inaccurate advice/ information	1		1				
Operational Services	6				1		5
Planning and Econ. Dev.	1					1	
Policy related general	2					2	
Social Policy	2					2	
Standard of service general	1				1		
Unreasonable delays	1					1	
Waiting time general	1					1	
Finance & Property Service	149	24	10	83	3	6	18
Claim/information processed incorrectly	43	12	2	26		1	2
Delay in processing claim/information	11			10			1
Driving/ parking issues	1			1			

Appendix 1

Data Label: Public

Employee attitude general	10	1	2	7							
Inaccurate advice/ information	1	1									
Incorrect or conflicting advice	4	1	1			2					
Policy related general	3	1			1			1			
Poor communication general	35	4	4	20	1	2	3	1			
Recovery of debt	2	2									
Response time	4	1	3								
Standard of service general	34	5	2	11	1	4	11				
Third party supplier	1				1						
HC&BS	1013	218	145	316	91	72	137	11	9	14	
Appointment cancelled at short notice	1	1									
Awaiting materials	11	4	2	2	1	1	1				
Blue Badge- policy	1	1									
Call not answered	2	2									
Customer call back	1	1									
Customer standards not met	62	8	7	31	4	3	6	1	2		
Damages to property	19	3	7	6	1	2					
Delay in processing claim/information	1				1						
Discrimination	1				1						
Driving/ parking issues	20	7	6	3	1			2	1		
Eligibility	2				2						
Employee attitude general	65	16	18	21	2	3	4	1			
Failed service standard timescales	1	1									
Failed timescales	10	3	1	3	2	1					
Failed to reply	7	4				1	2				
Health & Safety	7	2	3	1	1						
Held in queue	22	20	1	1							
Inaccurate advice/ information	3	2	1								
Incorrect or conflicting advice	25	6	6	7	1	3	2				
Lack of communication	54	15	7	14	4	5	6	2	1		
Licensing - standard of service	1	1									
Missed appointment general	20	6	1	9	4						
No action / Ineffective action taken	55	7	4	13	4	7	19	1			
Policy related general	98	7	9	54	2	3	22	1			
Poor communication general	101	18	14	35	13	7	10	2	2		

Procedure not followed	3	1	1	1				
Refusing customer request	5	1		2	2			
Staff conduct/ attitude	31	5	9	5	4	2	6	
Standard of property/accommodation	44	7	3	14	4	7	9	
Standard of service general	114	31	19	29	10	9	13	1 1 1
Standard of workmanship	17	2	7	2	3	2	1	
Third party supplier	4		1		1		1	1
Unreasonable delays	15		1	3	3	3	3	2
Unresolved repair after visit	33	4	6	6	6	6	4	1
Untidy work	8	2		3	1		2	
Waiting time general	148	36	10	46	20	9	15	2 3 7
Z-unknown	1						1	
Operational Services	1852	691	541	541	19	22	38	
A Not Known - Please Select	1	1						
Access Issues	61	25	26	10				
Accessibility Issues	50	7	21	18		1	3	
Appointment Failed	1	1						
Assisted Bin Collections	55	27	22	6				
Awaiting Bin Stock Delivery	13	7	2	1	2	1		
Bin Capacity/ Size	49	7	6	29	1		6	
Bin Collection Issues Domestic	545	253	224	53	6	8	1	
Bin Collection Issues Trade	24	8	11	5				
Bin Contamination Issues	35	7	9	18			1	
Bin Deliveries/ Requests	115	72	21	19	1	2		
Bin/ Bulky Pick-Up & Returns	78	34	28	14	2			
Bin/ Bulky Presentation Issues	27	8	7	12				
Breach of Policy	1					1		
Bulky Uplift Missed	11	6	3	2				
Collection Dates/ Routes	26	15	3	7		1		
Complaint Handling Procedure	1		1					
Council Policy & Legislation	129	11	14	94	1		9	
Damage to Property	36	15	9	10		1	1	
Eligibility	1			1				
Environmental Concerns	35	5	14	16				
Expectations Not Met	43	13	7	21			2	

External 3rd Party	53	18	3	31	1			
Failed Service SLA Timescales	3	3						
Failed to Reply	12	4	2	5	1			
Food Recycling	20	16	2	1	1			
Glass Recycling	4	2	1	1				
Grass Left on Paths	15	12	2	1				
Grass Not Cut/ Missed	12	6	1	4	1			
Health & Safety	12	2	2	7	1			
Incorrect Conflicting Advice	3	2	1					
Lack of Communication	29	16	6	4	1	2		
Noise Nuisance	6	1		5				
Parking Issues	14	4	3	4	3			
Poor Customer Service	13	3	6	4				
Poor or Agressive Driving	26	9	9	8				
Private Property not WLC	1			1				
Recycling & Calendars	7	2	3	2				
Road Works	45	4	10	27	2	2		
Road/ Path Defects	29	5	10	12	1	1		
Service Standards	56	15	12	29				
Severe Weather Event	1		1					
Staff Conduct / Attitude	71	24	18	21	1	4	3	
Staff Supervision	1	1						
Standard of Workmanship	21	5	8	6		2		
Street Lighting Faults	11	4	1	6				
Unreasonable Delays	11	3	4	4				
Vehicle Breakdown	1			1				
Weather Related Delays	2		1	1				
Website Content Missing/Errors	6	3		3				
Winter Maintenance Policies	30	5	7	17		1		
Planning Econ Dev Regen	72	15	7	34	2	6	2	1
Charges	1			1				5
Employee attitude general	1							1
Failure to reply	2			2				
Lack of communication	7	1	1	2		1	1	
Pest Control- standard of service	5			5				

Planning and Econ. Dev.	1	1		
Planning application- delay in processing	3	2	1	
Policy related general	10	5	3	2
Poor communication general	14	4	4	5
Procedure not followed	4	1	1	1
Standard of service general	21	4	1	13
Waiting time general	3	3		
Social Policy	5	2	3	
Employee attitude general	2	1	1	
Failed to send response to client in letter form	1	1		
Lack of communication	1	1		
Poor communication general	1	1		

NB - the categorisation "Z_unknown" relates to cases that were completed prior to the inclusion of the secondary category field.

Open Complaint Cases by Service

The table below provides the number of complaint cases open by Service and month/year created (to the end of the reporting period). Note that month/year is based on the Stage 1 or Stage 2 task creation date.

	Total	2016		2017
		October	December	March
Total	46	1	1	44
Corporate Services	3	0	0	3
Education	8	0	1	7
Executive Office	1	0	0	1
Finance & Property Services	2	0	0	2
Housing Customer & Building Services	14	1	0	13
Operational Services	5	0	0	5
Planning Economic Development & Regenerati	3	0	0	3
Social Policy	10	0	0	10

Data Label: PUBLIC

APPENDIX 2

West Lothian Council Annual Complaint Performance Report 2016/17

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1. Overview

1.1. Introduction

This is the council's annual complaints performance report which provides information on customer complaints received and closed between 1 April 2016 and 31 March 2017.

The council always aims to provide the highest possible quality of service to our community, but recognise that there are times when things go wrong and fail to meet the expectations of our customer.

The council's complaints procedure provides our customers with a clear and structured way to provide feedback on their dissatisfaction with council services in a range of easily accessible ways. The council welcomes feedback and it provides information that helps services learn from complaints and to modify and improve the way services are delivered.

The indicators covered in this report were created to provide a useful tool that the council and the public can use to judge objectively how well complaints are being handled and how it informs service improvement activity.

1.2. Corporate Complaints Procedure

The Corporate Complaints Procedure applies to all complaints against the council, with the exception of those which are described as Social Care statutory complaints.

There are many factors that affect the number and complexity of complaints received by the council such as the standard of service that is being delivered, the attitude of our employees, the service response time to customer requests, missed appointments and poor communication.

The [council's complaint procedure](#) has 2 stages in its process which are outlined below:

- Stage 1 complaints could mean immediate action to resolve the problem or complaints which are *resolved in no more than five working days*.
- Stage 2 deals with two types of complaints: those that have not been resolved at Stage 1 and those that are complex and require detailed investigation. Stage 2 complaints should be resolved *in no more than 20 days*.
- After the council has fully investigated the complaint, and if the customer is still not satisfied with the decision or the way the council dealt with the complaint, then it can be referred onto the Scottish Public Services Ombudsman (SPSO).

The council has put in place clear governance arrangements for complaints. The Corporate Complaint Steering Board is an officer group that monitors the implementation

of the corporate complaint procedure and the corresponding performance and reporting activity. The board ensures that the council is compliant with the complaint procedure requirements. This is chaired by a Depute Chief Executive and the membership consists of council Heads of Service.

Complaint performance is reported on a quarterly basis to both the council's Corporate Management Team and the council's Performance Committee. All complaint performance statistics are reported to the public and are available on the council's website.

2. Complaint Performance Statistics

Statistics on complaints are based on 8 key performance indicators devised by the SPSO in conjunction with all 32 Scottish councils.

Complaints are recorded and tracked using the council's Customer Relationship Management (CRM) System which enables the production of the complaints performance information.

The number of complaints the council closed in 2016/17 was 3,414. This is an increase from the number closed in the previous year. The council will continue to analysis complaints to help inform service improvement, identify training opportunities for our staff and help priorities our activities to meet the changing needs of our community. Complaint benchmark data for 2016/17 is not yet available for other Local Authorities. Where applicable, this report has included the 2015/16 Scottish Local Authority national average for a range of performance indicators for comparative information.

2.1. Indicator 1: Complaints closed per 1,000 population

This indicator records the total number of complaints received by the council. In 2016/17, this calculation was modified and it is the sum of the number of complaints closed at stage one, (frontline resolution), the number of complaints closed directly at stage two (investigation) and the number complaints closed at stage two after escalation. To allow for a fair comparison across all 32 councils in Scotland, the figure of complaints per 1,000 of population is used. The council received 3,430 complaints from 1 April 2016 to 31 April 2017. This is equivalent to 19.2 received complaints per 1,000 population. Of the total complaints received in 2016/17 (3,430), 3,414 were closed in this period.

Table 1 provides the council's total complaints close per 1,000 population over the past 5 years. The table shows that there has been an increase in complaints closed by the council in 2016/17 when compared to the previous year from 2,330 to 3,414.

Table 1: Complaints closed per 1,000 population

Measure	2012/13	2013/14	2014/15	2015/16	2016/17
West Lothian Population ¹	175,300	175,990	176,140	177,200	178,550
Total number of complaints closed	2,166	2,036	2,113	2,330	3,414
Number of complaints closed per 1,000	12.4	11.5	12.0	13.1	19.1

In 2015/16, the Scottish Local Authority average for the number complaints closed per 1,000 population was 13.81. Table 2 provides a breakdown of complaints closed by service from 2012/13 to 2016/17.

Table 2: Complaints received by service

Service	2012/13	2013/14	2014/15	2015/16	2016/17
Operational Services	742	614	794	819	1,852
Housing, Customer & Building Services	625	725	579	746	1,013
Education Service	288	201	268	287	277
Area Services ²	227	224	195	235	N/A
Finance and Property/ Executive Office	188	210	178	154	179
Planning, Economic Development and Regeneration	42	48	81	70	72
Corporate Services	27	8	11	13	16
Social Policy	27	6	7	6	5
Total	2,166	2,036	2,113	2,330	3,414

All complaints received by the council are grouped into 6 categories. The categorisation allows the service to group complaints by theme and helps the service to identify areas that require improvement actions.

Table 3 breaks down all council complaints closed by complaint category from 2012/13 to 2016/17.

¹ Previous years published mid-year estimate used

² Areas Services activity has now been disaggregated across Housing Customer and Building Services, Education Service and Finance and Property Services and Planning, Economic Development and Regeneration.

Table 3: Complaints received by category

Category	2012/13	2013/14	2014/15	2015/16	2016/17
Standard of Service	1,088	1,065	1,003	1,008	1,652
Policy Related	275	272	452	468	578
Waiting Time	181	142	127	210	463
Poor Communication	264	242	233	295	369
Employee Attitude	324	299	290	330	324
Missed Appointments	34	13	8	19	28
Not Categorised	0	3	0	0	0
Total Complaints	2,166	2,036	2,113	2,330	3,414

2.2. Indicator 2: Closed complaints

This indicator provides information on the number of complaints closed at stage one and stage two and stage two escalated complaints as a percentage of all complaints closed. Table 4 provides the performance information for this indicator.

The term “closed” refers to a complaint that has had a response sent to the customer and at the time no further action is required (regardless at which stage it is processed and whether any further escalation takes place).

Table 4: Closed complaints

Closed complaints	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Number complaints closed at stage one (5 days) as % of all complaints	69% (1405)	76% (1606)	73.7% (1718)	82.9% (2831)	84.5%
Number complaints closed at stage two (20 days) as % of all complaints	31% (631)	24% (507)	24.6% (572)	15.7% (535)	13.5%
Number complaints closed at stage two (20 days) after escalation as % of all complaints ³	7% (146)	0.8% (17)	1.7% (40)	1.4% (48)	N/A

³ From 2015/16, the escalated stage 2 complaint figure was not included in stage 2 complaints closed total for the council.

2.3. Indicator 3: Complaints upheld, partially upheld and not upheld

The council reviews all complaints and each customer is contacted to explain whether their complaint has been upheld, partially upheld or not upheld and why.

This indicator measures the number and percentage of complaints which were upheld, partially upheld or not upheld recorded at each stage. The results can be seen in Tables 5, 6 and 7.

Table 5: Upheld complaints

Complaints upheld	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Number of complaints upheld at stage one as % of all complaints closed at stage one (5 days)	32.0%	33.1%	32.8%	35.11%	60.9%
Number complaints upheld at stage two as % of complaints closed at stage two (20 days)	23.2%	14.6%	18.0%	23.4%	51.5%
Number escalated complaints upheld at stage two as % of escalated complaints closed at stage two (20 days)	20.5%	11.76%	20.0%	27.1%	N/A

Table 6: Partially upheld complaints

Complaints partially upheld	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Number of complaints partially upheld at stage one (5 days) as % of all complaints closed at stage one	18.2%	23.8%	28.2%	26.14%	12.7%
Number complaints partially upheld at stage two (20 days) as % of complaints closed at stage two	23.6%	18.3%	23.8%	25.0%	14.3%
Number escalated complaints partially upheld at stage two (20 days) as % of escalated complaints closed at stage two	17.1%	47.06%	30.0%	25.0%	N/A

Table 7: Not upheld complaints

Complaints not upheld	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Number of complaints not upheld at stage one (5 days) as % of all complaints closed at stage one	33.5%	36.4%	39.0%	38.75%	25.2%
Number complaints not upheld at stage two (20 days) as % of complaints closed at stage two	48.3%	64.1%	58.2%	51.6%	32.9%
Number escalated complaints not upheld at stage two (20 days) as % of escalated complaints closed at stage two	38.4%	41.18%	50.0%	47.9%	54.6%

Overall, the council upheld/ part upheld 2,018 (59.2%) complaints from a total of 3,414 complaints closed in 2016/17. Variances in the total for these indicators in 2013/14 and 2014/15 were attributable to fields which were not populated in the Customer Relationship Management system which generated the performance information. This was addressed through improved monitoring arrangement and officer training in complaint handling and use of the CRM system.

2.4. Indicator 4: Average times

Indicator 4 represents the average time in working days to close complaints at stage one and at stage two of the council's Complaint Handling Procedure (CHP). Indicator 4 performance can be seen in Table 8.

Table 8: Average times

Average times	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Average time in working days to respond to complaints at stage one (5 day resolution target)	7.9	7.0	4.0	3.8	7.5
Average time in working days to respond to complaints at stage two (20 day resolution target)	15.1	13.8	12.5	11.4	23.3
Average time in working days to respond to complaints after escalation (20 day resolution target)	11.2	14.7	9.1	10.0	N/A

2.5. Indicator 5: Performance against timescales

The council's Complaint Handling Procedure requires complaints to be closed within 5 working days at stage one and 20 working days at stage two. This indicator measures the percentage of complaints which were closed in full at each stage within the set timescales of 5 and 20 working days. Indicator 5 performance can be seen in Table 9.

Table 9: Performance against timescales

Performance against timescales	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
Number complaints closed at stage one within 5 working days as % of stage one complaints	71.9%	78.0%	84.7%	85.6%	63.1%
Number complaints closed at stage two within 20 working days as % of stage two complaints	82.6%	85.8%	88.5%	89.2%	71.6%
Number escalated complaints closed within 20 working days as % of escalated stage two complaints	73.3%	76.5%	90.0%	95.8%	N/A

2.6. Indicator 6: Number of cases where an extension is authorised

The council always aims to respond to complaints as quickly as possible. There are, however, times when a complaint is particularly complex and it is not feasible to fully investigate the issues within the prescribed timescales. In these situations the council can agree with a complainant to extend the timescale for closing the complaint.

This indicator provides the percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised. Indicator 6 performance can be seen in Table 10.

Table 10: Number of cases where an extension is authorised

Number of cases where an extension is authorised	2013/14	2014/15	2015/16	2016/17	Scottish LA average 2015/16
% of complaints at stage one (5 days) where extension was authorised	7.0%	1.1%	1.3%	1.2%	3.4%
% of complaints at stage two (20 days) where extension was authorised	1.9%	2.4%	2.4%	1.3%	6.3%

2.7. Indicator 7: Customer satisfaction

This indicator provides information on the levels of customer satisfaction with the complaint handling procedure and process. Indicator 7 performance can be seen in Table 11. A sample of complainants are contacted by the council's Customer Service Centre on a monthly basis to gather this satisfaction information.

Table 11: Customer satisfaction

Customer satisfaction	2013/14	2014/15	2015/16	2016/17
Percentage of customers who agreed that they were satisfied with the length of time it took to deal with their complaint.	64.2%	68.6%	75.5%	64.8%
Percentage of customers who agreed that they were satisfied with the outcome of their upheld complaint.	72.3%	74.3%	68.2%	69.7%
Percentage of customers who agreed that they were satisfied with the way their complaint was handled.	67.9%	76.2%	75.5%	70.3%
Percentage of customers who agreed that they found it easy to complain to the council.	83.0%	88.6%	85.5%	80.7%

2.8. Indicator 8: Learning from complaints

The council has a clear commitment to listen to our customers and act on their feedback. Learning from complaints is a continuous process that helps the council to resolve common complaints and further improve the services that are provided. **Some examples** of actions that have been taken are highlighted below.

	Complaint Area/ Complaint Theme	Complaints Analysis	Service Improvement Action(s)
1.	Corporate Services: Standard of Service	Customer complained that they were initially refused an automatic Blue Badge since they did not have the required Personal Independence Payment points.	Scottish Transport guidance states that anyone who requested a mandatory reconsideration of a decision to remove the mobility component of Personal Independence Payment when previously in receipt of a fixed term award of the higher rate mobility component of Disability Living Allowance should still be eligible for an automatic Blue Badge for 1 year. The Blue Badge Administration Team guidance documentation was updated to ensure that the correct process is followed when a customer is going through a mandatory reconsideration of a PIP decision when applying for a Blue Badge.
2.	Education Services: Standard of Service	Pupil fell on rough ground when path improvement works were underway.	Fencing around site had been removed due to concerns about high winds. Fence reinstated and apology given to pupil and family.
3.	Education Services: Poor Communication	Complaint that customer had tried to call staff several times but calls had not been returned.	Following a restructure, new procedures for tracking enquiries has been implemented. All prospective learners will have the opportunity to discuss their learning needs and to be referred or signposted to the appropriate service.

ANNUAL COMPLAINT PERFORMANCE REPORT | 2016-17

	Complaint Area/ Complaint Theme	Complaints Analysis	Service Improvement Action(s)
4.	Education Services: Standard of Service	Complaint that online school payment system was not working, and that customer had e-mailed several times and did not receive a reply.	Issues with the system were raised with supplier and have been resolved. Review carried out on out-of-office messages to ensure customers are signposted to other appropriate employees to deal with their request.
5.	Finance and Property Services: Standard of Service	Adviser sent customer form to Department of Work and Pensions (DWP) with no supporting evidence. This should have been agreed with the customer in advance.	Procedures updated to ensure customers agree with the content of the form before being sent to DWP.
6.	Finance and Property Services: Standard of Service	A customer requested CCTV footage. However, this was lost due a replacement system being installed before the incident which had the incorrect settings.	The CCTV settings have been changed and a review is ongoing to ensure any new CCTV system is set to 28 days.
7.	Finance and Property Services: Standard of Service	A customer complained after her Council Tax was closed in error following a household change.	The error was rectified. The complaint was discussed with the member of staff who had made the error and further training/instruction was given.
8.	Housing, Customer and Building Services: Policy Related	Conflicting advice about the council's Right to Buy Policy was given to customer.	Additional training was carried out. Comprehensive documentation has been issued to all housing teams outlining the Right To Buy rules and entitlement.
9.	Housing, Customer and Building Services: Missed Appointment	Staff failed to turn up to an appointment to repair a boundary fence.	Procedure change to ensure if appointments cannot be kept, customers are notified and are rearranged. Improving communication with customers has been incorporated into the Housing, Customer and Building Services Complaint Handling Training programme which was delivered in Quarter 2 2016/17.

ANNUAL COMPLAINT PERFORMANCE REPORT | 2016-17

	Complaint Area/ Complaint Theme	Complaints Analysis	Service Improvement Action(s)
10.	Housing, Customer and Building Services: Waiting Time	Customer complaints about the length of time for their call to be answered.	Additional staff have been recruited and a full review of current shift patterns has been carried out. This has resulted in the realignment of staff resource to meet the peak call time demands over the course of the working day.
11.	Operational Services: Employee Attitude	Complaint regarding the school crossing patrol.	The guide was met with and the training reiterated. The role was detailed to ensure the individual understood that all persons were to be assisted when crossing the road.
12.	Operational Services: Standard of Service	Complaints relating to bins being missed on assisted bin collection service.	The assisted collection service process has been fully reviewed to ensure that the current customer list held on the service database is accurate. This will ensure that the service is targeted to those in need.
13.	Planning, Economic and Development Regeneration. Waiting Time	Customer dissatisfied about the waiting time to an email from a planning officer in relation to a planning permission application.	Procedures have been refined to ensure customers are kept informed of the status of their application.
14.	Planning, Economic and Development Regeneration. Standard of Service	Customer complained that drawings for a planning application were not available online which prevented informed comment to be made about the application	Planning staff have been provided with additional training to highlight how to compress files which are received in different formats.
15.	Social Policy	Social Policy statutory complaint improvement actions are linked to their statutory complaints process and are not covered in this report.	

3. 2016/17 Complaint Summary

In 2016/17 the council closed 3,414 complaints and this represents an increase of 1,084 from the 2015/16 figure of 2,330.

The number of complaints closed across the council service areas varies significantly with 54.2% of all complaints being recorded against Operational Services to 0.15% in Social Policy. However it should be noted that the majority of Social Policy complaints are channelled through the council's statutory social work complaints process and are not covered in this report.

Of the seven service areas that deliver the council's activities and functions, one has shown a reduction in customer complaints, three have remained relatively static and three have had an increase in the number of complaints closed compared to the previous year. Education Services have experienced the largest reduction in complaints with a 3.5% reduction. The two services that have shown the largest rise in complaints when compared to the previous year were Operational Services and Housing Customer and Building Services with a 126% and 36% increase respectively.

The council's performance relating to complaint handling has improved with 82.9% of all complaints received being resolved at Stage 1 (Frontline Resolution), 15.7% of complaints being resolved at Stage 2 (Investigation) with the remaining 1.4% of complaints being resolved at Stage 2 (Escalation). The average times taken by the council to resolve both Stage 1 and Stage 2 complaints were 3.8 days and 11.4 days respectively. The majority of complaints were responded to within timescales: 85.6% at Stage 1 (5 day target) and 89.2% at Stage 2 (20 day target).

The percentage of complaints that were upheld/ part upheld across the council in 2016/17 was 59.2% which represents an increase of 3.1% from the 2015/16 figure which was 56.1%. During 2016/17, 40 complaints were dealt with where a request was made to extend the review timescales.

The general increase in complaints can be linked to Waste Services who implemented multiple changes to key service activities over 2016/17. These changes included the rollout of the 140 litre grey wheeled bin for landfill material and removing all of the existing 240l and 360l bins, implementing Waste Service vehicle route optimisation for grey, blue and food waste collections and a review of the assisted takeout service.

The service changes resulted in various complaints ranging from missed bin collections, replacement bins not being delivered on time and the assisted take out service missing customer bins. It should be noted that moving to a four bin service has

increased the number of bin collections carried out by Waste Services over a four week period. Over a calendar year, Waste Service carries out over eight million collections which include residential bin collections, commercial waste collections and bulky uplifts.

In 2016/17, the council has shown improved performance across the majority of indicators relating to complaint handling. Customer satisfaction across the four key customer perception complaint indicators has shown an increase in one indicator and three have shown a reduction compared to the previous year. The indicator that has shown an increase in customer satisfaction related to customers who were satisfied with the outcome of their complaint, increasing from 68.2% to 69.7%. 80.7% of customers surveyed said that they found it easy to submit a complaint to the council, which is a reduction of 4.8% from 2015/16.

In addition a number of improvements have been made to existing services as a result of complaint analysis which ranged from service redesign to small scale alterations to existing practice.

Overall, due to major service redesign in Waste Services, there has been a large increase in the number of complaints received by the council. The service is actively reviewing these complaints and has identified additional service improvements.

In relation to the council's complaint processing performance, this has shown a general improvement across the various key indicators. Customer satisfaction relating to complaint handling has been maintained and complaint driven service improvement continues to be identified based on robust complaint analysis.

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
1.	Chief Exec Office	Not progressed	1. The council's actions when asked to assist the charity's committee. 2. The handling and investigation of the complaint	1. No recommendation
2.	Corporate Services	Not to investigate	1. Unreasonably delayed and/or failed to provide you with information you requested; 2. Did not deal with your subsequent complaint in an appropriate and timely manner.	1. It appears to me that a further investigation now would not serve any purpose or provide you with an outcome or any explanations over and above the ones you have already achieved by your own efforts.
3.	Education Services	Not investigated	1. Inappropriate video in school. 2. Poor communication by Depute head teacher.	1. Council complaints process to be completed. Formal written response to be provided.
4.	Education Services	Not progressed	1. Failure to provide adequate additional support for learning or for special needs.	1. Alternative channel of appeal to the Additional Support Needs Tribunal for Scotland
5.	Education Services	Not progressed	1. Bullying issue and lack of response from school.	1. Formal written response to be provided to the customer to address the stage 2 complaint
6.	Education Services	Not progressed	1. Teacher attitude.	1. Education setting up meeting with pupil, parent/ carer and Head Teacher.
7.	Education Services	Not upheld Upheld Not upheld Not upheld	1. The Head Teacher at your son's school wrote to your husband alleging that you had spoken rudely and aggressively to a member of staff; 2. When you complained, the Council did not reasonably investigate and respond to your complaint about the allegations that had been made; 3. The Council unreasonably failed to provide you with accurate information, in relation to the views of staff members, during the meeting; 4. The Council unreasonably failed to provide you with	1. That the Council formally apologise to you for the handling of your complaint; and 2. That the Council, in view of the legal advice reconsider their position for future cases on the admissibility of material presented in a complaint which has been obtained covertly.

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
		Not upheld	accurate information in relation to the availability of nursery provision;	
		Not upheld	5. When you complained the Council did not reasonably investigate your complaint; and	
			6. The Council's handling of your complaint about the amended documents provided in response to your Subject Access Request, was unreasonable .	
8.	Education Services/ Social Policy	Not upheld	1. The Council acted unreasonably by failing to have an appropriate policy/procedure in place in relation to allegations of sexual nature, including sexual bullying, in schools;	1. No recommendation
		Not upheld	2. the Council acted unreasonably by failing to conduct a timely, full and proper investigation into the incidents in question	2. No recommendation
		Not upheld	3. the Council acted unreasonably by failing to have in place an appropriate risk assessment on sexual bullying/assault in schools	3. While the Council explained they were satisfied that appropriate measures were put in place to minimise contact between your daughter and the other pupil I consider that, given the serious nature of the allegation, the Council should have ensured that they documented the measures they were putting in place during the investigation and after the investigation was completed to manage the situation and I will draw this to the Council's attention.
		Not upheld	4. the Council acted unreasonably by failing to follow their behaviour policy in relation to the other pupil involved	4. No recommendation

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
		Not upheld	5. the Social Work Department acted unreasonably by failing to evidence how they adhered to child protection policy in their handling of this matter	5. No recommendation
		Not upheld	6. the Council when responding to the complaint, acted unreasonably by failing to respond to your specific points.	6. No recommendation
		Not upheld	7. the Social Work Department acted unreasonably by failing to adequately inform you of the investigation process at the point of initial contact	7. No recommendation
9.	Education Services	Not progressed	1. The council did not reasonably deal with a situation which arose after a group of pupils including your son accessed inappropriate material on a school computer.	1. No recommendation
10.	Education Services	Not upheld	1. Have not made reasonable arrangements to keep you informed about your children's education and progress.	1. To be clear, there is no evidence you requested anything other than to see your children's workbooks, a request which would have been reasonably easy for the school to accommodate. Any inaccuracy in responding to complaints is unhelpful and I note that staff compiling responses to complaints should always take care to reflect the facts according to the evidence.
11.	Education Services	Not progressed	1. Pupil told he could not take part in an exchange trip.	1. Issue a letter of apology
12.	Education Services	Not upheld	1. Failed to communicate reasonably in respect of an assault and in relation to the return of the pupil concerned to the school	1. No recommendation
		Not upheld	2. Failed to put reasonably supportive measures in place for your son following an assault by another pupil	

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
13.	Education Services	Not progressed	<ol style="list-style-type: none"> 1. The Council's exclusion of the pupil from the primary school was unreasonable. 2. The Council's offer of a phased return to school after the pupil's exclusion was unreasonable. 	1. The Council has to communicate that a parent has a statutory right to appeal an exclusion in parental/ carer exclusion correspondence.
14.	Finance and Property Services	Not progressed	1. West Lothian Council are unreasonably refusing to allow you to pay your Council Tax over 12 months other than by direct debit.	1. My review of the evidence you provided has led me to conclude that your complaint has been investigated and responded to appropriately.
15.	Finance and Property Services	Not progressed	1. Spoke to you in an unreasonable manner when you tried to make an application for a Crisis Grant.	1. I had concerns that your complaint response did not include any information to the complainant about how they could progress their complaint further, either to the next stage in the complaint process, or to the SPSO.
16.	Finance and Property Services	Not progressed	1. A council employee inappropriately laughed at your circumstances whilst you were waiting for your call to be transferred	1. No recommendation
17.	Finance and Property Services	Not progressed	1. A compensation claim you made to the council. You said a claimant fitted by the council had damaged your computer. You made a claim to the council's insurers.	1. No recommendation
18.	Finance and Property Services	Not progressed	1. Carpets provided through the Scottish Welfare Fund scheme were of poor standard and have become damaged after a short time.	1. No recommendation
19.	Finance and Property Services	<p>Not upheld</p> <p>Not upheld</p>	<ol style="list-style-type: none"> 1. Unreasonably refused to suspend debt collection proceedings to allow you to provide evidence of your entitlement to a single person's discount for your Council tax; 2. Unreasonably refused to refund the full amount of the fees incurred by you 	1. No recommendation

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
20.	Finance and Property Services	Not progressed	1. Money was taken from the customer's bank account in error and without prior warning.	1. No recommendation
21.	Housing Customer and Building Services	Not progressed	1. You have said that you seek compensation for loss of holidays, stress, calls, sleepless nights and worries or to be rehoused in a new-build property.	1. As I understand it, the decision whether to pay compensation is a discretionary decision that the Council are entitled to make.
22.	Housing Customer and Building Services	Not progressed	1. The Council have not taken reasonable action in relation to reports of antisocial behaviour that you have made regarding your neighbours, who are Council tenants.	1. As noted in our antisocial behaviour and neighbour nuisance leaflet we cannot recommend that a council evict disruptive neighbours.
23.	Housing Customer and Building Services	Not progressed	1. The Council have unreasonably decided that they will fit a wet electric heating system in your property.	1. No recommendation
24.	Housing Customer and Building Services	Not progressed	1. Failed to reasonably action your repair request in line with their obligations.	1. The stage 2 response letter to the customer should be in line with the SPSO model complaints handling procedure guidance. The response omitted a summary of the complaint, the investigation and it did not signpost the customer to the SPSO if they were dissatisfied with the outcome of the complaint.
25.	Housing Customer and Building Services	Not progressed	1. The complaint was about the council's handling of the complaint of anti-social behaviour by neighbours, their failure to proceed with the issuing of an anti-social behaviour order (ASBO) and their failure to evict the neighbour.	1. No recommendation
26.	Housing Customer and Building Services	Not progressed	1. The council did not assist the customer in plastering or painting the living room ceiling. The council said that it was the tenant's responsibility to decorate. The customer said he found it difficult to decorate the ceiling.	1. No recommendation

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
27.	Operational Services	Not progressed	1. Unreasonable works carried out to play area.	1. No obligation for the council to notify customer of playpark upgrade.
28.	Operational Services	Not progressed	1. Your complaint is concerning works to the road outside your property that were not completed correctly, resulting in water draining onto your driveway. The council upheld your complaints in this respect but you were dissatisfied that they were yet to ensure the remedial works were carried out.	1. The council have assured me that they are currently taking reasonable steps to ensure that all the works required are completed by 25 September 2016.
29.	Operational Services	Not progressed	1. The council unreasonably granted permission of the B9080 to be fully closed between 0600 and 1530 for one day.	1. The council have discretion to agree to the temporary closure of roads.
30.	Operational Services	Not progressed	1. That the council failed to deal with your complaint about the behaviour of one of their supervisors within a reasonable period of time. 2. That the council's handling of your complaint fell below a reasonable standard.	1. No recommendation
31.	Operational Services	Not progressed	1. The complaint relates to parking in the street where your parents live. The council are unreasonably allowing people to park in a turning area, where your parents were refused permission for a disabled bay.	1. No recommendation
32.	Operational Services	Not progressed	1. That an application for free school- transport has not been treated reasonably, or fairly.	1. No recommendation
33.	Operational Services	Not progressed	1. The council have failed to ensure that there is a safe walking route for your son to walk to school unaccompanied; and 2. The council's school transport policy assumes that children are accompanied by a parent.	1. No recommendation
34.	Operational Services	Not progressed	1. The council installed a disabled persons' parking bay contrary to the council guidelines.	1. No recommendation

Scottish Public Services Ombudsman (SPSO) Decision Summary 2016/17 (Decisions received from SPSO: April 2016 - March 2017)

No	Service	Outcome	Customer Complaint(s)	SPSO Recommendation
35.	Planning, Economic Development and Regeneration	Not progressed	1. High Hedge in neighbour's property- council failure to act.	1. Council acted reasonably.
36.	Planning, Economic Development and Regeneration	Not progressed	1. The council unreasonably did not engage appropriately with the Community Council regarding the Local Development Plan.	1. The Community Council is not a party we can accept a complaint from, i.e. not a member of the public, according to the terms of our Act. Therefore, we cannot consider this matter further,
37.	Planning, Economic Development and Regeneration	Not progressed	1. The council unreasonably failed to ensure that accurate information regarding land ownership was included in the application form and failed to take action against the applicant for submitting a false declaration, 2. Planning officers provided factually inaccurate information and misled the planning committee, and 3. Unreasonably failed to prepare a sufficiently detailed minute of the development management committee	1. No recommendation
38.	Social Policy	Not progressed	1. Has unreasonably refused to release information held which concerns you.	1. No recommendation



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

PERFORMANCE REPORT FROM THE CORPORATE PERFORMANCE MANAGEMENT SYSTEM

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To report the current levels of performance for all indicators that support the council's Corporate Plan and are the responsibility of the Partnership and Resources Policy Development and Scrutiny Panel.

B. RECOMMENDATION

That the Panel note the performance information and determine if further action or enquiry is necessary for any of the performance indicators in the report.

C. SUMMARY OF IMPLICATIONS

I	Council Values	<ul style="list-style-type: none">• Being honest, open and accountable• Focusing on our customers' needs
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	In compliance with the Code of Corporate Governance
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	Challenges current service performance through the evaluation of performance indicators
V	Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI	Resources - (Financial, Staffing and Property)	Met from existing budgets.
VII	Consideration at PDSP	N/A
VIII	Consultations	None

D. TERMS OF REPORT

D.1 Background

Each Policy Development and Scrutiny Panel is allocated areas of the Corporate Plan which reflect the remit of the Panel. The responsibility for overseeing performance is within the remit of the Partnership and Resources Policy Development and Scrutiny Panel.

D.2 Performance Reporting

The information presented in Appendix 1 outlines all 37 performance indicators which are the responsibility of the Panel.

The 36 performance indicators are categorised as follows:

- 32 green
- 1 amber
- 3 red

Each indicator in Appendix 1 displays a latest note which offers an explanation from the service on the performance.

D.3 Red Performance Indicators

CP:CPU025_Percentage of Category A & B frameworks utilised from the total number of available collaborative contracts.

Current performance: 84.6 percent

Target: 92 percent

Category A contracts are managed by the Scottish Procurement & Commercial Directorate and include goods and services that are used by all local public sector bodies in Scotland. Category B contracts are managed by Scotland Excel and include commodities which fall outside of the Category A scope but are commonly purchased across the local authority sector. In 2016/17, a total of 88 out of 104 identified collaborative contracts were utilised by the service, giving performance of 84.6 percent. This was a dip from previous year's performance of 90 percent.

P:HRS103_Number of reportable incidents to the Health and Safety Executive

Current performance: 45

Target: 0

The trend shows an overall decrease of reportable incidents to the Health and Safety Executive over the period 2012/13 to 2016/17, with a total of 12 less reportable incidents. In 2016/17 the number of reportable incidents decreased to 45 from 48 in 2015/16. As in previous years, these incidents are being examined to establish potential trends and identify required actions to be incorporated into the service annual health and safety action plan for 2017/18.

P:LS046_6b.5 Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days

Current performance: 8 percent

Target: 6 percent

The trend shows fluctuating performance in the processing of taxi/private hire car applications across the monthly periods, ranging from a high of 10 percent in July and October 2016 to a low of 2 percent in March 2017. In July performance increased to 8 percent of applications not granted or refused within 90 days from 4 percent in the previous month. The process of determining applications can be impacted by delays introduced into the process by third parties. Those applications which were not determined within 90 days were determined within the statutory timescale.

E. CONCLUSION

The summary chart at the front of Appendix 1 show that the majority of performance indicators which are the responsibility of the Panel are within target.

The information contained in Appendix 1 will allow the Panel to focus on the issues that services currently face and highlight where service performance is currently below target.

This information allows the Panel to function in accordance with the council's Code of Corporate Governance and the principles of Best Value.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 1

Appendix 1 – Partnership and Resources PDSP Performance Report

Contact Person: Rebecca Kelly

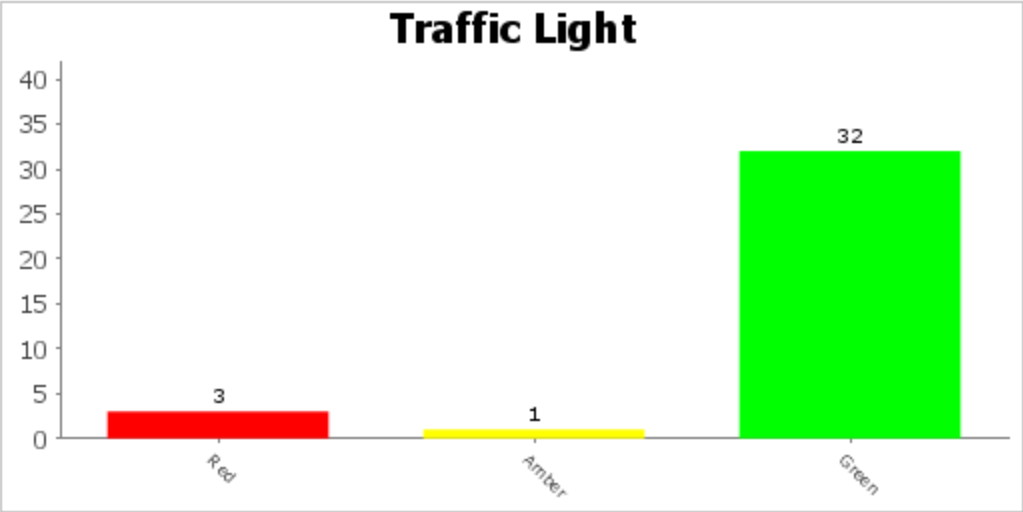
Telephone: 01506 281891 email: rebecca.kelly@westlothian.gov.uk


Graeme Struthers
Depute Chief Executive
22 September 2017

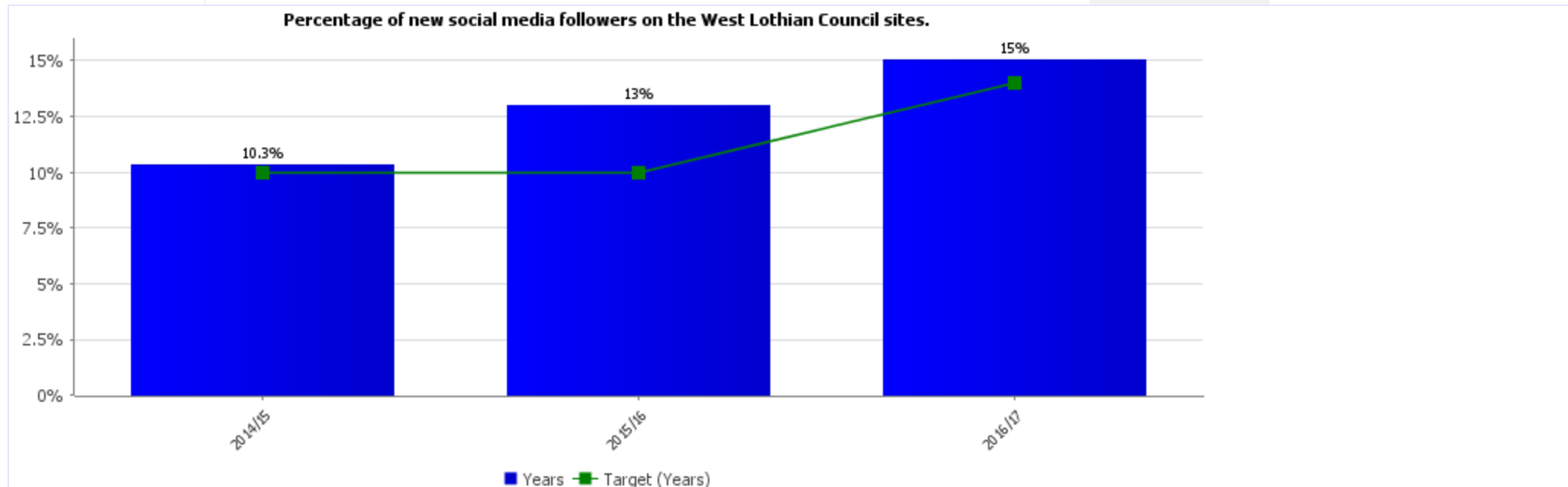
PDSP – Partnership and Resources Pls

Data Label : OFFICIAL

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PI Code & Short Name	P:CC082_9b.1a Percentage of new social media followers on the West Lothian Council sites.	PI Owner	zCC_PAdmin; Garry Heron
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	Traffic Light Icon	
		Current Value	15%
		Current Target	14%



Trend Chart Commentary:

We recorded a 15% growth in 2016/17 due to more people following our Facebook and Twitter feeds, and the addition of Instagram in 2016/17. On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total, which represents an increase of 6,827.


The trend shows that there was an increasing number of local residents choosing to engage with the council's social media channels, with rises of over 10% each year.

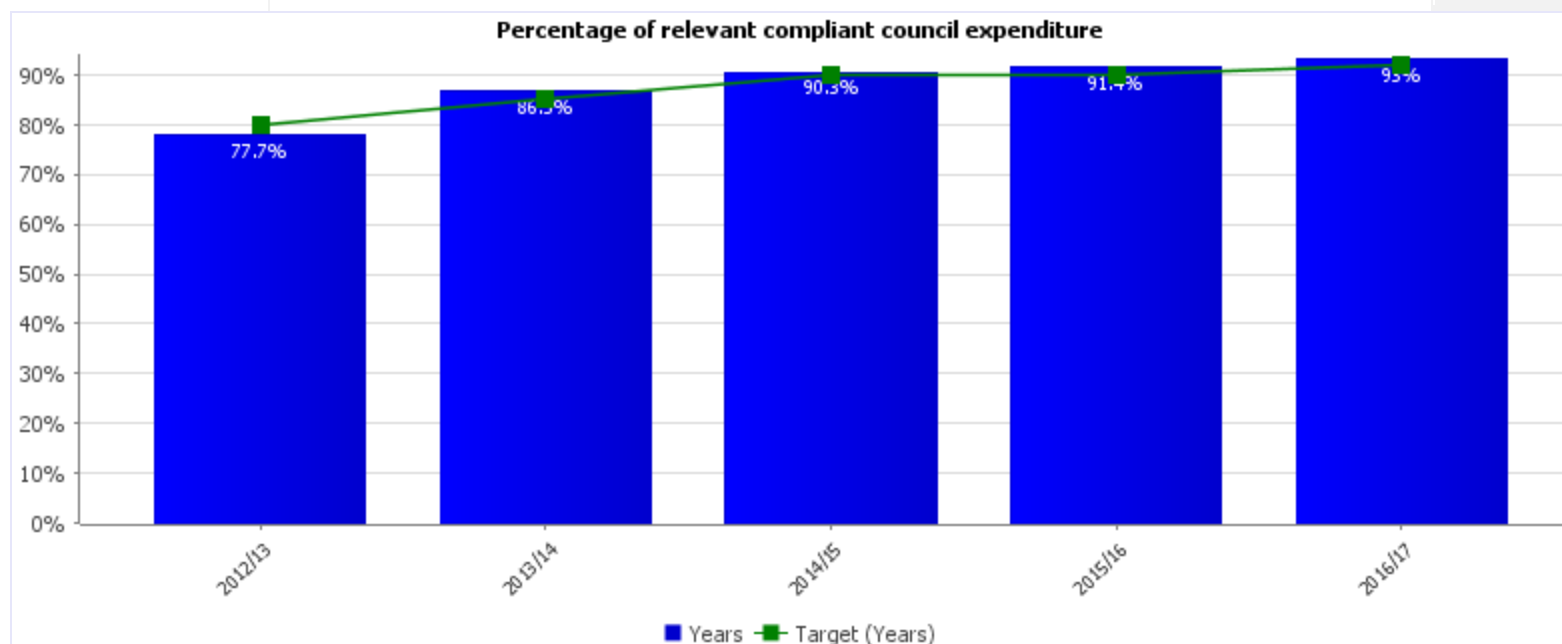
On 1 April 2016, we had 33,914 Facebook and 10,701 Twitter followers, 44,615 in total representing an increase of 13%.

On 1 April 2015, we had 30,501 Facebook and 8,914 Twitter followers, 39,415 in total representing an increase of 10%.

We only have part year data for 2014/15 and figure is used as a baseline only.

We will continue to use our social media channels to share information with local residents, as social media continues to grow in importance as a key channel for engaging the West Lothian public. There is a limit to the number of people who can follow the council on social media and the year on year increase is challenging. The target for 2017/18 will remain at 14%.

PI Code & Short Name	P:CPU019_9b.1a Percentage of relevant compliant council expenditure	PI Owner	zCPU_PAdmin; David Brown
Description	This performance indicator measures the percentage of relevant Supplies, Services and Works expenditure covered by contracts awarded in line with standing orders. Relevant Spend is identified as being spend which is influenceable by the Corporate Procurement Unit, Non influenceable spend is identified and removed from the overall spend to allow for a more accurate calculation. Calculated on an annual basis, the service identifies the council's contracted suppliers from the Corporate Contract Management System (CCMS) and measures their spend against the total council spend within the council's purchase to pay systems. Levels of spend with non-contracted suppliers is monitored by the service on a quarterly basis to ensure that the year-end target performance is achieved. This performance indicator is related to ensuring that the target savings agreed for the next five years can be achieved through effective procurement activity. A 90% target to be achieved by 2018 has been set within the council's Corporate Procurement Strategy 2013/18. In 2015/16 this target was achieved, therefore the target has been revised and increased to 92%	Traffic Light Icon	
		Current Value	93%
		Current Target	92%




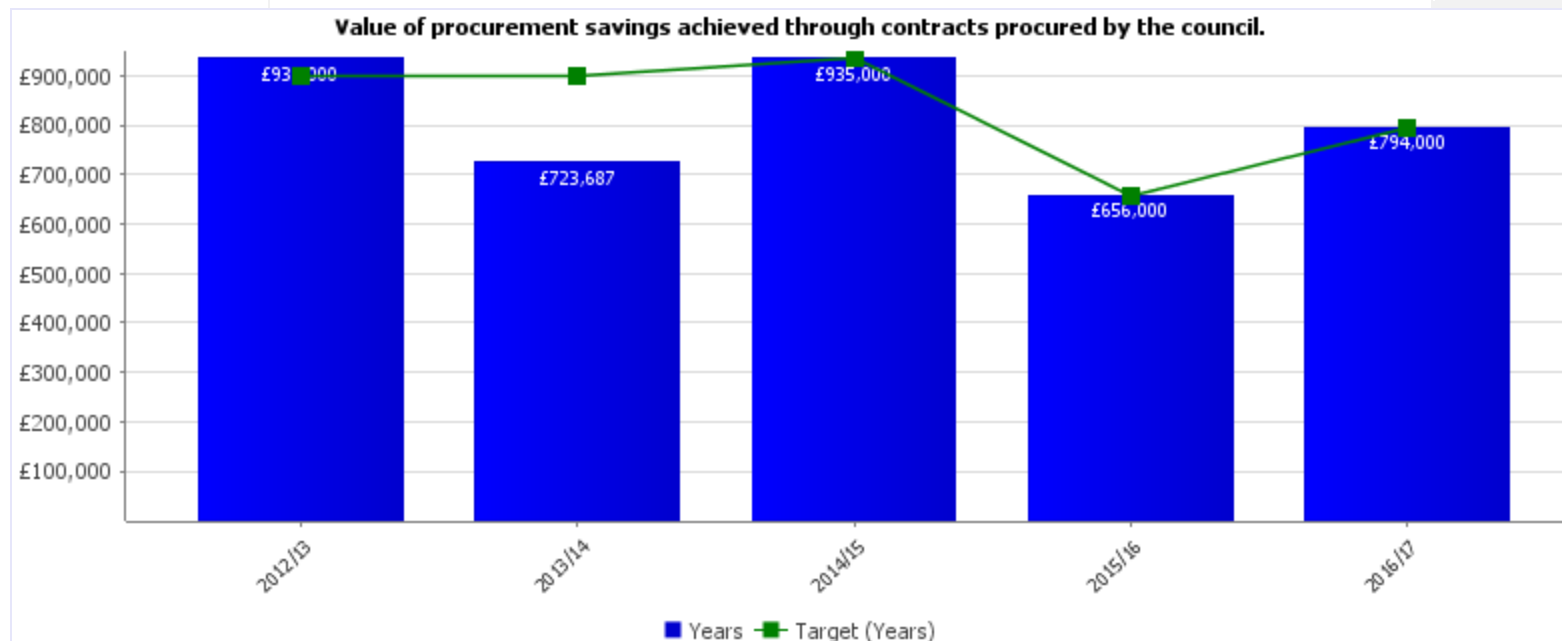
Trend Chart Commentary

Performance recorded for this PI has generally been above target. Actual performance recorded for Q1 2017/18 was 97%, the highest figure recorded to date.

CPU will continue to enforce compliant spend to ensure performance is maintained at or above target levels.

The target for performance for 2017/18 remains at 92%.

PI Code & Short Name	CP:CPU020_9b.1a Value of procurement savings achieved through contracts procured by the council.	PI Owner	zCPU_PIAdmin; David Brown
Description	This performance indicator measures the value of cashable savings achieved through contracts arranged by the Corporate Procurement Unit. Cashable savings will be identified from contracts set up for use by the Scottish Government's centres of procurement expertise (Scottish Procurement and Scotland Excel) as well as those arranged by West Lothian Council and collaboratively with public sector partners. This indicator measures savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year). This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.	Traffic Light Icon	
		Current Value	£794,000
		Current Target	£794,000




Trend Chart Commentary:

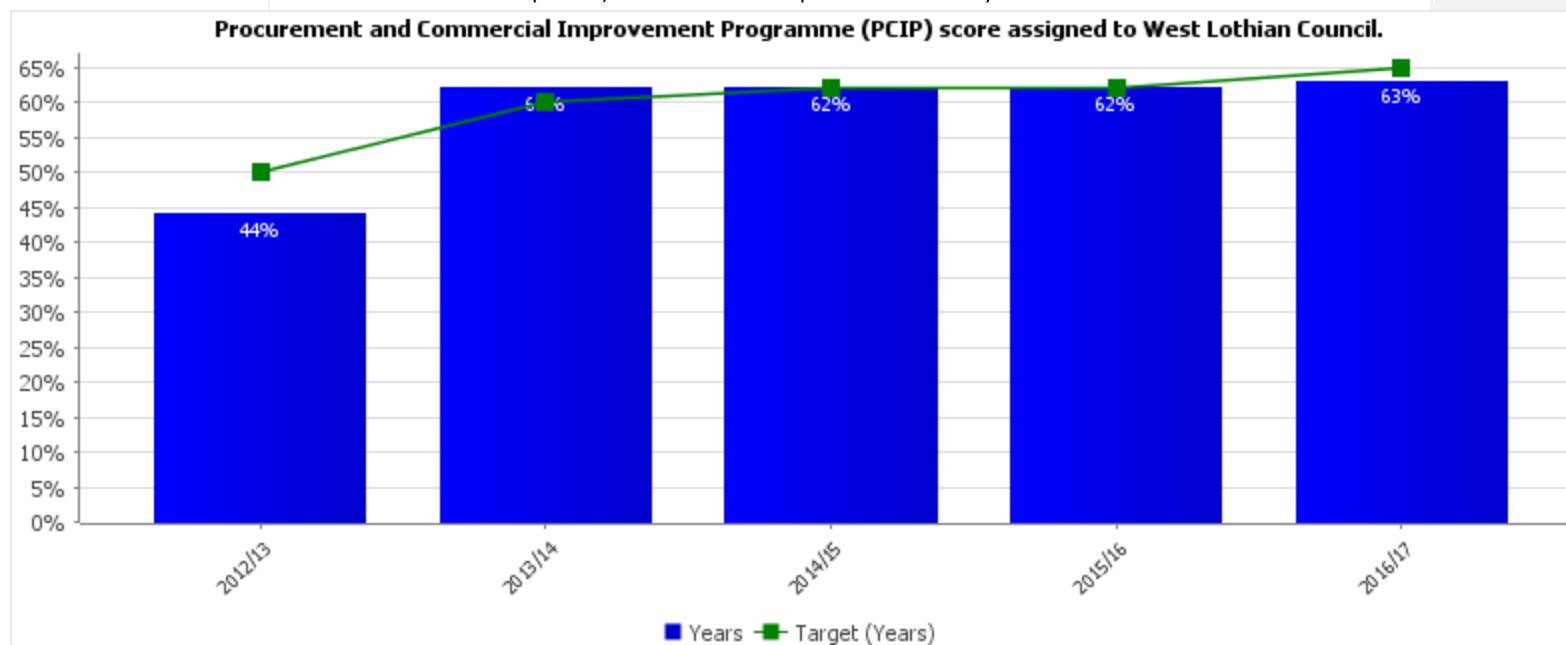
The target for cashable savings since 2012/13 has been reached each year. However, each year this has been achieved by using one-off savings, for example rebate payments and capital savings. These one-off savings are then transferred to the following year's saving target.

The target for cashable savings in 2016/17 is £794,000 in line with the delivering better outcomes five year target and the balance of the 2015/16 one off savings. Once the Procurement Commercial Improvement Programme is completed in October 2016, this figure will be benchmarked against other local authorities.

As most contracts are now being procured are second and third generation contracts, means that savings are more difficult to obtain. To assist with reaching the savings target, the procurement are now working with services to review specifications and contracts to identify contract which could deliver further savings.

The savings target for 2017/18 has been set at £279,000.

PI Code & Short Name	P:CPU021_9b.1a Procurement and Commercial Improvement Programme (PCIP) score assigned to West Lothian Council.	PI Owner	zCPU_PIAdmin; David Brown
Description	This performance indicator measures the percentage score of West Lothian Council's Procurement and Commercial Improvement Programme (PCIP). This external assessment was previously named the Procurement Capability Assessment (PCA). The Scottish Government's Procurement Reform Delivery Group agreed in January 2009 that a single procurement assessment should be developed for the Scottish Public Sector. The objective of the PCIP is to set out a mechanism for identifying areas where organisations can strengthen their approach to procurement through a detailed evaluation of their procurement capability to improve their structure, processes and ultimately performance. Corporate procurement capability is assessed in key areas against common criteria and standards and assigns a percentage score. The PCIP is performed annually by Scotland Excel (the Scottish Government's Local Authority Centre of Procurement Expertise). The assessment is performed annually for all Scottish Local Authorities.	Traffic Light Icon	
		Current Value	63%
		Current Target	65%



Trend Chart Commentary:

The revised procurement capability assessment has been renamed the Procurement and Commercial Improvement Programme (PCIP) and the PCIP assessments took place during 2016/17. West Lothian Council's PCIP assessment took place on 25 May 2016 and scored 63%. With Tranche 2 assessments still to be undertaken in 2017/18, the current Local Authority average PCIP score is running at 65%, which is principally in line with our target expectations..

The structure and scoring of the Procurement Capability Assessment (PCA) was revised in 2015/16. As a result of this national review there was no assessment carried out in 2015/16. Therefore all scores remained in place for that year.


West Lothian Council accepted an offer to defer the assessment in 2014/15 and therefore the actual performance scored remained at 62%. This will allow staff to prioritise on the delivery of contracts and contract savings.

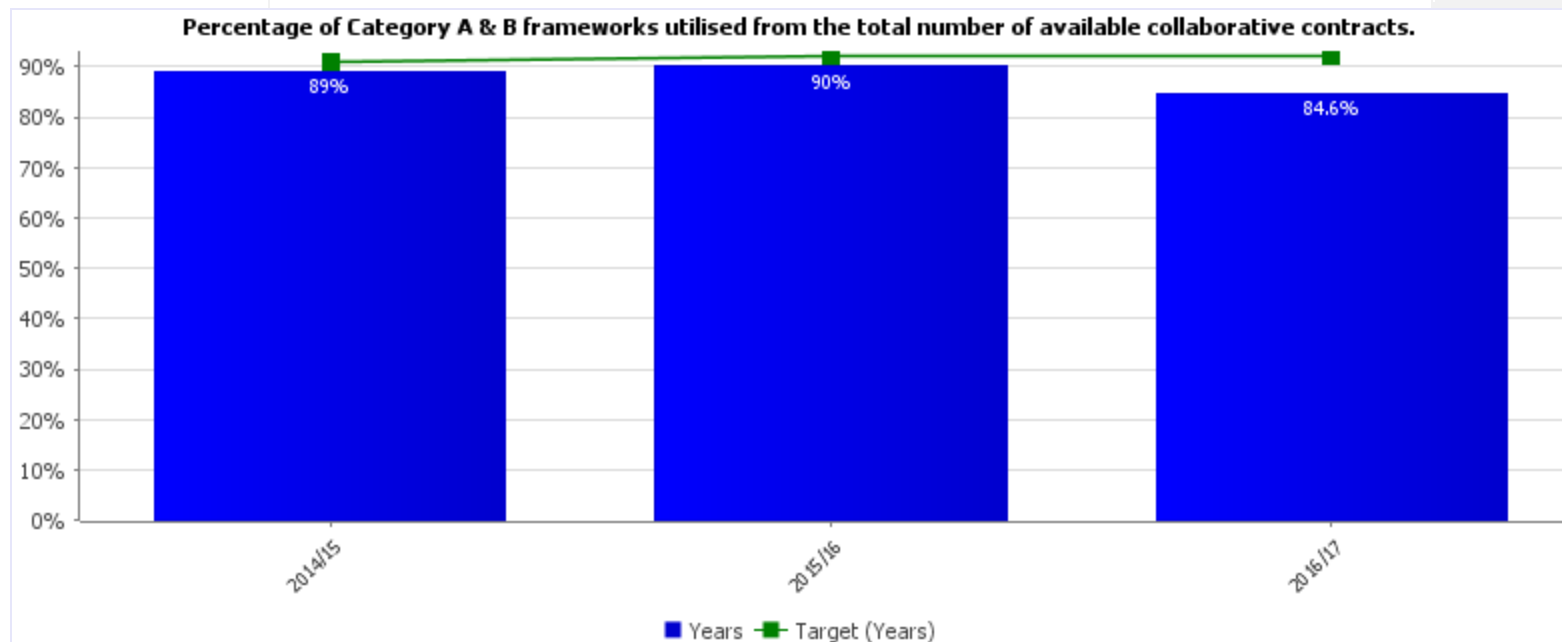
West Lothian Council has consistently increased its Procurement Capability Assessment score year on year (2012/13 = 44% and 2013/14 = 62%). Using the Procurement Capability Assessment (PCA) to benchmark in previous years, the council score of 62% was the Scottish Council average score for that year. Improvement in the PCA score reflects the improvements made within corporate procurement as the PCA review reflects the level of compliance in procurement work undertaken. This has made an impact on spend captured under contract, community benefits achieved, contract and supplier management processes and ultimately ensuring best value for all contracts.

In 2013/14 West Lothian Council achieved the joint seventh highest score from all the Scottish Local Authorities assessed.

The target for the PCIP score for 2016/17 has been set as the Local Authorities average score, however, this is two percent lower than the average score of the 17 local authorities who agreed to take part in 2016/17, averaging 65%. Procurement will benchmark which areas can be targeted for improvement once Scotland Excel releases scores from other authorities.

The current score of 63% is very close to the current average score across all authorities (65%). We continue to monitor and benchmark our performance as other authorities progress through tranche 2 assessments in Financial Year 2017/18, and will be reviewing our work under PCIP during this period.

PI Code & Short Name	CP:CPU025_9b.1a Percentage of Category A & B frameworks utilised from the total number of available collaborative contracts.	PI Owner	zCPU_PIAdmin; David Brown
Description	This performance indicator measures the percentage of category A and B contracts procured from the total number of available collaborative contracts. Category A contracts are managed by the Scottish Procurement & Commercial Directorate and include goods and services that are used by all local public sector bodies in Scotland (e.g. IT Hardware and Software, Office Equipment, Utilities etc.). Category B contracts are managed by Scotland Excel and include commodities which fall outside of the Category A scope but are commonly purchased across the local authority sector. This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.	Traffic Light Icon	
		Current Value	84.6%
		Current Target	92%



Trend Chart Commentary:

Actual Performance for 2016/17 has been recorded below target at 84.6%. A total of 104 collaborative contracts have been identified, with 88 being utilised by Corporate Procurement Unit. Use of collaborative contracts can be advantageous in instances where volume commitments bring lower pricing, or where other process and resource efficiencies can be achieved. The extent of these advantages will vary from framework to framework, and therefore the decision to use collaborative agreements will be based on the relative merits of strategy options for each contract.

The target performance for 2015/16 is set at 92%. Actual Performance has been calculated to show the total number of potential collaborations was 100, West Lothian Council participate in 90 of these. This demonstrating that 90% of all Category A and B contracts demonstrate best value through the use of a collaborative contract.


The target for performance for 2014/15 was set at 91%. Actual performance for the year was recorded below target at 89%. Total number of potential collaborations was 73, West Lothian Council participate in 65 of these. This demonstrates that 89% of all Category A and B contracts demonstrate best value through the use of a collaborative contract. The figures are broken down further below;

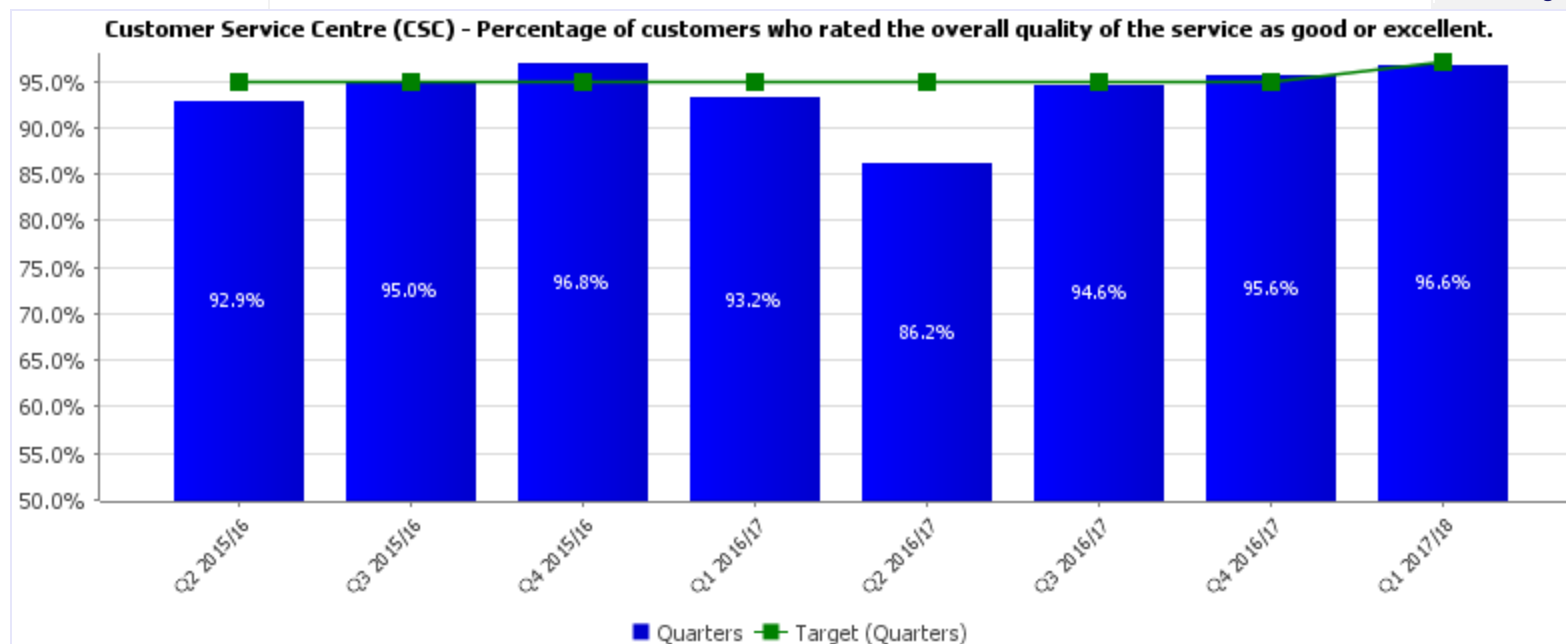
- Scotland Excel Available contracts - Available 46 - West Lothian Council participate in 45

- Scottish Procurement Directive- Available contracts - 31 with 4 contracts with West Lothian would not participate in as these services are delivered inhouse. West Lothian Council participate in 20. There have been two contracts awarded in May, which we participate in once our own contracts have ended.

The service will continue to monitor performance in this area throughout the year to ensure best value is obtained.

The target for 2017/18 will remain at 92%.

PI Code & Short Name	P:CSC007mq_6a.7 Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.	PI Owner	zCSC_PAdmin; Anna Brash
Description	This performance indicator measures the percentage of customers who rated the overall quality of service as 'good' or 'excellent'. This information is gathered through using our monthly survey and a number of customers are randomly selected. The target is reviewed annually.	Traffic Light Icon	
		Current Value	96.6%
		Current Target	97.0%



Trend Chart Commentary:

From Quarter 3 2016/17 all survey requests are now being e-mailed to customers after each call to try to increase the number of completed responses and maintain consistency. The chart shows that CSC quarterly performance fluctuates throughout the year. Quarter 2 in 2016/17 decreased due to increases in call volumes and unplanned absences within CSC, priority was given to inbound calls, this meant that few outbound call surveys were completed. CSC reviewed the process in Quarter 3 which has increased the number of surveys completed in both Quarter 3 and 4 2016/17. In Quarter 1 2017/18 performance continued to increase to reach 96.6%.

2017/18

Quarter 1- 773 customers contacted and 747 customer responses.

2016/17

Quarter 4 - 406 customers contacted and 308 customer responses.

Quarter 3 - 887 customers contacted and 102 customers responded.

Quarter 2 - 214 customers contacted and 94 customer responses.

Quarter 1 - 83 customer contacted and 62 customer responses.


2015/16

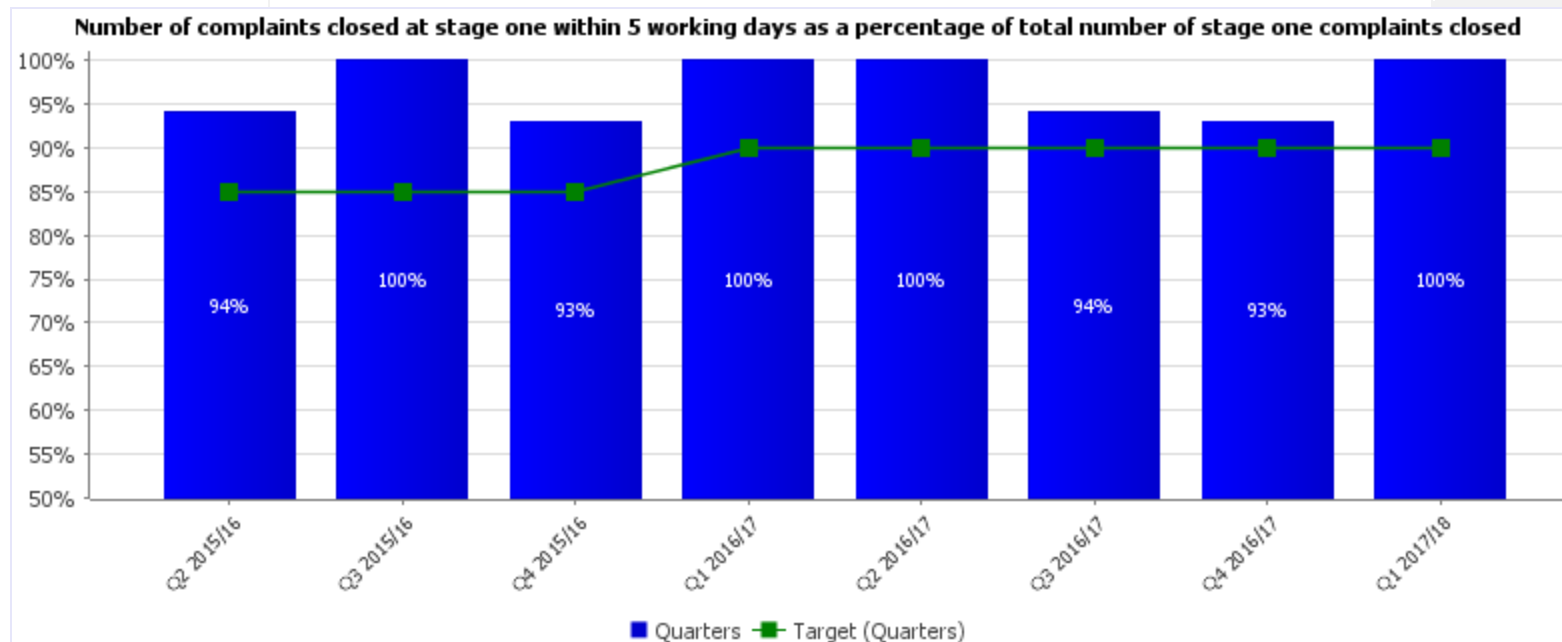
Quarter 4 - 190 customers contacted and 187 customer responses.

Quarter 3 - 40 customers contacted and 38 customers responded.

Quarter 2 - 183 customers contacted and 170 customer responses.

In 2017/18 the target is set at 95% as that is deemed to be an achievable figure given the trend chart results from previous year. The survey sample size received is relatively small in comparison to survey requests. This can produce large variances in results from month to month.

PI Code & Short Name	P:CSC061q_6b.1 Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed	PI Owner	zCSC_PIAdmin; Anna Brash
Description	This indicator measures the total number of stage one complaints (complaints that the council aims to deal with within 5 working days) which are closed within 5 working days as a percentage of the total number of stage one complaints closed by CSC.	Traffic Light Icon	
		Current Value	100%
		Current Target	90%



Trend Chart Commentary

The Customer Service Centre (CSC) consistently exceeds this target. In 2016/17 CSC reviewed and increased this performance indicator from 85% to 90%. Quarter 2 and 4 2015/16, although this is still within target the decrease was due to a task within the process not being completed correctly. In Quarter 3 and 4 2016/17 show slight decrease which is due to an increase in unplanned absences within the Resolver team. In quarter 1 2017/18 this performance indicator improved.

2017/18

Quarter 1 - 100% complaints received being closed within 5 working days.


2016/17

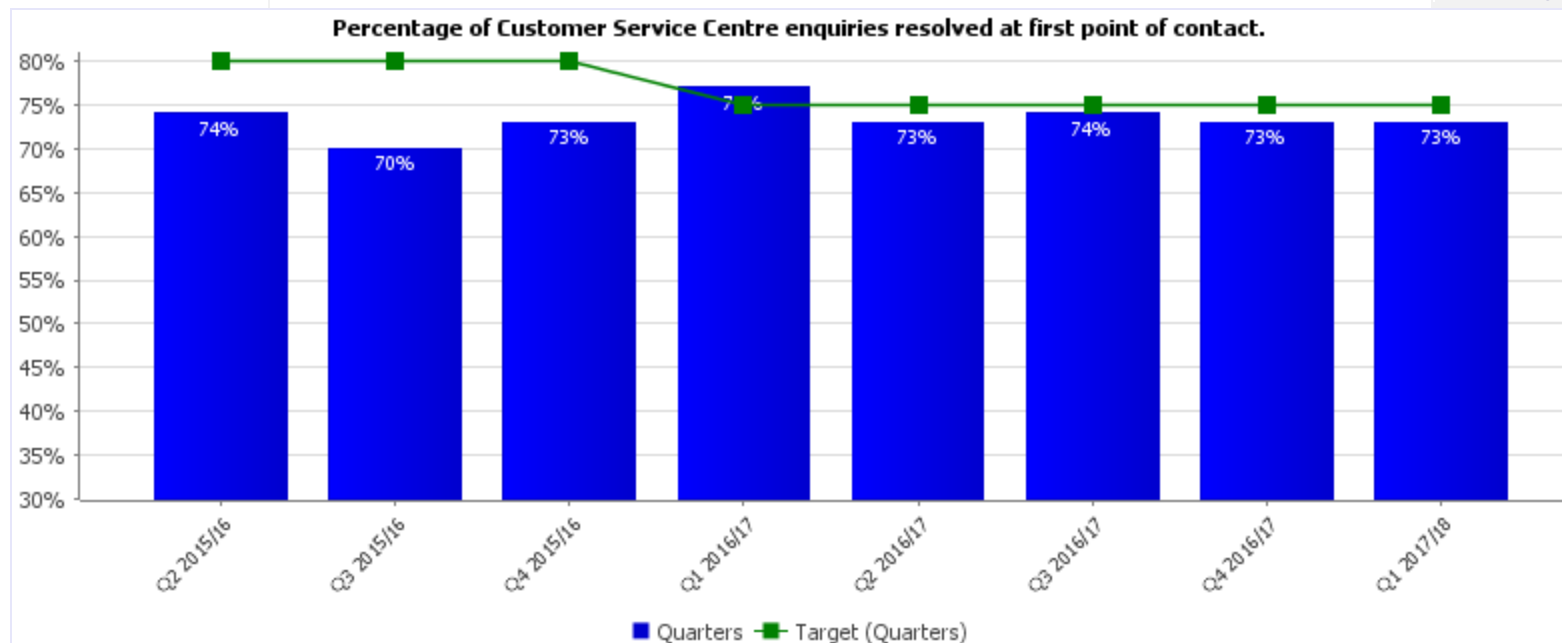
Quarter 4 - 93% complaints received being closed within 5 working days.
Quarter 3 - 94% complaints received being closed within 5 working days.
Quarter 2 - 100% complaints received being closed within 5 working days.
Quarter 1 - 100% complaints received being closed within 5 working days.

2015/16

Quarter 4 - 93% complaints received being closed within 5 working days .
Quarter 3 - 100% complaints received being closed within 5 working days .
Quarter 2 - 94% complaints received being closed within 5 working days .

The 2017/18 target remains 90% in line with Corporate Complaints Policy.

PI Code & Short Name	CP:CSC100_9b.1a Percentage of Customer Service Centre enquiries resolved at first point of contact.	PI Owner	zCSC_PAdmin; Anna Brash
Description	This indicator measures the percentage of customer enquiries that are resolved by the Customer Service Centre so that the customer does not need to make any further contact with the Council. Recognised good practice for contact centre is to achieve a minimum of 75% enquiry resolution.	Traffic Light Icon	
		Current Value	73%
		Current Target	75%



Trend Chart Commentary:

Over the last year performance for this indicator has decreased due to an increasing number of customers being able to self serve via automated payments and online web forms. This means a larger number of calls being dealt with are more complex and need support from other services.

2017/18

Quarter 1 - 73% first point resolution.

2016/17

Quarter 4 - 73% first point resolution.

Quarter 3 - 74% first point resolution.

Quarter 2 - 73% first point resolution.

Quarter 1 - 77% first point resolution.

2015/16

Quarter 4 - 73% first point resolution.

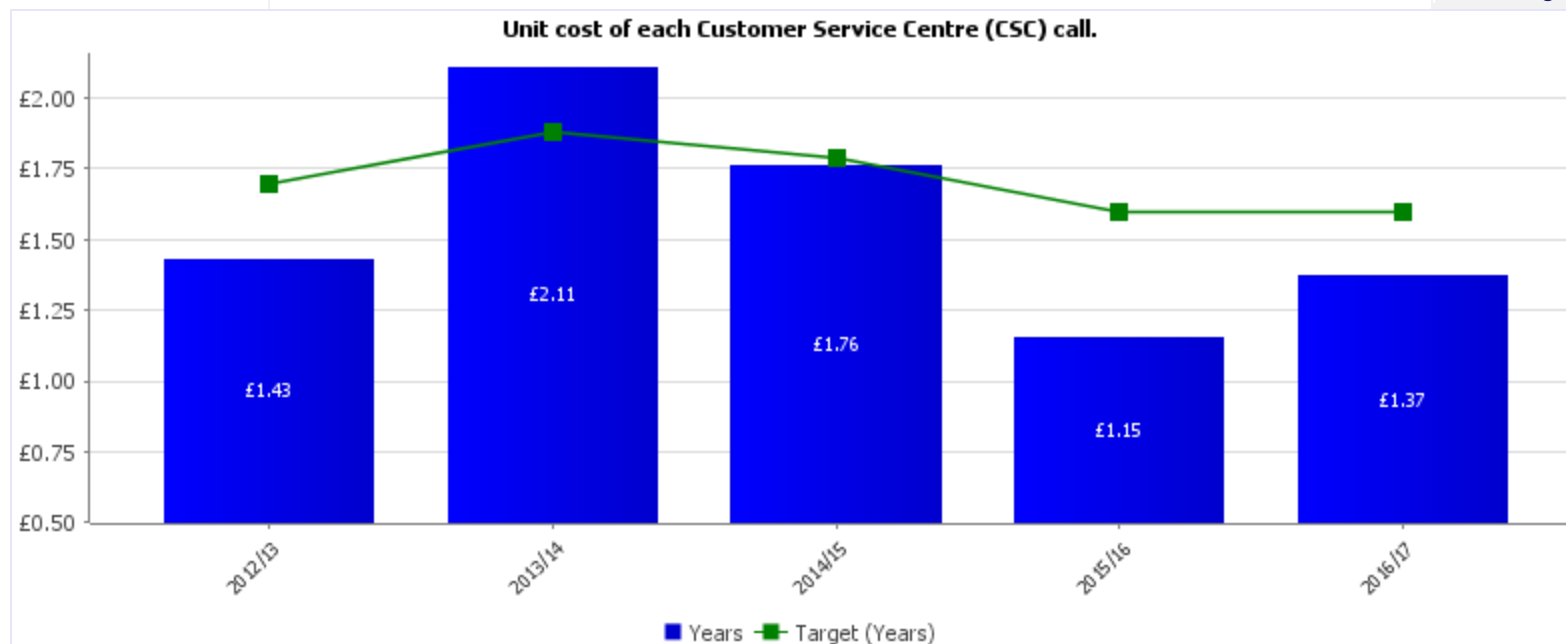
Quarter 3 - 70% first point resolution.

Quarter 2 - 74% first point resolution.

The target for 2017/18 remains at 75% which is the national target to recognise the increase in the number of self service options for customers and a recognition that the calls being dealt with are becoming more complex and often need support from other services.

CSC currently working with Link Housing Association to benchmark results for 1st point resolution.

PI Code & Short Name	P:CSC121_9a.1a Unit cost of each Customer Service Centre (CSC) call.	PI Owner	zCSC_PIAdmin; Anna Brash
Description	This performance indicator shows the unit cost for each individual contact from West Lothian Council customers. The Customer Service Centre delivers a telephone service 24 hours a day, 7 days a week, 365 days a year.	Traffic Light Icon	
		Current Value	£1.37
		Current Target	£1.60



Trend Chart Commentary:

The trend in this indicator shows that for years 2011/12, 2012/13 and 2014/15, the Customer Service Centre has been beneath the target figure for the unit cost of Customer Service Centre calls. In 2013/14 the Customer Service Centre was above target. The volume of calls received by the Customer Service Centre have increased in this time, but improvements to staff training, streamlining of processes have contributed to the positive trend.

2016/17 - The target for 2016/17 was £1.60. The final unit cost of each customer service centre calls was £1.37, this is an increase from 2015/16 figure of £0.22 but stands under the target figure.

2015/16 - The target for 2015/16 was £1.88. The final unit cost of each customer service centre calls was £1.15. this is a decrease £0.61 from the 2014/15 figure but stands under target figure. The decrease in cost is due to reduction in staff levels due to a high number of temporary contracts being given and these staff moving into permanent contract within and out with the Council meaning the service had a number of vacancies through the year. The target was set 7p higher than the previous year to take account of increased staffing costs due to wage rises etc, and a presumption that the number of calls would reduce as more customers began to self serve via the website.

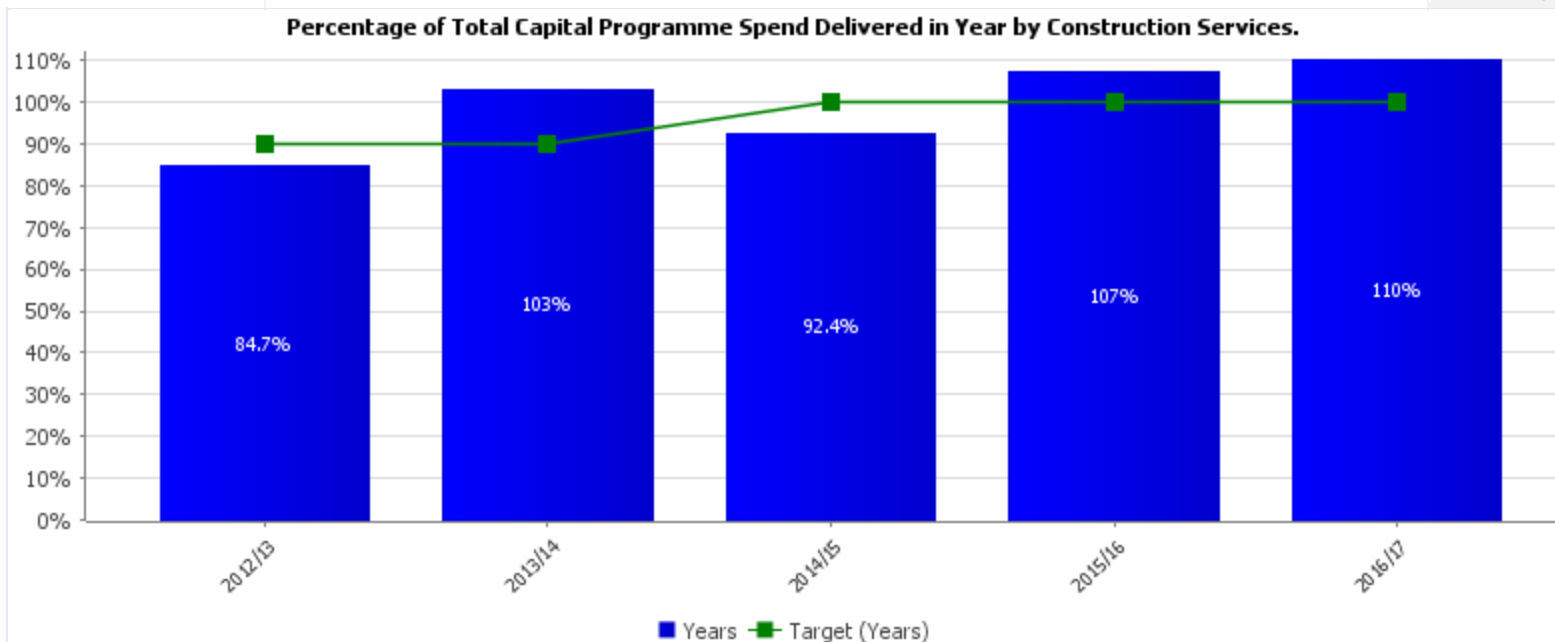
2014/15 - The final unit cost of each Customer Service Centre call was £1.76, this is a decrease of £0.35 from the 2013/14 figure but stays under the target figure of £1.79 for this period.

2013/14 - The final unit cost of each Customer Service Centre call was £2.11, this is an increase of £0.68 from the 2012/13 figure. Performance during 2013/14 failed to achieve target of £1.88. In 2013/14 Customer Service Centre moved to Civic Centre, call volumes increased but there was a reduction in staffing due to long term absences within the service, including maternity leave. Staffing resource have also

been taken to cover within the Carline emergency team.

The target for 2017/18 will be £1.60 to reflect the change in call volumes. Following a udit review thresholds have been amended.

PI Code & Short Name	P:CSg601_9b.1c Percentage of Total Capital Programme Spend Delivered in Year by Construction Services.	PI Owner	zCSg_PAdmin; Marjory Mackie
Description	Construction Services are responsible for the delivery of a range of construction projects identified in the General Services and Housing Capital programmes. This indicator measures the percentage of the budget that is spent by the end of the financial year for projects that are the responsibility of Construction Services.	Traffic Light Icon	🟢
		Current Value	110%
		Current Target	100%




Trend Chart Commentary:

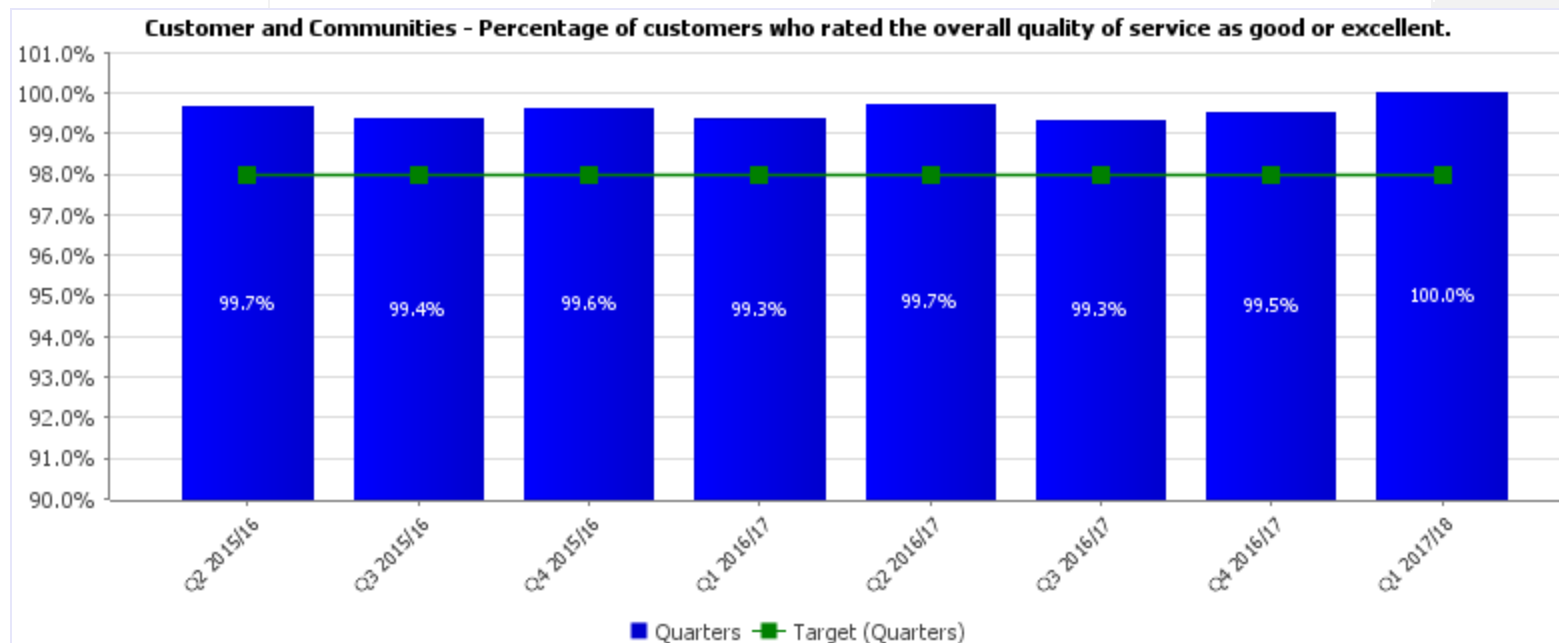
This annual indicator shows the capital programme spend achieved by Construction Services within each financial year.

In 2016/17 the capital expenditure exceeded target at 110%. The trend shows continued improvement overall in the percentage of capital budget spent since 2012/13 when the level of expenditure in year was 84.7%. In 2013/14 and 2015/16 the capital expenditure exceeded target due to acceleration of a number of key projects, however two key projects were delayed late in 2014/15 which resulted in a slightly lower spend than anticipated.

In 2016/17 Construction Services were responsible for £47.9million of capital works (General Services, Housing and Open Space) and successfully delivered £52.9million which is an increase of £18.6million in expenditure from 2015/16.

The target for 2017/18 will remain at 100%.

PI Code & Short Name	P:CuCS007q_6a.7 Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent.	PI Owner	zCuCS_Admin; Karen Cawte
Description	Service customers are randomly selected to complete a customer satisfaction survey. This indicator shows the percentage of customers rating the overall satisfaction with the customer service they received as good or excellent. The target is reviewed on an annual basis. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	Traffic Light Icon	
		Current Value	100.0%
		Current Target	98.0%




Trend Chart Commentary:

2017/18 - The target for this year will be 98%, this will remain the same due to a small number of negative responses can affect the overall result.
Quarter 1 - 468 out of 468 responses rated the overall quality of the service as good or excellent.

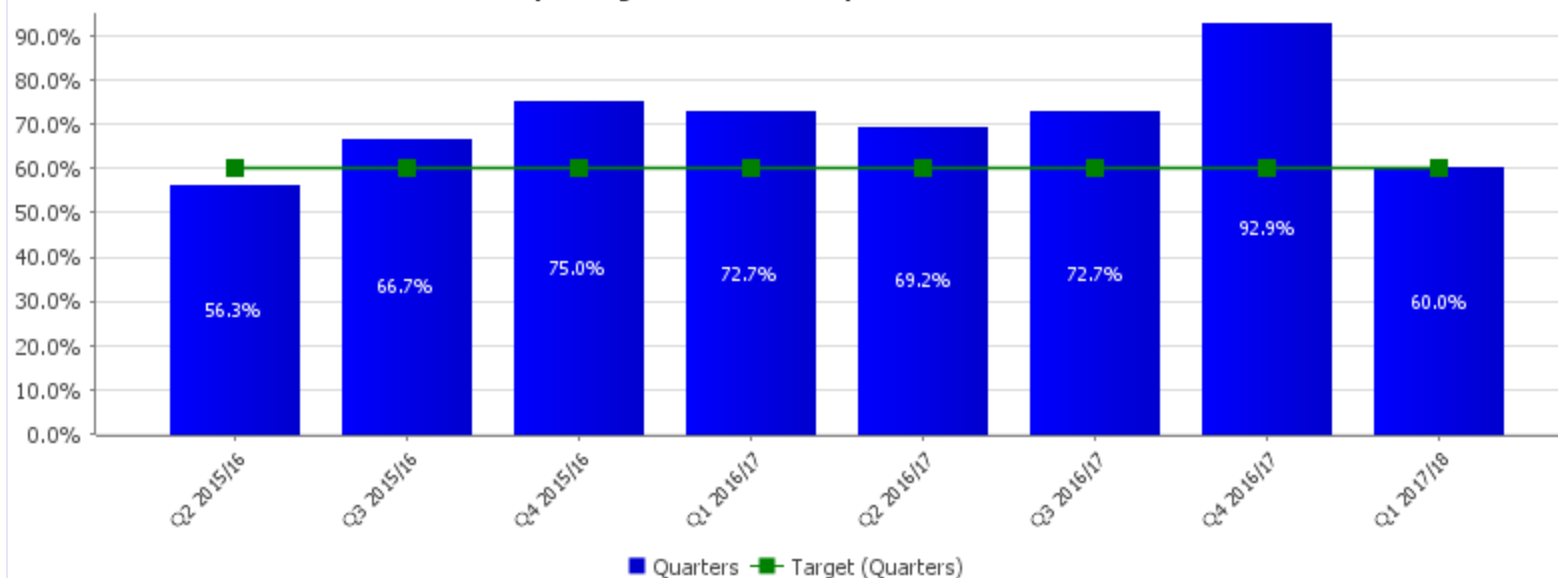
2016/17 - The target for this year will be 98%, this has remained the same as previous years due to the impact of a small number of negative responses can have to the overall result.
Performance in Quarter 1 dipped slightly due to 5 customers rating the service as poor.

Quarter 4 - 602 out of 605 responses rated the overall quality of service as good or excellent
Quarter 3 - 579 out of 583 responses rated the overall quality of service as good or excellent
Quarter 2 - 739 out of 741 responses rated the overall quality of service as good or excellent
Quarter 1 - 750 out of 755 responses rated the overall quality of service as good or excellent

2015/16 - Performance in Quarter 3 dipped slightly due to 6 customers rating the service as poor.
Quarter 4 - 795 out of 798 responses rated the overall quality of service as good or excellent
Quarter 3 - 949 out of 955 responses rated the overall quality of service as good or excellent
Quarter 2 - 880 out of 883 responses rated the overall quality of service as good or excellent

PI Code & Short Name	P:CuCS011q_6b.4 Customer and Communities - The percentage of complaints received by Customer and Communities Service that were upheld / partially upheld against the total complaints closed in full.	PI Owner	zCuCS_Admin; Karen Cawte
Description	This indicator measures the total number of complaints received by Customer and Communities Service which were upheld or partially upheld, as a percentage of all complaints received. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	Traffic Light Icon	
		Current Value	60.0%
		Current Target	60.0%

Customer and Communities - The percentage of complaints received by Customer and Communities Service that were upheld / partially upheld against the total complaints closed in full.



Trend Chart Commentary:

2017/18

The target for this year will be 60%

Quarter 1 - 9 out of 15 complaints were upheld or part upheld

2016/17

The target for this year will be 60%. Overall the number of complaints compared to the number of customers dealt with is very small. The first two quarters of 2016/2017 has remained above target.

In quarter 3, 8 complaints were upheld or part upheld. 5 were due to standard of service in Customer Information Services, 1 was due to Incorrect Information at Fauldhouse Partnership Centre, 1 due to Poor Communication at Library Services and 1 due to Standard of Service in Registration Services.

In quarter 2, 9 complaints were upheld or part upheld. 5 were due to standard of service, 3 due to employee attitude and 1 due to poor communication. Staff training and meetings held to help resolve the issues and procedures were reviewed and changed.

In quarter 1, 16 complaints were upheld or part upheld. 4 were due to poor communication, 3 policy related, 6 employee attitude and 3 standard of service. Staff briefings and training held to resolve issues and procedures reviewed.

Quarter 4 - 13 out of 14 complaints were upheld or part upheld

Quarter 3 - 8 out of 11 complaints were upheld or part upheld.

Quarter 2 - 9 out of 13 complaints were upheld or part upheld.

2015/16


There had been a dip in Quarter 2 in 2015/2016, this was due to a higher number of complaints in Customer Information Service and Fauldhouse Partnership Centre due to Staff Attitude, Standard of Service and Policy Related, Staff training was given in all instances.

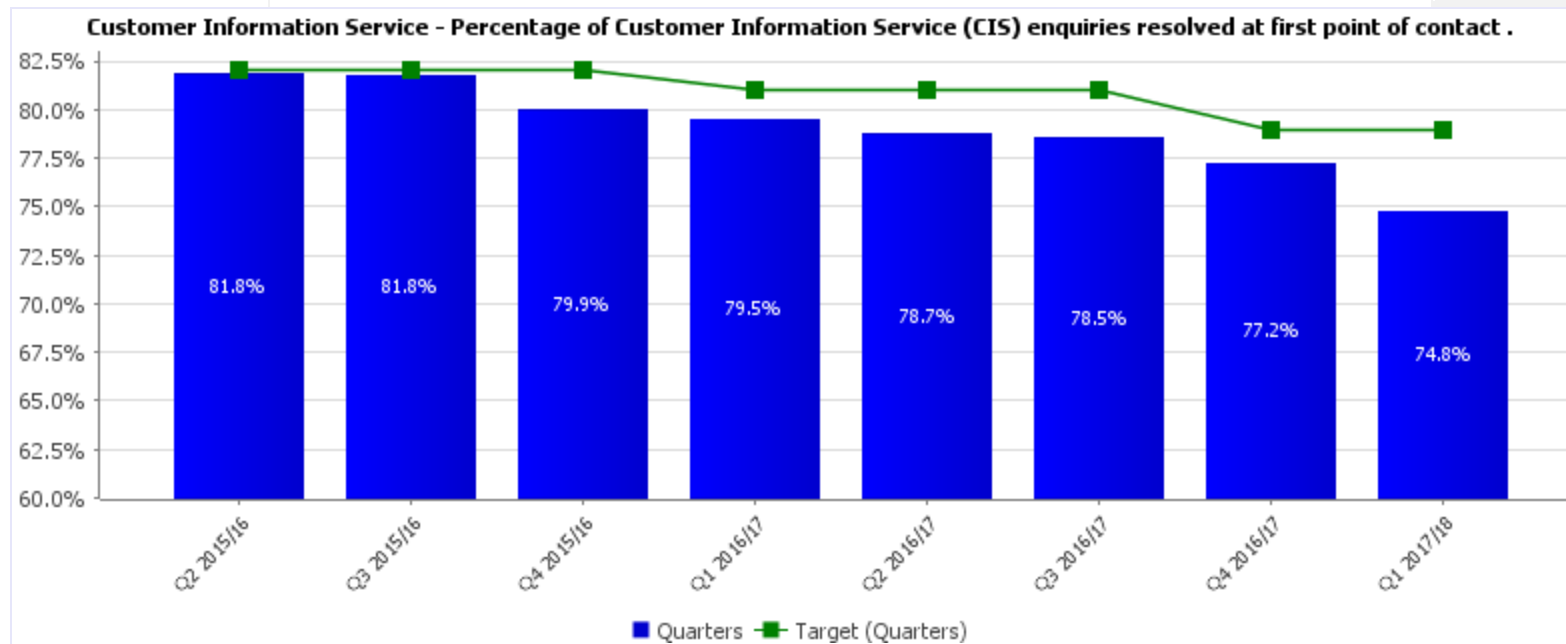
Quarter 4 - 6 out of 8 complaints were upheld or part upheld.

Quarter 3 - 6 out of 9 complaints were upheld or part upheld, 2 due to standard of service, 3 employee attitude and 1 due to waiting times, staff Training given, procedures changed and rota's amended.

Quarter 2 - 9 out of 16 complaints were upheld or part upheld, 5 due to standard of service, 1 due to waiting time, 2 Employee Attitude and 1 Policy Related. Staff training given.

Quarter 1 - 3 out of 4 complaints were upheld or part upheld, 2 were due to standard of service and 1 poor communication. Staff Briefings done.

PI Code & Short Name	P:CuCS026q_9b.1a Customer Information Service - Percentage of Customer Information Service (CIS) enquiries resolved at first point of contact .	PI Owner	zCuCS_Admin; Julia Laidlaw
Description	This indicator measures the percentage of customer enquiries that have been resolved by Customer Information Service (CIS) during the initial customer interaction. This removes the need for the customer to make any further contact with the council to have their enquiry resolved. There is a national target of 75% set by the Customer First initiative.	Traffic Light Icon	
		Current Value	74.8%
		Current Target	79.0%



Trend Chart Commentary:

The target for 2016/17 was set at 81%, however this was changed to 79% in January 2017 in recognition that there was a clear reduction in the amount of enquiries which are being dealt with at the first point of contact. In addition, from January 2017 the number of advisers included in the indicator increased due to the recent service restructure. It now includes all CRM enquiries handled throughout the neighbourhood, not just CIS offices.

The service failed to meet its target during 2015/16 and 2016/17. There was a slight fluctuation between each quarter with a variance of no more than 4.6% over the 2 year period. The lowest performance was noted in quarter 4 2016/17 (77.2%) and was a result of an increase in the number of enquiries which had to be passed to other service areas to resolve.

2017/18

Quarter 1 - 17,195 of a total of 22,997 enquiries were resolved at the first point of contact. This equates to 74.8%. This is 4.7% down on the same period in 2016/17. This is linked with an increase in the number of case forms advisers are passing to colleagues in other services relating to housing and council tax arrears.

2016/17

Quarter 4 – 19,287 of a total 24,976 enquiries were resolved at the first point of contact. This equates to 77.2%, which is down 1.3% from the previous quarter and is down 2.7% from the same period of 2015/16.

Quarter 3 - 13,200 of a total of 16,811 enquiries were resolved at the first point of contact. This equates to 78.5% which is 1% down on quarter 1 and 0.2% down on quarter 2.

Quarter 2 - 16,926 of a total of 21,499 enquiries were resolved at the first point of contact. This equates to 78.7% which is 0.8% down from quarter 1. This is linked with an increase in the number of case forms advisers are passing to colleagues in other services relating to housing and council tax arrears.

Quarter 1 - 18,684 of a total of 23,498 enquiries were resolved at the first point of contact. This equates to 79.5%. This is 1.2% down on the same period in 2015/16.


2015/16

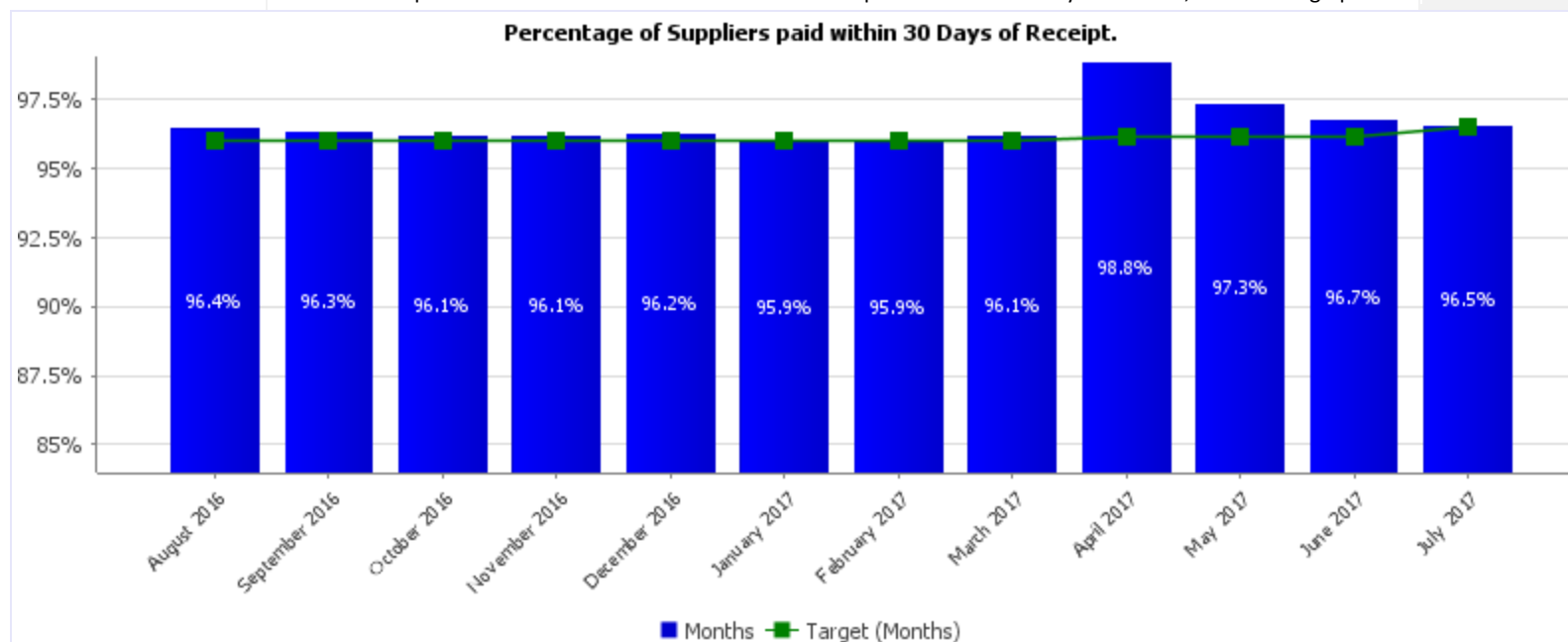
Quarter 4 - 19,107 of a total of 23,900 enquiries were resolved at the first point of contact, equating to 79.9%, a decrease of 1.9% from the previous quarter.

Quarter 3 - 16,912 of a total of 26,686 enquiries were resolved at the first point of contact, equating to 81.8%, matching the previous quarter.

Quarter 2 - 20,374 of a total of 24,909 enquiries were resolved at the first point of contact equating to 81.8%, a 1.1% increase from the previous quarter.

The target for 2016/17 is set at 81% which is a stretching target compared to the national target of 75%.


PI Code & Short Name	FM001_6b.5 Percentage of Suppliers paid within 30 Days of Receipt	PI Owner	zFM_PIAAdmin; Patrick Welsh
Description	<p>This indicator measures the percentage of correctly presented invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Property and ensures challenging targets year on year which are always higher than the Scottish average. Note that this performance indicator monitors the performance on a monthly basis and the cumulative figure for the year is reported to Audit Scotland as a statutory performance indicator.</p> <p>The payment of invoices is a key activity for Finance and Property Services, ensuring that the council's suppliers are paid on a timely basis.</p> <p>Note that the performance indicator records the cumulative performance for the year to date, commencing April.</p>	Traffic Light Icon	
		Current Value	96.5%
		Current Target	96.5%

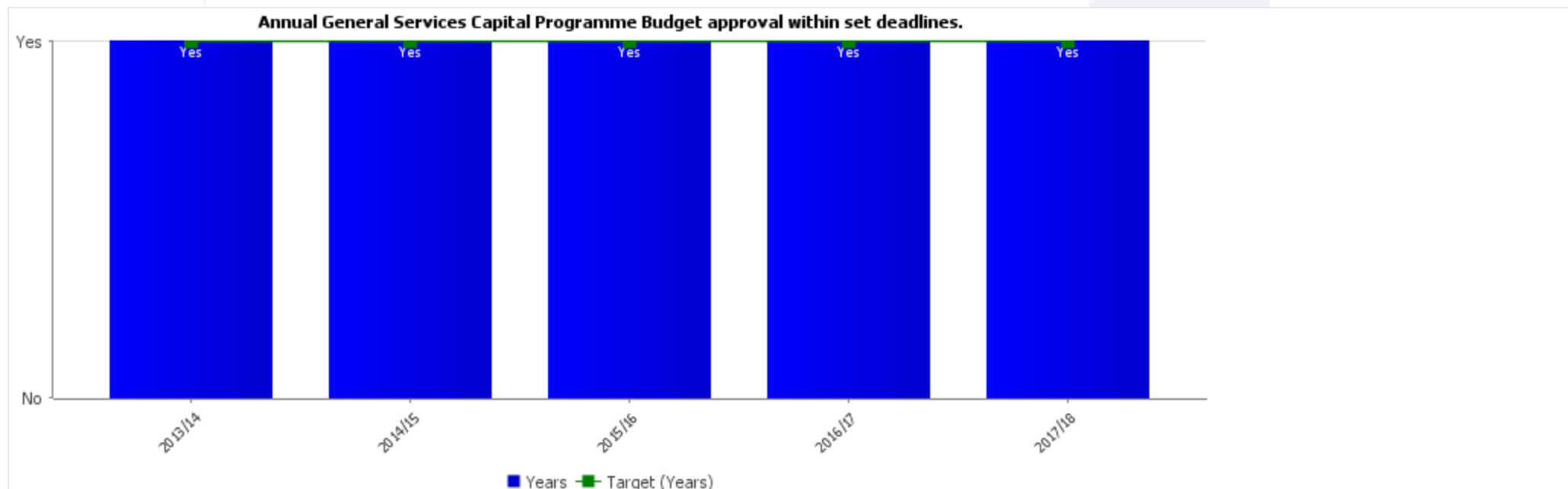


Trend Chart Commentary:

The Financial Management Unit works closely with services to improve invoice processing times. Monthly performance exceeds the current target of 96% (The annual performance is greater than the Scottish Local Authorities average of paying 93.06 per cent source: CIPFA Directors of Finance 2014/15) of invoices within 30 days. There has been a steady increase in performance over recent years, resulting in a cumulative result of 96.1 per cent for the year ending March 2016, against a target of 96 per cent. West Lothian Council process over 13,000 invoices every month and we are currently ranked 6th out of 32 councils.


The 2016/17 target for percentage of suppliers paid within 30 days of receipt is 96 per cent.

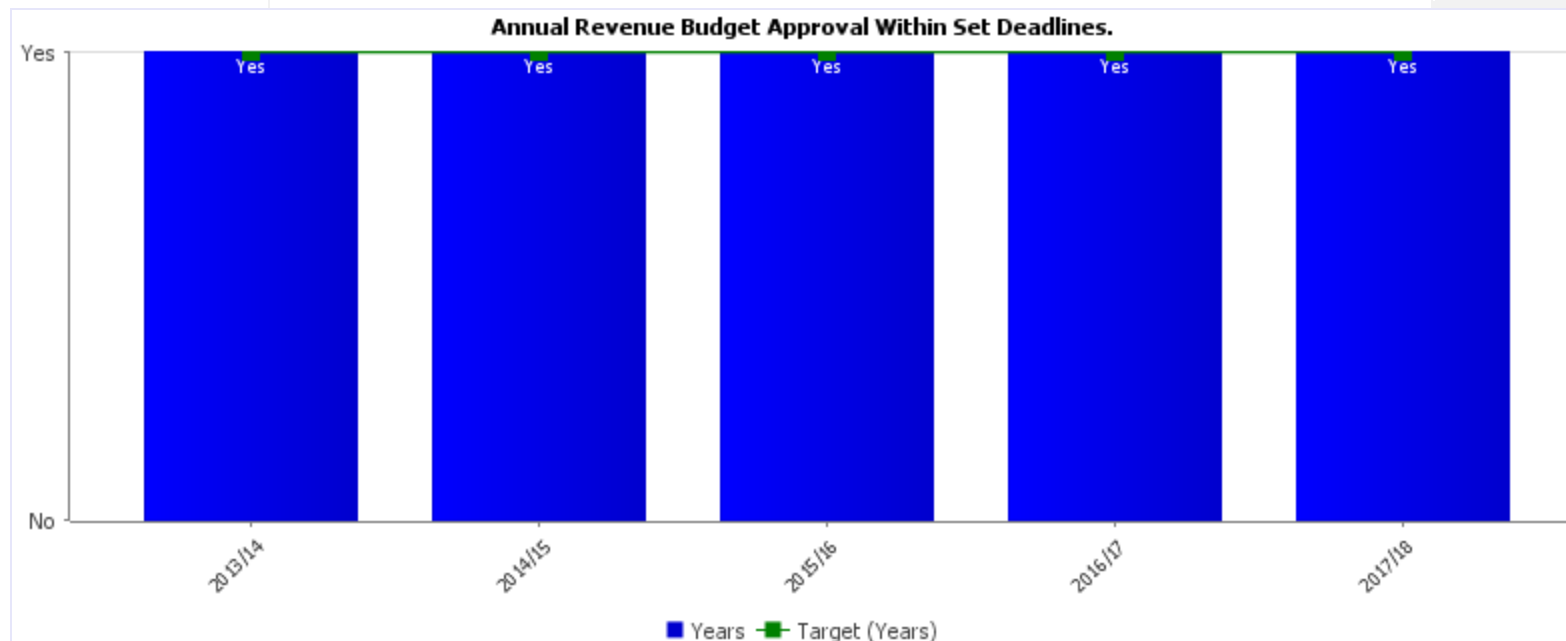
PI Code & Short Name	CP:FM002_9b.1a Annual General Services Capital Programme Budget approval within set deadlines.	PI Owner	zFM_PIAAdmin; Patrick Welsh
Description	This performance indicator measures the process for approving the Council's annual capital budget. West Lothian Council approved a ten year capital investment and asset management strategy in 2007 that covers the period 2008/2009 to 2017/2018. This provides for investment in Council properties such as schools, communities, sports and arts facilities, day care centres as well as investment in roads and structures, footpaths, street lighting, open spaces and IT. The general services capital programme is reviewed annually and reported to Council in January each year.	Traffic Light Icon	
		Current Value	Yes
		Current Target	Yes



Trend Chart Commentary:

West Lothian Council has consistently produced and agreed upon a balanced annual general services capital programme budget within the set deadlines. The updated 2017/18 capital budget was approved on 20 February 2017 at the meeting of the Council.


PI Code & Short Name	CP:FM003_9b.1a Annual Revenue Budget Approval Within Set Deadlines.	PI Owner	zFM_PIAAdmin; Patrick Welsh
Description	This performance indicator measures the process for approving the Council's annual revenue budget. The annual revenue budget covers the day to day running costs incurred in the delivery of the council's services, for example salaries, wages, supplies and services. This ensures expected expenditure is matched by expected funding. Funding sources include council tax and block grants from the Scottish Government. The council approves its revenue budget in January or February for the forthcoming financial year. The Council must approve a budget before 11 March to comply with statutory obligations. However, to initiate collection of instalments in April, it is necessary to set the council tax at least one month before the statutory deadline.	Traffic Light Icon	
		Current Value	Yes
		Current Target	Yes

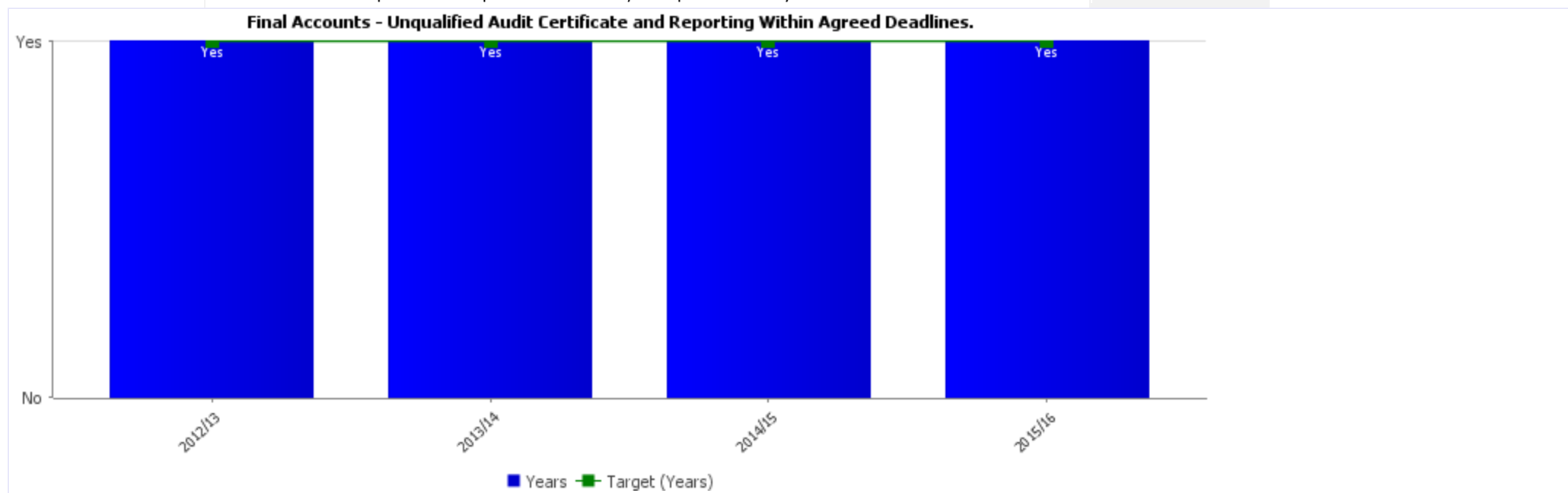


Trend Chart Commentary:

West Lothian Council has consistently produced and agreed balanced revenue budgets within set deadlines. This is within a context of unprecedented financial pressures and increased public expectations regarding the quality of services provided.

The revenue budget for 2017/18, including a detailed annual revenue budget and Council Tax freeze for 2017/18, was agreed at a meeting of the council on 20 February 2017. The target for 2018/19 will be to agree upon a balanced revenue budget within the set deadlines.

PI Code & Short Name	FM006_9b.1a Final Accounts - Unqualified Audit Certificate and Reporting Within Agreed Deadlines.	PI Owner	zFM_PIAAdmin; Patrick Welsh
Description	<p>This performance indicator measures the receipt of the annual audit certificate in relation to the Council's financial statements. On an annual basis, the Financial Management Unit produce the annual financial statements for West Lothian Council. This work is carried out in April and May each year and thereafter the council's independent external auditors review these financial statements and produce an audit certificate. The audit certificate indicates if the financial statements represent a true and fair view of the financial position of the council, whether they have been prepared in accordance with international financial standards, the Local Government (Scotland) Act 1973 and the Local Government in Scotland Act 2003.</p> <p>The Financial Management Unit's aim is to receive an unqualified audit certificate on an annual basis. The outcome of the annual audit is required to be reported to Council by 30 September each year.</p>	Traffic Light Icon	
		Current Value	Yes
		Current Target	Yes




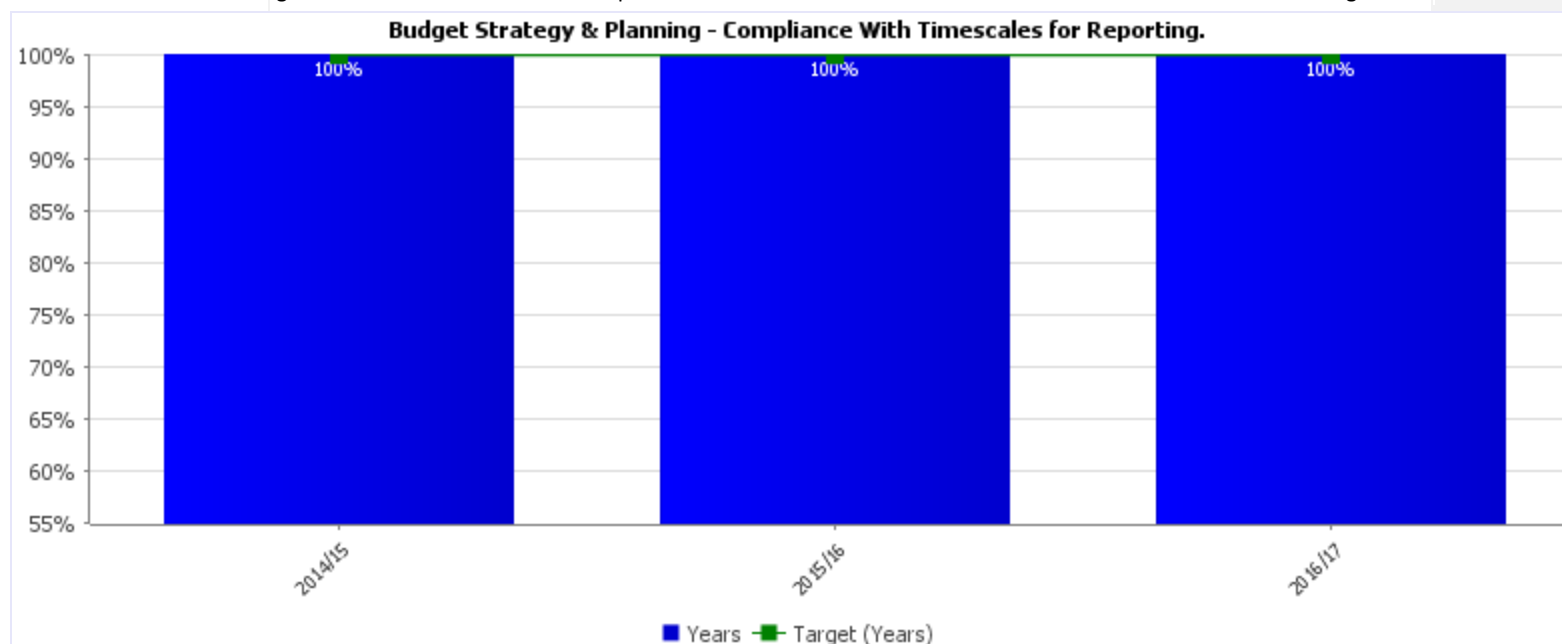
Trend Chart Commentary:

2016/17 - The annual target for the council is to receive an unqualified audit certificate which demonstrates the effective financial management of the council's resources and assets in accordance with international financial standards, the Local Government (Scotland) Act 1973 and the Local Government in Scotland Act 2003. West Lothian Council has consistently received an unqualified audit certificate which demonstrates the effective financial management of the council's resources and assets. In September 2016, the council received notification that it had achieved an unqualified audit certificate for the audit of the council's 2015/16 annual statement of accounts. The auditors report which confirms this will be presented to Council in September 2016.

2015/16 - In 2015/16 the council achieved an unqualified audit certificate for the external audit of the council's 2014/15 statements of accounts.

2014/15 - In 2014/15 the council achieved an unqualified audit certificate for the external audit of the council's 2013/14 statements of accounts.

PI Code & Short Name	CP:FM091_9b.1c Budget Strategy & Planning - Compliance With Timescales for Reporting	PI Owner	zFM_PIAAdmin; Patrick Welsh
Description	<p>This performance indicator measures the timeliness of reporting information in relation to revenue, capital and treasury budget strategy to elected members and senior management. The annual revenue budget covers the day to day running costs incurred in the delivery of the council's services, for example salaries & wages and supplies & services. On an annual basis, the Council is required to set a balanced budget. This ensures expected expenditure is matched by expected funding. Funding sources include council tax and block grants from the Scottish Government. The council's general services capital budget which provides investment in schools and other buildings, roads, footpaths, lighting, parks and open spaces, and IT is approved for the period up to 2017/18, and is updated annually to take account of changes to funding or programme phasing.</p> <p>In addition to the budget approval process, the Financial Management Unit is required to update elected members and senior management on key issues that affect the long term revenue budget of the council, for example, the general economic climate. This helps ensure that the council will continue to have a balanced and robust budget.</p>	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




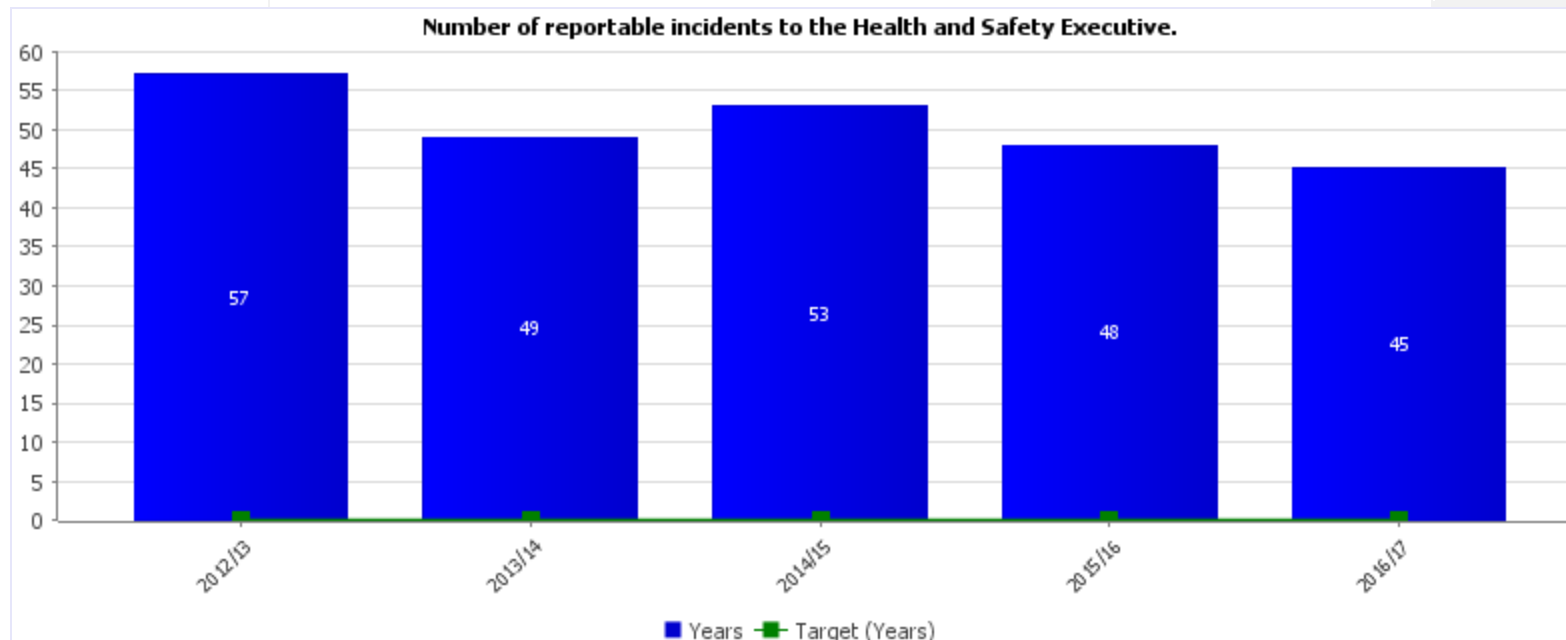
Trend Chart Commentary:

The Financial Management Unit works closely with senior management and elected members to ensure they are kept up to date with any issues that affect the long term budget strategy of the council with all agreed deadlines being met. This helps ensure that the council will continue to have a balanced and robust budget.

The target to achieve 100% timeliness of reporting information was achieved each year.

The target for 2016/17 will be to achieve 100% timeliness of reporting information in relation to revenue, capital and treasury budget strategy to elected members and senior management.

PI Code & Short Name	CP:HRS103_9b.2 Number of reportable incidents to the Health and Safety Executive	PI Owner	zHRS_PIAAdmin; Kim Hardie
Description	This performance indicator measures the total number of reportable incidents to the Health and Safety Executive. Reportable incidents are occurrences which must be reported to the Health and Safety Executive under the legislative requirements of the Reporting of Injuries, Disease and Dangerous Occurrences Regulations 2013. When an incident meets the criteria outlined in the regulations, a formal notification report must be submitted by the authority to the Health and Safety Executive within timescales stipulated in the regulations.	Traffic Light Icon	
		Current Value	45
		Current Target	0




Trend Chart Commentary:

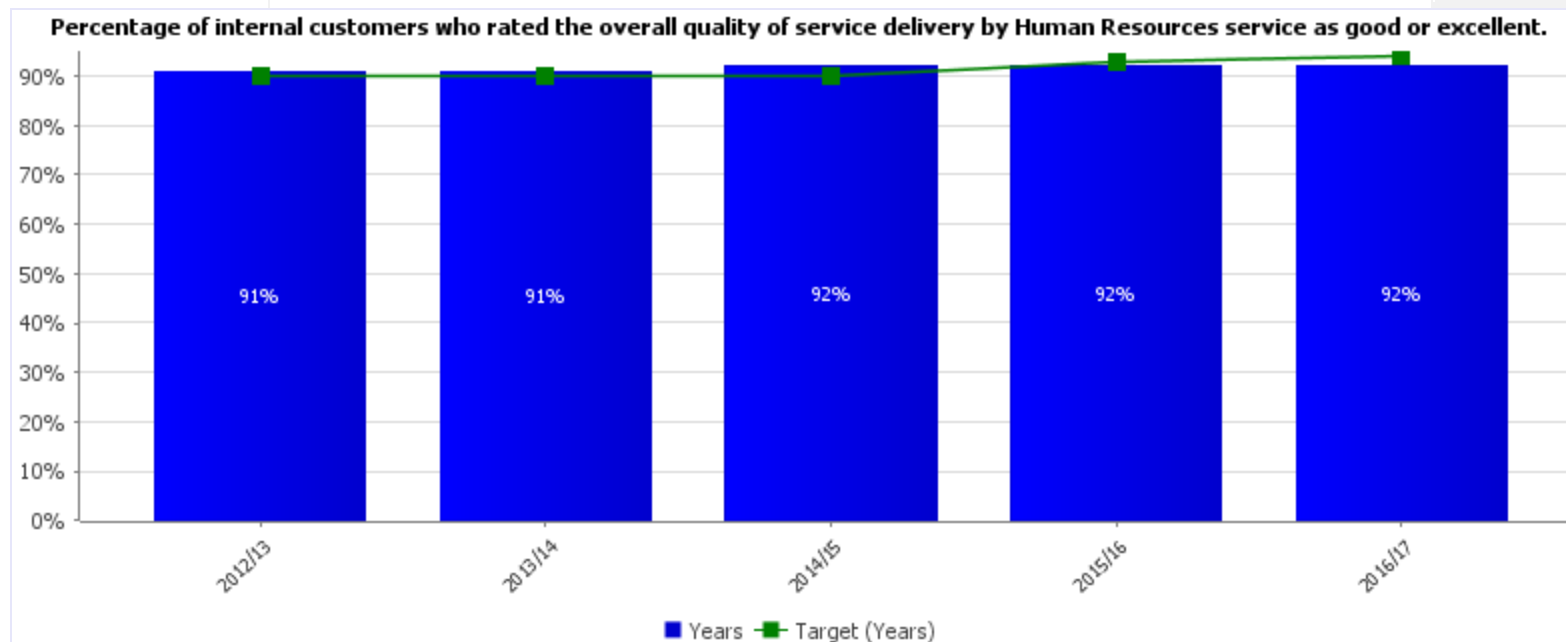
The trend shows an overall decrease of reportable incidents to the Health and Safety Executive over the period 2012/13 to 2016/17. This overall reduction is attributable to amended regulations which came into force in 2013 and also as a result of published HSE guidance clarifying when incidents would or would not be reportable.

One change was only to report specific incidents after an absence of seven days, meaning there is a longer time period from the point of an incident occurring and any resulting absence before triggering the need to report criteria. Before the amendments if an employee was absent or could not perform their normal duties for a period of four days this would have been reportable. Additional guidance was also produced regarding the criteria for reporting incidents which occurred in schools to pupils. These will only now be reported where there has been a failure identified in the way the activity was managed rather than automatically reported because a pupil has been taken to hospital from the scene of an incident. Both changes have resulted in a substantial reduction in the number of injuries reported to the HSE.

Where there has been an increase within a service area, these incidents will be examined to establish potential trends and identify required actions to be incorporated into the service annual health and safety action plan for 2017/2018.

In 2017/2018 this target will be altered to reflect a percentage reduction in the number of reportable incidents to the HSE.

PI Code & Short Name	P:HRSS16_6a.7 Percentage of internal customers who rated the overall quality of service delivery by Human Resources service as good or excellent.	PI Owner	zHRS_PIAdmin; Lesley Henderson
Description	<p>This annual survey records the percentage of internal customers who rated the service provided by Human Resources (HR) as good or excellent. HR Services is responsible for the delivery of advice and support, policy development, contract administration, payroll and learning and development. This support is provided for over 8,000 employees across the council.</p> <p>The survey is sent to 150-200 council managers who regularly use the services provided by Human Resources. The survey list is prepared by collating records from each HR Team to ensure all aspects of HR service delivery are reviewed.</p>	Traffic Light Icon	
		Current Value	92%
		Current Target	94%




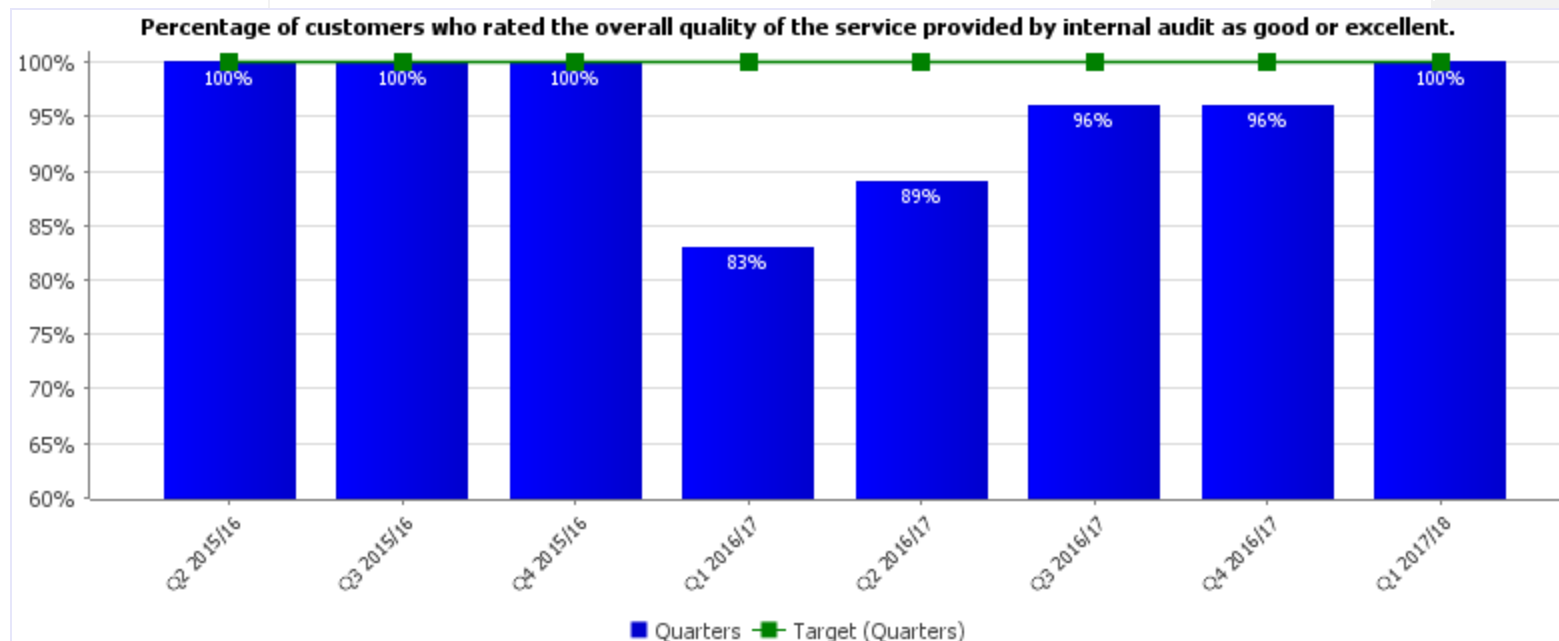
Trend Chart Commentary:

The survey responses have ranged between 55 and 74 responses over the years with a approximately 160 customers surveyed with a reasonable spread of responses across services. Given the diversity and complexity of work undertaken by the HR Service, this is a sound indicator of the collective performance across the Service.

Annual focus groups are conducted with respondents to the survey who regularly access HR services. The feedback from these groups reaffirmed the positive experience of customers. Suggested areas for improvement, including further training on the use of Talentlink, a review of access to HR advice for employees and administration of recruitment processes will be reported to the HR Programme Board for further discussion and a decision on appropriate action.

The target for 2017/18 has been set at 93%.

PI Code & Short Name	IA008_6a.7 Percentage of customers who rated the overall quality of the service provided by internal audit as good or excellent.	PI Owner	zIA_PIAdmin; Kenneth Ribbons
Description	This performance indicator measures the percentage of customers who rated the overall quality of internal audit as good or excellent. A questionnaire is issued at the end of each audit and customers are asked to rate the overall quality of the audit service provided 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 number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed on a quarterly basis in order to identify areas for improvement.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




Trend Chart Commentary:

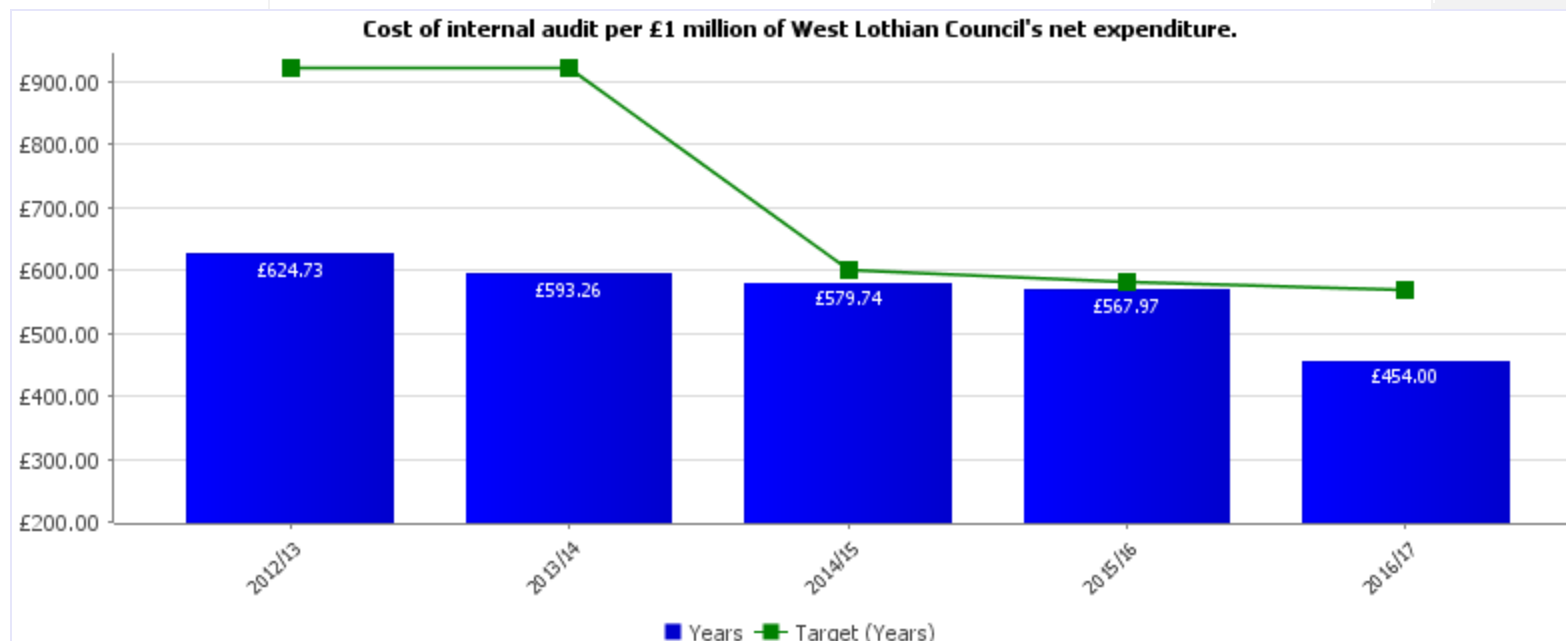
Performance to Q1 2017/18 was 100%. 8 customer questionnaires were received and all responded that the overall quality of service was adequate.

Performance for all quarters of 2015/16 was 100%, and to Q4 2016/17 was 96%. In 2015/16 all 21 customers rated the overall quality of services as good or excellent however 1 customer from 28 rated the overall quality of service as adequate in 2016/17.

The target for 2017/18 will remain at 100%.

By continuing to operate in line with procedures, which cover all key stages of the audit process, it is expected that high levels of performance will be maintained for this indicator. The targets set will continue to be reviewed in line with our [Customer Service Excellence](#) requirements.

PI Code & Short Name	P:IA012_9a.1d Cost of internal audit per £1 million of West Lothian Council's net expenditure.	PI Owner	zIA_PIAdmin; Kenneth Ribbons
Description	This performance indicator measures the cost of internal audit per £1 million of West Lothian Council's net expenditure. Our performance is benchmarked against 32 Scottish Local Authorities as part of the annual 'Scottish Directors of Finance Performance Indicators' benchmarking exercise. In line with the benchmarking guidance issued, we calculate our indicator by dividing the total cost of internal audit services (excluding risk management and counter fraud services) by West Lothian Council's net expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by councils for the provision of internal audit services.	Traffic Light Icon	
		Current Value	£454.00
		Current Target	£570.00



Trend Chart Commentary:


The cost of internal audit for 2016/17 is £454. The significant decrease in cost is due to a reduction in staffing within the Internal Audit Unit.

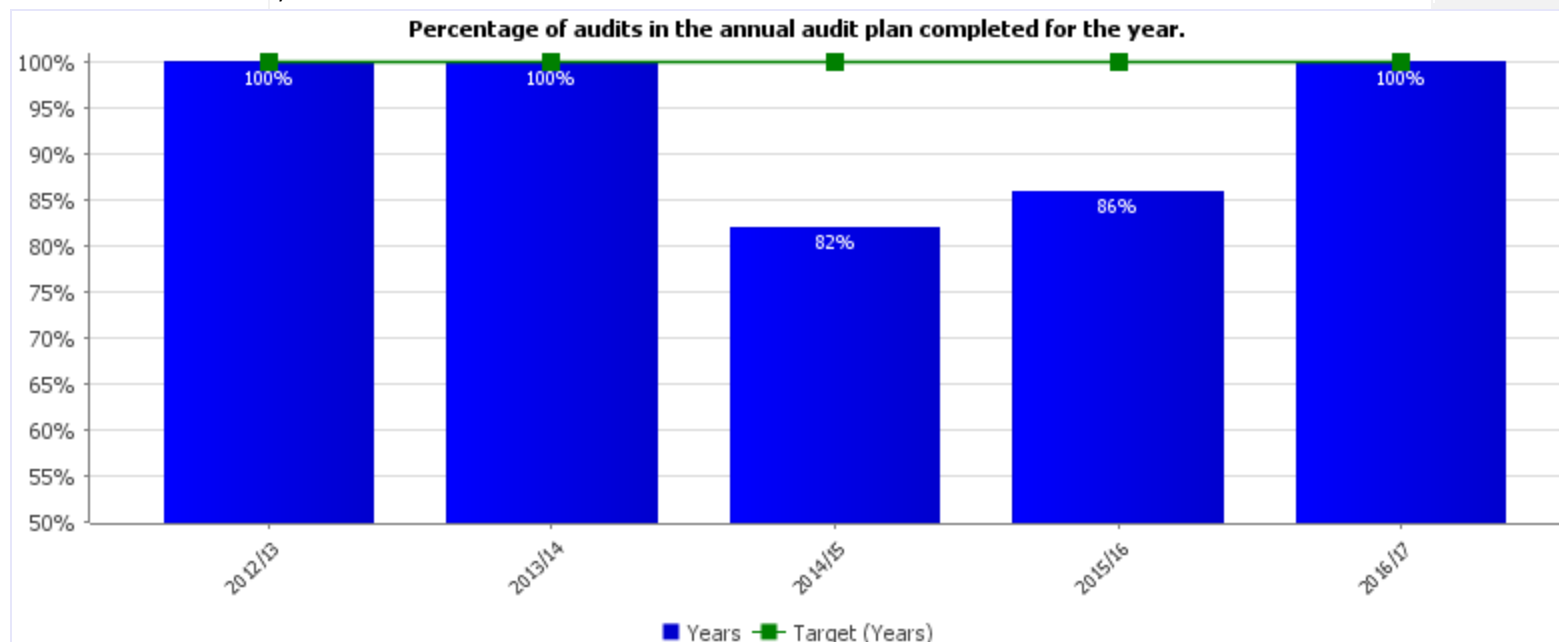
The cost internal audit for 2015/16 was £567.97, with a target of £580. The cost for the previous four years was 2014/15 - £579.74, 2013/14 - £593.26, 2012/13 - £624.73 and 2011/12 - £631.62.

Key contributing factors towards the lower cost in recent years is the change in the role of the unit and the reduction in staffing. From 2011/12 the unit took over responsibility for risk management and business continuity planning, from 2014/15 the counter fraud function transferred to the unit and 2016/17 has seen a reduction in audit staffing levels. This, combined with an increasing net expenditure of the council has resulted in the ongoing decreasing cost of internal audit per £1 million of West Lothian's net expenditure.

When benchmarked against 32 Scottish Local Authorities, the cost of internal audit continues to be significantly lower than the overall Scottish average in each year. The Scottish average was £920 for 2012/13, £988 for 2013/14, £974 for 2014/15 and £948 for 2015/16.

For 2015/16 internal audit was the second lowest costing internal audit service in Scotland, for 2014/15 the second lowest, for 2013/14 the lowest and for 2012/13 third lowest. The target for 2017/18 will be £460.

PI Code & Short Name	P:IA014_9b.1a Percentage of audits in the annual audit plan completed for the year.	PI Owner	zIA_PAdmin; Kenneth Ribbons
Description	This performance indicator measures the percentage of planned audits in the annual audit plan that have actually been completed each year. The total number of planned audits to be completed between 1 April and 31 March each year are outlined in the annual audit plan which is approved by the Audit and Governance Committee. The number of <u>completed</u> audits is divided by the number of <u>planned</u> audits to determine the percentage completed. Completion of all audits within the annual audit plan helps provide assurance on the adequacy and effectiveness of West Lothian Council's systems of internal control. Consequently, we aim to complete 100 per cent of the risk based audits each year.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

For 2016/17 100% of the audit plan was completed and the target was achieved.


For 2015/16 86% of the audit plan was completed. This is due to a combination of the complexity of some of the work undertaken and available resources being used for other priority activities which were non-audit work.

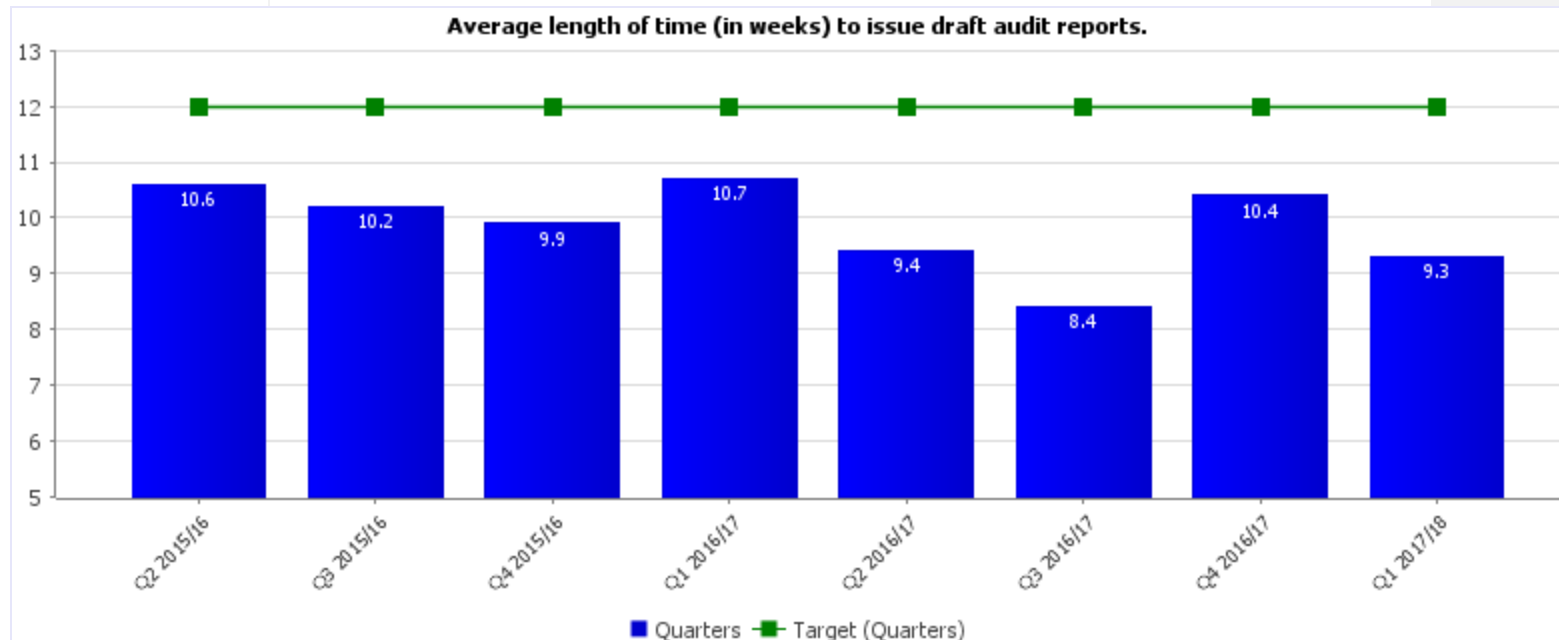
Performance for 2012/13 and 2013/14 was 100%, and for 2014/15 was below target at 82%. The below target performance was due to the level of reactive work being greater than planned.

The numbers of audits completed in each year are as follows: 2012/13 (25 audits), 2013/14 (31 audits), 2014/15 (32 from 39 audits), 2015/16 (31 from 36 audits) and 2016/17 (32 audits).

Performance is assisted by the internal procedures which cover the key stages of the audit process and ensure the progress of audits is continuously monitored. The number of audits included in the plan each year will vary depending on the nature and complexity of the work.

The target for 2017/18 is 100%.

PI Code & Short Name	IA015_9b.1a Average length of time (in weeks) to issue draft audit reports.	PI Owner	zIA_PIAAdmin; Kenneth Ribbons
Description	This performance indicator measures the average length of time (in weeks) to issue draft audit reports. The date of issue of the draft audit report is subtracted from the date that the audit commenced to show the number of weeks taken. The date of commencement is agreed with our customers and we aim to complete all risk based audit work within 12 weeks of this date. This indicator is reported on quarterly and a rolling 12 month average is calculated for each quarter. The objective of our 12 week target is to ensure that audit reports are issued timeously so that they are current and meaningful to both the service area and any related stakeholders.	Traffic Light Icon	
		Current Value	9.3
		Current Target	12



Trend Chart Commentary:

Performance to Q4 2016/17 was 10.4 weeks and has been below the target of 12 weeks in all quarters reported over the last two financial years.


The 12 week target and the appropriateness of the timescales achieved is substantiated by reference to Indicator IA001: Percentage of customers who rated internal audit's timeliness as good or excellent which has been maintained at 100% since Q1 2015/16 i.e. customers are satisfied with the timescales being achieved.

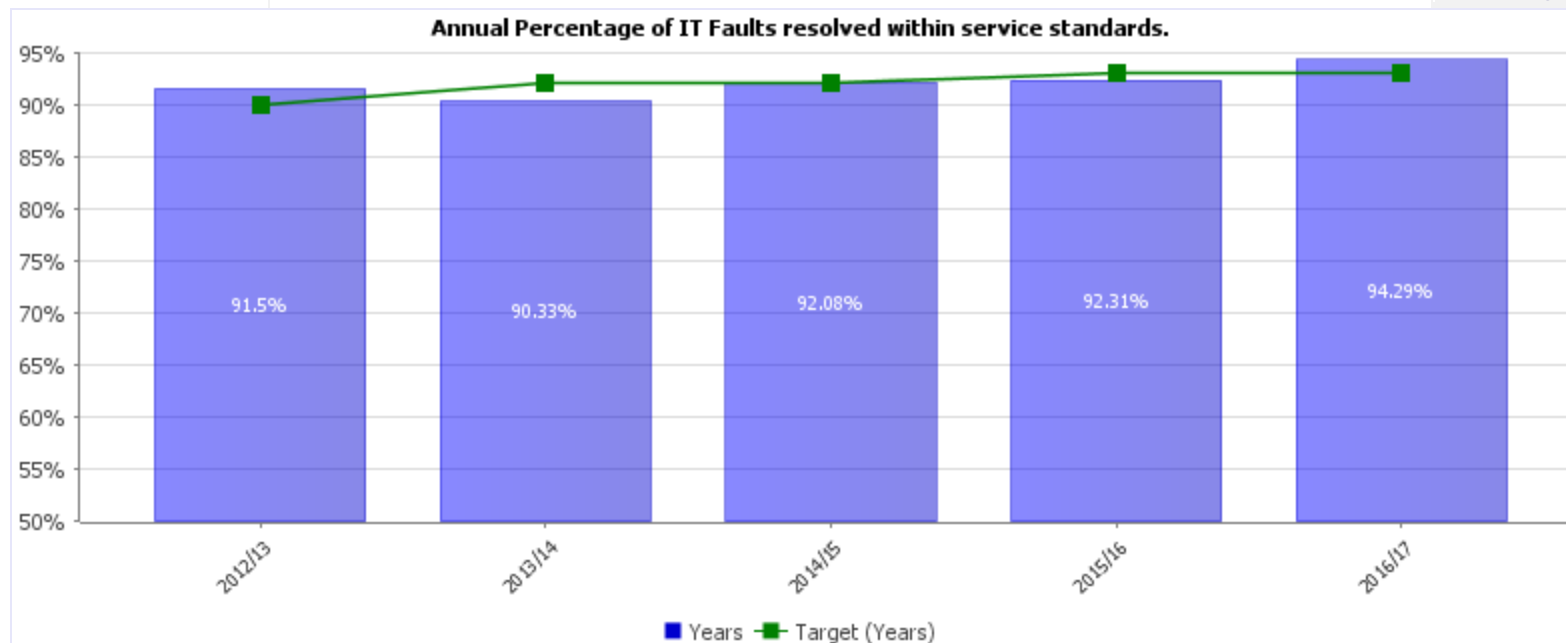
The average length of time to issue draft audit reports can be subject to ongoing fluctuation as a result of factors such as the complexity of individual audits and the level of reactive work which may be given priority over routine audits.

The number of draft audit reports issued in each quarter reported is as follows, 2015/16 - Q1 (1), Q2(9), Q3(10),Q4(14) and 2016/17 - Q1(3), Q2(6), Q3(12), Q4(14).

The approach to reporting on this PI has recently been reviewed and amended to a rolling basis, with historic data being adjusted accordingly.

The 12 week target continues to be appropriate and will remain in place for 2016/17.

PI Code & Short Name	ITS064_6b.5 Annual Percentage of IT Faults resolved within service standards.	PI Owner	zITS_PAdmin; Ian Forrest
Description	This performance indicator measures the overall percentage of IT faults resolved within the service standards in a financial year. The current service standard attached to all Corporate faults is 5 working days. The data for this indicator is provided from the IT Service Management software system.	Traffic Light Icon	
		Current Value	94.29%
		Current Target	93%



Trend Chart Commentary:

The trend chart demonstrates performance achieves 90.33% or above over the period and an improving trend from 2013/14.


Performance in 2012/13 was a result of low levels of major incidents recruitment successfully filled majority of vacancies.

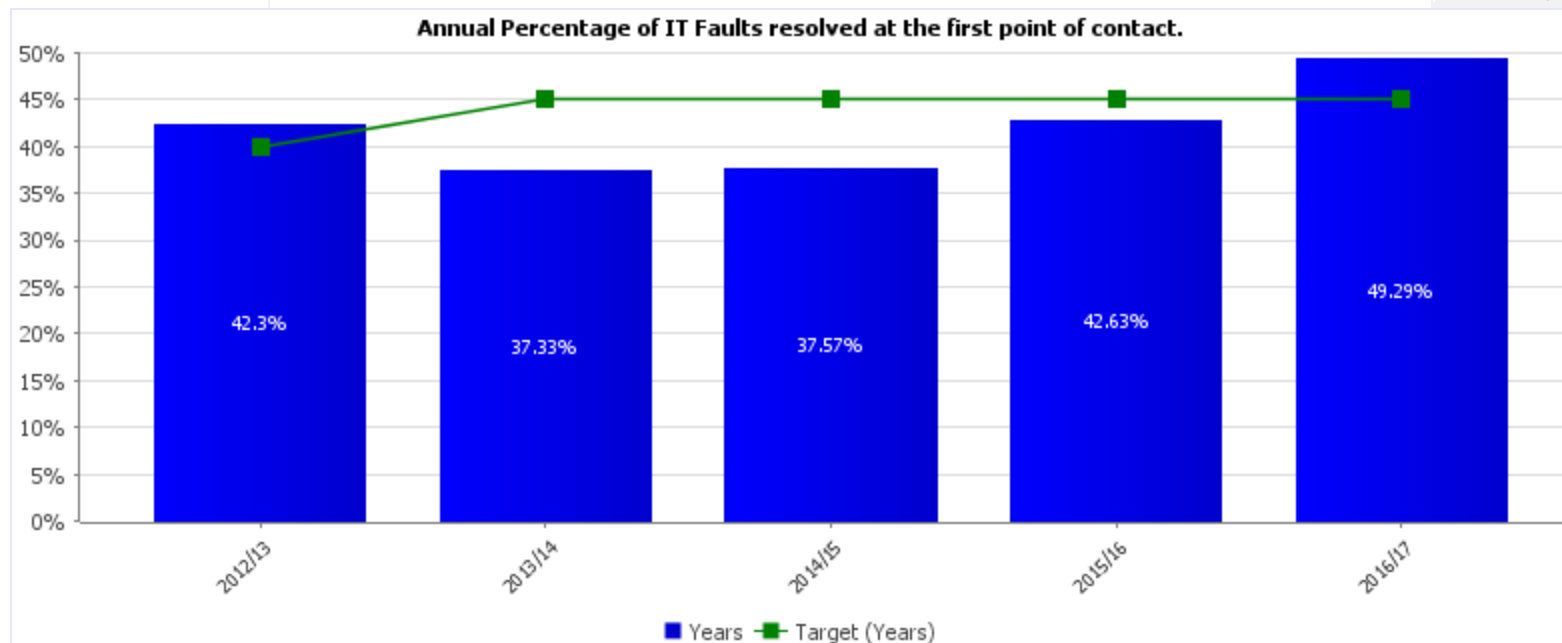
Performance in 2013/14 reduced as a result of major incidents in September/October 2013 and an increased resource requirement to achieve Public Sector Network compliance in the year. The target for 2014/15 was set at 92%.

Performance in 2014/15 improved as a result of low levels of major incidents, recruitment exercises had successfully filled the majority of vacancies and improved processes.

Performance in 2015/16 and 2016/17 improved as a result of improved resource management in the service.

The target for 2017/18 is 94%.

PI Code & Short Name	CP:ITS066_9b.1a Annual Percentage of IT Faults resolved at the first point of contact.	PI Owner	zITS_PAdmin; Ian Forrest
Description	This performance indicator measures the overall percentage of IT Faults resolved at the first point of contact in a financial year. From a customer perspective this means that the customers Fault is dealt with and resolved whilst they are on the phone. The data for this indicator is provided from the IT Service Management software system.	Traffic Light Icon	
		Current Value	49.29%
		Current Target	45%




Trend Chart Commentary:

The trend chart demonstrates a annual percentage of IT faults resolved at the first point of contact improving trend over the period 2014/15 - 2016/17 as a result of targeted training, cross skilling of front line service desk staff and process improvement.

Performance reduced in 2013/14 as a result of major faults in September/October 2013 and impact of vacancy and training of new staff in December 2013/January 2014.


The target for 2017/18 as agreed in Corporate Services Management plan is 50%.

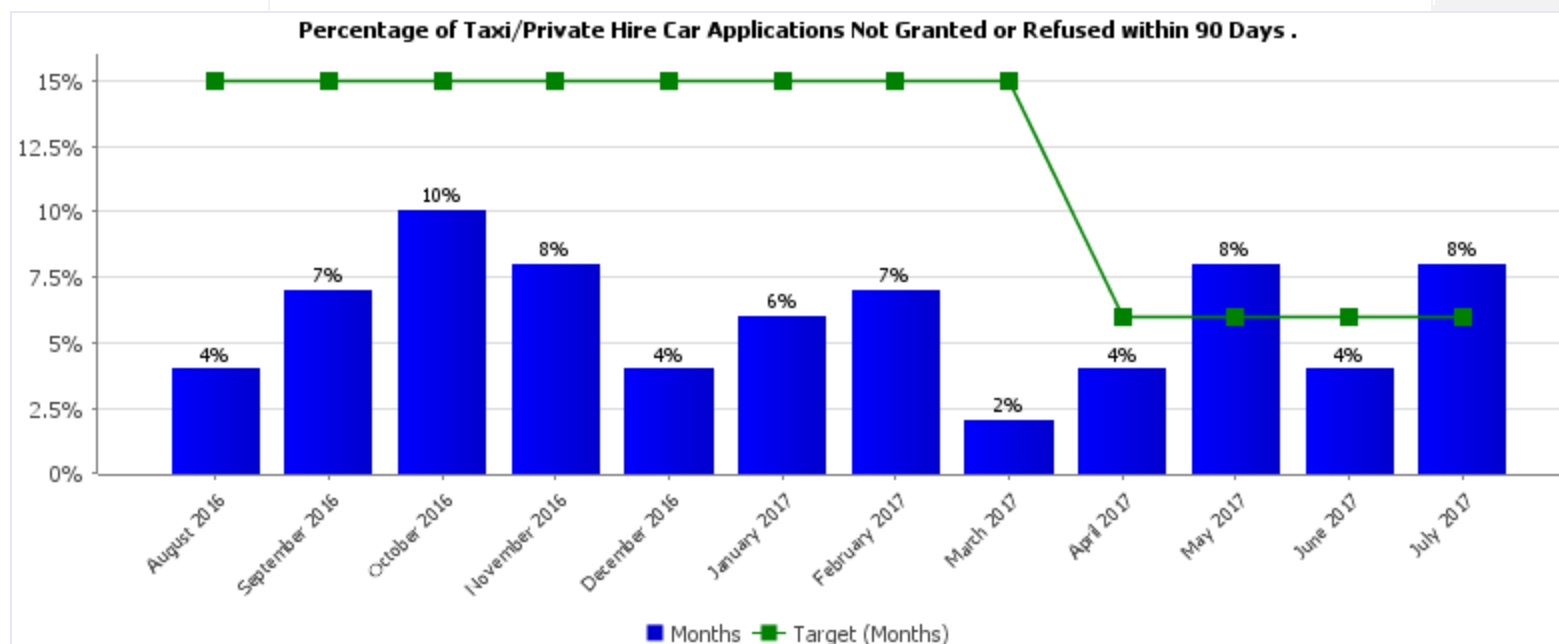
PI Code & Short Name	LS035_6a.7 Percentage of customers who rated the overall quality of the Licensing service as good or excellent .	PI Owner	zLS_PIAdmin; Audrey Watson
Description	<p>Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. The process of determining applications for a license, involve referral to and input from third party agencies. The manner in which those agencies manage their input into the process can affect the progression of the application from the point it is made, to the point it is determined. The Licensing Service has no influence over those parts of the process which rely upon third parties either in respect of timescales or outcomes. This can have an impact on overall customer satisfaction levels. This performance indicator measures the percentage of customers who rated the overall quality of the whole Licensing Service, from application to determination, as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>Since 2012 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate. Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.</p>	Traffic Light Icon	
		Current Value	94%
		Current Target	95%



Trend Chart Commentary:

The trend shows that between 2012/13 and 2016/17 the target has not always been met but performance has always exceeded 90%. Generally reductions in customer satisfaction is attributable to the quality of information provided and ease of use of a particular licensing system which is under the control of a third party public organisation and has only just been upgraded. In 2016/17, 277 responses were received. The target for 2017/18 remains at 95% to reflect performance.


PI Code & Short Name	P:LS046_6b.5 Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days .	PI Owner	zLS_PIAAdmin; Audrey Watson
Description	<p>The Civic Government (Scotland) Act 1982 provides a statutory deadline of 6 months for an application to be granted or refused. That deadline has been extended to 9 months for applications received after 1 May 2017. The Licensing Team has set a local target of 90 days for applications to be granted or refused. The process of determining applications for a licence, involve referral to and input from third party agencies. The manner in which those agencies manage their input into the process can affect the progression of the application from the point it is made, to the point it is determined. The Licensing Team has no influence over those parts of the process which rely upon third parties either in respect of timescales or outcomes. This can have an impact on overall customer satisfaction levels.</p> <p>From Summer 2017 public performance reporting in respect of this indicator will be undertaken on a quarterly basis. A new indicator is being prepared for that purpose and this indicator will be downgraded to a monthly management indicator.</p>	Traffic Light Icon 	
		Current Value	8%
		Current Target	6%

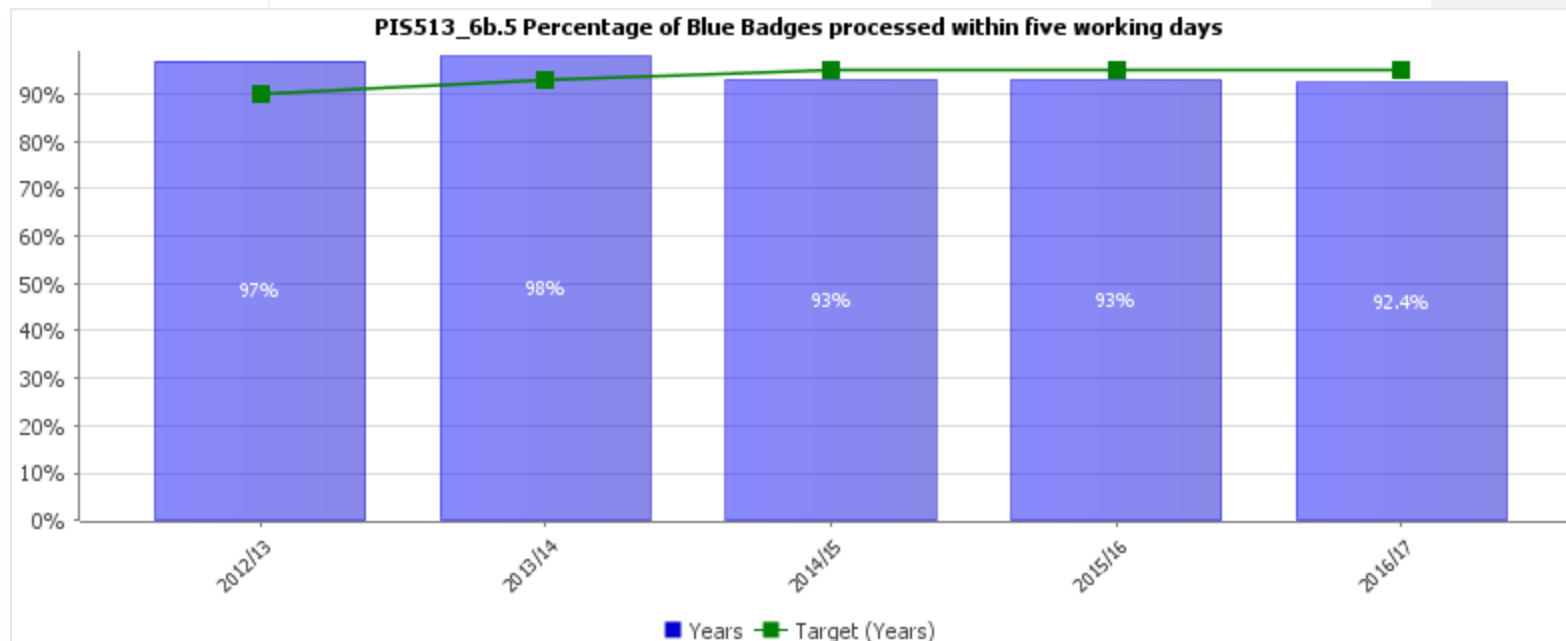


Trend Chart Commentary:

From time to time there have been fluctuations in the number of applications which were granted or refused outwith the 90 day period. The trend evidences that with the exception of May and July 2017, the target has been met. The target was reviewed at the commencement of the 2017/18 reporting period, and having regard to historical fluctuations in performance, was reviewed and reduced. During May 2017 the process of determining applications was impacted by delays introduced into the process by third parties. Those applications which were not determined within 90 days were determined within the statutory timescale.

The 2017/18 target is 6% having regard to historical fluctuations in performance this is a reasonable but challenging target

PI Code & Short Name	PIS513_6b.5 Percentage of Blue Badges processed within five working days	PI Owner	zPIS_PAdmin; Joe Murray
Description	This indicator measures the percentage Blue Badge applications that are processed by the service within five working days. This is a service standard to ensure that Blue Badges are processed in a timely manner. There are two distinct categories of Blue Badge application, the first is those that automatically qualify by meeting eligibility criteria. The second is discretionary applications, which require desktop assessment and in some cases an Independent Mobility Assessment to assess eligibility. The service aims to process all Blue Badge applications within five working days to ensure that customers receive a timely decision and Blue Badges are issued to eligible customers as quickly as possible.	Traffic Light Icon	
		Current Value	92.4%
		Current Target	95%




Trend Chart Commentary:

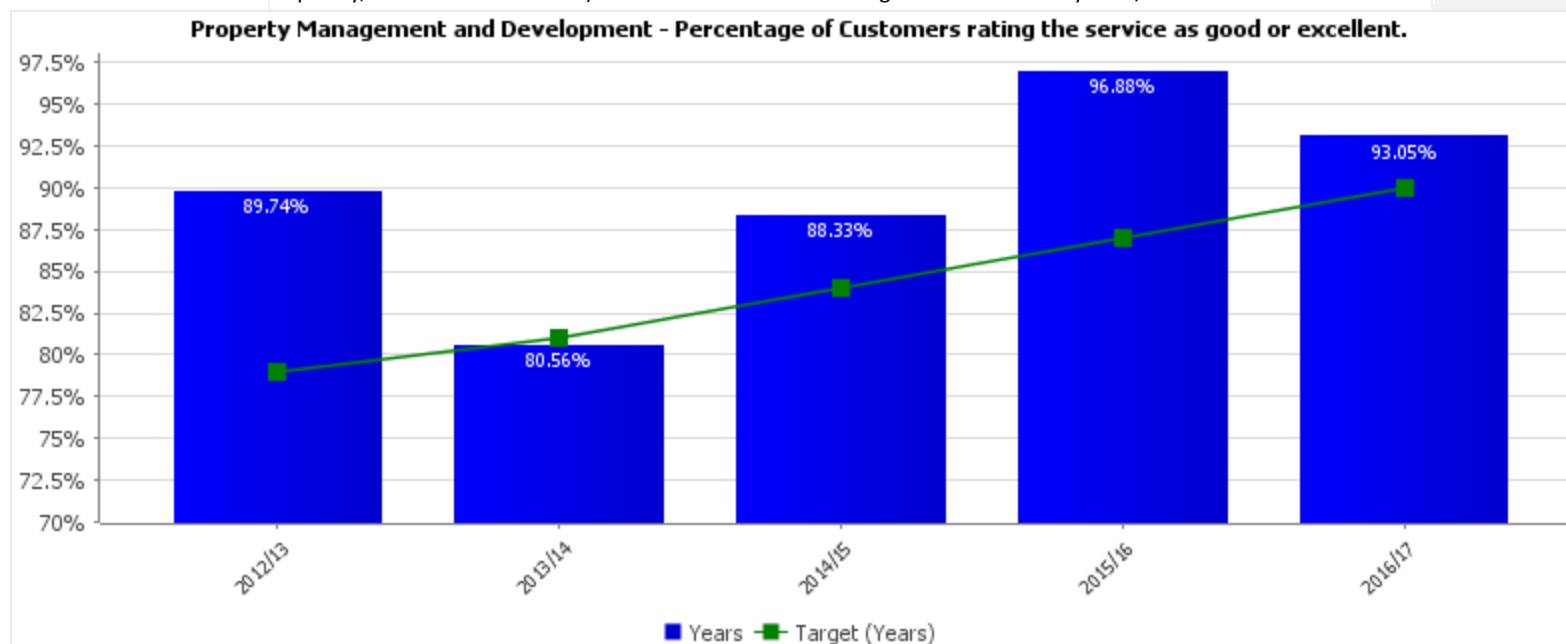
Over the period performance has declined from a high of 98 percent in 2013/14 to 92.4 percent in 2016/17, this can be attributed to a changing level of demand for Blue Badges, with increasing numbers of applications being received by the service and also, a wider eligibility criteria – with the introduction of more complex applications for discretionary and cognitive impairment Blue Badges. The service will continue to monitor demand and seek to refine the Blue Badge process for customers.

The dip in performance in 2016/17 from the previous year is linked to the introduction of the cognitive impairment Blue Badge, a pilot scheme that began in April 2016 offering an extension to the eligibility criteria. The complexity of the application for this scheme is greater and consequently, the time required to process each application is significantly longer than a mobility Blue Badge application.

Performance in 2015/16 and 2014/15 were consistent at 93 percent following peak performance of 98 percent in 2013/14. The change in performance was a result of an increase in demand that started in 2014/15 and was sustained in 2015/16, where the number of applications received by the service increased by 15 percent on 2013/14 volumes.

The target for 2017/18 is 94 percent as the extension of the Cognitive Impairment Blue Badge through to the end of 2017/18 has been confirmed by the Scottish Government and it is anticipated that the service will continue to receive and handle a significant volume of these complex applications.

PI Code & Short Name	P:PMD127_6a.7 Property Management and Development - Percentage of Customers rating the service as good or excellent.	PI Owner	zPMD_PIAAdmin; Tracey Thomson
Description	<p>Property Management and Development (PM&D) makes a standard questionnaire available to all customers throughout the year, through the council website and links in emails. The question set is based on the 5 Drivers of customer satisfaction and experience. This Performance Indicator is based on a question asking customers to rate their overall satisfaction with the service they received, measuring the percentage of respondents who rated the service delivered as good or excellent.</p> <p>Progressive targets have been set for all PM&D's Customer satisfaction Performance Indicators (except PMD126, equality, which is fixed at 100%) with the intention of reaching 90% satisfaction by 2016/17.</p>	Traffic Light Icon	
		Current Value	93.05%
		Current Target	90%




Trend Chart Commentary:

Performance in 2016/17 is a head of the overall target to reach 90% satisfaction by 2016/17. This target was set on an incremental increase each year from 2013/14.

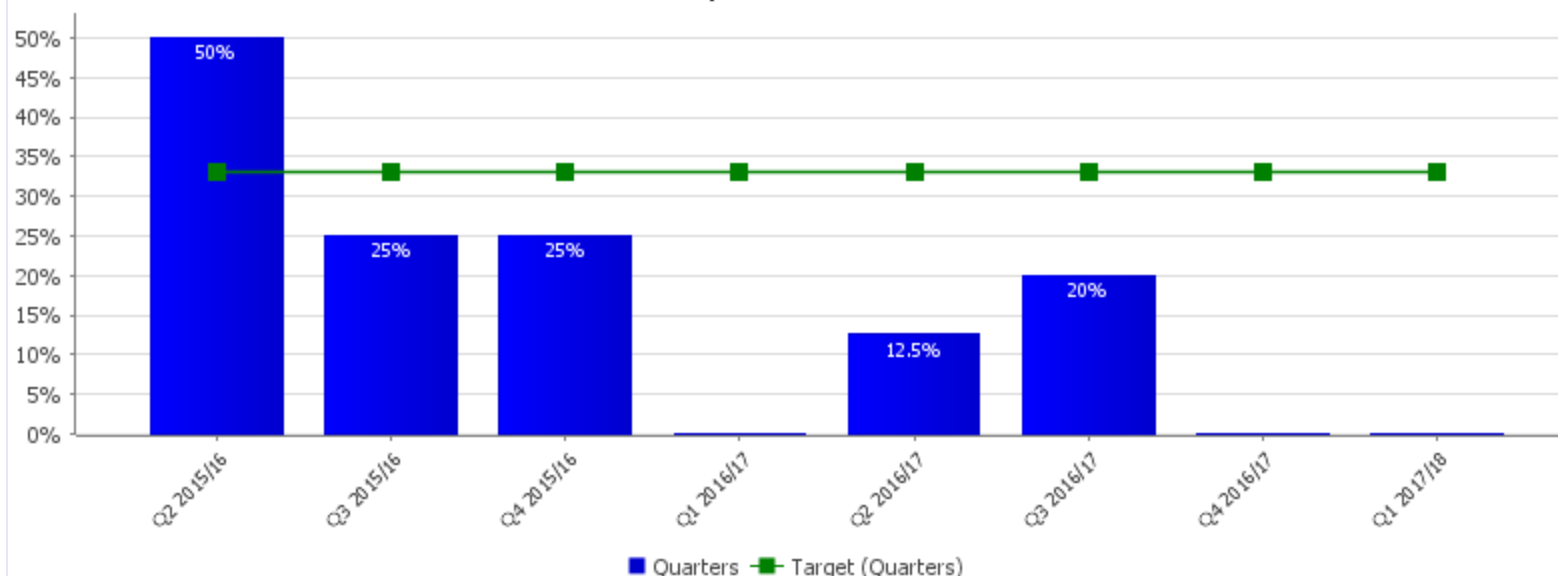
Results in 2016/17 are based on 29 survey returns, which is a reduction from the 34 returns in 2015/16. Given the size of the survey return a small change in the number of replies scoring the service as "good" or "excellent" can lead to a high variation in the percentage level of satisfaction.

Performance reflects the emphasis that PM&D gives to providing a service that meets our customers' requirements. The response to our surveys is discussed with staff to identify areas where we can all improve the service we deliver.

The target for 2017/18 is to increase by an increment of 2% to 92%.

PI Code & Short Name	P:PMD145_6b.4 The percentage of complaints received by Property Management and Development that were upheld / partially upheld against the total complaints closed in full	PI Owner	zPMD_PIAAdmin; Paul Kettrick; Jack Orr
Description	<p>This performance indicator measures the overall percentage of insert service name complaints that have been investigated and upheld or part upheld during each month.</p> <p>For each month the total number of complaints responded to within relevant time-scale is divided by total number of stage 1 complaints received to determine a percentage.</p> <p>The data for this indicator is extracted from the customer relationship management system (CRM) The Complaints are analysed to identify improvements to the way the service is delivered to customers.</p>	Traffic Light Icon	
		Current Value	0%
		Current Target	33%

The percentage of complaints received by Property Management and Development that were upheld / partially upheld against the total complaints closed in full




Trend Chart Commentary:

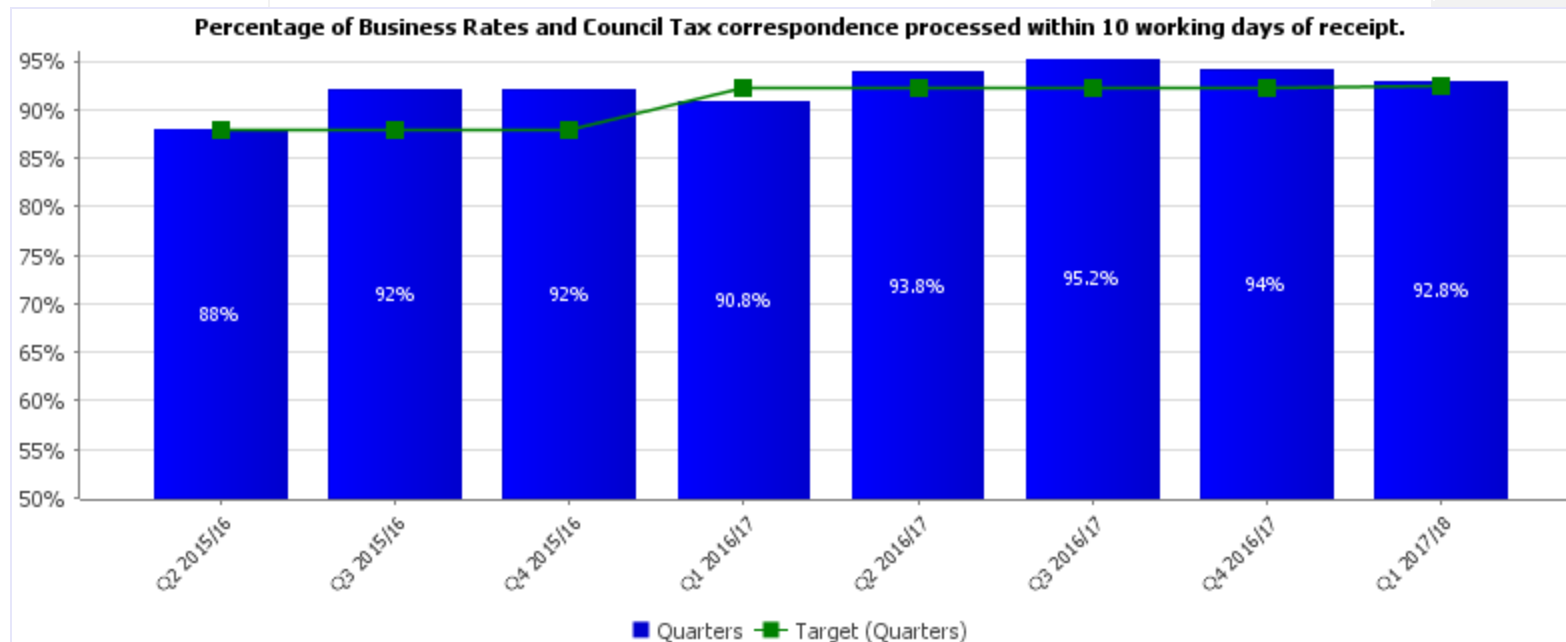
The Service received 4 complaints in Q1, 2017-18, none were upheld or partly upheld.

The Service received 3 complaints in Q1, 2016-17. None were upheld or partly upheld. One of the eight complaints received was upheld or partially upheld in Q2. None of the 1 complaint received was upheld or partially upheld in Q4, 2016-17.

The service received no complaints in Q1, 2015-16. One out of two complaints received was upheld in Q2, one out of four complaints received was partly upheld in Q3 and one out of four complaints received was partly upheld in Q4.

The quarterly target for 2017-18 is 33%.

PI Code & Short Name	P:REV027_6b Percentage of Business Rates and Council Tax correspondence processed within 10 working days of receipt.	PI Owner	zREV_PIAdmin; Scott Reid
Description	This performance indicator is cumulative across the financial year. Where correspondence is received within the Revenues Unit in relation to Business Rates and Council Tax enquiries, the aim is to process 92.5 percent within 10 working days of receipt.	Traffic Light Icon	
		Current Value	92.8%
		Current Target	92.5%



Trend Chart Commentary:

We have reviewed the target for 2017/18 and set it at 92.5%. This target has been set taking into account the increased number of properties for both Council Tax and Business Rates.

2017/18

Quarter 1: Performance in quarter 1 achieved 92.8% which exceeded the target of 92.5%. 13,151 items of correspondence were processed with 12,202 within the target.

2016/17

Quarter 4: Performance in quarter 4 achieved 94% which exceeded the target of 92.2%. 46,419 items of correspondence were processed with 43,644 within the target.

Quarter 3: Performance in quarter 3 improved to 95.2% against a target of 92.2%. 32,868 items of correspondence were processed with 31,306 within the target.


Quarter 2: Performance in quarter 2 improved to 94% against a target of 92.2%. 21,063 items of correspondence were processed with 19,755 within the target.

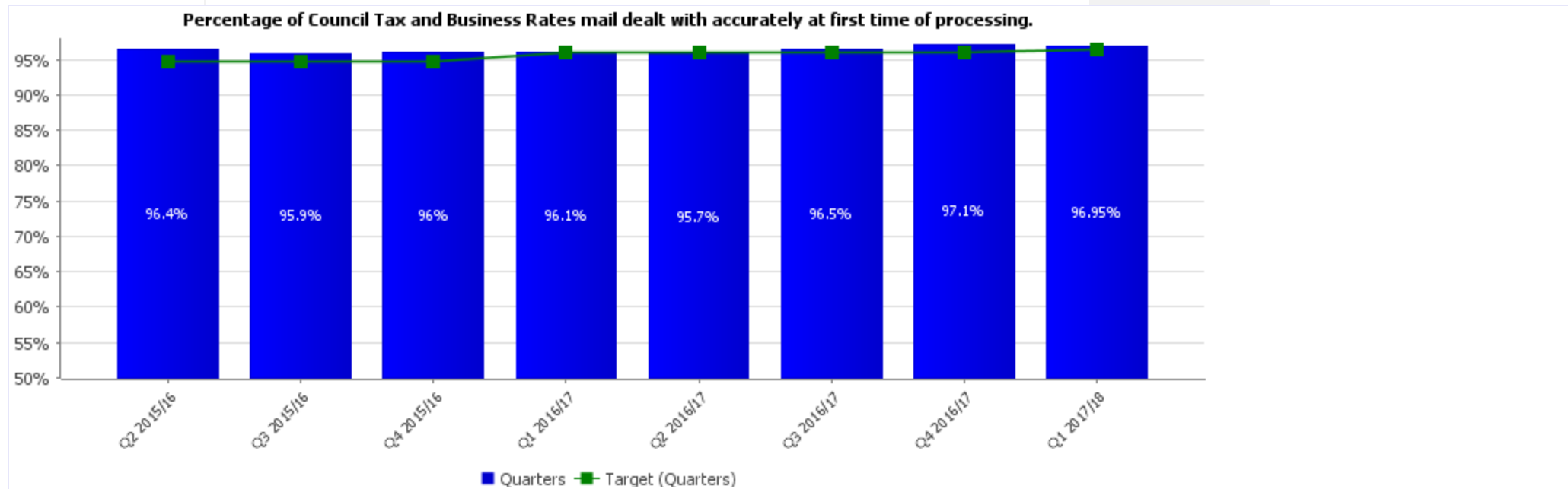
Quarter 1: Performance in quarter 1 2016/17 fell slightly against the target of 92.2%. 10,560 items of correspondence were processed with 9,586 within the target. This is on trend with previous quarter 1 performance and the strategy in place to process mail should see an improvement in the future quarters.

2015/16

Quarter 4: Performance in quarter 4 2015/16 was maintained at 92% against a target of 88%. 41,018 items of correspondence were processed with 37,689 processed within the target.

Quarter 3: Performance in quarter 3 2015/15 improved to 92% against a target of 88%. 31,341 items of correspondence were processed with 28,735 processed within the target.
Quarter 2: Performance in quarter 2 2015/16 improved to 88% against a target of 88%. 22,149 items of correspondence were processed with 19,488 processed within the target.

PI Code & Short Name	P:REV028_6b Percentage of Council Tax and Business Rates mail dealt with accurately at first time of processing.	PI Owner	zREV_PIAAdmin; Scott Reid
Description	This performance indicator is cumulative across the financial year. Where incoming mail is received within the Revenues Unit in relation to Business Rates and Council Tax enquiries, we will aim to process 96.5 percent of this mail accurately at the time of receiving it	Traffic Light Icon	
		Current Value	96.95%
		Current Target	96.5%



Trend Chart Commentary:

We have reviewed the target for 2017/18 and set it at 96.5%. This target has been set taking into account previous year performance and focus on continual improvement.

2017/18

Quarter 1: Performance in Q1 2017/18 is 96.95% which is above target. A total of 460 accuracy checks have been carried out with 446 confirmed as accurate.

2016/17

Quarter 4: Performance at Q4 2016/17 is 97.1% which is above target. A total of 1757 accuracy checks have been carried out with 1706 confirmed as accurate.

Quarter 3: Performance at Q3 2016/17 is 96.5% which is above target. A total of 1128 accuracy checks have been carried out with 1083 confirmed as accurate.

Quarter 2: Performance in quarter 2 2016/17 is 95.7% and this is below target. A total of 816 accuracy checks have been carried out with 781 confirmed as accurate.

Quarter 1: Performance in quarter 1 2016/17 is 96.1% and this remains on target. A total of 412 accuracy checks have been carried out with 396 confirmed as accurate.


2015/16

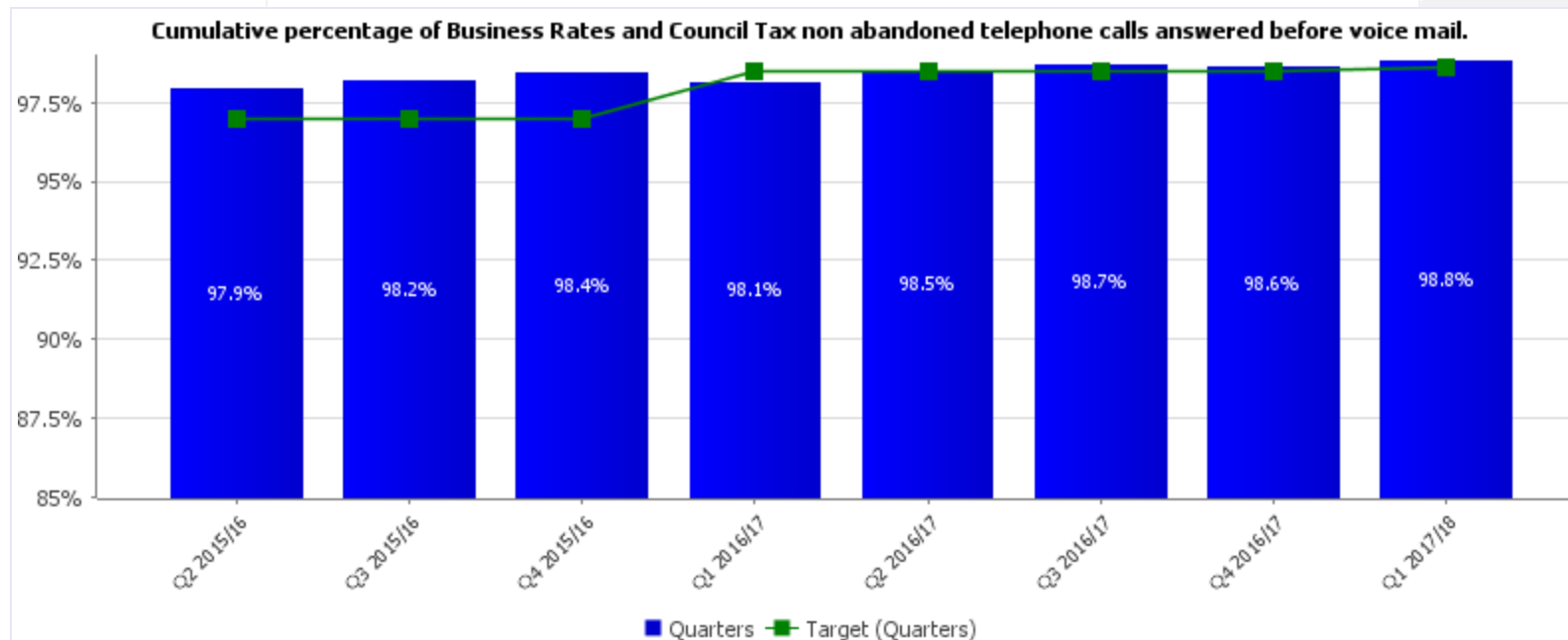
Quarter 4: Performance in quarter 4 2015/16 is 96% and this remains above target. A total of 1,861 accuracy checks have been carried out with 1,786 confirmed as accurate.

Quarter 3: Performance in quarter 3 2015/16 is 95.9% and this remains above target. A total of 1,435 accuracy checks have been carried out with 1,376 confirmed as accurate.

Quarter 2: Performance in quarter 2 2015/16 is 96.4% and this remains above target. A total of 1,008 accuracy checks have been carried out with 972 confirmed as accurate.

Quarter 1: Performance in quarter 1 2015/16 is 96.7% and has improved from the previous quarter. A total of 542 accuracy checks have been carried out with 524 confirmed as accurate.

PI Code & Short Name	P:REV029_9b Cumulative percentage of Business Rates and Council Tax non abandoned telephone calls answered before voice mail.	PI Owner	zREV_PIAdmin; Scott Reid
Description	This performance indicator measures the percentage of incoming telephone calls for Business Rates and Council Tax answered before the customer is asked to leave a voicemail message. We will aim to answer 98.6 percent of incoming telephone calls from customers before they are asked to leave a voice mail message.	Traffic Light Icon	
		Current Value	98.8%
		Current Target	98.6%



Trend Chart Commentary:

We have set a cumulative target of 98.6% for 2017/18 and will measure our performance against it. This target has been set taking into account previous year performance and taking into account the increased Council Tax and Business Rates property numbers.

2017/18

Quarter 1: Performance in quarter 1 was above the target of 98.6%. 7,303 calls have been available to answer with 7,214 being answered before the customer has been asked to leave a voicemail message.

2016/17

Quarter 4: Performance in quarter 4 was above the target of 98.5%. 27,323 calls have been available to answer with 26,933 being answered before the customer has been asked to leave a voicemail message.

Quarter 3: Performance in quarter 3 was above the target of 98.5%. 20,220 calls have been available to answer with 19,948 being answered before the customer has been asked to leave a voicemail message.

Quarter 2: Performance in quarter 2 was above the target of 98.5%. 13,757 calls have been available to answer with 13,544 being answered before the customer has been asked to leave a voicemail message.

Quarter 1: Performance in quarter 1 was above the target of 98.5%. 7,505 calls have been available to answer with 7,359 being answered before the customer has been asked to leave a voicemail message.

2015/16

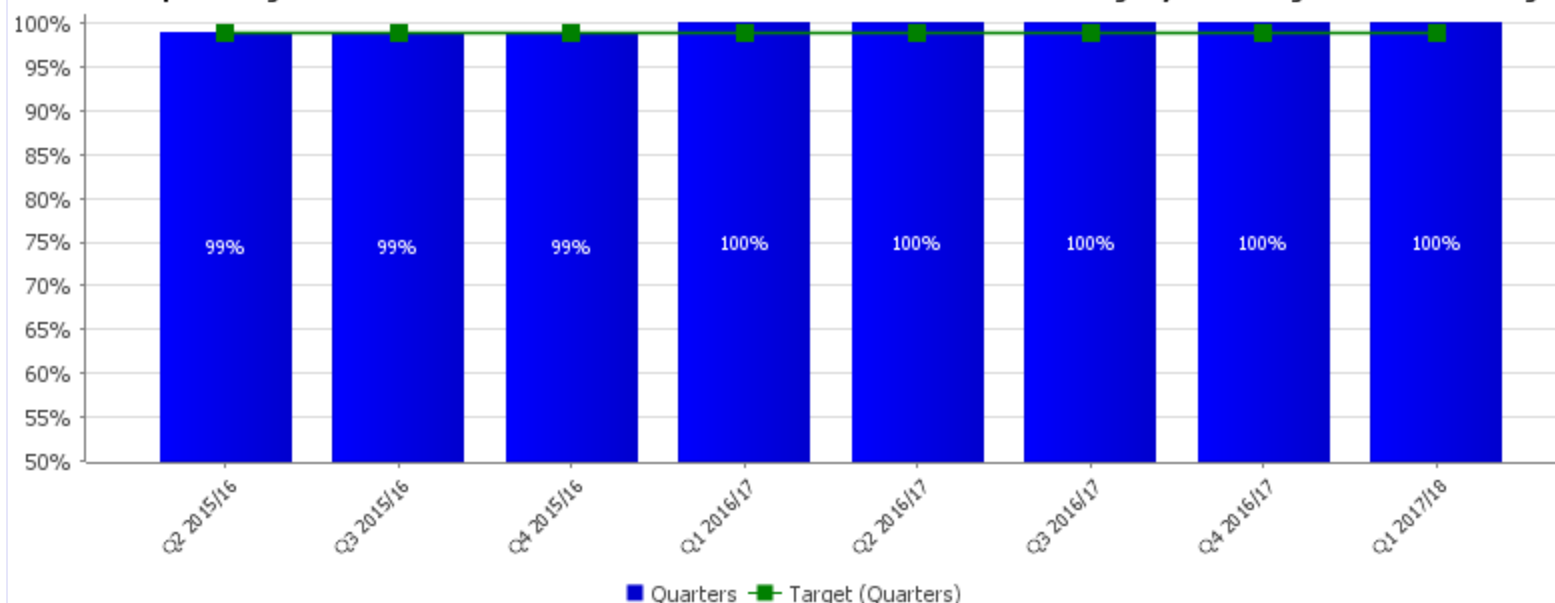
Quarter 4: Performance in quarter 4 was above the target of 97%. 28,636 calls have been available to answer with 28,177 being answered before the customer has been asked to leave a voicemail message.

Quarter 3: Performance in quarter 3 was above the target of 97%. 22,114 calls have been available to answer with 21,706 being answered before the customer has been asked to leave a voicemail message.

Quarter 2: Performance in quarter 2 was above the target of 97%. 15,707 calls have been available to answer with 15,381 being answered before the customer has been asked to leave a voicemail message.

PI Code & Short Name	P:REV030_9b Cumulative percentage of Business Rates and Council Tax customers called back within 2 working days of leaving a voice mail message.	PI Owner	zREV_PAdmin; Scott Reid
Description	This performance indicator measures the percentage of voicemail messages received from customers in relation to Business Rates and Council Tax telephone calls that are returned within two working days of the voicemail message being left. We aim to return 99 percent of calls within two working days of the voice mail message being left. The customer is advised of this when leaving a message so it is important that this target is met.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	99%

Cumulative percentage of Business Rates and Council Tax customers called back within 2 working days of leaving a voice mail message.



Trend Chart Commentary:

We have set a cumulative target of 99% for 2017/18 and will measure our performance against it. This target has been set taking into the increased number of Council Tax and Business Rates properties.

2017/18

Quarter 1: Performance as at quarter 1 was 100% against a target of 99%. 89 voicemails were received and 89 were returned within two working days.

2016/17

Quarter 4: Performance as at quarter 4 was 100% against a target of 99%. 390 voicemails were received and 390 were returned within two working days.

Quarter 3: Performance as at quarter 3 was 100% against a target of 99%. 272 voicemails were received and 272 were returned within two working days.

Quarter 2: Performance as at quarter 2 was 100% against a target of 99%. 213 voicemails were received and 213 were returned within two working days.


Quarter 1: Performance as at quarter 1 was 100% against a target of 99%. 146 voicemails were received and 146 were returned within two working days.

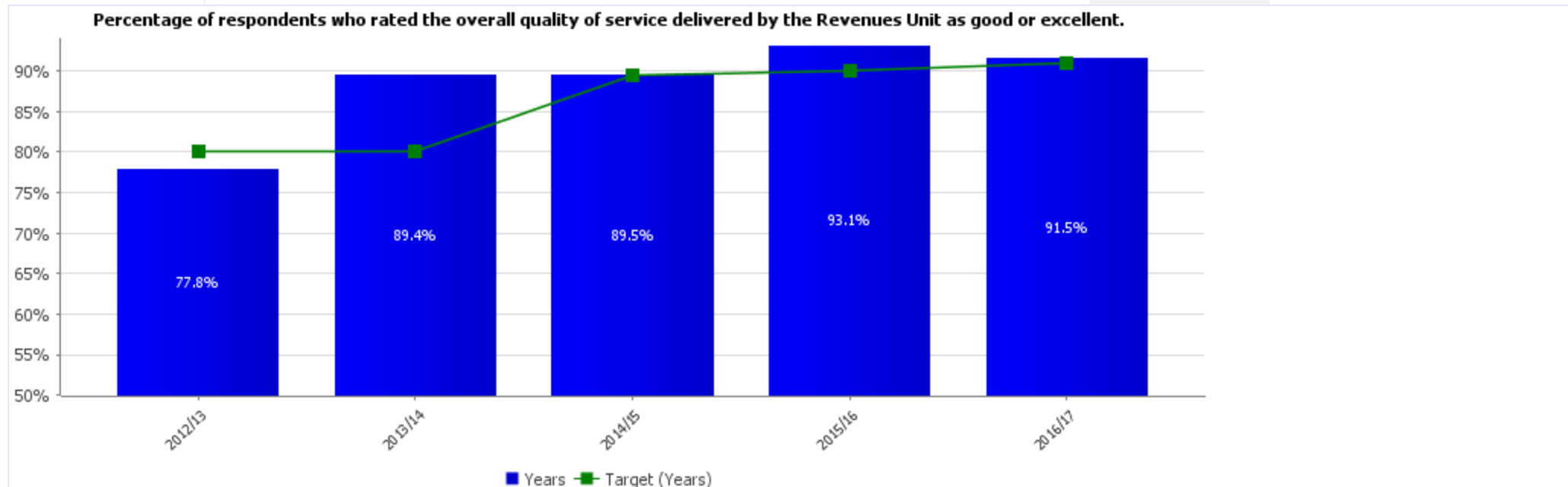
2015/16

Quarter 4: Performance as at quarter 4 was 99% against a target of 99%. 459 voicemails were received and 454 were returned within two working days.

Quarter 3: Performance as at quarter 3 was 99% against a target of 99%. 408 voicemails were received and 406 were returned within two working days.

Quarter 2: Performance as at quarter 2 fell slightly from quarter 1 but remains on target. 170 voicemails were received and 168 were returned within two working days.

PI Code & Short Name	P:REV042_6a.7 Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.	PI Owner	zREV_PIAdmin; Scott Reid
Description	This performance indicator measures the percentage of customers that rated our overall service as good or excellent. Collected as part of our ongoing survey, customers are asked to rate the quality of the service provided as; excellent, good, a dequate, poor, very poor or not applicable. The survey is a random but representative sample of the customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.	Traffic Light Icon	
		Current Value	91.5%
		Current Target	91%



Trend Chart Commentary:

We strive to improve our services on an ongoing basis. Feedback from our customers is important to judge if our actions have been successful.

2016/17

The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 1,791 surveys were issued with 390 being returned (22%), a decrease in return rate of 1% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 91.5%, a decrease of 1.6% from the previous year.

2015/16

The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 2,309 surveys were issued with 530 being returned (23%), an increase in return rate of 0.3% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 93.1%, an increase of 3.6% from the previous year.

2014/15

The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 2,123 surveys were issued with 482 being returned (22.7%), an increase in return rate of 7% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.5%, an increase of 0.1% from the previous year.

2013/14

The surveys were issued to a sample of our Benefits, Business Rates, Council Tax and internal customers. 2,202 surveys were issued with 345 being returned (15.7%), an increase in return rate of 4.1% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.4%, an increase of 11.6% from the previous year. This level of response has exceeded our target.

2012/13

The surveys were issued to a sample of our Benefits, Business Rates and Council Tax customers. 1,423 surveys were issued with 165 being returned (11.6%). The percentage of respondents who rated the overall quality of service between good and excellent has reduced from the previous year and has not reached our target. The main reason for this is the introduction of a new Council Tax and benefit system in August 2012 because of Welfare Reform changes to benefit administration. As a result of this workloads built up and delays occurred in processing customer enquiries.

The target for 2017/18 is 92%. This target will drive continual improvement and has been set after consideration of service improvements that have been implemented in 2016/17 and are planned for 2017/18.



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

WELFARE REFORM: QUARTERLY UPDATE REPORT

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To inform the Panel of the recent developments in, and the continuing implications of, the ongoing programme of welfare changes.

B. RECOMMENDATION

It is recommended that the Panel notes the impacts of the welfare changes in West Lothian and the actions which the council and community planning partners are taking in response.

C. SUMMARY OF IMPLICATIONS

- | | |
|---|--|
| I Council Values | Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership. |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | The Welfare Reform Act 2012 provided for significant changes to Housing Benefit, a Benefit Cap, and the introduction of the Council Tax Reduction scheme and the Scottish Welfare Fund, both administered by local authorities in Scotland. In addition further Department for Work and Pensions (DWP) led welfare changes are continuing to be introduced. The Scotland Act 2016 also devolved certain aspects of welfare in Scotland to the Holyrood Parliament. |
| III Implications for Scheme of Delegations to Officers | None. |
| IV Impact on performance and performance Indicators | Corporate and service performance indicators are being reviewed as implications of the reforms become clear. |
| V Relevance to Single Outcome Agreement | Outcome 1 - Our children have the best start in life and are ready to succeed.

Outcome 2 - We are better educated and have access to increased and better quality learning |

and employment opportunities.

Outcome 3 - Our economy is diverse and dynamic, and West Lothian is an attractive place for doing business

Outcome 4 - We live in resilient, cohesive and safe communities

Outcome 5 - People most at risk are protected and supported to achieve improved life chances

Outcome 7 - We live longer, healthier lives and have reduced health inequalities.

VI Resources - (Financial, Staffing and Property)

The Anti-Poverty Strategy Development Group is continuing to assess the financial and staffing implications for the council.

VII Consideration at PDSP

Regular quarterly updates on welfare reform have been reported to the Panel since 2012.

VIII Other consultations

With services, through the Anti-Poverty Strategy Development Group, ongoing consultations with the voluntary sector and other partners.

D. TERMS OF REPORT

D.1 Overview

The Welfare Reform Act 2012 provided for the introduction of several major changes to the welfare system.

The implementation and administration of many of the initial changes were the responsibility of local authorities. These changes were implemented within the timescales set by the DWP and are now operational.

The Welfare Reform Act 2012 also provided for major DWP-led reforms to the welfare system, notably the introduction of Universal Credit (UC) which replaces six current working age benefits/credits. The full national roll out of Universal Credit has been subject to delay and the timetable has been revised on a number of occasions.

The Scotland Act 2016 also devolved certain aspects of welfare in Scotland to the Holyrood Parliament. These have been subject to wide-ranging consultations and the Scottish Government has now announced draft timetables and arrangements to implement the devolved welfare powers over the course of the current Parliament. The Social Security (Scotland) Bill was introduced in the Scottish Parliament on 20 June 2017.

D.2 Discretionary Housing Payment Fund

The Discretionary Housing Payment (DHP) Fund can provide additional support to households where a tenant is entitled to Housing Benefit but where there is a shortfall between their rent and the amount of Housing Benefit paid.

DHP can be paid to alleviate short term hardship, or to assist those most affected by the welfare changes, particularly those affected by the size criteria restrictions (also termed the spare room subsidy or the bedroom tax) in the social rented sector.

In 2016/17 the total DHP awarded was **£2,193,463**.

As shown in the table below, funding for DHP is no longer provided by the DWP but has transferred from April 2017 to the Scottish Government. Scottish Government will reimburse councils for mitigating the impact of the spare room subsidy so the funding for that is not reflected in the first table below. In addition to the budget allocation from Scottish Government, West Lothian Council has committed an additional £115,000 which has to be used to minimise the impact on tenants affected by the Benefit Cap. This additional funding is reflected in the table below.

All applicants affected by the removal of the spare room subsidy or bedroom tax, and the benefit cap who are entitled to Housing Benefit or the housing cost element of Universal Credit, will continue to be awarded full DHP to cover the shortfall

Scottish Government allocation of funding - 2017/18		Proposed split of available funding including council top-up of £115,000	
Core DHP	£46,800	Core DHP	£130,000
Local Housing Allowance	£47,016	Local Housing Allowance	£26,160
Benefit Cap	£237,344	Benefit Cap	£290,000
Total	£331,160	Total	£446,160

The current DHP spend to date in 2017/18 is summarised as follows:

	Number of Awards	Spend to date £'000
Benefit Cap	109	84
Bedroom Tax	3897	816
Local Housing Allowance/Combination	146	40
Total	4152	940

D.3 Scottish Welfare Fund

The Scottish Welfare Fund (SWF) covers the whole of Scotland and is delivered by local authorities who are responsible for administering Community Care Grants and Crisis Grants.

As in previous years, the budget was carefully managed to fully utilise the SWF budget by 31 March 2017. To achieve this, there was liaison with a range of stakeholders, and priority levels were adjusted to help maintain the budget throughout the financial year. The budget for 2017/18 is £1,068,689 and the priority level has been set for August at High for both Community Care Grants and Crisis Grants. The priority level will remain under review. The 2017/18 SWF spend to 31 July 17 is as follows:

	Number of Awards	Expenditure £'000
Crisis Grants	1156	278
Community Care Grants	414	83
Total	1570	361

D.4 Universal Credit

Universal Credit (UC) involves the integration of six core benefits and tax credits into a single payment. The UC payment brings together: income-based (means-tested) Job Seekers' Allowance; income-based Employment Support Allowance; Income Support; Housing Benefit; Child Tax Credit and Working Tax Credit.

UC is delivered by the DWP. Whilst local authorities will not have a role in the administration of Universal Credit, UC will affect the administration of those benefits retained by local authorities, including the Council Tax Reduction Scheme (CTRS), DHP, and SWF.

The UK wide expansion of UC began in February 2015. Initially this involved the roll-out of the UC "Live System" which deals with simple claims usually from new, single, job seekers with no partner, no children, and no complicating factors. This is the system currently operated by the three Job Centres in West Lothian.

The latest UC Official Statistics published by the DWP on 16 August 2017 state that, as at 13 July 2017, a total of 1427 people in West Lothian are on UC. These are all "Single claimants only". Broxburn Job Centre has 170 UC claimants, Livingston has 614, and Bathgate has 643.

The DWP official statistics of 16 August 2017 show 498 UC recipients in West Lothian are in some limited form of employment and 929 are "searching for work".

As previously reported, in addition to the "Live System" which deals with simple claims there is the second, developing, more sophisticated "Full Digital Service". This will deal with all UC claims including the more complex cases and cases involving families. Currently only a small number of Job Centres throughout Britain operate the "Full Service"

A number of public bodies, third sector organisations, and landlords, have made representations to the DWP drawing attention to some serious administrative issues and payment delays in the "Full Service" system and calling for changes to be made or indeed for a halt to further roll out until the issues are resolved. However the DWP Ministers refused this request.

On 18 July 2017 the Director General of the Universal Credit Programme wrote to all Local Authority Chief Executives outlining the updated UC roll-out schedule.

The schedule was updated in July 2017 due to changes being made to the DWP estate network. This schedule sets out the latest planning assumptions for sites that will transition to the full Universal Credit Service. West Lothian was informed, in November 2016, that the Job Centres in West Lothian will go live with the Full Service in February 2018. The new revised schedule confirms this – the only change being that it lists Livingston and Bathgate as the West Lothian Job Centres going live, so it seems likely that the planned closure of Broxburn Job Centre will happen prior to that.

After the roll-out process for new claims has been completed by September 2018, DWP will then begin moving all remaining existing benefit claimants (including those who are still in receipt of Job Seekers Allowance or Housing Benefit etc.) to the full Universal Credit service.

Although UC is a reserved matter, in January 2017 the Scottish Government published its draft Regulations concerning two aspects of the payment of UC which are being devolved:

- Providing more frequent payments - twice monthly rather than monthly, to assist in budgeting, and:
- Giving the option of paying the Housing Support (rent) element direct to the landlord, to minimise rent arrears.

These draft Regulations were subject to a consultation process and West Lothian Council's response was agreed by Council Executive on 28 February 2017.

The Scottish Government laid the Regulations in the Scottish parliament on 29 June 2017 to make Universal Credit payments more flexible. The Regulations, which come into force on 4 October 2017, represent the first use of the new devolved social security powers.

D.5 The Scotland Act 2016 and the Devolution of Welfare

As previously reported to the Panel, the Scotland Act, which received Royal Assent on 23 March 2016, includes provisions to devolve eleven benefits to Holyrood, and also to give Holyrood the power to top up any benefits, reserved or devolved, provided the funding is met by the Scottish Government.

It is recognised that some elements of devolved welfare may take some time to implement and that the relationship between devolved and reserved benefits will necessitate close working with the DWP and other local partners over a period of time.

On 27 April 2017 the Scottish Government published the outline business case for the agency for social security in Scotland. Following the extensive consultation the conclusion was that the preferred option is a central agency with enhanced phone and online support, which incorporates face-to-face pre-claims and support-services locally, in existing public sector locations with current local partners.

The new social security agency will not use private companies to carry out assessments, including fitness for work health assessments, and the system will be based on dignity and respect and an assessment process which is not demeaning or deliberately difficult.

Social Security (Scotland) Bill

On 20 June 2017 the Social Security (Scotland) Bill was introduced in the Scottish Parliament.

The Bill sets out an over-arching legislative framework for the administration of social security in Scotland, making provision for operational functions such as overpayments, fraud, error, re-determinations and appeals.

It places a duty on the Scottish Ministers to give assistance to persons who are entitled to it and provides a brief description of each type of assistance that Scottish Ministers will give.

Secondary legislation will provide detail on what assistance will be available and how the system will work. This will follow once the Bill has been agreed by the Parliament. The legislation is expected to come into force within the current Parliamentary term.

The first social security payments to be delivered by the Scottish Government, from summer 2018, will be the increased Carer's Allowance, which will increase Carer's Allowance to the same level as Jobseeker's Allowance.

This will be followed by the Best Start Grant (replacing the Sure Start Maternity Grant) which will be delivered by summer 2019. This will be a one-off grant of £600 for the first child in low income families – an increase of £100 on the current rate and the re-introduction of £300 for subsequent children and two payments of £250 each during a child's early years

The Funeral Expense Assistance will also be delivered from summer 2019 and aims to process applications within 10 days – significantly faster than at present and to make it easier for people to understand if they are eligible for assistance

The eleven benefits being devolved to Scotland comprise:

- Disability Living Allowance (DLA)
- Personal Independence Payment (PIP)
- Attendance Allowance (AA)
- Severe Disablement Allowance
- Industrial Injuries Scheme
- Carer's Allowance
- Sure Start Maternity Grants
- Funeral Payments
- Cold Weather Payments
- Winter Fuel Payments
- Discretionary Housing Payments

Ten of the eleven devolved benefits, totaling around £2.9 billion of annual payments, will be delivered directly by the new Scottish Social Security Agency itself. Discretionary Housing Payments will continue to be delivered by local authorities.

D.6 Further Welfare Changes

Following the Autumn Statement of November 2016, DWP Ministers have reportedly ruled out any further new reductions to welfare during this parliament. However the reductions already announced by the Chancellor in November 2016, most of which came in to effect from April 2017 onwards, will go ahead as planned. These include:

Reductions to Universal Credit from April 2017

As previously reported, in the Autumn Statement of 23 November 2016, the Chancellor of the Exchequer confirmed that planned reductions to the UC Work Allowance would proceed from April 2017. Independent analysis suggests that the reduction in the Work Allowance (the amount people can earn before their UC is reduced) will affect more than three million people, reducing their income by an average of over £1,000 per year.

The Chancellor reduced the UC Taper with 65% Taper being reduced to 63% from April 2017. This modest change means that for every pound of income which a person earns, above the UC Work Allowance, they will lose 63p rather than 65p.

Benefit/Credit Freeze

The previously proposed two-year freeze on working age benefits, including Tax Credits and Local Housing Allowance, has been extended to four years.

This means the freeze will continue until the 2019/20 financial year. This is expected to save £4bn a year by then. It will not affect payments to sick and disabled people.

Reduction in the Household Benefit Cap

The UK Government has proceeded with plans to reduce the Household Benefit Cap.

The Welfare Reform Act 2012 allowed for the government to cap benefits at the median earnings level after tax. The benefit cap was introduced on 1 April 2013, and set an overall cap on benefit income at £26,000 per household and £18,200 for single claimants with no children.

The new, reduced, benefit cap introduces limits of £20,000 per household, or £13,400 for single claimants with no children.

The new lowered benefit cap was implemented in West Lothian from 7 November 2016 and has affected some 100 households.

The households currently identified by the DWP are a mixture of West Lothian Council, Housing Association, and Private Tenants.

The lowered benefit cap predominantly affects families/ households with children, and a large proportion of these families (82%) will have three or more children.

Housing Support for 18 to 21 year olds

Automatic entitlement to Housing Benefit, or the Housing Support element of Universal Credit, for jobless 18 to 21 year-olds, was removed from April 2017.

However this will only affect new UC claimants in "Full Service" areas of UC, and there are a number of exemptions for vulnerable people. When the Regulations were published the Scottish Government announced that they would ensure that support for housing costs is not taken away from young people aged 18 to 21.

However, new Scottish Regulations will not be in place for some time. Until then, following consultation with local authorities, COSLA, and the IRRV, guidance has been issued on using the Scottish Welfare Fund, through Community Care Grants, to address this issue.

As previously reported, the Job Centres in West Lothian will not implement UC Full Service until February 2018, so no 18 to 21 year olds in West Lothian will be affected until then. Also the numbers involved are likely to be relatively small. The estimated impact document, published in March 2017, predicts that 19 households in West Lothian would be affected.

Two Child Limit

From Thursday April 6 2017 child tax credits and universal credit across the UK will be restricted to the first two children in a family. This measure will affect all households with two or more children that have an additional child after this date.

Analysis by the consultancy Policy in Practice reveals a low-income family whose third or additional child is born before midnight on Wednesday April 5 2017 would qualify for up to £50,000 in tax credit support over 18 years whereas a similar family whose third child is born on, or after, Thursday 6 April will not receive this benefit.

D.7 New Ministerial Team

Following this year's General Election, The Rt. Hon David Gauke MP was appointed as the new Secretary of State for Work and Pensions. He had previously served as Chief Secretary to the Treasury from July 2016 to June 2017.

Damian Hinds MP is Minister of State for Employment, and Penny Mordaunt MP is Minister of State for Disabled People, Health and Work.

Many members of the senior management team remain in place. Sir Robert Devereux remains the Permanent Secretary, and Neil Couling remains Director General of the Universal Credit Programme.

E. CONCLUSION

As the welfare changes are rolled out, and as further changes take effect, officers will assess the cumulative effects of these challenges in order to develop and shape work going forward.

This will include further analysis of the measures in the Social Security (Scotland) Bill and engagement with the new Social Security Scotland Agency and with COSLA, and the IRRV, as the practicalities of the proposed changes in Scotland are considered.

The potential challenges resulting from the DWP led reforms, notably the roll-out of UC Full Service, will also be addressed

The results of this work will continue to be reported to elected members via the PDSP process and relevant action will be proposed by the council and community planning partners to pro-actively address issues arising.

F. BACKGROUND REFERENCES

None

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Donald Forrest
Head of Finance and Property Services
22 September 2017



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

SICKNESS ABSENCE (1 APRIL 2017 – 30 JUNE 2017)

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

To report sickness absence rates for the 3 month period from 1 April 2017 to 30 June 2017 and to provide an update on the ongoing application of the council's Policy & Procedure on Managing Sickness Absence.

B. RECOMMENDATION

That the Panel notes the content of the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs
	Being honest, open and accountable
	Providing equality of opportunities
	Developing employees
	Making best use of our resources
	Working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The policy seeks to strike a balance between effective management of sickness absence and the promotion of a healthy workforce taking into account the council's obligations under Equality legislation.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	The sickness absence SPI for 2016/17 is higher than it has been in any of the last 3 years.
V Relevance to Single Outcome Agreement	National Outcome 15: Our Public Services are high quality, continually improving and responsive to local people's needs. Reduced sickness absence levels increase the efficiency and productivity of the council.

VI Resources - (Financial, Staffing and Property)	Sickness absence is managed within service budgets.
VII Consideration at PDSP	None
VIII Other consultations	None

D. TERMS OF REPORT

D.1 BACKGROUND

The council introduced a revised Policy & Procedure on Sickness Absence Management on 1 May 2010. Further revisions were approved by Council Executive on 13 December 2011 and 13 November 2012. This report provides an update on how the policy has operated over the 3 month period 1 April 2017 to 30 June 2017.

D.2 SICKNESS ABSENCE RATES

Standard Performance Indicator – Council Wide

The sickness absence Standard Performance Indicator (SPI) for the full council for the period 1 April 2017 to 30 June 2017 (2017/18) is set out at Appendix 1 of this report together with the SPI performance indicators for the full years (2014/15, 2015/16 and 2016/17).

The SPI at June 2017 was 5.45%. A total of 4539 employees were absent from work during the previous rolling 12 months.

Standard Performance Indicators – Services

The sickness absence SPI for each service area (figures for teaching and non-teaching staff shown separately), for the period 1 April 2017 to 30 June 2017 is set out at Appendix 2.

Of the seven council service areas (Education Service is reported as one service although the chart reflects teaching and non-teaching figures separately), six reported sickness absence rates above the council target of 3.6% (Corporate Services, Education Services, Housing Customer & Building Services, Operational Services, Planning & Economic Development, and Social Policy).

Only CEO/Finance & Property Services (3.56%) has reported an absence rate below the Council target of 3.6%.

Long –Term Absence (1 July 2016 – 30 June 2017)*

*This measure reflects long term absence over a rolling 12 month period as opposed to the quarterly position.

Of the days lost due to sickness absence during this period, a significant proportion of those absences are attributable to long term absence. Provision 4.9.2 of the council's Policy and Procedure on Managing Sickness Absence, defines a period of continuous (long term absence) as; 'a period of absence in excess of 4 weeks.'

A further breakdown of days lost for the five services with rates above the council sickness absence target indicates the following:

DATA LABEL: PUBLIC

- Of the total number of 1,796 days lost in Corporate, 1,347 (75%) of those days were due to long term absence and were accounted for by 47 employees.
- Of the total number of 13,737 days lost in Housing Construction & Building Services, 11,074 (84.57%) of those days were due to long term absence and were accounted for by 262 employees.
- Of the total number of 26,497 days lost in Operational Services, 22,409 (84.57%) of those days were due to long term absence and were accounted for by 532 employees.
- Of the total number of 1,460 days lost in Planning & Economic Development, 1,058 (72.47%) of those days were due to long term absence and were accounted for by 19 employees.
- Of the total number of 18,241 days lost in Social Policy 14,536 (76.792%) of those days were due to long term absence and were accounted by 375 employees.

The average percentage days lost due to long term absence across the five services was 76.32%. The average percentage of sick days lost due to long term absence across the council as a whole was 81.86%

The average length of long term absence during the period was 64 days with the longest absence lasting 261 days.

Disregarded Absences (1 April 2017 – 30 June 2017)

One of the key changes to the Policy & Procedure on Sickness Absence introduced in December 2011 and further developed in November 2012, relates to the disregarding of periods of absence relating to hospital treatment, industrial injury or bereavement of a family member or dependant. Employees absent due to those reasons do not have that period of absence taken into account in determining whether or not they should progress to the relevant stage of the sickness absence procedure.

From 1 April 2017 to 30 June 2017, of all days lost to sickness absences, 15.22% were disregarded under this provision; however these days lost still count towards the sickness absence SPI. A total of 172 employees' absences were disregarded.

The four most common reasons for disregarded absences in the quarter are Surgery (28.63%), Accidents & Injuries (19.66%), Mental & Behavioural (10.97%) and Cardiology (8.86%).

The average length of a disregard absence was 21 days, with the longest period of absence lasting 65 days.

Analysis of Categories of Absence (1 April 2017 – 30 June 2017)

The most common reason for long term absence across the council during the period fell within the category of Mental and Behavioural (105 days). This category constituted 27.70% of all long term absence and 13.05% of all absences for the period (long and short term).

The next four most common categories of long term absence across the authority were:

- Musculoskeletal (83 days) constituting 21.90% of all long term absence and 13.10% of all absence
- Accidents, Injuries and Poison (38 days) constituting 10.03% of all long term absence and 7.27% of all absence.
- Surgery (37 days) constituting 9.76% of long term absence and 6.20% of all absences.
- Cardiology (19 days) constituting 5.01% of all long term absence and 2.19% of all absences.

D3 COST OF SICKNESS ABSENCE

The cost of sickness absence during the period 1 April 2017 to 30 June 2017 in terms of lost time, broken down by service is shown in the table below.

COST OF SICKNESS ABSENCE (LONG & SHORT TERM) – LOST TIME			
Service Area	No of Sick Days	No of Staff Sick	Salary Cost of Sick Days
Chief Exec/Finance/Prop	653	68	58,610.69
Corporate Services	521	48	59,605.14
Education Services	7,257	637	648,067.90
Housing Customer & Build	3,875	209	319,047.22
Operational Services	6,853	362	419,297.90
Planning Ec Dev & Regen	396	32	49,914.05
Social Policy	5,073	278	405,505.10
Grand Total	24,628	1,634	1,960,048.00

D.4 MANAGEMENT OF SICKNESS ABSENCE

i) Sickness Absence Case Management

The absence management team within HR Services has continued to work closely with managers across the council, providing advice and guidance on the management of sickness absence and monitoring the application of the Policy & Procedure on Managing Sickness Absence.

Table 1 below shows the number of employees at each stage of the Policy & Procedure as at 31 December 2016, compared to the previously reported positions.

Table 1

	Counselling	Stage 1	Stage 2	Total
Total at 30 June 2017	631	513	230	1374
Total at 30 June 2016	558	402	235	1195
Total at 30 June 2015	498	347	167	1012

A breakdown of live cases as at 31 March 2017 is set out in Table 2 in comparison with 31 March 2016 which is set out in Table 3.

Table 2

	Counselling	Stage 1	Stage 2	Total
Cases on going from 31 March 2017	497	396	202	1095
New cases since 31 March 2017	134	117	28	279
Total	631	513	230	1374

Table 3

	Counselling	Stage 1	Stage 2	Total
Cases on going from 31 March 2016	408	335	226	969
New cases since 31 March 2016	150	67	9	226
Total	558	402	235	1195

ii) Targeted Service Interventions

OH Tender

The council's current Occupational Health Service Contract provided by OPTIMA has been extended until 31 March 2018 and preparation is underway to re-tender for the contract. The council will be considering a number of options with a view to identifying the contract model that best supports the council's OH needs going forward.

Mentally Healthy Workplace Training

Managers continue to be nominated to attend mentally healthy workplace training on a quarterly basis. Stress resilience training is being introduced with discussions ongoing with services to nominate attendees although at this time attendance is voluntary.

HR Adviser Input – Management Meetings

HR Advisers are continuing to attend operational sickness absence meetings to support line managers manage cases. Functional areas that would most benefit from this direct intervention are being identified by the relevant services and Human Resources are continuing to monitor effectiveness of those interventions.

iii) Employee Health and Wellbeing

Service Employee Health and Wellbeing Action Plans for 2016/17 together with information from the council's Employee Wellbeing Survey are driving a range of activities and support for employee wellbeing. There is a particular focus on groups with higher levels of sickness absence and the reasons for absence.

During this Quarter and specifically during the Employee Health Week in May, there was a focus on mental health given that it is the highest cause of absence in the council. Employees were given opportunities to attend events and training as well as the provision of appropriate health literature at multiple council sites.

E. CONCLUSION

Following the introduction of the revised Policy & Procedure on Managing Sickness Absence in May 2010 the council reported significant reductions in sickness absence rates.

The first quarter of 2017/18 has seen an increase in sickness absence rates which is indicative of a rising trend over the last 3 years although the rise during the equivalent quarter in 2016/17 was less steep and similar to 2015/16 levels.

During this year, nearly 20% of all days lost to sickness absences were disregarded under the provision introduced with the 2011 policy changes. In 2015/16 disregarded absences accounted for 18% of all sickness absences, however these days lost still count towards the sickness absence SPI.

F. BACKGROUND REFERENCES

Policy & Procedure on Managing Sickness Absence

Appendices/Attachments: 3

1. Sickness Absence SPI% History – Full Council
2. Sickness Absence SPI% all services – 2016/17

Contact Person: Fraser Mackenzie, HR Manager – Policy & Advice (01506 281422)

Julie Whitelaw

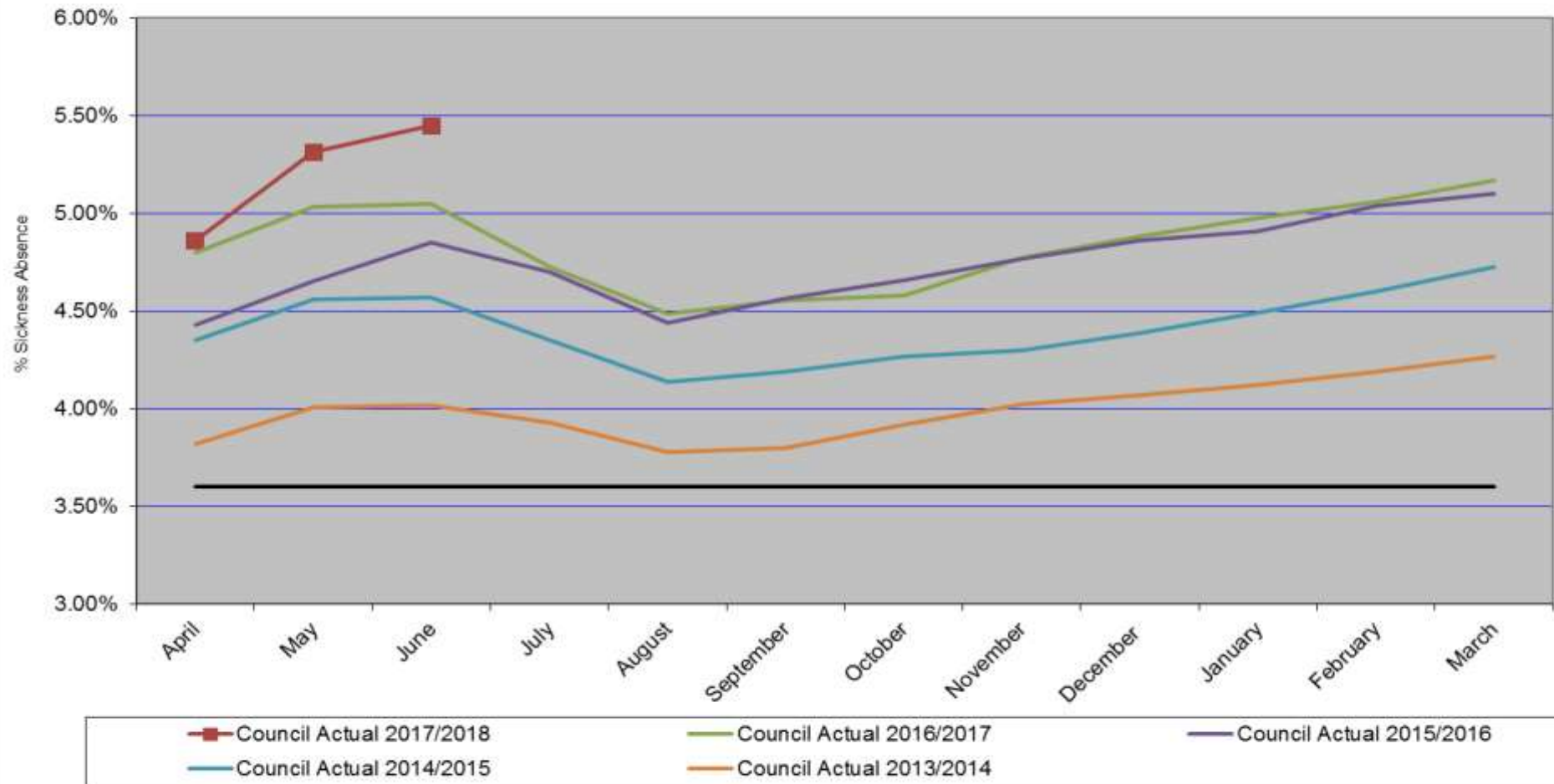
Head of Corporate Services

Date: 22 September 2017

DATA LABEL: PUBLIC

Sickness Absence SPI% History Full Council

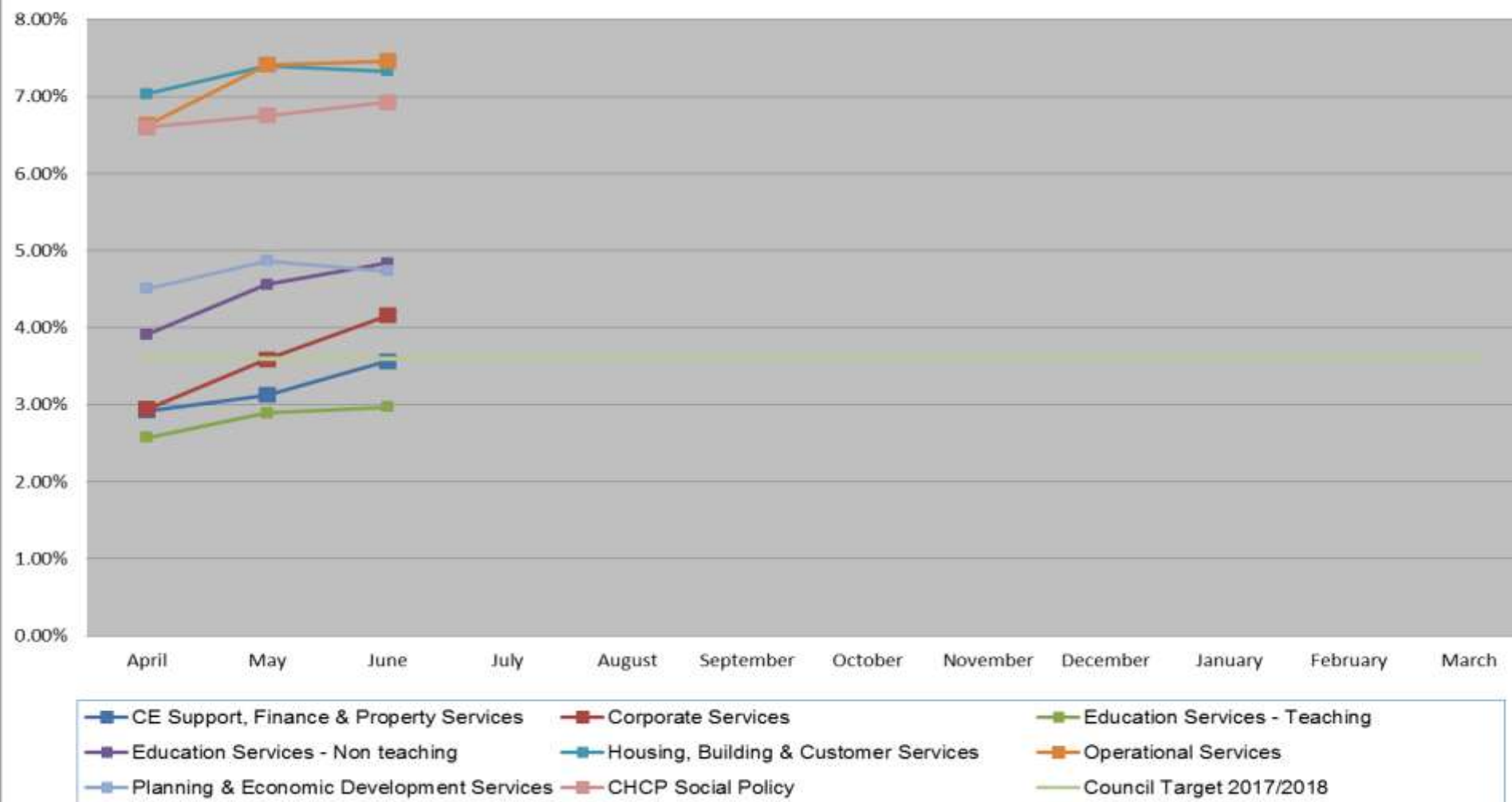
Appendix 1



DATA LABEL: PUBLIC

Sickness Absence SPI% all Services - 2017/18
(Education Split)

Appendix 2



DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

HORIZON SCAN

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES AND HEAD OF PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION

A. PURPOSE OF REPORT

The purpose of this report is to provide:

1. An update on the estimated revenue budget position facing the council as a result of ongoing unavoidable spending pressures and government funding constraints, as well as highlighting the budget model risks and uncertainties.
2. A horizon scan on potential implications following the UK referendum vote to leave the European Union (EU) and a summary of the latest UK economic indicators and announcements.

B. RECOMMENDATION

It is recommended that the Panel:

1. Notes the changes to the budget model following the 2017/18 budget realignment exercise;
2. Notes the increase in the estimated budget gap to £66.1 million for the period 2018/19 to 2022/23;
3. Notes the potential risks and uncertainties;
4. Notes the latest potential economic and financial position of the UK and Scotland, and the potential financial implications for West Lothian and the council's future financial planning.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, focusing on our customers' needs, making the best use of our resources, working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>The council is required to approve a balanced revenue budget for each financial year. Audit Scotland and CIPFA best practice guidance recommends medium term financial plans are prepared for at least five years.</p> <p>Leaving EU membership could have significant implications for West Lothian, the local economy, communities and the council</p>
III Implications for Scheme of Delegations to Officers	No implications at this stage.

IV Impact on performance and performance Indicators	The current EU programmes from 2014 to 2020 support a number of business development, community regeneration and employment projects and programmes. Along with ongoing government restraint having implications for the council's budget and performance.
V Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.
VI Resources - (Financial, Staffing and Property)	Based on initial assumptions, it is forecast that West Lothian Council will have a very significant revenue budget gap of £66.1 million over the five year period 2018/19 to 2022/23.
VII Consideration at PDSP	None.
VIII Other consultations	None.

D. TERMS OF REPORT

D.1 BACKGROUND

On 20 June 2017 the Council Executive noted the revenue budget planning scenario, including the estimated budget gap of £65.7 million for the period 2018/19 to 2022/23. The budget motion agreed that the Head of Finance and Property Services would provide an update on the budget model to the Partnership and Resources PDSP.

This report provides an update on the forecast budget model for the period as well as setting out the budget model risks and uncertainties. The report provides a horizon scan covering key developments and potential implications following the UK referendum vote to leave the EU on 23 June 2016 and the latest update on economic factors that could have an influence on the council's financial strategy, focussing on debt and borrowing, economic growth, unemployment, inflation, and house prices.

D.2 HORIZON SCAN - UK

EU Implications

On 29 March 2017 the UK formally triggered Article 50, giving two years notice of the UK's withdrawal from the EU. Negotiations commenced following the General Election in June 2017 and the UK Government has begun to publish position papers, setting out the UK Government's stance on key issues.

The two year time frame means the UK will cease to be a member of the EU from 29 March 2019. If no deal is reached, it is expected that World Trade Organisation (WTO) rules would apply which would involve tariffs being introduced on trade between the EU and UK. The Chancellor has stated that the UK government will seek a transitional arrangement to minimise disruption caused by the UK's exit, however the EU have indicated that a transition period will only be agreed after the terms of separation have been agreed.

The UK government published a future customs arrangements paper in August 2017. The paper includes two proposals – no customs checks at UK-EU borders or a more efficient system of border checks which would increase administration requirements. It also includes the possibility of a temporary customs union after March 2019 to avoid a “cliff-edge” for

business as they adapt to the new arrangements. The paper details the aspirations for the UK's future customs arrangements and will be used as part of the ongoing discussions.

It is anticipated that MP's will vote on the outcome of the Brexit negotiations in late 2018.

UK Economic Update

Debt and Borrowing

On 8 March 2017 the Office for Budget Responsibility (OBR) published revised borrowing forecasts. The OBR forecast public sector net borrowing of £51.7 billion for 2016/17, then £58.3 billion in 2017/18, £40.8 billion in 2018/19, £21.4 billion in 2019/20 and £20.6 billion in 2020/21.

The deficit of £51.7 billion for 2016/17 is down from the £68.2 billion forecast from November with borrowing in 2017/18 now forecast to be higher than 2016/17 levels.

Public Sector Net Debt is expected to rise from 86.6% of GDP in 2016/17 to 88.8% of GDP in 2017/18 before falling to 79.8% in 2021/22.

Updated forecasts for public sector net borrowing and debt will be produced by the OBR, it is anticipated that this will be in November 2017 to coincide with the Autumn Budget 2017.

Economic Growth

The Office for National Statistics (ONS) released economic growth figures on 30 June 2017 which indicates that the UK economy grew by 0.2% in quarter one of 2017 (January to March 2017), and by 2% when compared to the same quarter of 2016.

In May 2017, the Bank of England reduced its 2017 UK growth forecast to 1.9% from 2.0% citing the potential impact from lower household income and consumption and the influence of the prospect of the UK departure from the EU. The Bank of England also revised their 2018 forecast to 1.7% from 1.6% and its 2019 forecast is now 1.8% from 1.7%. The Bank stated that its assumptions had been based on an average out of a possible range of outcomes and that the assumption that the adjustment to the UK's relationship with the EU is a smooth transition.

In July 2017 the International Monetary Fund (IMF) published its World Economic Outlook Update. Within the forecast it has also downgraded the UK economic growth forecast by 0.3% to 1.7%, as a result of weaker than anticipated activity in the first quarter of 2017. However the 2018 growth forecast remains unchanged at 1.5%. By contrast 2017 growth projections for many of the euro area countries have been revised upwards, this includes France, Italy, Germany and Spain where growth was generally above what had been expected. The global economic growth forecast remains at 3.5% in 2017 and 3.6% in 2018.

Exports and Inward Investment

In the immediate wake of the referendum vote, sterling fell sharply to a 31 year low versus the dollar, and was down about 6% against the euro. A weak pound makes goods that Britain buys from abroad more expensive, in turn pushing up the costs of living, but can also help to support UK exports. The pound has been making a very slow recovery against the dollar and at 15 August 2017, the pound was \$1.29 against the dollar, however it continues to fall against the euro. At 15 August 2017 the pound was €1.10 against the euro.

The British Chamber of Commerce (BCC) published its Quarterly Economic Survey in July 2017. This indicated that for many businesses growth is static or beginning to slow. The survey showed that growth in domestic sales and orders in the services sector has grown by

19% in quarter two of 2017 compared with 22% in quarter one of 2017. The survey highlights the slow growth in the economy and stresses the importance of getting clarity on the Brexit transition as soon as possible to help stabilise the growth.

Inflation

UK inflation, as measured by the Consumer Prices Index (CPI), was 2.6% in the year to June 2017, according to the ONS, down from 2.7% in April 2017.

The price of goods bought and sold by UK manufacturers, the Producer Price Index, rose by 3.3% in the year to June 2017, which is the slowest rate prices have increased since December 2016. The prices paid for materials and energy rose at an annual pace of 9.9% to June 2017 meaning the annual rate has fallen by 10 percentage points since January 2017. The main driver for the decline in PPI has been the falling prices in crude oil into the manufacturing sector.

The Bank of England August 2017 Inflation Report has forecast CPI inflation to remain at 2.7% in 2017, falling slightly to 2.6% in 2018 before falling to 2.2% in 2019 and 2020 respectively.

Interest Rates

The Bank of England Monetary Policy Committee (MPC) agreed on 3 August 2017 to maintain the interest rate at 0.25% and noted that it anticipates CPI to increase during 2017 and peak in October 2017 at 3%. All members agreed that any future increases in the interest rate would be expected to be at a gradual pace and to a limited extent.

Unemployment

The latest figures published on 12 July 2017 show over the period March 2017 to May 2017 the UK unemployment rate was 4.5%, down from 4.9% for a year earlier with 1.49 million people unemployed, this is the lowest unemployment rate since 1975. There were 32.01 million people in work, 324,000 more than the year previous, giving an employment rate of 74.9%. The latest estimates show that average weekly earnings, in Great Britain, for employees in real terms (adjusted for inflation) fell by 0.7% including bonuses and fell by 0.5% excluding bonuses, compared with a year earlier.

On 8 March 2017 the OBR updated their Economic and Fiscal Outlook. This shows the 2017 unemployment forecast as 4.9%, rising to 5.1% in 2018, 5.2% for both 2019 and 2020, before falling to 5.1% in 2021.

House Prices

The latest ONS House Price Index published on 18 July 2017 showed that in the year to May 2017 average house prices in the UK increased by 4.7%, down from 5.3% in the year to April 2017. The annual growth rate has slowed since mid-2016 but has remained broadly around 5% in 2017. The increase in Scotland in the year to January 2017 was 4.0%.

D.3 HORIZON SCAN - SCOTLAND

EU Implications

Following the Brexit vote, the Scottish Government set up a standing council of experts to provide the First Minister advice on the all of the options open to Scotland in securing its relationship with the EU.

The Scottish economy is likely to be affected by Brexit in a similar way to that of the UK in general terms, however changes to the Scottish rate of income tax from April 2017 now means that Scotland's own economic performance will have a more direct impact on the Scottish Budget.

Scottish Economic Update

Economic Growth

The Scottish economy rebounded in the first quarter of 2017 with GDP growth of 0.8%. It was boosted by growth in production and services after having shrunk by 0.2% in the previous quarter. The position in the Scottish economy was better than the UK as a whole which had growth of just 0.2% however, on an annual basis, the Scottish economy grew by 0.7% compared to the UK equivalent of 2%.

Leading forecasters acknowledge the progress in Scottish growth in the first quarter of 2017, however a few more quarters of growth at this pace would be required. The Fraser of Allander Institute note that whilst production output increased in quarter one, it was still down over 4% over the past two years. In addition, incorporating the contraction of 0.2% at the end of 2016 and the weak growth at the earlier part of 2016, output in Scotland has still been weaker than the UK as a whole. On that basis, the Fraser of Allander Institute believes that the Scottish economy still faces a fragile outlook.

Unemployment

The Scottish Government's latest Labour Market Briefing was published in July 2017. This showed that over the period March to May 2017 the unemployment rate in Scotland was 3.8% down 0.7 percentage points from the previous three months, with 104,000 people unemployed. There were 2.619 million people employed, up 25,000 compared with January to March 2017, meaning that the Scottish rate of employment is 74.1%.

House Prices

The ONS publication for HPI showed that house prices in Scotland increased by 3.5% over the year to May 2017, with an average price of £143,000.

D.4 HORIZON SCAN – WEST LoTHIAN

EU Implications

In the 2011 Census the total number of West Lothian residents from other EU countries was 5,112 with 85% of the total EU group of working age. Within West Lothian, social care services are supported considerably by a large EU migrant workforce.

The UK government announced proposals in June 2017 that all EU nationals who have lived in the UK for five years would be able to apply to the Home Office, over a two year period, for 'Settled Status' in the UK. The dates that this could apply from have yet to be confirmed. EU nationals who move to the UK before the cut-off date, and who have lived here for less than five years, would be given permission to stay for a period of time, which is expected to be two years. What happens to EU citizens in the UK and UK citizens working in the EU will ultimately depend on the nature of any arrangement the UK and the EU agrees.

Total West Lothian employment sustained by exports to the EU is estimated to be between 4,500 and 5,000 jobs. Excluding retail, around 40 companies of scale are European owned with total employment approaching 2,000. Due to its relatively strong manufacturing base, the proportion of West Lothian's international trade with its EU partners is estimated to be higher than the Scottish level.

Economic Development are currently in the process of developing an import/export survey of West Lothian businesses. The survey will ask about the employee profile of businesses. The results of the survey will be reported in the quarterly update report in December 2017.

West Lothian Economic Update

Unemployment

Unemployment at local authority level is measured by a different indicator which is the proportion of resident working age people not in work. In West Lothian this measure is 1.8% for June 2017. This is lower than the Scotland rate of 2.4% and lower than the Great Britain rate (1.9%). The Jobseeker's Allowance (JSA) claimant count figure has decreased by 85 from the previous month and is now 2,120 at June 2017.

The youth unemployment figures for West Lothian show that in June 2017 this was 535 (3.6%) compared with 545 (3.7%) in June 2016.

House Prices and Completions

The average selling price in West Lothian between May 2016 and May 2017 has increased by 2.4% from £140,516 to £143,873. The number of homes sold in West Lothian in March 2017 was 279 compared with 166 in February 2017.

The number of house completions is a useful indicator of the building sectors sensitivity to changing economic conditions. The number of house completions in June 2017 was 62, compared with 63 completions in June 2016 reaffirming concerns that the modest recovery of house building remains fragile.

D.5 HORIZON SCAN – WEST LOTHIAN COUNCIL

Economic implications of the decision to leave the EU remain highly uncertain and may not become clearer for some time. It is almost certain however that a downturn in economic activity within the UK will lead to further public sector expenditure reductions. Officers will continue to monitor key announcements in relation to public spending, interest rates, CPI forecasts and economic risks, in order to assess the likely impact on the council's budget position for 2018/19 to 2022/23.

D.6 REVENUE BUDGET PLANNING SCENARIO AND CHANGES TO THE BUDGET MODEL

The budget model has been updated following completion of the 2017/18 budget realignment exercise. The budget realignment exercise is undertaken annually to make sure that council budgets match areas of expenditure and incorporate updated staffing establishments. The estimated gap for 2018/19 to 2022/23 has increased by £331,000 and is now estimated to be £66.1 million. The material changes to the budget model are as follows:

- Staffing – following budget realignment staffing costs have reduced by £44,000.
- Indexation and Inflation – following budget realignment, an additional pressure of £114,000 has been identified. This movement is not a result of changes to inflation assumptions but represents the realignment of social policy budgets to better reflect current demand.
- Local Government Finance Settlement – changes in grant funding assumptions represent the incorporation of additional grant funding associated with the write off of historical supported debt and the update of assumptions for funding for the living wage to social care providers to reflect revised inflation movements for social care.

The table below summarises the main elements of the model for each of the five years:

Table 1: Budget Model Summary 2018/19 to 2022/23 – Estimated Movements in Expenditure and Income

	18/19 £'m	19/20 £'m	20/21 £'m	21/22 £'m	22/23 £'m	Total £'m	June 2017 £'m	Movement from June 2017
Expenditure								
Staffing	4.4	4.5	3.7	3.6	3.6	19.8	19.8	0.0
Demographics/Demand Led Pressures	5.4	5.4	5.7	5.9	6.0	28.4	28.4	0.0
Revenue Consequences	0.4	0.2	0.2	0.2	0.2	1.2	1.2	0.0
Service Pressures/ Developments	4.7	3.4	4.0	2.2	2.3	16.6	15.2	1.4
Inflation and Indexation	3.1	3.2	3.5	3.6	3.8	17.2	17.1	0.1
Gross Expend Increases	18.0	16.7	17.1	15.5	15.9	83.2	81.7	1.4
Income								
Council Tax	(3.3)	(3.2)	(3.4)	(3.5)	(3.6)	(17.0)	(17.0)	0.0
LG Finance Settlement	5.2	3.3	(3.8)	(2.5)	(2.3)	(0.1)	1.0	(1.1)
Income Movements	1.9	0.1	(7.2)	(6.0)	(5.9)	(17.1)	(16.0)	(1.1)
Forecast Budget Gap	19.9	16.8	9.9	9.5	9.9	66.1	65.7	0.3

D.7 HORIZON SCAN BUDGET MODEL RISKS AND UNCERTAINTIES

There are significant risks and uncertainties associated with the long term financial assumptions underlying the budget model, including the following key areas:

- Pay award – there is a risk that increases to pay award, employers National Insurance (NI) and pension contributions could be above the rates forecast. The current assumption is a 1.25% pay increase in 2018/19 and 2019/20 with a 1% pay increase each year thereafter. Any increases above this would result in additional costs over the five year period.
- There is a risk that the increase in costs associated with demand led services, such as social care for the elderly, is greater than assumed. The areas of greatest pressure are community care for older people and people with learning disabilities. The current assumptions are that demographic pressures will increase annually by 2.5% for Older People Residential Care, 10% for Older People Care at Home, 7.5% for Learning Disability Residential Care and 12.5% for Learning Disability Care at Home. Any increases above these assumptions would result in total additional costs over the five year period. In addition, to demographic pressures, there is also a risk that there will be pressure for substantial inflationary increases in externally purchased national and local care contracts.
- There is a risk that actual pupil numbers do not reflect the school pupil forecasts, having an impact on delivery of the pupil teacher ratio. The current budget model includes an increase of just over 1,900 pupils over the five year period.
- Inflation – there will remain risks and changes to inflation. The UK Government has a target of 2% CPI inflation which has been used as the basis of forecasting budget model inflation. However the Office for Budget Responsibility economic update in March 2017 forecasts CPI at 2.3% in 2018/19. If inflation is higher than the target it could result in an additional pressure in 2018/19. In addition, the UK Government no longer recognises RPI as a target indicator, however RPI monitoring is still produced as many contracts are based on RPI inflation. While the budget model has RPI forecast as 3% per annum, the OBR update in March 2017 has forecast RPI to be 3.6% in 2018/19 followed by 3.1% in

2019/20 to 2020/21 and 3.2% in 2021/22 to 2022/23. If RPI was to follow the current forecast then there is a potential pressure of £164,000 over the five years.

- House building assumptions of 900 per year are not realised resulting in changes to the council tax and school demographic assumptions. It is acknowledged that any variation in house building assumptions will have an impact on income and expenditure assumptions.
- Policy or legislative changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally. A recent example of potential legislative changes which could impact on the council's financial position is the publication of the Barclay review of non domestic rates which has recommended that arm's length organisations may no longer have access to non domestic rates relief. The outcome of the review is currently being considered by the Scottish Government.

The nature of long term forecasting means it is increasingly difficult to identify with any certainty expenditure pressures and income for future years. In addition, there are more general risks and uncertainties which will continue to be monitored on a quarterly basis as part of this report. Some of the more general risks and uncertainties are:

- Economic growth not being in line with the OBR forecasts, resulting in further reductions in public spending.
- Funding not being provided to fully cover the costs of introducing new legislation.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.
- Ring fencing of grant funding, constraining how local authorities allocate their resources to delivering local priorities.
- Changes to local government remits, providing uncertainty for service provision and funding.

E. CONCLUSION

This horizon scan provides a high level overview of the latest economic indicators and other announcements likely to have a financial impact on the council and an update on the council's budget model. The UK, Scottish, West Lothian and council position will be reported on a quarterly basis as part of the horizon scanning of factors that could have an impact on the council's medium term financial strategy.

F. BACKGROUND REFERENCES

Revenue Budget Strategy 2018/19 to 2022/23 - Report by Head of Finance and Property Services to Council Executive on 20 June 2017

Appendices/Attachments: None

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Donald Forrest
Head of Finance and Property Services

Craig McCorriston
Head of Planning, Economic Development and Regeneration

22 September 2017



PARTNERSHIP & RESOURCES POLICY DEVELOPMENT & SCRUTINY PANEL

ELECTRICAL SAFETY POLICY & MANAGEMENT PLAN

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To consider the Electrical Safety Policy and Electrical Safety Management Plan in relation to the council's statutory obligations in respect of property assets.

B. RECOMMENDATION

1. To note and consider the draft policy and management plan in the appendix to the report which is intended to be submitted to the Council Executive for approval.
2. To note that following approval of the new policy, the management plan shall be put in place to support and implement the policy.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs; being honest, open and accountable
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Health and Safety at Work Act 1974 The Management of Health and Safety at Work Regulations 1999 Electricity at Work Regulations 1989
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	We live in resilient, cohesive and safe communities.
VI	Resources - (Financial, Staffing and Property)	The Capital budget contains an allocation for electrical safety within the council.
VII	Consideration at PDSP	Ongoing
VIII	Other consultations	Consultation has taken place with all council services and the recognised trade unions.

D. TERMS OF REPORT

D1 Introduction

The Council has a duty of care to ensure employees and other parties entering council premises are not at risk of danger of electric shock, or electric burns, electrical explosion or arcing, or from fire or explosion initiated by electrical energy.

D2 Legislative Context

Duties and obligations under the Health and Safety at Work Act and the Electricity at Work Regulations extend to exposure of risks from the use of electricity and electrical equipment in council properties and how to control and minimise those risks and comply with this legislation and this has formed the basis of the Councils approach to managing risks associated with electricity.

D3 Policy Details

The proposed Electrical Safety Policy and Management Plan has been developed using good practice identified in the Electricity Regulations, HSE guidance, 17TH Edition of the IEE regulations and BS7671. The aim of the Policy is to minimise exposure to electrical injury by:

- Setting clear lines of responsibility for ensuring employees and visitors to Council premises are not exposed risk to electrical injury.
- Ensuring the risks associated with electrical injury are adequately controlled.
- All fixed electrical items are tested within the specified frequency.
- Electrical appliances are used safely and tested at suitable intervals.
- Ensuring compliance with the Council's Electrical Safety Policy

E. CONCLUSION

The Electrical Safety Policy and Electrical Safety Management Plan will ensure ongoing compliance with legislation. It sets out key responsibilities and accountabilities consistent with other council policies.

F. BACKGROUND REFERENCES

Appendices/Attachments:

Appendix 1: Electrical Safety Policy

Appendix 2: Electrical Safety Management Plan

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Donald Forrest

Head of Finance and Property Services

Date of meeting: 22nd September 2017



WEST LOTHIAN COUNCIL

Electricity Safety Management Policy

Document Title	Issuing Department	Approval Date	Author(s)	Next Review Date
Draft Electrical Safety Management Policy	Construction Services	Draft	Colin McConville	

1. Policy Statement

The Council has a duty of care to ensure employees and other parties accessing or in the vicinity of council properties are protected from the hazards associated with Electricity. The council will take all necessary steps to discharge this duty by complying with the Health & Safety at Work Act 1974 and the Electricity at Work Regulations 1989.

2. Policy Aims

The aims of the Policy are to ensure protection of hazards associated with Electricity by:

- Setting clear responsibilities for ensuring those employees and other parties accessing or in the vicinity of council properties, are protected from potential hazards of Electricity
- Setting clear responsibilities for communicating and promoting the council's commitment to protect against hazards through adequate information, instruction and training.
- Ensuring strict compliance with the Council's Electrical Safety Management Plan.

3. Policy Implementation

The aims of this Policy will be implemented through the Council's Electrical Safety Management Plan.

4. Responsibilities

In accordance with the Council's Scheme of Delegation to Officers, the Chief Executive is responsible for ensuring that employees and others are protected from the hazards associated with Electricity.

Depute Chief Executives

Depute Chief Executives are accountable and responsible to the Chief Executive for ensuring the implementation of this Policy within their portfolio of services.

Head of Finance and Property Services

The Head of Finance and Property Services is responsible to the Chief Executive for ensuring the implementation of this Policy.

Heads of Service

Heads of Service are responsible to the appropriate Depute Chief Executive for implementing this Policy by ensuring that all employees and others who may be affected within their service are protected from the hazards associated with Electricity.

Construction & Design Manager

The Construction & Design Manager is responsible to the Head of Finance and Property Services for implementing this Policy by ensuring that all employees and others who may be affected within their service are protected from the hazards associated with Electricity.

Mechanical & Electrical (M&E) Services Team Principal

The M&E Services Team Principal is responsible to the Construction & Design Manager for managing electrical safety across the council in line with the following key responsibilities:

- Ensuring services comply with the Electricity Management Policy and the Electricity Management Plan.
- Providing guidance and advice on Electrical Safety management and risk assessment.
- Ensuring adequate electrical information for non-domestic council properties and communal parts of domestic council properties are in place and maintained.
- Monitoring the performance of contractors and consultants engaged in electrical installation and design activities.
- Ensuring suitable electrical risk assessments are undertaken by competent contractors.
- Monitoring the provision of appropriate information, instruction and training.
- Record keeping.
- Developing and publishing the council's Electrical Safety Management Plan.
- Liaising with the HR Manager (Health and Safety) on all aspects of electrical safety management.

Persons in Control of Construction or Maintenance Work

Persons in control of construction or maintenance work are responsible for ensuring that work carried out to electrical installations is in accordance with BS 7671 Requirements for Electrical Installations. IET Wiring Regulations including any amendments.

Persons in Control of Premises (Responsible Officers)

Persons in control of property are responsible for ensuring the Property Log Book is present on site and that Electrical contractors who visit the premises to carry repairs or installations to electrical systems check and sign this prior to commencing work.

HR Manager (Health and Safety)

The HR Manager (Health and Safety) is responsible to the Head of Corporate Services for reporting Electrical Safety incidents to the Health and Safety Executive and where considered necessary lead and co-ordinate subsequent investigations in conjunction with identified officers.. The development, publishing and maintenance of the Electrical Safety Management Policy and Electrical Safety Management Plan will be undertaken jointly by Construction Services and the HR Manager (Health and Safety).

5. Business Continuity

Services should include appropriate procedures in their Business Continuity Plan to deal with an unplanned Electrical Safety incident.

6. Review of Policy

The Policy will be reviewed as appropriate and in consultation with recognised trade unions and other relevant parties.



WEST LOTHIAN COUNCIL

Electrical Safety Management Plan

Document Title	Issuing Department	Approval Date	Author(s)	Next Review Date
Draft Electrical Safety Management Policy	Construction Services	Draft	Colin McConville	

1.0 INTRODUCTION

The guidance contained with this document should be read in conjunction with the Council's Electricity Safety Management Policy in respect of Roles and Responsibilities.

Electricity is present in the majority of Council workplaces and is used by all employees. This document outlines the Council's policy and the arrangements in place to ensure that all electrical systems and equipment are safe by ensuring that:

- The risks associated with electricity are adequately controlled.
- All fixed electrical systems are tested within the specified frequency.
- Electrical appliances are used safely and tested at suitable intervals.

2.0 ELECTRICITY AND THE LAW

The Electricity at Work Regulations 1989 applies wherever electricity may be encountered. The Regulations are primarily concerned with the prevention of danger from electric shock, electric burns, electrical explosion or arcing, or from fire or explosion initiated by electrical energy. The Regulations are supported by a Memorandum of Guidance (ISBN 0 11 883963 2) and where the use of electrical systems and electrical equipment forms a major part of any work a copy of the Memorandum should be available for relevant staff to consult.

The Regulations do not distinguish between systems of different voltages; they apply equally at all voltages and are constrained only by what might be appropriate to prevent danger or injury.

3.0 GENERAL SAFETY PRECAUTIONS

The risk of sustaining an electric shock can be reduced by adopting the following practices:

- A suitable 'Permit-to-Work' system shall be in place and operated to ensure the effective isolation of equipment before repair or maintenance work commences.
- Due care must always be exercised when switching off main power supplies to ensure that only the intended circuits are isolated. Lock-off systems must be used where necessary.
- Switch off the equipment and withdraw the plug on items of portable electrical equipment prior to making any alterations or modifying any circuitry.
- Do not handle any equipment with wet hands and do not work in close proximity to water supplies or other earthed metalwork where there may be a risk of putting one hand on earthed metal and the other on live equipment. If equipment is suspected of being live, switch off, and have its electrical status tested by a 'skilled person'. Record the test.
- The external metal casing of electrical apparatus and associated cables and conduits must be earthed as a legal requirement. Water and gas pipes, however, must not be used as earth points. Such pipes must be effectively bonded, to ensure that they remain at an equal electrical potential. Checks should be carried out every 5 years, as a minimum, to ensure that this continues to be the case.
- Where electrical equipment is used in an industrial workshop, an industrial environment, on a building site or externally all socket outlets shall be to BS4343 (e.g. MK 'Commando' brand). BS1362 (13A) outlets are not designed or suitable for site or workshop use.

- Standard types of electrical fittings, such as 3-pin plugs, sockets and switches, should always be used as specified by manufacturers and in accordance with good practice (e.g. switches must not be mounted upside down and single-pole switches must not be wired into the neutral.)
- If it is possible to do so, always use battery powered or low voltage (110V or less) power tools and similar equipment.

4.0 ELECTRICAL APPLIANCES

Earthed Equipment:

Class **1** electrical equipment is provided with one layer of insulation over the live conductors, and exposed metalwork is bonded to earth so that it cannot become live in the event of an insulation failure. The external metal casing of any Class 1 item of electrical equipment must be earthed.

The external casings or screens of all Class **1** electrical equipment must be secured so that it is impossible to touch electrically live parts.

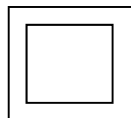
Residual Current Devices (RCD):

As a general rule an RCD will prevent a person from being subjected to a lethal shock from a fault current to earth. The application of a Residual Current Device (also known as an Earth Leakage Circuit Breaker) to a conventionally earthed system shall be considered where it is vital to provide an additional back-up protection.

RCD units are either part of fixed installations or in the form of a 'Power-breaker' 13 Amp fused plug or adaptor. Every RCD unit is fitted with a test button that should be operated regularly to prove correct breaker operation.

Double-Insulated Equipment:

Class **II** electrical equipment has all exposed metalwork separated from the conductors by two layers of insulation, so that the metalwork cannot become live. There is no earth connection.



British double-insulated equipment is marked with the CE symbol shown above.

Plugs:

Plugs that are incorrectly wired, or in which the connections have been broken, can cause serious accidents. All plugs must be wired by a 'skilled person'.

Equipment that is double-insulated, or has an insulated exterior, is connected by 2-core cable.

Fuses & Circuit Breakers:

Fuses and circuit breakers (MCBs) are intended to protect equipment against current overload. Other measures are necessary to protect against electric shock (see Residual Current Devices).

The fuse or circuit breaker must be located in the live conductor and must be of the correct rating. Fuses in distribution boards must only be replaced by competent qualified electricians.

The reason for a fuse 'blowing', or a circuit breaker tripping, must always be investigated by a skilled person and replacement fuses must always be of the correct rating.

Adaptors and Extension Sockets:

The use of adaptors or multi-way extensions indicates an insufficiency of provision of socket outlets and should be discouraged and where found to be used should be reported to the Services Team Principal in Construction Services

Cables and Extension Cables:

Flexible leads to portable equipment should be as short as possible; they should not cross gangways either to be walked on or run over by trolleys. Under no circumstances are flexible leads to be taken under doors. Wherever possible, trailing cables should be located within an appropriate cable duct, in order to achieve good housekeeping standards. Cables should be kept well away from hot surfaces.

The use of extension leads also indicates an insufficiency of provision of socket outlets and should be discouraged and the use of these should be kept to an absolute minimum. Never use a coiled extension cable without first fully un-reeling the cable. If there is no alternative to taking cables across a floor, then they should be protected with a suitable cable guard. All circuits supplying extension leads shall have RCD protection.

Safeguards Against Fire:

Fires can be caused by overloaded or defective electrical circuits but, if equipment is wired properly, with the cable adequately rated and protected, the risk is minimised.

Explosions and fire can, however, result from sparking contact in the presence of highly flammable gases and vapours, and specially designed flameproof and explosion proof electrical equipment, allied to adequate and proper ventilation, must be used in areas where these risks are present.

Switching off equipment with the proper switch is preferred but if there is no switch then pull out the plug.

5.0 INSPECTION AND TESTING OF ELECTRICAL EQUIPMENT

5.1 Fixed Installations

The periodic maintenance of hard wired electrical equipment should be undertaken by professionally qualified maintenance engineers, either West Lothian Council staff or a contract engineer. Guidance on maintenance is given in the IEE Wiring Regulations. The engineer or manufacturer responsible for a piece of equipment will normally be in a position to specify what periodic inspection and maintenance (including tests for electrical safety) is required and which of these functions, if any, can be carried out by the user.

Careful consideration must always be given to the means of isolating such equipment from the supply system prior to testing.

5.2 Portable Equipment

The term 'portable' is not restricted to equipment which is normally moved around; it refers to all equipment which can be connected to an electrical system by a cable and plug.

A Term Maintenance Contractor will undertake the inspection and testing of all items of West Lothian Council 'portable' electrical equipment in accordance with current HSE & IET Guidance and Requirements.

Persons using items of privately-owned electrical equipment in a West Lothian Council building shall ensure that each item is inspected, tested and labelled for electrical safety.

5.3 Inspection of Portable Equipment

Inspections are visual checks of parts of the equipment and are mainly concerned with the cables and plugs.

Hand held power tools shall be checked before each use. It is recommended that, wherever possible, this type of equipment is battery powered or 'low voltage' or operated from a '*Power-Breaker*' residual current protected safety plug, or similar device.

5.4 New Equipment

There is no requirement to carry out tests or formal visual inspections on new items of electrical equipment prior to the equipment being put into service; however a user check should be carried out to identify any obvious visual evidence of damage. Further details on user checks can be found in Appendix I. If there are any signs of damage, the equipment must not be used and referred back to the supplier/manufacture, and/or thoroughly tested for electrical safety.

5.5 Recording the Results

The Electricity at Work Regulations requires that the results of electrical safety tests are recorded. The production of the Asset Database will be undertaken by the appointed PAT Testing Term Maintenance Contractor.

6.0 COLD ROOMS

Cold rooms present special problems. Whilst the atmosphere in a cold room is frequently very dry, condensation can occur on equipment when it is removed from the room. Permanent wiring within cold rooms shall be waterproof and power sockets protected by Residual Current Devices.

7.0 FLAMMABLE / EXPLOSIVE ATMOSPHERES

Hazardous areas where flammable or explosive atmospheres may exist require specially selected electrical equipment to take account of the particular hazard, e.g. flameproof, explosion proof, etc. Adequate earth protection is essential. Normal electrical apparatus must never be used under such operating conditions. Any work within these defined areas must take account of the following:

- Installations should be designed and constructed in accordance with British Standard 5501:1977 entitled, "Electrical Apparatus for Use in Potentially Explosive Atmospheres".
- Precautions must always be taken to prevent the ignition of flammable atmospheres by the discharge of static electricity.
- Most electrical equipment is unsuitable for use in oxygen enriched atmospheres. Selection of equipment for use in these areas must only be carried out by skilled personnel.

8.0 RISK AUDIT & ASSESSMENT

8.1 Identifying the Risk

The Responsible Person for the Property shall review the potential issues of electrical safety including taking into consideration the following:

- Is it known already that electrical safety issues are present?
- Will there be people present who may be exposed, especially in premises where occupants are particularly vulnerable?

8.2 Assessing the Risk

All potential sources of electrical hazards will be risk assessed and preventive or precautionary measures to avoid or control electrical hazards will be identified.

The risk assessment will be carried out by a 'skilled person' with suitable experience and accredited qualification.

8.3 Review of Risk Assessments

Risk assessments will be reviewed annually, as per Council Policy or where circumstances would suggest control measures are inadequate, for example:

- There are changes to the electrical system or its use;
- There are changes in the use of the building in which the electrical system is installed;
- New information is available about risks or control measures;
- The results of checks indicate that control measures are no longer effective
- There are changes to legislation regarding Electricity at Work
- There are changes to the British Standards in respect of Electricity

The Mechanical & Electrical (M&E) Services Team Principal will ensure that the reviews of risk assessments take place annually and that risk assessments are recorded centrally.

9.0 MANAGEMENT CONTROLS

9.1 Monitoring & Testing

All electrical systems must be subject to ongoing monitoring and testing in accordance with BS7671 (and all amendments), to ensure preventive and precautionary measures are effective.

A specialist electrical insurance inspection company, appointed by the Risk and Insurance section within the Council, will carry out regular testing of all electrical systems.

At the same time the electrical insurance inspection company will check the electrical system for any obvious defects, alterations, or changes in use liable to affect the electrical risk.

The M&E Services Team Principal will ensure that appropriate records are kept.

9.2 Unsatisfactory Results

Unsatisfactory results of monitoring and testing, along with any recommendations, will be reported by the electrical insurance inspection company to the appropriate personnel at West Lothian Council.

Maintenance staff with electrical responsibility will identify the most appropriate course of action and issue all necessary instructions and work orders to allow the work to proceed.

In certain circumstances it may be necessary to review the risk assessment.

9.3 Corrective action

When high levels of electrical safety risk have been reported, immediate corrective action shall be undertaken to ensure that the risk from electricity is reduced.

9.4 Contractor Management and Competency

The person with managerial responsibility for electrical services will check that selected contractors have adequate risk assessment and health & safety procedures in place appropriate to the work they are to carry out.

All contractors will be assessed as part of the procurement process prior to appointment.

Contractors shall be members of trade associations, for example, the NICEIC, SELECT or equivalent.

Contractors must not sub-contract work unless with the permission of the Council. The main contractor is responsible for passing on information from the Council and checking the competency of any sub-contractors.

9.5 Design Control

The M&E Services Team Principal shall ensure that there is adequate design control of consultants in order to comply with WLC Employers Design Requirements when designing electrical systems.

The provision of new works and all upgrades shall be designed and verified in accordance with the provisions of BS7671 by 'skilled persons' and erected by 'skilled persons'.

All new electrical works and all minor works shall, on completion, be inspected and tested in accordance with BS7671 and an Electrical Installation or Minor Works Certificate completed.

The Council appointed Insurance Inspection Company will then carry out the first inspection to ensure the electrical system meets the safety standards required and will issue a notice of any defects.

The installing contractor will then be responsible the immediate rectification of any such defects

9.6 Remedial Works to Electrical Systems

Remedial works may be identified either as part of a Risk Assessment or as part of the management and monitoring regime.

Works of this type must be recorded in the Electrical repairs database.

10.0 RECORDS

10.1 Records to be Kept

The following records shall be kept; where records do not exist the Services Team Principal shall put in hand their provision.

- Copy of electrical risk assessments
- Plans and schematics of all electrical systems
- Results of regular monitoring and testing
- Details of any alterations
- Details of any remedial action taken in response to unsatisfactory test results
- Details of any precautionary measures carried out.

The M&E Services Team Principal will ensure that these records are kept.

10.2 Record Retention Periods

West Lothian Council has adopted the policy that all records relating to electrical risk will be retained whilst they are current plus a minimum of 5 years thereafter.

10.3 Record Repositories

Copies of reports, certificates and sampling results will be:

- Stored electronically in the electronic records and document management system.
- Subject to suitable date back-up scheme where held electronically.

11.0 EXPOSURE TO ELECTRICAL HAZARDS

11.1 Action on Becoming Aware of Human Exposure to Electrical Hazard

Investigation by enforcing authorities:

In the event of an investigation, West Lothian Council and all employees must co-operate with the enforcing authorities.

Shut down procedures:

Building Services or an appointed specialist electrical contractor will ensure that the electrical systems are isolated. The Person in Control of the Premises (Responsible Officer) must ensure that the area/system/equipment is not used.

Business continuity:

Shutting down electrical systems in operational premises may disrupt their use as a workplace or disrupt the ability to continue to provide services. Construction Services will be able to provide advice on the consequences and duration of shutdowns. Dependent upon the severity of disruption, unit/service managers will require to judge whether they should invoke Business Continuity Plan Procedures or if local arrangements will suffice.

If electrical supply for housing properties is interrupted, Housing Services staff will need to make alternative arrangements for tenants in accordance with their service standards and legal obligations.

11.2 Protocol for Emergency Incident Notification;

When Emergency Incidents take place within West Lothian, it is important that the following procedure is put in place when informing Chief Executive, Depute Chief Executives, Heads of Service, HR Manager (Health and Safety) and Elected Members of the Council.

Identifying when elected members should be informed:

It is not possible to give a complete list of the issues that Elected Members should be informed of however, the following examples can be considered as a guide: -

- Acts of vandalism resulting in theft or damage to cable or equipment causing failure of power and danger to members of staff or public

Identifying which elected members to inform:

When an emergency incident takes place, Elected Members may require to be informed. Each service area is responsible for informing Elected Members of such incidents by email or any other appropriate permanent form.

Identifying which elected members should be informed:

Heads of Service should apply discretion in determining which Elected Members require to be informed of certain matters. However, as stated in the present Officer's Protocol for multi- member ward working, when officers provide information to members or residents regarding matters of general concern in a ward, copies should be

provided to all the local members e.g. traffic calming measures, bin collection information etc.

12.0 COMPETENCIES

Those undertaking work on fixed electrical installations shall, in accordance with the current version of BS7671 and any amendments be 'skilled persons' who have undertaken formal electrical training and are conversant with current electrical installation practice and hold a current qualification in BS7671.

Instructed person (electrically)

A person adequately advised or supervised by 'electrically skilled persons' to enable him or her to perceive risks and to avoid dangers hazards which electricity may create.

Ordinary person

A person who is neither a 'skilled person' nor an 'instructed person'.

Skilled person (electrically)

A person with technical knowledge or sufficient relevant education and experience to enable him or her to perceive risks and to avoid dangers hazards which electricity may create.

13.0 AUDIT & REVIEW

13.1 External Audit

The Council will appoint an External auditor who will carry out an audit of the management systems in place once every four years. This audit will inform the review of the Management Policy and Management Plan

13.2 Review

Managerial Review

A review will be carried out by the M&E Services Team Principal of the electrical control measures in place every two years or where there have been changes to the Electrical standards.

Policy and Management Plan Review

This policy and management plan will be reviewed as necessary by the M&E Services Team Principal in consultation with the HR Manager (Health and Safety), recognised trade unions and other relevant parties as determined by the Council.

- Full reviews of this plan shall be carried out at least once every 3 years.
- Interim reviews will be carried out when appropriate and, in particular, when there are:
 - Changes to the underlying legislation;
 - Significant change in the use of premises;
 - Significant changes in the design, use and demand on electrical systems.



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

PLANNING FRAMEWORK 2018/23

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report outlines the proposals to develop the council's Corporate Plan, as part of a review of the wider planning framework, and in line with the development of the Revenue and Capital Budget Strategies.

The new Corporate Plan will support of the delivery of strategic priorities during the period 2018/19 to 2022/23.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the proposed approach to review the eight agreed priorities of the Corporate Plan 2013/17;
2. Notes the proposed approach and timescales for the development of the Corporate Plan 2018/23.

C. SUMMARY OF IMPLICATIONS

- | | |
|---|--|
| I. Council Values | <ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Providing equality of opportunity• Developing employees• Making the best use of our resources• Working with other organisations |
| II. Policy and Legal | The council is required to have transparent planning and governance. |
| III. Implications for Scheme of Delegations to Officers | None at this stage. |
| IV. Impact on performance and performance indicators | The proposed plan would support evaluation of the impact (efficiency and effectiveness) of corporate planning, activity and investment. |
| V. Relevance to Single Outcome Agreement | Effective planning and prioritisation of resources will be essential to identify and achieve outcomes over the next four years. |

VI.	Resources (Financial, Staffing and Property)	The proposals would be delivered within existing resources.
VII.	Consideration at PDSP/Executive Committee required	West Lothian Council agreed in June 2017 that the Corporate Plan priorities would be subject to public consultation.
VIII.	Details of consultations	None at this stage.

D. TERMS OF REPORT

D.1 Background

The council established a priority-based planning approach in 2012 with the aim of integrating corporate, financial and service planning. In June 2017, Council Executive agreed that officers should prepare information that will assist in developing a future Corporate Plan.

The Corporate Plan will be developed through consultation with residents, stakeholders and employees in 2017, with officers engaged in horizon scanning and progressing detailed analysis of the potential impact of future policies, plans and strategies on the existing priorities.

This report provides an update on the development of the new Corporate Plan, which would also include a review of strategy and management planning arrangements, for the period 2018/19 to 2022/23.

D.2 Corporate Plan 2018/23

The eight priorities in the Corporate Plan 2013/17 were intended to deliver a positive and sustainable impact, improving the overall quality of life for people living, learning and working in West Lothian. Each priority set ambitious targets for the council in what can be characterised as complex, interconnected and challenging societal issues.

Under the last Corporate Plan, there were significant achievements in the targeted deliverables and performance improvement in key indicators, as detailed in the End of Term Report.

While the Corporate Plan is in a transition year, with many of the deliverables complete or no longer relevant, the strategic priorities for West Lothian remain, with the Single Outcome Agreement 2013/23 providing a consistent plan and direction for improving the quality of life and addressing inequalities in West Lothian across the Community Planning Partnership.

It is proposed that the eight priorities of the Corporate Plan 2012/17 will be included in the public consultation, asking respondents to comment on the ongoing suitability of the eight priorities for West Lothian and again asking respondents to rank the priorities in order of importance.

Concurrently, officers will be reviewing the priorities, enablers and deliverables to ensure that they reflect future community and corporate requirements and continue to encourage a culture of continuous improvement in the council.

D.3 Development Approach

It is intended that the new Corporate Plan will be developed in line with the findings of the public consultation and the emergent Revenue and Capital Budget Plans. This will conclude with an approved Corporate Plan for the period 2018/23 at the Council budget setting meeting in 2018 and will follow the established corporate and financial planning approach that the council implemented in 2012.

The new Corporate Plan will also influence, and be influenced by, the development of future corporate strategies and the new management planning approach.

Review of Deliverables

A critical task associated with the next Corporate Plan is establishing robust measurable deliverables that identify what the council will do to achieve improvement or meaningful change in each priority and enabler.

Development activity will be undertaken to review and amend the deliverables under each priority and enabler in the Corporate Plan. This would take into account;

- Future changes in policy, legislation, strategies and local objectives;
- Significant anticipated changes in demand;
- Time limited activity that has ceased or come to a natural end;
- The impact of proposed transformation activity on deliverables, in terms of adjusting the targets or matching the language to expected changes in service provision or standards;
- The impact of the significant future strategies, in terms of reflecting future strategy outcomes

Identification of Corporate Plan Performance Scorecard

Performance indicators to track and monitor progress in the next Corporate Plan should be identified as the deliverables are developed. This will ensure that each deliverable is measurable and appropriate responsibility for performance and achievement is assigned at an early stage.

D.4 Theme for the Corporate Plan

The next Corporate Plan will be delivered during a period of transformational change in the council. It is important that the plan reflects the challenge and ambition of the period ahead but also, provides clear direction for all council employees, stakeholders, partners and also, for the public.

It is therefore proposed that the Corporate Plan will expand on some of the practicalities of transformation, including:

- Digital transformation
- Effective workforce planning
- Effective partnership working
- Priority based resource allocation
- Empowering communities
- Redesigning local services and service offerings

E. CONCLUSION

The council's eight priorities and three enablers provide a strategic framework around which prioritisation of resources and decisions about service provision can be agreed and evaluated. The report outlines the proposed development of the new framework for the next corporate planning period (2018/23).

F. BACKGROUND REFERENCES

None

Appendices/Attachments: None

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Graeme Struthers

Depute Chief Executive

22 September 2017

**PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL
WORKPLAN TO 22 SEPTEMBER 2017**

	Agenda Item	Lead Officer	P&R PDSP Date / Month
1.	Lothian Valuation Joint Board Annual Report	Chief Executive	Annually 16 March 2018
2.	Code of Conduct Annual Report	Chief Executive	Annually 19 January 2018
3.	West Lothian Development Trust Annual Report	Head of Planning, Economic Development & Regeneration	Annually 19 January 2018
4.	Annual Complaints Report	Depute Chief Executive, Corporate, Operational and Housing Services	Annually September 2018
5.	Quarterly Performance Report	Depute Chief Executive, Corporate, Operational and Housing Services	Quarterly 19 January 2018 16 March 2018 1 June 2018 September 2018
6.	Quarterly Welfare Reform update	Head of Finance and Property Services	Quarterly 19 January 2018 16 March 2018 1 June 2018 September 2018
7.	Quarterly Sickness Absence Update	Head of Corporate Services	Quarterly 19 January 2018 16 March 2018 1 June 2018 September 2018
8.	Corporate Health and Safety Policy	Head of Corporate Services	3 November 2017
9.	Tenanted Non-Residential Property Portfolio Strategy & Performance	Head of Finance and Property Services	3 November 2017
10.	Surplus Property Procedures	Head of Finance and Property Services	3 November 2017
11.	Community Asset Transfer Policy and Procedures	Head of Finance and Property Services	3 November 2017
12.	Property Asset Management Performance	Head of Finance and Property Services	3 November 2017
13.	Horizon Scan Report	Head of Finance and Property Services	19 January 2018
14.	Horizon Scan Report	Head of Finance and Property Services	1 June 2018
15.	Minutes of Scotland Excel	Head of Corporate Services	As available

DATA LABEL: PUBLIC

	Agenda Item	Lead Officer	P&R PDSP Date / Month
	Meetings		
16.	Lothian Valuation Joint Board minutes	Chief Executive	As available

Graham Hope
Chief Executive