



## ***Performance Committee***

West Lothian Civic Centre  
Howden South Road  
LIVINGSTON  
EH54 6FF

13 March 2019

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 18 March 2019** 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 04 February 2019 (herewith).
5. Service Performance and WLAM Outcome Report - Roads and Transportation - Report by Depute Chief Executive (herewith).
6. Service Performance and WLAM Outcome Report - Facilities Management - Report by Depute Chief Executive (herewith).
7. Service Performance and WLAM Outcome Report - Passenger Transport - Report by Depute Chief Executive (herewith).
8. Economic Development and Regeneration Report - Focus Regeneration - Report by Head of Planning, Economic Development and Regeneration (herewith).

9. Citizen Led Inspection - Update 2017 and 2018 - Report by Depute Chief Executive (herewith).
10. Complaint Performance Report Quarter 3: 2018/19 - Report by Depute Chief Executive (herewith).
11. Performance Committee Workplan (herewith).

-----

NOTE      **For further information please contact Eileen Rollo on 01506 281621 or email [eileen.rollo@westlothian.gov.uk](mailto:eileen.rollo@westlothian.gov.uk)**

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 4 FEBRUARY 2019.

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

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Committee confirmed the Minute of its meeting held on 17 December 2018 as a correct record. The Minute was thereafter signed by the Chair.

3. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION- COMMUNITY CARE

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report also provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

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

The report provided the outcome from the self-assessment of Community Care and the agreed recommendations for improvement for the service as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – the European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that Community Care comprised of a wide range of services provided to adults with care needs. Services included Care at Home, Care Homes, Occupational Therapy, Sheltered Housing and Housing with Care, Support for People with Learning and Physical Disabilities and Support for People with Mental Health problems.

The main aim of the service was to promote, enable and sustain independence and social inclusion for service users and carers. It was anticipated that an increasing number of people would seek control of their own care and support provision by accessing Direct Payments or other Self Directed Support options.

The report went on to advise that the nature of the demographic and economic challenges highlighted the need for effective outcome focused partnership working, particularly between health and social care. Within the responsibility of the Integration Joint Board (IJB) a series of commissioning plans for each of the main client groups was developed and agreed in 2016/17. These plans were informed by a detailed analysis of needs and resources.

Community Care was part of Social Policy and worked with NHS services, through the Health and Care Partnership (HSCP), to deliver integrated health and care services that would improve the wellbeing, safety and quality of life for people in West Lothian, particularly those most at risk in society.

The service made a critical contribution to the council's corporate priorities 4 and 6.

- Priority 4 – Improving the quality of life for older people
- Priority 6 – Delivering positive outcomes on health

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 528.

Table 1 contained an overview of the service's score in the last four cycles. The trend column was based on a comparison between the base position and the current WLAM score.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel noted the immense value of the service to the community and the positive impact of the management team on how the service operated.
2. The Panel noted the performance of delayed discharge from hospital in West Lothian and that the current target was challenging to achieve, especially when prioritising the health and wellbeing of the patient. The service was to monitor and improve performance,

where possible, in this measure.

3. It was acknowledged by the Panel that workforce planning was vital to the continued performance of the service and in some teams there were challenges in the labour market when attracting and retaining employees. Work was to continue to better promote the service as a potential employer in future recruitment activity.
4. The Panel noted that a range of measures were being pursued by the service with support from HR Services to improve sickness absence levels. The Panel encouraged the service to reduce absence levels through effective application of the policy, monitoring arrangements and proactive management and support.
5. The panel noted the positive improvement in five out of seven staff survey results in 2017/18 and encouraged the service to continue to embed appropriate recognition for the strong commitment shown by staff.
6. The service was to review the customer engagement approach with the aim of improving the response rates to customer satisfaction surveys.
7. The service was to ensure trend chart commentary provided a clear explanation of trends, giving details of the reasons for dips and peaks in performance.
8. The service was to continue to review targets and thresholds set for performance indicators, ensuring they encourage improved levels of performance.
9. The service was to continue to develop the benchmarking approach identifying appropriate benchmarking and using this to improve performance.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had four indicators in the Local Government Benchmark Framework that were aligned with the activity of Community Care. The data for 2017/18 had not yet been published however the performance and ranking information for 2016/17 was as follows:

- SW1 – Home care costs per hour for people aged 65 or over.

WLC had an average cost of £28.73 per hour in 2016/17. This cost was higher than the Scottish average of £22.54 and ranked at 27 (out of 32) overall in Scotland.

- SW2 – SDS spend on adults 18+ as a percentage of total social work spend on adults.

A total of 1.90% of Social Work spend for adults in West Lothian was through Self Directed Support. This was lower than the

Scottish average of 6.4% and ranked at 30 (out of 32) overall in Scotland

- SW3 – Percentage of people aged 65 or over with intensive needs receiving care at home.

A total of 35.20% of adults aged 65 or over with intensive needs in West Lothian received care at home in 2016/17. This was marginally lower than the Scottish average of 35.27% and ranked at 14 (out of 32) overall in Scotland.

- SW5 – Residential costs per week per resident for people aged 65 and over.

WLC had an average cost of £394.73 per week in 2016/17. This cost was higher than the Scottish average of £375.06 and ranked at 20 (out of 32) overall in Scotland.

The Community Care service also actively engaged with National and Local Groups to share best practice and learn from emerging issues in other areas.

In conclusion it was advised that Community Care completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and that the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:-

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement;
3. Agree any other recommendations that may improve the performance of the service.

The Committee then asked a number of questions in relation to the key risks to the service.

It was explained that a key risk to the service was in relation to recruiting and retaining staff. Working in this field often meant that an employee was often working alone and it was therefore essential that they felt safe whilst carrying out their duties. It was also noted that it was difficult to attract staff into community care if the salary was not competitive. Workforce planning was a key element for the service and meetings had taken place with providers and West Lothian College in an effort to attract younger people into the service.

The Committee was interested to know how the service engaged with people with complex needs. It was advised that engagement often took place through agencies or advocacy services for people with incapacity, however as response rates were low, improvements were sought through the set-up of focus groups.

In answer to questions raised in relation to support for carers of dementia patients the officer responded that the service had invested in technology that was able to assess and establish a pattern of every-day living needs. From this pattern a personalised support plan which best suited the needs of the patient and care was then provided to the carer.

It was also noted that in circumstances where the carer was no longer able to continue home care and professional intervention was required, discussions would have previously taken place with the carer and Community Care to consider the alternatives to home care if and when it became necessary.

Whilst it was acknowledged that the cost of care homes had gone up it was explained that everything that was done was designed to improve quality. It was also acknowledged that a robust strategy was required to be developed in an effort to respond to workforce challenges, including consideration of providing training to the existing workforce to carry out other duties.

#### Decision

To note the terms of the report.

#### 4. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION - CHILDREN AND FAMILIES

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

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

The report provided the outcome from the self-assessment of the Children and Families Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – The European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that the Children and Families

service comprised of a wide range of teams providing interventions for children and their families experiencing a need for support. The service provided support from pre-birth to age 26 for those who had experienced care.

The service included the following teams: Sure Start, Family Centres, Parenting Team, Mental Health and Wellbeing team, School Attendance Improvement Service, Child Disability Service, Whole Family Support Service, Child Care and Protection teams, Inclusion and Aftercare Service, Family Placement Team, Residential Children's Houses, Children's Rights Service, Reviewing Officer Team, Domestic and Sexual Assault Team, Social Care Emergency Team, Public Protection lead officers and Emergency Planning.

The report further advised that the Children and Families service was part of Social Policy and worked with NHS services, through the Health and Social Care Partnership to deliver integrated health and care services that would improve the wellbeing, safety and quality of life for people living in West Lothian, particularly those most at risk in society.

The service made a critical contribution to the council's corporate priorities two and seven:

- Priority 2 – delivering positive outcomes and early interventions for early years.
- Priority 7 – reducing crime and improving community safety

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 539.

Table 1 contained an overview of the service's score in the last four cycles. The trend column was based on a comparison between the base position and the current WLAM score.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently, the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel noted the positive performance of the service in the key measures.
2. The Panel noted the progress update on the actions from external inspection activities in the service and that Quality Review Groups had been established in the service to drive this activity.
3. The Panel recommended that the service required to better engage



service users and parents in future redesign activities, to ensure that the voice of the customer was fully evident in service changes and improvements.

4. The Panel encouraged the service to develop a plan to increase participation in the Looked After Children reviews.
5. The service should review the customer engagement approach, investigate new measures and good practice in other areas, with the aim of improving the capture of service performance and corporate processes.
6. Senior managers should consider dissemination of responsibilities for the management of performance to group and team managers in order to increase awareness of service performance and corporate processes.
7. The service should aim to improve staff satisfaction with reward and recognition across all teams.
8. The service should continue to review targets and thresholds set for performance indicators, ensuring they encourage improved levels of performance.
9. The service should continue to develop the benchmarking approach, identify appropriate benchmarks and use this to improve performance. The Panel noted that the service had pursued the capture of comparative data from other local authorities.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had five indicators in the Local Government Benchmark Framework that were aligned with the activity of the Children and Families service. Data for 2017/18 would not be published until February 2019 however the performance ranking for 2016/17 for the three most significant indicators was as follows:-

- CHN09 – Balance of Care for Looked after Children: Percentage of Children being Looked After in the Community.

89.68% of looked after children were looked after in community placements, this was very similar to the Scottish average of 89/87%

- CHN22 – Percentage of child protection re-registrations within 18 months

A total of 4.38% of child protection registrations in West Lothian were re-registered within 18 months. This was lower than the Scottish average of 6.46%.

- CHN23 – Percentage of Looked After Children with more than one placement in the last year (Aug-July)

A total of 19.96 % of Looked After Children in West Lothian had more than one placement in 2016/17. This was lower than the Scottish average of 21.19%

In conclusion it was advised that the Children and Families service completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and that the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement; and
3. Agree any other recommendations that may improve the performance of the service.

A number of questions were asked in relation to the level of care that each individual foster carer could provide to a child, and how successful the service was in recruiting foster carers.

The officer responded by advising that all carers were subject to an assessment process to ensure the appropriate placement was made for both the carer and the child. The officer also advised that there was a need to increase the resilience of foster places, as it was considered the service may not have the capacity of places to accommodate teenagers, or where required, to place siblings together.

It was also explained that recruiting foster carers was a national issue however there was an ongoing campaign being carried out in an effort to recruit additional carers and in particular carers in specific areas of need.

### Decision

To note the terms of the report.

## 5. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT AND PRESENTATION - INCLUSION AND WELLBEING SERVICE

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of a service assessment from the West Lothian Assessment Model process (WLAM 2017/20).

The report also provided a summary of recommendations from the officer led panel that had been identified for action and were to be delivered by the service management team.

The report advised that self-assessment was an important part of the council's Best Value Framework, ensuring that there was rigorous

challenge of performance and continuous improvement embedded at all levels of the organisation. Regular, programmed self-assessment was also an integral part of improvement planning and preparation for external inspections.

The report provided the outcome from the self-assessment of the Inclusion and Wellbeing service and the agreed recommendations for improvement for the service as well as a summary overview of performance.

The West Lothian Assessment Model applied an evidence based rigorous model – The European Foundation for Quality Management (EFQM) Framework. This required employees to consider the long-term impact of the service in the stated objectives.

The Depute Chief Executive explained that the Inclusion and Wellbeing Service worked in partnership with schools, the Educational Psychology Service, the Quality Improvement Team and multi-agency partners to deliver education services and contribute to the overall aims of the council in relation to the educational attainment, achievement and health and wellbeing outcomes for West Lothian's children and young people.

The report also advised that the Inclusion and Wellbeing Service consisted of 2 areas; the central services provided by the team based at the Civic Centre and the out-reach, in-reach and Early Intervention services which were delegated to a range of Head Teachers across the authority.

In addition it was advised that Inclusion and Wellbeing was a supporting service for schools, pupils and their families and made a critical contribution to the council's corporate priorities 1, 2, 5,6 and 7 as follows:-

Priority 1 – Improving attainment and positive destinations

Priority 2 – Delivering positive outcomes and early interventions for early years

Priority 5 – Improving the employment position in West Lothian

Priority 6 – Delivering positive outcomes on health

Priority 7 – Reducing crime and improving community safety.

The service went through the West Lothian Assessment Model process in 2017/18 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored a total of 513.

Table 1 contained an overview of the service's score in the last cycle. The trend column was based on a comparison between the base position and the current WLAM score. The service had limited trend information for WLAM as it had only been formed as a standalone WLAM Unit since 2016/17.

The Review Panel in the WLAM Programme 2017/20 had three possible outcomes that would identify the progress and risk level of service performance and subsequently the level of scrutiny that would be applied to the service during the period of the WLAM programme. Table 2 provided the outcome of the Review Panel. Table 3 contained the evaluation of Performance Management in the service.

The Review Panel set out the following recommendations for the service:-

1. The Panel recognised the critical role of the service in ensuring that pupils across the authority were allocated with appropriate support. Also, how it effectively worked with schools, other parts of Education and council services across a range of programmes and key processes to ensure that different pupil needs were addressed.
2. The Panel noted that the service had increased the focus and effectiveness of performance management in recent years, but also that this was still developing. The Panel also noted the approach followed by the service to reviewing performance management. That it began discussions with key customers as to their expectations from the service and then followed the development of core service standards and associated measures and targets.
3. The Panel noted limited trend information for key performance indicators. This was due to the service reviewing and developing new performance indicators, aligned to the key activities, when it was established as a standalone WLAM unit in 2016/17.
4. The Panel noted employee survey results were collated above the service unit and that they would be disaggregated from 2018/19 results onwards. They also noted that the manager had undertaken specific improvement actions around leadership and empowerment.
5. The service should develop a suite of performance indicators to measure impact effectively. This review should ensure that in future years the service could evidence contribution to the relevant outcomes.
6. The customer satisfaction performance indicators should be segmented by key customer groups to support a more detailed analysis of satisfaction levels with the service and the development of improvement actions.
7. In order to support positive engagement with customers and employees in future and develop a stronger insight into their needs and preferences, the service should monitor and analyse emergent customer and employee results more closely.

An overview of the performance indicators categorised as Public or High Level were included in Appendix 2 to the report.

The service had three indicators in the Local Government Benchmark Framework as follows;

- SCHN19b – School attendance rates (per 100 looked after children)
- SCHN20a – School exclusion rates (per 1000 pupils)
- SCHN20b – School exclusion rates (per 1000 looked after children)

In addition, recent Scottish Government funding for Looked After Children had been focussed on supporting engagement in learning of most vulnerable Looked After Children and Young People. There was also considerable cross-authority liaison in relation to the most effective practice in a multi-disciplinary approach to intensive and crisis intervention.

In conclusion the report advised that the Inclusion and Wellbeing Service completed the WLAM process as part of the council's corporate programme of self-assessment. This helped to ensure that excellent practice and performance was supported and the principle of continuous improvement was adopted in all council services.

The report recommended that the Committee:-

1. Note the outcome of the WLAM and Review Panel process;
2. Note the recommendations for improvement; and
3. Agree any other recommendations that may improve the performance of the service.

A number of questions were asked in relation to ESOL (English as a second language) GIRFEC (getting it right for every child) and the four levels in the Continuum of Support.

The Head of Education explained that ESOL was carried out by the Community Learning and Development team together with West Lothian College.

The officer explained each of the four levels in the Continuum of Support as follows:-.

- Pupils whose needs were met by class staff team
- Pupils whose needs were met by the class staff team and through targeted additional school based intervention and support.
- Pupils whose needs were met by the class staff team targeted additional intervention and also through support from two or more agencies or different parts of the same agency.
- Pupils whose needs were met through accessing an additional

support needs schools base either full or part time.

The Committee thereafter requested additional information with regard to the percentage of pupils at each of the 4 stages of the Continuum of Support which the officer undertook to provide.

### Decision

To note the terms of the report.

## 6. BUILDING SERVICES - HOUSING REPAIRS

The Committee considered a report (copies of which had been circulated) by the Head of Housing, Customer and Building Services providing an overview of Housing Repairs and performance details. Appended to the report was the Building Service performance indicator report.

The report advised that Building Services was the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. The service consisted of two teams, the Contracts Team who undertook project work associated with the Housing and General services capital programmes, and the Repairs Team who carried out responsive repairs and maintenance to both housing and non-housing properties.

The service had a total staff of 468 FTE including 53 apprentices and an annual expenditure in the region of £26,000,000. The service also actively engaged with a number of partners such as local sub-contractors and trade suppliers, Health and Safety Executive, Finance and Estates, Gas Safe Register and National Inspection Council for Electrical Inspecting Contractors.

The main activities for Building Services in 2018/19 were:

- Responsive repairs and maintenance to housing and non-housing properties, including an emergency standby service.
- Gas servicing and repairs.
- Project works associated with Housing and General Services Capital Programmes.

The report went on to advise that the Building Service Repairs team carried out a total of 47,154 housing responsive repairs with 45,221 completed within the target timescale for the period of 2017/18 to council housing stock.

The service and the tenant's panel had developed a tenant's handbook to provide guidance to tenants on all aspects of housing repairs.

The report went on to provide details on the Repair Journey which included the following:-

- How to request a repair
- Planning a repair request
- Carrying out the repair request
- Post Inspections

The Head of Housing, Customer and Building Services explained that the service 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 and management indicators, including measures of customer satisfaction.

The service also submitted performance to the Scottish Housing Regulator on an annual basis and completed benchmarking activity with the 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 Housing Repairs performance; and
3. Identify any recommendations for performance improvement.

There then followed extensive questions by the Committee in relation to customer complaints, staff retention, the viability of in-house repairs, revisits, multitasking, void property repairs, responsive repairs, maintenance survey of properties, tenant's handbook, and repairs that were recharged to the tenant.

It was explained that staff retention was difficult as terms and conditions within the council were not always as favourable as those in the private sector. In relation to the viability of in-house repairs the committee was advised that outsourcing was more expensive and therefore the service had started to look at recruiting in-house again.

It was also explained that a number of repairs that required revisits, on occasion was unfortunately due to poor workmanship or tenant misunderstanding, however many others were down to the availability of utility companies, scaffolding companies, the complexity of a repair or the need to co-ordinate follow on services. However it was noted that the service had recruited two scaffolders that were able to deal with certain repairs, which would save time and money.

The issues in relation to revisits, availability of utility services and follow on services generated a number of customer complaints as customers

were not always being kept informed of other service availability, timescales and progress. However, it was also noted that there had been a 12% reduction in customer complaints and the service was committed to continue to make improvements in this area.

The Committee noted that the officer undertook to provide comparative figures from other local authorities in relation to the time taken from a property being handed back to being re-let.

Information was also provided in relation to particular repairs that were rechargeable to the tenant and that further information would be provided to the Committee on the recharge recovery success rate.

Finally, the Committee noted that the service was undertaking a review of the repairs policy.

#### Decision

To note the terms of the report.

### 7. WORKPLAN

The Committee considered a list of items that would form the basis of the committee's work over the coming months.

#### Decision

To note the contents of the workplan.





**PERFORMANCE COMMITTEE**

**SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – ROADS AND TRANSPORTATION**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The purpose of the report is to provide the Performance Committee with an overview of Roads and Transportations service assessment from the West Lothian Assessment Model process (2017/20).

It also provides a summary of recommendations from the officer-led scrutiny panel that have been identified for action and are to be delivered by the service management team.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee:

1. note the outcome from the WLAM and Review Panel process;
2. note the recommendations for improvement; and
3. agree any other recommendations that may improve the performance of the service.

**C. SUMMARY OF IMPLICATIONS**

|      |  |  |
|------|--|--|
| I.   | Council Values                                     | Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunity; developing employees; making best use of our resources and working with other organisations |
| II.  | Policy and Legal                                   | The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services. |
| III. | Implications for Scheme of Delegations to Officers | None   |

|       |  |  |
|-------|--|--|
| IV.   | Impact on performance and performance indicators   | The report provides a summary of performance indicators from a council service to support effective elected member scrutiny.   |
| V.    | Relevance to Single Outcome Agreement              | The council has adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used, including council indicators in the SOA. |
| VI    | Resources - (Financial, Staffing and Property)     | From existing budget.  |
| VII.  | Consideration at PDSP/Executive Committee required | Service performance is considered at the appropriate PDSP on an ongoing, scheduled basis.  |
| VIII. | Details of consultations                           | None.  |

## **D. TERMS OF REPORT**

### **D.1 Background**

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

This report provides the outcome from the self-assessment of the Performance and Improvement Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The WLAM applies an evidence-based, rigorous assessment model – the European Foundation for Quality Management (EFQM) framework. This requires employees to consider the long-term impact of the service in the stated strategic objectives. In detail, the service must consider the effectiveness of leadership, strategies, policies, processes and procedures and also, how effectively the service manages relationships with employees, partners and customers.

### **D.2 Service Overview**

Head of Service: Jim Jack, Head of Operational Services

Service Manager: Graeme Malcolm, Roads and Transportation Manager

Roads and Transportation Services provide an integrated service to construct, manage and maintain the road, footpath and transportation network in West Lothian in the safest way possible. The service manages and maintains over 1,043 km of public roadway, 1,390 km of public footway, 48,193 street lights, 163 traffic light installations, 2,419 grit bins, 11,295 illuminated and non-illuminated signs and bollards, 578 bridges and other structures.

The main activities of the service are:

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

A summary of the service activities and resources is contained within Appendix 1.

### D.3 Service Contribution to Corporate Priorities

Roads & Transportation is a part of Operational Services, which delivers a wide array of activities including the provision of environmental and road services. This is a large and valued frontline service for the community and also has a key asset planning and management role in the council, in respect of roads, land and fleet assets.

The service makes a critical contribution to the council's corporate priority 7 *reducing crime and improving community safety* and is responsible for the following deliverable in the Corporate Plan:

- Priority 7.6 – Reducing the casualty rates from fires and road traffic collisions by continuing to work in partnership Fire and Rescue Services and Police Scotland through enforcement, engineering, education and effective early interventions.

The service is also contributing to priority 8 *protecting the built and natural environment* and is jointly responsible (with Passenger Transport) for the following deliverable in the Corporate Plan:

- Priority 8.4 – Maintaining our roads network to support and sustain economic and population growth in the local area. Engaging with the community and commercial operators to deliver a cost effective public transport network and active travel options.

### D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in 2018/19, with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model.

Roads & Transportation scored a total of 529 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and above the current council average. To date, a total of 22 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles is set out in Table 1. The trend column is based on a comparison between the base position (2008/10) and the current WLAM score.

| WLAM Criteria                | 2008/10 | 2011/13 | 2014/17 | 2017/20 | Trend |
|------------------------------|---------|---------|---------|---------|-------|
| 1 Leadership                 | 60      | 53      | 67      | 70      | ↑     |
| 2 Strategy                   | 43      | 58      | 53      | 70      | ↑     |
| 3 People                     | 43      | 52      | 40      | 58      | ↑     |
| 4 Partnerships and Resources | 48      | 51      | 49      | 63      | ↑     |
| 5 Services and Processes     | 65      | 62      | 37      | 58      | ↓     |
| 6 Customer Results           | 68      | 43      | 49      | 62      | ↓     |

|                         |            |            |            |            |   |
|-------------------------|------------|------------|------------|------------|---|
| 7 People Results        | 14         | 15         | 30         | 39         | ↑ |
| 8 Society Results**     | 9          | 20         | 40         | 50         | ↑ |
| 9 Business Results      | 60         | 19         | 47         | 59         | ↓ |
| <b>Total score</b>      | <b>410</b> | <b>373</b> | <b>411</b> | <b>529</b> | ↑ |
| WLC average total score | 385        | 411        | 468        | 527*       |   |

\* WLC Average to date (based on 22 assessments)

\*\* Criterion is scored corporately and uses validated scores from external EFQM assessments.

The service in 2017/20 improved scores in most criteria and is above or at the current council average in six of the nine criteria, with the scores for People, Partnership Resources and Services and Processes criteria slightly below the council average.

In order to increase scoring in future, the service can continue to improve the approaches to managing People, Partnerships and Resources and Services and Processes (3 to 5). Furthermore, like many other council services, the service should develop the results it has in place to monitor employee policies and plans (People Results).

Results may be improved with a review of target setting rationale and by increasing the use of benchmarking data with relevant comparators.

## D.5 Review Panel Outcome

The Review Panel in the WLAM Programme 2017/20 has three possible outcomes that will identify the progress and risk level of service performance and subsequently, the level of scrutiny that will be applied to the service during the period of the WLAM programme (three years).

The Review Panel outcome is determined by a Panel of three senior officers and is chaired by the Chief Executive.

| Table 2: Review Panel Outcome |   |   |
|-------------------------------|---|---|
| Review Panel Cycle            |   |   |
| Cycle 1                       | The service will return to the panel within three years   | ✓ |
| Cycle 2                       | The service will return a report to the Panel within 12 months, who will determine if the service are to move to Cycle 1 or 3 |   |
| Cycle 3                       | The service must return to the Review Panel no later than one year (12 months) from the date of the last report.9             |   |

Roads & Transportation was placed on **Cycle 1** by the Review Panel in November 2018. The service will not return to the Panel until the next programme (2020/23).

The service achieved this outcome as it was able to demonstrate strong performance to the Panel and evidence a robust approach to performance management.

### Performance management

Performance management standards have been established to help the Panel consistently identify good or poor practice in relation to performance management and to help services address any deficiencies in their performance or management approaches. The following table sets out the evaluation for the service:

| Table 3: Evaluation of Performance Management in the service |   |
|--|---|
| Management standard  | Service evaluation  |
| Scope and relevance of performance data                      | The service has identified PIs to monitor progress in the key activities and outcomes/ priorities   |
| Compliance with corporate requirements                       | The performance framework of the service exceeds the basic corporate requirements   |
| Approach   | The service's approach to managing performance is sufficient and will help the service to improve   |
| Management of data   | Managers and team leaders positively engage with the performance and actively use the data to improve                                       |
| Management of information                                    | Performance is reported and communicated effectively to Elected Members, senior officers, employees and the public                          |
| Performance trends   | PIs show good performance and the panel has confidence that this will continue to be sustained by the service                               |
| Targets and thresholds                                       | Targets and thresholds for PIs have a clear rationale and support good performance management and improvement                               |
| Benchmarking   | The service has comparative data for the PIs that measure some of the key activities and outcomes/ priorities and the service compares well |
| WLAM score   | The service achieved a score of over 500 in the WLAM Process  |

As well as the additional scrutiny, there is ongoing monitoring and reporting of service performance through internal performance management procedures. The service will also continue to report key performance publicly and through agreed committee performance reporting arrangements.

## D.6 Recommendations for Improvement

A number of recommendations have been set out for action by the service to improve performance.

The Review Panel recommendations for the service are:





1. The Panel recognised the work that has been ongoing in the service to improve employee engagement, communication and satisfaction levels.
2. The Panel encourage the service to look to the market and good practice in other authorities in the application of technology in Roads and Transportation Services. The focus of scrutiny related to how the service is currently using mobile devices to increase agility, but also, management systems that can support capital improvement works.
3. The Panel recommend that the service continues to build on improvements in relation to communications that have been put in place around winter activities and services.
4. The Panel recommend that the service continues to build resilience for winter activities and services, in particular that the use of volunteer schemes is reviewed to increase support in the community during severe weather.

5. The service should introduce the National Highways and Transportation customer survey results as performance indicators.
6. The Panel recommend that the service continue to identify new methods of engaging with customer to improve customer satisfaction.
7. The Panel encourage the service to investigate and resolve any issues that are contributing to the staff survey results in relation to equality.
8. The service should continue to regularly review targets and thresholds providing clear target setting rationale.
9. The Panel that the service continues to pursue opportunities for benchmarking with other bodies or local authorities.

Progress in these actions will be reviewed at the next Review Panel.

## D.7 Service Performance

The service has a total of 63 performance indicators on the council's performance management system (Pentana). At present, the status of those indicators are as follows:

| Summary of Performance Indicator status (RAG)   |               |
|---|---------------|
| Status (against target)   | Number of PIs |
|  Green   | 38            |
|  Amber   | 7             |
|  Red     | 18            |
|  Unknown | 0             |

An overview of the performance indicators categorised as Public or High Level for the service is included in Appendix 2.

## D.8 Service Benchmarking

There are five indicators in the Local Government Benchmark Framework (LGBF) that are aligned with the activity of Roads and Transportation Service.

### SENV04a Cost of maintenance per kilometre of roads

West Lothian Council had an average cost of £14,260 per kilometre in 2017/18. This cost was higher than the Scottish average of £10,546 and ranked at 21 (out of 32) overall in Scotland.

### SENV04b Percentage of A class roads that should be considered for maintenance treatment

West Lothian Council had performance of 21.6 percent in 2017/18. This was above the Scottish average of 30.2 percent and ranked at 6 (out of 32) overall in Scotland.

### SENV04c Percentage of B class roads that should be considered for maintenance treatment

West Lothian Council had performance of 30.7 percent in 2017/18. This was above

the Scottish average of 35.9 percent and ranked at 15 (out of 32) overall in Scotland.

SENV04d Percentage of C class roads that should be considered for maintenance treatment

West Lothian Council had performance of 45.1 percent in 2017/18. This was below the Scottish average of 36.2 percent and ranked at 28 (out of 32) overall in Scotland.

SENV04e Percentage of Unclassified roads that should be considered for maintenance treatment

West Lothian Council had performance of 28.1 percent in 2017/18. This was above the Scottish average of 39.0 and ranked at 2 (out of 32) overall in Scotland.

In addition to the LGBF indicators, the service benchmarks against a wide range of activities in line with the Scottish Chief Officers for Transportation (SCOTS) and Association for Public Service Excellence (APSE) suite of indicators. The service compares performance against the Scottish national average and against its family group average.

Our National Highways and Transport Network survey results allow the service to benchmark against 112 other local authorities in the United Kingdom.

## **E. CONCLUSION**

Roads and Transportation completed the WLAM process as part of the council's corporate programme of self-assessment. This is a critical part of the council's internal scrutiny arrangements and helps to ensure that excellent practice and performance is supported and that the principle of continuous improvement is adopted in all council services.

The service achieved a total score of 529 and was placed on Cycle 1 by the Review Panel and will not return to the Review Panel until the next programme (2020/23).

## **BACKGROUND REFERENCES**

[West Lothian Council Corporate Plan 2018/23](#)  
[Operational Services Management Plan 2018/19](#)

Appendices/Attachments: 2  
Appendix 1\_Operational Services Management Plan Extract  
Appendix 2\_Performance Indicator Report

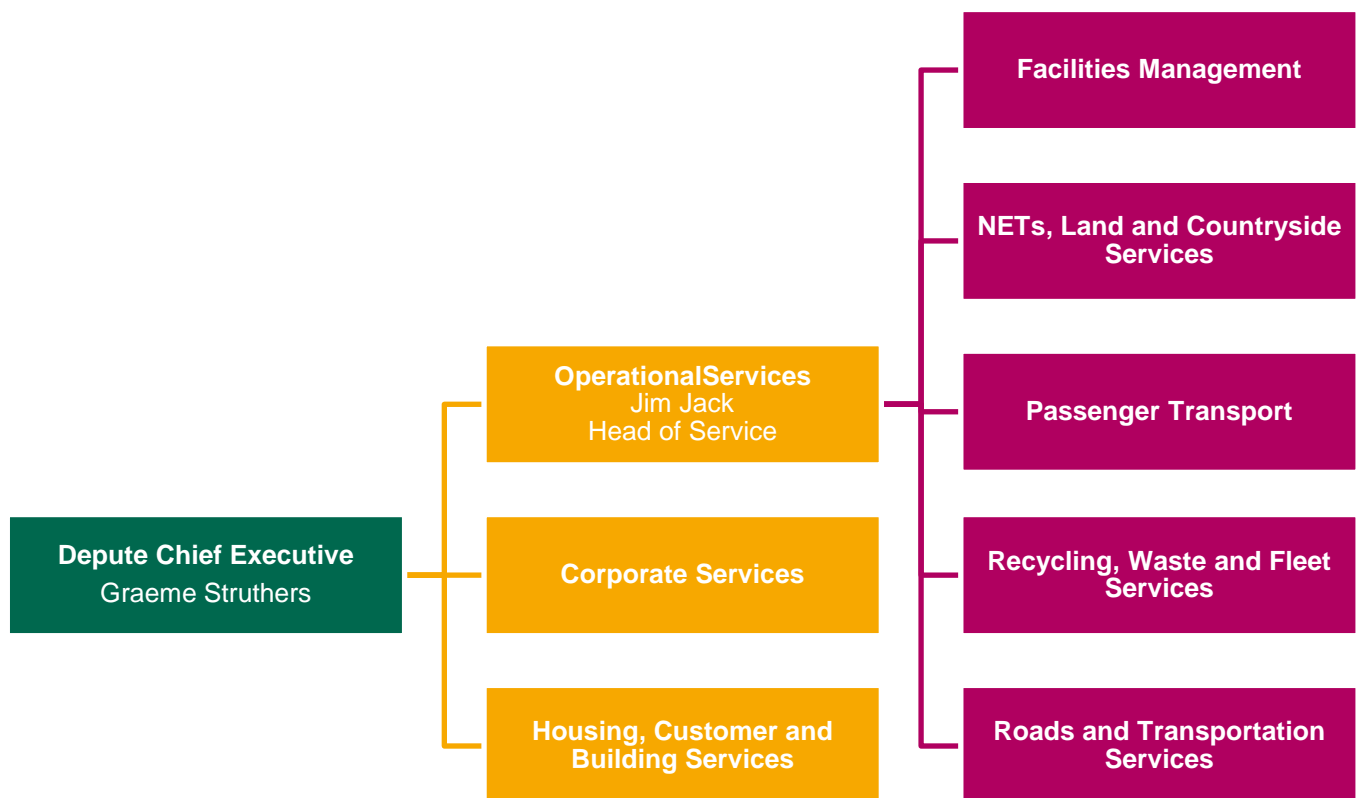
Contact Person: Rebecca Kelly  
E mail: [rebecca.kelly@westlothian.gov.uk](mailto:rebecca.kelly@westlothian.gov.uk) Phone 01506 281891

**Graeme Struthers**  
**Depute Chief Executive**  
**18 March 2019**

## Service Activity

The Corporate, Operational and Housing Services directorate is focused on the delivery of vital infrastructure services that will make West Lothian a better, more sustainable place to live.

This includes three large service areas delivering a wide array of council activities, such as; environmental and roads services, the frontline customer and community services, social housing services and the council's support services.



Operational Services comprises of five large services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Operational Services.

The following section provides more information on the activities and resources of each WLAM unit.



## Roads and Transportation Service

---

**Service manager:** Graeme Malcolm, Roads and Transportation Manager

**Number of staff:** 182.7 (full time equivalents)

**Locations:** Guildyhaugh Depot and Whitehill Service Centre

### Purpose

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

### Activities

The main activities of the service during the period of the Management Plan will be:

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

### Key Partners

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

Our key partners include; other council services, Transport Scotland, utility companies, other local authorities, Network Rail and Scotrail, SEPA, West Lothian Recycling, SEStran and Sustrans.

## 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 2018/19

| Customer Group                    | Method   | Frequency                | Responsible Officer  | Feedback Method  |
|-----------------------------------|--|--------------------------|--|--|
| <b>West Lothian citizens</b>      | Annual Survey distributed to 2,700 members of the Citizens Panel to evaluate the satisfaction with the service provided and highlight areas for service improvement  | Annually (February 2019) | Roads and Transportation Manager                           | <ul style="list-style-type: none"> <li>• Citizens Panel newsletter</li> <li>• Results available on the council website</li> <li>• Reported through a public performance indicator</li> </ul> |
| <b>West Lothian residents</b>     | NHT Public Satisfaction Survey   | Annually (June 2018)     | Roads and Transportation Manager                           | <ul style="list-style-type: none"> <li>• West Lothian Bulletin</li> <li>• Results available on the council website</li> </ul>  |
| <b>Community groups</b>           | Regular meetings held with local community groups e.g. Community Councils, to consult on any potential issues and how the service can assist in improving local communities.                               | Ongoing                  | Various officers   | <ul style="list-style-type: none"> <li>• Via face to face meetings with members of each group</li> </ul>   |
| <b>Local business groups</b>      | Regular meetings held with local business groups e.g. Town Centre Management groups, Traders' Associations etc on any potential issues and how the service can assist in improving business opportunities. | Ongoing                  | Various officers   | <ul style="list-style-type: none"> <li>• Via face to face meetings with members of each group</li> </ul>   |
| <b>Disabled parking customers</b> | Annual paper based survey sent to all disabled parking bay holders and applicants to evaluate the standard of service provided and identify any potential issues with the service                          | Annual (Autumn 2018)     | Road Safety and Traffic Management                         | <ul style="list-style-type: none"> <li>• Feedback provided on request and published on the council website</li> </ul>  |
| <b>Active Travel</b>              | Consultation exercise carried out for specific initiatives   | As required              | Development Management and Transportation Planning Manager | <ul style="list-style-type: none"> <li>• Via the consultation exercise and subsequent Committee Reports</li> </ul>   |

## Activity Budget 2018/19

| Roads and Transportation Service                                    |   |   |   |             |                       |                                      |                                 |                              |
|---|---|---|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description                                       |   | Link to Corporate Plan                          | Performance Indicator and Target 2018/19  | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| <b>Road and footpath maintenance - structural and routine works</b> | To manage and maintain the public road and footpath network                         | 8. Protecting the built and natural environment | RTS305 Total carriageway maintenance expenditure per Kilometre of carriageway (Target 7,695)                        | WLAM        | 93.6                  | 4,464,427                            | (1,913,897)                     | 2,550,530                    |
|   |   |   | RTS030 Percentage of the overall road network which should be considered for maintenance treatment (Target 29.4%)   | Public      |                       |                                      |                                 |                              |
| <b>Winter Maintenance</b>   | To manage and deliver the winter maintenance service for public roads and footpaths | 8. Protecting the built and natural environment | Total cost for carriageway winter maintenance period divided by the total network length                            | WLAM        | 28.0                  | 2,301,000                            | 0                               | 2,301,000                    |
|   |   |   | RTS006 Percentage of occasions precautionary salting routes are completed before the formation of ice (Target 100%) | High level  |                       |                                      |                                 |                              |
| <b>Street lighting</b>  | Maintenance of street lighting & traffic lights                                     | 8. Protecting the built and natural environment | RTS018 Average running cost (including electricity and maintenance) per lighting unit per year (Target £46.10)      | High level  | 22.4                  | 2,806,884                            | (15,000)                        | 2,791,884                    |

**Roads and Transportation Service**

| Activity Name and Description |   | Link to Corporate Plan                          | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|-------------------------------|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| <b>Street lighting</b>        | To maintain illuminated and non illuminated signs/bollards and street nameplates. | 8. Protecting the built and natural environment | RTS013 Average time in days to repair street lights (Target 7 days)  | High level  |                       |                                      |                                 |                              |
|                               |   |   | RTS001 Average time in hours to repair Traffic Lights (Target 48 hours)  | High level  |                       |                                      |                                 |                              |
|                               |   |   | RTS018 Average running cost (including electricity and maintenance) per lighting unit per year (Target £46.10) | High level  | 4.2                   | 239,244                              | 0                               | 239,244                      |

**Roads and Transportation Service**

| Activity Name and Description |  | Link to Corporate Plan                          | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|-------------------------------|--|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| <b>Development Planning</b>   | Manage the council statutory function of issuing Road Construction Consents for new developments and to support the council's private roads scheme. Inspecting prospectively adoptable roadworks being built by developers under a Road Construction Consent. Cost of inspections met through inspection charges. Providing statutory advice to Development Management on the Transportation impacts of new developments. To promote and protect the council's interests nationally, regionally and locally on developing transportation issues. Supporting SEStran and Forth Bridges Forum. Input to national, regional and local policies. | 8. Protecting the built and natural environment | RTS231 Draft Road Construction Consents Completed within 12 weeks (Target 90%)       | High level  | 5.0                   | 234,091                              | (63,000)                        | 171,091                      |
|                               |  |   | RTS232 Final Road Construction Consents Completed within 4 weeks (Target 85%)        | High level  |                       |                                      |                                 |                              |
|                               |  |   | RTS230 Percentage of responses to planning consultations within 3 weeks (Target 80%) | WLAM        |                       |                                      |                                 |                              |

**Roads and Transportation Service**

| Activity Name and Description  |   | Link to Corporate Plan                          | Performance Indicator and Target 2018/19  | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|--|---|---|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| <b>Structures - Roads related Structures Management and Inspections. Flood Risk Management - reservoir safety, water quality and asset management.</b> | To manage and maintain bridges and other highway structures. Maintain notifications from hauliers in respect of abnormal load movements. Provide structural advice on roads related structures and other council structural assets. Assessment of the condition of highway structures through completion of General/Principal Inspections in accordance with Best Practice. | 8. Protecting the built and natural environment | RTS202 Bridges - Percentage failing 40 tonnes (All bridges) (Target 1.5%)       | WLAM        | 11.0                  | 1,095,074                            | (2,000)                         | 1,093,074                    |
|  |   |   | RTS205 Bridges - Percentage weight/width restricted (All bridges) (Target 0.5%) |             |                       |                                      |                                 |                              |
|  |   |   | RTS213 Percentage of abnormal loads processed on time (Target 100%)             |             |                       |                                      |                                 |                              |
|  |   |   | RTS207 Bridges - Percentage of principal inspections carried out (Target 100%)  |             |                       |                                      |                                 |                              |
|  |   |   | RTS208 Bridges: Percentage of general inspections carried out (Target 100%)     |             |                       |                                      |                                 |                              |

**Roads and Transportation Service**

| Activity Name and Description                      |   | Link to Corporate Plan                          | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|--|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| <b>Structures - Highway Structures Inspections</b> | Assessment of the condition of highway structures through completion of General/Principal Inspections in accordance with Best Practice.   | 8. Protecting the built and natural environment | RTS207 Bridges: Percentage of principal inspections carried out (Target 100%)<br><br>RTS208 Bridges: Percentage of general inspections carried out (Target 100%) | WLAM        | 1.0                   | 172,762                              | 0                               | 172,762                      |
| <b>Projects Design &amp; Implementation</b>        | To design and deliver capital projects for Roads & Transportation Feasibility, Detailed Design and Work Procurement, and Site Supervision (includes work for Construction Services, Housing Services, Property Services, Planning Services and Waste Services.) | 8. Protecting the built and natural environment | Fee Target of less than 15% for schemes more than £50,000<br><br>Fee Target of less than 20% for schemes less than £50,000                                       | WLAM        | 8.0                   | 353,314                              | 0                               | 353,314                      |
| <b>Disabled Persons Parking Places</b>             | To provide disabled persons' parking places for blue badge holders in line with statutory duties.   | 8. Protecting the built and natural environment | Average time taken from deciding to provide a parking place to initiating statutory procedure. (Target 69 days)  | WLAM        | 3.0                   | 144,796                              | (5,768)                         | 139,028                      |

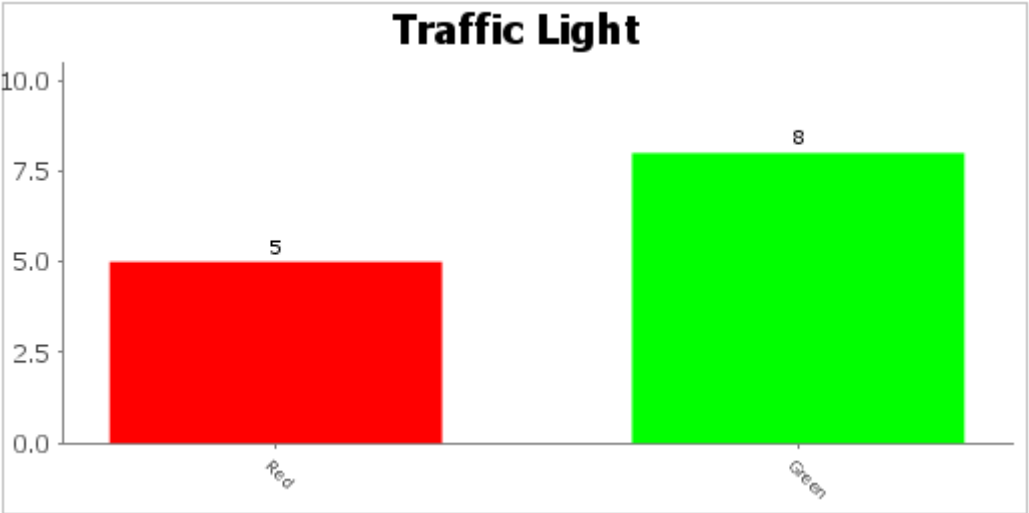
| Roads and Transportation Service                     |  |   |   |             |                       |                                      |                                 |                              |
|--|--|---|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description                        |  | Link to Corporate Plan                          | Performance Indicator and Target 2018/19  | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| <b>Traffic management schemes and Traffic Orders</b> | To provide small scale safety, traffic management and parking schemes and traffic orders to respond to customer demand and effectively manage the use of the road network. | 8. Protecting the built and natural environment | Complaint rate (Annual number of complaints / annual enquiries). (Target 2%)  | WLAM        | 2.5                   | 120,663                              | (4,807)                         | 115,857                      |
| <b>Road Safety casualty reduction programme</b>      | To provide engineering measures which contribute in a cost effective way to road casualty reduction.   | 8. Protecting the built and natural environment | CP:RTS210 Number of people killed or seriously injured in road accidents (Target 45)<br><br>CP:RTS211 Number of children killed or seriously injured in road accidents (Target 3) | Public      | 2.0                   | 96,531                               | (3,845)                         | 92,685                       |
| <b>Service Support</b>                               | Provision of management and administrative Support.  | Enabler Service - Corporate Governance and Risk |   |             | 2.0                   | 138,812                              | 0                               | 138,812                      |
| <b>Total:</b>  |  |   |   |             | <b>182.7</b>          | <b>12,167,598</b>                    | <b>(2,008,317)</b>              | <b>10,159,281</b>            |




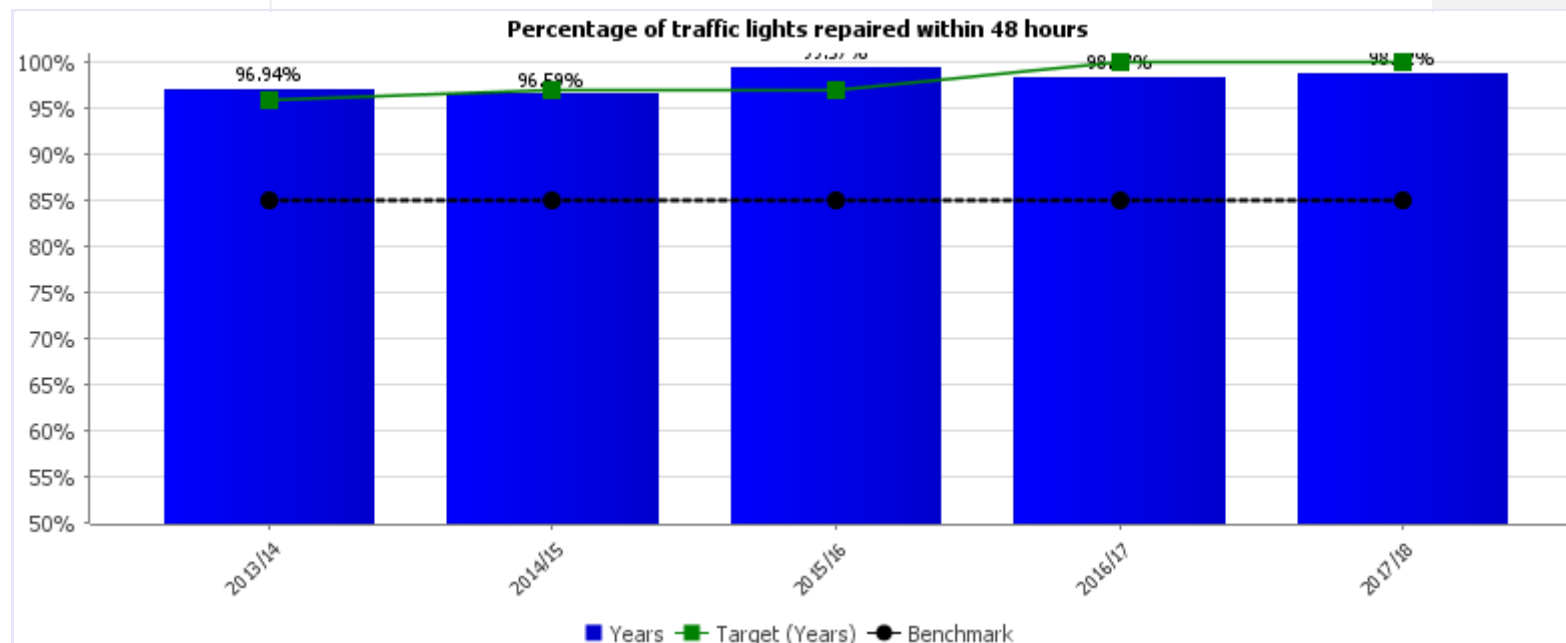
Roads and Transportation – Performance Committee

Data Label : OFFICIAL

Generated on: 07 March 2019 09:02



|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | P:RTS003_6b.5 Percentage of traffic lights repaired within 48 hours   | PI Owner           | zSLS_PIAAdmin; Graeme Malcolm   |
| Description          | This performance indicator measures the percentage of repairs to traffic lights which are completed within 48 hours of notification of fault. Work is contracted out and the national target is set within the contract to ensure that repairs are completed timeously and our travelling public are protected. | Traffic Light Icon |  |
|                      |   | Current Value      | 98.72%  |
|                      |   | Current Target     | 100%  |



#### Trend Chart Commentary:

Performance has been above target in each of the last five years (2013/14 - 2017/18) and has risen most years which is primarily down to the performance of our contractor. Performance will continue to be monitored to ensure the service is maintained at a high standard during future years.

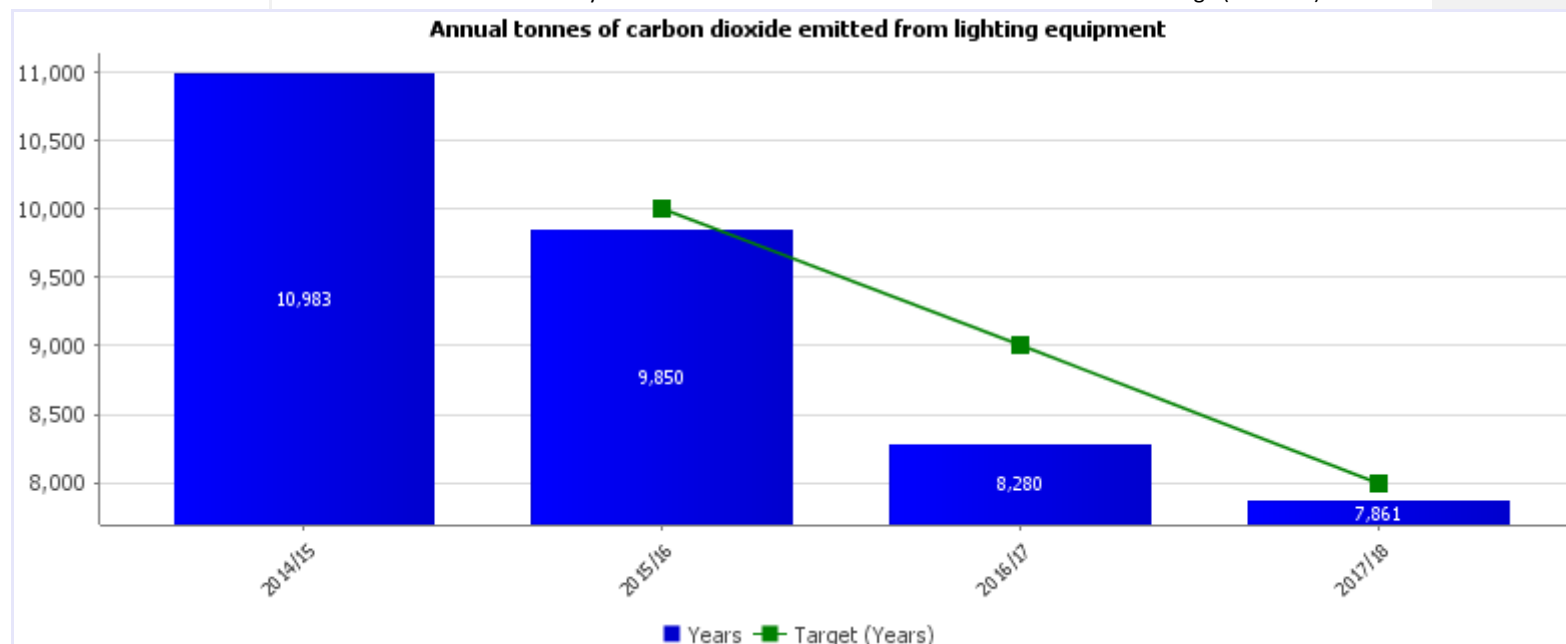
The current maintenance contract commenced on 1st April 2015.

The contracted service level agreement with our maintenance contractor is 85%. From the monitoring of the contractor's performance, it is evident that they perform at a level higher than the service level agreement - above 95% for the last five years, so the target has been adjusted accordingly.

Black line on the chart shows the service level agreement that we have with our traffic signal contractor.

*2018/19 target remains at 100% based on previous strong performance.*


|                      |  |                    |                               |
|----------------------|--|--------------------|-------------------------------|
| PI Code & Short Name | RTS011_8b Annual tonnes of carbon dioxide emitted from lighting equipment  | PI Owner           | zRTS_PIAAdmin; Graeme Malcolm |
| Description          | This performance indicator is part of the performance scorecard for the councils asset management strategy and will contribute to outcome 7 sustainability. This performance indicator measures the annual carbon emissions (tonnes CO2) from all equipment maintained by the Street Lighting team (unmetered supplies) which includes street lighting, signs, traffic signals, festive lighting and stair lighting. The council's carbon footprint is reported to the Scottish Government in November each year as set out in the Public Bodies Duties of the Climate Change (Scotland) Act 2009. | Traffic Light Icon | ✓                             |
|                      |  | Current Value      | 7,861                         |
|                      |  | Current Target     | 8,000                         |

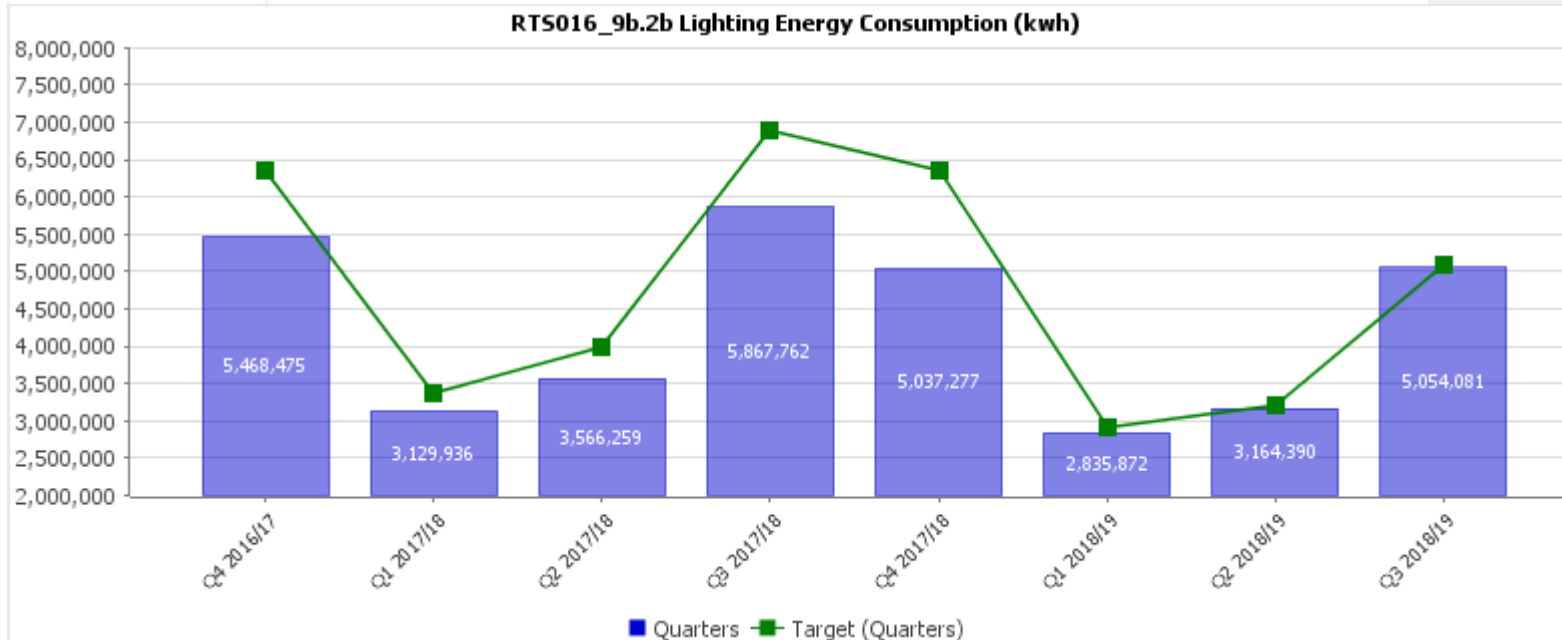


**Trend Chart Commentary:**

The introduction of more energy efficient equipment is continuing to gradually reduce our carbon dioxide emissions, despite asset growth, to a level which is meeting our target. This has been achieved through an LED replacement programme where existing light sources are being replaced. We will also continue to monitor illumination requirements.

*From 2018/19 our target is set in line with estimated reductions through the LED replacement programme, this is a reduction of 2,800 tonnes for 2018/19. Our target, therefore, is 5,000 tonnes.*

|                                 |   |                           |   |
|---------------------------------|---|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>RTS016_9b.2b Lighting Energy Consumption (kwh)</b>   | <b>PI Owner</b>           | zSLS_PIAAdmin; Graeme Malcolm   |
| <b>Description</b>              | <p>This performance indicator measures the energy consumed in kilowatt hours (kWh) by all equipment maintained by the Lighting Section (unmetered supplies) which includes street lighting, signs, traffic signals, festive lighting and stair lighting</p> <p>This indicator is part of the performance scorecard for the council's asset management strategy and will contribute to outcome 7 sustainability.</p> | <b>Traffic Light Icon</b> |  |
|                                 |   | <b>Current Value</b>      | 5,054,081   |
|                                 |   | <b>Current Target</b>     | 5,100,000   |

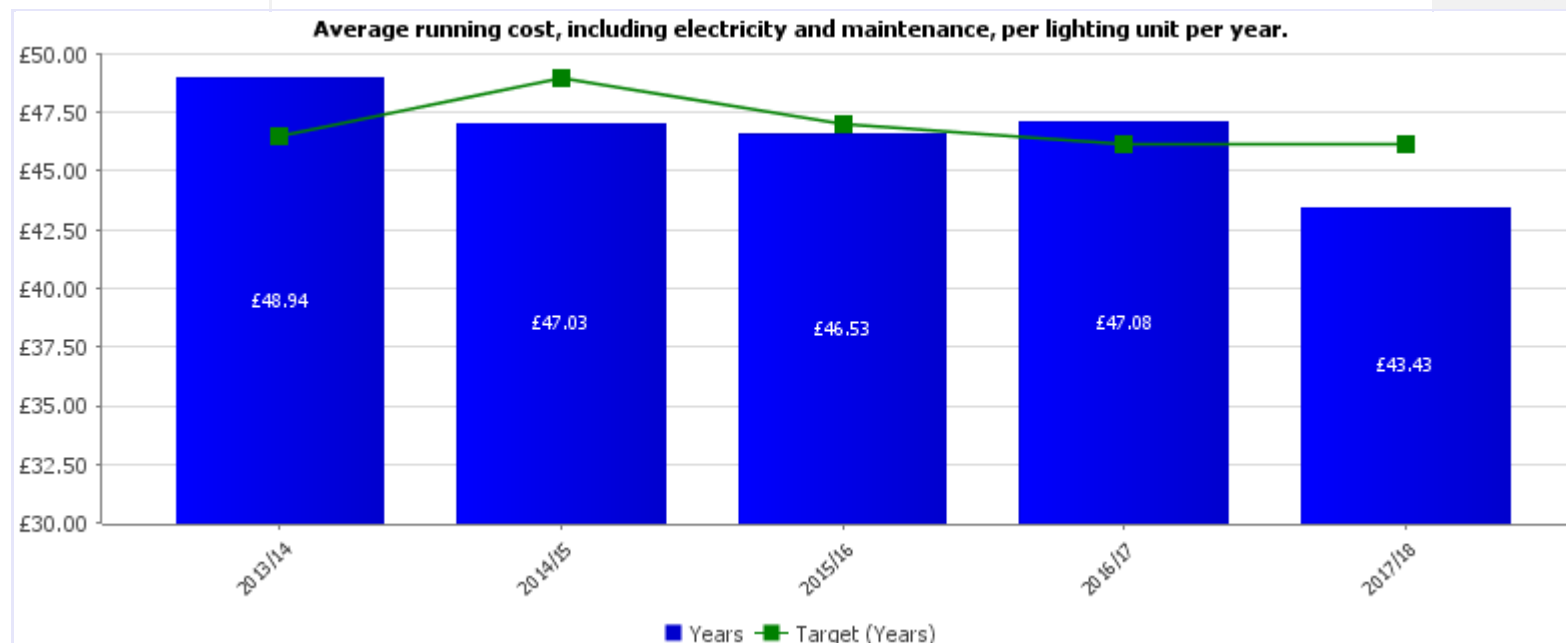


**Trend Chart Commentary:**

The introduction of more energy efficient equipment is continuing to gradually reduce our energy consumption, despite asset growth, to a level which is meeting our target. This has been achieved through an LED replacement programme where existing light sources are being replaced. We will also continue to monitor illumination requirements.

*From 2018/19 our target is set in line with estimated reductions through the LED replacement programme.*

|                      |  |                    |                             |
|----------------------|--|--------------------|-----------------------------|
| PI Code & Short Name | P:RTS018_9a.1c Average running cost, including electricity and maintenance, per lighting unit per year.  | PI Owner           | zSLS_PAdmin; Graeme Malcolm |
| Description          | This performance indicator measures the average costs to maintain each lighting section unit including electricity, inspections, testing, reactive maintenance and section and central overheads. Units include all lighting, signs and traffic signals - all costs divided by all units. The result allows us to carry out financial monitoring and planning. | Traffic Light Icon | ✓                           |
|                      |  | Current Value      | £43.43                      |
|                      |  | Current Target     | £46.10                      |




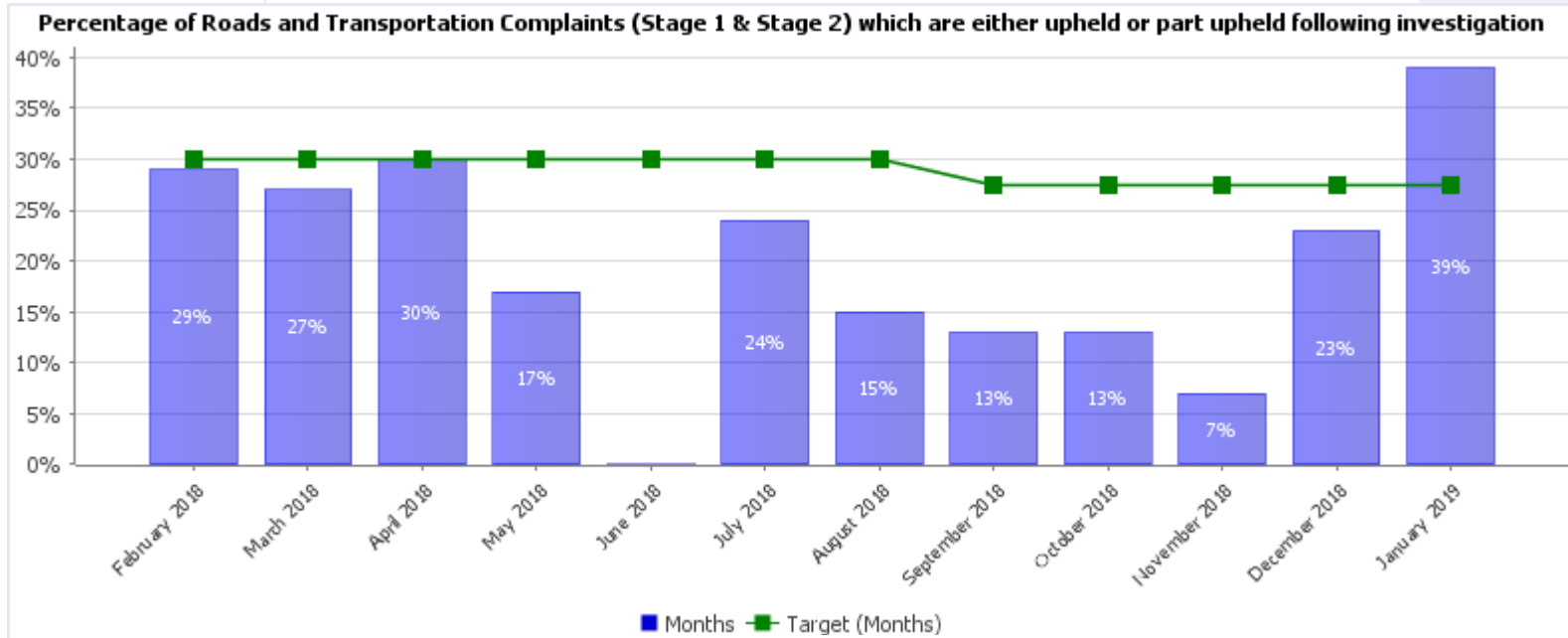
**Trend Chart Commentary:**

In three out of the last five years we managed to reduce the average cost and stay within target despite asset growth. This is primarily due to the introduction of LED lighting which is more reliable and has a longer life expectancy. The energy consumed by LED light sources is also considerably lower. However despite reducing our energy consumption, increased electricity costs ("non energy" related charges in particular) prevented us from achieving our target in 2016/17.

This indicator is strongly influenced by the cost of electricity, which is now procured through a national contract. However, it is anticipated that electricity costs will rise considerably over the next few years.

*2018/19 target is set at £42.26 to reflect this year's LED replacement programme and our desire to reduce costs.*

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | RTS025_6b.4 Percentage of Roads and Transportation Complaints (Stage 1 & Stage 2) which are either upheld or part upheld following investigation  | PI Owner           | zOPSHQ_PAdmin; Graeme Malcolm   |
| Description          | This performance indicator measures the percentage of complaints which are received by the service that are either upheld or part upheld following investigation. Data is recorded in Confirm and analysed to identify areas for improvement in our services. | Traffic Light Icon |  |
|                      |   | Current Value      | 39%   |
|                      |   | Current Target     | 27.5%   |




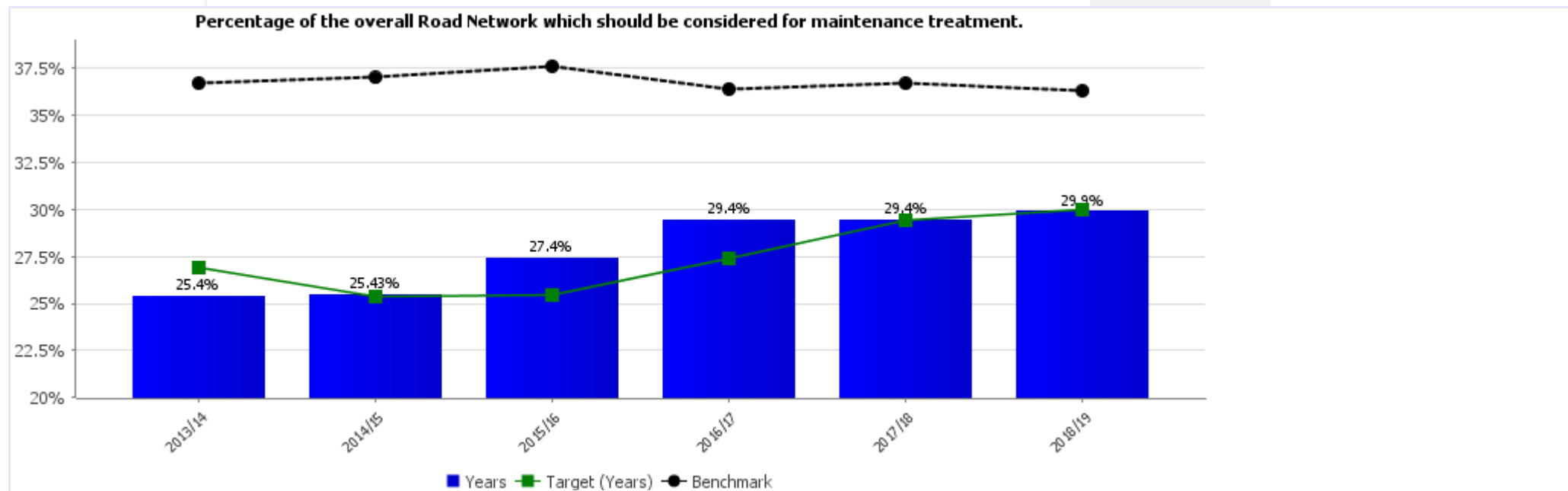
**Trend Chart Commentary:**

We aim to provide the best service possible and where this falls below customers' expectations we use the corporate policy for dealing with any complaints in as efficient and effective manner as possible. All complaints are analysed on a quarterly basis to look for common themes and trends and identify areas for improvement.

Due to the low number of complaints and the wide range of issues raised there tends to be a variation in the percentage of complaints upheld or part upheld.

*Target is set to provide a challenge to the service, and was reviewed in September 2018 and reduced to 27.5% to reflect current good performance.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | <b>P:RTS030_9b.2a Percentage of the overall Road Network which should be considered for maintenance treatment.</b>   | PI Owner           | zRTS_PIAAdmin; Graeme Malcolm   |
| Description          | <p>In West Lothian Council we aim to keep our roads in as safe and serviceable condition as possible and this performance indicator measures our success in achieving this. The whole of the network is checked through a national road condition machine based survey. The output from this survey indicates the percentage of the network which should be considered for detailed investigation and then future maintenance.</p> <p>West Lothian Council currently maintains over 1000 km of Road Network:<br/> A Class: 152 km<br/> B Class: 118 km<br/> C Class: 116 km<br/> U Class: 92.5 km<br/> Urban (Housing Estates etc): 526 km</p> <p>This performance indicator is part of the performance scorecard for the councils asset management strategy and will contribute to outcome 2 condition.</p> | Traffic Light Icon |  |
|                      |  | Current Value      | 29.9%   |
|                      |  | Current Target     | 30%   |



#### **Trend Chart Commentary:**

The Scottish Road Maintenance Condition Survey (SRMCS) is an annual survey which assesses the condition of the entire Scottish Local Authority road network. It is used to calculate a Road Condition Indicator (RCI) that is used by Audit Scotland as a Statutory Performance Indicator (SPI) for reporting carriageway condition. Our road condition indicator remains above the Scottish average and significant amounts of maintenance is being undertaken. However, condition has been falling over the past three years and without significant additional investment, this is likely to continue.

The condition of our overall road network, which should be considered for maintenance treatment, was 29.9% in 2018/19 which is a slight deterioration on the previous year.


In 2018/19 we ranked 6th, out of 32, for overall network in Scotland, 6th for A class roads, 16th for B class roads, 28th for C class roads and 2nd for U class roads.

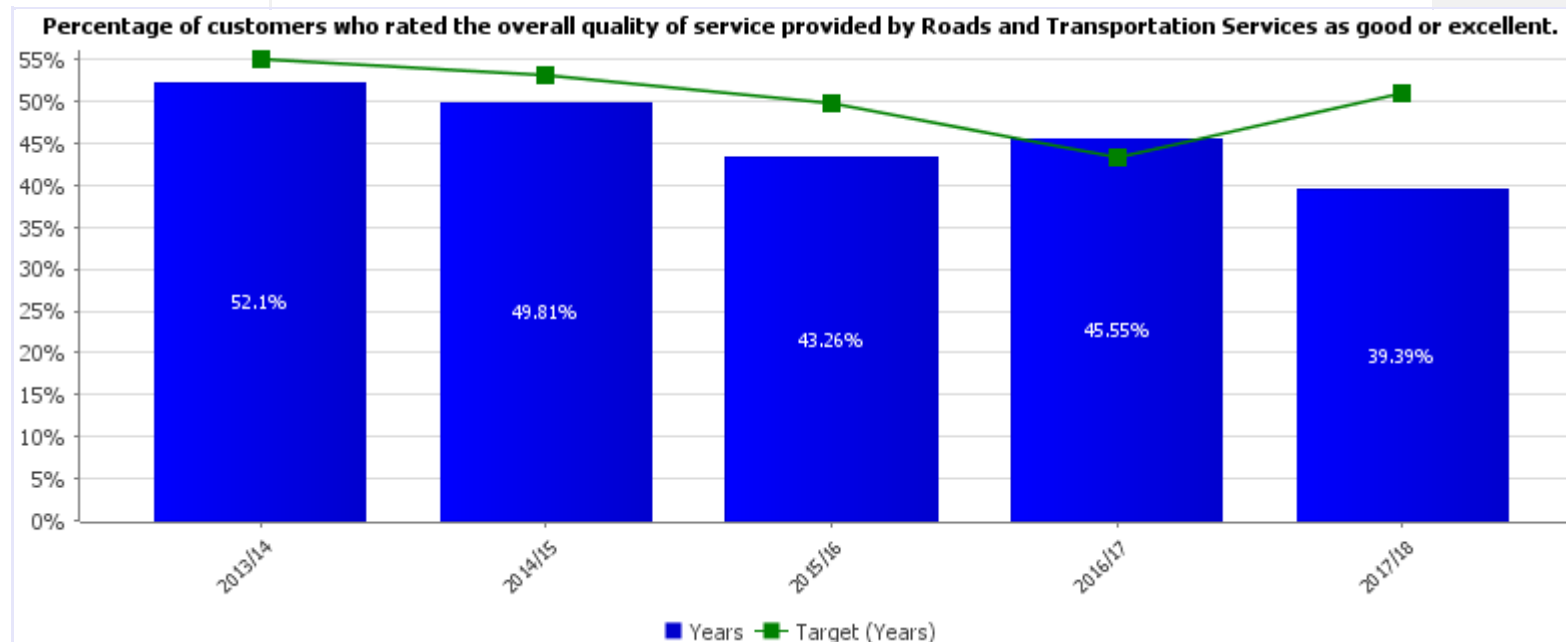
The black line on the chart shows the Scottish average.

Data for 2019/20 will be available in late 2019.

*The expectation is that road condition will deteriorate over the next five years as investment levels reduce. The aim will be to manage this deterioration to a level of approximately 1% per annum overall. 2019/20 target, therefore set at 31%.*



|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | P:RTS050_6a.7 Percentage of customers who rated the overall quality of service provided by Roads and Transportation Services as good or excellent.  | PI Owner           | zOPSHQ_PAdmin; Graeme Malcolm   |
| Description          | This Performance Indicator measures the number of respondents rating the overall service as good or excellent. The figure is taken from the Annual Customer Survey carried out by Roads and Transportation Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service. The PI gives the service an indication of how customers view our complete service and allows us to monitor responses against our service standards. | Traffic Light Icon |  |
|                      |   | Current Value      | 39.39%  |
|                      |   | Current Target     | 51%   |



#### **Trend Chart Commentary:**

The figure for 2017/18 fell by 6.16% after a slight rise the previous year.

The figure in 2016/17 rose by 2.3% after the previous 2 years saw a drop. Despite the drop in the overall result customers rated a number of our services highly, including the coverage of street lighting on main roads and housing estates; the winter maintenance service on main roads; the disabled parking service; flood prevention and the maintenance of bridges.


The main areas where customers are less satisfied include the condition of rural roads; the winter maintenance service on footpaths and in housing estates and our response to pot holes on the road network. From the comments received from customers there does not appear to be any specific reasons for the decline in satisfaction levels.

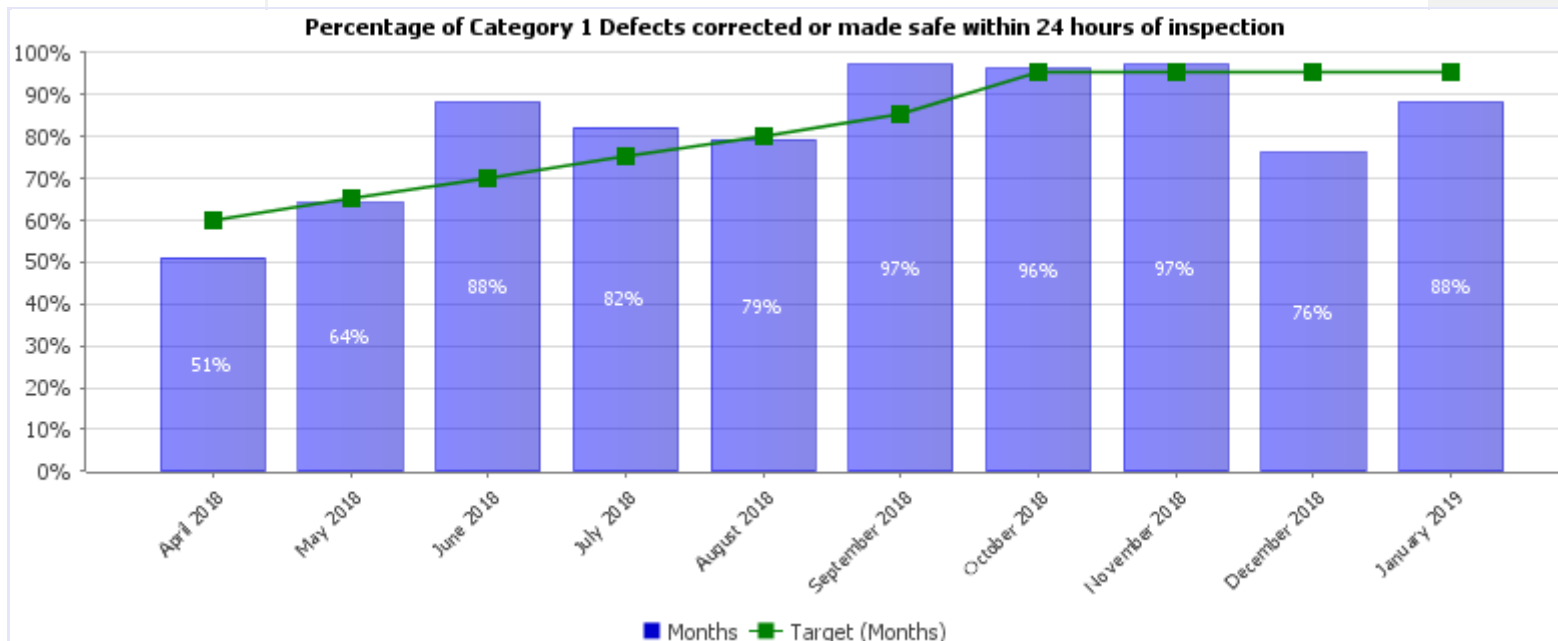
To gain a better understanding of customer satisfaction in Roads and Transportation, the service has participated in the National Highways & Transport (NHT) Public Satisfaction Survey in Autumn 2018. This also allows direct benchmarking with 113 other local authorities throughout the UK. The NHT survey involves engaging with 3,300 residents, selected randomly, and achieves a return rate of over 23%. The survey is undertaken by market research company Ipsos MORI. In 2018, the number of returns in West Lothian was 749, making it much more robust than the Citizens Panel survey. 2018 was the third year that the service participated in the survey.

The Autumn 2017 NHT survey results showed an overall satisfaction score for West Lothian of 58% which ranked third in the whole of the UK. The key areas where satisfaction levels were high were in: Road Safety (ranked 3rd in UK) and Street Lighting (ranked 2nd in UK).

The 2017/18 Citizens' Panel survey was issued in March 2018 and the figure is based on 105 responses from the Citizens Panel. Response rate of 8% for 2017/18, 28.3% for 2016/17 and 20.9 2015/16 makes direct year on year comparison difficult.

*2018/19 target is set 45% based on a 5% improvement from 2017/18.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | RTS060_6b Percentage of Category 1 Defects corrected or made safe within 24 hours of inspection  | PI Owner           | zOPSHQ_PAdmin; Graeme Malcolm   |
| Description          | This indicator measures the percentage of category 1 roads defects (defined in the Roads Safety Inspection Manual) which were fixed or made safe within 24 hours of initial inspection. These are the most serious defects which represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration. The Road Safety Inspection Manual defines the target response time for category 1 defects as 24 hours. | Traffic Light Icon |  |
|                      |  | Current Value      | 88%   |
|                      |  | Current Target     | 95%   |

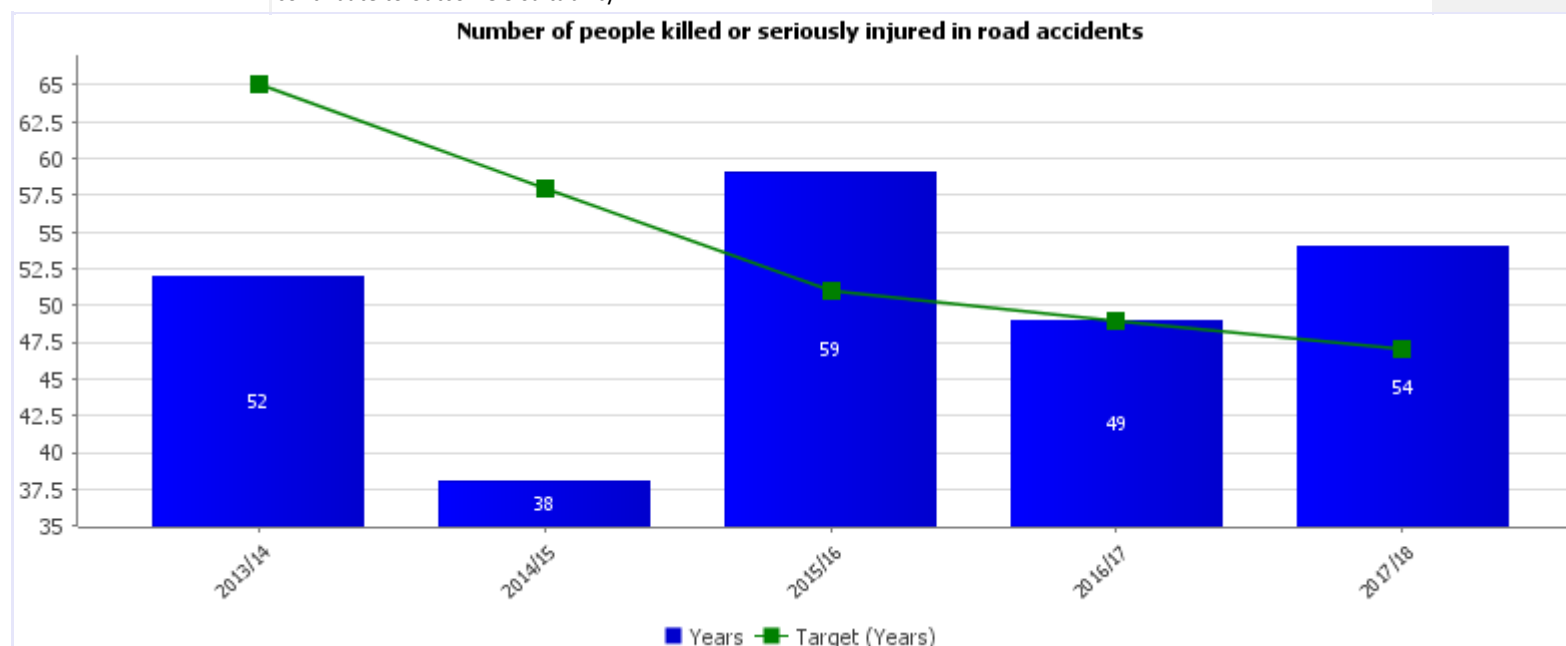


#### Trend Chart Commentary:

Measurement against this metric commenced in April 2018 and an increasing target was set with the aim of achieving 95% compliance by November 2018. Measures have been put in place to help achieve this target. The results for September 2018 show performance better than the target.

*Target reviewed in October 2018 and set at 95% as we approach the winter period.*

|                                 |   |                           |   |
|---------------------------------|---|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>P:RTS210_9b.1a Number of people killed or seriously injured in road accidents</b>  | <b>PI Owner</b>           | zTRA_PAdmin; Graeme Malcolm   |
| <b>Description</b>              | <p>This performance indicator measures the number of people killed or seriously injured in road accidents within West Lothian on an annual basis. This performance indicator combines the separate targets for reducing the number of people killed and seriously injured in line with the Scottish Governments Road Safety Framework.</p> <p>Data is collected by Police Service Scotland and published annually by the Scottish Government. Data is for Calendar year e.g. 2017/2018 contains data for 2017.</p> <p>This performance indicator is part of the performance scorecard for the council's asset management strategy and will contribute to outcome 3 suitability.</p> | <b>Traffic Light Icon</b> |  |
|                                 |   | <b>Current Value</b>      | 54  |
|                                 |   | <b>Current Target</b>     | 47  |




#### **Trend Chart Commentary:**

This performance indicator shows the number of people killed or seriously injured in road accidents within West Lothian as published annually by the Scottish Government. This indicator a combination of the separate casualty reduction targets for the number of people killed and the number of people seriously injured in line with Scottish Government national casualty reduction targets.

There was an increase in the number of people killed and seriously injured in West Lothian in 2017 compared to 2016. The provisional figures for 2017 show there were 54 people killed or seriously injured, an increase of 10% on 2016. Of these, sadly 4 people were killed with 50 people being seriously injured. The figures for 2017 are above the notional casualty targets although there is clearly considerable year-to-year variation.

Finally, it should be noted that good performance is illustrated by the number of road accidents being below the target line.

*The target is based upon achieving a 40% reduction in people killed and a 55% reduction in seriously injured casualties by 2020 compared to the 2004-08 average.*

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | CP:RTS211_9b.1a Number of children killed or seriously injured in road accidents  | PI Owner           | zTRA_PIAAdmin; Graeme Malcolm   |
| Description          | <p>This performance indicator measures the number of children killed or seriously injured in road accidents within West Lothian on an annual basis. This performance indicator combines the separate targets for reducing the number of children killed and seriously injured in line with the Scottish Governments Road Safety Framework. This performance indicator is part of the performance scorecard for the council's Corporate Plan and will contribute to priority 7 which is reducing crime and improving community safety.</p> <p>Data is for Calendar year e.g. 2016/2017 contains data for 2016.</p> | Traffic Light Icon |  |
|                      |   | Current Value      | 8   |
|                      |   | Current Target     | 4   |




**Trend Chart Commentary:**

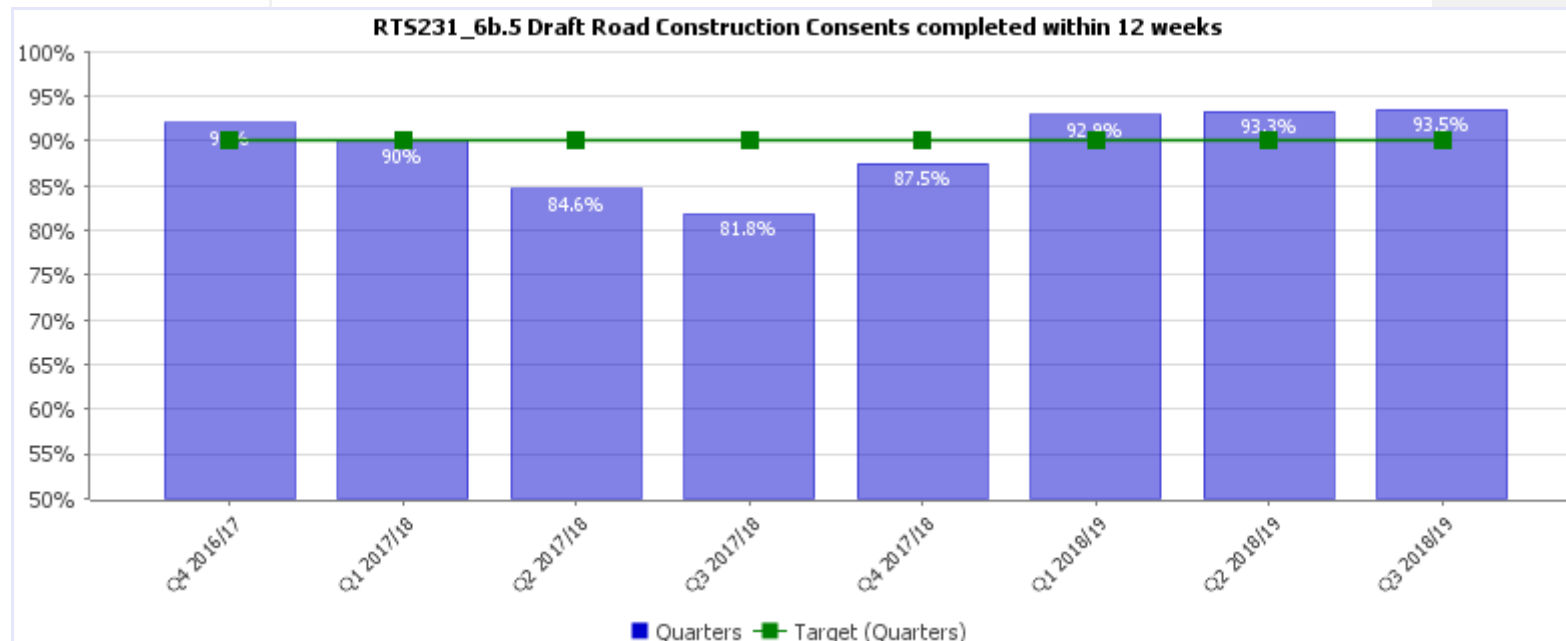
Note that figures are for calendar years ie. 2017/18 refers to the number of people killed or seriously injured between 1 January and 31 December 2017.

Road casualty numbers are subject to a degree of random year-to-year variation and this indicator is particularly sensitive to random year-to-year change as the numbers are so low. However, there appears to be an upward trend in the number of children killed or seriously injured over the latest three years and the figure is has now been above the notional target line for two years.

Finally, it should be noted that good performance is illustrated by the number of road accidents being at or below the target line and this has been achieved in each of the past 5 years.

*The target is based upon achieving a 50% reduction in children killed and a 65% reduction in seriously injured children by 2020 compared to the 2004-08 average.*


|                                 |  |                           |   |
|---------------------------------|--|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>RTS231_6b.5 Draft Road Construction Consents completed within 12 weeks</b>  | <b>PI Owner</b>           | zTRA_PIAAdmin; Graeme Malcolm   |
| <b>Description</b>              | <p>This performance indicator measures the time taken to process draft road construction consents.</p> <p>When a developer wishes to build a road that is to be maintained by the council in future they are required to apply for a road construction consent. The approval of road construction consents is carried out in two stages; stage 1 draft approval and stage 2 final approval. Transportation Services has a core service standard to complete draft road construction consents within 12 weeks of an application being lodged with us. This indicator monitors our performance over a rolling 12 month period.</p> | <b>Traffic Light Icon</b> |  |
|                                 |  | <b>Current Value</b>      | 93.5%   |
|                                 |  | <b>Current Target</b>     | 90%   |

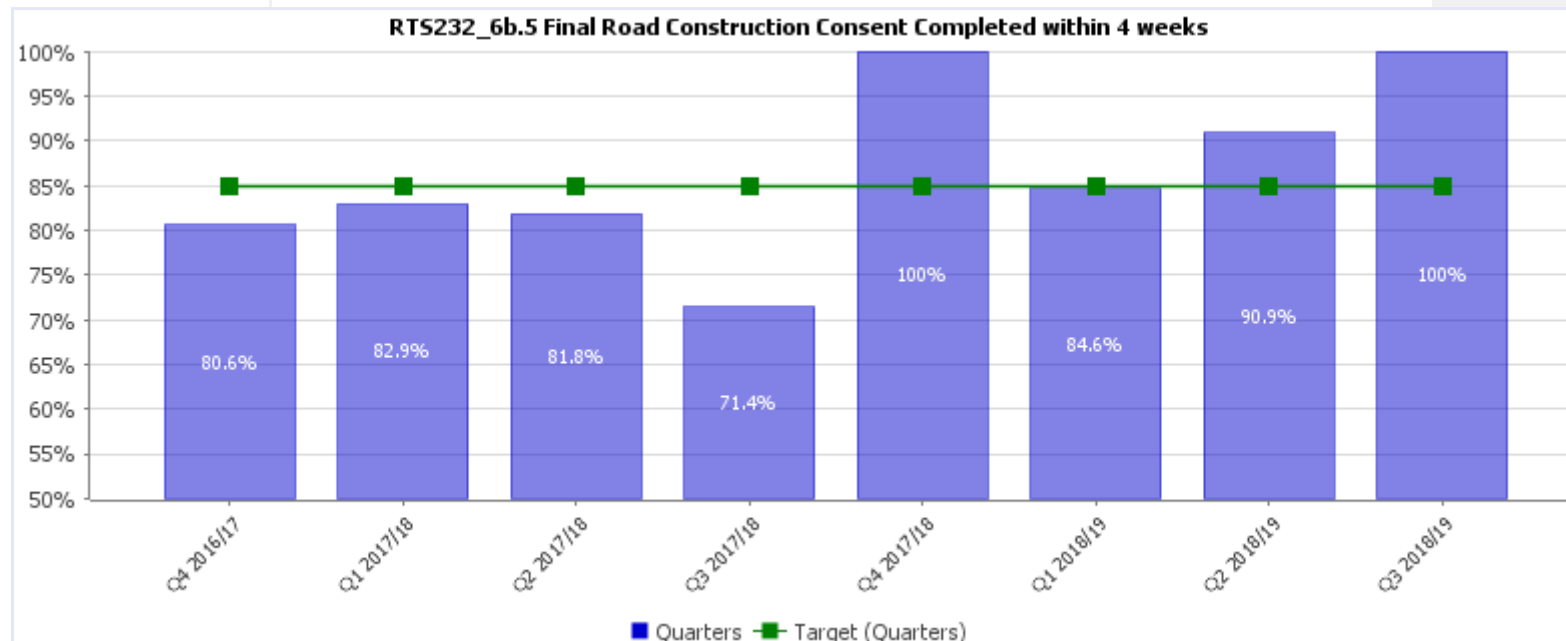


**Trend Chart Commentary:**

For each quarter this performance indicator shows the performance during the previous 12 months. Since quarter 4 2016/17 we have missed our target (by a small amount) in three quarters. Performance can drop as a result of the nature of the requests and the work and investigation required by staff to process these. We work closely with developers to keep them up to date with the status of their consent and to process them as quickly as possible.

*The number of draft RCC consents processed in any 12 month period is relatively small and can vary quite a lot. Therefore, the target of 90% for 2018/19 is a realistic target that reflects the large changes in percentage values that can occur when only a small number of draft RCC consents are processed.*

|                                 |   |                           |   |
|---------------------------------|---|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>RTS232_6b.5 Final Road Construction Consent Completed within 4 weeks</b>   | <b>PI Owner</b>           | zTRA_PAdmin; Graeme Malcolm   |
| <b>Description</b>              | <p>This performance indicator measures the time taken to process final road construction consents.</p> <p>When a developer wishes to build a road that is to be maintained by the council in future they are required to apply for a road construction consent. The approval of road construction consents is carried out in two stages; stage 1 draft approval and stage 2 final approval. Transportation Services has a core service standard to complete final road construction consents within 4 weeks of an application being lodged with us. This indicator monitors our performance over a rolling 12 month period.</p> | <b>Traffic Light Icon</b> |  |
|                                 |   | <b>Current Value</b>      | 100%  |
|                                 |   | <b>Current Target</b>     | 85%   |




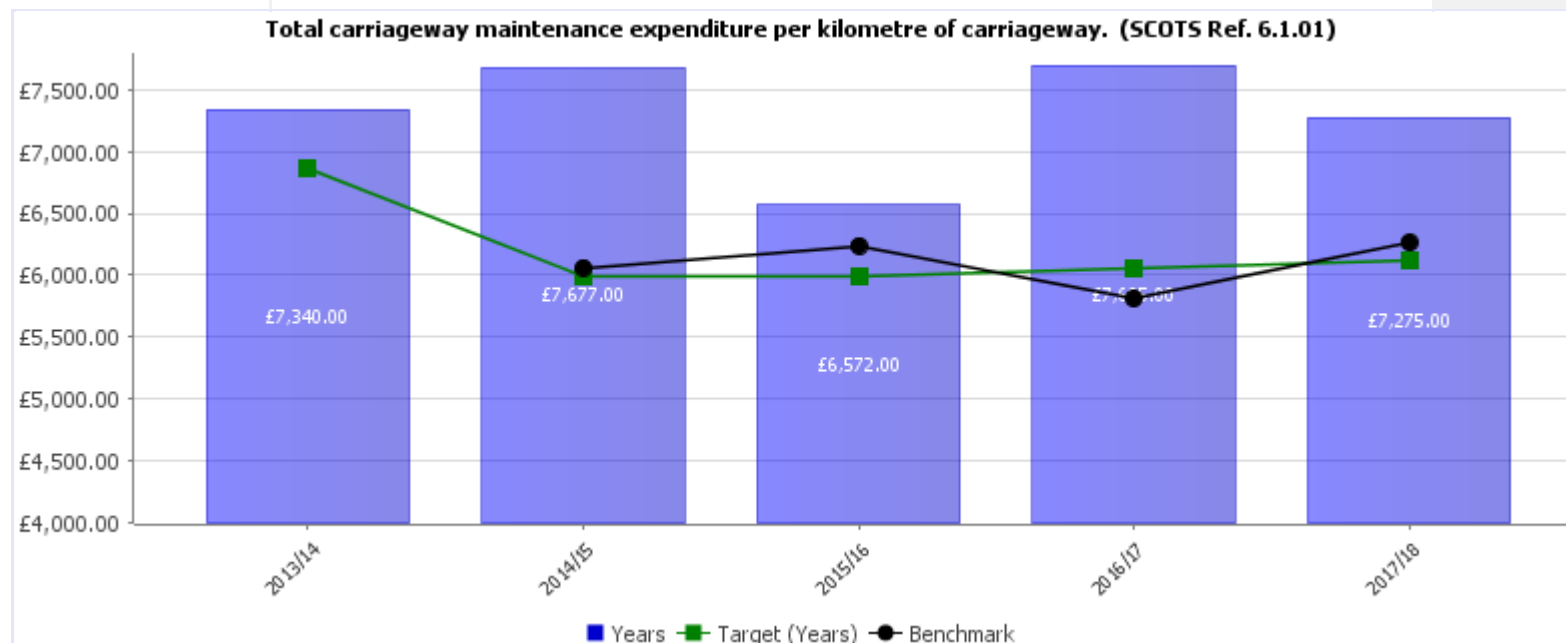
**Trend Chart Commentary:**

For each quarter this performance indicator shows the performance during the previous 12 months. Since quarter 4 2016/17 we have missed our target five times.

We work closely with developers to keep them up to date with the status of their consent and to process them as quickly as possible.

*The number of RCC Final consents processed in any 12 month period is relatively small and can vary quite a lot. Therefore, the target of 85% for 2018/19 is a realistic target that reflects the large changes in percentage values that can occur when only a small number of RCC Final consents are processed*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | RTS305_9a.1a Total carriageway maintenance expenditure per kilometre of carriageway. (SCOTS Ref. 6.1.01)   | PI Owner           | zRTS_PAdmin; Graeme Malcolm   |
| Description          | <p>This performance indicator measures the annual expenditure on the road network per kilometre off the network.</p> <p>This indicator is part of a suite of indicators measured by SCOTS and APSE (Ref: 6.1.01)</p> | Traffic Light Icon |  |
|                      |  | Current Value      | £7,275.00   |
|                      |  | Current Target     | £6,114.00   |



#### Trend Chart Commentary:

This performance indicator is used to support asset management. It allows us to compare our carriageway expenditure with other councils nationally and in our family group. The 2017/18 national average was £6114/km and the group average £6266/km. This clearly shows that West Lothian has a reasonable level of investment compared to others.

The indicator is calculated by dividing the total expenditure by dividing the actual net expenditure on carriageways for the year (a variable figure) by the total carriageway length (998.5km). Since the length will not significantly change, the indicator will very according to the money spent. As this may vary depending on the quantity and type of work completed, a trend should be expected.

Benchmark figure shows the family group average. West Lothian Council are part of family group 3 (semi urban):

East Ayrshire Council  
East Lothian Council  
Fife Council  
Midlothian Council  
North Ayrshire Council  
South Ayrshire Council  
South Lanarkshire Council



Stirling Council  
West Lothian Council

*Target set based on national average. 2018/19 average will be available in November 2019.*





**PERFORMANCE COMMITTEE**

**SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – FACILITIES MANAGEMENT**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The report provides Performance Committee with an overview of a service assessment from the West Lothian Assessment Model process (2017/20).

It also provides a summary of recommendations from the officer-led scrutiny panel that have been identified for action and are to be delivered by the service management team.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee:

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement;
3. Agree any other recommendations that may improve the performance of the service.

**C. SUMMARY OF IMPLICATIONS**

|      |  |  |
|------|--|--|
| I.   | Council Values                                     | Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunity; developing employees; making best use of our resources and working with other organisations |
| II.  | Policy and Legal                                   | The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services. |
| III. | Implications for Scheme of Delegations to Officers | None   |
| IV.  | Impact on performance and performance indicators   | The report provides a summary of performance indicators from a council service to support effective elected member scrutiny.   |

|       |  |  |
|-------|--|--|
| V.    | Relevance to Single Outcome Agreement              | The council has adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used, including council indicators in the SOA. |
| VI    | Resources - (Financial, Staffing and Property)     | From existing budget.  |
| VII.  | Consideration at PDSP/Executive Committee required | Service performance is considered at the appropriate PDSP on an ongoing, scheduled basis.  |
| VIII. | Details of consultations                           | None.  |

## **D. TERMS OF REPORT**

### **D.1 Background**

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

This report provides the outcome from the self-assessment of the Performance and Improvement Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The WLAM applies an evidence-based, rigorous assessment model – the European Foundation for Quality Management (EFQM) framework. This requires employees to consider the long-term impact of the service in the stated strategic objectives. In detail, the service must consider the effectiveness of leadership, strategies, policies, processes and procedures and also, how effectively the service manages relationships with employees, partners and customers.

### **D.2 Service Overview**

Head of Service: Jim Jack, Head of Operational Services

Service Manager: Matt Baxter, Interim Facilities Manager

Facilities Management provides catering, cleaning, crossing patrol guides and janitorial services throughout the authority.

The service includes Inprint, the council's in-house print management and reprographics service which provides printing solutions on a cost recovery basis. Also, a range of support services to Operational Services in relation to performance, health and safety, organisational development, systems administration and administration processes.

The main activities of the service are:

- The service cleans 169 buildings throughout the Council covering 309,806 square metres of floor space. These include 88 secondary, primary, nursery and additional support needs schools plus partnership buildings, council offices, community centres and libraries.

- The service anticipates serving around 2.6 million meals in 2019/20.
- There are 84 school crossing patrol points maintained throughout the area ensuring children and parents are provided with a safer route to school.
- The Facilities Management Assistants provide a security, maintenance and janitorial service to 86 secondary, primary, nursery and additional support needs schools.
- Digital reprographics service to all council services.
- Print finishing.
- Direct mailing.

A summary of the service activities and resources is contained within Appendix 1.

### D.3 Service Contribution to Corporate Priorities

Facilities Management is a part of Operational Services, which delivers a wide array of essential frontline services to the community.

The service makes a critical contribution to the council's corporate *priority 1. Improving Attainment and Positive Destinations* and is responsible for the following deliverable in the Corporate Plan:

- Priority 1.6 – Continuing to provide access to a free Breakfast Club for all primary pupils and for secondary pupils with free meal entitlement, in recognition of the link between health and attainment.

The service also supports effective asset management (Financial Planning enabler) throughout the council's estate in the provision of facilities management services.

### D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in 2017/18, with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model.

Facilities Management scored a total of 535 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and above the current council average. To date, a total of 22 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles is set out in table 1. The trend column is based on a comparison between the base position (2008/10) and the current WLAM score.

| Table 1: WLAM Scores (2008/10 to 2017/20) |         |         |         |         |       |
|---|---------|---------|---------|---------|-------|
| WLAM Criteria                             | 2008/10 | 2011/13 | 2014/17 | 2017/20 | Trend |
| 1 Leadership                              | 53      | 53      | 60      | 67      | ↑     |
| 2 Strategy                                | 23      | 61      | 55      | 67      | ↑     |
| 3 People                                  | 48      | 57      | 43      | 69      | ↑     |
| 4 Partnerships and Resources              | 51      | 56      | 51      | 65      | ↑     |
| 5 Services and Processes                  | 63      | 58      | 45      | 67      | ↑     |

|                         |            |            |            |            |   |
|-------------------------|------------|------------|------------|------------|---|
| 6 Customer Results      | 48         | 36         | 45         | 59         | ↑ |
| 7 People Results        | 24         | 28         | 32         | 37         | ↑ |
| 8 Society Results**     | 3          | 20         | 40         | 50         | ↑ |
| 9 Business Results      | 45         | 30         | 47         | 53         | ↑ |
| <b>Total score</b>      | <b>358</b> | <b>399</b> | <b>418</b> | <b>535</b> | ↑ |
| WLC average total score | 385        | 411        | 468        | 527*       |   |

\* WLC Average to date (based on 22 assessments)

\*\* Criterion is scored corporately and uses validated scores from external EFQM assessments.

The service in 2017/20 improved scores in all criteria and is above or at the current council average in six of the nine criteria, with relative strengths in People and Services and Processes.

In order to increase scoring in future, the service can continue to improve and enhance the performance results (6 to 9) that are in place to measure cost, efficiency and satisfaction with the key services and processes. In particular, like many other council services, the service should develop the results it has in place to monitor employee policies and plans (People Results).

Results may be improved with a review of target setting rationale and by increasing the use of benchmarking data with relevant comparators.

## D.5 Review Panel Outcome

The Review Panel in the WLAM Programme 2017/20 has three possible outcomes that will identify the progress and risk level of service performance and subsequently, the level of scrutiny that will be applied to the service during the period of the WLAM programme (three years).

The Review Panel outcome is determined by a Panel of three senior officers and is chaired by the Chief Executive.

| Table 2: Review Panel Outcome |   |   |
|-------------------------------|---|---|
| Review Panel Cycle            |   |   |
| Cycle 1                       | The service will return to the panel within three years   | ✓ |
| Cycle 2                       | The service will return a report to the Panel within 12 months, who will determine if the service are to move to Cycle 1 or 3 |   |
| Cycle 3                       | The service must return to the Review Panel no later than one year (12 months) from the date of the last report.9             |   |

Facilities Management was placed on **Cycle 1** by the Review Panel in November 2018. The service will not return to the Panel until the next programme (2020/23).

The service achieved this outcome as it was able to demonstrate strong performance to the Panel and evidence a robust approach to performance management.

### Performance management

Performance management standards have been established to help the Panel consistently identify good or poor practice in relation to performance management and to help services address any deficiencies in their performance or management approaches. The following table sets out the evaluation for the service:

| Table 3: Evaluation of Performance Management in the service |   |
|--|---|
| Management standard  | Service evaluation  |
| Scope and relevance of performance data                      | The service has identified PIs to monitor progress in most of the key activities and outcomes/priorities.                           |
| Compliance with corporate requirements                       | The performance framework of the service meets the basic corporate requirements   |
| Approach   | The service's approach to managing performance is good and should be considered good practice in the council                        |
| Management of data   | Managers and team leaders positively engage with the performance and actively use the data to improve                               |
| Management of information                                    | Performance is reported and communicated to most key groups (including: elected members, senior officers, employees and the public) |
| Performance trends   | PIs show good performance and the panel has confidence that this will continue to be sustained by the service                       |
| Targets and thresholds                                       | Targets and thresholds for PIs have a clear rationale and support good performance management and improvement                       |
| Benchmarking   | The service has limited comparative data for PIs that measure the key activities and outcomes / priorities                          |
| WLAM score   | The service achieved a score of over 500 in the WLAM Process  |

As well as the additional scrutiny, there is ongoing monitoring and reporting of service performance through internal performance management procedures. The service will also continue to report key performance publicly and through agreed committee performance reporting arrangements.

## D.6 Recommendations for Improvement

A number of recommendations have been set out for action by the service to improve performance.

The Review Panel recommendations for the service are:





1. The Panel acknowledged the work that the service has undertaken to provide healthier options for school meals. This has involved working with schools and marketing healthier options to parents and has resulted in the achievement of the Food for Life Bronze Award.
2. The Panel encourage the service to continue working to reduce the use of plastics and disposable plastics and note the good example of work done with West Calder High School to reduce plastic in the school.
3. The Panel recognised the culture of change embedded in the service and how well the leadership team has managed change.
4. The service should review the scope of performance indicators in line with their key activities / priorities, ensuring all relevant measures are captured. This would include printing and reprographics activities.

5. The Panel recommend the service continue to review complaints process to ensure complaints are being captured across the service.
6. The Panel encourage the service look into ways to improve survey response rates, specifically with Head Teachers.
7. The Panel recommend the service identify ways to improve the levels of customer satisfaction (with customers out with schools).
8. The Panel recommend the service continue to identify opportunities to benchmark performance.

Progress in these actions will be reviewed at the next Review Panel.

## D.7 Service Performance

The service has a total of 56 performance indicators on the council's performance management system (Pentana). At present, the status of those indicators are as follows:

| Summary of Performance Indicator status (RAG)   |               |
|---|---------------|
| Status (against target)   | Number of PIs |
|  Green    | 39            |
|  Amber   | 12            |
|  Red     | 5             |
|  Unknown | 0             |

An overview of the performance indicators categorised as Public or High Level for the service is included in Appendix 2.

## D.8 Service Benchmarking

There is no relevant performance/ranking information in the Local Government Benchmarking Framework (LGBF) that relates to the activities of the Facilities Management services. It has proven difficult to benchmark performance with other local authorities due to the variance in operational models. However, the service benchmark where possible with other local authorities, as well as internally in relation to employee performance.

### Average Cost of Food for School Meals

The performance figure is calculated by using the total food costs for school meals in primary and secondary schools divided by the total number of meals produced in a year. A total of 6 councils responded with information.

| Total Average Food Cost in 2017/18 |                |                        |                  |
|------------------------------------|----------------|------------------------|------------------|
| Council                            | Primary School | Council                | Secondary School |
| 1. East Renfrewshire               | £0.79          | 1. South Lanarkshire   | £0.74 (no drink) |
| 2. South Lanarkshire               | £0.86          | 2. East Renfrewshire   | £0.95            |
| <b>3. West Lothian</b>             | <b>£0.88</b>   | <b>3. West Lothian</b> | <b>£1.05</b>     |
| 4. Mid Lothian                     | £0.88          | 4. Stirling            | £1.08            |



|             |       |                |                      |
|-------------|-------|----------------|----------------------|
| 5. Stirling | £0.97 | 5. Falkirk     | £1.25                |
| 6. Falkirk  | £1.04 | 6. Mid Lothian | Did not provide info |

#### Employee Sickness Absence

The table compares absence levels in the service with cumulative average for Operational Services for the last two years. The service compares favourably to services with a similar employee group.

| Cumulative Sickness Absence Levels in 2017/18 and 2018/19 |              |              |
|---|--------------|--------------|
| Area  | 2017/18      | 2018/19      |
| Operational Services                                      | 7.59%        | 8.35%        |
| <b>Facilities Management</b>                              | <b>6.24%</b> | <b>7.59%</b> |

#### Employee Survey Results

This measures the overall percentage of employees surveyed who strongly agree or agree that there is effective workforce planning, recognition, leadership, involvement, teamwork, learning & development and equality and diversity.

| Employee Survey Results in 2017/18 and 2018/19 |            |            |
|--|------------|------------|
| Area   | 2017/18    | 2018/19    |
| West Lothian Council                           | 79%        | 77%        |
| <b>Facilities Management</b>                   | <b>79%</b> | <b>77%</b> |

## **E. CONCLUSION**

Facilities Management completed the WLAM process as part of the council's corporate programme of self-assessment. This is a critical part of the council's internal scrutiny arrangements and helps to ensure that excellent practice and performance is supported and that the principle of continuous improvement is adopted in all council services.

The service achieved a total score of 535 and was placed on Cycle 1 by the Review Panel and will not return to the Review Panel until the next programme (2020/23).

## **BACKGROUND REFERENCES**

[West Lothian Council Corporate Plan 2018/23](#)  
[Operational Services Management Plan 2018/19](#)

Appendices/Attachments: 2  
Appendix 1\_Operational Services Management Plan Extract  
Appendix 2\_Performance Indicator Report

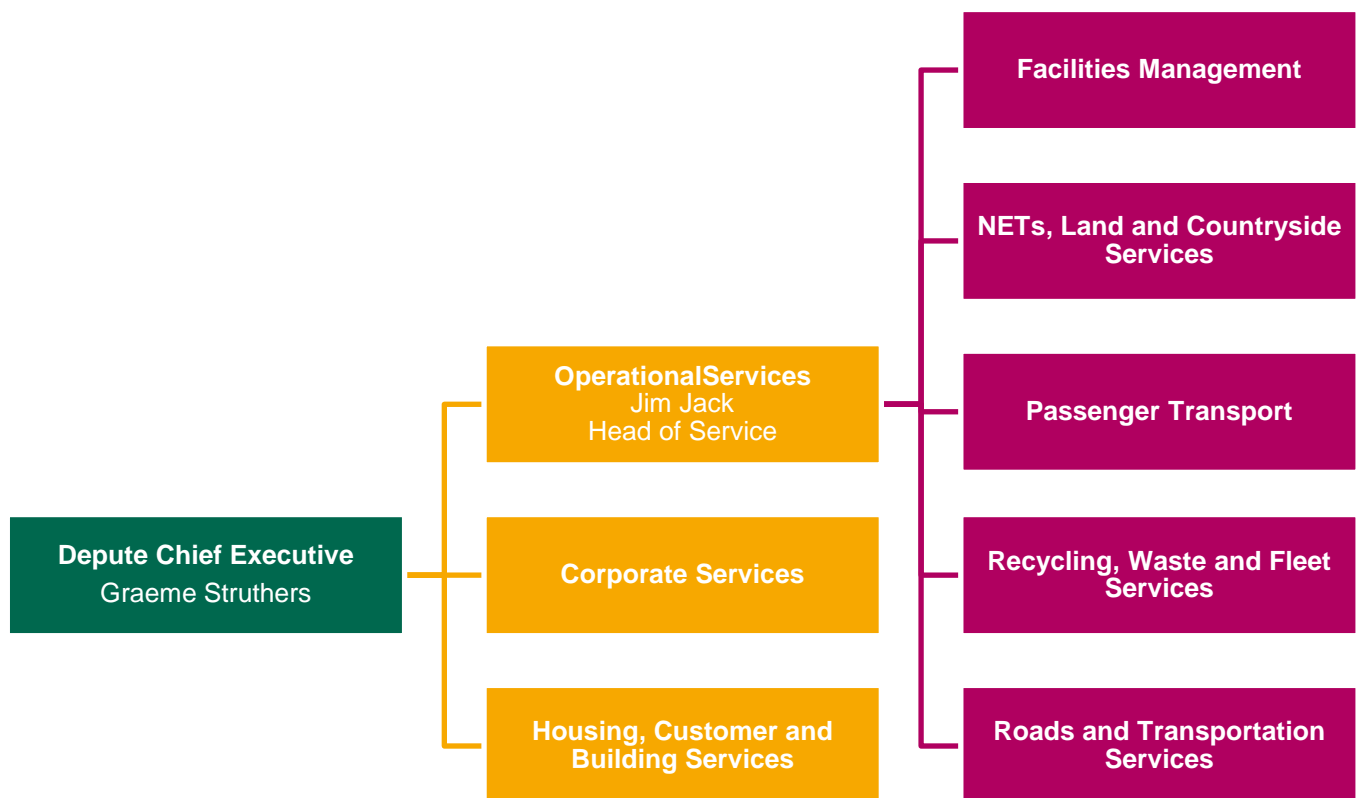
Contact Person: Rebecca Kelly  
E mail: [rebecca.kelly@westlothian.gov.uk](mailto:rebecca.kelly@westlothian.gov.uk) Phone 01506 281891

**Graeme Struthers**  
**Depute Chief Executive**  
**18 March 2019**

## Service Activity

The Corporate, Operational and Housing Services directorate is focused on the delivery of vital infrastructure services that will make West Lothian a better, more sustainable place to live.

This includes three large service areas delivering a wide array of council activities, such as; environmental and roads services, the frontline customer and community services, social housing services and the council's support services.



Operational Services comprises of five large services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Operational Services.

The following section provides more information on the activities and resources of each WLAM unit.

## Facilities Management

---

**Service manager:** Matt Baxter, Interim Facilities Manager

**Number of staff:** 503 (full time equivalents)

**Location:** Whitehill Service Centre

### Purpose

Facilities Management provides a catering, cleaning, crossing patrol guides and janitorial services throughout the authority.

The service includes Inprint, the council's in-house print management and reprographics service which provides printing solutions on a cost recovery basis. Also, a range of support services to Operational Services in relation to performance, Health and Safety, systems administration and administration processes.

### Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ The service cleans 169 buildings throughout the Council covering 309,806 square metres of floor space. These include 88 secondary, primary, nursery and additional support needs schools plus partnership buildings, council offices, community centres and libraries.
- ◆ The service anticipates serving around 2.6 million meals in 2018/2019.
- ◆ There are 84 school crossing patrol points maintained throughout the area ensuring children and parents are provided with a safer route to school.
- ◆ The Facilities Management Assistants provide a security, maintenance and janitorial service to 86 secondary, primary, nursery and additional support needs schools.
- ◆ Digital reprographics service to all council services.
- ◆ Print finishing.
- ◆ Direct mailing.

### Key Partners

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

Our key partners include; other council services such as Education and Property Services and also the service's key suppliers and contractors.

## 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 2018/19

| Customer Group  | Method  | Frequency            | Responsible Officer | Feedback Method  |
|---|---|----------------------|---------------------|--|
| <b>Primary School pupils</b>                            | Face to face survey with all primary school pupils in West Lothian on the school meal provision   | Annual (Autumn 2018) | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Poster sent to all schools</li> <li>• Reported through a public performance indicator</li> </ul>                              |
| <b>Secondary School pupils</b>                          | Web based and face to face survey carried with a sample of secondary school pupils in West Lothian on the school meal provision   | Annual (Spring 2018) | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Poster sent to all schools</li> <li>• Reported through a public performance indicator</li> </ul>                              |
| <b>School meal users</b>                                | Consultation taster sessions exercise carried out with pupils prior to new school menu being implemented  | As required          | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Feedback via revised school menu</li> </ul>   |
| <b>Head Teachers/ teachers and support staff</b>        | Online survey distributed to all Head Teachers in West Lothian (all schools) on the quality of service provided by catering, cleaning, school crossing patrols and janitorial staff | Annual (Summer 2018) | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Feedback directly to Head Teachers from service manager</li> <li>• Reported through a public performance indicator</li> </ul> |
| <b>Sandwich Service users / Civic Centre café users</b> | Survey distributed to employees who use the sandwich service throughout the various council offices   | Annual (Spring 2018) | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Feedback through FM management team to nominated users</li> </ul>   |
| <b>Building users</b>                                   | Survey distributed to Building responsible persons on the quality of service provided by the cleaning staff   | Annual (Spring 2018) | Interim FM Manager  | <ul style="list-style-type: none"> <li>• Feedback through responsible officers for each building</li> </ul>  |

## Activity Budget 2018/19

| Facilities Management         |  |   |   |                        |                       |                                      |                                 |                              |
|-------------------------------|--|---|---|------------------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description |  | Link to Corporate Plan                    | Performance Indicator and Target 2018/19  | PI Category            | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| <b>Schools catering</b>       | To provide meal service to Primary, Secondary and Additional Support Needs Schools, as well as breakfast service to schools. | 6. Delivering positive outcomes on health | FMS005 Total cost per meal. (Target £2.45)<br><br>CP:FMS006 School meal uptake Primary schools. (Target 60 %)   | WLAM<br><br>Public     | 176.0                 | 7,108,702                            | (2,568,810)                     | 4,539,892                    |
| <b>Cleaning</b>               | To provide a Cleaning Service in over 197 sites including Primary and Secondary Schools, Offices, Libraries etc.             | Enabler Service - Financial Planning      | FMS008 Cost per sq m cleaned (Target £14.10)<br><br>FMS017 Total square meters cleaned per labour hour (Target 215m2)   | High Level<br><br>WLAM | 203.2                 | 4,917,744                            | (486,166)                       | 4,431,578                    |
| <b>Facilities management</b>  | To provide an FM Service in all schools, nurseries and additional support needs schools.                                     | Enabler Service - Financial Planning      | FMS018 The average cost of janitorial provision per FTE (Target £30,476)<br><br>FMS016 Percentage of maintenance jobs completed by FM staff within 2 days of being reported (Target 95 %) | WLAM<br><br>WLAM       | 100.1                 | 2,618,331                            | 0                               | 2,618,331                    |

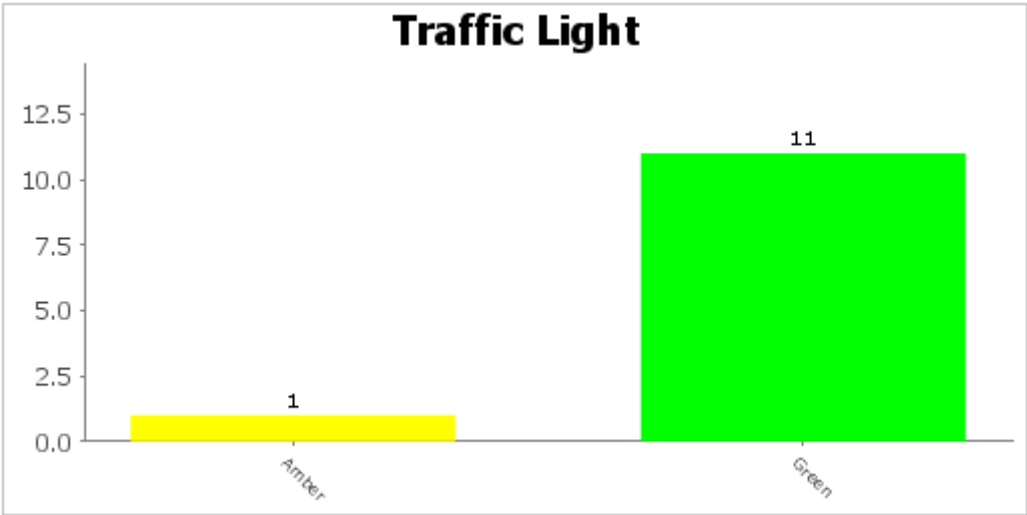
| Facilities Management          |  |   |  |             |                       |                                      |                                 |                              |
|--------------------------------|--|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description  |  | Link to Corporate Plan                          | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| <b>Street Crossing Patrols</b> | To provide a crossing patrol officer (CPO's) for all locations which meet guidelines | 8. Protecting the built and natural environment | FMS050 Average Cost, per site, of providing the School Crossing Patrol service per annum (Target £5,000) | WLAM        | 21.7                  | 421,915                              | 0                               | 421,915                      |
|                                |  |   | FMS049 Percentage of school crossing patrols locations staffed (Target 100%)                             | WLAM        |                       |                                      |                                 |                              |
| <b>Service support</b>         | Provision of management and administrative Support.                                  | Enabler Service - Corporate Governance and Risk |  |             | 2.0                   | 138,812                              | 0                               | 138,812                      |
| <b>Total:</b>                  |  |   |  |             | <b>503.0</b>          | <b>15,205,504</b>                    | <b>(3,054,976)</b>              | <b>12,150,528</b>            |

| Inprint                       |   |   |  |             |                       |                                      |                                 |                              |
|-------------------------------|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description |   | Link to Corporate Plan                          | Performance Indicator and Target 2017/18                           | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Printing                      | To provide a quality litho and digital printing service | Enabler service – Modernisation and Improvement | IS004 Cost of rework as percentage of work completed (Target zero) | High Level  | 7.0                   | 365,891                              | (365,891)                       | 0                            |
|                               |   |   | IS002 Over / under recovery of cost (Target zero)                  | High Level  |                       |                                      |                                 |                              |
| Total:                        |   |   |  |             | 7.0                   | 365,891                              | (365,891)                       | 0                            |


Facilities Management - Performance Committee

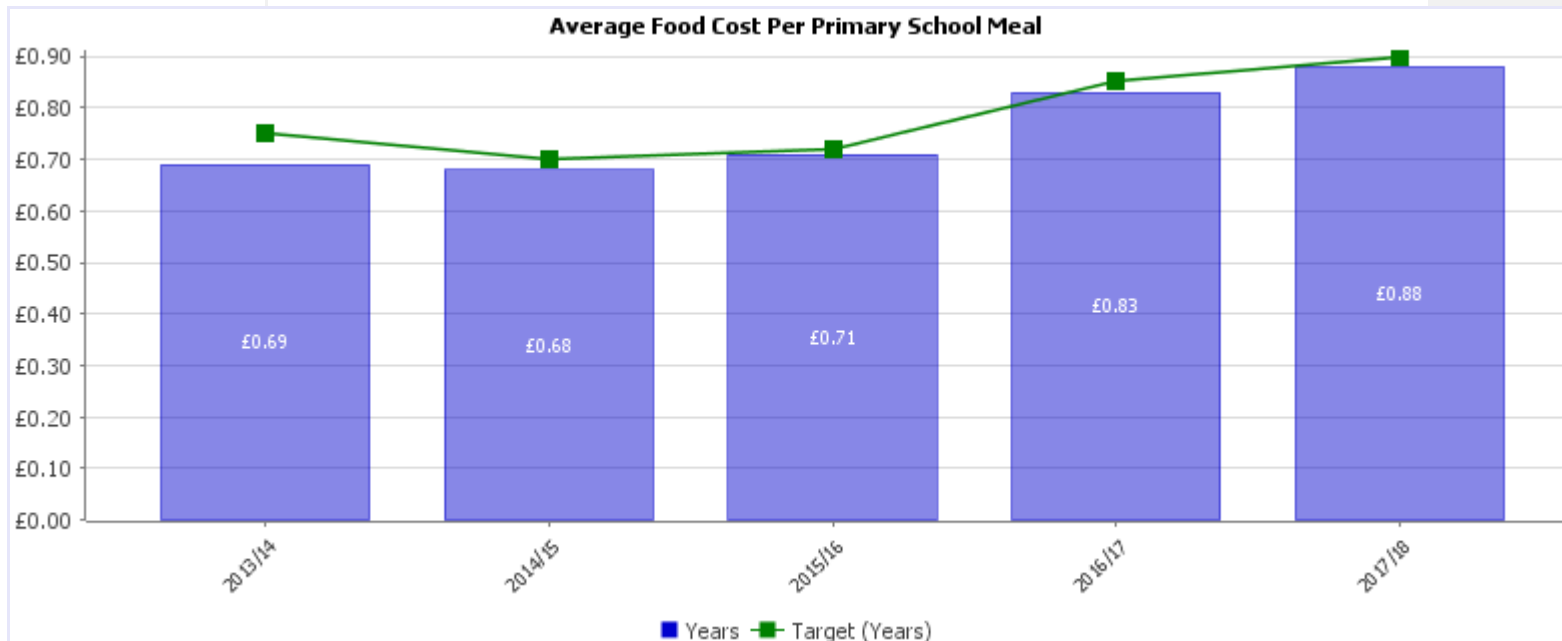
Data Label : OFFICIAL

Generated on: 07 March 2019 09:15





|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | FMS001_9a.1c Average Food Cost Per Primary School Meal  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This annual indicator measures the average food cost of a primary school meal. The figure is calculated by using the total food costs for primary school meals divided by the total number of meals produced in a year. | Traffic Light Icon |  |
|                      |   | Current Value      | £0.88   |
|                      |   | Current Target     | £0.90   |



**Trend Chart Commentary:**

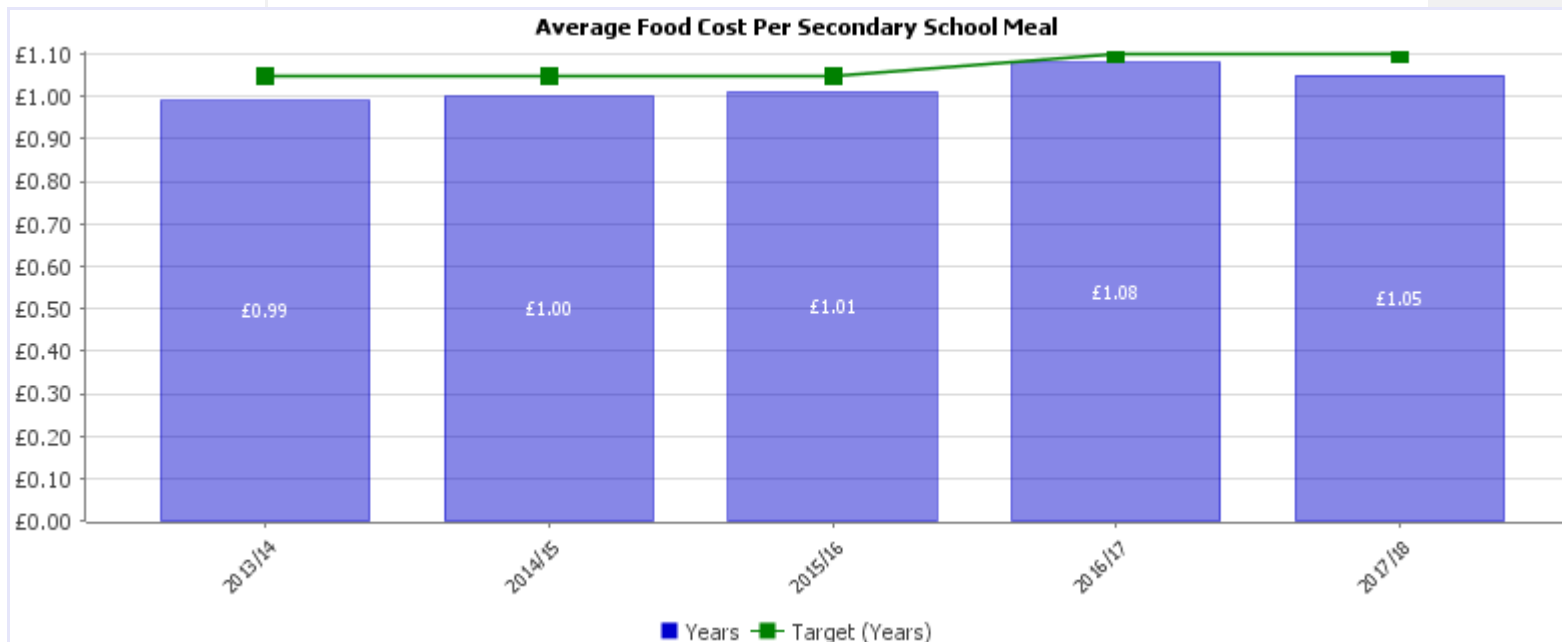
In 2017/18 the average food cost per meal increased from 83p in 2016/17 to 88p in 2017/18, this increase of 5p is due to increases in the cost of food. The 2018/19 target has increased to 95p per meal due to expected food cost increases and the potential impact of Brexit.

In 2016/17 the average food cost per meal increased from 71p in 2015/16 to 83p in 2016/17, this increase of 12p is due to an increase in food costs and revised menu options being made available.

In 2015/16 the average food cost per meal increased 3p since 2014/15 from 68p to 71p. It should also be noted that the number of meals produced increased by 28.7%. This is the first full financial year where P1-3 meals are being provided free of charge.

*The target is set based on previous years' performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. 2018/19 target is set at 95p.*

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | FMS002_9a.1c Average Food Cost Per Secondary School Meal  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher |
| Description          | This annual indicator measures the average food cost of a secondary school meal. The figure is calculated by using the total food costs for secondary school meals divided by the total number of meals produced in a year. | Traffic Light Icon | 🟢   |
|                      |   | Current Value      | £1.05                                     |
|                      |   | Current Target     | £1.10                                     |



**Trend Chart Commentary:**


In 2017/18 the average meal cost reduced from £1.08 to £1.05, the 3p decrease was due to the review of products on the menu. The 2018/19 target remains the same, at £1.10, which allows for a cost increase of 5p per meal given the uncertainty and food cost implications around Brexit.

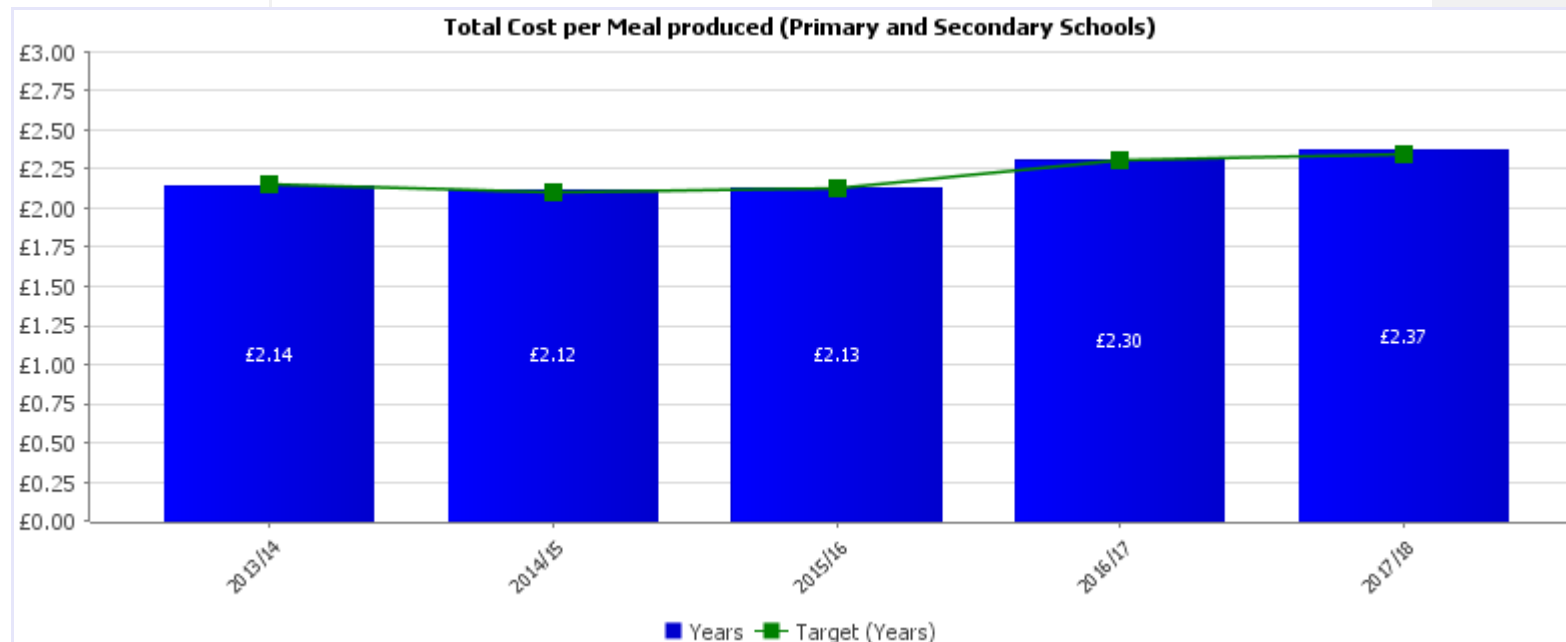
In 2016/17 food costs increased from £1.01 in 2015/16 to £1.08. This 7p increase relates to food prices.

In 2015/16 the movements in food cost per meal were due to market rates for food, 2015/16 increased by 1p to £1.01.

The reduction to the 2013/14 and 2014/15 level was due to stabilising food prices and improved portion control.

*The target is set based on previous years' performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. 2018/19 target set at £1.10.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | P:FMS005_9a.1c Total Cost per Meal produced (Primary and Secondary Schools)  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This performance indicator measures the total cost of each school meal produced (primary and secondary) per annum. The figure includes all food and staff costs and enables financial monitoring and planning. | Traffic Light Icon |  |
|                      |  | Current Value      | £2.37   |
|                      |  | Current Target     | £2.35   |



**Trend Chart Commentary:**

In 2017/18 the total cost increased from £2.30 to £2.37 due to Scottish Living Wage increase and increased food costs. The target in 2018/19 is set at £2.45 taking account of continued Living Wage increases and the uncertainty of increased food costs following Brexit.


In 2016/17 cost increased from £2.13 to £2.30 due to application of Scottish Living Wage and increased food costs.

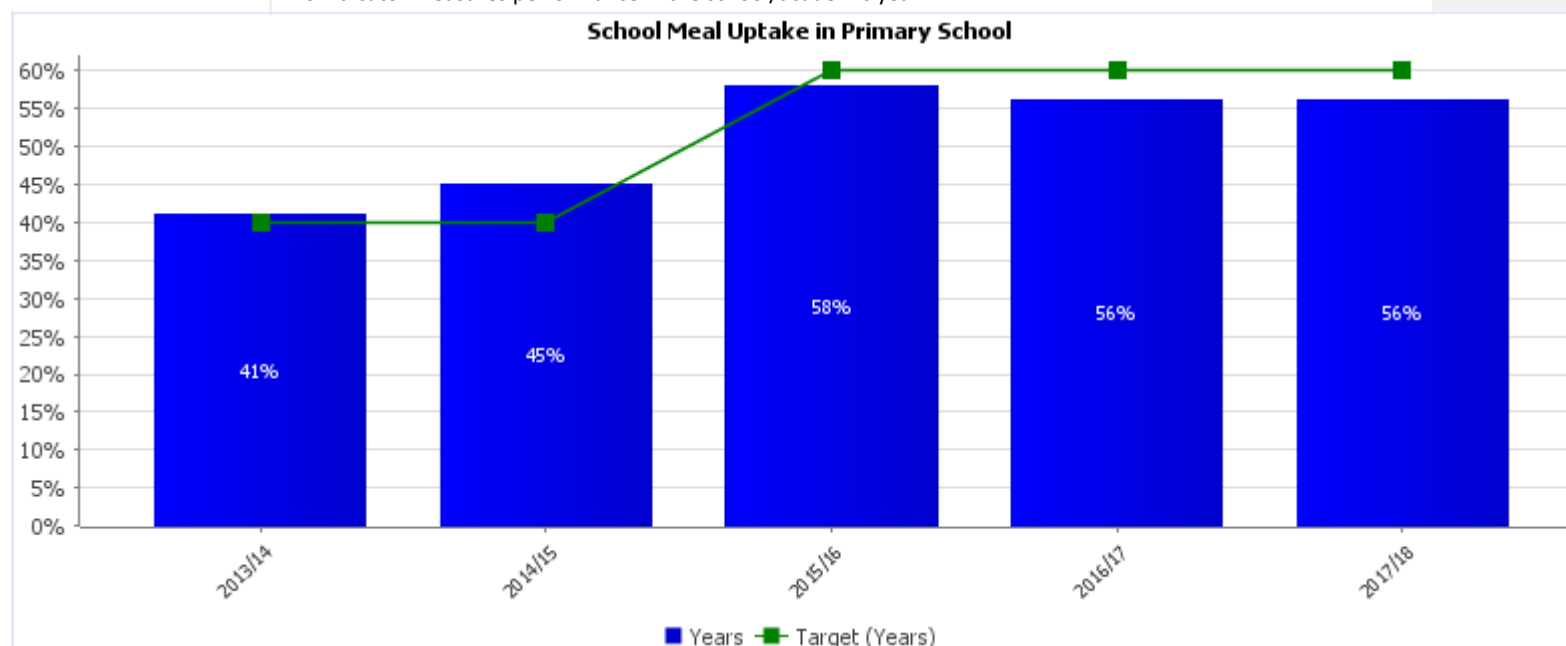
In 2015/16 the cost increased by 1p to £2.13 and there was an increase in meal numbers of 16%

In 2014/15 the cost decreased by 1p to £2.12 and there was an increase in meal numbers of 7.1%

In 2013/14 the cost decreased by 11p to £2.14 and there was an increase in meal numbers of 4.8%

*2018/19 target is set at £2.45 to reflect the external influence of continued Living Wage increases and the uncertainty of food costs following Brexit.*

|                                 |  |                           |   |
|---------------------------------|--|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>P:FMS006_9b.1a School Meal Uptake in Primary School</b>   | <b>PI Owner</b>           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| <b>Description</b>              | <p>This performance indicator measures the percentage of primary school pupils who are opting to take a school meal for their lunch. Figures are calculated using the total number of Primary School pupils (based on the school roll at 31st March, and assumes 100% attendance), the total number of meals produced and the number of teaching days. This indicator links to the council priority of improving attainment and positive destinations for children.</p> <p>Please refer to SOA1307_18 to view the percentage uptake of free school meals P1-3 against school roll.</p> <p>This indicator measures performance in the school/academic year.</p> | <b>Traffic Light Icon</b> |  |
|                                 |  | <b>Current Value</b>      | 56%   |
|                                 |  | <b>Current Target</b>     | 60%   |



**Trend Chart Commentary:**

In 2017/18 uptake remained the same at 56%, with a total of 1,563,507 meals being served (reduced number of service days due to severe weather). Target for 2018/19 remains at 60%.

In 2016/17 uptake decreased from 58% to 56%, with a total of 1,707,362 meals being served.

In 2015/16 uptake increased from 45% to 58%, this is the first full financial year where the meals free of charge have been provided to P1-3 children. In total 1,689,359 meals were served in primary schools.

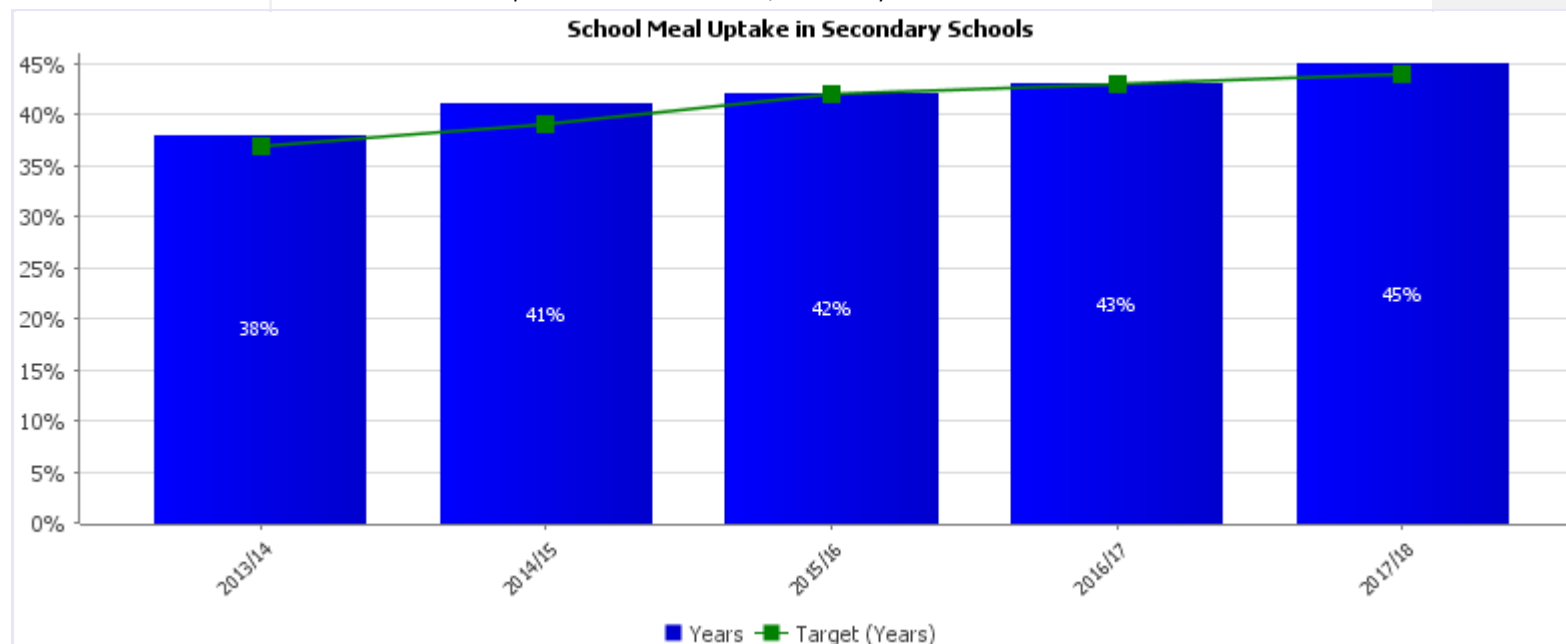
In 2014/15 uptake increased from 41% in 2013/14 to 45% due to the part year impact from January 2015 to March 2015 when the free P1-3 meals were introduced. In 2014/15 1,312,579 meals were served in Primary Schools.

The increase of 1% in uptake in 2013/14 was partially due to an additional 6 days of service due to how term time fitted into the financial year. In 2013/14 1,192,270 meals were served in Primary Schools.

The service is continually working in partnership with the schools and Education Services to develop ways of increasing the uptake of school meals, as we believe that school meals provide a balanced and nutritious meal for pupils.

*The 2018/19 target is set at 60% based on previous years' performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery.*

|                                 |  |                           |  |
|---------------------------------|--|---------------------------|--|
| <b>PI Code &amp; Short Name</b> | <b>P:FMS007_9b.1a School Meal Uptake in Secondary Schools</b>  | <b>PI Owner</b>           | zFMS_PIAdmin; Matthew Baxter; Jamie Fisher |
| <b>Description</b>              | <p>This performance indicator measures the percentage uptake of School Meals by pupils within all West Lothian Secondary Schools on an annual basis. Figures are calculated using the total number of Secondary School pupils (assuming 100% attendance), the total number of meals produced and the number of teaching days. This indicator links to the council priority of improving attainment and positive destinations for children.</p> <p>This indicator measures performance in the school/academic year.</p> | <b>Traffic Light Icon</b> | ✓  |
|                                 |  | <b>Current Value</b>      | 45%  |
|                                 |  | <b>Current Target</b>     | 44%  |



#### Trend Chart Commentary:

In 2017/18 uptake increased from 43% to 45% and in total 866,497 meals were served (fewer serving days due to severe weather).

In 2016/17 uptake increased to 43% and in total 881,443 meals were served.

In 2015/16 uptake increased to 42% from 38% in 2014/15 and 810,507 meals were served.

In 2014/15 uptake increased from 38% in 2013/14 to 41%. Provision of free meals increased 6.6% and paid meals 1.7%. In 2014/15 a total of 840,059 meals were served in Secondary Schools.

In 2013/14 uptake increased to 38% from 36.5% in 2012/13. This is due to an increase in uptake of free meals of 19%. In 2013/14 a total of 817,023 meals were served in Secondary Schools.

The service is continually working in partnership with the schools and Education Services to develop ways of increasing the uptake of school meals, as we believe that school meals provide a balanced and nutritious meal for pupils.

*The 2018/19 target is set at 47% based on previous year's performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery.*

|                      |  |                    |  |
|----------------------|--|--------------------|--|
| PI Code & Short Name | FMS008_9a.1a Cost per square metre cleaned for all Council Buildings   | PI Owner           | zFMS_PIAdmin; Matthew Baxter; Jamie Fisher |
| Description          | This annual performance indicator measures the total cost of cleaning council buildings by the cleaning staff within Facilities Management Services. The total cost is made up from labour, cleaning material costs and equipment purchase and repair. This is calculated by taking the total cost of the service and dividing it by the number of square meters of building which is cleaned. | Traffic Light Icon | ✓  |
|                      |  | Current Value      | £14.17                                     |
|                      |  | Current Target     | £14.10                                     |



#### Trend Chart Commentary:

In 2017/18 the cost per square metre cleaned increased to £14.17 compared to £13.95 in 2016/17. The main reason for this is the increase in labour costs as a result of the Scottish Living Wage. The target for 2018/19 has increased to £14.30 to account for continued increase in the Scottish Living Wage.

In 2016/17 the cost per square metre cleaned increased from £13.95 compared to £13.85 in 2015/16. This was largely due to two major factors, firstly the increase in Scottish Living wage payments from £7.97 to £8.33 and the increased cost of recycling bags which were rolled out to support building recycling.

In 2015/16 the cost per square metre reduced from £14.06 to £13.85, this is the part year impact of the introduction of the revised building cleaning specification. The reduction in cost has been offset by the application of the living wage award. Full year impact of revised specification will be reported in 2016/17.

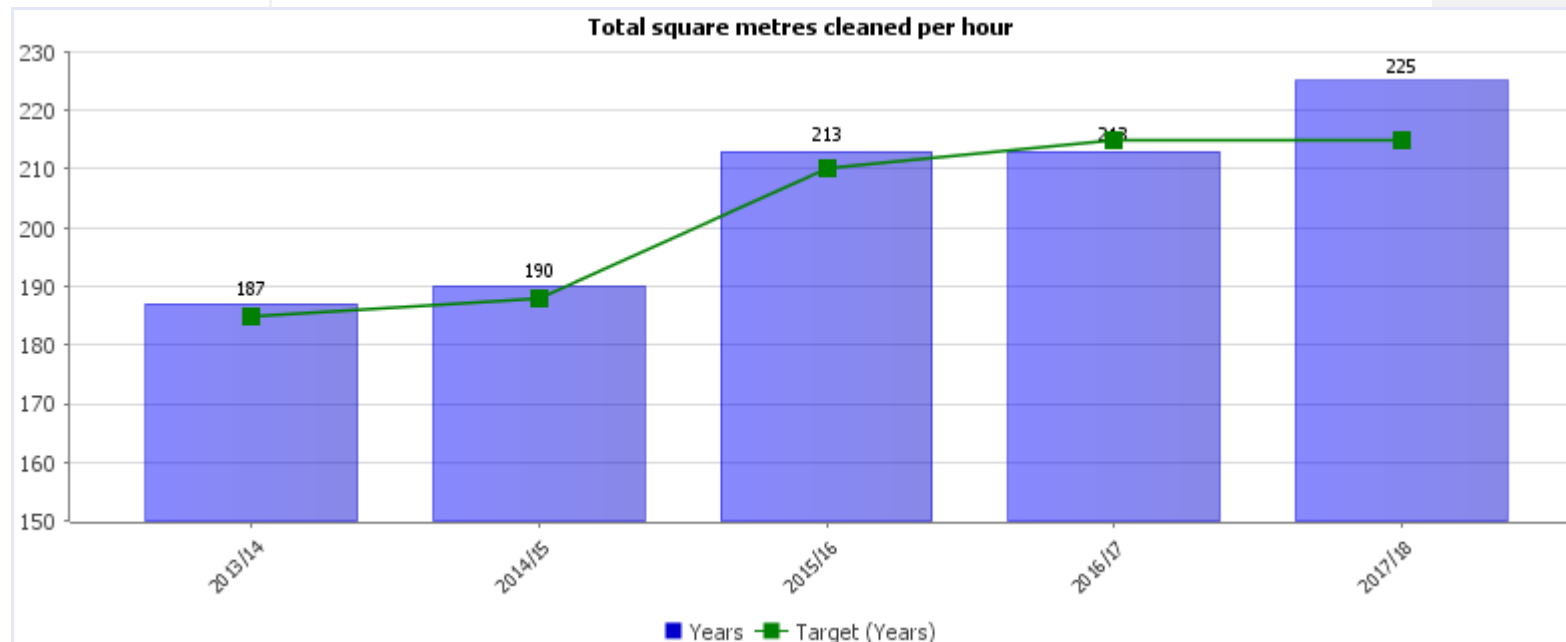
2014/15 shows an increase to £14.06 per square metre. This is due to increases in the living wage rate and an increase in sickness absence. The target for 2015/16 will be reviewed when further analysis work is undertaken

The 2013/14 result was a steep increase in cost per square metre cleaned and can be wholly attributed to the full effect of a full year living wage cost, this is also reflected in the increase in the target for the year. This affected all cleaners and senior cleaners.



*The target is set based on previous years performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. 2018/19 target set at £14.50.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | FMS017_9b.1c Total square metres cleaned per hour  | PI Owner           | zFMS_PIAAdmin; Matthew Baxter; Jamie Fisher |
| Description          | This performance indicator measures the total square metres cleaned per hour based on number of staff contracted cleaning hours. | Traffic Light Icon | 🟢   |
|                      |  | Current Value      | 225   |
|                      |  | Current Target     | 215   |



**Trend Chart Commentary:**

In 2017/18 the area cleaned increased from 2016/17 and the metres cleaned per hour increased from 213m<sup>2</sup> to 225m<sup>2</sup> per hour, mainly due to implementation of cleaning standards and new microfibre cleaning technology. The 2018/19 target is set at 230m<sup>2</sup>.


In 2016/17 the area cleaned increased, however, the metres cleaned by hour remained the same as last year at 213.

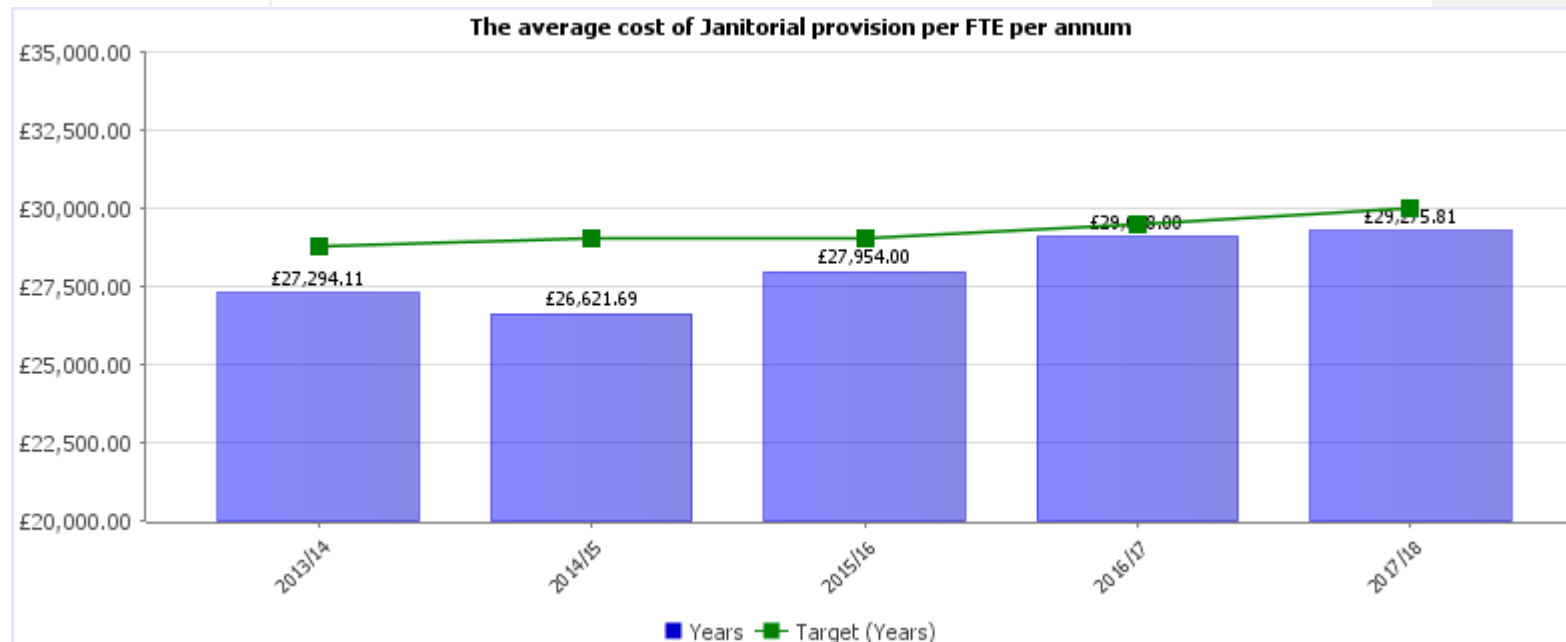
2015/16 increased to 213m<sup>2</sup> per hour. This is due to the part year impact of the revised cleaning schedule being implemented. This is expected to increase further in 2016/17 when the full year impact will be able to be reported.

2014/15 performance improved slightly with 190m<sup>2</sup> per hour as opposed to 187m<sup>2</sup> in 2013/14.

2013/14 was the first year we introduced this measure of productivity and effectiveness for the cleaning service.

*The target is set based on previous years' performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. The 2018/19 target is set at 230m<sup>2</sup>.*

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | FMS018_9a.2a The average cost of Janitorial provision per FTE per annum   | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This performance indicator demonstrates the average cost per full time equivalent member of staff to provide Janitorial services to schools and other council buildings. It is calculated from the total cost of providing the service divided by the total FTE staff employed. | Traffic Light Icon |  |
|                      |   | Current Value      | £29,275.81  |
|                      |   | Current Target     | £30,000.00  |




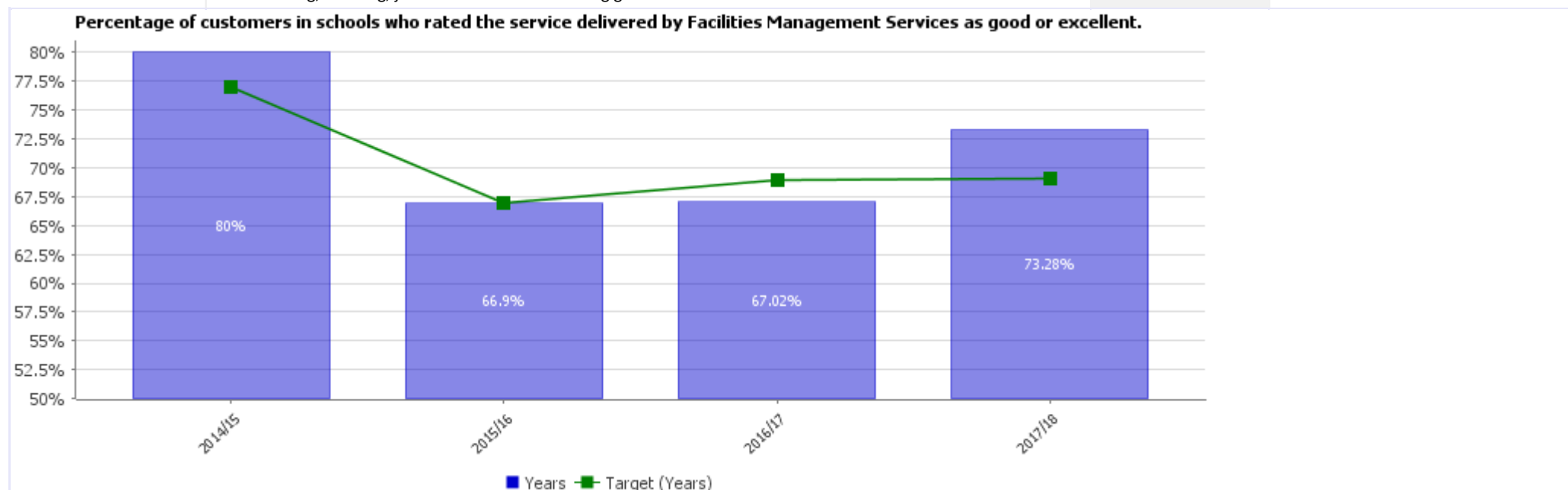
**Trend Chart Commentary:**

In 2017/18 the cost of employing an FMA increased from £29,088 to £29,275.81. Similar to the previous year this is due to staff progressing through annual increments and costs for sickness absence.

In 2016/17 costs rose from £27,954 to £29,088 due to pay award being applied, staff progressing through annual grade increments and costs to cover sickness absence.

*The target for 2018/19 is set at £31,000.00 which accounts for a pay award of 3% in 2018/19.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | <b>FMS021_6a.2 Percentage of customers in schools who rated the service delivered by Facilities Management Services as good or excellent.</b>  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This performance indicator measures the percentage of customers who rated the service provided to them as good or excellent. This survey was undertaken on a biennial basis however, with effect from 2015 the survey is now being issued to customers annually. The survey is issued to all Head Teachers in West Lothian Schools and they are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. The services provided to these customers cover catering, cleaning, janitorial and school crossing guides from October 2015. | Traffic Light Icon |  |
|                      |  | Current Value      | 73.28%  |
|                      |  | Current Target     | 69.02%  |




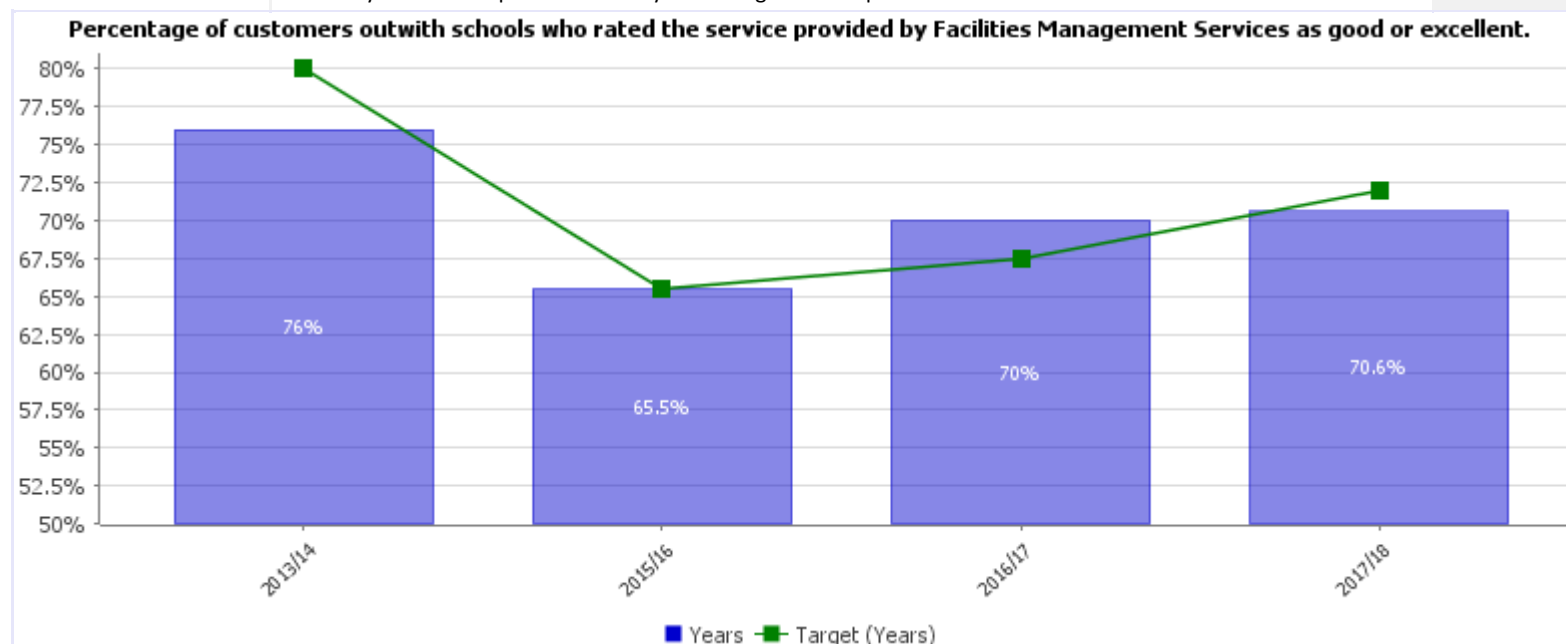
**Trend Chart Commentary:**

2017/18 survey results show a 39% (131 responses) increase in response rate in comparison to 2016/17 (94 responses), with an overall performance increase of 9.34% from 2016/17.

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

2018/19 target is set at 75% which is 2017/18 value plus 2%. This approach has been applied to promote continuous improvement following implementation of new cleaning standards.

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | FMS031_6a.2 Percentage of customers outwith schools who rated the service provided by Facilities Management Services as good or excellent.  | PI Owner           | zFMS_PiAdmin; Matthew Baxter; Jamie Fisher  |
| Description          | This performance indicator measures the percentage of customers who rated the service provided to them as good or excellent. This survey was undertaken on a biennial basis however, with effect from 2015 the survey is now being issued to customers annually. The survey is issued to all building responsible persons and building user groups in all non school establishments in West Lothian. Customers are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. Only a cleaning service is provided to these customers. | Traffic Light Icon |  |
|                      |   | Current Value      | 70.6%   |
|                      |   | Current Target     | 72%   |




#### **Trend Chart Commentary:**

The most recent survey result from 2017/18 is 70.6% in comparison to 70% in 2016/2017 which is an increase of 0.6%. Customer perception has improved since the revised building cleaning specification was implemented.

The 2015/16 result was 65.5%

*Targets have been set as previous year plus 2%. This approach has been applied to promote continuous improvement following implementation of new cleaning standards. 2018/19 target set at 73%*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | FMS047_6a.7 Percentage of customers who rated the Facilities Management sandwich and snack service as good or excellent  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This performance indicator measures customer satisfaction of the FM sandwich and snack service. Customers are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. | Traffic Light Icon |  |
|                      |  | Current Value      | 81%   |
|                      |  | Current Target     | 80%   |




#### **Trend Chart Commentary:**

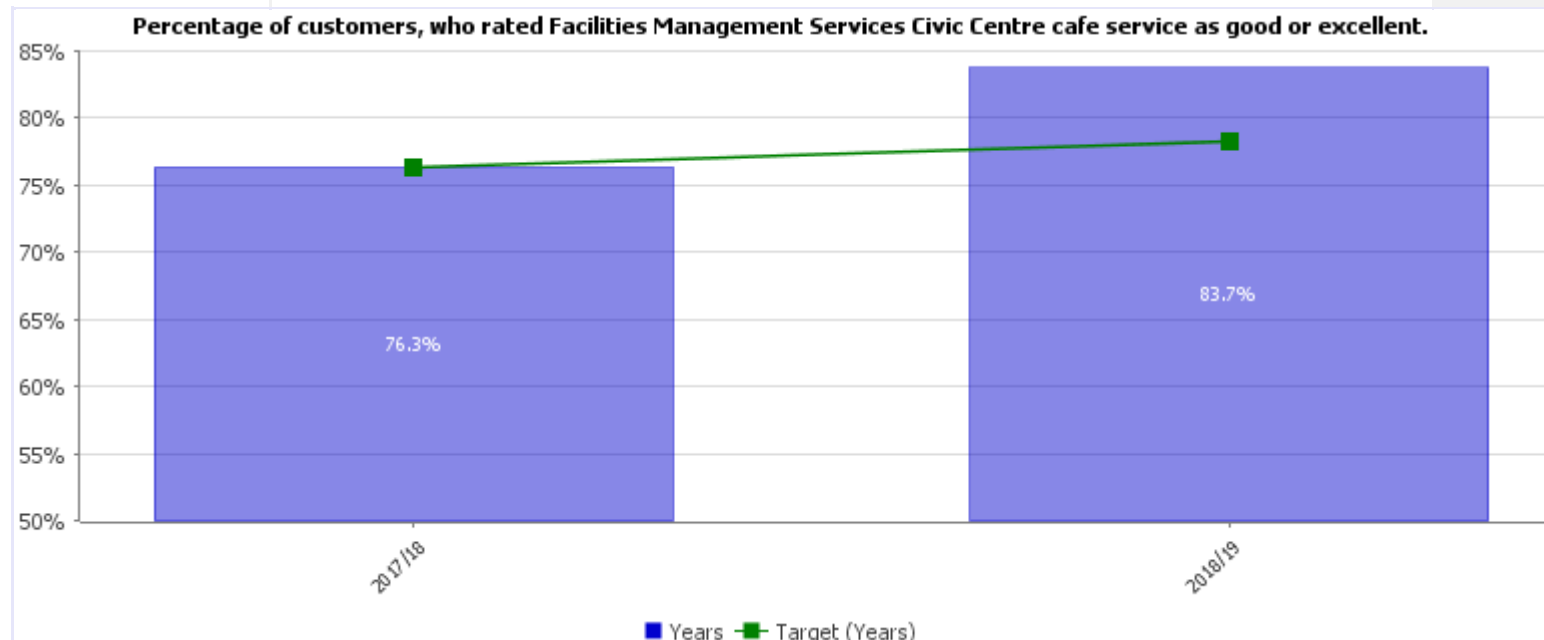
The 2017/18 survey was distributed to all staff in buildings where the service is provided i.e. Civic Centre, St David's House, Bathgate Social Work Centre, Kirkton Service Centre, and Whitehill Service Centre via email.

423 customers participated in the survey, with 388 answering the question about overall satisfaction with the service. 315 rated the service good or excellent which equates to 81% in comparison with 77.2% in 2016/17.

FM Services will continue to work with customers to increase satisfaction and improve uptake of the service.

*The target is set based on previous year's performance adjusted to reflect service goals whilst recognising factors that will impact/change service delivery. 2108/19 target is set at 85%.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | FMS056_6a.1 Percentage of customers, who rated Facilities Management Services Civic Centre cafe service as good or excellent.  | PI Owner           | zFMS_PAdmin; Matthew Baxter; Jamie Fisher   |
| Description          | This performance indicator measures the customer satisfaction with the Civic Centre cafe service. Customers are asked to rate the service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each survey, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are reviewed by FM Services management on an annual basis in order to identify areas for improvement. | Traffic Light Icon |  |
|                      |  | Current Value      | 83.7%   |
|                      |  | Current Target     | 78.3%   |



**Trend Chart Commentary:**

In 2017/18 the service began surveying users of the Civic Centre cafe to capture their experiences.

The 2018/19 survey was distributed to all staff and partners in the Civic Centre with 307 people responding. 83.8% rated their experience as excellent or good an increase of 7.4% on the previous year

In 2017/18 the survey was distributed to all staff and partners in the Civic Centre with 313 responses. 76.3% rated their experience as excellent or good.

FM Services will continue to work with customers to increase satisfaction and improve uptake of the service.

*The target is set as a 2% improvement from the previous year to ensure continual improvement. 2019/20 target is set at 85.8%.*







**PERFORMANCE COMMITTEE**

**SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – PASSENGER  
TRANSPORT**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The report provides Performance Committee with an overview of a service assessment from the West Lothian Assessment Model process (2017/20).

It also provides a summary of recommendations from the officer-led scrutiny panel that have been identified for action and are to be delivered by the service management team.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee:

1. Note the outcome from the WLAM and Review Panel process;
2. Note the recommendations for improvement;
3. Agree any other recommendations that may improve the performance of the service.

**C. SUMMARY OF IMPLICATIONS**

|      |  |  |
|------|--|--|
| I.   | Council Values                                     | Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunity; developing employees; making best use of our resources and working with other organisations |
| II.  | Policy and Legal                                   | The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services. |
| III. | Implications for Scheme of Delegations to Officers | None   |
| IV.  | Impact on performance and performance indicators   | The report provides a summary of performance indicators from a council service to support effective elected member scrutiny.   |

|       |  |  |
|-------|--|--|
| V.    | Relevance to Single Outcome Agreement              | The council has adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used, including council indicators in the SOA. |
| VI    | Resources - (Financial, Staffing and Property)     | From existing budget.  |
| VII.  | Consideration at PDSP/Executive Committee required | Service performance is considered at the appropriate PDSP on an ongoing, scheduled basis.  |
| VIII. | Details of consultations                           | None.  |

## **D. TERMS OF REPORT**

### **D.1 Background**

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

This report provides the outcome from the self-assessment of the Performance and Improvement Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The WLAM applies an evidence-based, rigorous assessment model – the European Foundation for Quality Management (EFQM) framework. This requires employees to consider the long-term impact of the service in the stated strategic objectives. In detail, the service must consider the effectiveness of leadership, strategies, policies, processes and procedures and also, how effectively the service manages relationships with employees, partners and customers.

### **D.2 Service Overview**

Head of Service: Jim Jack, Head of Operational Services

Service Manager: Nicola Gill, Passenger Transport Manager

Passenger Transport is responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas including infrastructure and publicity provision.

The service is also responsible for the provision of free and fare paying school transport services for schools, including pupils with additional support needs, as well as the provision of travel concessions for elderly and vulnerable residents.

Furthermore, the service provides community transport to service users with varying needs to a number of locations throughout West Lothian on a daily basis. Also the service provides a school meals delivery service and delivery of internal mail.

The main activities of the service are:

- Providing a school transport service for approximately 6,000 pupils across

West Lothian utilising a range of transport options including double deck buses, coaches, minibuses and taxis over approximately 380 contracts.

- Public Transport service support through subsidising 20% of the local bus network within West Lothian.
- Supporting concession schemes for elderly and disabled including providing Dial-A-Ride and Dial-A-Bus provision and over 20,000 discounted rail journeys peryear.
- Providing sufficient public transport infrastructure through siting, erecting and maintaining approximately 500 bus stops and 500 shelters throughout West Lothian, including any publicity items on display.
- Transporting Community Transport service users to various locations throughout West Lothian.
- Delivering school meals from 25 production centres to schools and collect and deliver internal mail to all council buildings.

A summary of the service activities and resources is contained within Appendix 1.

### **D.3 Service Contribution to Corporate Priorities**

Passenger Transport is a part of Operational Services, which delivers a wide array of activities including the provision of environmental and road services. This is a large and valued frontline service for the community and also has a key asset planning and management role in the council, in respect of roads, land and fleet assets.

The service makes a critical contribution to the council's corporate priority 8. Protecting the built and natural environment and is jointly responsible (with Roads and Transportation) for the following deliverable in the Corporate Plan:

- Priority 8.4 – Maintaining our roads network to support and sustain economic and population growth in the local area. Engaging with the community and commercial operators to deliver a cost effective public transport network and active travel options.

The service is also enabling other priorities in relation to education and health through the provision of Community Transport activities.

### **D.4 West Lothian Assessment Model**

The service went through the West Lothian Assessment Model process in December 2018/19, with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model.

The service scored a total of 479 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and below the current council average. To date, a total of 22 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles is set out in table 1. The trend column is based on a comparison between the base position (2008/10) and the current WLAM score.

| Table 1: WLAM Scores (2008/10 to 2017/20) |         |         |            |            |       |
|---|---------|---------|------------|------------|-------|
| WLAM Criteria                             | 2008/10 | 2011/13 | 2014/17    | 2017/20    | Trend |
| 1 Leadership                              | -       | -       | 67         | 57         | ↓     |
| 2 Strategy                                | -       | -       | 58         | 63         | ↑     |
| 3 People                                  | -       | -       | 48         | 53         | ↑     |
| 4 Partnerships and Resources              | -       | -       | 51         | 61         | ↑     |
| 5 Services and Processes                  | -       | -       | 45         | 63         | ↑     |
| 6 Customer Results                        | -       | -       | 47         | 35         | ↓     |
| 7 People Results                          | -       | -       | 35         | 31         | ↓     |
| 8 Society Results**                       | -       | -       | 40         | 50         | ↑     |
| 9 Business Results                        | -       | -       | 49         | 33         | ↓     |
| <b>Total score</b>                        | -       | -       | <b>441</b> | <b>479</b> | ↑     |
| WLC average total score                   | 385     | 411     | 468        | 527*       |       |

\* WLC Average to date (based on 22 assessments)

\*\* Criterion is scored corporately and uses validated scores from external EFQM assessments.

The service has limited trend information for WLAM scoring as Public Transport was only identified as a standalone WLAM Unit (for the purpose of assessment and scrutiny) during the 2014/17 programme. The assessment and Review Panel in 2018/19 was the first scrutiny of the newly formed Passenger Transport service, with Community Transport team merging with Public Transport on 1 April 2018.

The self-assessment process identified that the service has managed incremental improvements in some criteria, though the 2017/20 scores for the service are generally below the current council average, excluding services and processes.

As a new service, there is work for the leadership team to fully integrate the two staff groups under one structure, in particular integrating the way that the workforce is managed, supported and developed (People) moving forward. More generally, the service needs to enhance the performance results (6 to 9) that are in place to measure cost, efficiency and satisfaction with the key services and processes.

Results may also be improved with a review of target setting rationale and by using benchmarking data with relevant comparators.

## D.5 Review Panel Outcome

The Review Panel in the WLAM Programme 2017/20 has three possible outcomes that will identify the progress and risk level of service performance and subsequently, the level of scrutiny that will be applied to the service during the period of the WLAM programme (three years).

The Review Panel outcome is determined by a Panel of three senior officers and is chaired by the Chief Executive.

| Table 2: Review Panel Outcome |   |
|-------------------------------|---|
| Review Panel Cycle            |   |
| Cycle 1                       | The service will return to the panel within three years |

|         |   |   |
|---------|---|---|
| Cycle 2 | The service will return a report to the Panel within 12 months, who will determine if the service are to move to Cycle 1 or 3 |   |
| Cycle 3 | The service must return to the Review Panel no later than one year (12 months) from the date of the last report. <sup>9</sup> | ✓ |

Passenger Transport was placed on **Cycle 3** by the Review Panel in February 2019. The service will return to the Panel in 2019/20.

This outcome was determined as the service was identified as having a number performance pressures that were judged to require enhanced monitoring over a 6-month period.

#### Performance management

Performance management standards have been established to help the Panel consistently identify good or poor practice in relation to performance management and to help services address any deficiencies in their performance or management approaches. The following table sets out the evaluation for the service:

| Table 3: Evaluation of Performance Management in the service |   |
|--|---|
| Management standard  | Service evaluation  |
| Scope and relevance of performance data                      | The service has identified performance indicators to monitor progress in most of the key activities and outcomes/ priorities.                             |
| Compliance with corporate requirements                       | The performance framework of the service meets the basic corporate requirements.  |
| Approach   | The service's approach to managing performance is sufficient and will help the service to improve   |
| Management of data   | There is not enough engagement in managing and reporting performance from the service management team.  |
| Management of information                                    | Performance is reported and communicated effectively to most key groups (including; Elected Members, senior officers, employees and the public).          |
| Performance trends   | The key performance indicators show poor, declining and/or static performance and the Panel does not have confidence the service will reverse this trend. |
| Targets and thresholds                                       | Targets and thresholds have a clear rationale for most performance indicators and support performance management and improvement.                         |
| Benchmarking   | The service has limited comparative data for the key performance indicators (in relation to the priorities /key activities).                              |
| WLAM score   | The service achieved a score of under 500 in the WLAM process.  |

As well as the additional scrutiny, there is ongoing monitoring and reporting of service performance through internal performance management procedures. The service will also continue to report key performance publicly and through agreed committee performance reporting arrangements.

## **D.6 Recommendations for Improvement**

A number of recommendations have been set out for action by the service to improve performance.





The Review Panel recommendations for the service are:

1. The Panel recognised that this was a new service that still had two distinct employee groups – Public Transport and Community Transport. The service should work to improve employee satisfaction by improving internal communication and employee engagement across all teams.
2. The service should segment and analyse the current and historical employee satisfaction indicators for both Public Transport and Community Transport, developing a better understanding of the base position and any improvement actions that should be developed for the new service.
3. The Panel noted the lack of Appraisal Development and Review (ADR) carried out for Community Transport employees and require the management team to extend this process to all employees in the service as a priority action.
4. The Panel noted the level of sickness absence within Community Transport and encouraged the service to utilise the Council's policies and procedures to reduce absence.
5. The Panel encouraged the service to enhance the level and reach of customer engagement activity, with the aim of improving survey response rates and encouraging more feedback from service users, including complaint information.
6. The Panel noted the lack of segmentation of the service's customer groups; the service should define their key customer groups and increase engagement activity with them to capture more qualitative information about the quality of services and their needs and preferences.
7. The service should identify opportunities to increase benchmarking activity and identify relevant comparators to help improve services and performance.
8. The service should improve the deployment of performance management approaches, including better trend chart commentaries for performance indicators fully explaining the fluctuations in trends.
9. The Panel encouraged the service to review the key outcomes / activities of the Community Transport service and refine the suite of performance indicators.

Progress in these actions will be reviewed at the next Review Panel.

## **D.7 Service Performance**

The service has a total of 58 performance indicators on the council's performance management system (Pentana). The present status of the indicators are as follows:

| Summary of Performance Indicator status (RAG)   |               |
|---|---------------|
| Status (against target)   | Number of PIs |
|  Green   | 25            |
|  Amber   | 7             |
|  Red     | 15            |
|  Unknown | 11            |

An overview of the performance indicators categorised as Public or High Level for the service is included in Appendix 2.

## **D.8 Service Benchmarking**

The function of Passenger Transport is structured differently in each local authority meaning that it can be difficult to benchmark on a like for like basis. However the service engages in various benchmarking activities to monitor the performance of the service and identify best practice areas.

The service takes part in the National Highways and Transport Public Satisfaction Survey which collects public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas. This survey provides a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing, and the potential to improve efficiencies by the sharing of good practice.

Furthermore, the service is represented at the Association of Transport Coordinating Officers (ATCO) Scotland Association which helps to develop and promote good practice, and to formulate policies and standards and promote transport initiatives aimed at achieving better passenger transport services for all. West Lothian Council is also represented at number of sub information groups for ATCO which converse on specific transport areas such as Education and Health. Each year, ATCO completes a Local Authority Passenger Transport Survey comparing price, expenditure and competition within local authorities in England, Wales and Scotland providing detailed benchmarking in a number of transport service areas.

With the recent merging of services, the Service Manager is currently exploring available benchmarking opportunities within the specific area of Community Transport to identify relevant comparators to help improve services and performance.

## **E. CONCLUSION**

Passenger Transport completed the WLAM process as part of the council's corporate programme of self-assessment. This is a critical part of the council's internal scrutiny arrangements and helps to ensure that excellent practice and performance is supported and that the principle of continuous improvement is adopted in all council services.

The service achieved a total score of 479 and was placed on Cycle 3 by the Review Panel and will return to the Review Panel in 2019/20.

## **BACKGROUND REFERENCES**

[West Lothian Council Corporate Plan 2018/23](#)  
[Operational Services Management Plan 2018/19](#)

Appendices/Attachments: 2  
Appendix 1\_Operational Services Management Plan Extract  
Appendix 2\_Performance Indicator Report

Contact Person: Rebecca Kelly  
E mail: [rebecca.kelly@westlothian.gov.uk](mailto:rebecca.kelly@westlothian.gov.uk) Phone 01506 281891

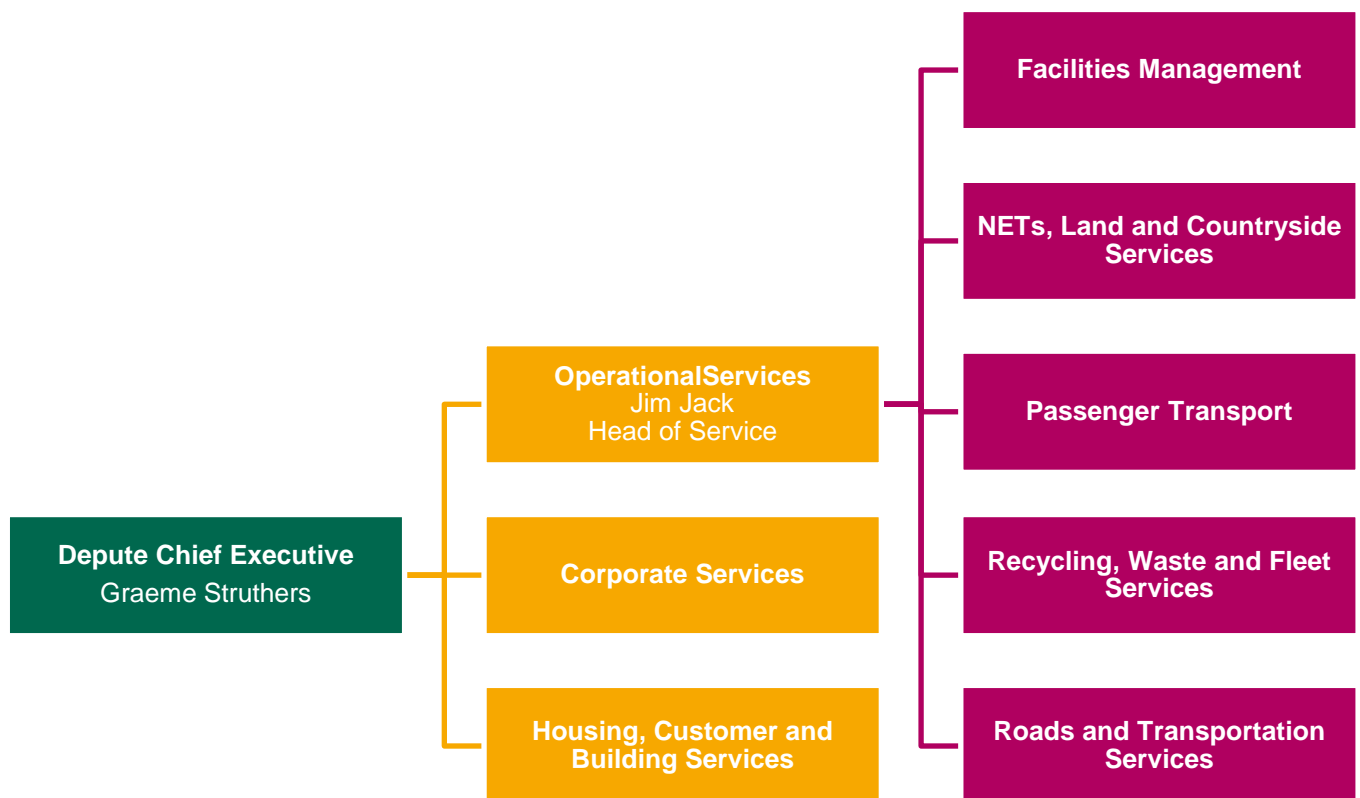
**Graeme Struthers**  
**Depute Chief Executive**  
**18 March 2019**



## Service Activity

The Corporate, Operational and Housing Services directorate is focused on the delivery of vital infrastructure services that will make West Lothian a better, more sustainable place to live.

This includes three large service areas delivering a wide array of council activities, such as; environmental and roads services, the frontline customer and community services, social housing services and the council's support services.



Operational Services comprises of five large services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Operational Services.

The following section provides more information on the activities and resources of each WLAM unit.

## Passenger Transport

---

**Service manager:** Nicola Gill, Passenger Transport Manager

**Number of staff:** 54.5 (full time equivalents)

**Location:** Whitehill Service Centre

### Purpose

Passenger Transport is responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas including infrastructure and publicity provision.

The service is also responsible for the provision of free and fare paying school transport services for schools, including pupils with additional support needs, as well as the provision of travel concessions for elderly and vulnerable residents.

Furthermore, the service provides community transport to service users with varying needs to a number of locations throughout West Lothian on a daily basis. Also the service provides a school meals delivery service and delivery of internal mail.

### Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Providing a school transport service for approximately 6,000 pupils across West Lothian utilising a range of transport options including double deck buses, coaches, minibuses and taxis over approximately 380 contracts.
- ◆ Public Transport service support through subsidising 20% of the local bus network within West Lothian.
- ◆ Supporting concession schemes for elderly and disabled including providing Dial-A-Ride and Dial-A-Bus provision and over 20,000 discounted rail journeys per year.
- ◆ Providing sufficient public transport infrastructure through siting, erecting and maintaining approximately 500 bus stops and 500 shelters throughout West Lothian, including any publicity items on display.
- ◆ Transporting Community Transport service users to various locations throughout West Lothian.
- ◆ Delivering school meals from 25 production centres to schools and collect and deliver internal mail to all council buildings.

### Key Partners

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

Our key partners include; other council services, SEStran, bus companies, taxi companies, community transport service providers, NHS Lothian, Scottish Government, Scotrail, Traveline, other councils, industry user groups and community groups.

## 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 2018/19

| Customer Group                                 | Method   | Frequency              | Responsible Officer         | Feedback Method  |
|--|--|------------------------|-----------------------------|--|
| <b>Public Transport service users</b>          | We will undertake further focus group work to improve service users' influence on service design   | Annual (Autumn 2018)   | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Face to face meetings with focus groups and results published on council website</li> </ul> |
| <b>School and public transport users</b>       | Targeted consultation exercise to be carried out on the school transport service   | Annual                 | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Directly via specific Schools</li> </ul>  |
| <b>West Lothian citizens</b>                   | Online survey of all members of the West Lothian Citizens Panel to gain feedback on public transport in West Lothian and the service we provided | Annual (February 2019) | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Feedback through the council website and on request</li> </ul>                              |
| <b>Bus service providers</b>                   | Ongoing consultation with our main service providers   | Ongoing                | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Via face to face meetings with service providers</li> </ul>                                 |
| <b>Small and large vehicle operator forums</b> | Face to face meetings  | Bi-annual              | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Via face to face meetings with service providers</li> </ul>                                 |
| <b>Parent Participation Forum</b>              | Targeted consultation with the forum on transport provision for pupils with additional support needs   | Ongoing                | Passenger Transport Manager | <ul style="list-style-type: none"> <li>• Via face to face meetings with forum. Directly via specific schools.</li> </ul>             |

## Activity Budget 2018/19

| Passenger Transport  |  |  |   |             |                       |                                      |                                 |                              |
|--|--|--|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description                                |  | Link to Corporate Plan                         | Performance Indicator and Target 2018/19  | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| <b>Subsidised bus and Taxibus services</b>                   | To manage cost effective subsidised public transport services.   | 8 Protecting the built and natural environment | PTS018 Cost of network per resident served at minimum service level (Target £11.50/year)  | WLAM        | 1.9                   | 2,595,391                            | (726,269)                       | 1,869,122                    |
|  |  |  | PTS041 Number of passenger-journeys made on council contract local bus and Taxibus services (Target 700,000 passenger-journeys) | WLAM        |                       |                                      |                                 |                              |
| <b>Local travel concessions for the elderly and disabled</b> | Discounted local rail travel, Dial a Ride and Dial a Bus schemes.  | 8 Protecting the built and natural environment | PTS022 Number of passenger journeys made on Dial a Ride and Dial a Bus services (Target 25,000/year)                            | WLAM        | 0.5                   | 606,529                              | 0                               | 606,529                      |
| <b>Asset management and promotion of public transport</b>    | Bus stop and bus service information database maintenance, Traveline data feed, shelter, stop and publicity provision. | 8 Protecting the built and natural environment | PTS020 Cost per bus shelter maintained (Target £110/year)   | WLAM        | 1.6                   | 153,370                              | 0                               | 153,370                      |
|  |  |  | PTS023 Percentage of bus stops having bus service information on display. (Target 50% )   | WLAM        |                       |                                      |                                 |                              |

**Passenger Transport**

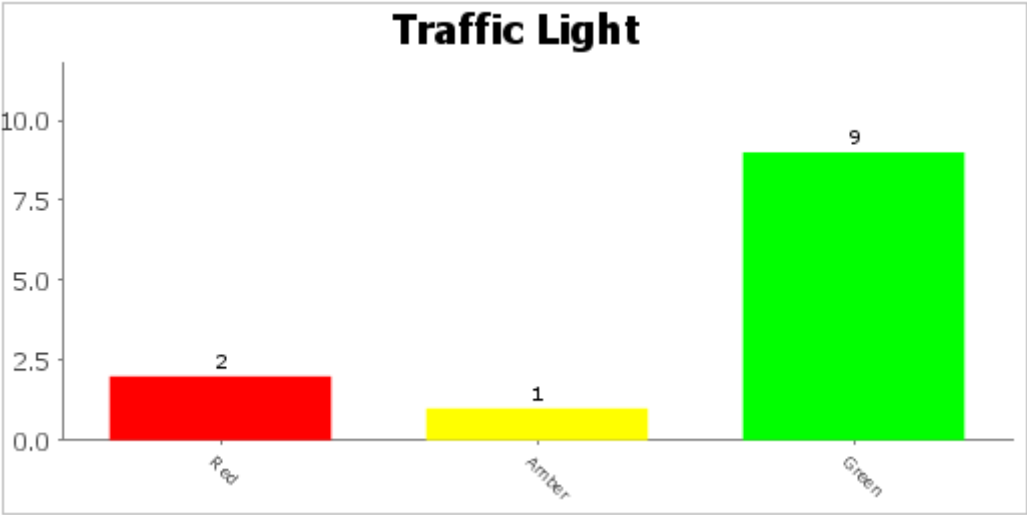
| Activity Name and Description          |   | Link to Corporate Plan  | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|--|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| <b>School Transport</b>                | To provide free and fare paying mainstream and additional support needs transport to and from school.     | 8. Protecting the built and natural environment   | PTS021 Cost per mainstream pupil offered free transport (Target £870/year)   | WLAM        | 3.0                   | 6,807,343                            | (69,134)                        | 6,738,209                    |
|  |   |   | PTS024 Percentage of entitled pupils offered free transport (Target 100%)  | WLAM        |                       |                                      |                                 |                              |
| <b>Transportation of service users</b> | To transport clients to various locations throughout West Lothian and provide assistance where necessary. | 6 Delivering positive outcomes on health  | FTS001 Percentage of Community Transport bus runs which are completed as scheduled (Target 100%)                   | Public      | 39.1                  | 1,972,133                            | (1,972,133)                     | 0                            |
|  |   |   | FTS013 Average annual maintenance cost per vehicle - Medium Coaches 3.5 tonnes up to 6.5 tonnes (Target £2,813.00) | WLAM        |                       |                                      |                                 |                              |
| <b>Transportation meals</b>            | To deliver meals from 25 production centres to local units such as schools.                               | 8 Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner | FTS005 Total cost of school meal delivery (Target: recharge)   | WLAM        | 6.4                   | 319,535                              | (319,535)                       | 0                            |
|  |   |   | FTS004 Percentage of School meals which are delivered to schools on a daily basis as scheduled (Target 100%)       | High Level  |                       |                                      |                                 |                              |


| Passenger Transport           |   |   |  |             |                       |                                      |                                 |                              |
|-------------------------------|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description |   | Link to Corporate Plan                          | Performance Indicator and Target 2018/19   | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Service support               | Provision of management and administrative Support. | Enabler Service – Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. |             | 2.0                   | 138,812                              | 0                               | 138,812                      |
| Total:                        |   |   |  |             | 54.5                  | 12,593,113                           | (3,087,071)                     | 9,506,042                    |

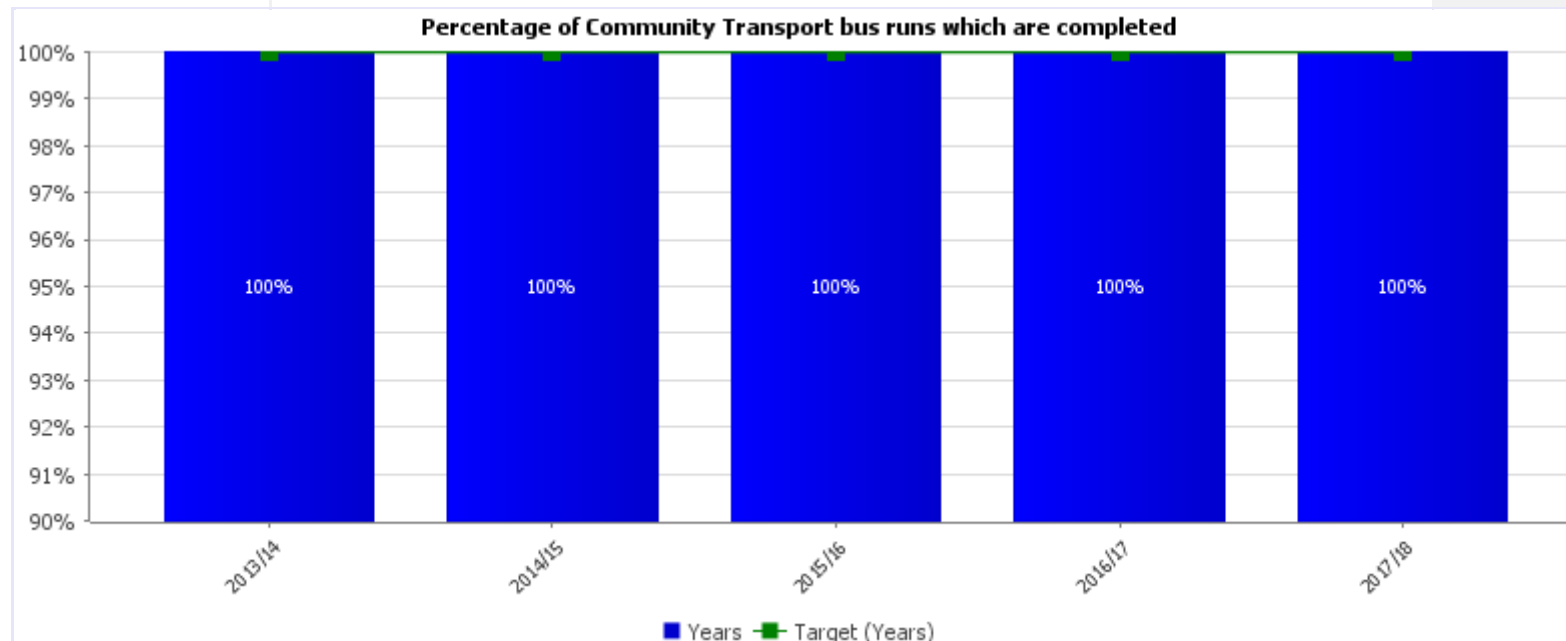
Passenger Transport - Performance Committee

Data Label : OFFICIAL

Generated on: 07 March 2019 09:10



|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | P:CTS001_9b.1c Percentage of Community Transport bus runs which are completed   | PI Owner           | zFTS_PIAAdmin; Nicola Gill  |
| Description          | This performance indicator measures the percentage of Community Transport runs which are completed on a daily basis as scheduled and agreed with clients and our customers from Social Policy and was previously gathered from the daily work schedules and is now recorded in the Public Transport Unit's Contract Management System. This indicator monitors our performance and highlights errors so that the service can improve. | Traffic Light Icon |  |
|                      |   | Current Value      | 100%  |
|                      |   | Current Target     | 100%  |



**Trend Chart Commentary:**


This is a service which has to be provided without fail, on time and on schedule, as clients have agreed pick up times and routes. Between 2013/14 and 2017/18 we have completed each run, on time and on schedule 100% of the time. We work closely with our partners in Social Policy to ensure that the service is delivered and we are required to be flexible enough to change our service to meet the changing requirements of our clients' needs. Additionally, the flexibility of the service is key to ensure that issues relating to vehicle or driver resources will not impact the services ability to deliver the service for 100% of clients.

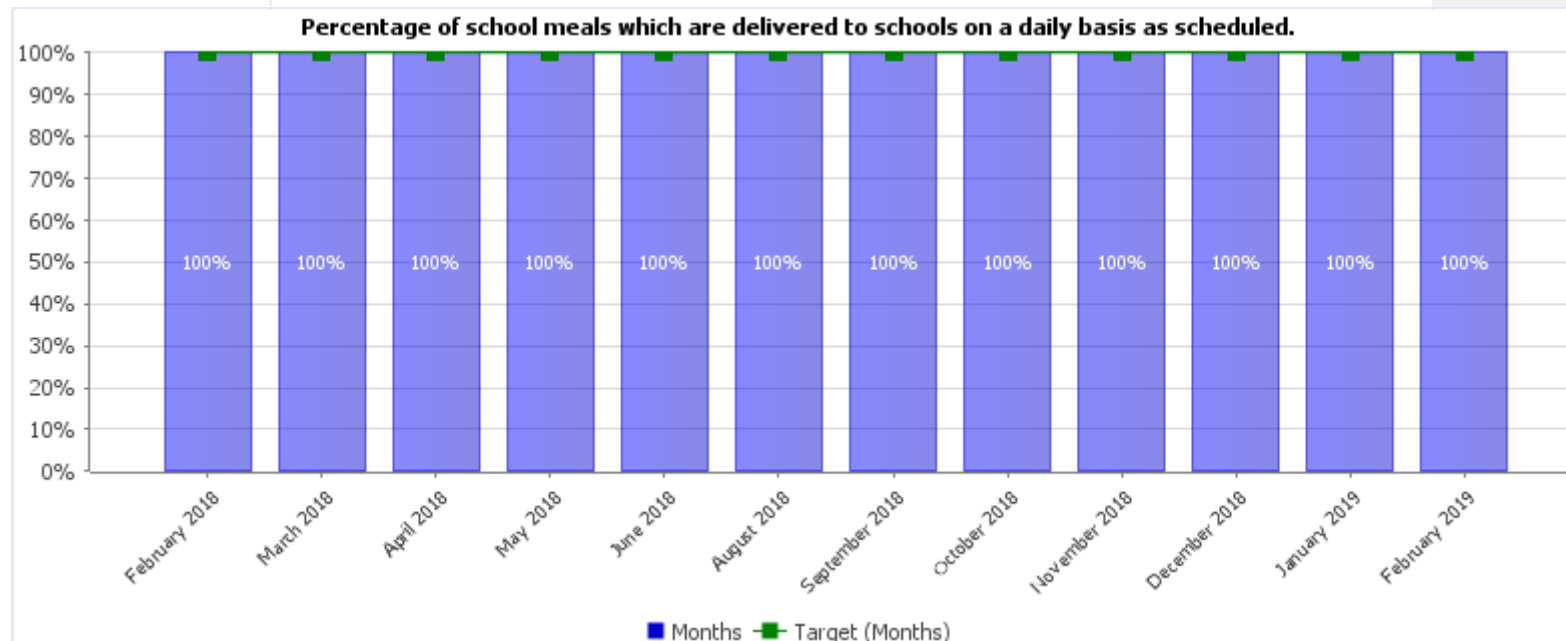
Most recent data was received in March 2018.

The service is currently investigating potential benchmarking opportunities within the specific area of Community Transport to identify relevant comparators to help improve services and performance.

*Due to the nature of this service it is essential to prioritise the delivery of this service and therefore Community Transport ensure that 100% completion is achieved on a daily basis without fail, the target is set at 100% to reflect this.*



|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | CTS004_9b.1a Percentage of school meals which are delivered to schools on a daily basis as scheduled.  | PI Owner           | zFTS_PAdmin; Nicola Gill  |
| Description          | This performance indicator measures the number of school meals delivered to schools which are completed on a daily basis as scheduled and agreed with customers when the school is open to pupils. This is an essential service delivered on behalf of Facilities Management which must be delivered each day within a 45 minute time window due to food hygiene requirements. | Traffic Light Icon |  |
|                      |  | Current Value      | 100%  |
|                      |  | Current Target     | 100%  |



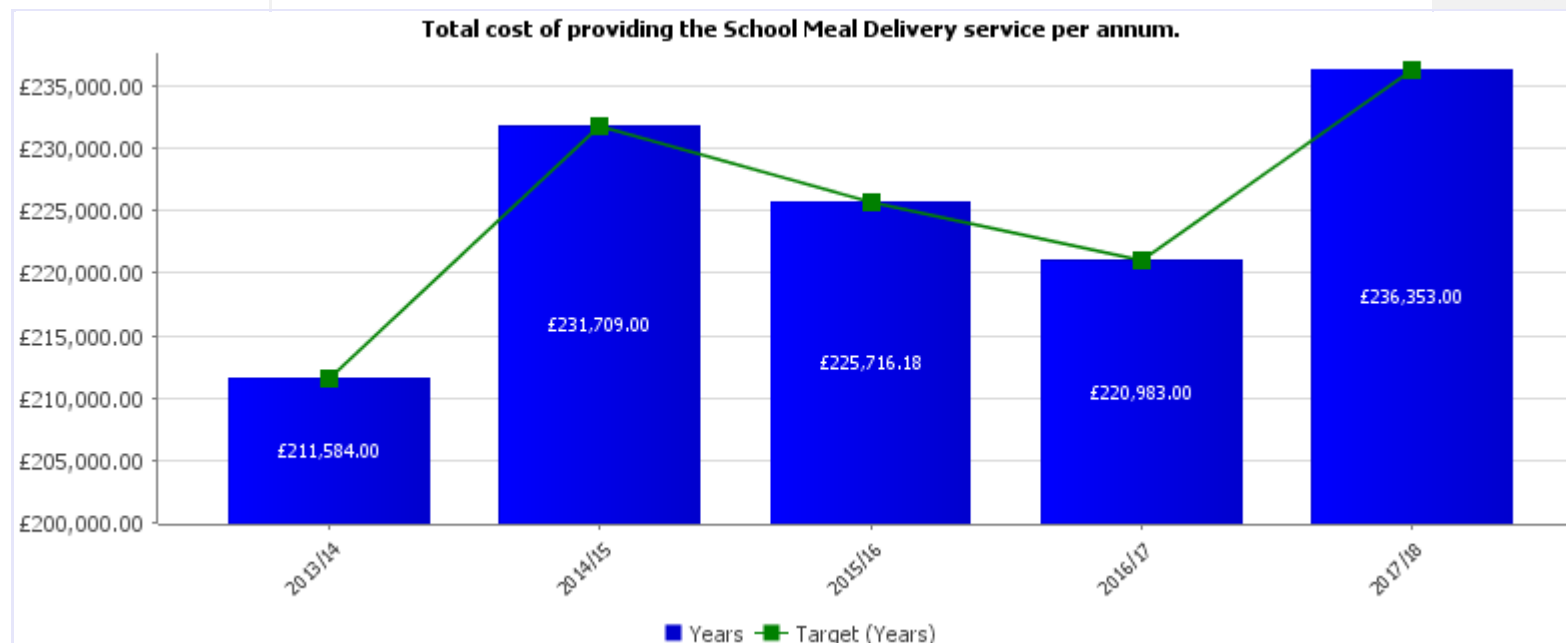
**Trend Chart Commentary:**

This is a service which has to be provided on a daily basis and must be prioritised accordingly. On average Community Transport deliver 20,000 schools meals a week to schools across West Lothian from the 23 production kitchens to 38 different schools non kitchen schools. The 100% target has been met consistently each month when the schools have been open however the service must continue to be flexible to ensure that school meals are delivered without fail.

The service is currently investigating potential benchmarking opportunities within the specific area of Community Transport to identify relevant comparators to help improve services and performance.

*Due to the nature of this service it is essential to prioritise the delivery of this service and therefore Community Transport ensure that 100% completion is achieved on a daily basis without fail, the monthly target is set at 100% to reflect this.*

|                      |  |                    |                          |
|----------------------|--|--------------------|--------------------------|
| PI Code & Short Name | P:CTS005_9a.1d Total cost of providing the School Meal Delivery service per annum.   | PI Owner           | zFTS_PAdmin; Nicola Gill |
| Description          | This performance indicator measures the total cost of delivering school meals on an annual basis. The service delivers school meals on a daily basis to schools throughout West Lothian within a 45 minute window from collecting meals from production kitchens. This indicator measures the cost of providing this service and supports financial monitoring and planning. | Traffic Light Icon | 🟢                        |
|                      |  | Current Value      | £236,353.00              |
|                      |  | Current Target     | £236,353.00              |



**Trend Chart Commentary:**


In 2017/18, on average Community Transport delivered 20,000 schools meals every week for each school week to schools across West Lothian. These meals were all delivered within a 45 minute window from production kitchens.

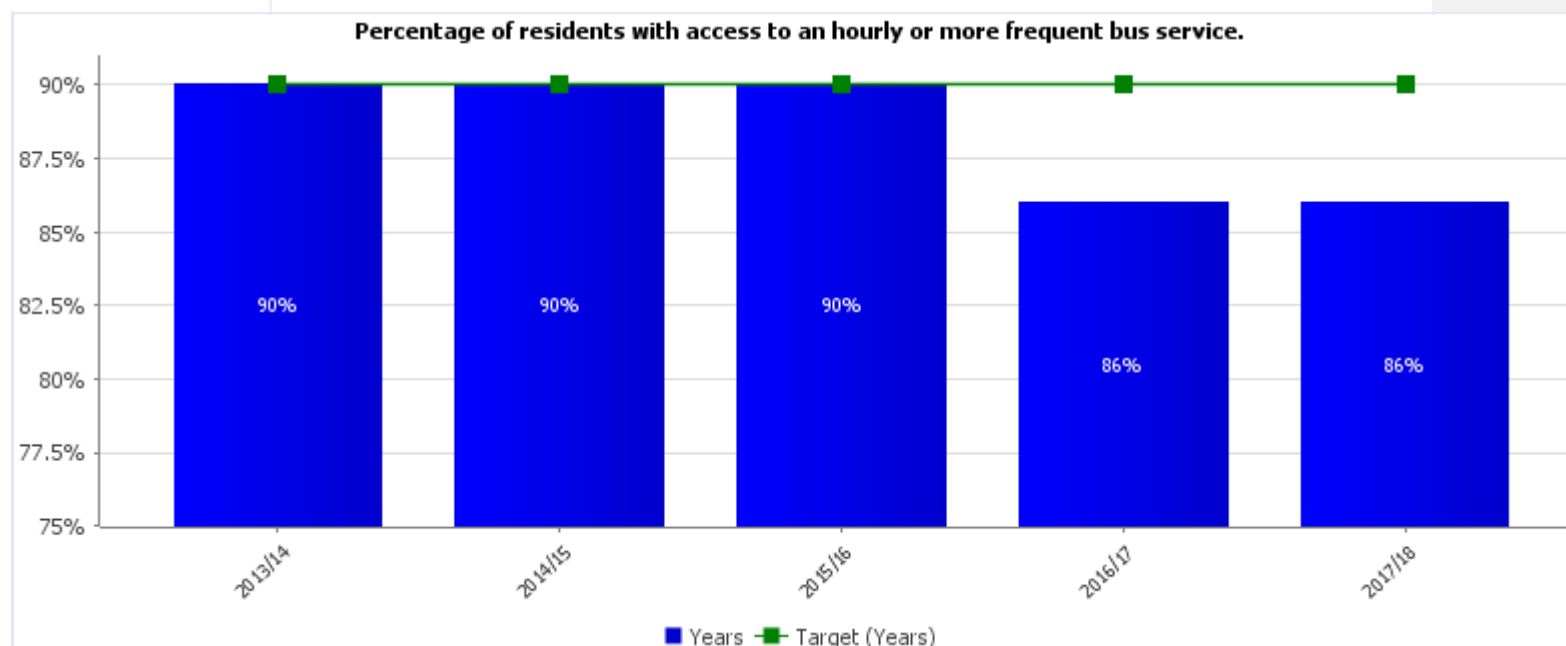
The total cost of providing the delivery service for school meals increased in 2017/18 by £15,000 when compared to 2016/17 following the introduction of the free school meal initiative for Primary 1 - 3 children. This led to an increase in production kitchens across West Lothian and increase in the number of school meals produced.

Data is collated in **May** each year. 2018/19 data will be available by the end of May 2019.

A full service review has been undertaken at Community Transport and a number of recommendations are still to be implemented to further reduce the cost of this service.

*2018/19 target is set based on financial information as this service is recharged.*

|                                 |   |                           |   |
|---------------------------------|---|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>P:PTS002_9b.1b Percentage of residents with access to an hourly or more frequent bus service.</b>  | <b>PI Owner</b>           | zPTS_PAdmin; Nicola Gill  |
| <b>Description</b>              | <p>This council Performance Indicator (PI) measures the number of West Lothian residents who live within 800 metres of an hourly or more frequent bus service. The indicator is defined as the percentage of residents within a 10 minute walk of a bus stop with an hourly, or more frequent, daytime (Monday to Saturday) service. A 10 minute walk equates to about 800m at a walking speed of 3 miles per hour.</p> <p>The PI is calculated from source data of the West Lothian population, bus stop locations and local bus timetable information and then evaluated to produce the overall PI figure. This figure identifies the percentage of West Lothian residents with a basic level of local bus provision available.</p> | <b>Traffic Light Icon</b> |  |
|                                 |   | <b>Current Value</b>      | 86%   |
|                                 |   | <b>Current Target</b>     | 90%   |



#### Trend Chart Commentary

An evaluation model is used to measure this performance indicator and the effect of changes to bus services and the September 2012 PI measure at 90.0% is the baseline. For future years our target will be to maintain this level of provision as long as there is reasonable stability in commercial bus service provision and continued availability of council resources to provide service subsidies.

The majority of bus services in West Lothian are profitable and operate on a commercial basis without council subsidy. These services need no council approval and the council cannot influence their availability or design. Commercial services tend to be the busiest routes and the busiest times of operation. Councils can only legally provide services they deem to be socially necessary once the extent of the commercial network is known. Council contract bus services build on this commercial core and can increase the number of residents with access to services at the level defined by the indicator by either providing new bus or Taxibus services to places otherwise unserved or by adding additional subsidised journeys onto otherwise commercial bus services to bring their availability up to the standard to meet the indicator definition.

No other local authority in Scotland currently uses this performance indicator therefore it is not possible to benchmark this specifically however some other UK councils have adopted an identical PI to measure


public transport accessibility.

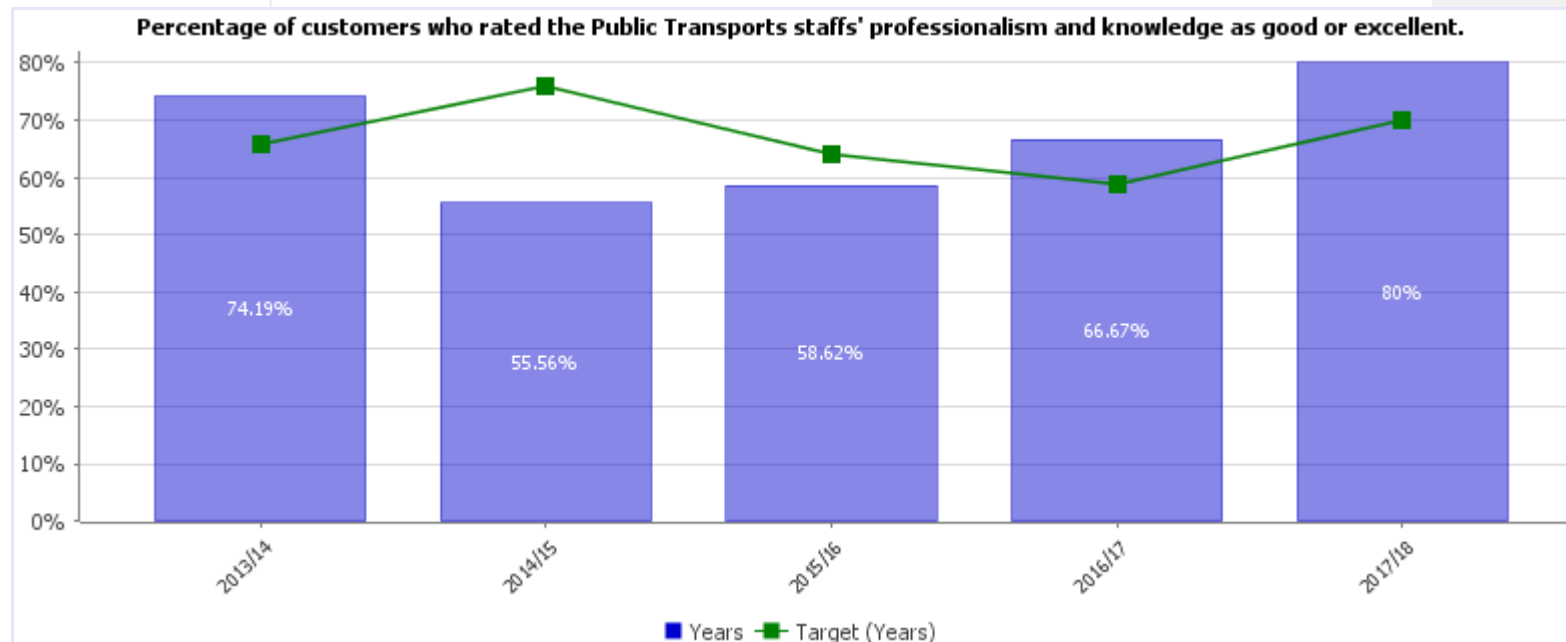
The Public Transport Unit was notified by operators of various changes to the commercial bus network throughout May and June 2017. These service changes were uploaded into the evaluation model to provide an up to date figure of 86%, a reduction of 4% since 2015/16. This reduction is a result of the changes in both the commercial and subsidised network.

Throughout 2017/18 the commercial and subsidised local bus network was fairly stable with minimal changes, this has meant the 2017/18 result remains unchanged. However, due to significant changes to the local bus network in early 2018/19 and the introduction of a new local bus provider it is anticipated that this figure will change.

The data for 2018/19 will be available in May 2019.

*The target for this KPI was approved by Council Executive in 2011 as the minimum desirable proportion of residents having access to public transport and who are therefore able to travel for a range of journey purposes. As the council has no control over 80% of the bus network which is provided on a commercial basis there is a continual risk of loss of service and therefore changes to this target.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | PTS015_6a.5 Percentage of customers who rated the Public Transports staffs' professionalism and knowledge as good or excellent.  | PI Owner           | zPTS_PIAAdmin; Nicola Gill  |
| Description          | The figures for customers' perceptions of the service are taken from the respondents to the annual customer survey which is distributed to the West Lothian Citizens Panel and includes all the 'good' and 'excellent' responses. The data received is used to identify areas of concern and to drive improvements leading to a better overall experience that meets the highest standard expected by our customers. | Traffic Light Icon |  |
|                      |  | Current Value      | 80%   |
|                      |  | Current Target     | 70%   |




#### Trend Chart Commentary

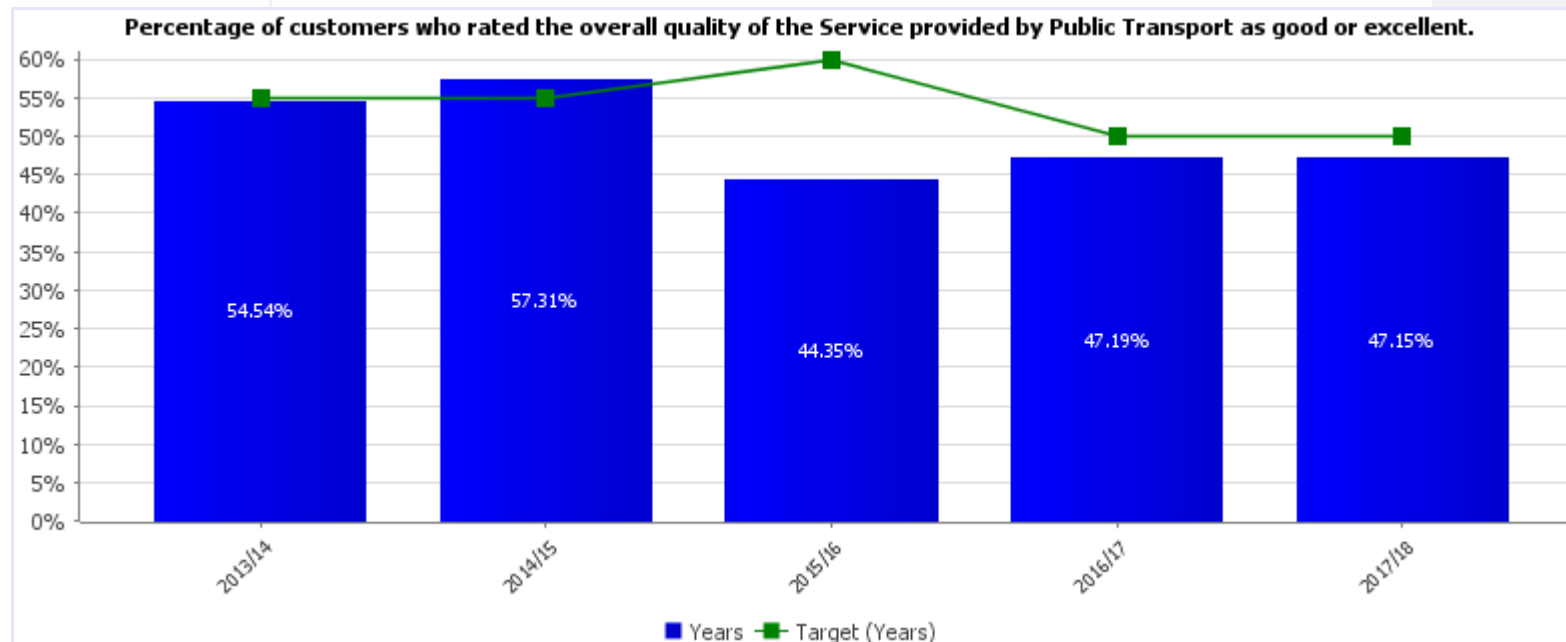
This is the sixth year that Public Transport have been included in the Operational Service annual customer survey which is distributed to West Lothian Council's Citizens' panel.

The results decreased in 2015/16 and work was done to consolidate and improve this performance. The service changes planned and made during 2015/16 were not always popular with customers and this may have affected the results for this indicator.

The 2017/18 survey was distributed in March 2018 to the West Lothian citizens panel of which we received a response of 105, with 5 people answering this Question. The results have shown an increase on 2016/17 figures. Within the Public Transport Team we have had a fairly high staff turnover in 2018 and have put in place a mentoring programme to assist all staff in dealing with customer complaints and enquiries and in developing knowledge and best practice. We have an induction process in place for new members of staff and have new staff shadowing more experienced colleagues to enhance their knowledge and confidence. We are very keen to maintain, develop and improve our knowledge and to that end staff are invited to attend bite size courses. Two Officers attended a training day organised by the Association of Transport Coordinating Officers (ATCO) which involved collaboration and knowledge sharing between several Local Authorities. We will continue to review our customer service to ensure it meets the high standards expected by our customers.

*The 2018/19 target is 85% based on the improvement actions identified.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | P:PTS017_6a.7 Percentage of customers who rated the overall quality of the Service provided by Public Transport as good or excellent.  | PI Owner           | zPTS_PIAAdmin; Nicola Gill  |
| Description          | The figures for customers' perceptions of the service are taken from the respondents to the annual customer survey which is distributed to the West Lothian Citizens Panel and includes all the 'good' and 'excellent' responses. The data received is used to identify areas of concern and to drive improvements leading to a better overall experience that meets the highest standard expected by our customers. | Traffic Light Icon |  |
|                      |  | Current Value      | 47.15%  |
|                      |  | Current Target     | 50%   |



#### Trend Chart Commentary

The 2017/18 survey was completed in March 2018 by 105 members of the West Lothian Citizens Panel following distribution to 1327 members. This is a considerable reduction in responses in comparison to previous years and therefore the Public Transport Unit is exploring potential alternative survey approaches. The 2017/18 return is in line with 2016/17 data.


The 2016/17 survey was distributed in February 2017 to the West Lothian Citizens Panel which received 518 responses compared to 383 in 2015/16, and showed a slight increase to 47.19%.

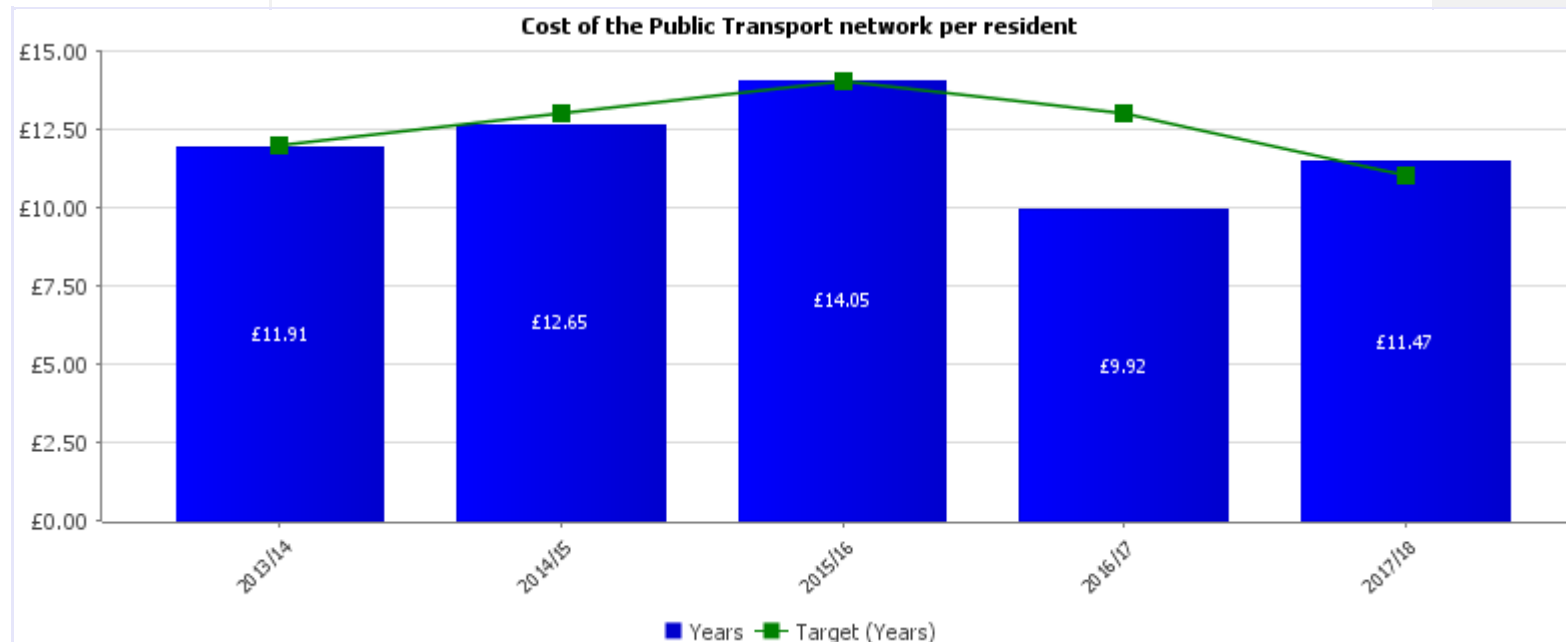
Previously, the number of customers who rated the overall service provided by Public Transport as good or excellent decreased from 57.31% to 44.35% in 2015/16. The proposal to redesign the network was made public in early 2016 and this resulted in a number of complaints. It is likely that this has impacted on the 2015/16 customer satisfaction rating results.

We will continue to review our customer service to ensure it meets the high standards expected by our customers. We will also continue to work closely with all commercial and council funded services to ensure that they offer the best possible service and experience for users. We undertook a series of focus groups of bus users together with Bus Users Scotland to discuss further the issues with the bus network and try and improve the experience for all users. There will be a Community Public Transport Forum organised early in 2019 to augment the contacts with local user groups and Community Councils. The contacts with those groups will look to identify and resolve areas where there is a lack of knowledge and understanding from the traveling public in relation to Public Transport.

In addition Passenger Focus, an independent transport user watchdog body, conduct passenger satisfaction levels between different bus companies and the 2018 survey results show an 89% overall satisfaction rating with First Scotland East, one of the main bus service suppliers in West Lothian.

*The 2018/19 target is 50% based on the improvement actions identified.*

|                                 |  |                           |   |
|---------------------------------|--|---------------------------|---|
| <b>PI Code &amp; Short Name</b> | <b>P:PTS018_9a.1c Cost of the Public Transport network per resident</b>  | <b>PI Owner</b>           | zPTS_PIAAdmin; Nicola Gill  |
| <b>Description</b>              | <p>This performance indicator measures the cost per head of population in West Lothian to provide the current mix of subsidised services provided.</p> <p>80% of the local bus network is operated on a commercial basis with West Lothian Council subsidising the remaining 20%. This data allows closely monitor the cost of the subsidised local bus network.</p> | <b>Traffic Light Icon</b> |  |
|                                 |  | <b>Current Value</b>      | £11.47  |
|                                 |  | <b>Current Target</b>     | £11.00  |



#### Trend Chart Commentary

Over time cost inflation on transport contracts has, historically, been above general levels of inflation which is a phenomenon noted at a national level as confirmed by the results of the annual ATCO price and competition survey. This effect is shown by the longer term trend in the costs of providing broadly a constant level of service in West Lothian.

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

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

Plans to reduce spending on local bus service support under the council's Delivering Better Outcomes (DBO) programme were approved at the meeting of the Council Executive on 30 June 2015. Subsequently, a

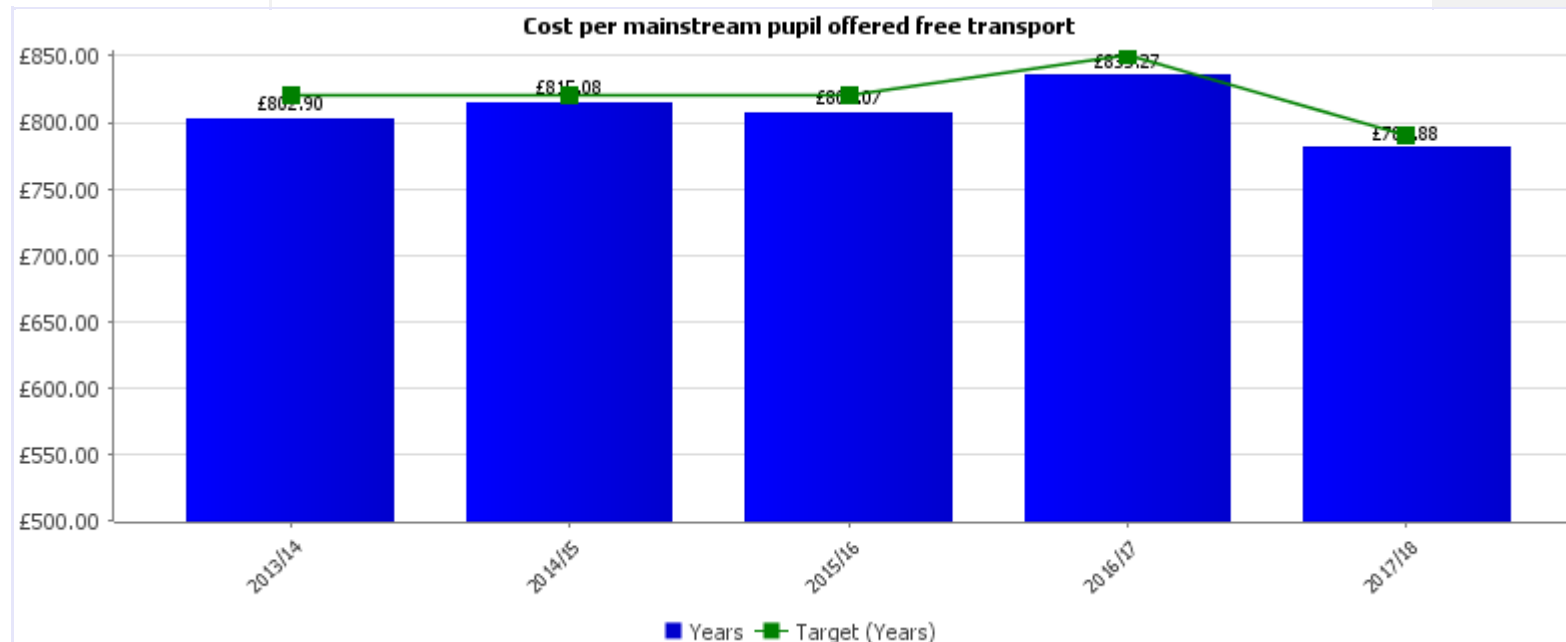


review of services took place in 2016/17 with new contracts for council supported local bus services implemented in April 2016. The reduction in cost of network per resident in 16/17 to £9.92 is a result of the reduction in overall spend for local bus services within the financial year.

West Lothian Council Executive agreed additional one off funding for local bus provision within West Lothian and subsequently this has increased the cost of the subsidised local bus network to £11.47 for 2017/18. This funding was extended to 2018/19 therefore it is anticipated that the cost will remain similar for this financial year.

*The 2018/19 target is set at £11.50 to maintain current service levels within budget provided.*

|                      |  |                    |                          |
|----------------------|--|--------------------|--------------------------|
| PI Code & Short Name | PTS021_9a.1c Cost per mainstream pupil offered free transport  | PI Owner           | zPTS_PAdmin; Nicola Gill |
| Description          | This performance indicator measures the cost, per pupil, of providing a free school transport service to mainstream school pupils. Mainstream school bus and taxi services carry the majority of those pupils eligible to travel free and all fare payers. Services are all provided by contractors and, once established, contract costs are static or rise in line with inflation. This data is used to monitor the performance of the service and highlight trends which may require intervention or improvement. | Traffic Light Icon | 🟢                        |
|                      |  | Current Value      | £780.88                  |
|                      |  | Current Target     | £790.00                  |



#### Trend Chart Commentary

Over time cost inflation on transport contracts has, historically, been above general levels of inflation which is a phenomenon noted at a national level as confirmed by the results of the annual ATCO price and competition survey. This effect is shown by the longer term trend in the costs of providing broadly a constant level of provision in West Lothian.

All school contracts became subject to a framework arrangement in August 2013 when the vast majority of services were reviewed and replaced. This exposed the council to a significant cost pressure. Prior to that time evidence from replacing contracts that have been terminated early by service providers has clearly shown that there remains strong inflationary pressure on service provision as new, like-for-like, replacement contracts are usually significantly more costly than their predecessors. This matches the experience of neighbouring councils who have seen the same effect over many years.

Comparing this indicator to data from other councils is complicated by the variety of school transport services offered for example West Lothian Council offers free home to school transport to primary pupils living 1.5 miles or more from their catchment school and high school pupils living 2 miles or more. In addition, subsidised fare paying space is offered on services for those living closer to their school. Not all councils offer this and the differences affect the cost of provision rendering benchmarking difficult.

By comparison primary and secondary school free entitlement distances are respectively 1.5 and 3 miles in East Ayrshire, Fife (1m/2m), Midlothian (2m/2m), North Ayrshire (2m/3m), South Ayrshire (2m/3m),


South Lanarkshire (1m/2m) and Stirling (2m/3m). Of these councils only East Ayrshire, Fife, South Lanarkshire and Stirling offer fare paying spaces for other pupils.

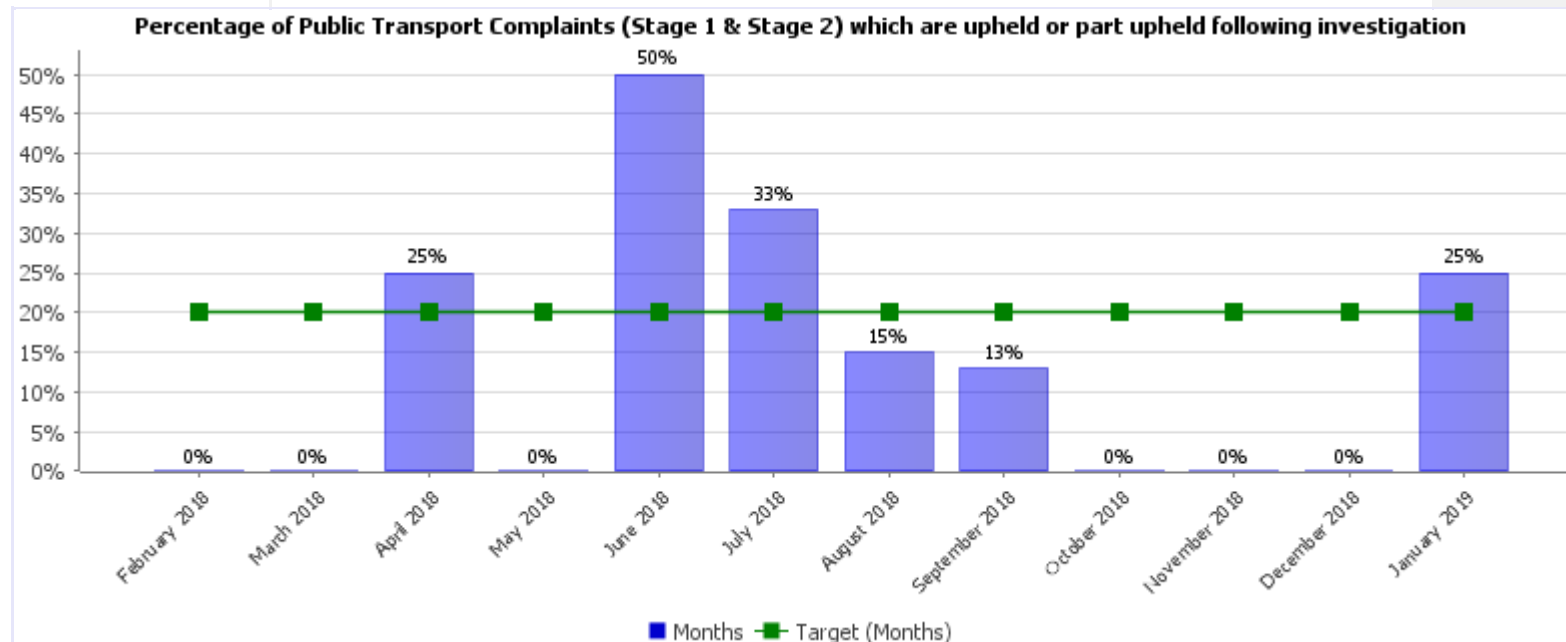
The 2016/17 figure, although within target, increased from £807.07 to £835.27. This was solely due to a refresh of the PI source data where the number of pupils entitled to school transport reduced from 4183 to 4009.

The 2017/18 figure is within target and has decreased from £835.27 to £780.88. This relates to a increase in pupils utilising the transport provision from 4009 to 4051. In order to maintain comparable data, a refresh of this PI data will be done each year.

The Association Of Transport Coordinator's Survey for 2018 reported an average of £1311 per mainstream pupil within Scotland (based on 7 local authority returns) and £953 for UK as a whole. This demonstrates that West Lothian is providing the service below average cost however the cost per pupil within Scotland has increased significantly from previous years which may be as a result of the increasing cost of operator tender submissions.

*Target is set at £790 to maintain current service levels within budget provided.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | PTS028_6b.4 Percentage of Public Transport Complaints (Stage 1 & Stage 2) which are upheld or part upheld following investigation  | PI Owner           | zOPSHQ_PAdmin; Nicola Gill  |
| Description          | <p>This performance indicator measures the total number of complaints received by Public Transport which were upheld or partially upheld, as a percentage of all complaints received.</p> <p>Data is recorded in Confirm and analysed to identify areas for improvement in our services. Results are analysed to identify improvements to the way the service is delivered to customers.</p> | Traffic Light Icon |  |
|                      |  | Current Value      | 25%   |
|                      |  | Current Target     | 20%   |



#### Trend Chart Commentary

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.

Given the wide range of services provided by the Public Transport Unit and the large customer base, it can be difficult to establish trends within the data however there is often an increase in upheld and part upheld complaints at the start of the new school session as the new transport network is implemented.

It is often the case within Public Transport that high proportion of complaints are related to external third party issues which customers bring to the council in the first instance. These are generally not upheld as they are often outwith council control. Where complaints are upheld, due to the low number of complaints received by the service, the target can be exceeded by a low number of upheld and part upheld complaints. For example:

- June 2018 - There were two complaints received with one upheld.
- July 2018 - There were three complaints received with one upheld.
- January 2019 - There were four complaints received with one upheld.


Although many of the external third party complaints are outwith the council's control, all complaints are discussed with external suppliers and improvement actions identified. The Public Transport Unit operates a penalty points system as an additional contract management tool through the Framework conditions of contract. This is utilised where necessary to drive quality customer service through public transport services.

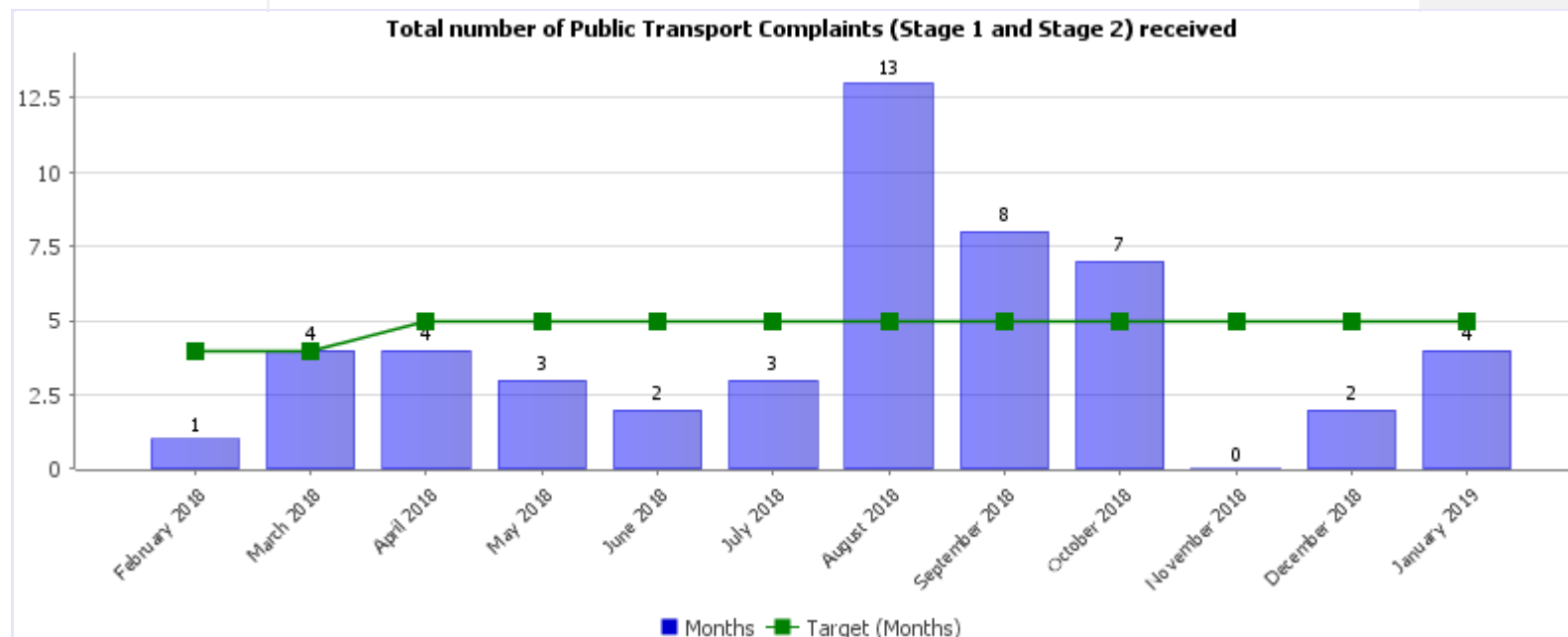
Data is shown here monthly to highlight and monitor the variations throughout the scholastic year as complaint levels generally rise at the beginning of the academic session.

Customer complaints data along with associated improvements is submitted to the Complaints Steering Board on a quarterly basis.

The target was most recently reviewed in October 2017 to reflect the low levels of upheld and part upheld complaints.

*Therefore the target is set at 20% to reflect a realistic average across the year.*

|                      |  |                    |   |
|----------------------|--|--------------------|---|
| PI Code & Short Name | PTS029_6b.3 Total number of Public Transport Complaints (Stage 1 and Stage 2) received   | PI Owner           | zOPSHQ_PAdmin; Nicola Gill  |
| Description          | This indicator measures the total number of complaints received by Public Transport. It is the total number of complaints received by Public Transport at stage one (complaints that the council aims to deal with within 5 working days) and those received at stage two (more complex complaints that the council aims to deal with within 20 working days). Data is recorded in Confirm and analysed to identify areas for improvement in our services. | Traffic Light Icon |  |
|                      |  | Current Value      | 4   |
|                      |  | Current Target     | 5   |



#### Trend Chart Commentary

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.


It is often the case within Public Transport that high level of complaints are related to external third party issues which customers bring to the council in the first instance. These are generally not upheld as they are often outwith council control. Months with a higher level of complaints demonstrate this:

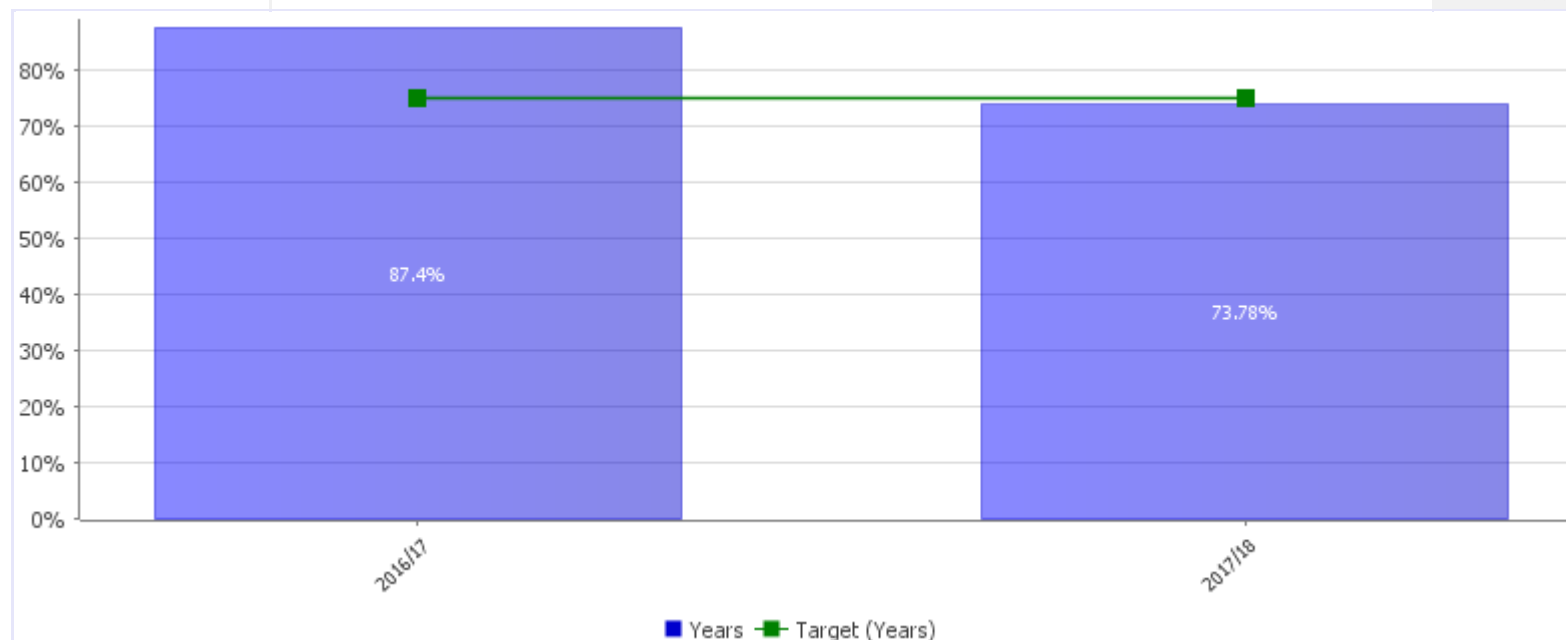
- January 2018 - total of 6 complaints with 6 relating to external third party.
- August 2018 - total of 13 complaints with 9 relating to external third party.
- September 2018 - total of 8 complaints with 5 relating to external third party.

Data is shown here monthly to highlight and monitor the variations throughout the scholastic year as complaint levels generally rise at the beginning of the academic session (August and September).

Customer complaints data along with associated improvements is submitted to the Complaints Steering Board on a quarterly basis.

*Target is set at 5 per month in order to provide a realistic average across the year.*

|                      |   |                    |   |
|----------------------|---|--------------------|---|
| PI Code & Short Name | PTS039_6a.2 Percentage of parents and pupils satisfied with the punctuality of their school transport service   | PI Owner           | zOPSHQ_PAdmin; Nicola Gill  |
| Description          | This performance indicator measures the percentage of parents and pupils responding to the survey who rate the punctuality of their school transport service as either 'good' or 'excellent' and is used to understand the perception of passengers to liaise with commercial operators on required improvements. | Traffic Light Icon |  |
|                      |   | Current Value      | 73.78%  |
|                      |   | Current Target     | 75%   |



#### Trend Chart Commentary

This data is produced from surveys distributed to parents and pupils who use school transport within West Lothian. The initial respondents in 2016/17 were parents of pupils using Additional Support Needs transport services, and comprised of 182 responses. The result for this was 87.4%, better than the target set.

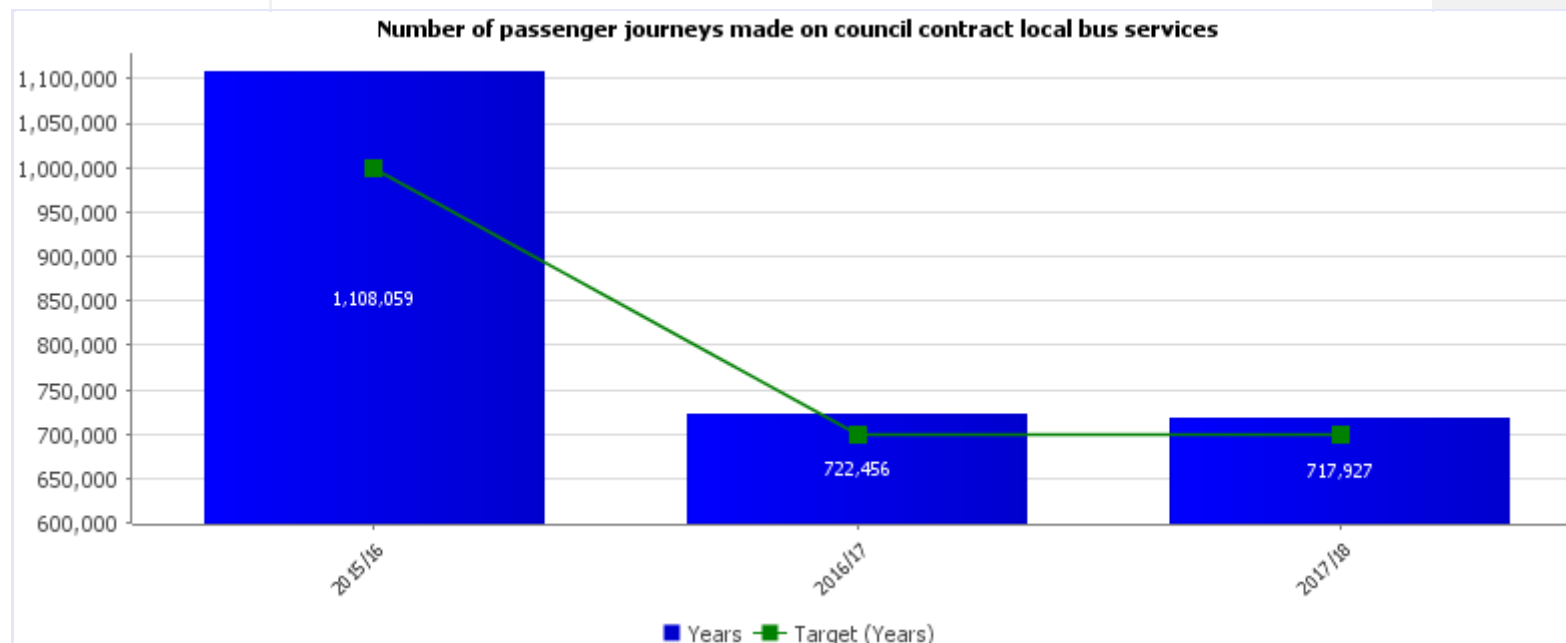
For 2017/18, the customer base was widened to include both parents and pupils utilising mainstream school transport. There are differences between the service requirements for mainstream and ASN transport, therefore it is recognised that the 2017/18 results differ decreasing to 73.78% combined. However widening the customer based has increased the response rate with 169 responses for the mainstream school bus survey and 183 for the taxi/minibus survey. Although there is a marked decrease, with the wider customer base the result is still felt as positive and is only slightly below target.

Following feedback received by schools it was agreed to revise the time of year the survey is circulated to encourage a higher response rate. The data for 2018/19 will be available at the end of February 2019.

The Public Transport Unit is currently piloting a Public Transport Ambassador programme which will aim to increase the specific feedback for school transport with a view to improving the service.

*The target for 2018/19 is 75% to improve on the current position.*

|                      |   |                    |                            |
|----------------------|---|--------------------|----------------------------|
| PI Code & Short Name | PTS041_9b.1c Number of passenger journeys made on council contract local bus services                               | PI Owner           | zPTS_PIAAdmin; Nicola Gill |
| Description          | This council Performance Indicator (PI) measures the number of journeys made on council contract local bus services | Traffic Light Icon | 🟢                          |
|                      |   | Current Value      | 717,927                    |
|                      |   | Current Target     | 700,000                    |



#### Trend Chart Commentary:

West Lothian Council subsidises approximately 20% of all bus mileage in West Lothian. The remaining 80% is provided by commercial bus operators.

In 2016, following the council's Delivering Better Outcomes saving initiative there was a reduction in the number of subsidised local bus services provided by West Lothian Council therefore the number of journeys decreased significantly in 2016/17 to 722,456. In 2017/18 the local bus services remained unchanged therefore there has been a limited change to the number of passenger journeys.

The service uses this information to monitor the passenger levels on subsidised local bus services and identify trends in the utilisation of council funded services.

*The target for 2018/19 will remain at 700,000 to maintain this position.*





## **PERFORMANCE COMMITTEE**

### **ECONOMIC DEVELOPMENT & REGENERATION REPORT – FOCUS REGENERATION**

#### **REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT & REGENERATION**

##### **A. PURPOSE OF REPORT**

The purpose of this report is to inform the Performance Committee on the work to support regeneration in West Lothian.

##### **B. RECOMMENDATION**

It is recommended that the Performance Committee:

1. Provide feedback on the information provided; and
2. Consider whether the approach outlined will provide appropriate regeneration reporting;

##### **C. SUMMARY OF IMPLICATIONS**

|   |  |
|---|--|
| <b>I Council Values</b>   | Focusing on our customers' needs.<br>Being honest, open and accountable.<br>Providing equality of opportunities.<br>Making best use of our resources.<br>Working in partnership.   |
| <b>II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)</b> | None   |
| <b>III Implications for Scheme of Delegations to Officers</b>   | None.  |
| <b>IV Impact on performance and performance Indicators</b>  | The activity within the plan will positively impact on Regeneration key performance indicators relating to the participation and local decision making.  |
| <b>V Relevance to Single Outcome Agreement</b>  | <ul style="list-style-type: none"> <li>- We are better educated and have access to increased and better quality learning and employment opportunities.</li> <li>- We live in resilient, cohesive and safe communities.</li> <li>- We live longer, healthier lives and have reduced health inequalities.</li> <li>- We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.</li> </ul> |

|  |   |
|--|---|
| <b>VI Resources - (Financial, Staffing and Property)</b> | Existing staff resource and external funding where appropriate and available. |
| <b>VII Consideration at PDSP</b>                         | Voluntary Organisations PDSP, 17 May 2018.                                    |
| <b>VIII Other consultations</b>                          | CPP Board, significant community engagement throughout the process.           |

## **D. TERMS OF REPORT**

### **D1 Introduction**

A report was provided to the Performance Committee in September 2018. This set out the approach to Locality Regeneration Plans, presenting the draft Blackburn Plan and the process put in place to develop the plans. It was agreed that the Committee would be updated on SIMD long term patterns; evidence of the impact that plans were having on the community and regeneration impacts were to be measured at a future meeting.

### **D2 Progress**

The Locality Regeneration Plans are progressing with most now live, with an number of activities being taken forward. However, it is recognised that the Locality Regeneration Plans are one part of delivering regeneration, which is a much bigger agenda. The appendix to this report sets out in wider detail how regeneration will be measured and reported back. It details the range of strategies and plans that all help to deliver regeneration activities. The work currently being done to develop the Locality Regeneration Plans by the Regeneration Team involves linking the plans to other key strategies including the Local Outcomes Improvement Plan, the Anti-Poverty Strategy, Economic Strategy, the work of the Health Localities, Development Planning and school attainment. This is with the intention to create a clearer understanding of regeneration activity.

This information once pulled together will provide the Community Planning Partnership and the Performance Committee with a clear overview of regeneration across the Locality Regeneration Planning areas and indeed West Lothian.

## **E. CONCLUSION**

Regeneration is integral to a number of the activities of West Lothian Council and the Community Planning Partnership. To understand progress the full scope of regeneration activities needs to be understood. The Locality Regeneration Plans are one part of this and vital to supporting communities in those areas with multiple deprivation indicators. The appendix sets out how this work is being linked and more clearly defined. The Board is asked to consider this approach and provide comment to help officers finalise this work.

## **F. BACKGROUND REFERENCES**

None.

Appendices/Attachments: Regeneration in West Lothian

Contact Person(s):

Alice Mitchell, Economic Development & Regeneration Manager, 01506 283079  
([alice.mitchell@westlothian.gov.uk](mailto:alice.mitchell@westlothian.gov.uk))  
Douglas Grierson, Regeneration Team Leader (interim), 01506 281088,  
([douglas.grierson@westlothian.gov.uk](mailto:douglas.grierson@westlothian.gov.uk))

**Craig McCorriston**  
**Head of Planning, Economic Development and Regeneration**  
18 March 2019



## **Regeneration in West Lothian**

### **1. Background**

Regeneration is integral part to many of the activities of West Lothian Council and the Community Planning Partnership (CPP). It is delivered across the local authority area through a range of local plans and strategies. These include the:

- Community Planning Local Outcomes Improvement Plan
- Anti-Poverty Strategy - taking Action for Change,
- West Lothian Economic Partnership - Strategy and Action Plan
- Heath Localities
- Locality Regeneration Plans

However, it is also written implicit in other plans and activities, for example improving school attainment.

There is a recognition that across these plans there are actions, outcomes and indicators that related to what we would see as regeneration. What is not so clear is how all this activity is reported/recorded in one place. For example if asked what the overall effect of all that regeneration activity across West Lothian is it would not be easy to see. This needs to be addressed going forward.

The development of Locality Regeneration Plans offer the opportunity to start to do this in relation to our communities facing multiple disadvantages, but who are most likely to benefit from regeneration activity. Firstly, the locality approach needs to be viewed in the wider context of the CPP, its key plans and strategies that have an impact on regeneration. Below are some of the key strategies and plans that impact on regeneration activities and report on agreed outcomes and indicators.

#### **1.1 Community Planning Local Outcomes Improvement Plan (LOIP)**

The LOIP is the main high level plan that reports on eight local outcomes under four themes. The four themes are:

- Health and Wellbeing
- Economic
- Safer Communities
- Environment

Under each of these there are regeneration related actions, some to a greater degree than others but is where all this information comes together.

<https://www.westlothian.gov.uk/article/3893/Local-Outcomes-Improvement-Plan>

#### **1.2 Anti-Poverty Strategy - taking Action for Change**

Within the broad overview of the LOIP there are a number of strategies that are key to regeneration aimed at addressing poverty related issues. The main strategy looking to address this is the 'Anti-Poverty Strategy - taking Action for Change'. This is a West Lothian wide strategy but with the identified Locality Regeneration Plans focussing on communities

where there are a number of SIMD data zones in the bottom 20%, by definition these are key areas to be addressed noted in the Anti-Poverty Strategy, where a targeted community level approach is required to compliment core/central service provision.

The measuring impact element of the strategy, monitored through the Anti-Poverty Task Force, is set out on Page 16. It is the intention that these measurements will be reported on a Locality Regeneration planning level.

<https://www.westlothian.gov.uk/anti-poverty>

### **1.3 West Lothian Economic Partnership - Strategy and Action Plan**

It is also recognised that for major regeneration to take place wider actions to support the local economy is vital. Support for local business from start up to growth of existing businesses, promotion of the living wage, city region deal, identifying and attracting inward investment where possible and creating local employment and support to grow local business. Support through PACE (redundancy response team) is a vital element to minimise the effects of business closures. The strength of the local economy is never a given, being , to an extent, out with local authority control, but is vital to addressing poverty related matters and raising the prospect of significant regeneration.

[https://www.westlothian.gov.uk/media/8005/Economic-Strategy-2014/pdf/20140226\\_Economic\\_Strategy\\_2014.pdf](https://www.westlothian.gov.uk/media/8005/Economic-Strategy-2014/pdf/20140226_Economic_Strategy_2014.pdf)

### **1.4 2018 Adopted West Lothian Local Development Plan**

Another potential driver of regeneration can be delivered through the Local Development Plan. This includes economic drivers but also house building can have a major effect on regeneration over the medium to long term. New house build, private and social, brings the potential to reshape communities. This has the capacity to be a strong positive for change, as well. Whilst there are a number examples one would be the current live planning applications for around 150 plus houses in Bridgend. This could add around 25% more housing stock and potentially bringing in additional services over time. This can see new schools, shops, jobs and other infrastructure that can have ripple effect over a wider area.

<https://www.westlothian.gov.uk/LDP>

### **1.5 Health Localities**

Another key determinant is West Lothian Health and Social Care Partnership's Integrated Joint Board's East and West Localities. West Lothian Integration Joint Board Strategic Plan 2019-23 (Draft) ([http://www.westlothianhcp.org.uk/media/31968/DRAFT-IJB-Strategic-Plan-2019-23/pdf/DRAFT\\_IJB\\_Strategic\\_Plan\\_2019-23.pdf](http://www.westlothianhcp.org.uk/media/31968/DRAFT-IJB-Strategic-Plan-2019-23/pdf/DRAFT_IJB_Strategic_Plan_2019-23.pdf) ) looks to address health related issues across West Lothian and particularly in areas of most identified need.

### **1.6 School Attainment**

Finally, school attainment levels in West Lothian are another factor that is key to the potential regeneration of some of our communities where additional support to ensure our young people have the best opportunity to succeed.

## 2. Locality Regeneration Plans

It is within this context that the Locality Regeneration Plans are being developed. The plans are also a requirement of The Scottish Government, is part of the Community Empowerment approach set out in the Community Empowerment (Scotland) Act 2015. All CPPs are required to prepare and publish locality plans for the areas experiencing poorer outcomes, setting out a plan for how outcomes will be improved within that area.

West Lothian Council has produced, or is in the process of developing, Locality Regeneration Plans for 13 areas that have multiple barriers that feature in the bottom 20% of data zones, using the Scottish Index of Multiple Deprivation.

The 13 areas are Addiewell; Armadale; Bathgate; Blackburn; Bridgend; Craigshill; Dedridge; Fauldhouse; Knightsridge; Ladywell; Polbeth; Stoneyburn and Whitburn.

The chosen areas are very different in size, shape and local assets and as such each plan is different, though put together using the same starting process:

- establishing local steering groups, involving local community organisations and local partners;
- mapping of local assets;
- engagement and consultation both generally and on specific issues/topics;
- determining local themes and priorities; and
- drafting the action plan, including specific actions and interventions.

The regeneration steering groups are supporting development of local responses to community needs, for which a local response can complement core/central service provision.

By identifying and addressing local issues on the ground it is hoped to build local capacity that will improve the daily lives and life chances of people living in our most disadvantaged communities. This can range from helping the community to develop community events, galas etc., partners working together to set up new groups and activities. For example partners delivering a food poverty project in Craigshill, appendix 1. These can lead on over time to more substantial projects and creation of new more formal groups.

In some areas this is more advanced with active community organisations providing targeted community support and being able to bring in external funding to do so. For example the Vennie in Knightsridge targeted youth work, Fauldhouse CDT's Timebank, Whitburn CDT's buddying project. This starts to bring in specific interventions that address deprivation and economic exclusion. This will vary from community to community and the strength of current community groups and other local assets being an important starting point. This mapping and engagement is a continuous process. Some of these organisations are also funded through grants from West Lothian Council to provide specific support in some of the targeted communities.

The focus on building capacity and developing longer term actions through:

- greater community involvement/engagement, particularly from harder-to reach groups;

- continually building the evidence base through statistics and self-evaluation work ;
- building on early actions and activity based interventions;
- looking at where we want to be in five/ ten years' time;
- more responsive CPP interventions; and
- development of sustainable, volunteer-based community projects aligned to community needs.

Local indicators are being developed to ensure we are measuring delivery of actions. These will be linked to the LOIP and other strategies/plan indicators. As this is ground up it links with community learning and development approaches and this will be part of the process of monitoring, fitting in with the development of Community Learning Plans.

### **3. Link to wider regeneration**

As noted above the Locality Regeneration Plans bring a bottom up approach focussed on building capacity and community ownership complementing the top-down, core/central provision. This locality approach is intended to add additional support to the wider regeneration process and help partners and the community to get involved and take ownership at a local level.

It is therefore recognised that the Locality Regeneration Plans are one element in the overall approach to regeneration and support to addressing poverty in West Lothian. They align with a range of plans identified at the start of this paper and start to bring the ground up level to better integrate with the more top down approach.

### **4. Statistics and benchmarking**

Taking this into account it is clearly important to be able to show progress. This is being done through identifying appropriate outcomes, activities and indicators. As a starting point a number of statistics have been drawn upon to build an understanding of the areas covered and of related deprivation/poverty in general.

As noted the principle driver in identification of the locality areas was the Scottish Index of Multiple Deprivation data of September 2016, this saw some change to previous data zones following boundary changes, therefore providing a much more valid picture on the current spatial dimension to deprivation.

Much of the background data was also pulled together in a Poverty Profile Report in winter 2018 and helped shape the Anti-Poverty Strategy as well as the Locality Regeneration Plans. See the table below.

#### **4.1 Regeneration area data**

Regeneration areas have been defined to include coherent local communities and therefore extend beyond the tight confines of the most deprived datazones as defined by SIMD. The table below provides a selection of indicators to describe the differences in poverty levels between the identified regeneration areas and in relation to West Lothian as a whole.

|   |
|---|
| Selected poverty indicators in the regeneration areas |
|---|



| Regeneration Areas              | Income Deprivation (1) |            | Employment Deprivation (1) |            | Relative Child Poverty Rate (2) | Median Household Income (3) |            | Social rented Housing (4) | Private Rented Housing (4) |
|---------------------------------|------------------------|------------|----------------------------|------------|---------------------------------|-----------------------------|------------|---------------------------|----------------------------|
|                                 | Number                 | %          | Number                     | %          | %                               | £ per week                  | WL =100    |                           |                            |
| Armada                          | 1,555                  | 13%        | 875                        | 12%        | 19%                             | 651                         | 102        | 29%                       | 6%                         |
| Bathgate                        | 2,570                  | 12%        | 1,530                      | 11%        | 22%                             | 643                         | 101        | 28%                       | 12%                        |
| Blackburn                       | 1,200                  | 21%        | 640                        | 18%        | 32%                             | 500                         | 79         | 42%                       | 6%                         |
| Bridgend                        | 180                    | 19%        | 95                         | 19%        | NA                              | 533                         | 84         | 58%                       | 4%                         |
| Craigshill                      | 1,445                  | 17%        | 780                        | 17%        | 23%                             | 489                         | 77         | 48%                       | 9%                         |
| Fauldhouse                      | 835                    | 17%        | 495                        | 16%        | 26%                             | 507                         | 80         | 36%                       | 8%                         |
| Stoneyburn                      | 275                    | 14%        | 165                        | 13%        | 26%                             | 485                         | 76         | 40%                       | 7%                         |
| Addiewell                       | 300                    | 15%        | 150                        | 10%        | 26%                             | 605                         | 95         | 47%                       | 6%                         |
| Polbeth                         | 455                    | 16%        | 230                        | 16%        | 26%                             | 525                         | 82         | 41%                       | 5%                         |
| Dedridge                        | 1,105                  | 16%        | 625                        | 14%        | 24%                             | 591                         | 93         | 32%                       | 12%                        |
| Ladywell                        | 1,030                  | 21%        | 515                        | 16%        | 19%                             | 551                         | 87         | 51%                       | 7%                         |
| Knightsbridge                   | 740                    | 19%        | 390                        | 15%        | 19%                             | 604                         | 95         | 38%                       | 8%                         |
| Whitburn                        | 2,250                  | 20%        | 1,105                      | 17%        | 32%                             | 502                         | 79         | 38%                       | 7%                         |
| <b>Regeneration Areas Total</b> | <b>11,637</b>          | <b>15%</b> | <b>6,340</b>               | <b>15%</b> | <b>NA</b>                       |                             | <b>NA</b>  | <b>39%</b>                | <b>8%</b>                  |
| <b>West Lothian</b>             | <b>21,350</b>          | <b>12%</b> | <b>11,885</b>              | <b>10%</b> | <b>22%</b>                      | <b>634</b>                  | <b>100</b> | <b>26%</b>                | <b>9%</b>                  |

Source: 1 SIMD 2016; 2 Campaign to End child Poverty; 3 SG Small area income Estimates; 4 SG Scottish House Conditions survey 2013-15

In specific reference to the locality regeneration areas the measures used suggest income, employment, health and education as the main reasons these data zone being in the bottom 20%. This can only tell us so much but is a starting point from which to benchmark. It is intention to refresh aspects Poverty Profile Report in spring 2019 and to look at and consider any changes. The SIMD element however will be refreshed in late 2019 when the Scottish Government produce new figures. This will be the first opportunity to look at and changes from 2016.

## 5. Demonstrating Impact

The general monitoring of performance will be reported through the West Lothian strategies and plans listed above. Therefore, the Locality Regeneration Plans will not always create new indicators but link to and report to others where agreed and appropriate. Other actions and activities around the plans will be monitored. On a community level the bottom up approach with community members, groups and partners working in the regeneration areas has led to a number of actions identified locally which will be more focussed on community

cohesion and involving communities in local decision making and shaping their communities. Community Regeneration Officers will continue to engage with communities. This may be more at the community development level of regeneration but is an important sign that communities are engaged and involved.

The locality approach has already led to specific local pieces of work and attracted funding into the areas that would not have happened without the locality planning approach. Appendix 1 highlights four short case studies on how planning groups have identified and progressed specific actions and how these are linked to wider regeneration activities and plans.

## **6. How will this be measured and reported**

As noted above the Locality Regeneration Plans are one part of the overall approach to regeneration in West Lothian and add an additional community level to the existing process as detailed in the higher level West Lothian wide plans. Therefore, measuring change is not a simple process and required coordination of statistical information as well as outcomes and indicators across a range of plans and strategies.

In terms of the locality regeneration areas the Regeneration Team is working with partners to ensure that where available community level statistics are produced for reporting and helping identify gaps or where services are already well embedded. These are often more 'live' than some of the nationally available statistics. The Regeneration Team has put together a post code checker to help identify local information which can be used to drill down and be used by other service providers.

An example is given below with regards to employment. Access2Employment support is client focussed and therefore delivered across West Lothian data, based on post code, is collated on the regeneration areas so show regeneration activity in those areas. Local Regeneration planning groups are therefore able to support employment support through local campaigns, events, referrals and partnership working as necessary. This is similarly the case with other services such as Advice Shop.

In terms of performance reporting this will essentially be gathered by Access2 Employment in the same way and reported back to the local groups as part of their general reporting. Within the Locality Regeneration Plan this may also show up as number of events or campaigns that focussed on employment in an area if relevant. Again over the 13 areas this will be different based on need. In some of the areas services have a physical presence and sessions, in others it might be necessary for clients to travel to access a service, for example..

Other West Lothian plans are being broken down to this level where possible, although beyond a certain level statistics are not always held and on occasion numbers can be small so may not be useable. Community Regeneration are working with other services to align indicators and see how these can be broken down and measured at a local level. It is important, with the number of existing plans that performance indicators complement and clarify the overall picture rather than add to confusion.

Other broader regeneration activity around economic development and planning are important and will be fed in to reporting.

## **7. Community Planning Partnership Board**

The Locality Regeneration Plans will be reported to the CPP Board and indicators are linked to the Local Outcomes Improvement Plan.

As shown above the main issue is in terms of defining Regeneration and as shown the range of plans and strategies that are related to different degrees. Whilst the precise nature of this requires agreement there it is proposed that in reporting on the Locality Regeneration Plans we produce a singular 'Regeneration' report that pulls all the relevant information together in one place for an annual report. This will hopefully provide a more integrated overview of all the relevant actions, outcomes and indicators to provide a robust overview of regeneration at a local level as well as in relation to the LOIP. The Locality Regeneration Plans are part of the Community Planning process and need to align clearly to the LOIP and taken into account be all partners in terms of reporting. As Strategies and Plans are refreshed the locality approach needs to be embedded in these to reflect West Lothian Council's and the Community Planning Partnership's processes.

### **Aspiring West Lothian**

Through the Locality Regeneration Planning work a funding of £250,000 was brought in from the Scottish Governments Aspiring Communities programme. The project is now 12 months into this 16 month project to fund five development workers in five of the most deprived areas of West Lothian (Polbeth, Armadale, Blackburn, Whitburn and Knightstridge). The Aspiring West Lothian consortium is led by West Calder and Harburn CDT and has Whitburn CDT, Community Action Blackburn, The Vennie and The Dale Hub (Family and Community Development West Lothian) as partners. It has also been supported by and worked closely with the Regeneration Team of West Lothian Council and has received a “cash-flow” loan from WLC.

As evidence of a partnership initiative between multiple community organisations and WLC being able to lever in funding and, more critically, be able to competently administer that project and deliver aims identified by the individual communities, the Key Community Organisations and the Regeneration Plan, it has been very successful.

In Polbeth, for example, the project has managed to: deliver the Locality Plan; re-invigorate, reorganise and re-establish management of the village hall as a new SCIO; deliver multiple local services and projects; raise funding for a second development worker and an after school provision; start to look into developing more community control over the Village Hall and set out on-going partnership with West Calder & Harburn CDT on anti-poverty measures.

As a member of the Five Sisters Community Partnership and working with West Calder & Harburn CDT, this newly capable Key Community Organisation is now able to contribute to the work being undertaken in designing more involvement of communities in the Community Planning Partnership and to potentially act as a key conduit for one of West Lothians most deprived communities to be involved in this process ongoing.

### **Food poverty in Craigshill**

The Food poverty group is led by a community learning and development second year student on placement with Craigsfarm, supported by the Community Regeneration Officer and a resident of Craigshill. She is pulling the plan together, undertaking some mapping of what's already out there and identifying gaps. She is also identifying where the key links are within the West Lothian Anti-poverty strategy and pulling a plan of actions together to mitigate and benefit residents within Craigshill that have issues with access to good quality fresh food. The Community Fridge initiative started in summer 2018 in response to mapping and community consultation and is led and funded by Almond Housing and supported by Craigsfarm, WLYAP and Riverside Primary School. It has expanded significantly and is now offering cooking classes for residents and families. The Community Fridge initiative delivered around 50 food parcels up to and including late Christmas Eve

### **Whitburn – College course**

West Lothian College have identified that in terms of college students, uptake from Whitburn, and the west of West Lothian more generally, is lower compared with other parts of the local authority area. This raises added concerns given there is more of a concentration of SIMD areas in those parts.

Therefore, a working group is developing community learning provision in the Whitburn area to pilot a local outreach approach to delivering college provision and using this to bolster related adult learning opportunities and employability support. This was initiated by the Regeneration team and the working group also includes the council's Employability and Adult Learning services and West Lothian College, Whitburn Community Development Trust and Whitburn Academy.

This will involve the college delivering childcare learning units in the town from summer 2019, for which plans are currently developing which will partly target those from the area who were rejected from the previous courses as well as others for whom delivering this locally will enable them to participate.

Working with the schools will be key and officers are currently engaging with the local primary schools in the Whitburn and surrounding area to identify what the wider learning needs of parents are. This may identify opportunities for adult learning and employability within the school communities.

In the short term, we are also looking to pull together a community event on this theme in Whitburn Academy, to encourage young adults and parents around opportunities for further learning.

The medium term outcome for this will be that there is an increase in numbers of residents in college and adult learning provision, and families involved in family learning across the communities. Longer-term we would hope this would have a positive impact on the scoring of Whitburn datazones, in particular, the education and employment domains.

## **Armadale**

The overarching theme for the Active Armadale Plan is Poverty, Health and Wellbeing. A sub-group has been established, facilitated by the Community Regeneration Officer, and lead by NHS Lothian. The membership involvement is from a wide range of partners including Armadale GP Group Practice who have previously not engaged.

Issues relating to the GP practice that the community highlighted have been discussed with the Practice Manager. This has enabled work to improve communication between the practice and the community allowing specific campaigns to be planned around the number of appointments missed, the services and support Pharmacists are able to offer and self-care approaches people are able to implement themselves.

Addressing mental health issues that are higher in Armadale than the West Lothian average are being looked at by the sub-group. This is involving specialised and tailored training being designed and delivered within the local school initially, with this being rolled out to the community once the capacity of trainers has been extended.

### **Short Term**

- improved communication and information with the community;
- specific campaigns aimed at reducing missed appointments
- mental health link workers developing various projects aimed at improving peoples mental health

### **Medium/Long Term**

- social prescribing mechanisms in place for GPs to refer patients too
- reduction in the number of people being prescribed medication for depression, anxiety and psychosis
- reduction in the number of children living in poverty



**PERFORMANCE COMMITTEE**

**CITIZEN LED INSPECTION – UPDATE 2017 AND 2018**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

The purpose of the report is to provide the Performance Committee with an overview of activity from the council's lay inspection programme.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee note the terms of the report.

**C. SUMMARY OF IMPLICATIONS**

|       |  |   |
|-------|--|---|
| I.    | Council Values                                     | Being honest, open and accountable<br>Focused on customer needs   |
| II.   | Policy and Legal                                   | None  |
| III.  | Implications for Scheme of Delegations to Officers | None  |
| IV.   | Impact on performance and performance indicators   | Supports improved service performance in relation to the quality of services and the levels of customer satisfaction with services. |
| V.    | Relevance to Single Outcome Agreement              | Supporting the delivery of outcomes at a local and council wide level   |
| VI    | Resources - (Financial, Staffing and Property)     | The Citizen Led Inspection programme is delivered with support from the existing corporate improvement resource.                    |
| VII.  | Consideration at PDSP/Executive Committee required | Outcomes from the full inspection processes are reported to the relevant Policy Development and Scrutiny Panel for information.     |
| VIII. | Details of consultations                           | The Citizen Led Inspection programme is developed in consultation with the council's register of lay inspectors.                    |

## **D. TERMS OF REPORT**

### **D.1 Background**

The council operates a programme of Citizen Led Inspection (CLI) which allows lay inspectors to identify what works well in council services and where services can be improved. The programme supports and enhances the council's other quality and performance arrangements, with a specific focus on the Council's Customer Service Strategy and how the overall standard of service received by customers can be improved.

The process brings the benefit of developing customer insight and understanding of need in the council and the principal process output; service improvements designed by customers.

The report summarises the progress to date of the corporate CLI programme and the outcomes and recommendations that have been formed throughout the process.

### **D.2 Citizen Led Inspection Process**

The council made a commitment to carry out a scheduled programme of CLIs each year following a successful pilot phase in 2012/13.

This is a powerful improvement tool that involves customers in the design of services but one of the key challenges of the process is engagement from the local community and retaining inspectors beyond one or two inspections. In 2016/17, the process was reviewed and new forms of inspection introduced in order to try to increase participation rates and representation from local people. An overview of the revised CLI offering is provided in Appendix 1.

The council has completed 14 inspections since it's introduction and these include:

| <b>CLI Full Inspection</b>   | <b>CLI 'Look-See'</b>   |
|--|---|
| Winter Maintenance (pilot CLI)<br>Pupil Placement (pilot CLI)<br>Customer Service Centre (CSC)<br>Recycling and Waste Services<br>Community Arts<br>Housing with Care<br>Corporate Procurement<br>Communications<br>Recycling and Waste Services<br>(2018/19)* | Customer Information Services<br>Cemeteries<br>Council communications (website)<br>Community Recycling Centres<br>Partnership Centres** |

\* Feedback Report and service improvement plan to go to Environment PDSP in quarter 1 of 2019/20

\*\* Process will conclude in March 2019.

The programme is intended to capture a range of council services, with appropriate emphasis on those with a high volume of customer contacts and those that were identified as areas of interest by inspectors during consultations.

Planned inspections in Economic Development (Business Gateway) and the Advice Shop are still to be completed following delays due to service organisational change and/or the availability of inspectors.



The introduction of 'Look See' process and the approach to gathering detailed feedback on customers' experiences of services and facilities has been positively received by both the inspectors and the services that have been subject to this form of inspection. It is designed to be a rapid process, with improvements taken forward immediately by services.

There has been no demand as yet for the Customer Re-design process, though the procedure and guidelines have been developed and are ready for implementation at the point when a service or lay inspector identifies this as a necessary approach. It is anticipated that it will be useful in future transformation activities, to help ensure changes are made with due consideration for customer needs and their involvement in the change process.

A new programme of CLI for 2019/20 and 2020/21 will be developed following consultation with the registered inspectors (quarter one of 2019/20) and the Executive Management Team.

### **D.3 Citizen Inspectors**

Implementing the CLI process has required the council to maintain a register of citizen inspectors, who are supported through access to training, guidance materials and a dedicated council resource (approximately 0.2 FTE).

Every CLI requires a significant time commitment from both the inspectors and the organisation and success is inherently dependent on the capabilities of the inspectors participating in the process. A challenge in the early development stage was to design a process that would be accessible to lay inspectors, but also rigorous and challenging in order to bring about benefit to the council and the community.

CLIs are carried out by two to four inspectors and there is usually a mix of experience and knowledge within that team of council services. The composition of teams could still be improved by representation from different parts of the community. Although fair representation is achieved in terms of gender and the different localities within West Lothian, there is scope for improvement in other characteristics.

Attempts to engage the community through a wide range of council media and contacts with various community groups have had limited success in addressing this issue. The time commitment required from participants may exclude significant parts of the community from the CLI process, particularly those in full-time employment and those with caring responsibilities.

Those individual inspectors that have participated in the process have emerged as a valuable asset to the council; taking a positive, leading role in the delivery of inspection activity, developing the process and, at the council's request, participating in other consultation and engagement processes.

### **D.4 Reporting on Citizen Led Inspections**

At the end of the CLI process the service will be provided with a feedback report, the detail of which will depend upon whether it was a full inspection (evaluated and scored against seven criteria) or the simpler customer experience report of the 'Look See' process. In the full inspection process a meeting is also held between the inspection team and the service management team in order to discuss the detailed findings and recommendations.

The reports from both the full inspection and look see processes are published on the council's website. Outcomes from the full inspection process are also reported to the relevant Policy Development and Scrutiny Panel (PDSP).

The progress of the improvements resulting from the CLI process are reviewed at a date agreed between the inspection team and the service management team – usually between 6 to 12 months after the report was delivered.

## **E. CONCLUSION**

Citizen Led Inspection is an important part of the council's approach to improving service performance and engagement with the community on the quality of services provided.

A total of 14 CLIs undertaken in the council to date has produced a number of customer-designed improvements to increase the quality and effectiveness of services.

## **BACKGROUND REFERENCES**

[Customer Service Strategy](#)  
[Citizen Led Inspection Reports](#)

Appendices/Attachments: 1  
Appendix 1 - Citizen Led Inspection Processes

Contact Person: Rebecca Kelly  
E mail: [rebecca.kelly@westlothian.gov.uk](mailto:rebecca.kelly@westlothian.gov.uk) Phone 01506 281891

**Graeme Struthers**  
**Depute Chief Executive**

**18 March 2019**

## APPENDIX 1

### CITIZEN LED INSPECTION PROCESSES

The council offers three different Citizen Led Inspection processes, in order to give choice to inspectors in the way and level to which they engage with services and the council.

| Citizen Led Inspection Activity  | Methodology   | Source  | Output   | Offering   |
|--|---|---|--|--|
| <b>CLI ‘Look-See’</b><br><br>Co-production: Low<br>Customer commitment: Low (half day)<br>Customer empowerment: High           | <ul style="list-style-type: none"> <li>Customers will visit council facilities and assess the offering</li> <li>A simple model will be used to assess: standard of service, timeliness, staff professionalism/attitude and the overall environment</li> </ul>                 | <ul style="list-style-type: none"> <li>An intervention activity</li> <li>Focus areas will be areas that have gone through change or;</li> <li>Where there is a performance issue, such as high levels of waste and/or complaints.</li> </ul>  | <ul style="list-style-type: none"> <li>Customer observations and feedback</li> <li>Corrective actions</li> </ul>                   | <ul style="list-style-type: none"> <li>Mystery shopping</li> <li>Focus groups</li> </ul>   |
| <b>Customer Inspection</b><br><br>Co-production: Medium<br>Customer commitment: High (>10 days)<br>Customer empowerment: High  | <ul style="list-style-type: none"> <li>Customers will independently assess services</li> <li>Citizen Led Inspection Framework will be used to evaluate services.</li> </ul>   | <ul style="list-style-type: none"> <li>A planned programme of activity</li> <li>Programme agreed through consultation with the inspectors</li> <li>Focus areas will generally be services with high volume customer contact.</li> </ul>   | <ul style="list-style-type: none"> <li>Inspection report</li> <li>Service rating</li> <li>Customer designed action plan</li> </ul> | <ul style="list-style-type: none"> <li>Citizen Led Inspection</li> <li>Tenant Led Inspection</li> <li>Parent/Pupil Led Inspection</li> </ul>                         |
| <b>Customer Re-design</b><br><br>Co-production: High<br>Customer commitment: Medium (1-2 days)<br>Customer empowerment: Medium | <ul style="list-style-type: none"> <li>Customers will work with services undergoing business change.</li> <li>Involvement will be ring-fenced to specific points in the change process</li> <li>Purpose is to ensure that customer need is factored into re-design</li> </ul> | <ul style="list-style-type: none"> <li>A combination of planned and intervention activity</li> <li>Focus areas will be areas going through change, either in DBO programme or modernisation projects, or;</li> <li>Where there is a performance issue, such as high levels of waste and/or complaints.</li> </ul> | <ul style="list-style-type: none"> <li>Plan for re-designed process or service</li> <li>Co-produced action plan</li> </ul>         | <ul style="list-style-type: none"> <li>Re-design consultations</li> <li>Customer journey mapping</li> <li>Rapid Improvement Events</li> <li>LEAN activity</li> </ul> |





**PERFORMANCE COMMITTEE**

**COMPLAINT PERFORMANCE REPORT QUARTER 3: 2018/19**

**REPORT BY DEPUTE CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

To report to the Performance Committee the quarterly analysis of closed complaints in Quarter 3: 2018/19.

**B. RECOMMENDATIONS**

It is recommended that the Performance Committee:

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

**C. SUMMARY OF IMPLICATIONS**

|       |  |   |
|-------|--|---|
| I.    | Council Values                                     | Focusing on customers' needs<br>Being honest, open and accountable  |
| II.   | Policy and Legal                                   | The Public Services Reform (Scotland) Act 2010  |
| III.  | Implications for Scheme of Delegations to Officers | None  |
| IV.   | Impact on performance and performance indicators   | Will provide a robust approach to monitoring complaints performance information covering all council services |
| V.    | Relevance to Single Outcome Agreement              | Indicators support various outcomes in the SOA  |
| VI.   | Resources (Financial, Staffing and Property)       | From existing budget  |
| VII.  | Consideration at PDSP/Executive Committee required | Complaints performance to be considered at the Performance Committee  |
| VIII. | Details of consultations                           | None  |

## D. TERMS OF REPORT

### D.1 Background

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

The SPSO definition of a complaint in the model CHP is:

***‘An expression of dissatisfaction by one or more members of the public about the local authority’s action or lack of action, or about the standard of service provided by or on behalf of the local authority.’***

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

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

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

### D.2 Corporate Complaint Performance

Table 1 breaks down Quarter 3 complaints by complaint category over a 5 year period.

**Table 1** Quarter 3 complaint category covering period 2014/15 – 2018/19

| Complaint Category      | Q3 14/15   | Q3 15/16   | Q3 16/17   | Q3 17/18   | Q3 18/19   |
|-------------------------|------------|------------|------------|------------|------------|
| Standard of Service     | 252        | 198        | 380        | 345        | 396        |
| Employee Attitude       | 77         | 67         | 75         | 80         | 75         |
| Policy Related          | 89         | 93         | 123        | 122        | 51         |
| Poor Communication      | 54         | 86         | 74         | 56         | 74         |
| Waiting Time            | 27         | 51         | 91         | 59         | 29         |
| Missed Appointments     | 4          | 1          | 11         | 11         | 5          |
| <b>Total Complaints</b> | <b>503</b> | <b>496</b> | <b>754</b> | <b>673</b> | <b>630</b> |

The current service level of complaint performance varies across the council and is linked to the complexity and quantity of complaints received. Operational Services and Housing, Customer and Building Services (HCBS) are the main complaint generators by service, accounting for 76.35% (481) of all recorded complaints (630) in Quarter 3: 2018/19.

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

- Standard of Service

The increase in Standard of Service complaints have been generated by Operational Services (192) and HCBS (115) which account for 77.5% (307) of all recorded complaints in the category. The equivalent quarter in 2017/18, Operational Services (161) and HCBS (115) had a combined total of 276 complaints categorised as Standard of Service.

Of the 192 Operational Services Standard of Service complaints, Waste Services received a total of 144 complaints. These complaints ranged from: missed container collections for trade and households and issues relating to bin/bulky pickup and returns.

During Q3 2018/19, Waste Services closed 144 complaints which is an increase of 37 when compare to the equivalent quarter in 2017/18 (107).

- Policy

A total of 51 Policy related complaints were received by the council. This was a decrease of 71 from the equivalent quarter in the previous year (122). Operational Services (18) and HCBS (10) account for 54.9% of all Policy complaints. Education Services received 16 Policy complaints mainly linked to bullying (pupil – pupil), child protection issues and the curriculum.

- Waiting Time

The main Waiting Time complaints generator was HCBS (24) which accounted for 82.8% of all Waiting Time complaints (29). There was a decrease of 30 Waiting Time complaints when compared to the equivalent quarter in the previous year.

- Poor Communication

In Q3 2018/19, 78.4% (58) of all Poor Communication complaints were generated by HCBS (49) and Operational Services (9). The equivalent quarter in the previous year, HCBS and Operational Services received 27 and 10 complaints respectively.

- Employee Attitude

Employee Attitude complaints have been driven by Operational Services (34) and HCBS (23) which account for 76.0% (57) of all recorded complaints in this category. The equivalent quarter in 2017/18, Operational Services (39) and HCBS (24) had a combined total of 63 complaints categorised as Employee Attitude related.

Appendix 1 to the report provides the council wide performance against the SPSO defined measures covering the period Quarter 3: 2018/19 (October 2018 to December 2018).

### **D.3 Summary of Service Complaint Performance**

The Complaint Steering Board identified 4 high level indicators that provided a summary of complaint handling performance.

The 4 indicators are:

1. Total complaints received
2. Complaints closed within 5 working days
3. Complaints closed within 20 working days

#### 4. Complaints part upheld/ upheld

Table 2 provides a summary of service performance against these 4 key indicators.

**Table 2** Quarter 3: 2017/18 and 2018/19 service performance summary

| Service                       | Total complaints |            | Complaints closed within 5 working days |              | Complaints closed within 20 working days |              | Complaints part upheld/ upheld |              |
|-------------------------------|------------------|------------|---|--------------|--|--------------|--------------------------------|--------------|
|                               | Q3 2017/18       | Q3 2018/19 | Q3 2017/18                              | Q3 2018/19   | Q3 2017/18                               | Q3 2018/19   | Q3 2017/18                     | Q3 2018/19   |
| Corporate Services            | 1                | 4          | 0%                                      | 33.3%        | -  | 100%         | 100%                           | 25%          |
| Education Service             | 60               | 79         | 93.2%                                   | 89.1%        | 87.5%                                    | 90.9%        | 48.4%                          | 40.5%        |
| Exec Office                   | 5                | 4          | -                                       | -            | 100%                                     | 100%         | 40.0%                          | 50%          |
| Finance and Property Services | 22               | 27         | 88.2%                                   | 87.5%        | 75.0%                                    | 100%         | 22.7%                          | 39.6%        |
| HCBS                          | 238              | 225        | 86.0%                                   | 86.5%        | 91.7%                                    | 64.3%        | 34.9%                          | 36.9%        |
| Operational Services          | 313              | 256        | 89.2%                                   | 78.7%        | 93.8%                                    | 75%          | 43.5%                          | 58.6%        |
| PEDR                          | 10               | 15         | 100%                                    | 90.9%        | 100%                                     | 50%          | 30.0%                          | 26.7%        |
| Social Policy                 | 24               | 20         | 28.6%                                   | 12.5%        | 50.0%                                    | 75%          | 50.0%                          | 45%          |
| <b>Total</b>                  | <b>673</b>       | <b>630</b> | <b>86.2%</b>                            | <b>80.5%</b> | <b>90.4%</b>                             | <b>76.7%</b> | <b>40.3%</b>                   | <b>45.9%</b> |

Table 3 provides a service trend summary of closed complaints received by quarter covering Quarter 3 2017/18 - Quarter 3 2018/19.

**Table 3** Q3 2017/18 – Q3 2018/19 service trend summary

| Service                       | Q3 2017/18 | Q4 2017/18  | Q1 2018/19  | Q2 2018/19 | Q3 2018/19 |
|-------------------------------|------------|-------------|-------------|------------|------------|
| Corporate Services            | 1          | 5           | 4           | 4          | 4          |
| Education Service             | 60         | 68          | 83          | 51         | 79         |
| Exec Office                   | 5          | 1           | 4           | 5          | 4          |
| Finance and Property Services | 22         | 25          | 35          | 46         | 27         |
| HCBS                          | 238        | 227         | 265         | 235        | 225        |
| Operational Services          | 313        | 668         | 782         | 398        | 256        |
| PEDR                          | 10         | 13          | 17          | 24         | 15         |
| Social Policy                 | 24         | 45          | 40          | 34         | 20         |
| <b>Total</b>                  | <b>673</b> | <b>1052</b> | <b>1230</b> | <b>797</b> | <b>630</b> |

Appendix 1 contains the complaint analysis covering Q3: 2018/19.

Table 4 provides a service trend summary of upheld/ part upheld complaints as a percentage of complaints received by quarter covering Q3 2017/18 to Q3 2018/19.



**Table 4** Q3 2017/18 to Q3 2018/19 Service upheld/ part-upheld complaint performance

| Service                       | Q3 2017/18   | Q4 2017/18   | Q1 2018/19   | Q2 2018/19   | Q3 2018/19   |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| Corporate Services            | 0%           | 40%          | 25%          | 0%           | 25%          |
| Education Service             | 48.4%        | 35.3%        | 48.2%        | 49%          | 40.5%        |
| Exec Office                   | 40%          | 0%           | 0%           | 20%          | 50%          |
| Finance and Property Services | 32.7%        | 32%          | 14.3%        | 28.2%        | 39.6%        |
| HCBS                          | 34.8%        | 36.6%        | 37%          | 42.5%        | 36.9%        |
| Operational Services          | 43.4%        | 59.9%        | 73.4%        | 60.5%        | 58.6%        |
| PEDR                          | 30%          | 23.1%        | 5.9%         | 45.9%        | 26.7%        |
| Social Policy                 | 50%          | 51.1%        | 42.5%        | 64.7%        | 45%          |
| <b>Total</b>                  | <b>40.3%</b> | <b>51.6%</b> | <b>59.8%</b> | <b>51.8%</b> | <b>45.9%</b> |

Table 5 provides indicative ratios for the number of complaints against the specific customer groups for Education Services, Housing, Customer and Building Services and Operation Services.

**Table 5:** Ratio of complaints to customer group (for main generators of complaints)

| Service              | Base unit (Q3 2018/19) | Q3 complaint volume | Complaint ratio                         |
|----------------------|------------------------|---------------------|---|
| Education Services   | 30,000 pupils          | 79                  | 1 complaint for every 380 pupils        |
| HC&BS                | 13,169 council houses  | 225                 | 1 complaint for every 59 council houses |
| Operational Services | 76,659 households      | 256                 | 1 complaint for every 300 households    |

A target of 85% is currently set for the percentage of complaints which must be dealt with within timescale. Generally, services achieve or exceed the processing targets for complaints.

Across the council, 45.9% of all complaints received in Q3:2018/19 were upheld/ part upheld. Operational Services received the highest number of complaints and also had one of the highest percentage of complaints that were upheld/ part upheld at 58.6%.

## **E. CONCLUSION**

The Council's Q3 2018/19 complaints numbers are at the lowest level when compared to the previous four quarters. This decrease is mainly related to Operation Services who continue to demonstrate a reduction in complaints closed on a quarterly basis.

All services continue to be committed to regular customer complaint analysis which informs service development activity and the improvement agenda.

## **F. BACKGROUND REFERENCES**

SPSO publishes the Model Complaints Handling Procedure (CHP) for the local government sector in Scotland.

1. [WLC Complaints Handling Procedure](#)

### **Appendices/Attachments:**

Appendix 1 Council Wide Complaint Performance Q3:2018-19

Contact Person: Joe Murray

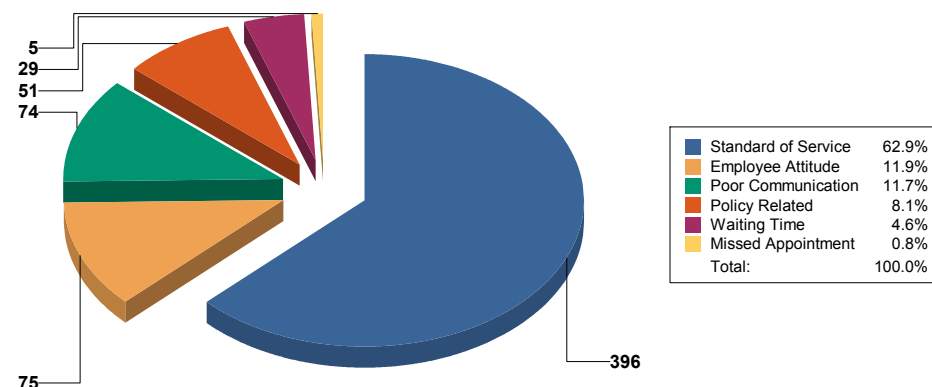
E mail: [joe.murray@westlothian.gov.uk](mailto:joe.murray@westlothian.gov.uk) Phone 01506 281893

**Graeme Struthers**  
**Depute Chief Executive**  
**18 March 2019**

Period: 01/10/2018 to 31/12/2018

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

| <b>SPSO Performance Indicator</b> |  | <b>Number</b> | <b>%</b>   |
|-----------------------------------|--|---------------|------------|
| <b>1</b>                          | Total number of complaints   | 630           |            |
| <b>2</b>                          | Complaints closed at Stage 1   | 514           | 81.6%      |
|                                   | Complaints closed at Stage 2   | 103           | 16.3%      |
|                                   | Complaints closed at Stage 2 after escalation                        | 13            | 2.1%       |
| <b>3</b>                          | Complaints UPHELD at Stage 1   | 139           | 27.0%      |
|                                   | Complaints NOT UPHELD at Stage 1                                     | 269           | 52.3%      |
|                                   | Complaints PART UPHELD at Stage 1                                    | 106           | 20.6%      |
|                                   | Complaints UPHELD at Stage 2   | 11            | 10.7%      |
|                                   | Complaints NOT UPHELD at Stage 2                                     | 64            | 62.1%      |
|                                   | Complaints PART UPHELD at Stage 2                                    | 28            | 27.2%      |
|                                   | Escalated complaints UPHELD at Stage 2                               | 4             | 30.8%      |
|                                   | Escalated complaints NOT UPHELD at Stage 2                           | 8             | 61.5%      |
|                                   | Escalated complaints PART UPHELD at Stage 2                          | 1             | 7.7%       |
| <b>4</b>                          | Average working days to respond to a Stage 1 complaint               | 5.0           | Days: 2586 |
|                                   | Average working days to respond to a Stage 2 complaint               | 15.3          | Days: 1581 |
|                                   | Average working days to respond to a Stage 2 after escalation        | 10.9          | Days: 142  |
| <b>5</b>                          | Complaints closed at Stage 1 within 5 working days                   | 414           | 80.5%      |
|                                   | Complaints closed at Stage 2 within 20 working days                  | 79            | 76.7%      |
|                                   | Complaints closed at Stage 2 within 20 working days after escalation | 10            | 76.9%      |
| <b>6</b>                          | Complaints closed at Stage 1 where an extension has been authorised  | 1             | 0.2%       |
|                                   | Complaints closed at Stage 2 where an extension has been authorised  | 0             | 0.0%       |

**Number of Complaints by Reason**


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

|   |              |              |
|---|--------------|--------------|
| <b>Percentage of all complaints resolved within timeline:</b> | <b>79.8%</b> | <b>(503)</b> |
| <b>Percentage of all complaints UPHELD:</b>                   | <b>24.4%</b> | <b>(154)</b> |
| <b>Percentage of all complaints NOT UPHELD:</b>               | <b>54.1%</b> | <b>(341)</b> |
| <b>Percentage of all complaints PART UPHELD:</b>              | <b>21.4%</b> | <b>(135)</b> |
| <b>Percentage with another or no outcome selected:</b>        | <b>0.0%</b>  | <b>(0)</b>   |

| HOS Area                             | Total | Stage 1: Frontline Resolution |                  |                 |                |        |               |                | Escalated | Stage 2: Investigation |                   |                 |                |        |               |                | Overall |
|--------------------------------------|-------|-------------------------------|------------------|-----------------|----------------|--------|---------------|----------------|-----------|------------------------|-------------------|-----------------|----------------|--------|---------------|----------------|---------|
|                                      |       | Stage 1<br>Total              | Within<br>5 Days | Average<br>Days | Stage<br>1 Ext | Upheld | Not<br>Upheld | Part<br>Upheld |           | Stage 2<br>Total       | Within<br>20 Days | Average<br>Days | Stage<br>2 Ext | Upheld | Not<br>Upheld | Part<br>Upheld |         |
| Corporate Services                   | 4     | 3                             | 1                | 18.3            | 0              | 1      | 2             | 0              | 0         | 1                      | 1                 | 13.0            | 0              | 0      | 1             | 0              | 1       |
|                                      |       | 75%                           | 33%              |                 | 0%             | 33%    | 67%           | 0%             | 0%        | 25%                    | 100%              |                 | 0%             | 0%     | 100%          | 0%             | 25%     |
|                                      |       | 1                             | 1                |                 | 0              | 0      | 1             | 0              | 0         | 1                      | 1                 |                 | 0              | 0      | 1             | 0              | 0       |
| Blue Badge & NEC                     | 2     | 50%                           | 100%             | 5.0             | 0%             | 0%     | 100%          | 0%             | 0%        | 50%                    | 100%              | 13.0            | 0%             | 0%     | 100%          | 0%             | 0%      |
| HR (A)                               | 1     | 1                             | 0                | 19.0            | 0              | 1      | 0             | 0              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 1       |
|                                      |       | 100%                          | 0%               |                 | 0%             | 100%   | 0%            | 0%             | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 100%    |
| Legal Services (App_Serv)            | 1     | 1                             | 0                | 31.0            | 0              | 0      | 1             | 0              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0       |
|                                      |       | 100%                          | 0%               |                 | 0%             | 0%     | 100%          | 0%             | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%      |
| Education                            | 79    | 46                            | 41               | 4.2             | 0              | 12     | 26            | 8              | 0         | 33                     | 30                | 15.1            | 0              | 3      | 21            | 9              | 32      |
|                                      |       | 58%                           | 89%              |                 | 0%             | 26%    | 57%           | 17%            | 0%        | 42%                    | 91%               |                 | 0%             | 9%     | 64%           | 27%            | 41%     |
|                                      |       | 4                             | 4                |                 | 0              | 4      | 0             | 0              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 4       |
| Community Arts                       | 4     | 100%                          | 100%             | 2.8             | 0%             | 100%   | 0%            | 0%             | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 100%    |
| Education                            | 75    | 42                            | 37               | 4.3             | 0              | 8      | 26            | 8              | 0         | 33                     | 30                | 15.1            | 0              | 3      | 21            | 9              | 28      |
|                                      |       | 56%                           | 88%              |                 | 0%             | 19%    | 62%           | 19%            | 0%        | 44%                    | 91%               |                 | 0%             | 9%     | 64%           | 27%            | 37%     |
| Executive Office                     | 4     | 0                             | 0                | 0.0             | 0              | 0      | 0             | 0              | 0         | 4                      | 4                 | 6.3             | 0              | 0      | 2             | 2              | 2       |
|                                      |       | 0%                            | 0%               |                 | 0%             | 0%     | 0%            | 0%             | 0%        | 100%                   | 100%              |                 | 0%             | 0%     | 50%           | 50%            | 50%     |
|                                      |       | 0                             | 0                |                 | 0              | 0      | 0             | 0              | 0         | 4                      | 4                 | 6.3             | 0              | 0      | 2             | 2              | 2       |
| Executive Office                     | 4     | 0%                            | 0%               | 0.0             | 0%             | 0%     | 0%            | 0%             | 0%        | 100%                   | 100%              |                 | 0%             | 0%     | 50%           | 50%            | 50%     |
| Finance & Property Services          | 27    | 24                            | 21               | 3.2             | 1              | 4      | 17            | 3              | 0         | 3                      | 3                 | 9.7             | 0              | 0      | 2             | 1              | 8       |
|                                      |       | 89%                           | 88%              |                 | 4%             | 17%    | 71%           | 13%            | 0%        | 11%                    | 100%              |                 | 0%             | 0%     | 67%           | 33%            | 30%     |
|                                      |       | 4                             | 4                |                 | 1              | 1      | 3             | 0              | 0         | 1                      | 1                 | 10.0            | 0              | 0      | 0             | 1              | 2       |
| Advice Shop                          | 5     | 80%                           | 100%             | 4.0             | 25%            | 25%    | 75%           | 0%             | 0%        | 20%                    | 100%              |                 | 0%             | 0%     | 0%            | 100%           | 40%     |
| Financial Management (App_Serv)      | 1     | 1                             | 0                | 6.0             | 0              | 1      | 0             | 0              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 1       |
|                                      |       | 100%                          | 0%               |                 | 0%             | 100%   | 0%            | 0%             | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 100%    |
| Revenues (App_Serv)                  | 21    | 19                            | 17               | 2.8             | 0              | 2      | 14            | 3              | 0         | 2                      | 2                 | 9.5             | 0              | 0      | 2             | 0              | 5       |
|                                      |       | 90%                           | 89%              |                 | 0%             | 11%    | 74%           | 16%            | 0%        | 10%                    | 100%              |                 | 0%             | 0%     | 100%          | 0%             | 24%     |
| Housing Customer & Building Services | 225   | 170                           | 147              | 5.8             | 0              | 34     | 108           | 28             | 13        | 55                     | 37                | 15.1            | 0              | 9      | 34            | 12             | 83      |
|                                      |       | 76%                           | 86%              |                 | 0%             | 20%    | 64%           | 16%            | 6%        | 24%                    | 67%               |                 | 0%             | 16%    | 62%           | 22%            | 37%     |
|                                      |       | 1                             | 1                |                 | 0              | 0      | 1             | 0              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0       |
| Bathgate Partership Centre           | 1     | 100%                          | 100%             | 1.0             | 0%             | 0%     | 100%          | 0%             | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%      |
| Building Services                    | 120   | 101                           | 85               | 3.3             | 0              | 15     | 61            | 15             | 10        | 29                     | 24                | 12.1            | 0              | 7      | 16            | 6              | 43      |
|                                      |       | 84%                           | 84%              |                 | 0%             | 15%    | 60%           | 15%            | 8%        | 24%                    | 83%               |                 | 0%             | 24%    | 55%           | 21%            | 36%     |
| Community Facilities                 | 2     | 2                             | 2                | 4.0             | 0              | 0      | 1             | 1              | 0         | 0                      | 0                 | 0.0             | 0              | 0      | 0             | 0              | 1       |
|                                      |       | 100%                          | 100%             |                 | 0%             | 0%     | 50%           | 50%            | 0%        | 0%                     | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 50%     |

| HOS Area                     | Total | Stage 1: Frontline Resolution |                  |                 |                |        |               | Escalated      | Stage 2: Investigation |                  |                   |                 |                |        | Overall       |                |                         |
|------------------------------|-------|-------------------------------|------------------|-----------------|----------------|--------|---------------|----------------|------------------------|------------------|-------------------|-----------------|----------------|--------|---------------|----------------|-------------------------|
|                              |       | Stage 1<br>Total              | Within<br>5 Days | Average<br>Days | Stage<br>1 Ext | Upheld | Not<br>Upheld | Part<br>Upheld | Escalated<br>Total     | Stage 2<br>Total | Within<br>20 Days | Average<br>Days | Stage<br>2 Ext | Upheld | Not<br>Upheld | Part<br>Upheld | Upheld + Part<br>Upheld |
| Customer Information Service | 10    | 10                            | 8                | 3.4             | 0              | 4      | 4             | 1              | 1                      | 1                | 0                 | 22.0            | 0              | 0      | 1             | 0              | 5                       |
|                              |       | 100%                          | 80%              |                 | 0%             | 40%    | 40%           | 10%            | 10%                    | 10%              | 0%                |                 | 0%             | 100%   | 0%            | 50%            |                         |
| Customer Service Centre      | 17    | 16                            | 16               | 3.1             | 0              | 5      | 9             | 2              | 0                      | 1                | 1                 | 5.0             | 0              | 0      | 1             | 0              | 7                       |
|                              |       | 94%                           | 100%             |                 | 0%             | 31%    | 56%           | 13%            | 0%                     | 6%               | 100%              |                 | 0%             | 0%     | 100%          | 0%             | 41%                     |
| Housing Need                 | 26    | 23                            | 16               | 4.7             | 0              | 4      | 16            | 3              | 0                      | 3                | 2                 | 13.3            | 0              | 0      | 3             | 0              | 7                       |
|                              |       | 88%                           | 70%              |                 | 0%             | 17%    | 70%           | 13%            | 0%                     | 12%              | 67%               |                 | 0%             | 0%     | 100%          | 0%             | 27%                     |
| Housing Operations           | 38    | 21                            | 12               | 4.8             | 0              | 3      | 13            | 3              | 2                      | 19               | 9                 | 17.3            | 0              | 2      | 11            | 6              | 14                      |
|                              |       | 55%                           | 57%              |                 | 0%             | 14%    | 62%           | 14%            | 5%                     | 50%              | 47%               |                 | 0%             | 11%    | 58%           | 32%            | 37%                     |
| Housing Strategy (App_Serv)  | 8     | 6                             | 4                | 55.5            | 0              | 3      | 3             | 0              | 0                      | 2                | 1                 | 41.5            | 0              | 0      | 2             | 0              | 3                       |
|                              |       | 75%                           | 67%              |                 | 0%             | 50%    | 50%           | 0%             | 0%                     | 25%              | 50%               |                 | 0%             | 0%     | 100%          | 0%             | 38%                     |
| Libraries (App_Serv)         | 3     | 3                             | 3                | 3.3             | 0              | 0      | 0             | 3              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 3                       |
|                              |       | 100%                          | 100%             |                 | 0%             | 0%     | 0%            | 100%           | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 100%                    |
| Operational Services         | 256   | 244                           | 192              | 4.2             | 0              | 82     | 101           | 61             | 0                      | 12               | 9                 | 14.3            | 0              | 2      | 5             | 5              | 150                     |
|                              |       | 95%                           | 79%              |                 | 0%             | 34%    | 41%           | 25%            | 0%                     | 5%               | 75%               |                 | 0%             | 17%    | 42%           | 42%            | 59%                     |
| Cemeteries & Burials         | 2     | 2                             | 2                | 1.0             | 0              | 0      | 2             | 0              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0                       |
|                              |       | 100%                          | 100%             |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%                      |
| Country Parks/ Trees         | 4     | 4                             | 4                | 2.0             | 0              | 0      | 4             | 0              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0                       |
|                              |       | 100%                          | 100%             |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%                      |
| FacilitiesManagement         | 2     | 2                             | 1                | 5.0             | 0              | 1      | 0             | 1              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 2                       |
|                              |       | 100%                          | 50%              |                 | 0%             | 50%    | 0%            | 50%            | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 100%                    |
| Fleet Vehicles               | 1     | 1                             | 1                | 1.0             | 0              | 0      | 1             | 0              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0                       |
|                              |       | 100%                          | 100%             |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%                      |
| Garden Maintenance           | 3     | 3                             | 3                | 2.3             | 0              | 1      | 1             | 1              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 2                       |
|                              |       | 100%                          | 100%             |                 | 0%             | 33%    | 33%           | 33%            | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 67%                     |
| Grounds Maintenance          | 4     | 4                             | 3                | 5.3             | 0              | 2      | 2             | 0              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 2                       |
|                              |       | 100%                          | 75%              |                 | 0%             | 50%    | 50%           | 0%             | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 50%                     |
| Public Transport             | 9     | 9                             | 5                | 5.9             | 0              | 0      | 9             | 0              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 0                       |
|                              |       | 100%                          | 56%              |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 0%                      |
| Road Operations              | 14    | 14                            | 7                | 5.7             | 0              | 0      | 12            | 2              | 0                      | 0                | 0                 | 0.0             | 0              | 0      | 0             | 0              | 2                       |
|                              |       | 100%                          | 50%              |                 | 0%             | 0%     | 86%           | 14%            | 0%                     | 0%               | 0%                |                 | 0%             | 0%     | 0%            | 0%             | 14%                     |
| Road StreetLighting          | 9     | 8                             | 6                | 4.0             | 0              | 2      | 6             | 0              | 0                      | 1                | 0                 | 21.0            | 0              | 0      | 1             | 0              | 2                       |
|                              |       | 89%                           | 75%              |                 | 0%             | 25%    | 75%           | 0%             | 0%                     | 11%              | 0%                |                 | 0%             | 0%     | 100%          | 0%             | 22%                     |

| HOS Area                                     | Total | Stage 1: Frontline Resolution |                  |                 |                |        |               | Escalated      | Stage 2: Investigation |                  |                   |                 |                |        | Overall       |                |
|--|-------|-------------------------------|------------------|-----------------|----------------|--------|---------------|----------------|------------------------|------------------|-------------------|-----------------|----------------|--------|---------------|----------------|
|  |       | Stage 1<br>Total              | Within<br>5 Days | Average<br>Days | Stage<br>1 Ext | Upheld | Not<br>Upheld | Part<br>Upheld | Escalated<br>Total     | Stage 2<br>Total | Within<br>20 Days | Average<br>Days | Stage<br>2 Ext | Upheld | Not<br>Upheld | Part<br>Upheld |
| Road Transportation                          | 1     | 1                             | 0                | 9.0             | 0              | 0      | 1             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 0              |
|  |       | 100%                          | 0%               |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0.0               | 0%              | 0%             | 0%     | 0%            | 0%             |
| Roads Maintenance                            | 10    | 10                            | 9                | 3.5             | 0              | 1      | 9             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 1              |
|  |       | 100%                          | 90%              |                 | 0%             | 10%    | 90%           | 0%             | 0%                     | 0%               | 0.0               | 0%              | 0%             | 0%     | 0%            | 10%            |
| Roads Traffic Safety                         | 4     | 4                             | 3                | 4.5             | 0              | 0      | 4             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 0              |
|  |       | 100%                          | 75%              |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0.0               | 0%              | 0%             | 0%     | 0%            | 0%             |
| Street Cleansing                             | 6     | 6                             | 4                | 4.5             | 0              | 0      | 5             | 1              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 1              |
|  |       | 100%                          | 67%              |                 | 0%             | 0%     | 83%           | 17%            | 0%                     | 0%               | 0.0               | 0%              | 0%             | 0%     | 0%            | 17%            |
| Transport Planning                           | 5     | 4                             | 3                | 5.3             | 0              | 1      | 3             | 0              | 0                      | 1                | 1                 | 0               | 0              | 0      | 1             | 2              |
|  |       | 80%                           | 75%              |                 | 0%             | 25%    | 75%           | 0%             | 0%                     | 20%              | 100%              | 13.0            | 0%             | 0%     | 0%            | 40%            |
| TransportationPolicy                         | 2     | 1                             | 0                | 6.0             | 0              | 0      | 1             | 0              | 0                      | 1                | 1                 | 0               | 0              | 1      | 0             | 0              |
|  |       | 50%                           | 0%               |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 50%              | 100%              | 19.0            | 0%             | 0%     | 100%          | 0%             |
| Waste Management                             | 170   | 161                           | 136              | 3.9             | 0              | 69     | 37            | 55             | 0                      | 9                | 7                 | 13.1            | 0              | 2      | 3             | 4              |
|  |       | 95%                           | 84%              |                 | 0%             | 43%    | 23%           | 34%            | 0%                     | 5%               | 78%               |                 | 0%             | 22%    | 33%           | 44%            |
| Staff Complaint Waste Manage                 | 10    | 10                            | 5                | 7.5             | 0              | 5      | 4             | 1              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 6              |
|  |       | 100%                          | 50%              |                 | 0%             | 50%    | 40%           | 10%            | 0%                     | 0%               | 0.0               | 0%              | 0%             | 0%     | 0%            | 60%            |
| Planning Economic Development & Regeneration | 15    | 11                            | 10               | 3.2             | 0              | 2      | 8             | 1              | 0                      | 4                | 2                 | 18.8            | 0              | 1      | 3             | 4              |
|  |       | 73%                           | 91%              |                 | 0%             | 18%    | 73%           | 9%             | 0%                     | 27%              | 50%               |                 | 0%             | 25%    | 75%           | 27%            |
| Building Standards Dev Control (A)           | 1     | 1                             | 1                | 3.0             | 0              | 0      | 1             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 0              |
|  |       | 100%                          | 100%             |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                | 0.0             | 0%             | 0%     | 0%            | 0%             |
| Economic Development (App_Serv)              | 1     | 1                             | 1                | 1.0             | 0              | 0      | 1             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 0              |
|  |       | 100%                          | 100%             |                 | 0%             | 0%     | 100%          | 0%             | 0%                     | 0%               | 0%                | 0.0             | 0%             | 0%     | 0%            | 0%             |
| Environmental Health(A)                      | 2     | 2                             | 2                | 1.5             | 0              | 1      | 1             | 0              | 0                      | 0                | 0                 | 0               | 0              | 0      | 0             | 1              |
|  |       | 100%                          | 100%             |                 | 0%             | 50%    | 50%           | 0%             | 0%                     | 0%               | 0%                | 0.0             | 0%             | 0%     | 0%            | 50%            |
| Planning Services                            | 11    | 7                             | 6                | 4.0             | 0              | 1      | 5             | 1              | 0                      | 4                | 2                 | 18.8            | 0              | 1      | 3             | 3              |
|  |       | 64%                           | 86%              |                 | 0%             | 14%    | 71%           | 14%            | 0%                     | 36%              | 50%               |                 | 0%             | 25%    | 75%           | 27%            |
| Social Policy                                | 20    | 16                            | 2                | 13.6            | 0              | 4      | 7             | 5              | 0                      | 4                | 3                 | 21.0            | 0              | 0      | 4             | 9              |
|  |       | 80%                           | 13%              |                 | 0%             | 25%    | 44%           | 31%            | 0%                     | 20%              | 75%               |                 | 0%             | 0%     | 100%          | 45%            |
| Children & Families                          | 7     | 5                             | 0                | 13.0            | 0              | 0      | 2             | 3              | 0                      | 2                | 2                 | 20.0            | 0              | 0      | 2             | 3              |
|  |       | 71%                           | 0%               |                 | 0%             | 0%     | 40%           | 60%            | 0%                     | 29%              | 100%              |                 | 0%             | 0%     | 100%          | 43%            |
| Community Care Services                      | 11    | 10                            | 2                | 13.5            | 0              | 4      | 4             | 2              | 0                      | 1                | 0                 | 26.0            | 0              | 0      | 1             | 6              |
|  |       | 91%                           | 20%              |                 | 0%             | 40%    | 40%           | 20%            | 0%                     | 9%               | 0%                |                 | 0%             | 0%     | 100%          | 55%            |

| <u>HOS Area</u>  | <u>Total</u> | <u>Stage 1: Frontline Resolution</u> |                          |                         |                        |               |                       |                        | <u>Escalated</u>           | <u>Stage 2: Investigation</u> |                           |                         |                        |               |                       |                        | <u>Overall</u>                  |
|------------------|--------------|--------------------------------------|--------------------------|-------------------------|------------------------|---------------|-----------------------|------------------------|----------------------------|-------------------------------|---------------------------|-------------------------|------------------------|---------------|-----------------------|------------------------|---------------------------------|
|                  |              | <u>Stage 1<br/>Total</u>             | <u>Within<br/>5 Days</u> | <u>Average<br/>Days</u> | <u>Stage<br/>1 Ext</u> | <u>Upheld</u> | <u>Not<br/>Upheld</u> | <u>Part<br/>Upheld</u> | <u>Escalated<br/>Total</u> | <u>Stage 2<br/>Total</u>      | <u>Within<br/>20 Days</u> | <u>Average<br/>Days</u> | <u>Stage<br/>2 Ext</u> | <u>Upheld</u> | <u>Not<br/>Upheld</u> | <u>Part<br/>Upheld</u> | <u>Upheld + Part<br/>Upheld</u> |
|                  |              | 1                                    | 0                        | 17.0                    | 0                      | 0             | 1                     | 0                      | 0                          | 1                             | 1                         | 18.0                    | 0                      | 0             | 1                     | 0                      | 0                               |
| Criminal Justice | 2            | 50%                                  | 0%                       |                         | 0%                     | 0%            | 100%                  | 0%                     | 0%                         | 50%                           | 100%                      |                         | 0%                     | 0%            | 100%                  | 0%                     | 0%                              |

**Open Complaint Cases by Service**

**Data Label: OFFICIAL**

The table below provides the number of complaint cases open by Service and month/year created (to the end of the reporting period).

|   | <b>Total</b> | <b>2018</b>  |               |                |                 |                 |
|---|--------------|--------------|---------------|----------------|-----------------|-----------------|
|   |              | <b>April</b> | <b>August</b> | <b>October</b> | <b>November</b> | <b>December</b> |
| <b>Total</b>                                    | 32           | 1            | 3             | 4              | 6               | 18              |
| <b>Education</b>                                | 1            | 0            | 0             | 0              | 0               | 1               |
| <b>Housing Customer &amp; Building Services</b> | 19           | 1            | 0             | 4              | 4               | 10              |
| <b>Operational Services</b>                     | 7            | 0            | 1             | 0              | 1               | 5               |
| <b>Social Policy</b>                            | 5            | 0            | 2             | 0              | 1               | 2               |







## PERFORMANCE COMMITTEE WORKPLAN 2018/19

The committee workplan is developed to ensure that the Committee receives outcome reports from the WLAM programme at the earliest opportunity. The programme operates on a risk based approach, with assessment and scrutiny taking place in every council service (excluding schools) over a three year improvement cycle.

| Date          | Focus Area   | Report                       | WLAM Unit                             | Responsible Officer | CMT               |
|---------------|--|------------------------------|---------------------------------------|---------------------|-------------------|
| 18 March 2019 | <b>Corporate Complaints Q3 2018-19</b>               | Corporate performance report | Performance and Improvement Service   | Joe Murray          | Graeme Struthers  |
|               | <b>Roads and Transportation</b>                      | Service performance report   | Roads and Transportation              | Graeme Malcolm      | Jim Jack          |
|               | <b>Facilities Management</b>                         | Service performance report   | Facilities Management                 | Matt Baxter         | Jim Jack          |
|               | <b>Public Transport</b>                              | Service performance report   | Public Transport                      | Nicola Gill         | Jim Jack          |
|               | <b>Regeneration</b>                                  | Thematic performance report  | Economic Development and Regeneration | Alice Mitchell      | Craig McCorriston |
|               | <b>Citizen Led Inspection – annual update report</b> | Corporate performance report | Performance and Improvement Service   | Rebecca Kelly       | Graeme Struthers  |
|               | <b>Workplan</b>                                      |                              |                                       |                     |                   |
| 13 May 2019   | <b>Improvement Strategy – annual review</b>          | Corporate performance report | Performance and Improvement Service   | Rebecca Kelly       | Graeme Struthers  |
|               | <b>WLAM Summary 2018/19</b>                          | Corporate performance report | Performance and Improvement Service   | Rebecca Kelly       | Graeme Struthers  |
|               | <b>Corporate Complaints Q4 2018-19</b>               | Corporate performance report | Performance and Improvement Service   | Joe Murray          | Graeme Struthers  |
|               | <b>Corporate Procurement</b>                         | Service performance report   | Corporate Procurement                 | TBC                 | Julie Whitelaw    |

| Date | Focus Area  | Report                     | WLAM Unit  | Responsible Officer | CMT         |
|------|---|----------------------------|--|---------------------|-------------|
|      | <b>Recycling and Waste Services</b>                           | Service performance report | Recycling and Waste Services                           | David Goodenough    | Jim Jack    |
|      | <b>Strategic Resources / Learning, Policy and Performance</b> | Service performance report | Strategic Resources / Learning, Policy and Performance | Donna Adam          | Jim Cameron |
|      | <b>Workplan</b>   |                            |  |                     |             |

*It should be noted that the Performance Committee has the power to call any Elected Member or officer before the Committee and the workplan would be amended accordingly.*