DATA LABEL: Public

Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

16 January 2018

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 22 January 2018** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence

2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.

3. Order of Business, including notice of urgent business and declarations of interest in any urgent business

4. Confirm Draft Minute of Meeting of Performance Committee held on Monday 27 November 2017.

5. Construction Services - Report by Head of Finance and Property Services (herewith).

6. Customer Service Centre - Report by Head of Housing, Customer and Building Services (herewith)

7. Workplan (herewith).

8. Scrutiny Briefing by Graeme Struthers, Depute Chief Executive and Rebecca Kelly, Performance and Improvement Manager.

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

MINUTE of MEETING of the PERFORMANCE COMMITTEE of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 27 NOVEMBER 2017.

Present – Councillors Stuart Borrowman (Chair), Andrew McGuire, Charles Kennedy, Dave King

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The committee confirmed the Minute of its meeting held on 9 October 2017 as a correct record. The Minute was thereafter signed by the Chair.

3. BUILDING SERVICES

The committee considered a report (copies of which had been circulated) by the Head of Housing, Customer and Building Services providing an overview of Building Services along with details of service performance.

The report advised that Building Services was the council's in-house contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. There were two teams within Building Services comprising of Contracts Team and the Repairs.

Building Services performance was regularly measured through a suite of performance indicators in line with the council's performance management framework, using the Pentana system.

Building Services performance indicators were representative of a range of activities delivered by the service and included statutory, public performance reporting and management indicators, including measures of customer satisfaction.

Performance was regularly reviewed within the service at management team, performance reviews with managers and the Head of Service, individual team meetings and monitored via 1-2-1 and frontline operative meetings where appropriate..

The report went on to advise that in 2017 the services employee survey results showed in comparison to the previous year, improvements in four of the seven categories, two categories remained unchanged and one category showed a slight decrease.

The service completed the service completed a WLAM assessment and the overall score for the serviced had improved from 402 in 2011-13 to 471 in 2014-17.

The service approach to performance management had continued to mature and was able to present a good spread of indicators across the major domains at the Review Panel in February 2017. The overall feedback was positive and recognised the progress made to date.

It was also advised that the service submitted performance indicators to the Scottish Housing Regulator on an annual basis and completed benchmarking activity with Scottish Housing Network and Association for Public Service Excellence.

The report recommended that the committee:-

1. Note the contents of the report and appendix;

2. Provide feedback on the service performance; and

3. Identify any recommendations for performance improvement

There then followed a number of questions in relation to various subject including comparisons with other local authorities, benchmarking, capacity for multi-skilling, customer service and complaints, mobile working, sickness absence.

The committee was interested to know what benchmarking was carried out with other local authorities in relation to complaint reporting and was advised that not all local authorities broke down the complaints categories in the same way as West Lothian and therefore it was difficult to make comparisons.

It was advised that mobile working allowed for customers to be telephoned to keep them updated when jobs would be carried out or if the tradesman was going to be late.

The committee was also advised that in relation to multi-skilling there were barriers, however other local authorities had overcome these barriers and fact finding visits were arranged to these other local authorities. Following these visits it was anticipated that a framework on multi-skilling would be drawn up. It was also anticipated that multi-skilling would reduce the number of visits to a property and time take to complete a job which would then hopefully lead to fewer customer complaints.

It was also advised that as a number of complaints were in relation to communication the service had developed a Customer Service Strategy to ensure that staff took responsibility for providing customers with an update and progress at key points.

Sickness absence was also an issue within the service that impacted on service delivery. A focus group was established to provide feedback on keeping healthy.

The committee requested that additional information be circulated on the measures taken to improve communication.

Decision

To note the terms of the report.

4. HOUSING NEED SERVICE

The committee considered a report (copies of which had been circulated) by the Head of Housing, Customer & Building Services providing an overview of the Housing Need Service along with details of service performance.

The report advised that the Housing Need Service was responsible for delivering the statutory function of homelessness, support and allocation of council properties. The service took a proactive, housing options approach to preventing homelessness occurring in the first place. The objective of the service was to ensure the provision of appropriate emergency or temporary accommodation and re-housing into settled accommodation as soon as possible. Housing support was provided where required to help people sustain their accommodation. The Allocations Team worked in partnership with Registered Social Landlords and private sector landlords to let settled accommodation that met the housing needs of all applicant groups.

The Housing Needs Service performance was regularly measured through a suite of performance indicators in line with the council's performance management framework, using the pentana system.

It was also reported that Housing Need indicators were representative of a range of activities that were delivered by the service and included statutory, public performance reporting, management indictors, and measures of customer and staff perception.

A range of indicators across the major activities were presented to the WLAM assessment panel in November 2016. The overall feedback was positive, however a number of actions were recommended. Since 2013/14 the approach to performance management had matured and it was recognised that following a significant restructure the overall service approach to performance management required further refinement.

The service was subsequently placed on Cycle 2 with the expectation that the services performance indicators would be presented to the Chief Executive the following year. The service continued to refine and improve its performance management approach and a number of key areas recommended by the panel were detailed in the report. Appendix 2 provided details of the Review Panel outcomes.

The report recommended that the committee:-

1. Note the contents of the report and appendix;

2. Provide feedback on service performance; and

3. Identify any recommendations for performance improvement.

There then followed a number of questions and in particular in relation to sustainability and turnover of properties, homelessness, temporary accommodation including bed and breakfast, working with the private sector, communication and managing expectations and employee survey results.

The officer explained to the committee that homelessness was a growing problem and that work continued with private sector housing and private landlords, however due to changes for private landlords it was expected that there would be less properties available. Work was being carried out to try and develop a scheme that would assist private landlords to accept people into their property. It was also noted that the council, following the acquisition of the Open Door hostel had direct access to the hostel.

In relation to the low staff survey results it was advised that there had been restrictions of posts and a number of changes to the service including a new management team. In order to improve communication with the teams management would engage with each team on a regular basis, focus groups were also being set up with all service staff being involved.

The committee requested that additional information be circulated in relation to property turnover and sustainability. It was also noted that communication in managing expectations in relation to the size, type and area that homeless people may be placed in could be better communicated.

The committee acknowledged that the service was under great pressure particularly in relation to their statutory duty regarding homelessness.

Decision

To note the contents of the report.

5. COMPLAINT PERFORMANCE REPORT QUARTER 2 2017/18

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the council's quarterly analysis of closed complaints in Quarter 2: 2017/18.

The committee was advised that the Scottish Public Services Ombudsman (SPSO) developed and published a model Complaint Handling Procedure (CHP) on 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.

Table one provided the council's Corporate Complaint Performance break down for Quarter 2: 2017/18 complaints by category over 5 years. The table showed that the current service level of complaint performance varied

across the council and was linked to the complexity and quantity of complaints received. Operational Services and Housing, Customer and Building Services (HCBS) were the main complaint generators.

Further information was provided on the main complaint categories which were as follows:

- Standard of Service
- Policy
- Waiting Time
- Poor Communication
- Employee Attitude

The Depute Chief Executive explained that appendix 1 contained the council wide performance against the SPSO defined measures covering the period Quarter 1: 2017/18

The Corporate Complaint Steering Board identified 4 high level indicators that provided a summary of complaint handling performance and detailed as follows:-

- Total complaints received
- Complaints closed within 5 working days
- Complaints closed within 20 working days
- Complaints partly upheld/upheld

Table 2 provided a summary of service performance against these 4 key indicators while table 3 provided 2016/17 and 2017/18 service upheld/part-upheld complaint performance.

Table 4 provided indicative ratios for the number of complaints against the specific customer groups for Education Services, Housing, Customer and Building Services and Operational Services.

In conclusion the report advised that there had been a reduction in the number of complaints received when compared to the equivalent quarter in 2016/17. The decrease was partly attributable to a reduction in complaints received by Operational Services in Q2: 2017/18

It was recommended that the Performance Committee :-

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

Decision

To note the terms of the report.

6. WLAM PROGRAMME 2017-20

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing a programme of self-assessment activity in council services during the period 201718 to 2019/20.

The report advised that self-assessment was an important part of the council's approach to the council's Best Value Framework, ensuring that there was rigorous challenge of performance and that continuous improvement was embedded at all levels of the organisation. Regular programmed self-assessment was also an integral part of improvement planning and preparation for external inspection.

The report provided the planned schedule of self-assessment activity in all council services with the exception of schools.

The report went on to advise that the West Lothian Assessment Model (WLAM) was used to assess the quality and cost effectiveness of council services provided to the community. It was based on the European Foundation for Quality Management (EFQM) Excellence Model and provided a consistent structure around which performance and improvement could be supported.

All services complete a WLAM and attend an officer-led scrutiny panel at least once during a three-year improvement cycle. The report went on to provide information on the WLAM process and stages.

The Depute Chief Executive explained that a new programme had been developed for self-assessment and internal scrutiny activity in council services during 2017/18 to 2019/20.

The programme which was included for information in Appendix 1 was determined on risk factors and/or when a service last had a self-assessment using the WLAM or was subject to internal scrutiny.

In conclusion it was an important part of the council's Improvement Strategy, encouraging innovation from within and positively engaging employees in service planning and improvement.

The report recommended that the committee note the planned programme of activity in council services.

Decision

To note the terms of the report.

7. FACTFILE 2017

The committee considered a report (copies of which had been circulated) by the Head of Corporate Services providing the council's annual performance Factfile 2017.

The report advised that the Factfile offered a high level overview of 2016/17 corporate performance in the priority areas in the council's Corporate Plan and was a key part of the council's public performance reporting arrangements.

The report went on to advise that the Factfile was the annual report on council performance in the eight priorities and three enablers of the Corporate Plan. Published on the council website, it contained in-year performance and information about the cost of services, relative to the previous year.

The report provided an annual report on performance and achievement and this was used for public information and as evidence of council compliance with Best Value arrangements in public performance reporting.

The performance in the year 2016/17 was a largely consistent record of the performance and statistics reported in both Factfile 2016 and 2015. Where variances occur it was due to:-

- Changes to, or cessation of, services delivered by the council
- Changes to the calculation method used for performance
- Cessation of performance measures.

The report concluded that the Factfile was the council's annual performance report which provided topical information on the council's measurable achievement in the Corporate Plan priorities in a way that was engaging and user friendly for customers.

The report recommended that the committee note the council performance contained in Factfile 2017.

Decision

To note the terms of the report.

8. PERFORMANCE COMMITTEE WORKPLAN 2017-18

To note the workplan

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PERFORMANCE COMMITTEE

CONSTRUCTION SERVICES

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to provide the Performance Committee with an overview of Construction Services along with details of service performance.

B. RECOMMENDATION

It is recommended that Performance Committee:

1. Notes the contents of this report and Appendices;
2. Provides feedback on service performance; and
3. Identifies any recommendations for performance improvement.

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)**	Reporting to Performance Committee is consistent with the corporate plan undertaking to "continue to develop a performance management system that helps us to improve."
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	Appendix 1 details a selection of performance and results currently reported for the service.
V	**Relevance to Single Outcome Agreement**	Outcome 8 – We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.

VI	**Resources - (Financial, Staffing and Property)**	Construction Services has a revenue budget of £2,718,127 in 2017/18 and FTE of 47.6. It has an income target of £2,718,127.
VII	**Consideration at PDSP**	No
VIII	**Other consultations**	None

D. TERMS OF REPORT

D.1 Service Overview

The principal purpose of Construction Services is to provide multi-disciplinary professional and technical construction related services to ensure ongoing operational availability and suitability of the property estate. The service reflects a strong corporate approach to the lifecycle management of the council's assets.

Construction Services consists of the following teams:

- Projects Team
- Planned Improvements and M&E Services Team
- Maintenance Team
- Asbestos Team
- Clerk of Works Team

The service has a total complement of staff of 47.6 FTE and an annual income of £2,718,127.

In addition to engaging with the council's internal service areas, Construction Services actively engages with a number of other partners, key amongst who are: Scottish Fire and Rescue Service, Police Scotland, Architecture & Design Scotland, Hub South East and Scottish Futures Trust.

Further information on the service is included in Appendix 1.

D.2 Service Activities

The main activities of the service in 2016/17 were:

- Delivery of construction projects for the council's investment programmes (£47million overall capital spend in 2016/17)
- Maintenance of the council's non-housing property assets (8,350 property helpdesk enquiries processed and a total of 12,945 works orders issued in 2016/17)
- Compliance with property related legislation
- The provision of construction feasibility, option appraisal, business case and asset management information that supports future investment decisions
- Work on a number of efficiencies projects

Some of the key achievements in the service in 2016/17 are set out below:

- The Schools Summer Works Programme achieved its most successful year ever, with 73 separate construction projects delivered across West Lothian with a total investment of £5.1 million

- Continued improvements in compliance with statutory property legislation across the property estate
- Completion and opening of the new Southdale Primary School, a new single stream school with nursery facilities located in South Armadale
- Completion and opening of a large extension at St Anthony's RC Primary School in Armadale comprising new hall, entrance and classrooms
- Procurement, letting and successful completion of three new halls at Toronto and Carmondean Primary Schools in Livingston and Blackridge Primary School.
- Completion of a major refurbishment following asbestos removal works at Kirknewton Primary School
- Completion of 18 new houses in West Main Street, Broxburn, regenerating a previously derelict site in the centre of the town
- Completion of refurbishment work and provision of 12 one bedroom houses at Main Street, Fauldhouse
- Completion and opening of West Calder and Strathbrock hub facilities
- Completion of the Almondvale park regeneration project in Livingston

The main activities of the service in the current financial year will be broadly similar to those in 2016/17, however in addition the service will:

- Complete East Calder and Linlithgow Partnership Centres and open the buildings to the public.
- Complete works on site at Whitehill Service Centre which will deliver a new waste transfer facility, salt store, operational facilities, a fleet maintenance garage and other space for Operational Services
- Build and complete additional school accommodation and new nursery facilities at Torphichen Primary School.
- Complete and open additional school accommodation at St Mary's RC Primary School in Bathgate and new nursery accommodation at Boghall Primary School.
- Undertake feasibility work in support of the development of the new ten year capital programme.

D.3 Performance Measurement

Construction Services performance is regularly measured through a suite of performance indicators in line with the council's performance management framework, using the Pentana system (formerly Covalent).

The performance indicators are representative of a range of activities delivered by the service and include statutory, public performance reporting and management indications, including measures of customer and staff perception.

Performance is regularly reviewed within the service at management team, performance reviews with managers and the Head of Service, individual team meetings and monitored via 1-2-1 meetings with employees where appropriate.

All employees within the service are actively engaged in reviewing relevance of performance indicators and their targets.

Appendix 2 offers a representative sample of performance indicators covering the key themes of:

- Customer Results
- People Results
- Service Results
- Efficiency Measures
- Effectiveness Measures

D.4 Employee Engagement Survey

In 2017 the service employee survey results showed improvements in six of the seven categories in comparison to the previous year, with one category showing a slight decrease (1%).

All employees within the service are encouraged to return a survey and actively engage in reviewing the results. The service had 90% response rate to the survey in 2017.

Following the survey responses a focus group including staff from all teams was convened and an improvement plan is now in place to take forward suggested actions. This plan will be reviewed regularly to ensure progress is made across the areas identified.

D.5 West Lothian Assessment Model (WLAM) and Review Panel

In November 2016 the service completed a WLAM assessment. The overall score for the service improved from 392 in the 2011-13 cycle to 483 in 2014-17.

The service approach to performance management has continued to mature and the service was able to present a good spread of indicators across the major domains at Review Panel in January 2017. The overall feedback was positive and recognised the progress made to date.

The service was placed on Cycle 1 returning to the panel in three years to represent performance.

The service will continue to refine its performance management approach and key areas recommended by the Review Panel for improvement include:

- The service should continue to monitor the suite of PI's in line with service activities / priorities ensuring relevant measures captured.
- The service should continue to promote performance across all tiers, increasing engagement and understanding of performance at all levels.
- The service should continue to review targets, target setting rationale and thresholds to ensure compliance is sustained.
- The services should continue to seek further benchmarking opportunities and ensure outcomes are referenced within the trend chart commentary of performance indicators.

D.6 External Performance Frameworks

The service also provides performance information to the Scottish Government Core Facts in relation to the condition of the school estate on an annual basis.

Further benchmarking indicators in relation to Compliance of the school estate have recently been agreed for inclusion in the Scottish Government Core Facts and the service will be submitting performance information in support of these for 2017/18.

E. CONCLUSION

The report and attached appendix summarise the work and the performance of Construction Services.

The Performance Committee is asked to consider the report, consider any performance measures they would like to explore further and provide any recommendations on performance improvement.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments:

Appendix 1 Management Plan 2017/18 Service Information
Appendix 2 Construction Services Performance Report

Contact Person: Marjory Mackie, Construction and Design Manager

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Donald Forrest

Head of Finance and Property Services

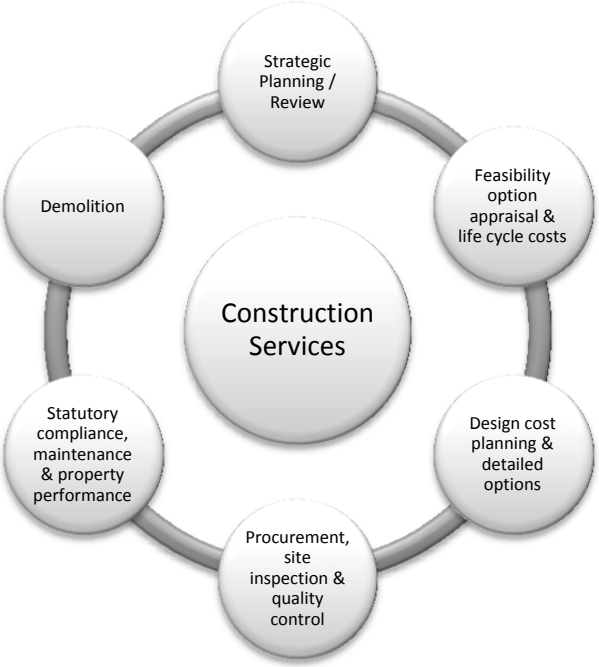
22 January 2018

3.4 Construction Services

Manager:	Marjory Mackie
Number of Staff (FTE):	47.60
Location:	Civic Centre

3.4.1 Purpose

Construction Services provides multi-disciplinary professional and technical construction related services. The service reflects a strong corporate approach to the lifecycle management of the council's assets. The diagram below shows the key lifecycle stages and the value added by Construction Services.



The Projects Team provides project management, design solutions, quantity surveying and contract procurement plus expert professional advice for all property and development needs of the council. Effective project control and design management enable quality designs to be delivered to agreed timescales and budgets. The Maintenance and Services Teams aim to ensure the operational availability of all non-housing properties owned by the council plus statutory and legislative compliance relating to The Fire Scotland Act 2005, Legionella, Gas Safety and Electrical Installations. Management of asbestos compliance for the council is provided by the Asbestos Team.

The Planned Improvements Team delivers the council's planned improvement investment programmes and minor project works. The team also manages the programme of condition surveys, bogus caller investigations, and can provide building defect diagnosis and reports. The Clerk of Works Team provides on-site inspection and monitoring of live projects on behalf of the council. All of the teams within Construction Services liaise and work together to provide an integrated approach to service delivery.

3.4.2 Activities

The main activities of the service in 2017/18 will be:

- Delivery of construction projects for the council's investment programmes
- Maintenance of the council's non-housing property assets
- Compliance with property related legislation
- The provision of construction feasibility, option appraisal, business case and asset management information that supports future investment decisions
- Work on a number of efficiencies projects

3.4.3 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

- External contractors and consultants
- Framework Consultant Partners
- Scottish Fire and Rescue Service
- Police Scotland
- Hub South East
- Scottish Futures Trust

3.4.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Customers – major projects (internal and external) post project review	E-survey creator	2 Months post-practical completion (results collated quarterly)	Project Officer	Results are sent to respondents and posted on the intranet
Customers who have requested repairs through the Property Helpdesk	E-survey creator	Quarterly	Team Principal	Results are posted on the intranet
Customers about to have major work undertaken	Design review and consultation meetings	Monthly	Project Officers	Minutes and revised proposals circulated to all relevant parties

3.4.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Construction Services Manager/ Team Principals/ Team Leaders
All employees	Appraisal Development Review (ADR)	Annually	Construction Services Manager/ Team Principals/ Team Leaders
All employees	Full CS Team Meeting	Quarterly	Construction Services Manager
All employees	Team Meetings	Monthly	Team Principals
Employee sample	Employee survey	Annually	Construction Services Manager
All employees	Management Plan Launch	Annually	Construction Services Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers/ Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

3.4.6 Construction Services Activity Budget -2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Property Capital Investment Programme - Property Capital Projects	To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg613_9a.1d Capital Spend (GS property): Target 100%	WLAM	21.0	1,305,516	(1,305,516)	0
			CSg651_9b.2 Percentage of projects delivered on time (GS property): Target 92%	WLAM				
Open Space Capital Investment Programme - Open Space Capital Projects	To deliver General Services (Open Space) major construction projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg614_9a.1d Capital Spend (GS Open Space): Target 100%	WLAM	1.5	142,430	(142,430)	0
			CSg652_9b.2 Percentage of projects delivered on time (GS Open Space): Target 92%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Housing Capital Investment Programme - Housing Capital Projects	To deliver Housing funded major construction projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg615_9a.1d Capital Spend (Housing): Target 100%	WLAM	7.5	341,669	(341,669)	0
			CSg653_9b.2 Percentage of projects delivered on time (Housing): Target 95%	WLAM				
Maintenance and compliance of the council's operational and non-operational property stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the councils operational and non operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health & safety legislation.	Enabler Service - Financial Planning	P:CSg803_9a.1a Cost of Maintenance Services per £'000 of net Revenue Expenditure (Corporate Property): Target 10%	Pubic	17.6	928,512	(928,512)	0
			CSg409_9b Percentage of Non Housing Properties with an Asbestos Register: Target 100%	WLAM				
			CSg430_9b.1a Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last 5 years: Target 100%	HIGH LEVEL				
Construction Services	**Total :-**				**47.6**	**2,718,127**	**(2,718,127)**	**0**

3.4.7 Construction Services Actions 2016/17

Actions 2016/17						
Action	Description	Outcome	Owner	Start	End	Status
Delivery of 2016/17 capital programme of HRA capital investment	Development & delivery of housing projects in Armadale, Broxburn & Fauldhouse	Improved homes for council tenants	Projects Team Principal	April 2016	March 2017	Complete
Delivery of 2016/17 capital programme of property investment	Development, procurement & delivery of projects in support of the programme	Improved council property assets and necessary school accommodation to support pupil numbers	Construction & Design Manager	April 2016	March 2017	Complete
Unwanted Fire Alarm Activation	Development of an action plan with relevant partners and staff to reduce unwanted fire alarms in relevant properties	To reduce unwanted fire alarms	Maintenance Team Principal	April 2016	March 2017	Active
West Calder High School replacement	Completion of the bridge works and start on site for the new school	Improved school building suitable for 21st century learning	Construction & Design Manager	April 2016	March 2017	Complete

Construction Services Actions – 2017/18

Actions 2017/18						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status
Delivery of 2017/18 capital programme of HRA capital investment	Development & delivery of housing projects in Armadale & Blackburn	Improved homes for council tenants	Projects Team Principal	April 2017	March 2018	Planned
Delivery of 2017/18 capital programme of property investment.	Development, procurement & delivery of projects in support of the programme	Improved council property assets and necessary school accommodation to support pupil numbers	Construction & Design Manager	April 2017	March 2018	Planned
Delivery of 2017/18 capital programme of open space investment.	Development, procurement & delivery of open space projects in support of the programme	Improved council open space assets in support of the Open Space Strategy	Construction & Design Manager	April 2017	March 2018	Planned
Depot Modernisation Project	Planned refurbishment works to deliver the Whitehill Service Centre	To improve council depot facilities, maintaining and enhancing building standards to meet health and safety requirements	Projects Team Principal	April 2017	September 2017	Active
IT System Development	Implement Asset Management IT software system	Enable asset management of non- housing council buildings	Planned Improvements Team Principal	April 2017	June 2017	Active
Armadale Partnership Centre	Development and delivery of a Partnership Centre in Armadale	Improved access to Council facilities for the community of Armadale	Design Team Principal	April 2017	May 2018	Active
Torphichen Primary School Extension and alterations	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	August 2017	Active

Actions 2017/18						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status
Unwanted Fire Alarm Activation	Development of an action plan with relevant partners and staff to reduce unwanted fire alarms in relevant properties	To reduce unwanted fire alarms	Maintenance Team Principal	April 2017	June 2017	Active
St Mary's RC Primary School Bathgate extension	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	August 2017	Active
Boghall Primary School extension	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	October 2017	Active

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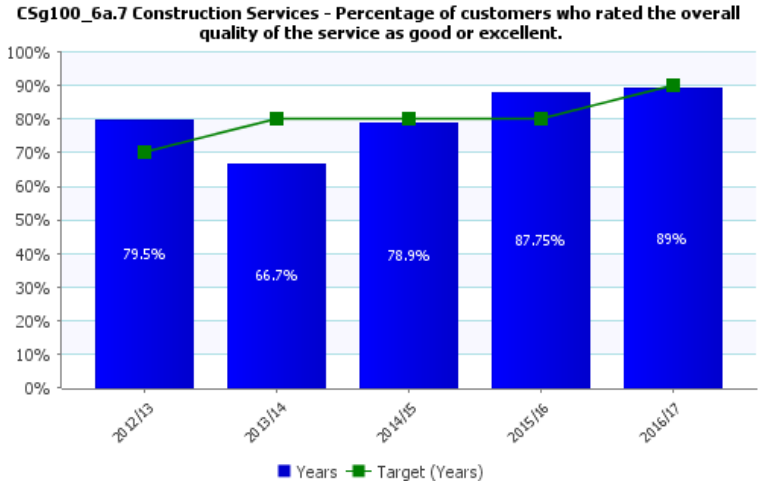
3.4.8 Construction Services Performance

Performance Indicator	**Construction Services - Percentage of customers who rated the overall quality of the service as good or excellent.**	*CSg100_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of the service provided by Construction Services as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Annually, 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 by all Construction Services staff on an annual basis in order to identify areas for improvement.	



Trend Chart Commentary:

The overall trend shows a dip in performance 2013/14. The results from 2013/14 were analysed by Construction Services Management Team and an action plan was developed in response to these. This included a review of our customer surveys to reflect the differing services we offer (high volume transactional / lower volume significant projects).

As a result of this review two surveys have been introduced:

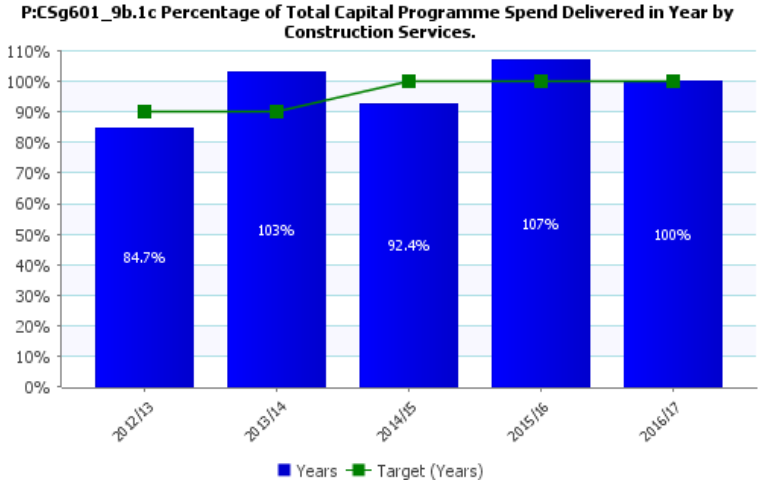
1 - A quarterly customer survey of the Maintenance and Repairs service delivered by Construction Services.

2 - A post project customer survey of all completed projects delivered by Construction Services which is also reported on a quarterly basis.

The results of these surveys have been combined to provide the overall annual customer rating of the service and this shows improvement in performance for 2014/15, 2015/16 and 2016/17. The target for 2017/18 will be set at 92%.

Construction Services Performance

Performance Indicator	**Percentage of Total Capital Programme Spend Delivered in Year by Construction Services.**	*P:CSg601_9b.1c*
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.	



Trend Chart Commentary:

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

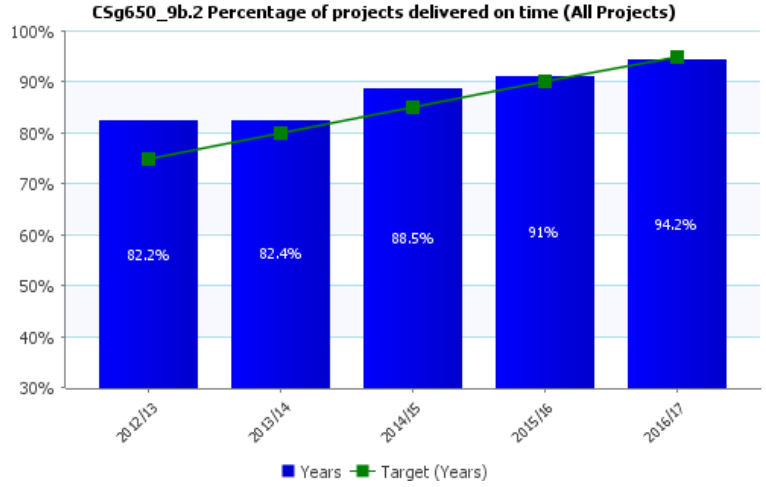
In 2016/17 the capital expenditure met target at 100%. The trend shows continued improvement overall in the percentage of capital budget spent since 2012/13 when the level of expenditure in the year was 84.7%. In 2013/14 and 2015/16 the capital expenditure exceeded target due to acceleration of a number 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 £42.85million of capital works (General Services, Housing and Open Space) and successfully delivered £42.85million which is an increase of £8.5million in expenditure from 2015/16.

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

Construction Services Performance

Performance Indicator	**Percentage of projects delivered on time (All Projects)**	*CSg650_9b.2*
Description	This performance indicator measures the percentage of projects planned to have either started or be completed within the financial year as agreed at the annual Roll Forward Meeting held usually in May prior to approval by Council Executive. This PI includes projects within 3 specific asset categories - General Services Property, General Services Open Space and Housing. At the end of the financial year the results are analysed to identify improvements to service delivery and will assist in resource planning.	



Trend Chart Commentary:

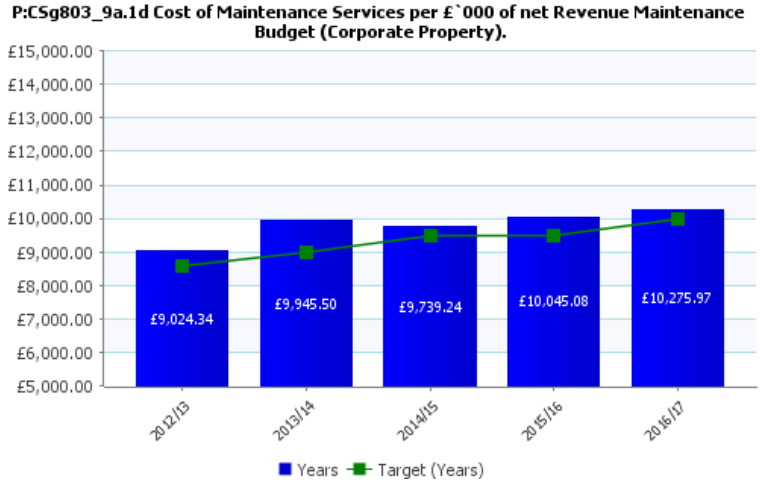
This indicator shows improved performance again in 2016/17 and can be attributed to improved project planning and project management arrangements. All Construction Services projects with the exception of block allocations and statutory compliance programmes are now included in this indicator.

In 2016/17 104 projects were planned to be started or completed within the financial year of which 98 actually met the target. This included 75 General Services property projects, 14 Open Space projects and 9 Housing projects.

The target will be set at 97% for financial year 2017/18.

Construction Services Performance

Performance Indicator	**Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property).**	*P:CSg803_9a.1d*
Description	This performance indicator (PI) measures the Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property). The value of the Corporate Property Revenue Maintenance Budget each year is compared with the staff fee recharge from Construction Services to calculate the cost of the service per £'000.	



Trend Chart Commentary:

This annual performance indicator shows costs increasing slightly in 2013/14, 2015/16 and again in 2016/17 due to greater emphasis on statutory compliance and condition across the property estate. The processes for statutory compliance checks and undertaking Fire Safety Risk Assessments are now bedded in to the work of the team.

The target for 2017/18 will remain at £10,000 per £'000 (10%) of the Revenue Maintenance budget.

This compares favourably with benchmarked maintenance service figures from other local authorities which are currently on average £15,000 per £'000 (15%).

Construction Services (All PI`s for Performance Committee)

Data Label : OFFICIAL

Generated on: 11 January 2018 16:08
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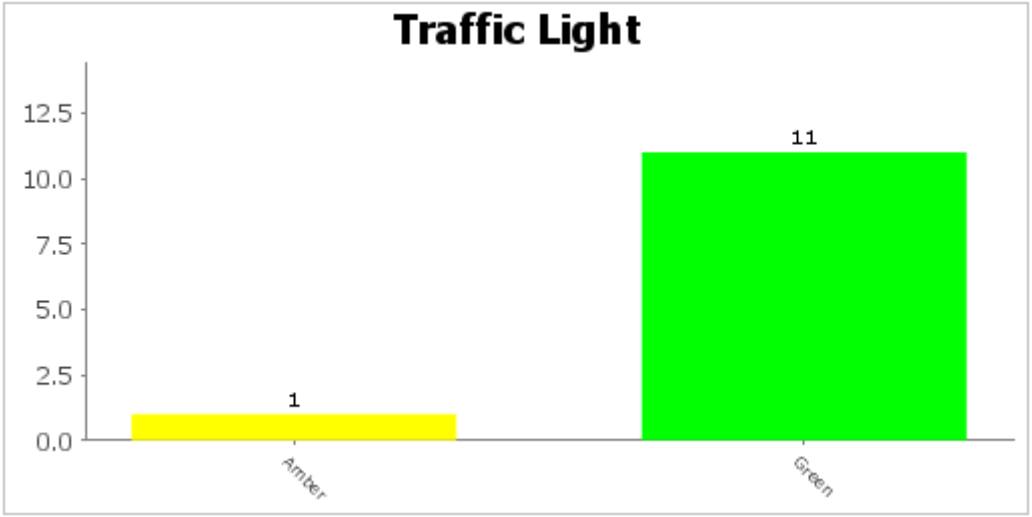
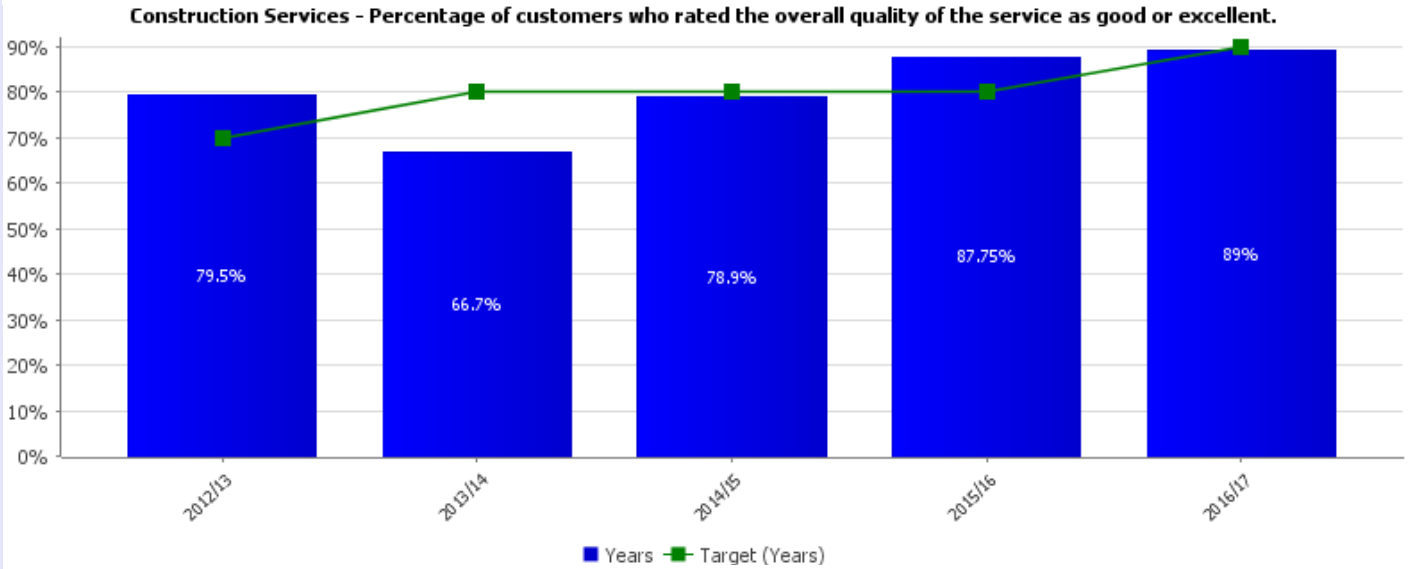


Performance Indicator	**CSg100_6a.7 Construction Services - Percentage of customers who rated the overall quality of the service as good or excellent.**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This performance indicator measures the percentage of customers who rated the overall quality of the service provided by Construction Services as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Annually, 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 by all Construction Services staff on an annual basis in order to identify areas for improvement	**Data Collection Officer(s)**	Chris Hall; Marjory Mackie



Gauge Type	Aim to Maximise
Last Update	2016/17
Status	
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:
The overall trend shows a dip in performance in 2013/14. The results from 2013/14 were analysed by Construction Services Management Team and an action plan was developed in response to these. This included a review of our customer surveys to reflect the differing services we offer (high volume transactional / lower volume significant projects).
As a result of this review two surveys have been introduced:
1 - A quarterly customer survey of the Maintenance and Repairs service delivered by Construction Services.
2 - A post project customer survey of all completed projects delivered by Construction Services which is also reported on a quarterly basis.
The results of these surveys have been combined to provide the overall annual customer rating of the service and this shows improvement in performance for 2014/15, 2015/16 and 2016/17. Following review the target for 2017/18 will remain at 90%

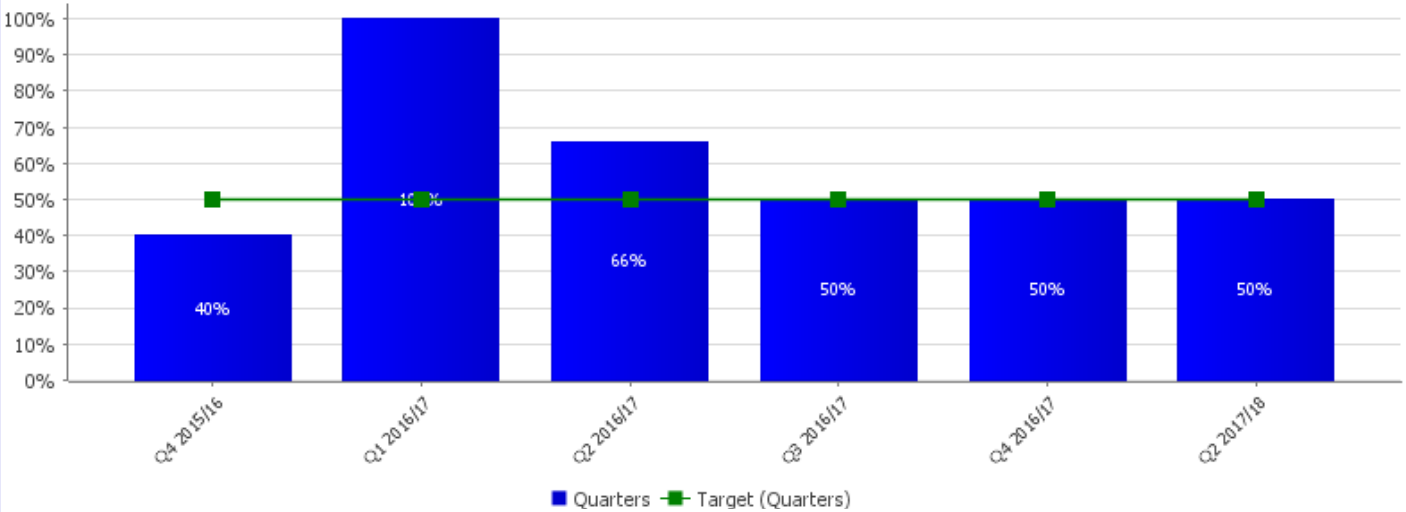
Notes on Latest Data Entry

11-Jan-2018 Property Helpdesk and Post Project Review customer responses have been collated to provide overall customer satisfaction performance for 2016/17. All negative comments have been analysed and actions progressed to improve areas of concern.

APPENDIX 1

Performance Indicator	**CSg113_6b.4 The percentage of complaints received by Construction Services that were upheld / partially upheld against the total complaints closed in full.**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This a newly created performance indicator which measures the total number of stage one and stage two complaints that were upheld and part upheld by Construction Services which is analysed quarterly to identify service improvements. A target of 50% has been set which will be reviewed annually by the Complaints Steering Board. This performance indicator is one of a range of indicators developed to monitor the effectiveness of the council's complaint handling procedure (CHP). The model CHP was developed by the Scottish Public Services Ombudsman to simplify and improve complaints handling through a standardised system for complaints across all local authorities.	**Data Collection Officer(s)**	Chris Hall

The percentage of complaints received by Construction Services that were upheld / partially upheld against the total complaints closed in full.



Q2 2017/18 result

Gauge Type	Aim to Minimise
Last Update	Q2 2017/18
Status	
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

This quarterly PI was introduced in Q1 2014/15. The number of stage 1 and stage 2 complaints which are upheld appears to be high and analysis of the type of complaint is undertaken following the investigation to identify any areas for improvement in service delivery. Due to the low number of external complaints received through CRM the service also maintains a spreadsheet to log internal complaints which is reviewed monthly to ensure any improvement actions are progressed.

We aim to provide the best service possible and where this falls below customers expectations we have a corporate policy for dealing with any complaints in as efficient and effective manner as possible.

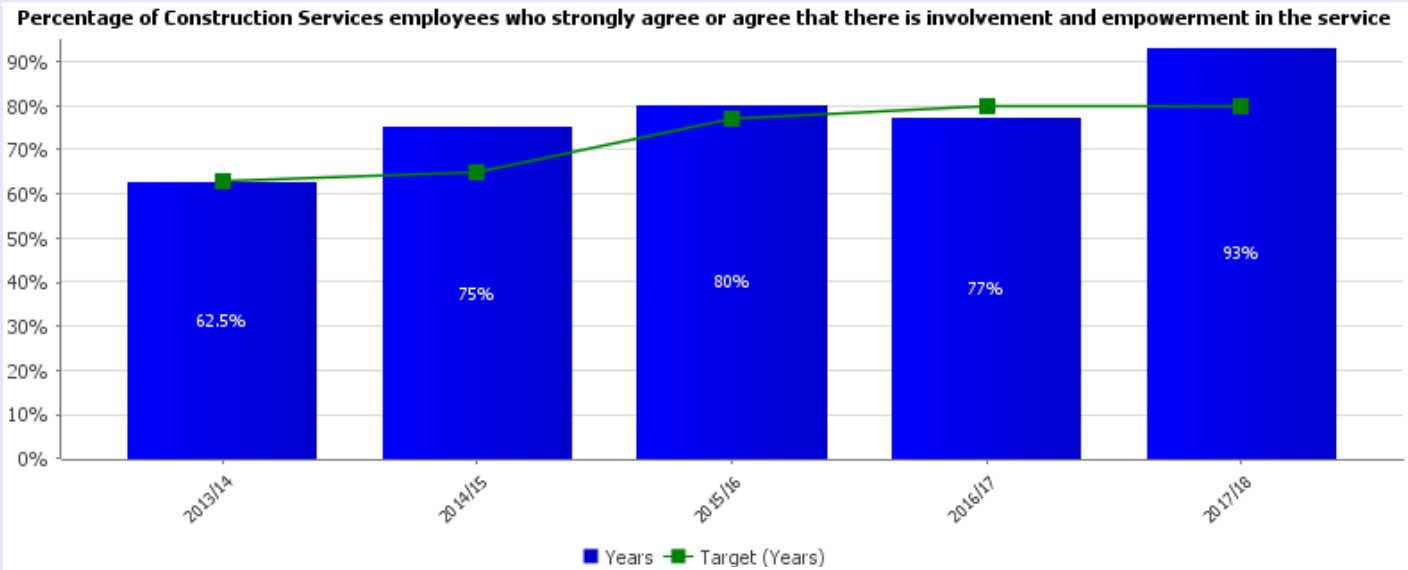
Following review the target for 2017/18 will remain at 50%.

Notes on Latest Data Entry

11-Jan-2018 In Quarter 2 2017/18 we received 2 complaints of which one was part upheld following investigation. This related to use of a public car park by construction traffic at East Calder Health Centre. The Contractor was requested to ensure no vehicles were parked in the area and to make available alternative car parking on site.

APPENDIX 1

Performance Indicator	**CSg203_7a.4 Percentage of Construction Services employees who strongly agree or agree that there is involvement and empowerment in the service**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This performance indicator measures the level of employee satisfaction with the level of staff involvement and empowerment in the Construction Services team. This is calculated by measuring the percentage of respondents to the council staff survey who strongly agreed or agreed that they were: - I am encouraged to make suggestions to improve the service within the scope of my role (Q11) - I am regularly allowed to make decisions with the scope of my role (Q12) - Involved in reviewing and improving the service (Q11) (*only pertains to 2014/15 - 2016/17)* The survey response is collected annually by Human Resources however, it is the responsibility of the service to manage, analyse and record the data on Covalent, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.	**Data Collection Officer(s)**	Marjory Mackie



Gauge Type	Aim to Maximise
Last Update	2017/18
Status	✔
Categories	WLAM
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary

This annual indicator shows improved performance in 2017/18, with 93% of staff agreeing or strongly agreeing they are actively involved and empowered to make suggestions to improve service delivery within Construction Services. This is an improvement from the 2016/17 results of 77% and is above the Council average of 72.7%.

Regular team meetings are held with staff to discuss team issues, including changes to workload and training and improvement suggestions is a fixed agenda item. We will continue to ensure extended team meetings are also arranged to share service wide initiatives and developments. As a result of Employee focus group feedback, a monthly bulletin will be initiated which will include CSMT minutes, performance and any corporate or

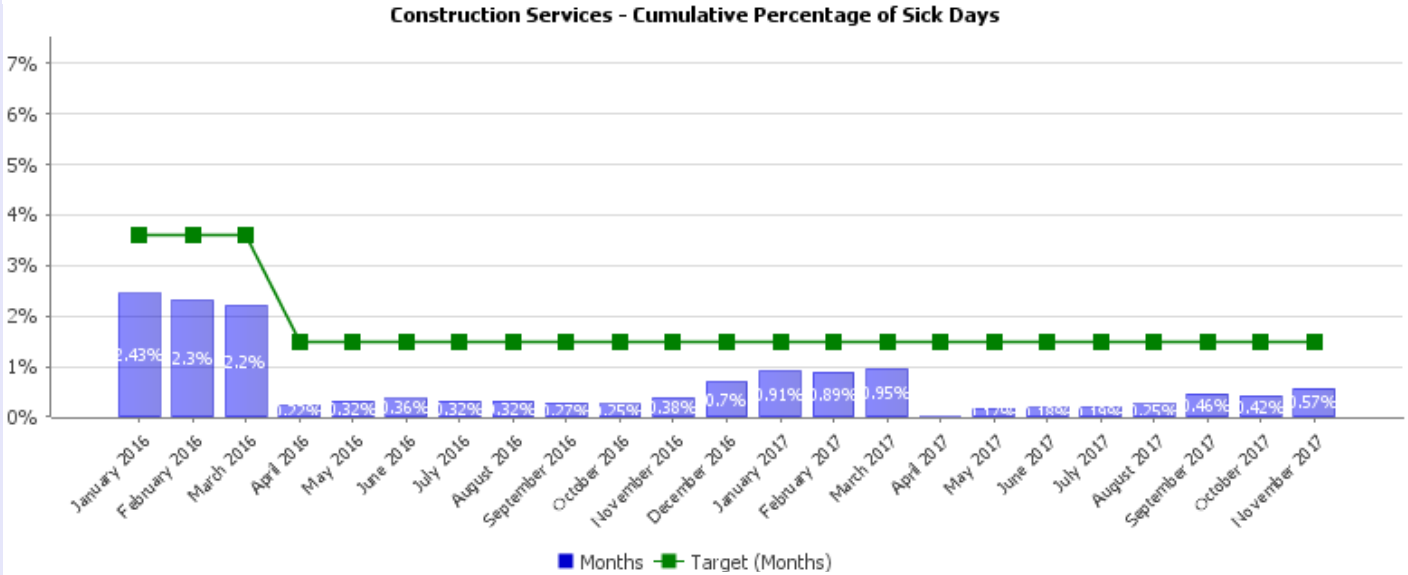
Notes on Latest Data Entry

11-Jan-2018 93% of Construction Services staff agree or strongly agree they are actively involved and empowered to make suggestions to improve service delivery within Construction Services. 2017 Council wide response in this category was 72.7%.

service circulars. Service wide tasks will be delegated across the unit to provide staff with input to service and corporate improvements and initiatives. The target for 2018/19 will be set at 94% after reviewing the previous years performance.	

APPENDIX 1

Performance Indicator	**CSg301_7b.1 Construction Services - Cumulative Percentage of Sick Days**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This monthly PI records the cumulative Construction Services Sickness/ Absence level as is reported through monthly management reports from HR Pay and Reward using the SPI percentage. It is used to review the effectiveness of sickness absence management. The monthly sickness absence figures are contained in CSg300_7b.3a.	**Data Collection Officer(s)**	Lesley McKinlay



Gauge Type	Aim to Minimise
Last Update	November 2017
Status	✔
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:
There is no underlying trend to sickness levels and Construction Services has recorded levels below the corporate target of 3.6% consistently for 13 months. Figures for 2015/16 show a slight increase, however this related to a long term absence which has now been resolved. All sickness absence is managed in line with the Sickness Absence Policy.

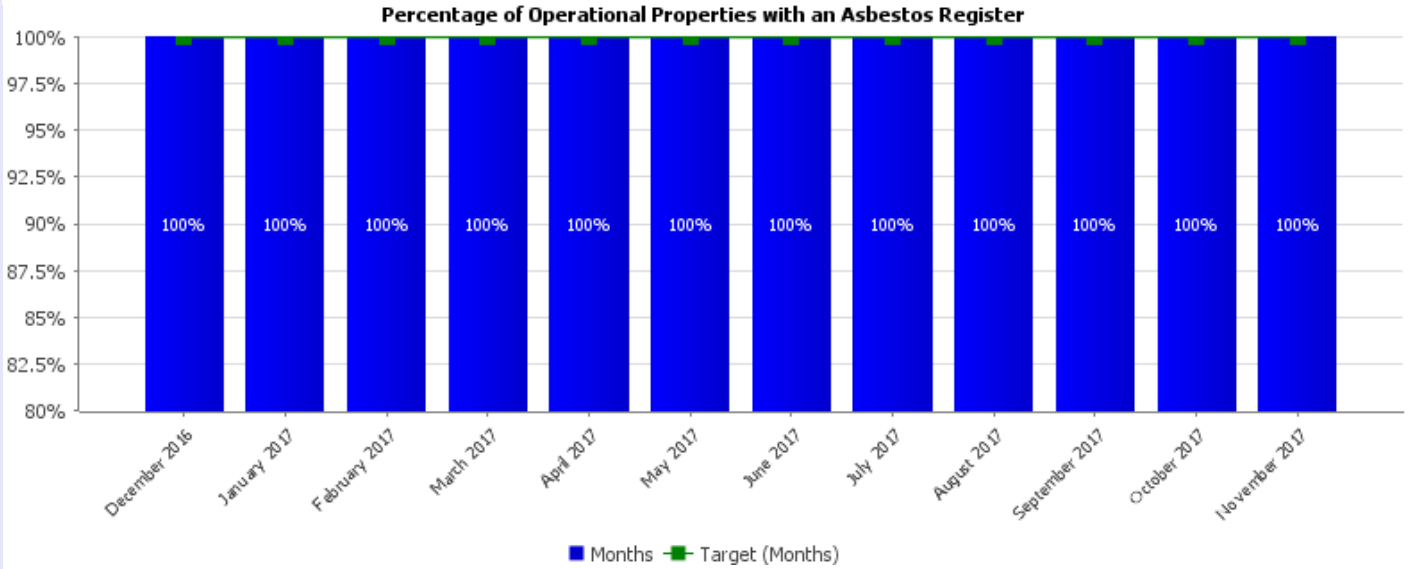
The target is set at 3.6% corporately, with a Finance & Property Services service target of 1.5%

Notes on Latest Data Entry

09-Jan-2018 Sickness absence levels continue to be below corporate and service targets for November 2017.

APPENDIX 1

Performance Indicator	**CSg409_9b Percentage of Operational Properties with an Asbestos Register**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	The councils Asbestos Policy and Procedures requires each Non Housing property to have an Asbestos Register. This performance indicator records the percentage of operational council properties which have an up to date asbestos register.	**Data Collection Officer(s)**	Lauren McGuinness



Gauge Type	Aim to Maximise
Last Update	November 2017
Status	✔
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:
In line with West Lothian Council Asbestos Policy, Risk Management plan and the Control of Asbestos Regulations 2012, all non domestic premises are required to have an asbestos register. This register is kept on site and reviewed annually by the asbestos compliance team. Each non domestic premises also has a property compliance log which is inspected monthly by the Maintenance Inspector. This information is then gathered by the Property Compliance Officer in Construction Services to identify any trends and deal with any areas of non-compliance immediately.

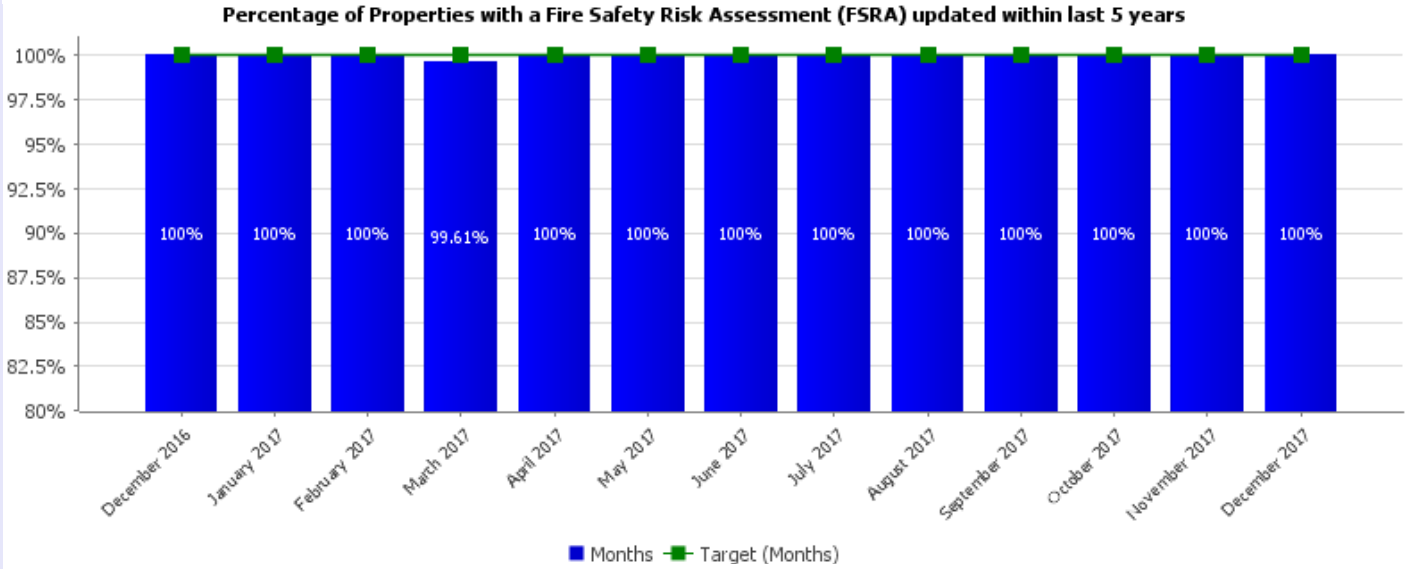
Following review the target for 2017/18 will remain at 100%.

Notes on Latest Data Entry

06-Dec-2017 All Council properties containing asbestos have an asbestos register and these are being updated in line with the re-inspection programme.

APPENDIX 1

Performance Indicator	**CSg430_9b.1a Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within last 5 years**	**Responsible Officer(s)**	zCSg_PIAdmin; Derek Hume
Description	This performance indicator measures the percentage of Properties where a 5 year FSRA has taken place within the last 13 months. There are currently 257 premises on the asset register requiring a Fire Safety Risk Assessment and these are reviewed on a 5 yearly rolling basis. This information is collated monthly by means of a report. All actions are logged on Covalent, monitored and reported on.	**Data Collection Officer(s)**	Lesley McKinlay



Gauge Type	Aim to Maximise
Last Update	December 2017
Status	✔
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Overall in 2017 Construction Services achieved the target. In the month of March 2017 Construction Services fell below target by failing to complete the FSRA for Bathgate Academy. This was due to additional workload and available resource. The outstanding FSRA was carried out in April 2017 and the target has been met since then.

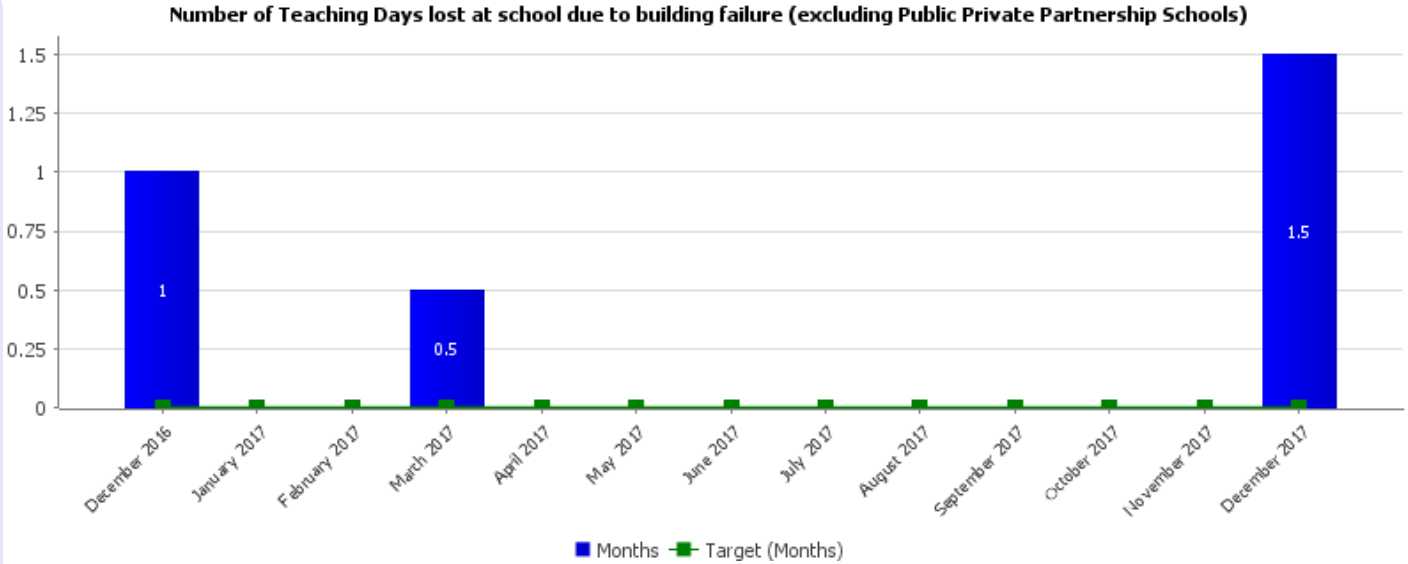
Following review of performance, the target for 2017/18 remains at 100%.

Notes on Latest Data Entry

04-Jan-2018 Premises currently on asset register where a fire safety risk assessment was required during the last 60 months = 262.
6 x 5 year FSRA were issued within the month

APPENDIX 1

Performance Indicator	**CSg521_9b.1a Number of Teaching Days lost at school due to building failure (excluding Public Private Partnership Schools)**	**Responsible Officer(s)**	zCSg_PIAdmin; Derek Hume
Description	This performance indicator measures the teaching days lost due to school closure (excluding Public Private Partnership schools) as a result of a building failure not attributable to utilities - for example fire, vandalism, breakdown of boiler etc.	**Data Collection Officer(s)**	Lesley McKinlay



December 2017 result

Gauge Type	Aim to Minimise
Last Update	December 2017
Status	
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:
A total of 3 school teaching days have been lost since December 2016 due to building failure.

1.5 days were lost at Polbeth Nursery due to burst pipes caused by adverse weather conditions
0.5 days were lost at St Josephs Primary Whitburn due to fumes from generator.
1 day was lost at Mid Calder Primary School due to a burst header tank causing a power failure. The issue was resolved by 9.30am but the school took the decision to close.

Development of new processes and procedures in monitoring condition have resulted in more focussed investment in preventative and planned maintenance at schools which has been integral in reducing the instances of school closures due to building defects.

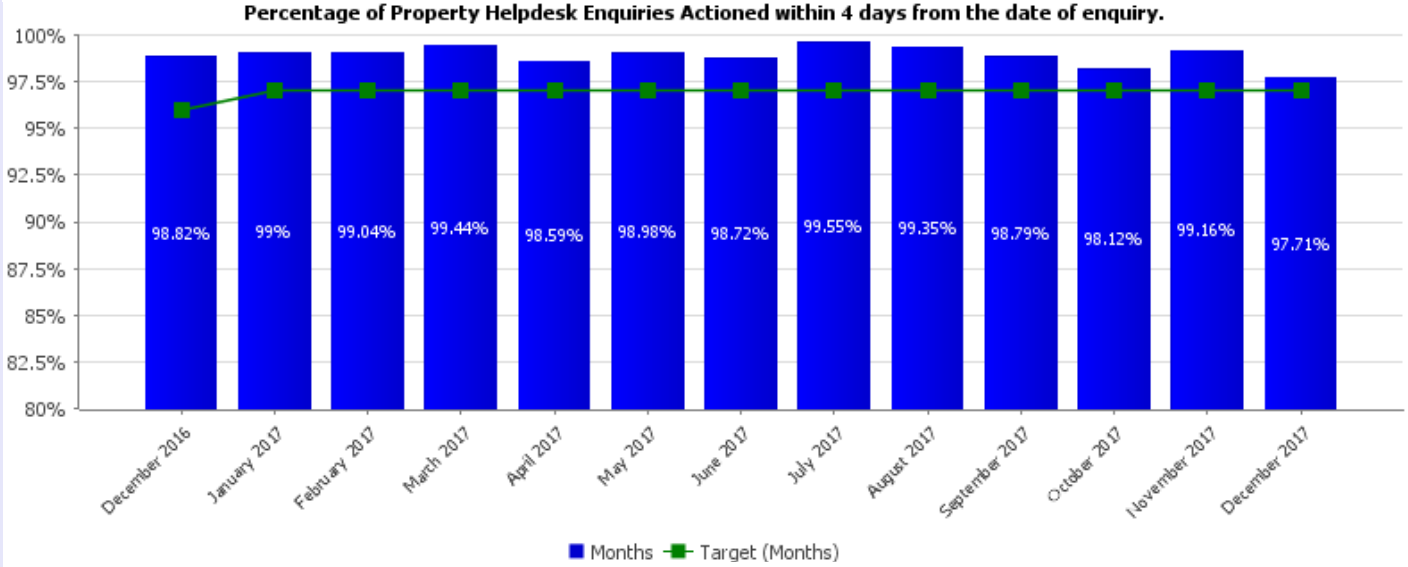
Following a review of performance, the target for 2017/18 remains at 0%.

Notes on Latest Data Entry

20-Dec-2017 Polbeth Nursery closed for 1.5 days due to burst pipe in adverse weather conditions causing a ceiling collapse.

APPENDIX 1

Performance Indicator	**CSg530_6b.5 Percentage of Property Helpdesk Enquiries Actioned within 4 days from the date of enquiry.**	**Responsible Officer(s)**	zCSg_PIAdmin; Derek Hume
Description	This performance indicator measures the percentage of Property Helpdesk Enquiries Actioned by Construction Services within 4 days from the date of enquiry. This information is collated monthly by means of a report.	**Data Collection Officer(s)**	Lesley McKinlay



Gauge Type	Aim to Maximise
Last Update	December 2017
Status	✔
Categories	WLAM
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:

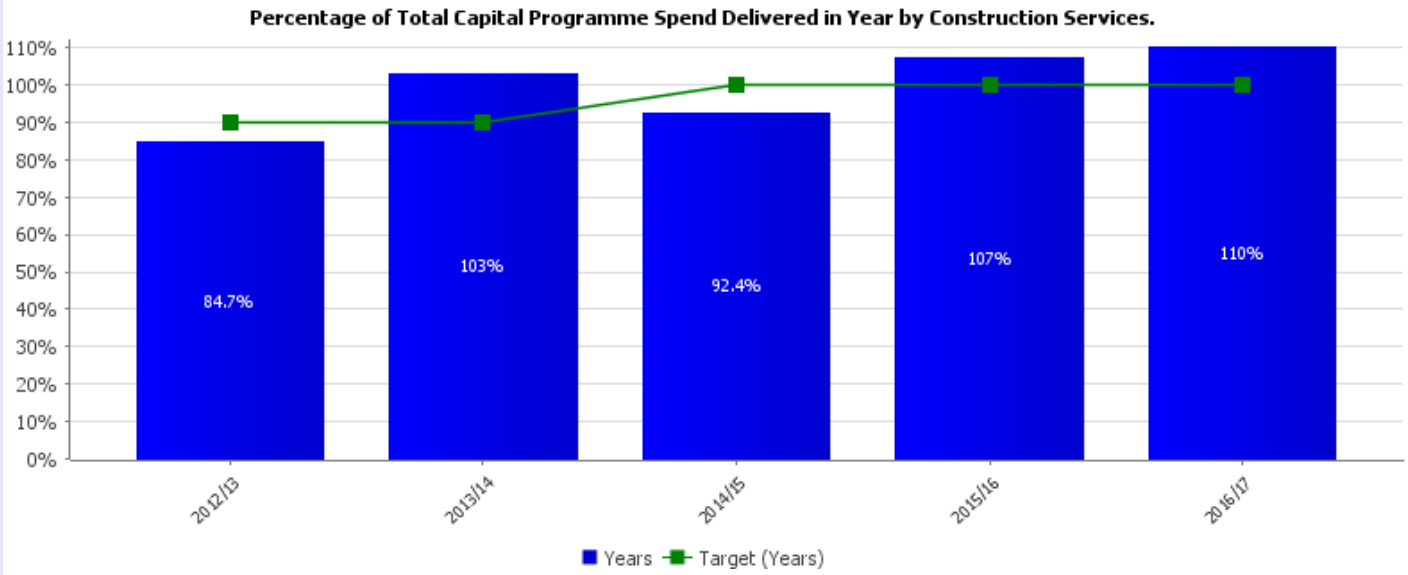
From the 1st January 2017 to the 31st of December 2017 a total of 8671 enquiries were submitted to Maintenance. 8577 were completed within agreed action date (98.92%). During this period the target was met.

Following review of performance in 2016/17 the target for 2017/18 has been increased to 97%.

Notes on Latest Data Entry

04-Jan-2018 Report produced by property help desk states 700 enquiries were submitted to maintenance within the month of December, 684 of the enquiries were actioned within the agreed action date (97.71%).

Performance Indicator	**P:CSg601_9b.1c Percentage of Total Capital Programme Spend Delivered in Year by Construction Services.**	**Responsible Officer(s)**	zCSg_PIAdmin; 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.	**Data Collection Officer(s)**	Marjory Mackie



Gauge Type	Aim to Maximise
Last Update	2016/17
Status	✔
Categories	CPPR Corporate Plan Public Performance Reporting
	Enabler 1 - Financial Planning
	PDSP_Partnership & Resources
	PPR Public Performance Reporting
HOS Approved for public/PDSP display/reporting ?:	Yes

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.

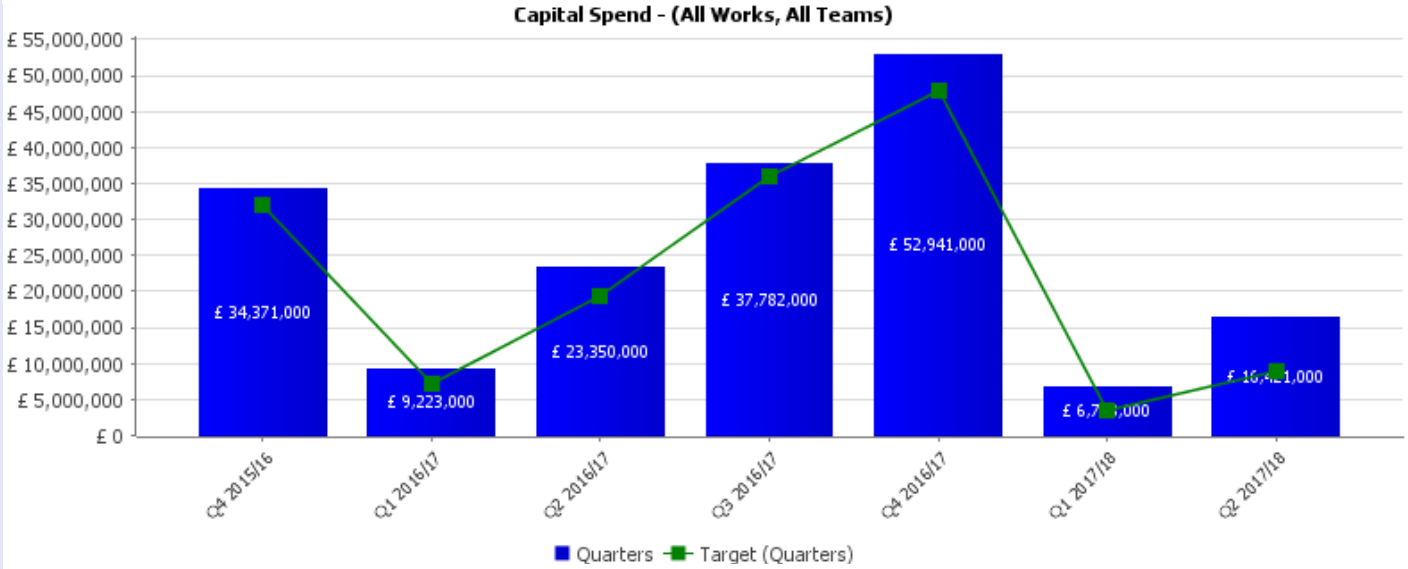
The target for 2017/18 will remain at 100%.

Notes on Latest Data Entry

16-May-2017 2016/17 Budget (Construction Services responsibility) = £47,916,000
Actual 2016/17 spend = £52,941,000

APPENDIX 1

Performance Indicator	**CSg605_9a.1d Capital Spend - (All Works, All Teams)**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This Performance Indicator measures the capital programme spend on a quarterly basis for all capital projects managed by Construction Services. This includes General Service projects, Open Space projects and Housing projects and gives an indication through the financial year on overall progress of the complete portfolio of capital projects. Figures are published at the end of the month following each quarter.	**Data Collection Officer(s)**	Ross Macdonald; Marjory Mackie; Andy Robertson



Gauge Type	Aim to Maximise
Last Update	Q2 2017/18
Status	
Categories	WLAM
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:

This quarterly indicator shows improvement in the capital programme spend achieved by Construction Services and we exceeded the target in 2016/17. This can be attributed to acceleration of a number of key projects due to improved resource management. We did not meet the target in 2014/15 - this was down to delays on site at a small number of projects which resulted in a lower spend than anticipated as a result.

In 2016/17 Construction Services were responsible for £47.9million of capital works and successfully delivered £52.9million which is an increase of £18.6million from 2015/16.

The service aims to reach 100% capital expenditure in 2017/18.

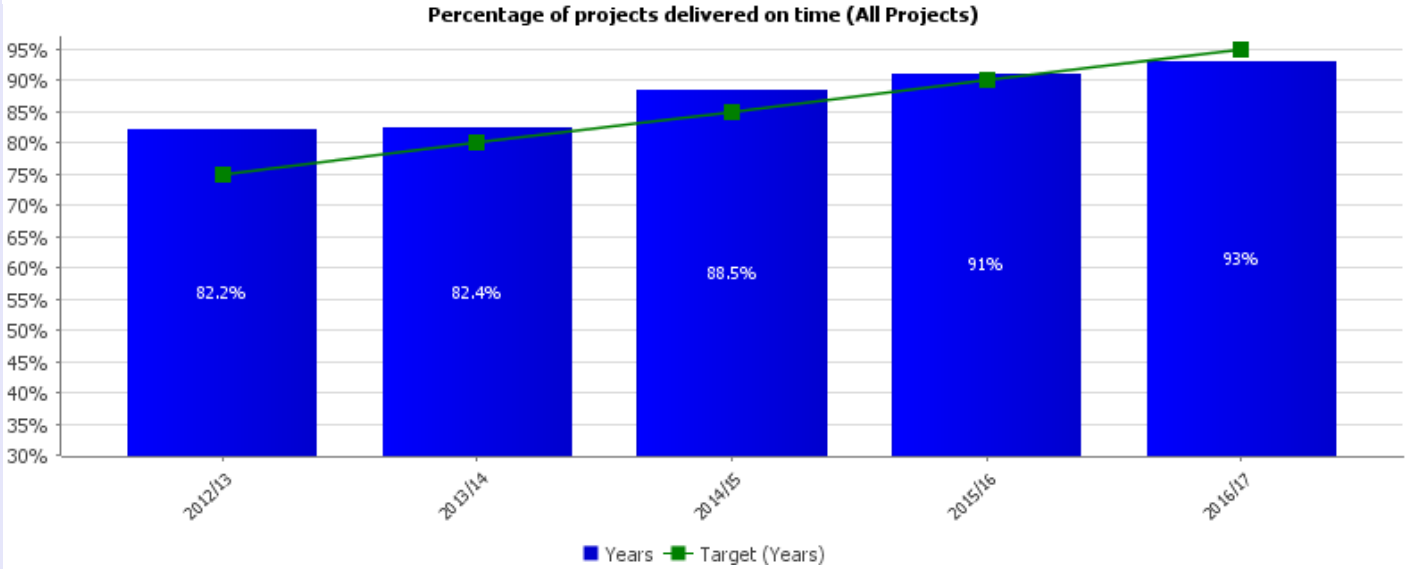
Notes on Latest Data Entry

24-Oct-2017 Q2 spend is 73% against a target of 40%.

Significant spend through on Whitehill Service Centre.
Linlithgow and East Calder Partnership Centres nearing completion.
Main extensions at Torphichen PS and Boghall PS complete.
Winchburgh nursery and Armadale PC commenced on site.
Tenant led housing environmental projects Phase 1 to 3 complete.
Summer schools programme completed.

APPENDIX 1

Performance Indicator	**CSg650_9b.2 Percentage of projects delivered on time (All Projects)**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This performance indicator measures the percentage of projects planned to have either started or be completed within the financial year as agreed at the annual Roll Forward Meeting held usually in May prior to approval by Council Executive. This PI includes projects within 3 specific asset categories - General Services Property, General Services Open Space and Housing. At the end of the financial year the results are analysed to identify improvements to service delivery and will assist in resource planning.	**Data Collection Officer(s)**	Chris Hall; Andy Robertson



Gauge Type	Aim to Maximise
Last Update	2016/17
Status	✔
Categories	High Level
HOS Approved for public/PDSP display/reporting ?:	No

Trend Chart Commentary:

This indicator shows improved performance again in 2016/17 and can be attributed to improved project planning and project management arrangements. All Construction Services projects with the exception of block allocations and statutory compliance programmes are now included in this indicator.

In 2016/17 144 projects were planned to be started or completed within the financial year of which 134 actually met the target. This included 108 General Services property projects, 14 Open Space projects and 12 Housing projects.

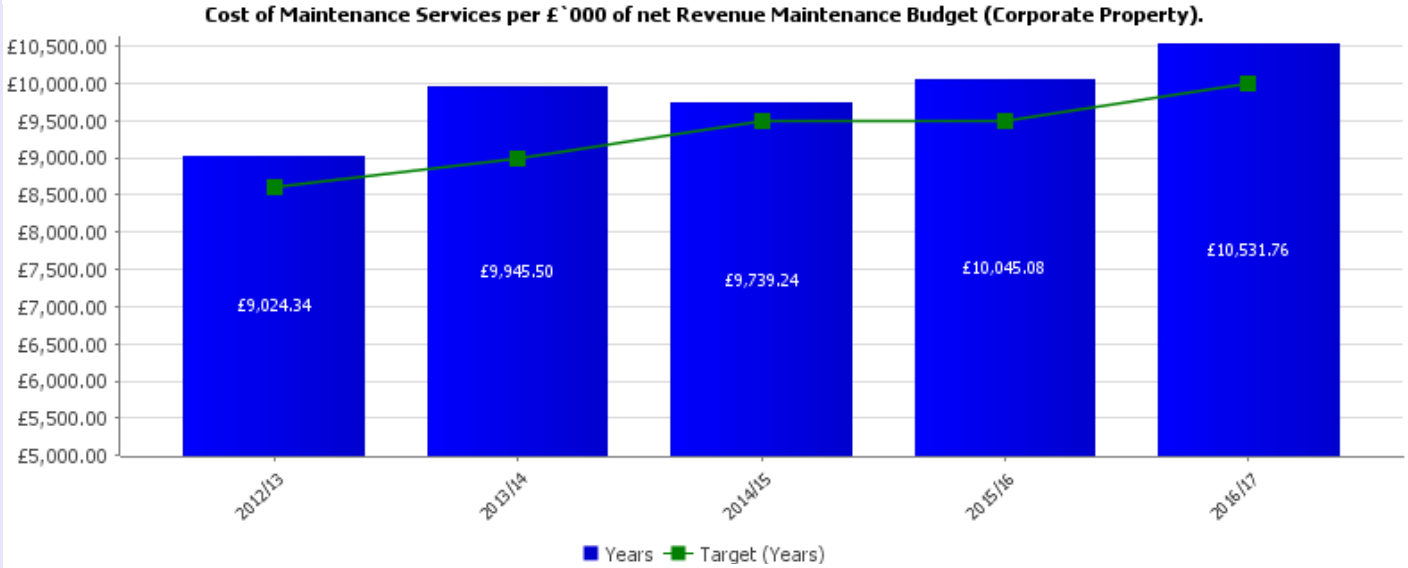
The target remain at 95% for financial year 2017/18 following review of previous performance.

Notes on Latest Data Entry

22-May-2017 144 projects were planned to be started or completed within the financial year 2016/17 of which 134 actually met the target. This included 108 General Services Property projects, 14 Open Space projects and 12 Housing projects.

The school holiday works programmes continue to be refined and monitored and detailed resource planning through the financial year ensures delivery of projects as planned.

Performance Indicator	**P:CSg803_9a.1d Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property).**	**Responsible Officer(s)**	zCSg_PIAdmin; Marjory Mackie
Description	This performance indicator (PI) measures the Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property). The value of the Corporate Property Revenue Maintenance Budget each year is compared with the staff fee recharge from Construction Services to calculate the cost of the service per £'000.	**Data Collection Officer(s)**	Derek Hume



Gauge Type	Aim to Minimise
Last Update	2016/17
Status	
Categories	PPR Public Performance Reporting
HOS Approved for public/PDSP display/reporting ?:	Yes

Trend Chart Commentary:

This annual performance indicator shows costs increasing slightly in 2013/14, 2015/16 and again in 2016/17 due to greater emphasis on statutory compliance and condition across the property estate. The processes for statutory compliance checks and undertaking Fire Safety Risk Assessments are now bedded in to the work of the team.

The target for 2017/18 will be set at £10,500 per £'000 (10.5%) of the Revenue Maintenance budget following review of performance.

This compares favourably with benchmarked maintenance service figures from other local authorities which are currently on average £15,000 per £'000 (15%).

Notes on Latest Data Entry

22-May-2017 Total Spend = £3,044,541
Fees Charged = £320,644

Fees have reduced overall by £10,616 since 2015/16 however as a proportion of the available budget the fees have increased slightly. They are still well within benchmarking fees of £15,000 per £'000 in other authorities.

PERFORMANCE COMMITTEE

CUSTOMER SERVICE CENTRE

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report provides the Performance Committee with an overview of the activities and performance of the Customer Service Centre

B. RECOMMENDATION

The Performance Committee is asked to:

1. Note of the performance report for Customer Service Centre;
2. Provide feedback on the performance information; and
3. Identify any issues and make recommendations for performance improvement.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focussing 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)**	None.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance indicators**	A summary of performance indicators is included in Section D2 and appendix 1 of the report.
V	**Relevancy to Single Outcome Agreement**	This is an enabler Service.
VI	**Resources – (Financial, Staffing and Property)**	The service has an operating budget of £1.2m and 65.52 FTE staff.
VII	**Consideration at PDSP**	None.
VIII	**Other consultations**	None.

D. TERMS OF REPORT

D.1 Introduction

The Customer Service Centre (CSC) is the central contact point for all council customers in West Lothian. The service deals with all enquiries on behalf of three main services; Operational Services, Housing, Customer and Building Services and Revenues, as well as

answering the majority of enquiries across all services via telephone and email.

The CSC is structured into four teams that answer specific types of calls; housing repairs, revenues, Careline and general enquiry calls which include waste, planning, pest control and pupil placement.

Across the full service CSC averages 44,072 calls per month; makes 5,741 outbound calls to make appointments for repairs, returns voicemails, call backs for Scottish welfare fund. CSC responds to an average of 1,628 email enquiries on a monthly basis.

D.2 Performance Measurement and West Lothian Assessment Model (WLAM)

The CSC has a robust performance framework in place that allows data capture across the 4 teams within the service. A full review of all performance indicators was undertaken and a new performance framework was created to enable reporting of performance across the individual teams as well as the overall performance of the CSC service.

The CSC has been through a full WLAM Assessment in February 2017. Previously the service had attained a WLAM score of 475 in 2011-13 and were on cycle 3 of the review programme.

At the most recent assessment the service improved its WLAM score to 491 for 2014-17 and are on cycle 2. The Review Panel will assess the service on 31st February 2018.

The table below shows the number of performance indicators the service routinely collects

		2014/2015	2016/17
• (6) Customer Results		40	68
• (7) People Results		10	9
• (9) Key Performance Results		21	48
	TOTAL	**61**	**125**

Of the 125 indicators, 102 are green, 9 are amber and 14 are red. The most recent performance information for the public and high level performance indicators is included as appendix 1 to this report.

Of the 13 public and high level indictors 12 are green and 1 is amber. The detail of this indicator is shown below:

CSC100_9b.1a - Percentage of Customer Service Centre enquiries resolved at first point of contact.

This quarterly 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.

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.

This decrease in performance is mirrored in the CIS offices where first point resolution has also declined due to the increasing complexity of enquiries.

Due to the change in nature of this indicator the target will be reviewed.

D.3 WLAM IMPROVEMENT ACTIONS

Following WLAM review, CSC staff fed back information which created an improvement plan for CSC to action.

Key activities:

- **Staff Feedback/consultation** – Improvement to be made with communication within the service, 121 meetings to be more consistent and regular and more opportunities for staff to be involved in developing the service.

  Service Champions are involved in changes to process mapping and attend meetings with services. This is then fed back to teams at 121 meetings. Monthly Newsletter is shared across the service.

- **Performance Report** – Review relevance and scope of performance indicators and reporting performance to service areas.

  Attendance at Service Senior Management Team meetings by CSC Coordinator quarterly allows for performance to be discussed openly. Pentana performance indicators reviewed to reflect the full services performance.

- **Internal/External Benchmarking** – To pursue with other local authorities areas for benchmarking.

  Stirling District Council have agreed to benchmark with CSC from January 2017. Areas for benchmarking will be resources; calls answered; types of enquiries; grade of service; first point resolution. This will be over both CSC and Careline.

- **IT/Web forms** – Improvement in communication regarding changes being made by services through channel shift, web forms for customer, recognise that CSC should be more involved in changes and have a consistent approach to manage the change.

  CSC are invited to attend project meetings in respect of IT changes within services, this includes system upgrades, new technologies and web forms.

E. CONCLUSION

The CSC is integral to the delivery of many council services and, over the years, it has increased the range and types of enquiries that it deals with. Developing a consistency and quality of customer service ensures that the council is perceived as a high quality and high performing Council.

The service has a mature approach to performance management and monitors its performance continually. The service ensures that measures are put in place to address any areas where performance falls below target.

The recent WLAM Assessment has seen the service perform well with a significantly increased score. Improvement actions are being taken forward by staff teams. A key focus for this activity is around improving benchmarking information to allow comparisons to be made with other authorities

F. BACKGROUND REFERENCES

None.

Appendices/Attachments:- Appendix 1 Pentana Performance Indictors Report

Contact Person: Ralph Bell, Customer and Community Services Manager, Telephone 01506 282774, E-mail ralph.bell@westlothian.gov.uk

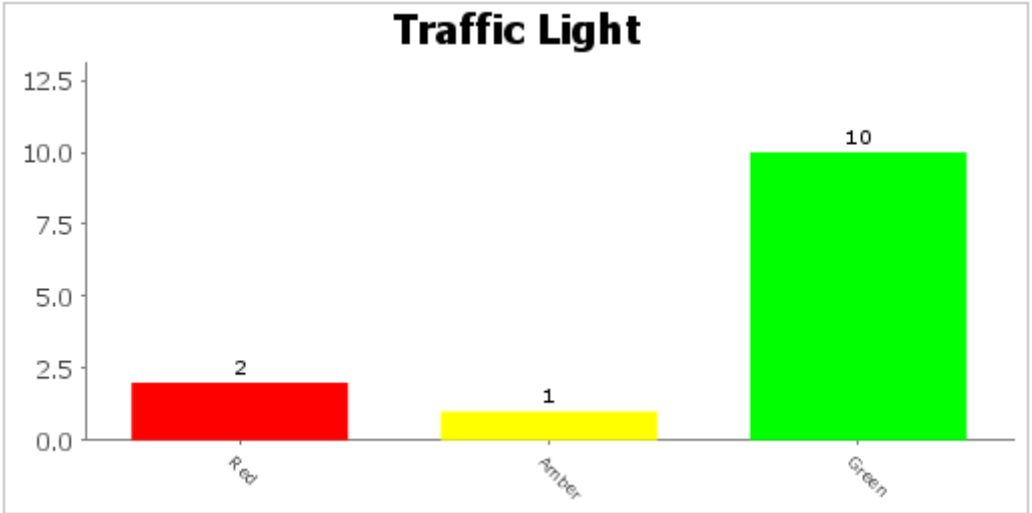
Alistair Shaw
Head of Housing, Customer and Building Services

Date of Meeting 22nd January 2018

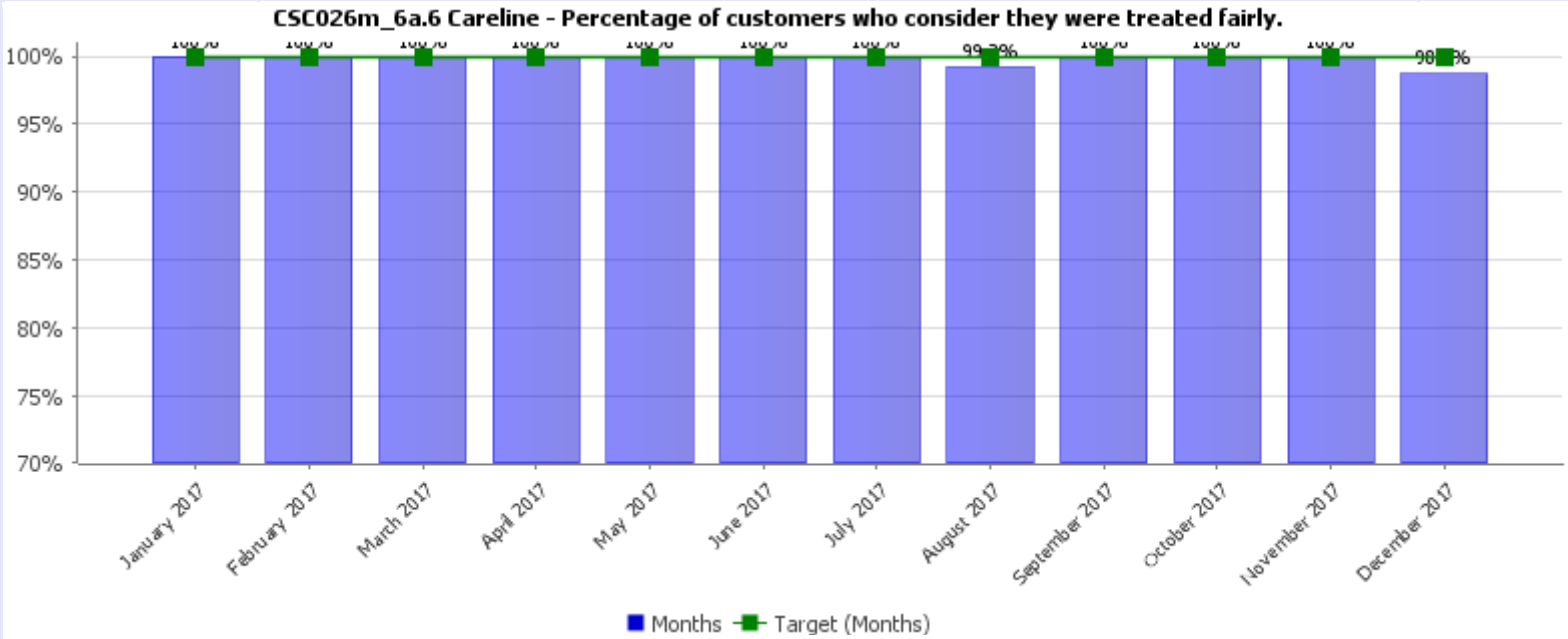
CSC - Performance Committee

Data Label : OFFICIAL

Report Author: Fiona Key
Generated on: 16 January 2018 10:01
Report Layout: .PDSP_PIs_All_For Committee_Grid



PI Code & Short Name	**CSC026m_6a.6 Careline - Percentage of customers who consider they were treated fairly.**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the percentage of service users who believed that they were treated fairly by Careline advisers in the monthly customer survey. West Lothian Careline send out Customer Satisfaction surveys by post to all service users who have had Home Safety Service technology installed into their homes. Results of surveys are analysed to identify areas for improvement.	**Traffic Light Icon**	
		Current Value	98.7%
		Current Target	100%



Trend Chart Commentary:

Postal surveys are sent to customers for their feedback on the Careline service. The results show that the level of customer satisfaction for equality has been consistently high. In August and December 2017 this performance indicator decreased from 100%, customers have not given any reason for this decrease.

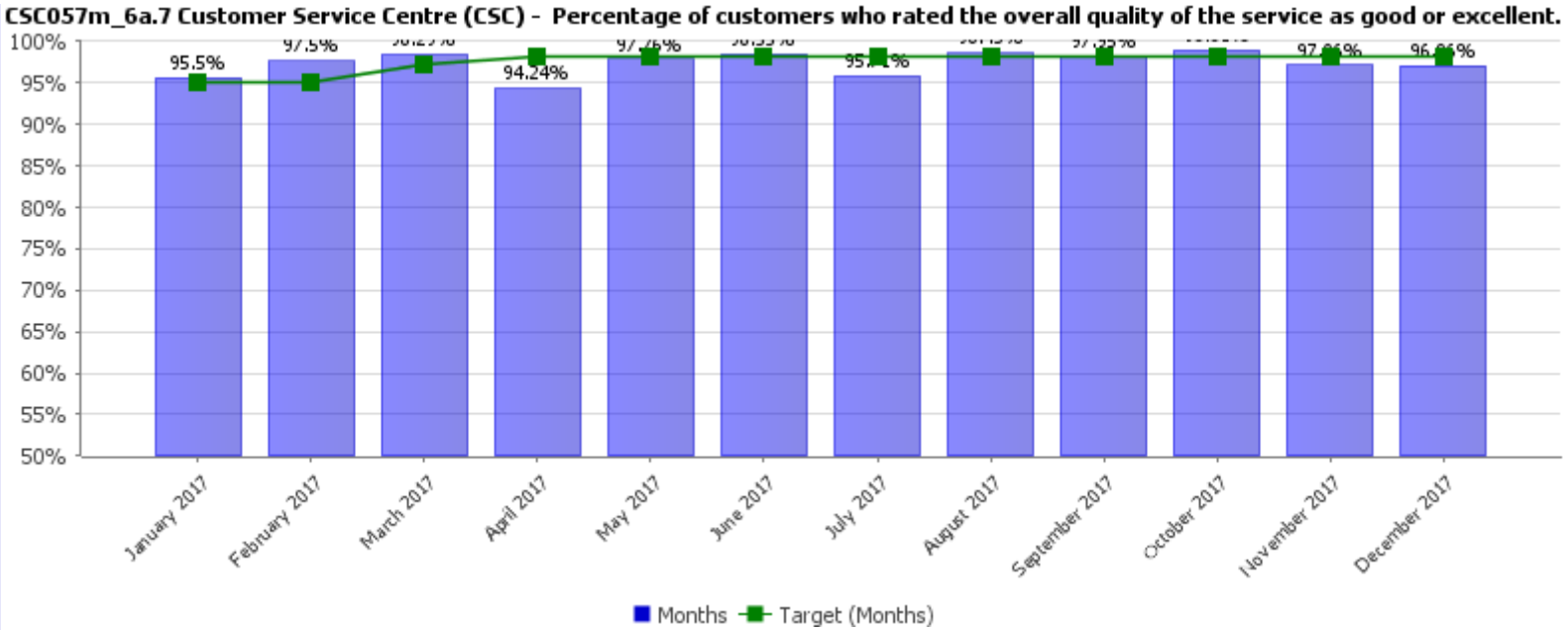
2017/18
December 2017, 150 customers were contacted and 76 customers answered this question.
November 2017, 144 customers were contacted and 26 customers answered this question.
October 2017, 249 customers were contacted and 84 customers answered this question.
September 2017, 230 customers were contacted and 89 customers answered this question.
August 2017, 218 customers were contacted and 136 customers answered this question.

July 2017, 276 customers were contacted and 129 customers answered this question.
June 2017, 281 customers were contacted and 64 customers answered this question.
May 2017, 280 customers were contacted and 75 customers answered this question.
April 2017, 251 customer were contacted and 111customers answered this question.

2016/17
March 2017, 252 customers were contacted and 79 customers answered this question.
February 2017, 285 customers were contacted and 98 customers answered this question.
January 2017, 250 customers were contacted and 40 customers answered this question.

In 2017/18 the target is set at 100% as that is deemed to be an achievable figure given the trend chart results.

PI Code & Short Name	**CSC057m_6a.7 Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.**	**PI Owner**	zCSC_PIAdmin; 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. Results of the survey are analysed to identify areas for improvement for both CSC and Service Areas.	**Traffic Light Icon**	
		Current Value	96.96%
		Current Target	98%



Trend Chart Commentary

From April 2017 all survey requests are e-mailed to customers at the end of each call to try to increase the number of completed responses and maintain consistency. From January 2017 performance fluctuated between 94.24% to 98.81%. In April 2017, after review, the target was increased by 2% to 98% which was deemed to be achievable. Performance decreased in April 2017 to below new target to reach 94.24% which is in line with increased abandonment rate and longer wait times. Customers are now emailing survey responses and may be less inhibited with their grading. Performance has fluctuated between 95.71% to 98.8% between May to October 2017. In November 2017 this performance decreased to reach 97.06% and in December 2017 to 96.96%, from customers comments there is no clear reason for this decrease.

2017/18

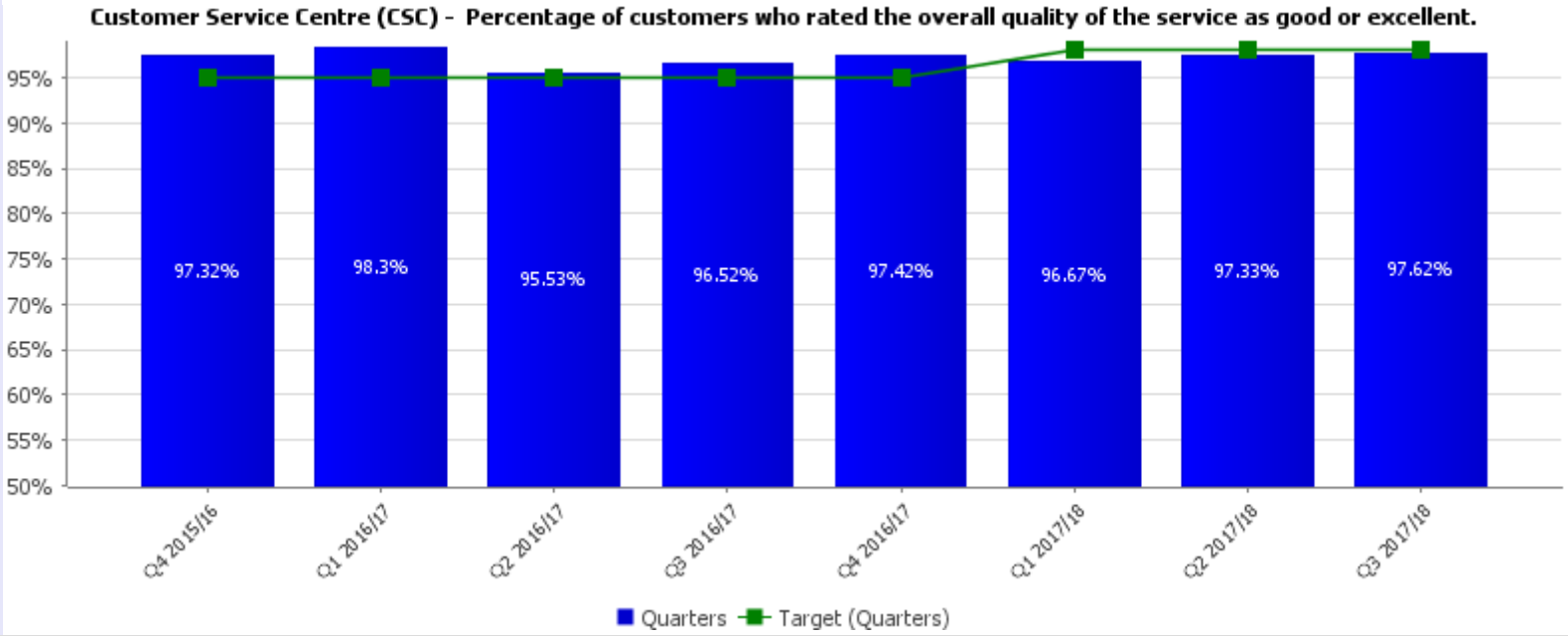
December 2017, 362 survey requests returned and 351 customers answered this question.
November 2017, 477 survey requests returned and 463 customers answered this question.

October 2017, 417 survey requests returned and 407 customers answered this question.
September 2017, 342 survey results returned, 335 customers answered this question.
August 2017, 517 survey results returned, 509 customers answered this question.
July 2017, 490 surveys results returned, 469 customers answered this question.
June 2017, 424 survey requests returned, 417 customers answered this question.
May 2017, 980 survey requests returned, 958 customers answered this question.
April 2017, 827 survey requests returned , 729 customers answered this question.

2016/17
March 2017, 410 survey requests returned, 403 customers answered this question.
February 2017, 280 survey requests returned, 273 customers answered this question.
January 2017, 200 survey requests returned, 191 customers answered this question.

In 2017/18 the target is set at 98% after review, which is deemed to be an achievable figure given the trend chart results from previous year.

PI Code & Short Name	**CSC057q_6a.7 Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.**	**PI Owner**	zCSC_PIAdmin; 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. Results of the survey are analysed to identify areas for improvement for both CSC and Service Areas.	**Traffic Light Icon**	
		Current Value	97.62%
		Current Target	98%



Trend Chart Commentary:

From Quarter 1 2017/18 all survey requests are e-mailed to customers at the end of each call, to try to increase the number of completed responses and maintain consistency. From quarter 4 15/16 performance fluctuated between 95.53% to 98.32%. From Quarter 1 17/18 performance is slightly lower than the new target set at 98% at 96.67%, 97.33% and 97.62% respectively. CSC strive to ensure that a high quality of customer service is delivered.

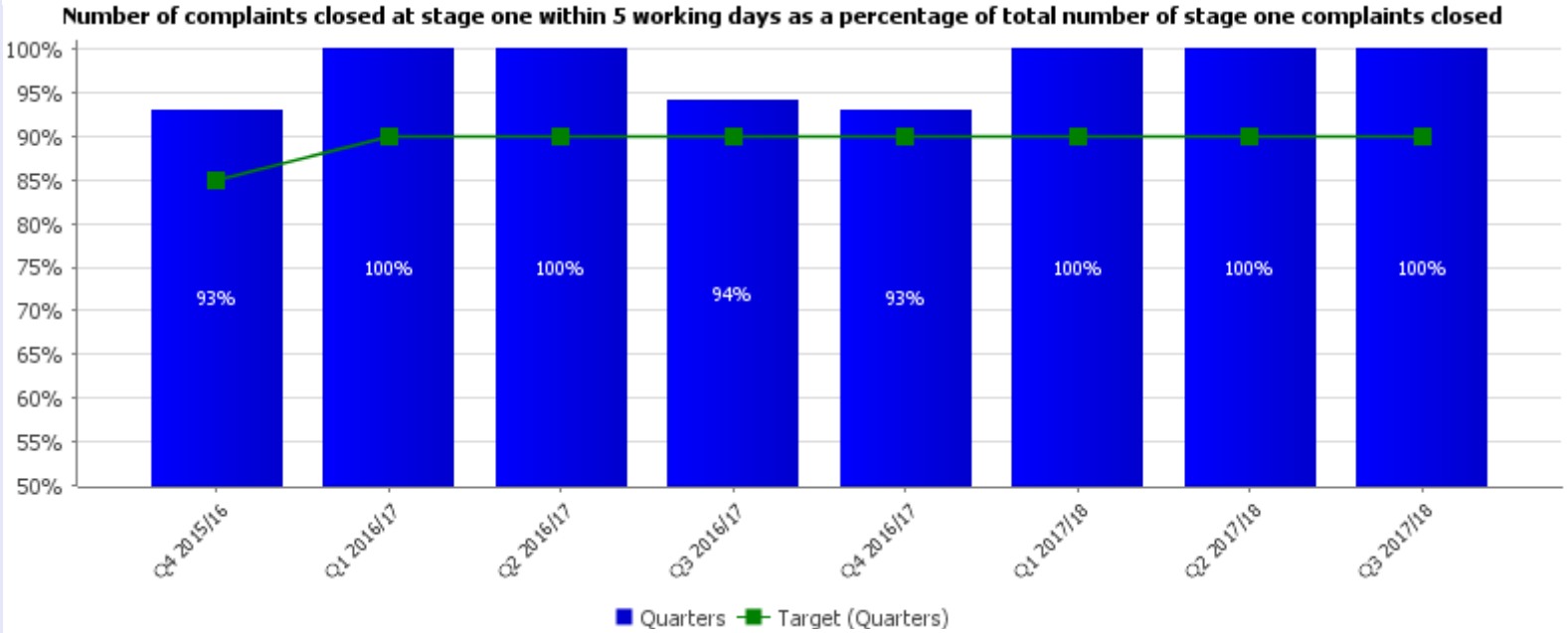
2017/18
Quarter 3, 1258 survey requests returned, 1228 customers answered this question.
Quarter 2, 1349 survey requests returned, 1313 customers answered this question.
Quarter 1, 2133 survey requests returned, 2062 customers answered this question.

2016/17
Quarter 4, 890 survey requests returned, 867 customers answered this question.
Quarter 3, 517 survey requests returned, 499 customers answered this question.
Quarter 2, 514 survey requests returned, 491 customers answered this question.
Quarter 1, 411 survey requests returned, 404 customers answered this question.

2015/16
Quarter 4, 559 survey requests returned, 544 customers answered this question.

In 2017/18 the target is set at 98% after review, which is deemed to be an achievable figure given the trend chart results from previous year.

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. 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.	**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 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. From quarter 1 2017/18 this performance indicator improved to reach 100%.

2017/18
Quarter 3 - 100% complaints received being closed within 5 working days.

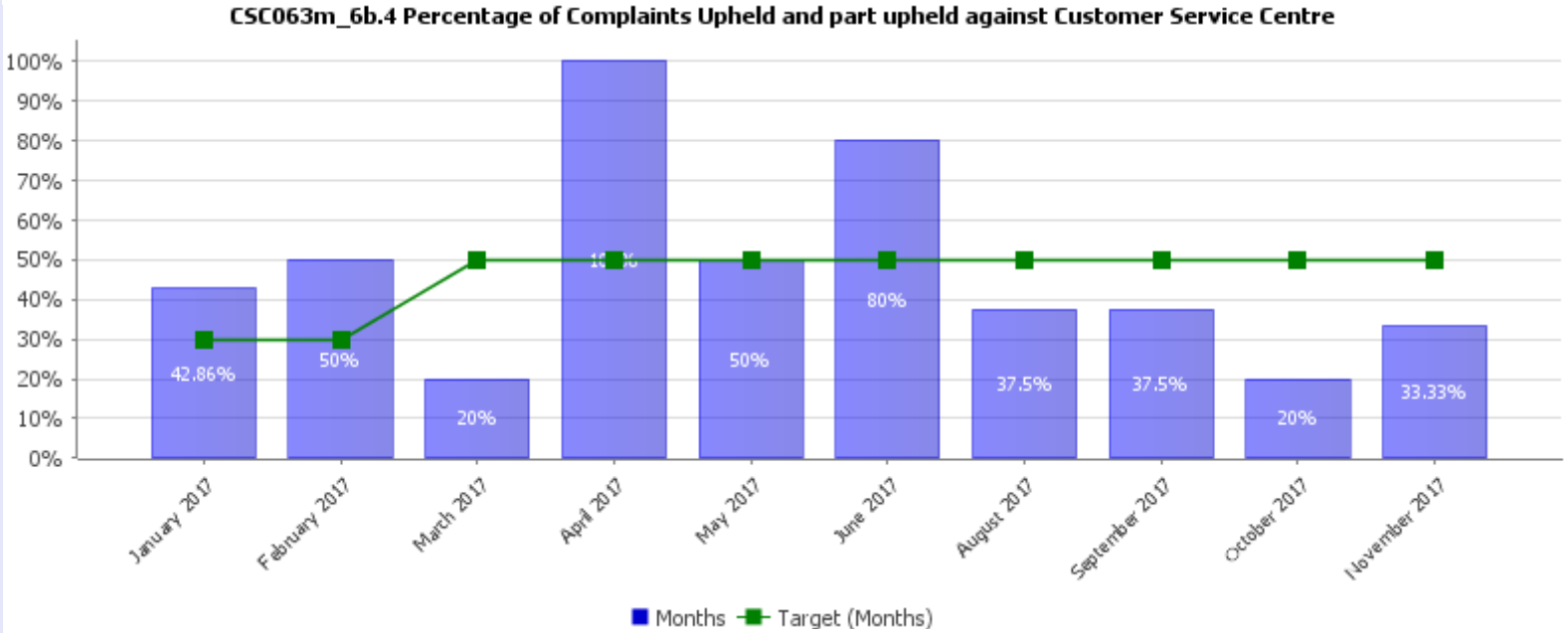
Quarter 2 - 100% complaints received being closed within 5 working days.
Quarter 1 - 100% complaints received being closed within 5 working days.

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.

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

PI Code & Short Name	**CSC063m_6b.4 Percentage of Complaints Upheld and part upheld against Customer Service Centre**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the overall percentage of Customer Service Centre complaints that have been investigated and upheld or part upheld during each month. 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. 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.	**Traffic Light Icon**	
		Current Value	33.33%
		Current Target	50%



Trend Chart Commentary:

From January to November 2017 the performance for Upheld/part upheld complaints has fluctuated over the last year from 20% to 100%. In March 2017 this performance indicator decreased to 20% which is below target. From April 2017 to June 2017 performance failed to meet target, however there were 8 complaints against the service with 6 being upheld. The total call volumes offered to the service for the same period is 123,855. In July 2017 there were 0 complaints received and in August and September 2017 8 complaints received with 3 being upheld/ part upheld. Performance improved in October and November 2017with 5 and 3 complaints respectively received and only 1 upheld.

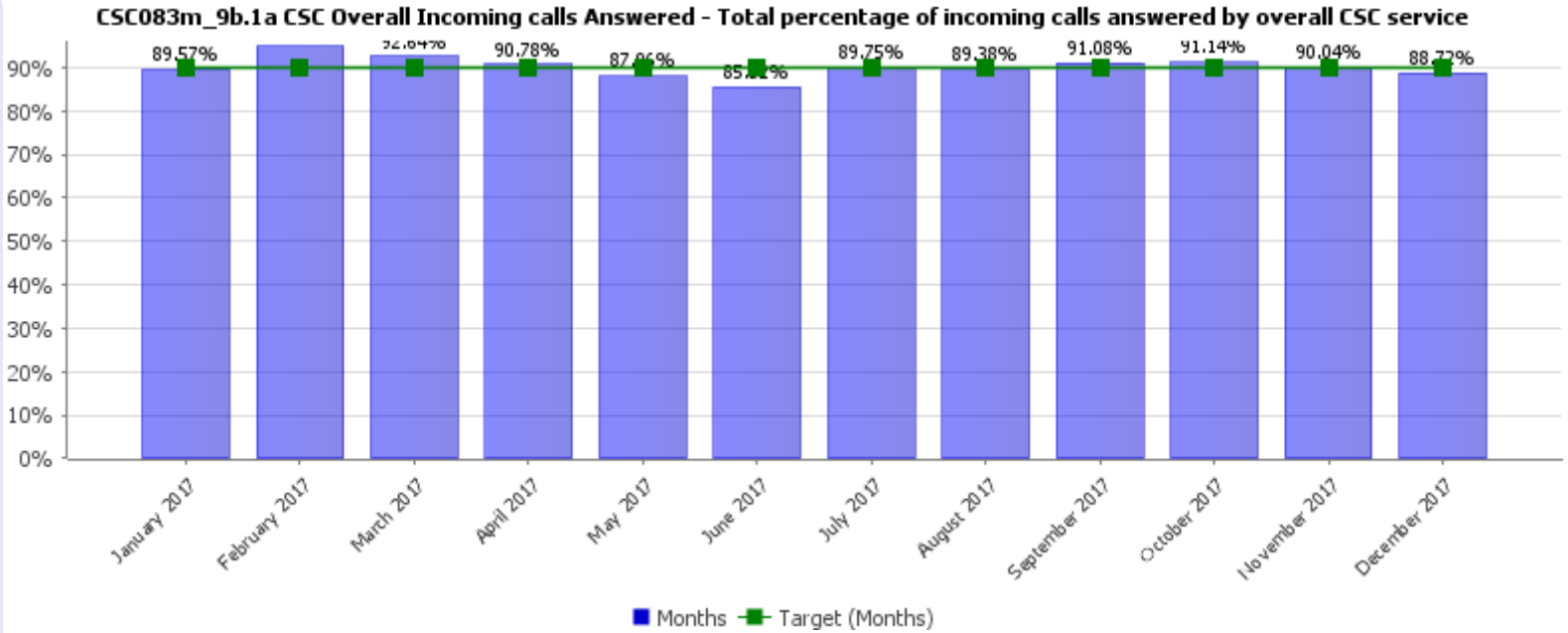
2017/18
November 2017, 3 complaints received, 1 part upheld.
October 2017, 5 complaints received, 1 upheld

September 2017, 8 complaints received, 3 upheld.
August 2017,8 complaints received, 3 upheld or part upheld.
July 2017 **,** 0 complaints received.
June 2017, 5 complains received, 4 upheld
May 2017, 2 complaints received, 1 upheld
April 2017, 1 complaint received, 1 upheld.

2016/17
March 2017, 5 complaint received, 1 upheld.
February 2017, 2 complaint received, 1 upheld.
January 2017, 7 complaint received, 3 upheld.

The target for 2017/18 has increased to 50% to reflect the recent trend in this performance indicator.

PI Code & Short Name	**CSC083m_9b.1a CSC Overall Incoming calls Answered - Total percentage of incoming calls answered by overall CSC service**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the total volume of incoming calls answered in the overall CSC service on an monthly basis. This includes calls relating to a wide range of council services, including calls for; Revenues, Waste, Roads, Education, Housing, Repairs, Planning and emergency response calls via Careline. The data for this indicator is extracted from the customer contact management system (CCMS). The performance indicator is used to help plan and allocate staff resource and to understand performance in other indicators.	**Traffic Light Icon**	
		Current Value	88.72%
		Current Target	90%



Trend Chart Commentary

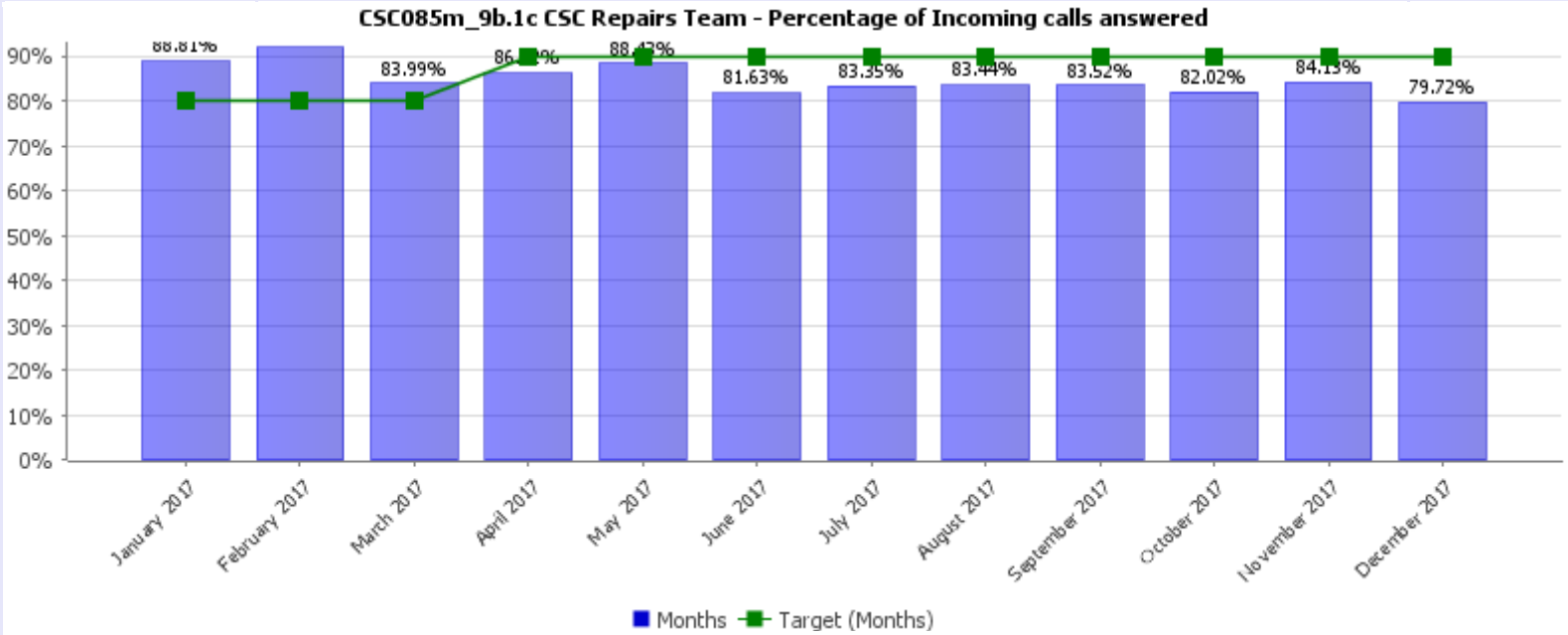
This performance indicator measures the number of calls successfully answered by CSC Advisers as a percentage of the total incoming calls offered to the overall service. Throughout the year this performance has fluctuated between 85.52% to 94.94% . In January 2017 the performance decreased to below target and improved from March to April 2017. From May to August 2017 the performance decreased to below target which has been due to a rise in unplanned absences, higher percentage of waste management calls due to a new process, service in-service days where frontline resource was closed, along with a turn over of staff resulting in vacancies within this team . CSC managers are currently working on developing an action plan to improve the teams performance and 3 new members of staff were appointed in August 2017 and received relevant training. In September and October 2017 performance increased slightly to reach 91.14% and 91.14% respectively. Performance decreased in November and again in December 2017 which is due to the 3 new staff who started in August only 2 are still in post and a further reduction in staffing due to long term absences, maternity leave and temporary staff moving to permanent posts within WLC. CSC are currently recruiting to fill the vacant posts.

2017/18
December 2017, 88.72% of calls answered.
November 2017, 90.04% of calls answered.
October 2017, 91.14% of calls answered.
September 2017, 91.08% of calls answered
August 2017,89.38% of calls answered.
July 2017, 89.75% of calls answered.
June 2017, 85.52% of calls answered.
May 2017, 87.96% of calls answered.
April 2017, 90.78% calls answered.

2016/17
March 2017, 92.64% calls answered.
February 2017, 94.94% calls answered.
January 2017, 89.57% calls answered.

2017/18 this performance indicator has been reviewed and will remain at 90%.

PI Code & Short Name	**CSC085m_9b.1c CSC Repairs Team - Percentage of Incoming calls answered**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the total volume of incoming calls answered by the repairs team on a monthly basis.	**Traffic Light Icon**	
		Current Value	79.72%
		Current Target	90%



Trend Chart Commentary

This performance indicator measures the number of calls successfully answered by a CSC Adviser as a percentage of the total incoming calls to the CSC repairs service. Throughout the year this performance has fluctuated between 79.72% to 91.88% in February 2017 when we achieved above target . This low performance has been due to a rise in unplanned absences, introduction of new systems, training of new staff and vacancies within the team as well as an increase in the number of internal calls to planners for chase up enquiries and missed appointments .

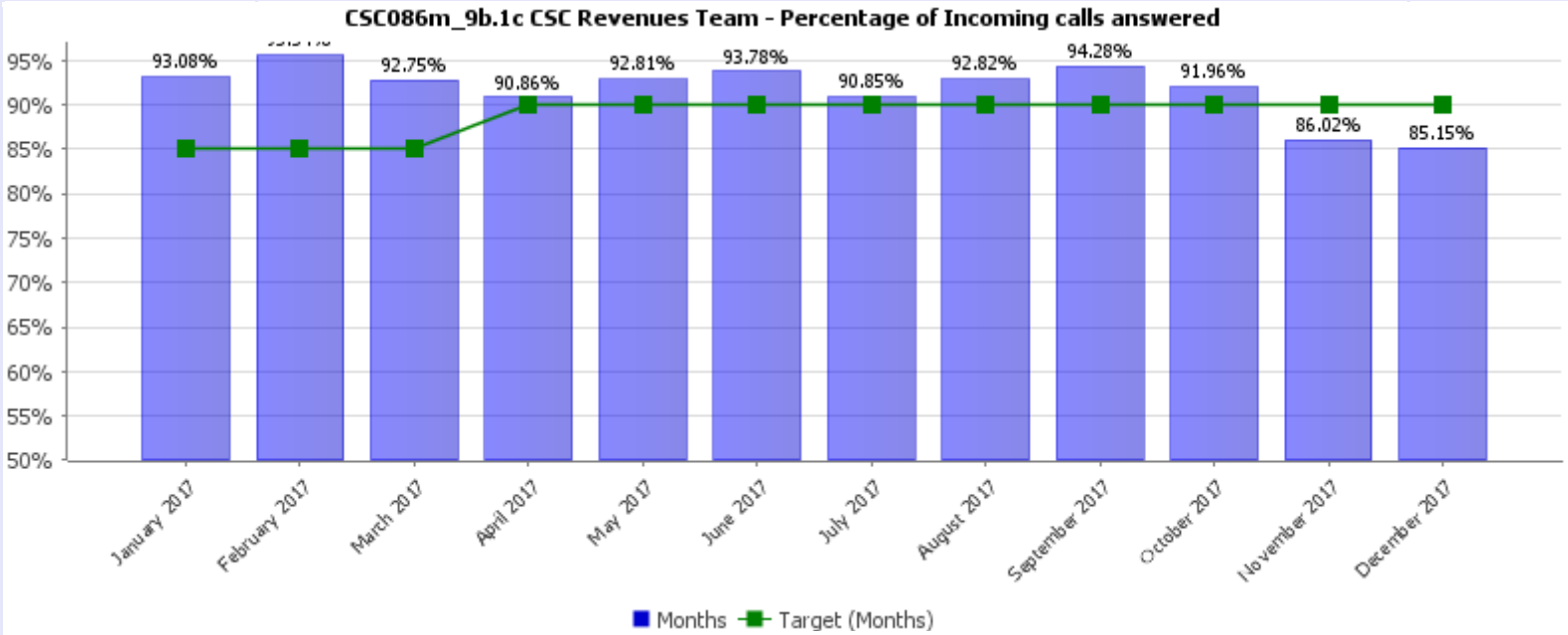
2017/18
December 2017, 79.72% of calls answered.
November 2017,84.13% of calls answered,
October 2017, 82.02% of calls answered.
September 2017, 83.52% of calls answered.

August 2017, 83.44% of calls answered.
July 2017, 83.35% of calls answered.
June 2017, 81.63% of calls answered.
May 2017, 88.43% of calls answered.
April 2017, 86.12% calls answered.

2016/17
March 2017, 83.99% calls answered
February 2017, 91.88% calls answered.
January 2017, 88.81% calls answered.

2017/18 this performance indicator has been reviewed and increased to 90% to allow for consistency across all teams.

PI Code & Short Name	**CSC086m_9b.1c CSC Revenues Team - Percentage of Incoming calls answered**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the total volume of incoming calls answered by the revenues team on a monthly basis. The data for this indicator is extracted from the customer contact management system (CCMS). The performance indicator is used to help plan and allocate staff resource and to understand performance in other indicators.	**Traffic Light Icon**	
		Current Value	85.15%
		Current Target	90%



Trend Chart Commentary

This performance indicator measures the number of calls successfully answered by a CSC Adviser as a percentage of the total incoming calls to the CSC revenues service. Throughout the year this performance has fluctuated between 85.15% to 95.54%. In November and December 2017 performance decreased to reach 86.02% and 85.15% respectively, this is due to an increase in unplanned absence as well as a vacant post within this team. Recruitment has been completed to fill this vacancy and the new member of staff will be in post in January 2018.

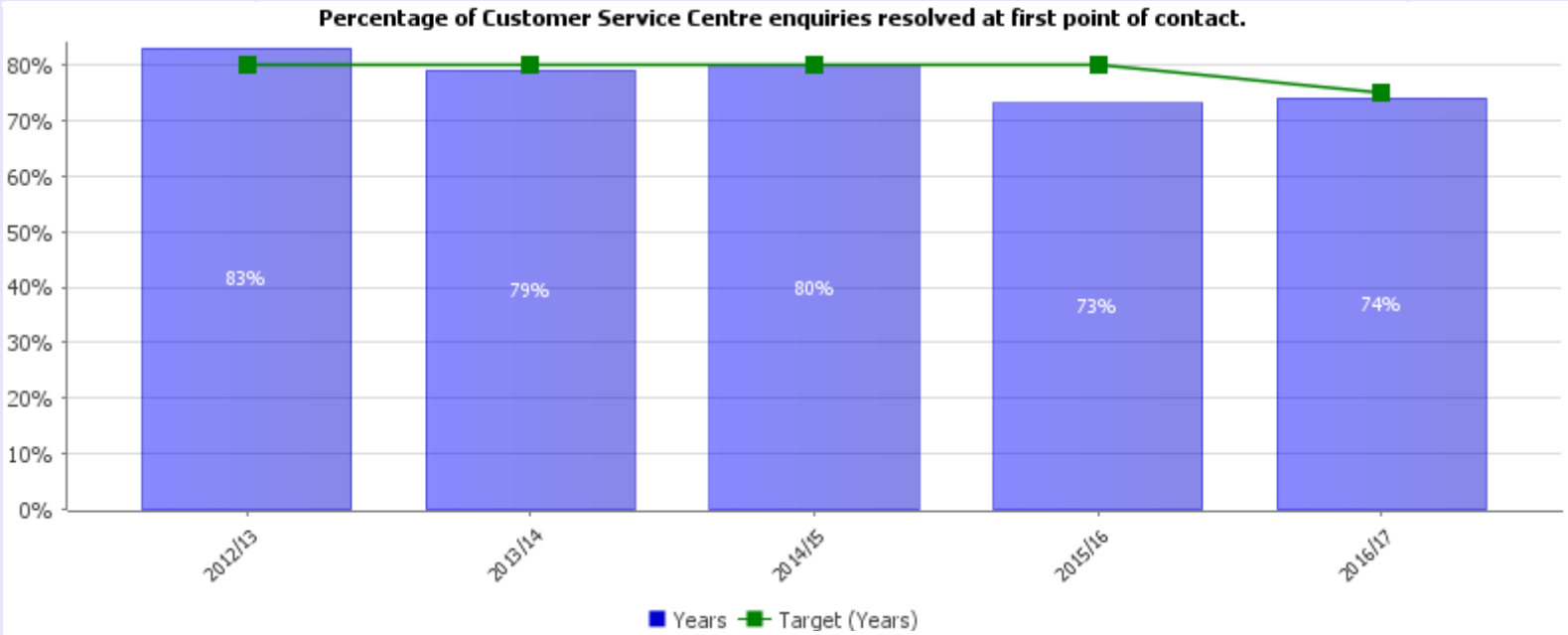
2017/18
December 2017, 85.15% of calls answered.
November 2017, 86.02% of calls answered.
October 2017, 91.96 % of calls answered.
September 2017, 94.28% of calls answered.

August 2017, 94.82% of calls answered.
July 2017, 90.85% of calls answered.
June 2017, 93.78% of calls answered.
May 2017, 92.81% of calls answered.
April 2017, 90.86% calls answered.

2016/17
March 2017, 92.75% calls answered
February 2017, 95.54% calls answered.
January 2017, 93.08% calls answered.

2017/18 this performance indicator has been reviewed and increased to 90% to allow for consistency across all teams.

PI Code & Short Name	**CSC101a_9b.1a Percentage of Customer Service Centre enquiries resolved at first point of contact.**	**PI Owner**	zCSC_PIAdmin; 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. There is a national target of 75%. The data for this indicator is extracted from the customer relationship management system (CRM).	**Traffic Light Icon**	
		Current Value	74%
		Current Target	75%



Trend Chart Commentary:

Changes to the system that captures all the enquiries has altered the numbers of transactions that are used for the calculation of the indicator.

2016/17
Achieved a 80% figure, this is a 1% increase from the previous year. This drop is due to part of the service being automated which allows customers to self service in line with the channel shift agenda

2015/16
Achieved a figure of 73%, this is a 7% decrease from the previous year. This drop is due to part of the service being automated which allows customers to self service in line with the channel shift agenda.

2014/15 - Achieved a 80% figure, meeting current target.

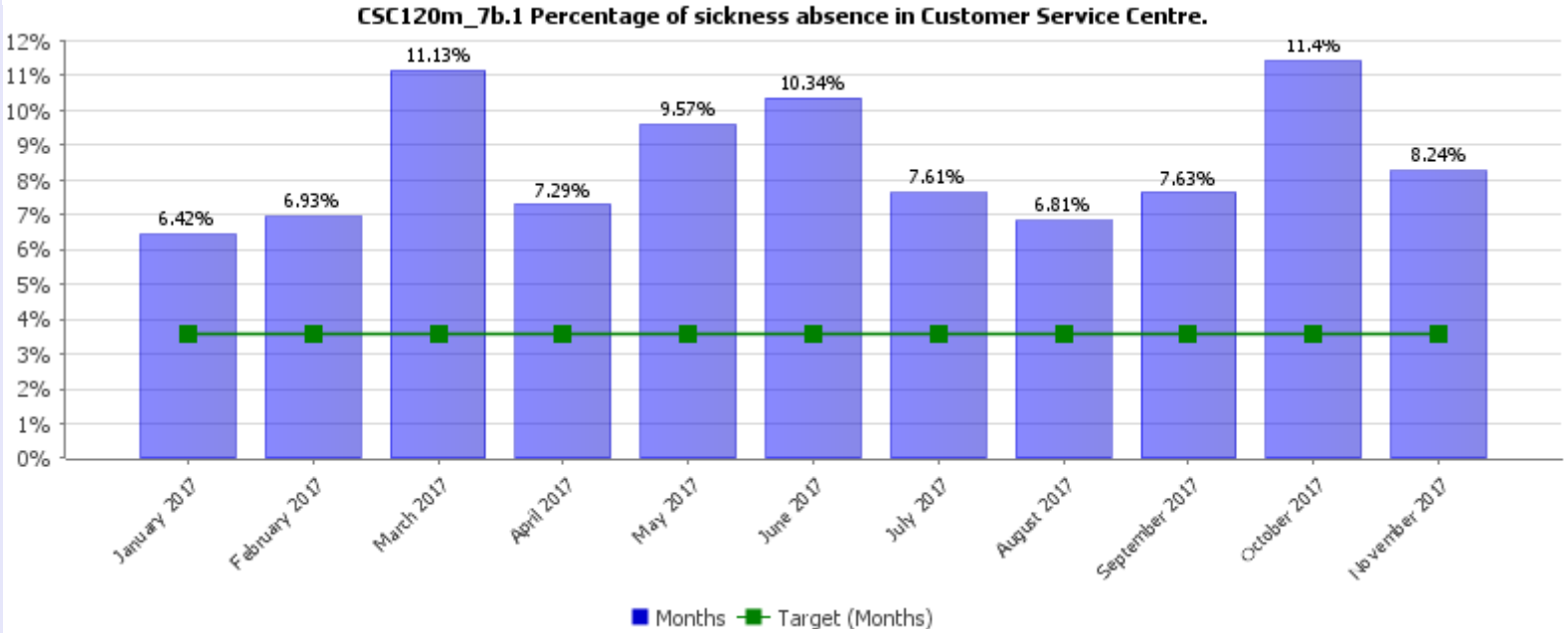
2013/14 - The performance achieved a figure of 79%, which is above the national target of 75% but slightly below the council's target of 80%.

2012/13 - Achieved an 83% figure during this period which is above the council target of 80%.

The Target for 2017/18 will remain in line with the national Target of 75% to reflect the changing times.

CSC are currently working with Stirling District Council and Link Housing Association to benchmark results for 1st point resolution. Internally Customer & Community Services performance for this indicator is 78%, 5% above current CSC target.

PI Code & Short Name	**CSC120m_7b.1 Percentage of sickness absence in Customer Service Centre.**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Customer Service Centre. The data is provided by the council's Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	**Traffic Light Icon**	
		Current Value	8.24%
		Current Target	3.6%



Trend Chart Commentary

This indicator shows that sickness absence within the Customer Service Centre fluctuates on a monthly basis.

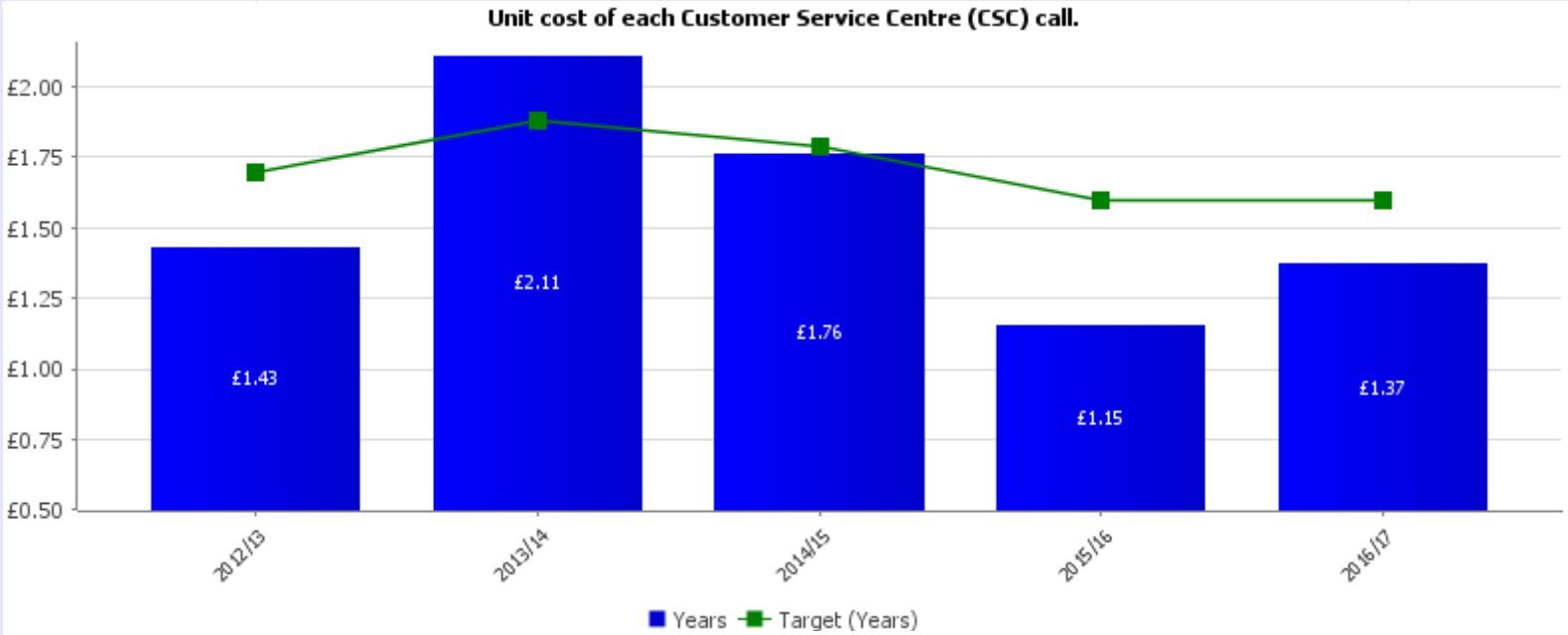
2017/18
November 2017. This performance indicator reduced by 3.16% to reach 8.24%, there have been staff returning on a phased return, however the impact remains to the service due to the high level of long term absences.
October 2017. This performance indicator increased by 3.77% to reach 11.40%, there are currently 6 staff absent due to long term sickness for anxiety, muscular ailments, heart investigation.
September 2017. This performance decreased by 0.82% to reach 7.63% there are currently 3 staff absent due to long term sickness for depressions, recovery from surgery and bereavement.
August 2017. This performance improved by 0.80% to reach 6.81% this improvement is due to 1 members of staff returning from long term sickness absence.
July 2017, This performance improved by 2.73% to reach 7.61% this improvement is due to 2 members of staff returning from long term sickness absence.

June 2017, this performance increased by 0.77% to reach 10.34%,this is due to long term absences across the full services, anxiety, stress, respiratory complaint, post natal depression.
May 2017, this performance increased by 2.3% to reach 9.57%, this is due to seasonal sickness bugs, hayfever affecting respiratory complaints, along with long term absences.
April 2017, this performance decreased by 3.84% to reach 7.29%, this is due to a member of Careline team returning from long term absence and the pregnancy related absence starting maternity leave.

2016/17
March 2017, this performance increased by 4.2% to reach 11.13%, this is due to an increase in long term absences including pregnancy related absence.
February 2017, this performance increased by 0.51% to reach 6.93%, this is due to more long term absences within the Careline team due to surgical procedures.
January 2017, this performance decreased by 2.69% to reach 6.42%, the level of absence is due to seasonal sickness bugs, colds. Long term absences are steadily returning.

Following review of performance in 2016/17 the target for 2017/18 remains at 3.6%.

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. The data is collected to allow the service to monitor the cost effectiveness of the service is being delivered.	**Traffic Light Icon**	
		Current Value	£1.37
		Current Target	£1.60



Trend Chart Commentary:
The trend in this indicator shows that for 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.

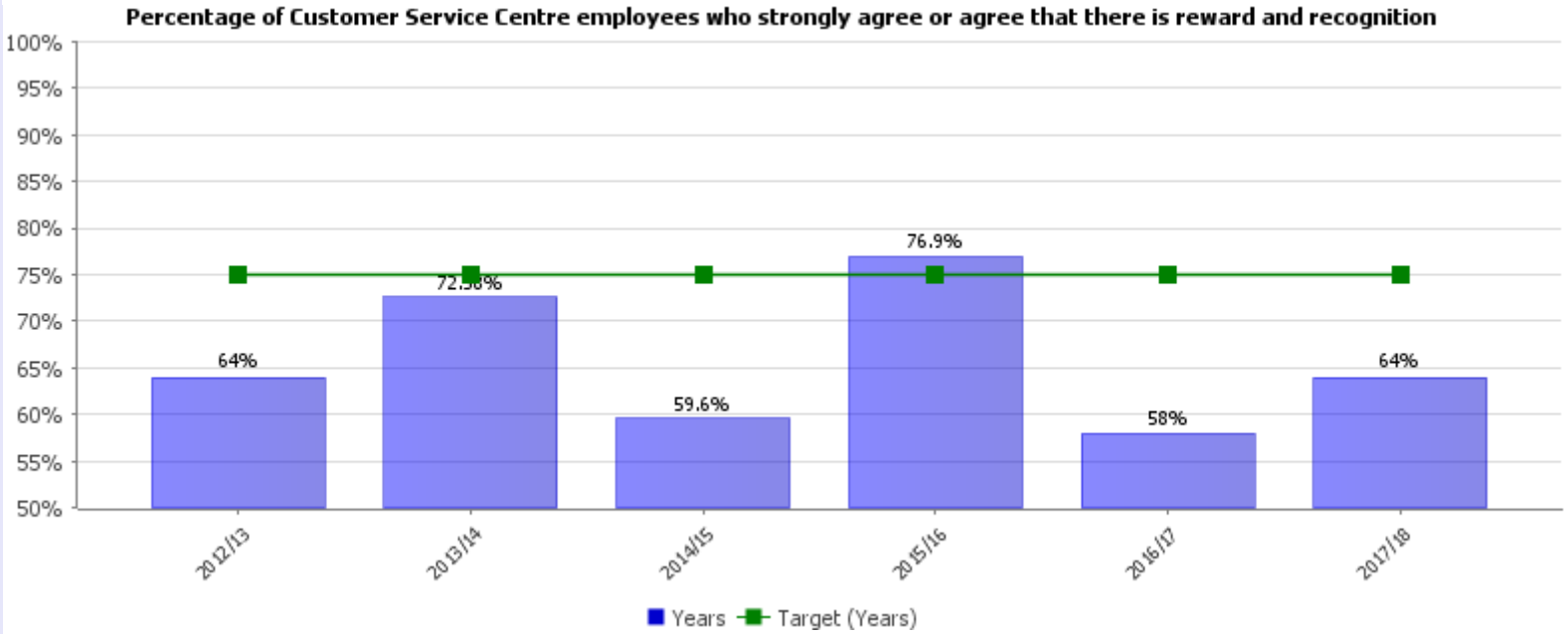
2014/15 - The final unit cost of each Customer Service Centre call was £1.76, this is a decrease of £0.35 from the 2013/14 figure but stays under the target figure of £1.79 for this period.

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 Careline emergency team.

2012/13 - The final unit cost of each Customer Service Centre call was £1.43. Performance during 2012/13 achieved below target of £1.70.

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

PI Code & Short Name	**CSC152a_7a.2 Percentage of Customer Service Centre employees who strongly agree or agree that there is reward and recognition**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures the level of employee satisfaction with the reward and recognition in the Customer Service Centre team. This is calculated by measuring the percentage of respondents to the council staff survey who strongly agreed or agreed: - That they feel their job is important (Q5) - That they receive regular praise or recognition (Q6) The survey response is collected annually by Human Resource Services however, it is the responsibility of the service to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.	**Traffic Light Icon**	
		Current Value	64%
		Current Target	75%



Trend Chart Commentary

The results are taken from the Council's Corporate Survey issued by HR and staff satisfaction with reward and recognition has remained high. Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities. CSC have been below target with the exception of

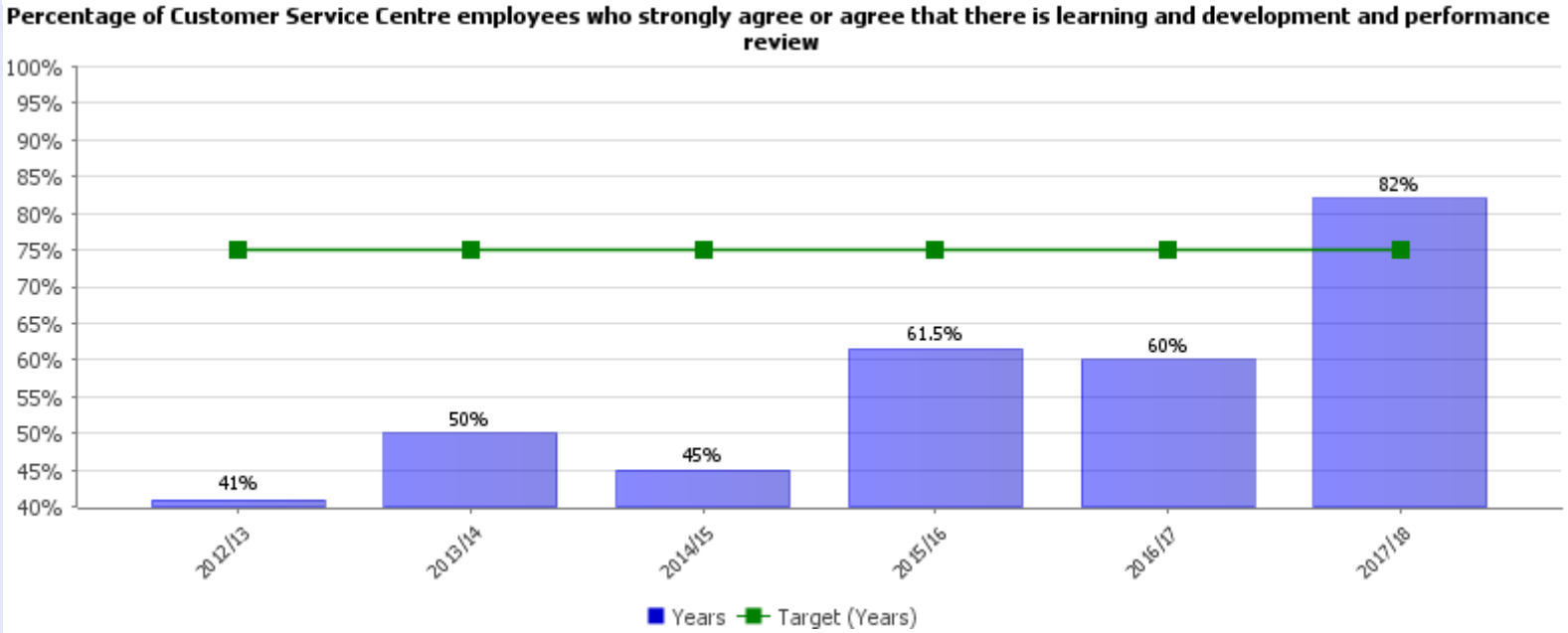
2015/16. CSC moved to the Civic Centre in 2012/13, this had a negative affect on staff morale. In 2014/15 CSC underwent a service restructure which made the teams feel very unsettled. In 2016/17 CSC have had long term absences and vacancies both with staff and management team which has impacted on the service.

2017/18 - achieved 64%
2016/17 - achieved 58%
2015/16 - achieved 76.9%
2014/15 - achieved 59.6%
2013/14 - achieved 72.5%
2012/13 - achieved 64%

The 2017/48 target has been revised and remains at 75% to reflect previous years' survey results and the council average.

CSC are committed to staff training, development and well being through monthly team meetings, attendance at annual staff focus groups, one to one's and the annual appraisal which all provide opportunities to discuss performance, workplace issues and development needs. Rewards and recognition is achieved through monthly prize drawn within the teams from Line Managers.

PI Code & Short Name	**CSC156a_7a.6 Percentage of Customer Service Centre employees who strongly agree or agree that there is learning and development and performance review**	**PI Owner**	zCSC_PIAdmin; Anna Brash
Description	This performance indicator measures employee satisfaction with the effectiveness of learning and development and the performance review process for staff in the Customer Service Centre. This is calculated by measuring the percentage of respondents to the council staff survey who strongly agreed or agreed that: - In the last 12 months their line manager has talked to them about their performance at work (Q16) - In the last 12 months they have had opportunities to learn and develop (Q17) - Their service offers opportunities to develop their career (Q18) - Their training, learning and development has helped them do their job better (Q19) The survey response is collected annually by Human Resource Services however, it is the responsibility of the service to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.	**Traffic Light Icon**	
		Current Value	82%
		Current Target	75%



Trend Chart Commentary

The results are taken from the Council's Corporate Survey issued by HR and staff satisfaction with teamwork has remained high. Arranging staff training within current shift patters is challenging and a review of staff training. Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities. The performance indicator has been below target from 2012/13 but improvements has been made from 2015/16, with a significant improvement in 2017/18. In 2015/16 improvements are been made to team sizes which are more manageable and shows improvement from the previous year.

2017/18 - achieved 82%
2016/17 - achieved 60%
2015/16 - achieved 61.5%
2014/15 - achieved 45%
2013/14 - achieved 50%
2012/13 - achieved 41%

The 2017/18 target has been revised and remains at 75% to reflect previous years' survey results and the council average.

CSC are committed to staff training, development through monthly team meetings, attendance at annual staff focus groups, one to one's and the annual appraisal which all provide opportunities to discuss performance, workplace issues and development needs.

PERFORMANCE COMMITTEE

WORKPLAN 2017-18

Performance Committee	Focus Area	Report	WLAM Unit	Responsible Officer	CMT
21-Aug-17	**LGBF Comparative Analysis 2015-16**	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Legal Services (update)	Update report (on 2016-17 Committee report)	Legal Services	Carol Johnston	Julie Whitelaw
	WLAM – End of Programme Report	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Workplan				
09-Oct-17	**Corporate Complaints Q1 2017-18**	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	Planning Services	Service performance report	Planning Services	Craig McCorriston	Craig McCorriston
	Self-Assessment 2017-20	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
27-Nov-17	**Housing Need**	Service performance report	Housing Need	Ann Marie Carr	Alistair Shaw
	Building Services	Service performance report	Building Services	Grant Taylor	Alistair Shaw
	Corporate Complaints Q2 2017-18	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	Factfile 2017	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Self-Assessment 2017-20	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
22-Jan-18	**Construction Services**	Service performance report	Construction Services	Marjorie Mackie	Donald Forrest
	CSC	Service performance report	CSC	Anna Brash and Karen Cawte	Alistair Shaw

1

Performance Committee	Focus Area	Report	WLAM Unit	Responsible Officer	CMT
	Scrutiny	Briefing for the Committee	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
12-Mar-18	**Corporate Complaints Q3 2017-18**	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	Fleet Services	Service performance report	Fleet Services	Joe Drew	Jim Jack
	Housing Operations	Service performance report	Housing Operations	Alison Smith, Colin Miller and Sarah Kelly	Alistair Shaw
28-May-18	**Roads and Transportation**	Service performance report	Roads and Transportation	Graeme Malcolm	Jim Jack
	Financial Management	Service performance report	Financial Management	David Maule	Donald Forrest
	Property Management & Development	Service performance report	Property Management & Development	Paul Kettrick	Donald Forrest
	Corporate Complaints Q4 2017-18	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers