



West Lothian
Council

Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

23 April 2014

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 28 April 2014** at **2:00pm**.

For Chief Executive

BUSINESS

1. Apologies for Absence
2. Order of Business, including notice of urgent business
3. 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.
4. Confirm Draft Minute of Meeting held on Monday 10 March 2014 (herewith).
5. Fleet & Community Transport Performance - Report by Head of Operational Services (herewith).
6. Housing Operations Performance - Report by Head of Housing, Construction and Building Services (herewith).

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

MINUTE of MEETING of the PERFORMANCE COMMITTEE of WEST Lothian COUNCIL held within COUNCIL CHAMBERS, WEST Lothian CIVIC CENTRE, on 10 MARCH 2014.

Present – Councillors Stuart Borrowman (Chair), Diane Calder, John McGinty and George Paul substituting for Tony Boyle

Apologies – Councillor Tony Boyle

Absent – Councillor Jim Dickson

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The committee confirmed the minute of its meeting held on 27 January 2014 as a correct record. The minute was thereafter signed by the Chair.

3. CONSTRUCTION SERVICES PERFORMANCE

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

The report advised that Construction Services sat within the portfolio of Housing Construction and Building Services and provided a multi-disciplinary professional and technical construction related service across the council's property portfolio.

Construction Services measured a suite of 18 performance indicators in line with the council's performance management framework using the Covalent system.

Appendix 1 to the report detailed each performance indicator including current and past performance.

The Head of Housing, Construction and Building Services advised that a score of 392 had been achieved in the WLAM review. Work was in progress particularly on improving People results, maintenance and compliance. Work was also being carried out to evaluate existing PIs and to develop new ones, following the self-assessment process.

The report advised that among the new indicators were some that would allow benchmarking with similar services in other authorities and the private sector.

A number of questions were then asked in relation stakeholder consultations, clear lines of accountability and condition of pavements and roads following work carried out by utility companies.

Decision

To note the terms of the report.

4. CUSTOMER SERVICE CENTRE PERFORMANCE

The committee considered a report (copies of which had been circulated) by the Head of Area Services providing an overview of the Customer Service Centre (CSC) and details of service performance.

The report advised that the Customer Service Centre was the central contact point for all customers in West Lothian. The service dealt with the majority of enquiries across all services as well as all enquiries on behalf of the following three main services:-

- Operational Services
- Housing, Construction and Building Services
- Revenues

The Customer Service Centre was structured into four teams that answered specific types of calls such as housing repairs, revenues, Careline and general calls which included waste and pupil placement.

In August 2013 the Customer Service Centre moved to the Civic Centre with a new telephony platform which was created for greater flexibility in the way calls were managed and handled. The service averaged 1400 calls per day and 150 emails.

Appendix 1 to the report included the details of a recent review of the service and an improvement plan designed to address some of the areas of poor performance.

Overall the service monitored 64 performance indicators across the different aspects of the service. Details relating to the performance against key indicators were included in Appendix 2.

In conclusion the report advised that the Customer Service Centre was integral to the delivery of many council services and had increased the range and types of enquiries it dealt with. Developing a consistency and quality of customer service ensured that the council was perceived as a high quality and high performing council.

There then followed a number of questions in relation to staff training, unit cost per call, volume of calls, voicemail and average time taken to respond to calls.

Decision

1. To note the terms of the report.

2. To provide the committee with information in relation to average time take to respond to calls.

5. COMPLAINTS PERFORMANCE QUARTER 1-3: 2013/14

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the quarterly analysis of closed complaints in quarters 1-3: 2013/14.

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

All local authorities were required to adopt the model Complaints Handling Procedure by 31 March 2013. The Scottish Public Ombudsman expected that local authorities would make the best use of complaint information to inform service improvement activity.

The Scottish Public Services Ombudsman outlined four elements of the Complaints Handling Procedure model that were not to be amended to ensure a standardised approach across all local authorities and were as follows:

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

Table 1 of the report contained a break-down of quarters 1- 3 2013/14, complaints by category over a 4 year period.

The Depute Chief Executive went on to advise that the current service level complaint performance varied across the council and was linked to the complexity and quantity of complaints received. Operational Services and Housing, Construction and Building Service were the main complaint generators.

Appendix 1 to the report provided the council wide performance against the Scottish Public Services Ombudsman defined measures covering the period Quarter 1-3 (April 2013 to December 2013).

Table 2 of the report provided a summary of service performance against the following 4 key indicators:-

- Total complaints received

- Complaints closed within 5 working days
- Complaints closed within 20 working days
- Complaints part upheld/upheld

In conclusion the report advised that the level of complaints received in Quarter 1-3 2013/14 represented a significant reduction in the level of complaints received in the equivalent quarters in previous years. This reduction in complaints was a positive result and the Corporate Complaints Steering Board would continue to monitor complaints and the associated performance and improvement activity across all council services.

A question on what would happen after a complaint was upheld was asked and it was advised that following a service review the Corporate Complaints Steering Board would also monitor the complaints to ascertain if there was a particular trend being set.

Decision

To note the terms of the report.



West Lothian
Council

PERFORMANCE COMMITTEE

FLEET & COMMUNITY TRANSPORT PERFORMANCE REPORT

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

This report highlights the performance of the council's Fleet & Community Transport Service. The report is based on the West Lothian Assessment Model (WLAM) outcomes and assessment from February 2014 and the WLAM Review Panel feedback from 26th March 2014.

B. RECOMMENDATION

It is recommended that the Committee considers the report for Fleet & Community Transport Services, identifies any performance measures that they wish to explore further and provide any recommendations on performance improvement.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs
	Being honest, open and accountable
	Providing equality of opportunities
	Developing employees
	Making best use of our resources
	Working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	Appendix 1 details the range of performance indicators and results currently used to measure performance within Fleet & Community Transport.

V	Relevance to Single Outcome Agreement	We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.
VI	Resources - (Financial, Staffing and Property)	Resources associated with each aspect of performance are identified in the activity based budget, included within the performance report.
VII	Consideration at PDSP	None
VIII	Other consultations	WLAM Review Panel 26 th March 2014

D. TERMS OF REPORT

D1 Service Overview and Activities

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

In addition, 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 internal mail service.

Fleet & Community Transport's main activities are:

- Providing an effective and efficient vehicle maintenance service for the council's vehicles and plant and equipment 24 hours a day
- Maintaining a fully operational MOT test station authorised to test class IV, V, VII vehicles
- Managing the council's vehicle and plant portfolio
- Ensuring that all council vehicles have adequate fuel, road fund licences and insurances
- Transporting Community Transport services users to various locations throughout West Lothian
- Delivering school meals from 25 production centres to schools
- Collecting and deliver internal mail to all council buildings
- Providing assistance for service users with a variety of needs during transportation
- Large involvement in delivering the Green Transport Strategy

D2 Performance Measurement and WLAM Assessment

The service measure a suite of 46 performance indicators, in line with the council's performance management framework, using the Covalent system. These indicators are representative of the range of services delivered by the service and include measure of both customer and staff perception.

The appended report shows a selection of these indicators in full detail, including current and past performance.

In February 2014 the Service undertook a WLAM Assessment and presented the outcome of this to the Chief Executive's performance review panel on 26th March 2014. The key action points identified by the panel were:

1. The panel acknowledged the positive progress in developing a more comprehensive performance structure in the service.
2. The service is to continue to revise the scope of 9a and 9b PIs to reflect the full range of activity/business delivered and the corporate focus on Green Transport.
3. The service is to expand the performance indicators in relation of employees (7a and 7b) to provide more detailed information relating to employee management and their morale/satisfaction levels.
4. The service is to undertake targeted action to try and improve the level of satisfaction in employees.
5. The service is to look for further benchmarking opportunities to enhance the current data.

The Fleet & Community Transport WLAM Assessment score was 427.

E. CONCLUSION

The report and attached appendix summarise the work and the performance of the Fleet & Community Transport Service.

The Performance Committee are asked to consider the report, identify and performance measures they wish to explore further and provide any recommendations on performance improvement.

F. BACKGROUND REFERENCES

None

Appendices/Attachments:

Appendix 1: Fleet & Community Transport Performance Report.

Contact Person:

Joe Drew, Fleet & Community Transport Manager, Deans Depot, Nairn Road Livingston.
joe.drew@westlothian.gov.uk or Tel: 01506 777822

Jim Jack
Head of Operational Services

Date: 28th April 2014



FLEET & COMMUNITY TRANSPORT

PERFORMANCE REPORT

Joe Drew | April 2014

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1. Fleet & Community Transport

Manager:	Joe Drew
Number of Staff (FTE):	85.5
Location:	Deans Depot, Livingston

1.1 Purpose

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

In addition, 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 internal mail service.

1.2 Activities

The service's main activities are:

- Providing an effective and efficient vehicle maintenance service for the council's vehicles and plant and equipment 24 hours a day
- Maintaining a fully operational MOT test station authorised to test class IV, V, VII vehicles
- Managing the council's vehicle and plant portfolio
- Ensuring that all council vehicles have adequate fuel, road fund licences and insurances
- Transporting Community Transport services users to various locations throughout West Lothian
- Delivering school meals from 25 production centres to schools
- Collecting and deliver internal mail to all council buildings
- Providing assistance for service users with a variety of needs during transportation
- Large involvement in delivering the Green Transport Strategy

Customers

The service's main customers include:

- | | |
|-------------------------------------|--|
| ■ Roads and Transportation Services | ■ NETs, Land and Countryside Services |
| ■ Waste Management Services | ■ Community Transport Service Users and Carers |

- Inprint
- MOT Customers (internal and external)
- Housing, Construction and Building Services
- Social Policy
- Education Services
- Other council services

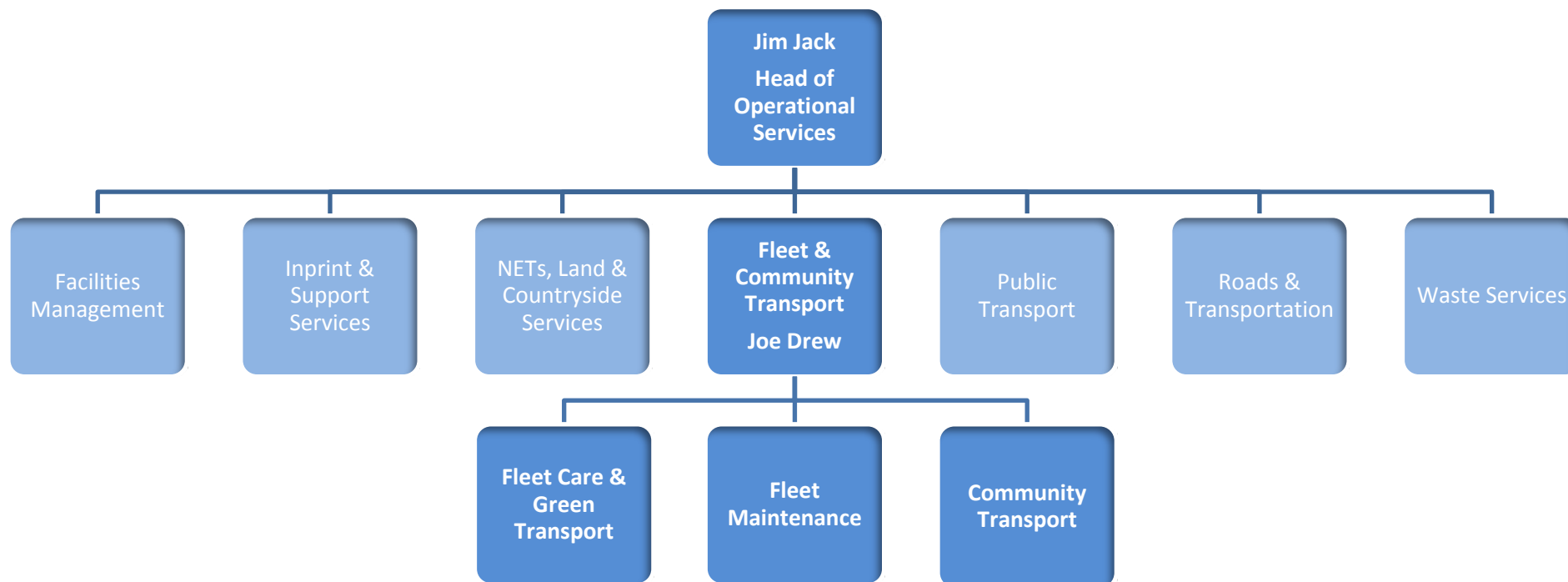
Partners

The Service's main partners Include:

- Other Council Services
- Police Scotland
- NHS Lothian
- VOSA
- Scottish Ambulance Service

2. Service Structure

Facilities Management is one of 7 WLAM Units within Operational Services, under the Head of Service Jim Jack.



3. Customer Consultation

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

Customer Consultation Schedule 2014/15				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Social Policy	Consultation exercise carried out to agree the Community Transport service provision for each individual client and centre for the year. Ongoing consultation to review any changes to circumstances	Ongoing	Joe Drew	One to one meetings to feedback and discuss changes
Fleet Customers	Consultation exercise via the Motor Vehicle Working Group, containing a representative from each of the main users of fleet, to agree service provision, discuss issues, develop solutions to fleet related problems and agree future needs of each service	Quarterly	Joe Drew	Agreed specification of service, maintenance schedules and future procurement of fleet
Fleet Users	Online and paper survey distributed to all council fleet users and customers to evaluate the quality of the service provided	Annually (January 2015)	Joe Drew	Feedback published on the council website via the council performance page and indicator FTS035_6a.7
Community Transport Customer	Open Day to be held for all Community Transport service users, parents, carers and staff from around the council involved with the service.	Annually (September 2014)	Joe Drew	Feedback published on the council website via the council performance page and indicator FTS041_6a.7

4. Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15	Revenue Income Budget 2014/15	Net Revenue Budget 2014/15
						£	£	£
Fleet Maintenance	Maintaining the council's fleet in accordance with legislative requirements.	Enabler Service - Financial Planning	FTS007_9a.2a: Number of Vehicles Maintained Monthly as per schedule (Target 100%)	WLAM	26.5	2,203,212	(2,174,769)	28,443
			FTS008_9b.1a Percentage of Heavy Goods vehicles passing their MOT (DOE) test first time. (Target 100%)	HIGH LEVEL				
Fleet Management	Management of the council's fleet	Enabler Service - Financial Planning	FTS007_9a.2a: Number of Vehicles Maintained Monthly as per schedule (Target 100%)	WLAM	3.2	7,421,583	(7,256,583)	165,000
			FTS009_9b.1a: The number of hire vehicles within the services (Target 30)	WLAM				
Green Travel Fleet	Management and maintenance of the council's green travel fleet	Enabler Service - Financial Planning	FTS011_9a.1a Average annual maintenance cost of pool vehicles (Target £899)	WLAM	2.0	1,219,500	(232,766)	986,734
			FTS008_9b.1b Total annual business mileage (Target. 2,146,341)	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Transportation of service users	Transporting clients to locations in West Lothian and providing assistance where necessary	Protecting the built and natural environment	FTS001_9b.1a: Percentage of Community Transport bus runs which are completed as scheduled (Target 100%)	PUBLIC	40.5	1,599,928	(1,586,929)	12,999
			FTS014_9a.1a Average annual maintenance cost per vehicle - Medium Coaches 3.5 tonnes up to 6.5 tonnes (Target £1,821)	WLAM				
Transportation meals	To deliver meals from 25 production centres to local units such as schools	Delivering positive outcomes on health	FTS005_9a.1c Total cost of providing the School Meal Delivery service (Target £229,487)	WLAM	6.4	252,828	(250,774)	2,054
			FTS004_9b.1a Percentage of School meals which are delivered as scheduled	HIGH LEVEL				
Internal Mail Service	To collect and deliver mail to all council buildings	Enabler Service - Corporate Governance and Risk	FTS027_9a Total cost of providing the Internal Mail Service per annum (Target £197,192)	WLAM	3.3	130,365	(129,305)	1,060
			FTS020_6b.1: No. of upheld complaints received against service delivery (Target 0)	WLAM				
Service Support	Provision of management and administrative support and property costs for depots.	Enabler Service - Corporate Governance and Risk	<i>Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.</i>		3.6	228,588	(52,029)	176,559
Total :-					85.5	13,056,004	(11,683,155)	1,372,849

5. Actions 2014/2015

Listed below are a number of the key improvement actions that the Service unit have been undertaking throughout 2014/2015.

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Trial of electric vehicles using funding from Transport Scotland	Five fully electric vehicles introduced and one Extended Range electric vehicle are now in service and being evaluated over a four year period.	Analysis of the cost, merits, efficiency, reliability and practicality of introducing electric vehicles more widely into the fleet	Joe Drew	July 2011	March 2015	Active
Trial of telematics within the fleet vehicles	32 vehicles across various services have had telematics introduced and the results will be analysed after the eight month trial period	Information analysed and used with mileage analysis and to identify other efficiencies	Joe Drew	January 2013	March 2015	Active
Fleet and Community Transport vehicle reduction	Identify opportunities to make reductions and efficiency savings in line with Delivering Better Outcomes	A reduction in 14 vehicles	Joe Drew	April 2014	March 2015	Planned
Creation of a Corporate Fleet-use policy	Policy to guide in the reduction of risks and more defined responsibilities for drivers	Improved understanding for employees and managers	Joe Drew	April 2014	March 2015	Planned
Winter Maintenance preparation – improved utilisation with the use of permanent vehicles	Replace the temporary hire of vehicles with four permanent vehicles	Reduce annual costs	Joe Drew	April 2014	March 2015	Planned

6. Performance Indicators

Fleet & Community Transport has identified the key indicators that will be used to support and measure the progress of the service in achieving its aims and objectives. These results, aligned to the WLAM structure, are used to manage the service and identify areas for improvement. Each indicator included in this pack is managed and reported through the corporate performance management tool, Covalent.

6.1 Customer Results

6a. Customer Perception Indicators	Current Performance	Target
FST029: % of customers who rated the timeliness to provide the Fleet service as good or excellent	76.2%	76%
FTS030: % of customers who rated the quality of service provided by the Fleet service as good or excellent	85.7%	82%
FTS031: % of customers who rated the Fleet service's performance as keeping them informed as good or excellent	71.4%	68%
FTS032: % of customers who rated the Fleet service's staff attitude as good or excellent	85%	86%
FTS033: % of customers who rated the Fleet service's staff professionalism as good or excellent	80%	84%
FTS034: % of customers who consider that they were treated fairly by Fleet Services	100%	98%
FTS035: % of Fleet customers satisfied with the overall quality of the service	85.7%	84%
FTS036: % of customers who rated timeliness of the Community Transport service as good or excellent	81.8%	100%
FTS037: % of customers who rated Community Transport service's performance as keeping them informed as good or excellent	81.8%	100%
FTS038: % of customers who rated the Community Transport service's staff attitude as good or excellent	81.8%	100%
FTS039: % of customers who rated Community Transport service's staff professional as good or excellent	81.8%	100%
FTS040: % of customers who consider that they were treated fairly by Community Transport	100%	100%
FTS041: % of Community Transport customers who rated the overall quality of the service as good or excellent	81.8%	93%

6b. Internal Performance Indicators	Current Performance	Target
FTS020: No. of upheld complaints received against service delivery.	1	0

6.2 People Results

7a. People Perception Indicators	Current performance	Target
FTS042: Staff Satisfaction with Workforce Planning	75.56%	85%
FTS043: Staff Satisfaction with Reward and Recognition	62.22%	65%
FTS044: Staff Satisfaction with Leadership and Management	54.17%	65%
FTS045: Staff Satisfaction with Involvement and Empowerment	54.6%	60%
FTS046: Staff Satisfaction with Team Work	40%	60%
FTS047: Staff Satisfaction with Learning and Development and Performance Review	56.67%	60%
FTS048: Staff Satisfaction with Equality	73.33%	70%

7b. Internal People Indicators	Current Performance	Target
FTS017: Staff Sickness Absence Levels (Fleet Staff)	0%	3.6%
FTS018: Staff Sickness Absence Levels (Community Transport Staff)	3.28%	3.6%
FTS019: Staff Sickness Absence Levels (Vehicle Maintenance Staff)	5.79%	3.6%

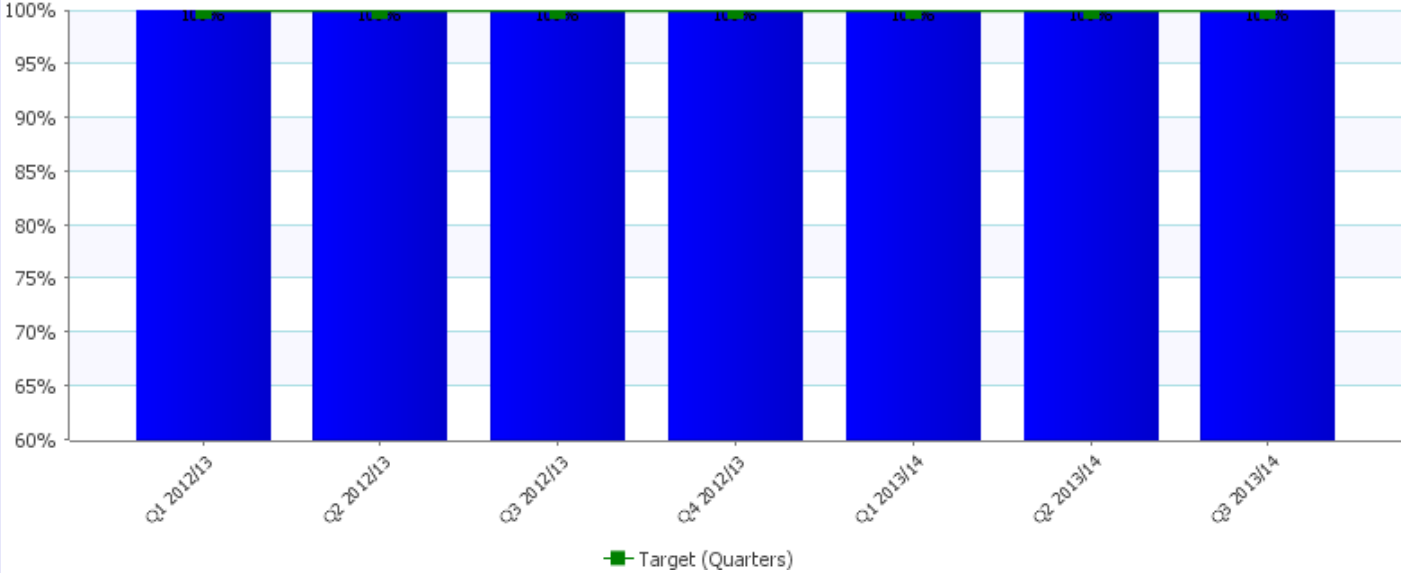


6.3 Key Performance Results

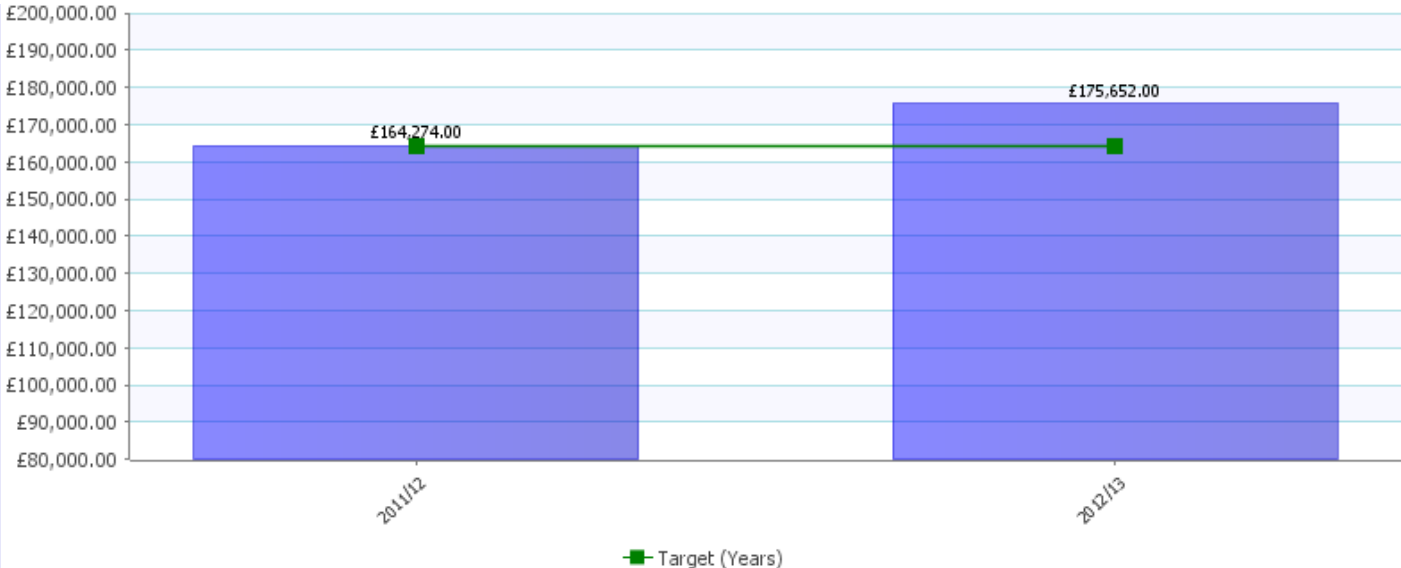


9a Efficiency Indicators	Current Performance	Target
FTS002: Total cost of vehicle insurance claims per annum	£175,652	£164,274
FTS005: Total cost of providing the School Meal Delivery service per annum	£229,487	£229,487
FTS006: Percentage of Vehicles Maintained Monthly as per schedule	95%	100%
FTS009: Average annual maintenance cost per vehicle - Vehicles less than 3.5 tonnes	£1,048	£972
FTS010: Average annual maintenance cost per vehicle - Buses and Coaches (16 or more seats)	£1,410	£1,366
FTS011: Average annual maintenance cost per vehicle - All Cars (Pool)	£274	£899
FTS012: Average annual maintenance cost per vehicle - 26 tonne Refuse Collection Vehicles	£12,722	£10,713
FTS013: Average annual maintenance cost per vehicle – Medium Coaches 3.5 tonnes up to 6.5 tonnes	£2,980	£2,814
FTS026: Total cost of extension leases per annum	£163,399	£163,079
FTS027: Total cost of providing the Internal Mail Service per annum	£197,192	£197,192

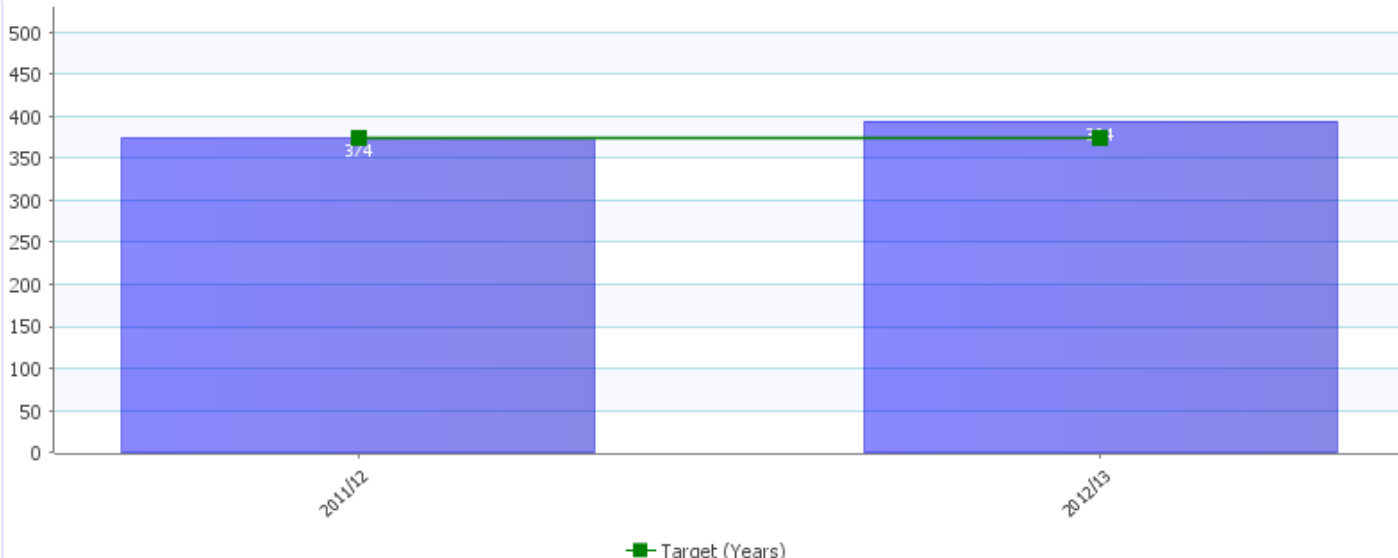
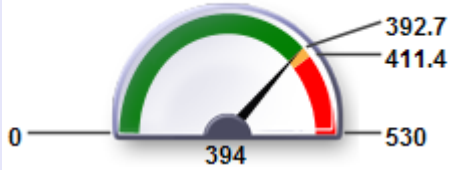

9b Effectiveness Indicators	Current Performance	Target
FTS001: Percentage of Community Transport bus runs which are completed as scheduled	100%	100%
FTS003: Total number of vehicle insurance claims per annum	394	374
FTS004: Percentage of School meals which are delivered to schools on a daily basis as scheduled	100%	100%
FTS007: Percentage of Heavy Goods vehicles passing their MOT (DOE) test first time	100%	100%
FTS008: Total annual business mileage	2,889,871	2,536,584
FTS014: Average time taken (minutes) to complete Class IV vehicle MOT Tests.	49.8	60

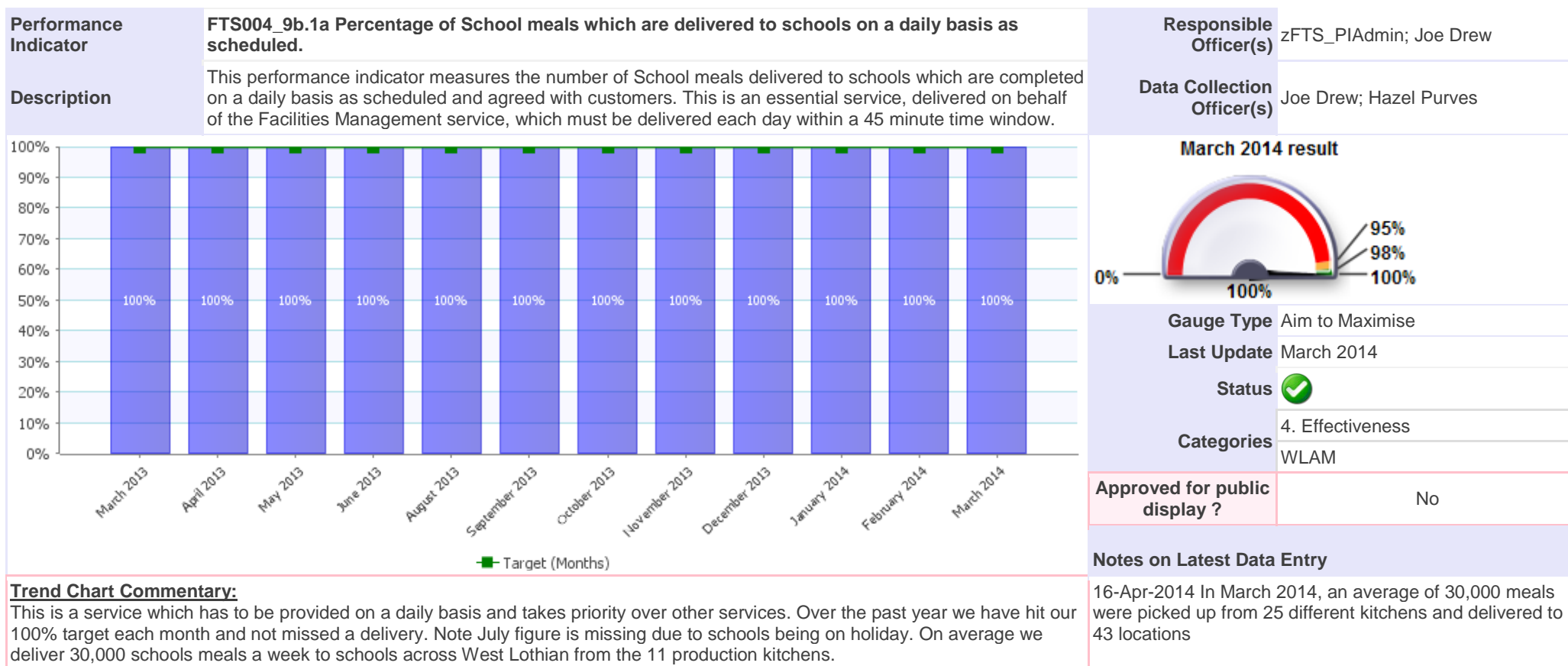
9b Effectiveness Indicators	Current Performance	Target
FTS015: Average time taken (minutes) to complete Class V vehicle MOT Tests.	52.25	60
FTS016: Average time taken (minutes) to complete Class Vii vehicle MOT Tests.	52	60
FTS022: Number of no shows at pick up points - Community Transport	4	0
FTS023: Number of parents or guardians not there to collect clients when taken home - Community Transport	1	0
FTS024: The number of hire vehicles within the services	39	30
FTS025: Total number of Extension Leases per annum	80	149

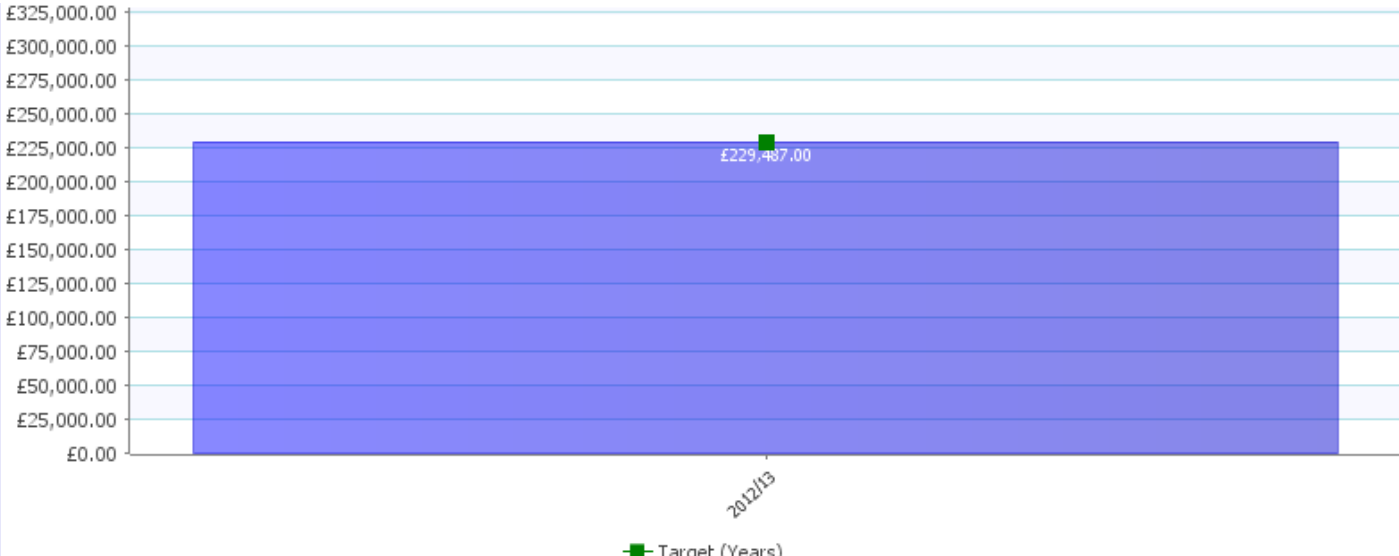


7. Fleet & Community Transport PI Report

Performance Indicator	P:FTS001_9b.1c Percentage of Community Transport bus runs which are completed as scheduled.	Responsible Officer(s)	zFTS_PAdmin; Joe Drew
Description	<p>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.</p> <p>Due to the nature of this service we prioritise the delivery of this service over anything else and therefore we do everything within our power to ensure that we achieve 100% completion on a daily basis without fail.</p>	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>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. In the last year 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.</p>		<p>Q3 2013/14 result</p>  <p>Gauge Type Aim to Maximise Last Update Q3 2013/14 Status  Categories 4. Effectiveness PDSP_Environment PPR Public Performance Reporting</p>	
		Approved for public display ?	Yes
		<p>Notes on Latest Data Entry</p> <p>24-Jan-2014 All runs completed with no cancellations. There are 26 separate runs each day, 5 days a week</p>	

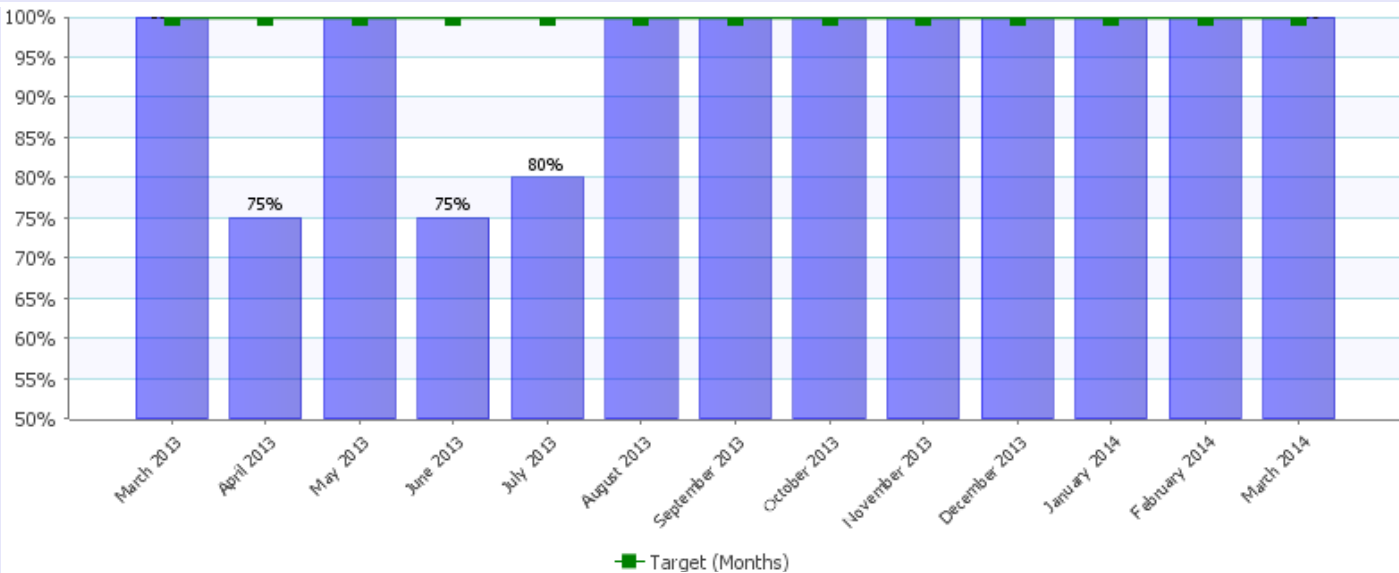

Performance Indicator	FTS002_9a Total cost of vehicle insurance claims per annum	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicators measures the total cost of council funded vehicle insurance claims on an annual basis. The service keeps a record of all insurance claims made on vehicles throughout the year and the total cost of these.	Data Collection Officer(s)	Hazel Purves
 <p>£200,000.00 £190,000.00 £180,000.00 £170,000.00 £160,000.00 £150,000.00 £140,000.00 £130,000.00 £120,000.00 £110,000.00 £100,000.00 £90,000.00 £80,000.00</p> <p>£164,274.00 £175,652.00</p> <p>2011/12 2012/13</p> <p>—■ Target (Years)</p>		<p>2012/13 result</p>  <p>£80,000.00 £175,652.00 £172,487.70 £180,701.40 £200,000.00</p> <p>Gauge Type Aim to Minimise</p> <p>Last Update 2012/13</p> <p>Status </p> <p>Categories 3. Efficiency</p>	
<p>Targets have been based on recommendations contained within the TR1 Internal Transport Review DBO project, phased reductions do not start until 2015/16. This is to allow new policy and procedures to be put in place, management information to be improved and services to develop plans to reduce vehicle claims. While reduction targets don't start until 2015/16 services have been encouraged to reduce vehicle claims through the Motor Vehicle Working Group. This is a new performance indicator with monitoring starting in 2013/14.</p>		Approved for public display ?	No
		<p>Notes on Latest Data Entry</p> <p>19-Mar-2014 There were 394 insurance claims made in 2012/13.</p>	

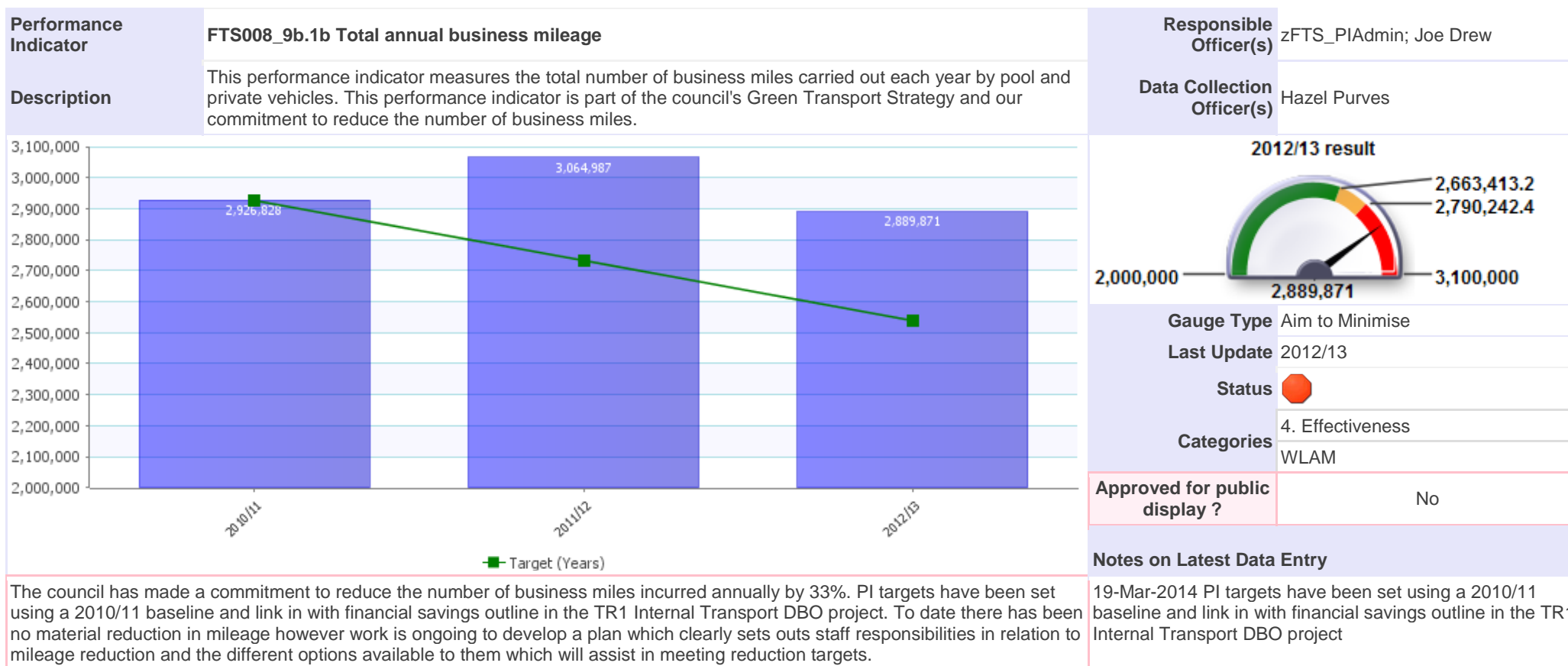
Performance Indicator	FTS003_9b.1b Total number of vehicle insurance claims per annum	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew														
Description	This performance indicator measures the total number of vehicle insurance claims made on an annual basis. The service keeps a record of all insurance claims made on vehicles throughout the year and the total cost of these.	Data Collection Officer(s)	Hazel Purves														
 <table border="1"><thead><tr><th>Year</th><th>Claims</th><th>Target</th></tr></thead><tbody><tr><td>2011/12</td><td>374</td><td>374</td></tr><tr><td>2012/13</td><td>394</td><td>374</td></tr></tbody></table>		Year	Claims	Target	2011/12	374	374	2012/13	394	374	2012/13 result  <table border="1"><thead><tr><th>Value</th></tr></thead><tbody><tr><td>0</td></tr><tr><td>392.7</td></tr><tr><td>411.4</td></tr><tr><td>530</td></tr></tbody></table>		Value	0	392.7	411.4	530
Year	Claims	Target															
2011/12	374	374															
2012/13	394	374															
Value																	
0																	
392.7																	
411.4																	
530																	
		Gauge Type	Aim to Minimise														
		Last Update	2012/13														
		Status															
		Categories	4. Effectiveness														
		Approved for public display ?	No														
		Notes on Latest Data Entry															
<p>The number of vehicle claims links closely, but not exclusively, to the total cost of council funded motor vehicle insurance claims. Targets are in line with FTS002_9a and are based on recommendations contained within the TR1 Internal Transport Review DBO project, phased reductions do not start until 2015/16. This is to allow new policy and procedures to be put in place, management information to be improved and services to develop plans to reduce vehicle claims. This is a new performance indicator with monitoring starting in 2013/14. This indicator will help to identify the type of incidents vehicles are involved in.</p>		<p>19-Mar-2014 The total cost of the 394 insurance claims in 2012/13 was £175,652</p>															

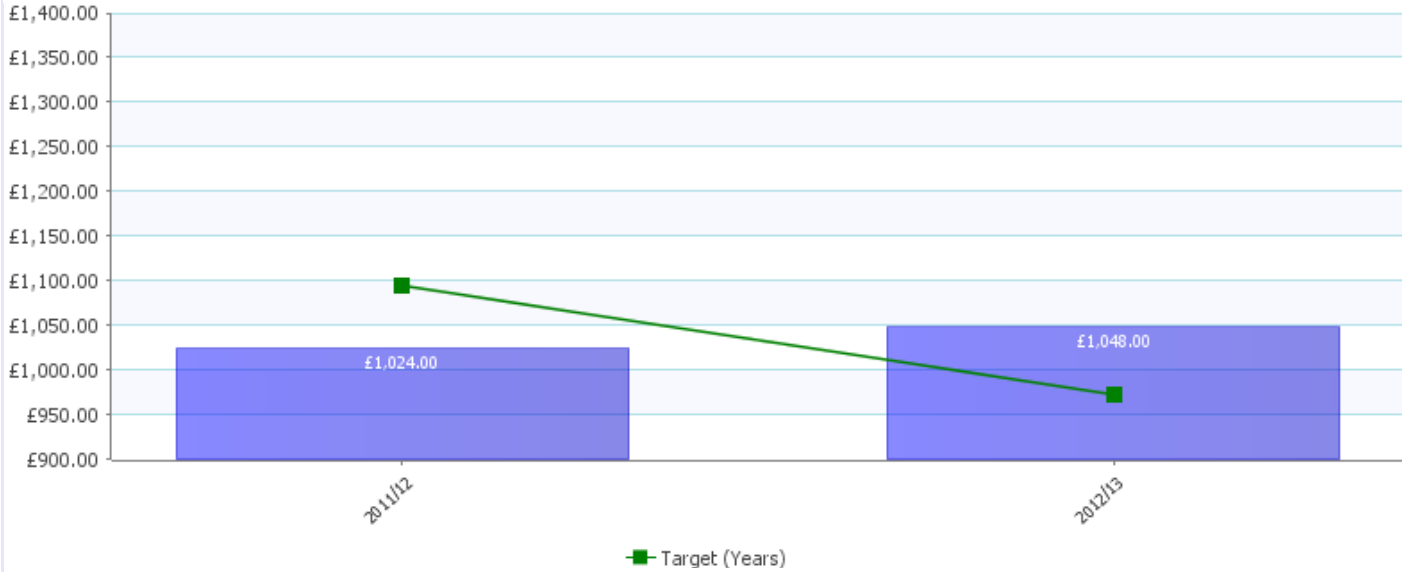
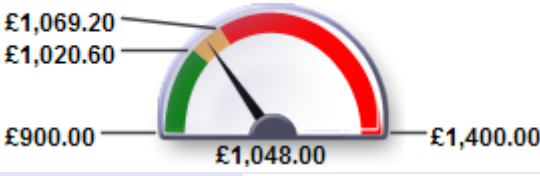



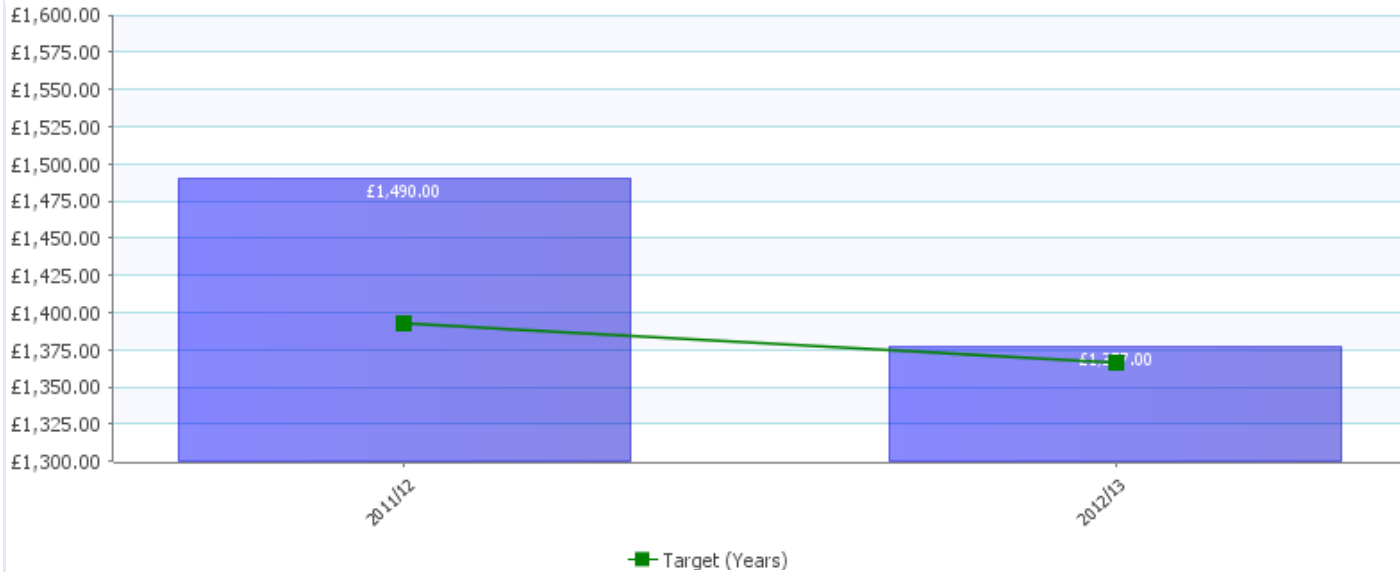
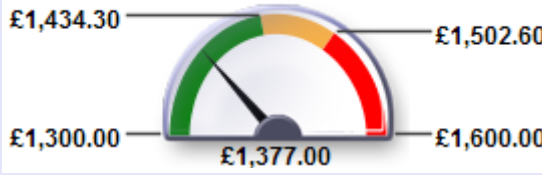

Performance Indicator	FTS005_9a Total cost of providing the School Meal Delivery service per annum	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the total cost of delivering school meals on an annual basis. The service delivers school meals on a daily 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.	Data Collection Officer(s)	Hazel Purves
 <p>£325,000.00 £300,000.00 £275,000.00 £250,000.00 £225,000.00 £200,000.00 £175,000.00 £150,000.00 £125,000.00 £100,000.00 £75,000.00 £50,000.00 £25,000.00 £0.00</p> <p>£229,487.00</p> <p>2012/13</p> <p>■ Target (Years)</p>		<p>2012/13 result</p>  <p>£240,961.35 £252,435.70 £0.00 £229,487.00 £328,200.00</p> <p>Gauge Type Aim to Minimise</p> <p>Last Update 2012/13</p> <p>Status </p> <p>Categories 3. Efficiency WLAM</p>	
<p>This performance indicator can be influenced mainly by the type and number of vehicles used, and by the driving style and routes used by the driver. This is a new performance indicator and targets will be monitored in line with changes to vehicle numbers as set out in the TR1 Internal Transport Review DBO project.</p>		Approved for public display ?	No
		<p>Notes on Latest Data Entry</p> <p>19-Mar-2014 On average we delivered 30,000 schools meals every week for each school week within 2012/13</p>	

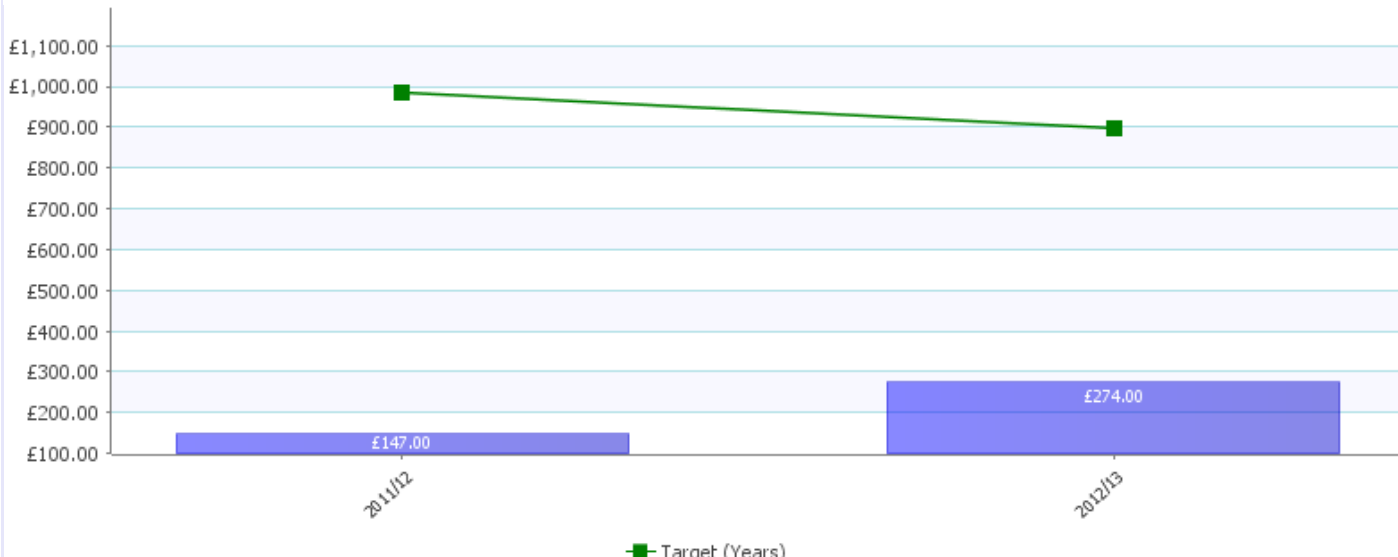

Performance Indicator	FTS006_9a.2a Percentage of Vehicles Maintained Monthly as per schedule..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																																				
Description	We work closely with each service are to ensure that each fleet vehicle is serviced and maintained as per its maintenance schedule and this performance indicator measures our success in achieving this. The number of vehicles maintained each month varies and the performance of this indicator is heavily dependent on the relevant service area presenting the vehicle as planned.	Data Collection Officer(s)	Joe Drew; Hazel Purves																																				
<table><thead><tr><th>Month</th><th>Percentage Maintained</th></tr></thead><tbody><tr><td>March 2013</td><td>90.05%</td></tr><tr><td>April 2013</td><td>93.2%</td></tr><tr><td>May 2013</td><td>91.39%</td></tr><tr><td>June 2013</td><td>92.36%</td></tr><tr><td>July 2013</td><td>90%</td></tr><tr><td>August 2013</td><td>89%</td></tr><tr><td>September 2013</td><td>95%</td></tr><tr><td>October 2013</td><td>96%</td></tr><tr><td>November 2013</td><td>92%</td></tr><tr><td>December 2013</td><td>95%</td></tr><tr><td>January 2014</td><td>96%</td></tr><tr><td>February 2014</td><td>97%</td></tr><tr><td>March 2014</td><td>95%</td></tr></tbody></table> <p>■ Target (Months)</p>		Month	Percentage Maintained	March 2013	90.05%	April 2013	93.2%	May 2013	91.39%	June 2013	92.36%	July 2013	90%	August 2013	89%	September 2013	95%	October 2013	96%	November 2013	92%	December 2013	95%	January 2014	96%	February 2014	97%	March 2014	95%	<p>March 2014 result</p> <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>March 2014</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>3. Efficiency WLAM</td></tr></table>		Gauge Type	Aim to Maximise	Last Update	March 2014	Status	✓	Categories	3. Efficiency WLAM
Month	Percentage Maintained																																						
March 2013	90.05%																																						
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February 2014	97%																																						
March 2014	95%																																						
Gauge Type	Aim to Maximise																																						
Last Update	March 2014																																						
Status	✓																																						
Categories	3. Efficiency WLAM																																						
On average the service carries out 95 scheduled maintenance services a month and whilst we aim to complete these 100% of the time as per the schedule, often difficulties arise in achieving this. Difficulties arising include vehicles not being presented on time, parts being unavailable and the service being required to reprioritise work such as during the winter months to ensure gritters remain working.		Approved for public display ?	No																																				
All vehicles over 3.5 tonnes are inspected within a 5 day window of their due date.		Notes on Latest Data Entry																																					
We continue to work closely with all the services areas, on a day to day basis and at the Motor Vehicle Working Group, to make sure that vehicles are presented for service as scheduled. We aim to do this without impacting upon their ability to deliver their service. Maintenance schedules are prepared for each vehicle when it is new and these are communicated to relevant staff to ensure they are aware of the scheduling requirements.		09-Apr-2014 The figure for March 2014 is based on 125 vehicles due for services with 2 off the road.																																					

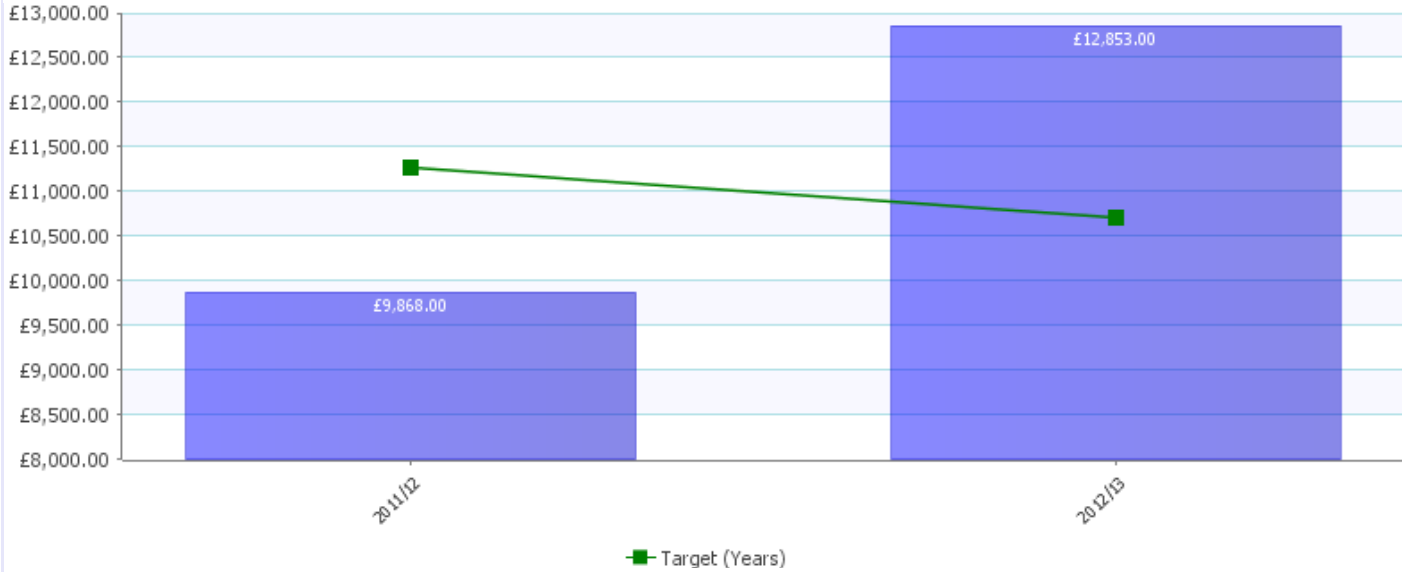
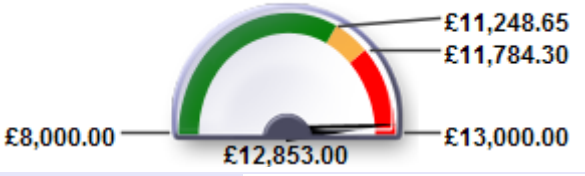

Performance Indicator	FTS007_9b.1c Percentage of Heavy Goods vehicles passing their MOT (DOE) test first time.	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	<p>This performance indicator measures the number of heavy goods vehicles which successfully pass their MOT at the first time. Each vehicle has a scheduled annual MOT which it must pass in order to stay roadworthy. Where a vehicle fails its MOT the relevant work will be carried out to rectify any problems.</p> <p>This indicator is part of the suite of indicators we report through our APSE benchmarking group and performance is benchmarked annually through this group.</p>	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>Legend: ■ Target (Months)</p>		<p>March 2014 result</p> 	
		Gauge Type	Aim to Maximise
		Last Update	March 2014
		Status	✓
		Categories	4. Effectiveness High Level
		Approved for public display ?	No
<p>Trend Chart Commentary:</p> <p>The number of MOT's undertaken can vary each month, meaning that any failure per month leads to the dip in performance. Where the performance dips, vehicles can fail the test for a variety of reason, which are logged by Fleet and all failures are investigated and reported to Fleet Manager before work is carried out vehicle is re-tested and put back into service.</p>		<p>Notes on Latest Data Entry</p> <p>09-Apr-2014 8 vehicles were sent for an MOT test in the month of March with all passing first time.</p>	


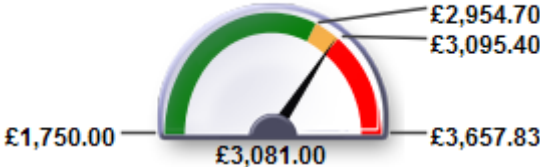



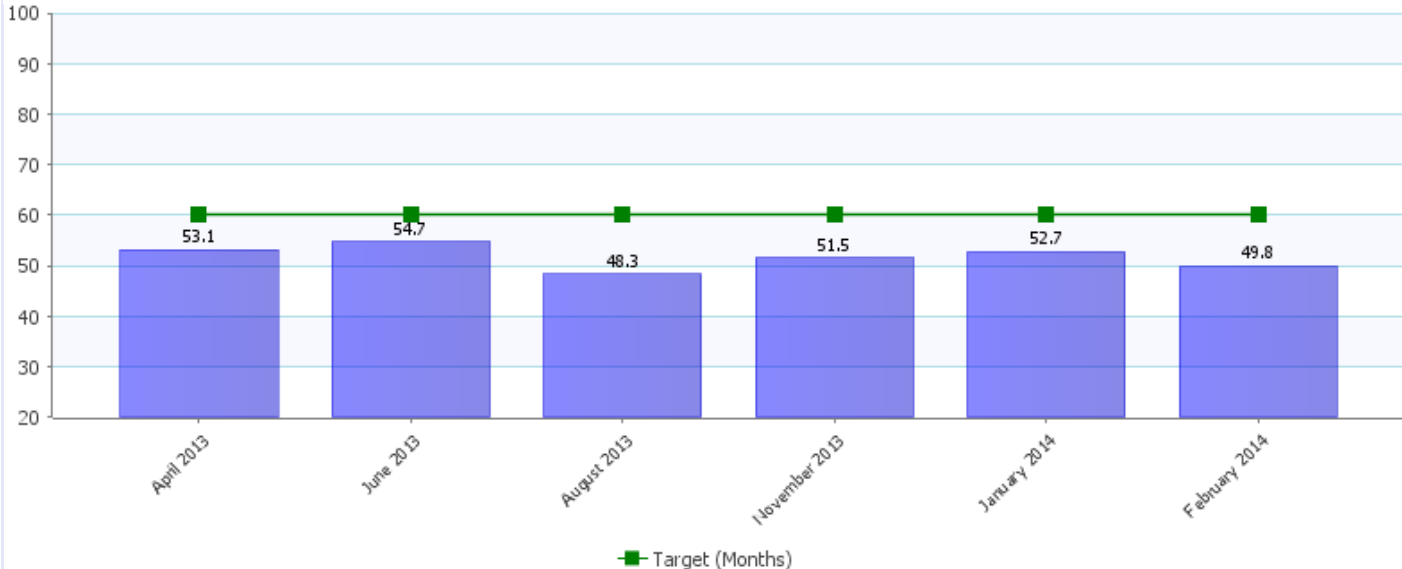
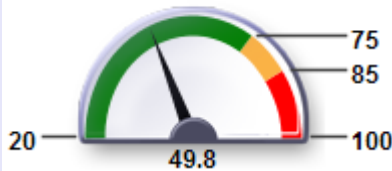
Performance Indicator	FTS009_9a.1a Average annual maintenance cost per vehicle - Vehicles less than 3.5 tonnes..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the average annual maintenance cost for vehicles under 3.5 tonnes. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non-fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>Target is based on the APSE average for this vehicle type. The costs have risen slightly in 2012/13 from the previous year but we're using the Motor Vehicle Working Group to highlight significant unnecessary repairs to vehicles.</p>		<p>2012/13 result</p>  <p>Gauge Type Aim to Minimise</p> <p>Last Update 2012/13</p> <p>Status </p> <p>Categories 3. Efficiency WLAM</p> <p>Approved for public display ? No</p> <p>Notes on Latest Data Entry 19-Mar-2014 Target is based on the APSE average for this vehicle type</p>	

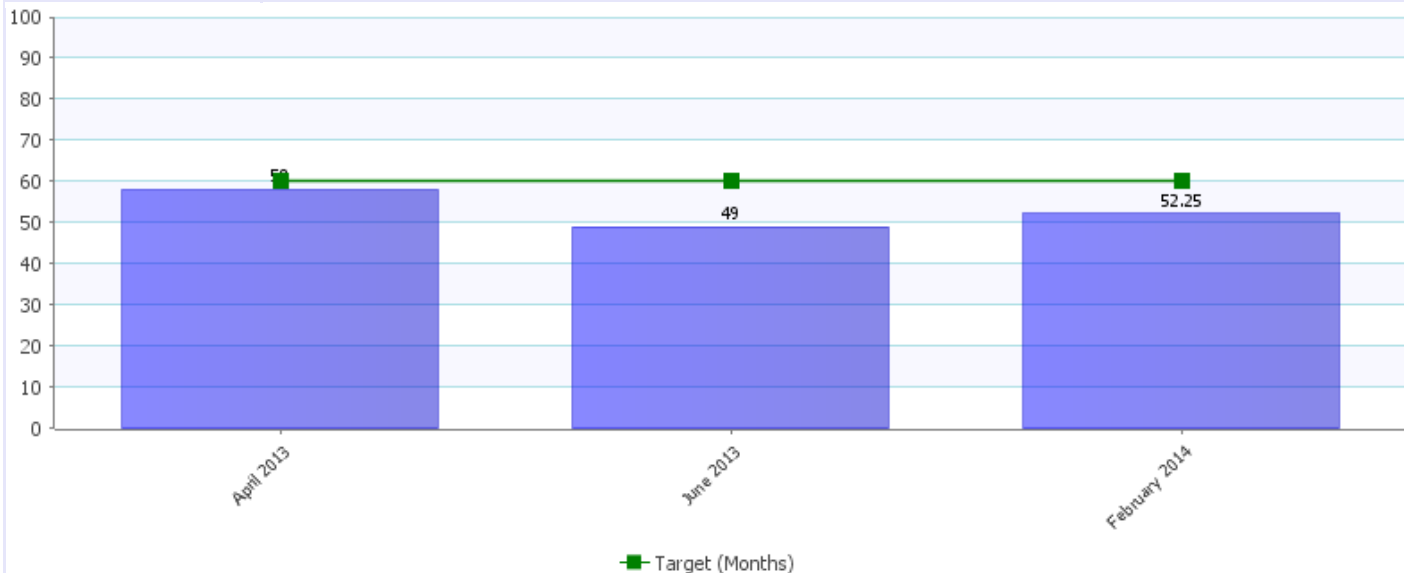

Performance Indicator	FTS010_9a.1a Average annual maintenance cost per vehicle - Minibuses up to 17 seater.	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This performance indicator measures the average annual maintenance cost for minibuses up to 17 seats. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non-fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group	Data Collection Officer(s)	Joe Drew; Hazel Purves	
		<p>2012/13 result</p> 		
		Gauge Type	Aim to Minimise	
		Last Update	2012/13	
		Status		
		Categories	3. Efficiency WLAM	
		Approved for public display ?	No	
		Notes on Latest Data Entry		
The target is the APSE average figure for this vehicle type. Maintenance costs have reduced by £113 in 2012/13 which is the result of a number of older buses being replaced in 2012/13 and therefore requiring less maintenance throughout the year.		19-Mar-2014 Target is based on the APSE average for this vehicle type		

Performance Indicator	FTS011_9a.1a Average annual maintenance cost per vehicle - All Cars (Pool)..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew								
Description	This performance indicator measures the average annual maintenance cost for all cars and vans. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non-fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group	Data Collection Officer(s)	Joe Drew; Hazel Purves								
 <p>Target is based on the APSE average for this vehicle type. The maintenance costs have risen in 2012/13 as the pool cars are getting older and doing more mileage meaning that the number of maintenance jobs required rose throughout the year and therefore the maintenance costs rose. These figures could improve if budget responsibility for non-scheduled repairs and insurance excesses was passed on to services.</p>		<p>2012/13 result</p>  <table><tr><td>Gauge Type</td><td>Aim to Minimise</td></tr><tr><td>Last Update</td><td>2012/13</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>3. Efficiency WLAM</td></tr></table>		Gauge Type	Aim to Minimise	Last Update	2012/13	Status	✓	Categories	3. Efficiency WLAM
Gauge Type	Aim to Minimise										
Last Update	2012/13										
Status	✓										
Categories	3. Efficiency WLAM										
		Approved for public display ?	No								
		<p>Notes on Latest Data Entry</p> <p>19-Mar-2014 Target is based on the APSE average for this vehicle type</p>									

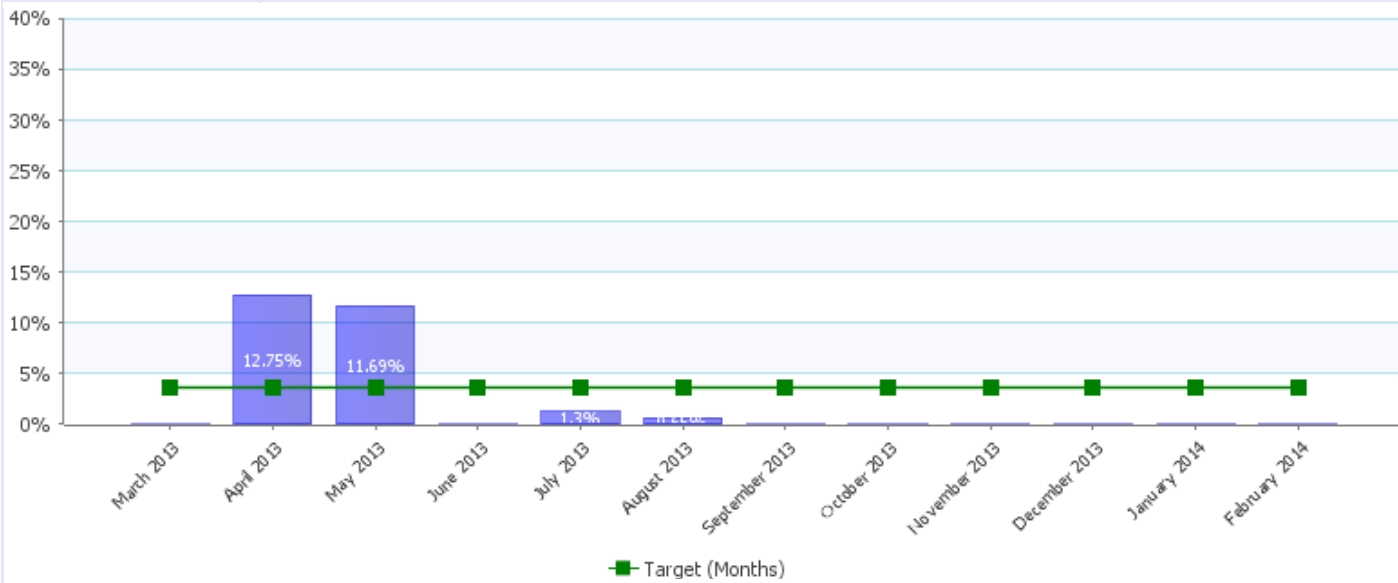


Performance Indicator	FTS012_9a.1a Average annual maintenance cost per vehicle - 26 tonne Refuse Collection Vehicles..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the average annual maintenance cost for all refuse collection vehicles (26 tonne or over). Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non-fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>£13,000.00 £12,500.00 £12,000.00 £11,500.00 £11,000.00 £10,500.00 £10,000.00 £9,500.00 £9,000.00 £8,500.00 £8,000.00</p> <p>£9,868.00 £12,853.00</p> <p>2011/12 2012/13</p> <p>■ Target (Years)</p>		<p>2012/13 result</p>  <p>£11,248.65 £11,784.30 £12,853.00 £8,000.00 £13,000.00</p> <p>Gauge Type Aim to Minimise</p> <p>Last Update 2012/13</p> <p>Status </p> <p>Categories 3. Efficiency WLAM</p> <p>Approved for public display ? No</p> <p>Notes on Latest Data Entry</p> <p>18-Mar-2014 There has been some major refurbishment to hoppers and bin lifters. New vehicles arrived December 2013 which should lead to a reduction in maintenance costs.</p>	
<p>The target figure is APSE average for this group of vehicles. The increase in cost in 12/13 is partly due to the phasing of vehicle replacements in 11/12 (lower maintenance costs for newer vehicles). There were several large specialist repairs carried out by manufacturers to compaction equipment resulting in higher costs in 12/13. New vehicles arrived December 2013 which should lead to a reduction in maintenance costs in 2013/14 and beyond.</p>			

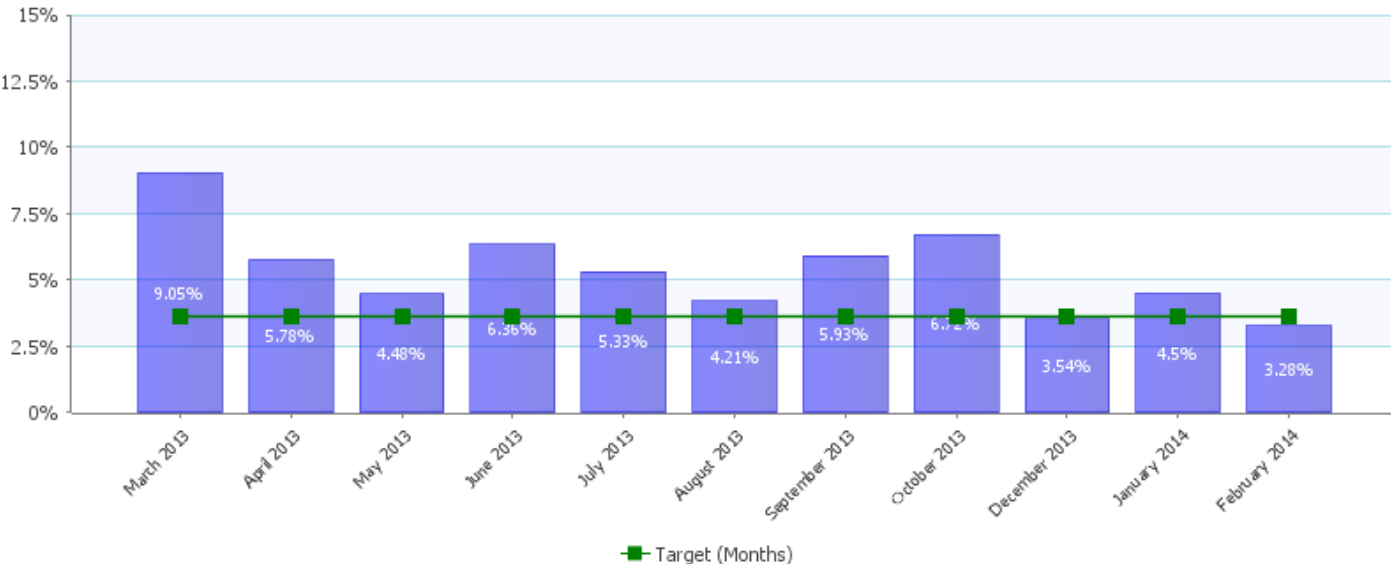
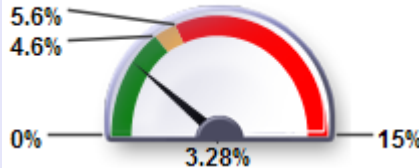

Performance Indicator	FTS013_9a.1a Average annual maintenance cost per vehicle - Medium Coaches 3.5 tonnes up to 6.5 tonnes	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the average annual maintenance cost for medium coaches 3.5 tonnes up to 6.5 tonnes. Each vehicle has a schedule of maintenance for the year as well as any additional costs incurred due to non-fair wear and tear. This indicator is part of a suite of indicators which will be benchmarked through the APSE Performance Benchmarking Group	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>£3,500.00 £3,250.00 £3,000.00 £2,750.00 £2,500.00 £2,250.00 £2,000.00 £1,750.00</p> <p>£2,746.00</p> <p>£3,081.00</p> <p>2011/12</p> <p>2012/13</p> <p>—■— Target (Years)</p>		<p>2012/13 result</p>  <p>£1,750.00</p> <p>£2,954.70</p> <p>£3,095.40</p> <p>£3,081.00</p> <p>£3,657.83</p>	
		Gauge Type	Aim to Minimise
		Last Update	2012/13
		Status	
		Categories	3. Efficiency Management
		Approved for public display ?	No
		Notes on Latest Data Entry	
<p>The target figure is APSE average figure for this vehicle type. Costs increased in 2012/13 by £335 as there were no vehicle replacements in 12/13 which meant that the fleet of medium coaches 3.5 tonnes up to 6.5 tonnes are older and therefore in need of more maintenance which results in an increase in the cost of maintenance.</p>			

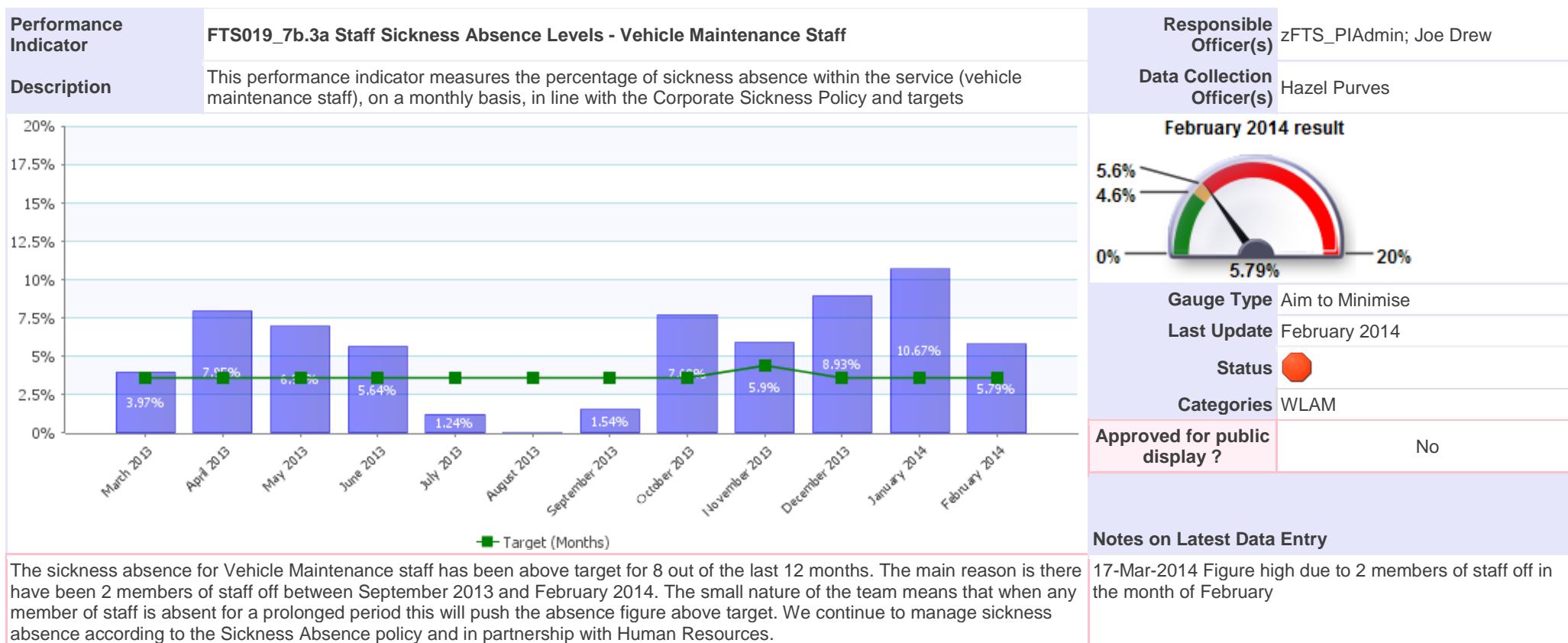
Performance Indicator	FTS014_9b.1c Average time taken (minutes) to complete Class IV vehicle MOT Tests		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																							
Description	This performance measures the average time taken by Fleet mechanics to complete an MOT test for Class IV vehicles. Class IV vehicles are cars and vans up to 3kg. VOSA have set specific targets for the time taken to complete an MOT Test and Fleet are monitored against their performance by VOSA. Our target reflects the target set by VOSA. Under VOSA regulations mechanics must clock in and clock out when the start and finish each MOT.		Data Collection Officer(s)	Hazel Purves																							
 <table><caption>Performance Data (Average time taken in minutes)</caption><thead><tr><th>Month</th><th>Value</th></tr></thead><tbody><tr><td>April 2013</td><td>53.1</td></tr><tr><td>June 2013</td><td>54.7</td></tr><tr><td>August 2013</td><td>48.3</td></tr><tr><td>November 2013</td><td>51.5</td></tr><tr><td>January 2014</td><td>52.7</td></tr><tr><td>February 2014</td><td>49.8</td></tr></tbody></table> <p>■ Target (Months)</p>			Month	Value	April 2013	53.1	June 2013	54.7	August 2013	48.3	November 2013	51.5	January 2014	52.7	February 2014	49.8	<p>February 2014 result</p>  <table><tr><td>Gauge Type</td><td>Aim to Minimise</td></tr><tr><td>Last Update</td><td>February 2014</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>4. Effectiveness WLAM</td></tr></table>			Gauge Type	Aim to Minimise	Last Update	February 2014	Status	✓	Categories	4. Effectiveness WLAM
Month	Value																										
April 2013	53.1																										
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Last Update	February 2014																										
Status	✓																										
Categories	4. Effectiveness WLAM																										
			Approved for public display ?	No																							
This is a new performance indicator introduced to measure the performance of the fleet mechanics in meeting VOSA targets for MOT Tests. Throughout 2013 we tested the measuring and monitoring system for accuracy and from January 2014 onwards this indicator will be measured on a monthly basis.			<p>Notes on Latest Data Entry</p> <p>17-Mar-2014 In February we undertook 68 Class IV MOT Tests, with the total time taken to complete these tests being 3392 minutes.</p>																								

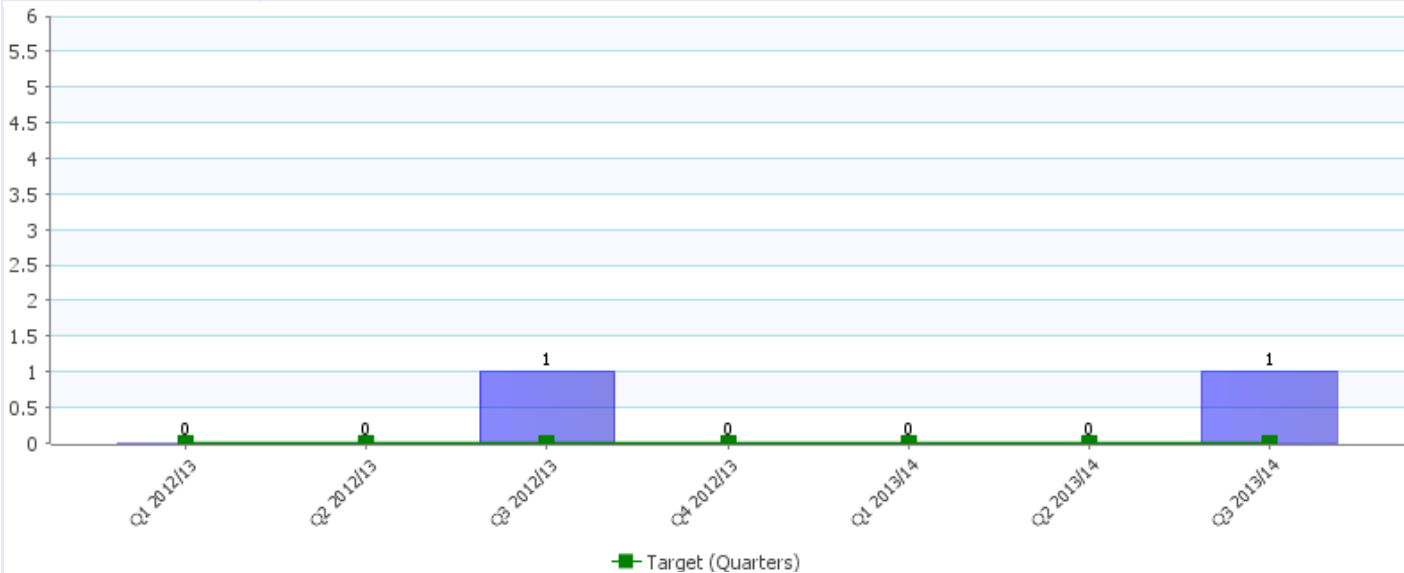

Performance Indicator	FTS015_9b.1c Average time taken (minutes) to complete Class V vehicle MOT Tests		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																					
Description	This performance measures the average time taken by Fleet mechanics to complete an MOT test for Class V vehicles. Class V are minibuses which have 8 or more seats. VOSA have set specific targets for the time taken to complete an MOT Test and Fleet are monitored against their performance by VOSA. Our target reflects the target set by VOSA. Under VOSA regulations mechanics must clock in and clock out when the start and finish each MOT.		Data Collection Officer(s)	Hazel Purves																					
 <p>■ Target (Months)</p> <table><thead><tr><th>Month</th><th>Average Time (minutes)</th><th>Target (minutes)</th></tr></thead><tbody><tr><td>April 2013</td><td>~58</td><td>60</td></tr><tr><td>June 2013</td><td>49</td><td>60</td></tr><tr><td>February 2014</td><td>52.25</td><td>60</td></tr></tbody></table>			Month	Average Time (minutes)	Target (minutes)	April 2013	~58	60	June 2013	49	60	February 2014	52.25	60	<p>February 2014 result</p>  <table><tr><td>Gauge Type</td><td>Aim to Minimise</td></tr><tr><td>Last Update</td><td>February 2014</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>4. Effectiveness WLAM</td></tr></table>			Gauge Type	Aim to Minimise	Last Update	February 2014	Status	✓	Categories	4. Effectiveness WLAM
Month	Average Time (minutes)	Target (minutes)																							
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Status	✓																								
Categories	4. Effectiveness WLAM																								
			Approved for public display ?	No																					
This is a new performance indicator introduced to measure the performance of the fleet mechanics in meeting VOSA targets for MOT Tests. Throughout 2013 we tested the measuring and monitoring system for accuracy and from January 2014 onwards this indicator will be measured on a monthly basis.			<p>Notes on Latest Data Entry</p> <p>17-Mar-2014 In February we undertook 8 Class V MOT Tests, with the total time taken to complete these tests being 418 minutes.</p>																						

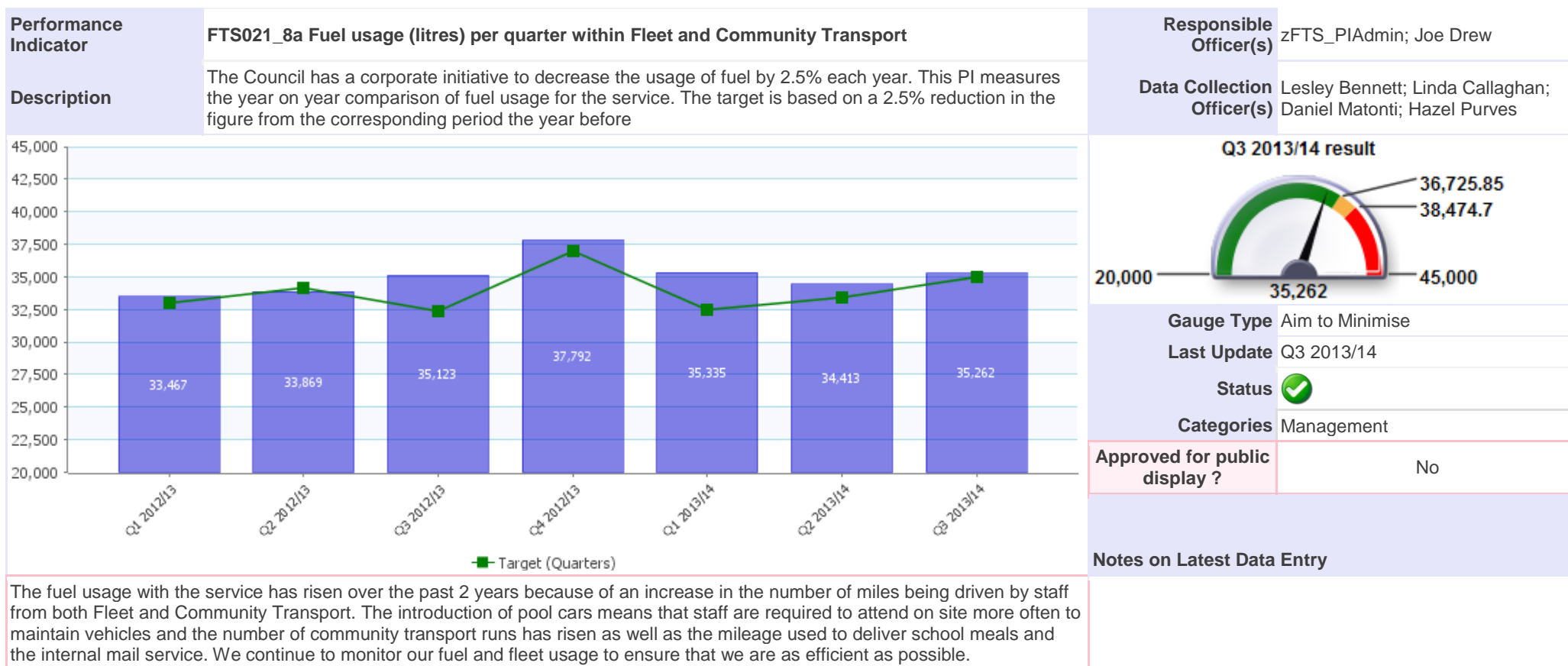
Performance Indicator	FTS016_9b.1c Average time taken (minutes) to complete Class VII vehicle MOT Tests		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																						
Description	This performance measures the average time taken by Fleet mechanics to complete an MOT test for Class VII vehicles. Class VII are vehicles between 3.01 - 3.5K.G. VOSA have set specific targets for the time taken to complete an MOT Test and Fleet are monitored against their performance by VOSA. Our target reflects the target set by VOSA. Under VOSA regulations mechanics must clock in and clock out when the start and finish each MOT.		Data Collection Officer(s)	Hazel Purves																						
<table><caption>Bar Chart Data: Average time taken (minutes) to complete Class VII vehicle MOT Tests</caption><tr><th>Month</th><th>Actual Time (minutes)</th><th>Target (minutes)</th></tr><tr><td>April 2013</td><td>58.2</td><td>60</td></tr><tr><td>June 2013</td><td>58.5</td><td>60</td></tr><tr><td>August 2013</td><td>58.2</td><td>60</td></tr><tr><td>November 2013</td><td>48</td><td>60</td></tr><tr><td>January 2014</td><td>58.3</td><td>60</td></tr><tr><td>February 2014</td><td>52</td><td>60</td></tr></table>			Month	Actual Time (minutes)	Target (minutes)	April 2013	58.2	60	June 2013	58.5	60	August 2013	58.2	60	November 2013	48	60	January 2014	58.3	60	February 2014	52	60	<p>February 2014 result</p> <p>Gauge Type Aim to Minimise</p> <p>Last Update February 2014</p> <p>Status </p> <p>Categories 4. Effectiveness WLAM</p>		
Month	Actual Time (minutes)	Target (minutes)																								
April 2013	58.2	60																								
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February 2014	52	60																								
This is a new performance indicator introduced to measure the performance of the fleet mechanics in meeting VOSA targets for MOT Tests. Throughout 2013 we tested the measuring and monitoring system for accuracy and from January 2014 onwards this indicator will be measured on a monthly basis.			Approved for public display ?	No																						
			<p>Notes on Latest Data Entry</p> <p>17-Mar-2014 In January we undertook 7 Class VII MOT Tests, with the total time taken to complete these tests being 363 minutes.</p>																							

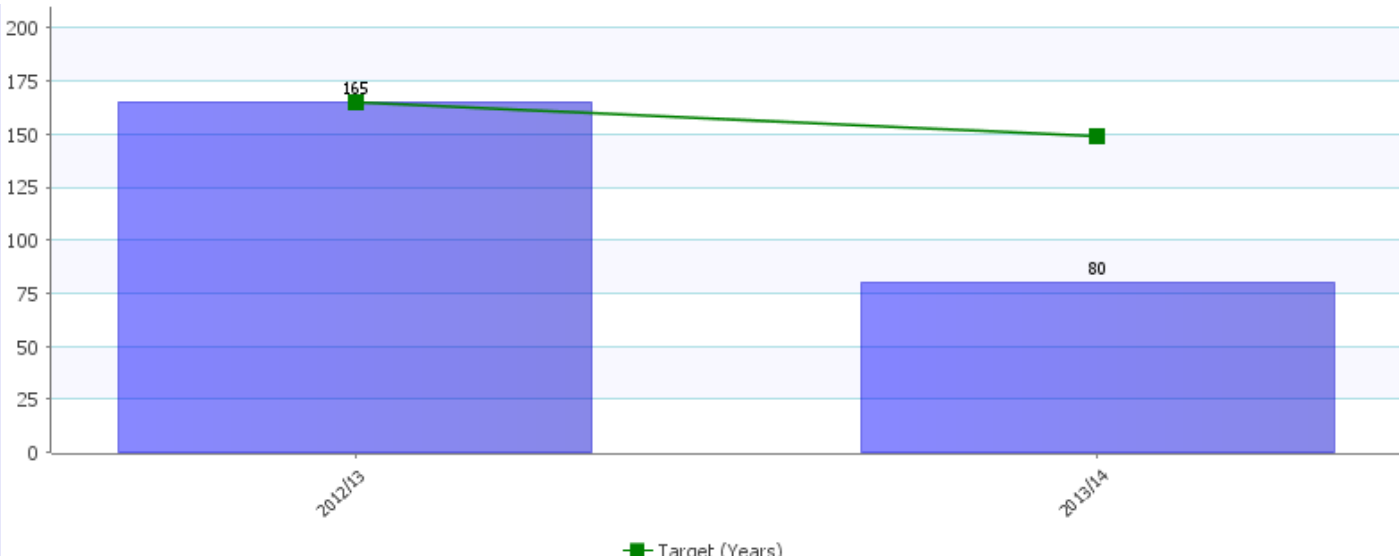

Performance Indicator	FTS017_7b.3a Staff Sickness Absence Levels - Fleet Staff		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This performance indicator measures the % of sickness absence within the service (Fleet staff only), on a monthly basis, in line with the Corporate Sickness Policy and targets.		Data Collection Officer(s)	Hazel Purves	
			February 2014 result 		
			Gauge Type	Aim to Minimise	
			Last Update	February 2014	
			Status		
			Categories	WLAM	
			Approved for public display ?	No	
			Notes on Latest Data Entry		
The sickness absence for Fleet Staff has been zero or close to zero throughout the last year with the exception January, April, May, July and August 2013. In each of these months 1 member of staff was absent for nearly the entire month meaning that sickness absence was above target on each occasion. The small nature of the team means that when one member of staff is absent for a prolonged period this will push the absence figure above target. We continue to manage sickness absence according to the Sickness Absence policy and in partnership with Human Resources.			17-Mar-2014 0 sick days were lost in January 2014 within the Fleet staff		

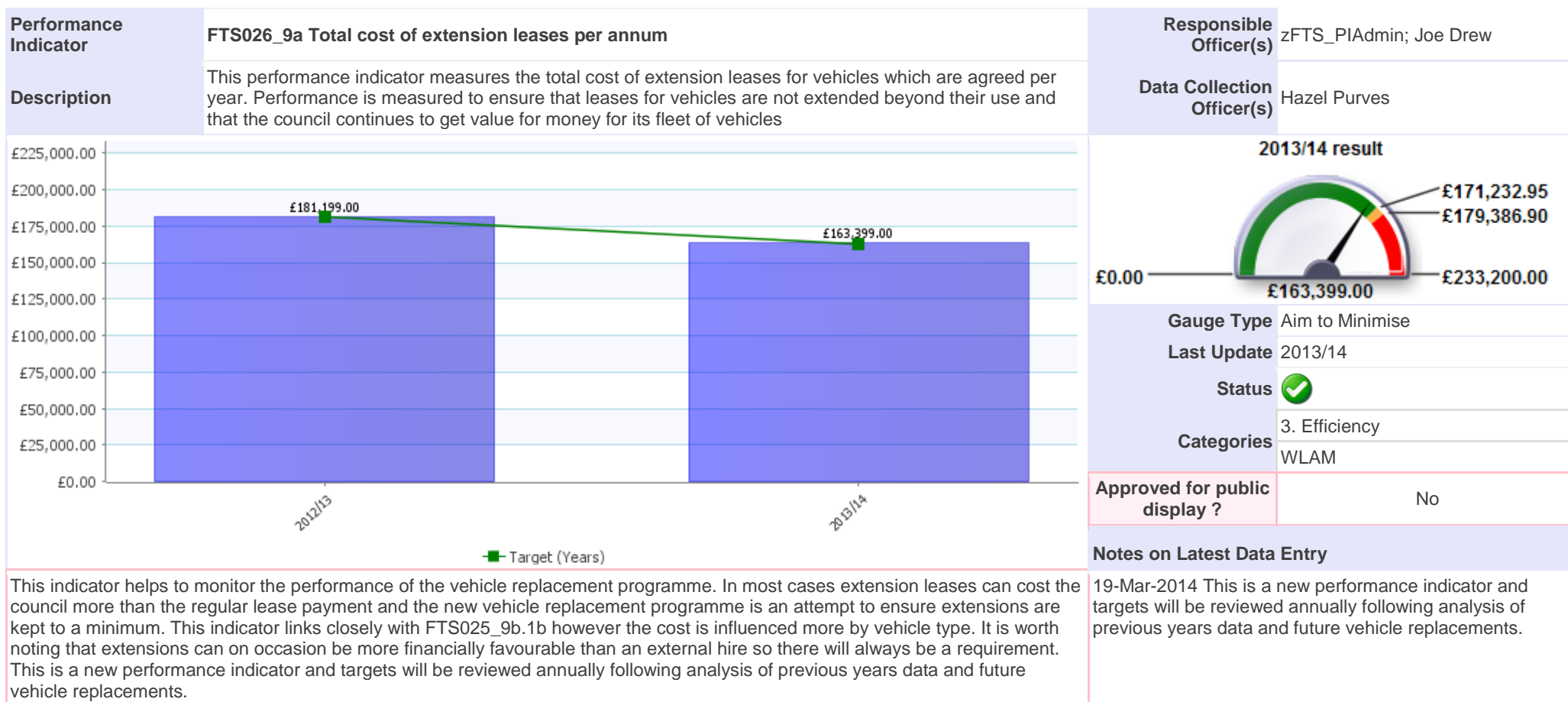
Performance Indicator	FTS018_7b.3a Staff Sickness Absence Levels - Community Transport Staff.	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																										
Description	This performance indicator measures the percentage of sickness absence within the service (Community Transport staff), on a monthly basis, in line with the Corporate Sickness Policy and targets	Data Collection Officer(s)	Hazel Purves																										
 <p>Legend: ■ Target (Months)</p> <table><tr><th>Month</th><th>Sickness Absence Level (%)</th></tr><tr><td>March 2013</td><td>9.05%</td></tr><tr><td>April 2013</td><td>5.78%</td></tr><tr><td>May 2013</td><td>4.48%</td></tr><tr><td>June 2013</td><td>6.36%</td></tr><tr><td>July 2013</td><td>5.33%</td></tr><tr><td>August 2013</td><td>4.21%</td></tr><tr><td>September 2013</td><td>5.93%</td></tr><tr><td>October 2013</td><td>6.72%</td></tr><tr><td>November 2013</td><td>3.54%</td></tr><tr><td>December 2013</td><td>4.5%</td></tr><tr><td>January 2014</td><td>4.5%</td></tr><tr><td>February 2014</td><td>3.28%</td></tr></table>		Month	Sickness Absence Level (%)	March 2013	9.05%	April 2013	5.78%	May 2013	4.48%	June 2013	6.36%	July 2013	5.33%	August 2013	4.21%	September 2013	5.93%	October 2013	6.72%	November 2013	3.54%	December 2013	4.5%	January 2014	4.5%	February 2014	3.28%	<p>February 2014 result</p>  <p>Gauge Type Aim to Minimise Last Update February 2014 Status  Categories WLAM</p>	
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October 2013	6.72%																												
November 2013	3.54%																												
December 2013	4.5%																												
January 2014	4.5%																												
February 2014	3.28%																												
<p>Trend Chart Commentary</p> <p>The sickness within Community Transport has been above target for 10 out of the last 12 months which is primarily down to the high proportion of long term sickness absence with the service. We continue to manage sickness absence according to the Sickness Absence policy and in partnership with Human Resources.</p>		Approved for public display ?	No																										
		<p>Notes on Latest Data Entry</p> <p>17-Mar-2014 Long term sickness causing high figure</p>																											

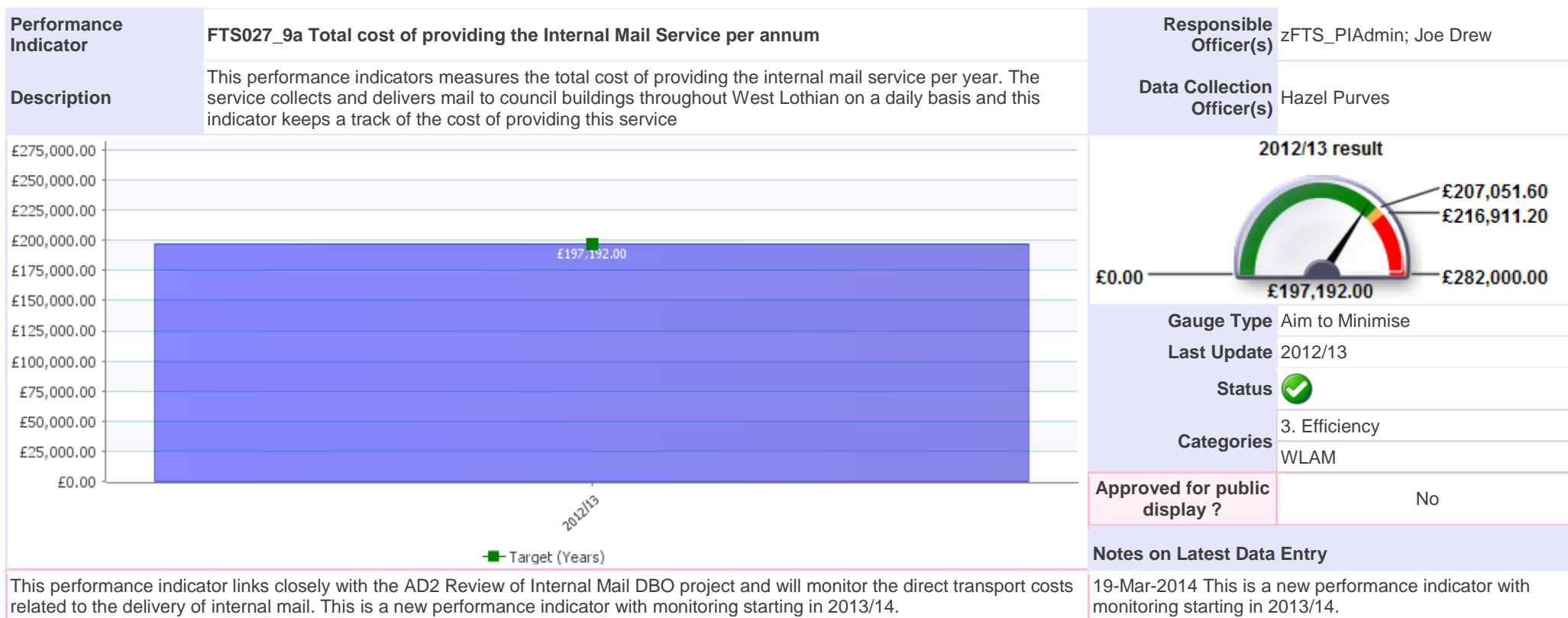


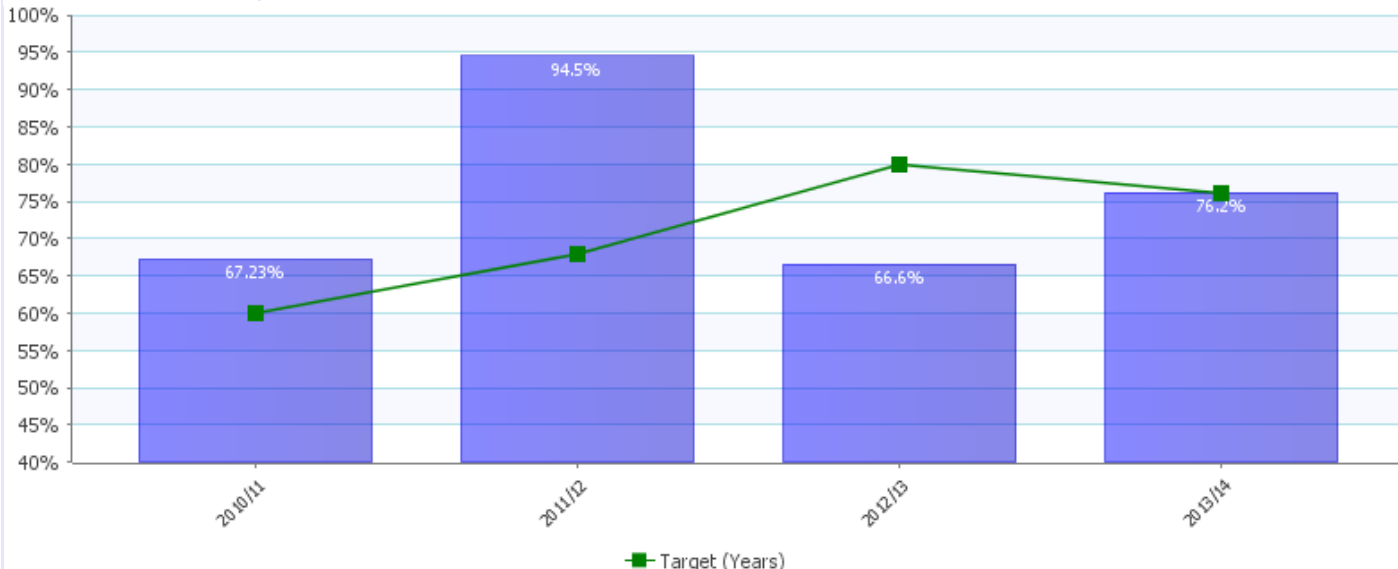
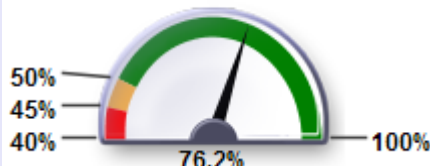

Performance Indicator	FTS020_6b.1 No. of upheld complaints received against service delivery..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the number of complaints received by the service against service delivery. All complaints from customers are recorded, taken seriously and we aim to provide customers with satisfactory resolution within 5 days. Complaints are evaluated to identify patterns or potential areas for improvement in our service. (Complaints that are received from the public relating to drivers or vehicles are passed to the relevant service area).	Data Collection Officer(s)	Joe Drew; Hazel Purves
 <p>■ Target (Quarters)</p>		Q3 2013/14 result 	
		Gauge Type	Aim to Minimise
		Last Update	Q3 2013/14
		Status	✓
		Categories	2. Service Standards WLAM
		Approved for public display ?	No
Trend Chart Commentary:		Notes on Latest Data Entry	
The number of upheld complaints over the past 2 years has been relatively low (3 complaints received and upheld). We aim to deal with every customer complaint or enquiry at the 1st point of contact and resolve any issue as quickly as possible.		05-Mar-2014 Community Transport driver complained that the bus floor was covered in oily foot marks after being in for repair. Mechanics were told to put cardboard down on floor before entering the bus.	


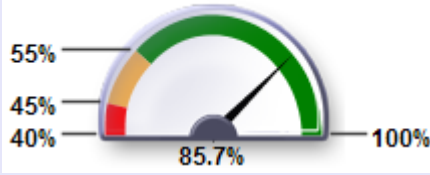



Performance Indicator	FTS025_9b.1b Total number of Extension Leases per annum	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This performance indicator measures the total number extension leases for vehicles which are agreed per year. Performance is measured to ensure that leases for vehicles are not extended beyond their use and that the council continues to get value for money for its fleet of vehicles	Data Collection Officer(s)	Hazel Purves
 <p>2012/13: 165 2013/14: 80</p> <p>— Target (Years)</p>		2013/14 result  <p>0 80 210</p> <p>156.45 163.9</p>	
		Gauge Type	Aim to Minimise
		Last Update	2013/14
		Status	✓
		Categories	4. Effectiveness WLAM
		Approved for public display ?	No
		Notes on Latest Data Entry	
<p>This indicator helps to monitor the performance of the vehicle replacement programme. In most cases extension leases can cost the council more than the regular lease payment and the new vehicle replacement programme is an attempt to ensure extensions are kept to a minimum. It is worth noting that extensions can on occasion be more financially favourable than an external hire so there will always be a requirement. This is a new performance indicator and targets will be reviewed annually following analysis of previous years data and future vehicle replacements.</p>		<p>19-Mar-2014 This is a new performance indicator and targets will be reviewed annually following analysis of previous years data and future vehicle replacements.</p>	





Performance Indicator	FTS029_6a.1 Percentage of customers who rated the timeliness to provide the Fleet service as good or excellent..		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This PI measures the percentage of customers who rated who quickly we provide our service and respond to customer's requests for service as good or excellent. The figures are taken from the annual customer survey issued to Fleet customers.		Data Collection Officer(s)	Hazel Purves	
	The target is based on the average figure achieved for the previous years.				
			<p>2013/14 result</p> 		
			Gauge Type	Aim to Maximise	
			Last Update	2013/14	
			Status		
			Categories	1. Customer Satisfaction WLAM	
			Approved for public display ?	No	
			Notes on Latest Data Entry		
<p>Customers satisfaction with the the time take by Fleet to responded to customers and carry out work has risen following our most recent survey in January 2014. Performance in 2013/14 was up 10% from the previous year however was still below the 94.5% achieved in 2011/12. This drop is the result of a number of customers rating the as satisfactory rather than as good or excellent. Following the result in of 67% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues. ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>			<p>18-Mar-2014 The 2013/14 figure is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.</p>		


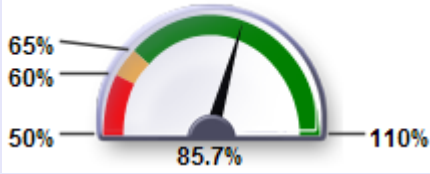

Performance Indicator	FTS030_6a.2 Percentage of customers who rated the quality of service provided by the Fleet service as good or excellent..		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This PI measures the % of customers who rated the quality of our service as good or excellent. The figures are taken from the annual customer survey issued to Fleet customers.		Data Collection Officer(s)	Hazel Purves	
	The target is based on the average figure achieved for the previous years.				
			<div>2013/14 result</div> 		
			Gauge Type	Aim to Maximise	
			Last Update	2013/14	
			Status		
			Categories	1. Customer Satisfaction WLAM	
			Approved for public display ?	No	
<p>Customers satisfaction with the quality of service provided by Fleet has risen slightly following our most recent survey in January 2014. Performance in 2013/14 was up by 2% from the previous year however was still below the 100% achieved in 2011/12. This drop is the result of a number of customers rating the service as satisfactory rather than good or excellent. Following the result in of 64% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues. ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>			Notes on Latest Data Entry		
			18-Mar-2014 The 2013/14 figure is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.		

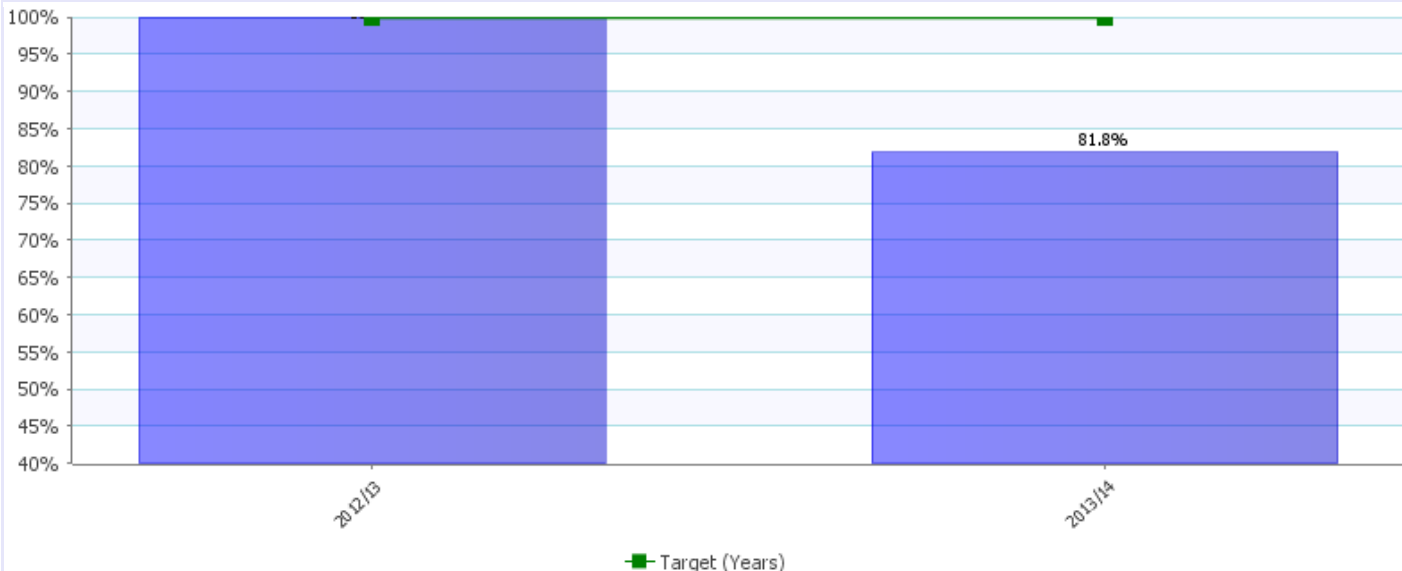
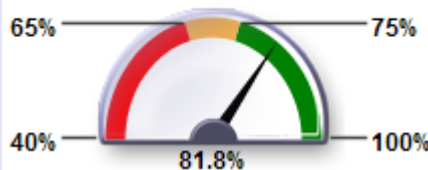
Performance Indicator	FTS031_6a.3 Percentage of customers who rated the Fleet service's performance as keeping them informed as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	<p>This PI measures the percentage of customers who rated how well we keep them informed about their vehicle as good or excellent. The figures are taken from the annual customer survey issued to Fleet customers.</p> <p>The target is based on the average figure achieved for the previous years.</p>	Data Collection Officer(s)	Hazel Purves
		<p>2013/14 result</p> 	
		Gauge Type	Aim to Maximise
		Last Update	2013/14
		Status	
		Categories	1. Customer Satisfaction WLAM
		Approved for public display ?	No
		<p>Notes on Latest Data Entry</p> <p>18-Mar-2014 The 2013/14 is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.</p>	
<p>Customers satisfaction with Fleet's performance in keeping them informed has dropped following our most recent survey in January 2014. Performance in 2013/14 was down 2% from the previous year and by 7% from 2011/12. This drop is the result of a 1 customer rating the service as satisfactory rather than good or excellent. Following the result in of 55% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues, ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively. We also try to keep customers up to date with the progress of any maintenance work and new vehicle orders.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>			

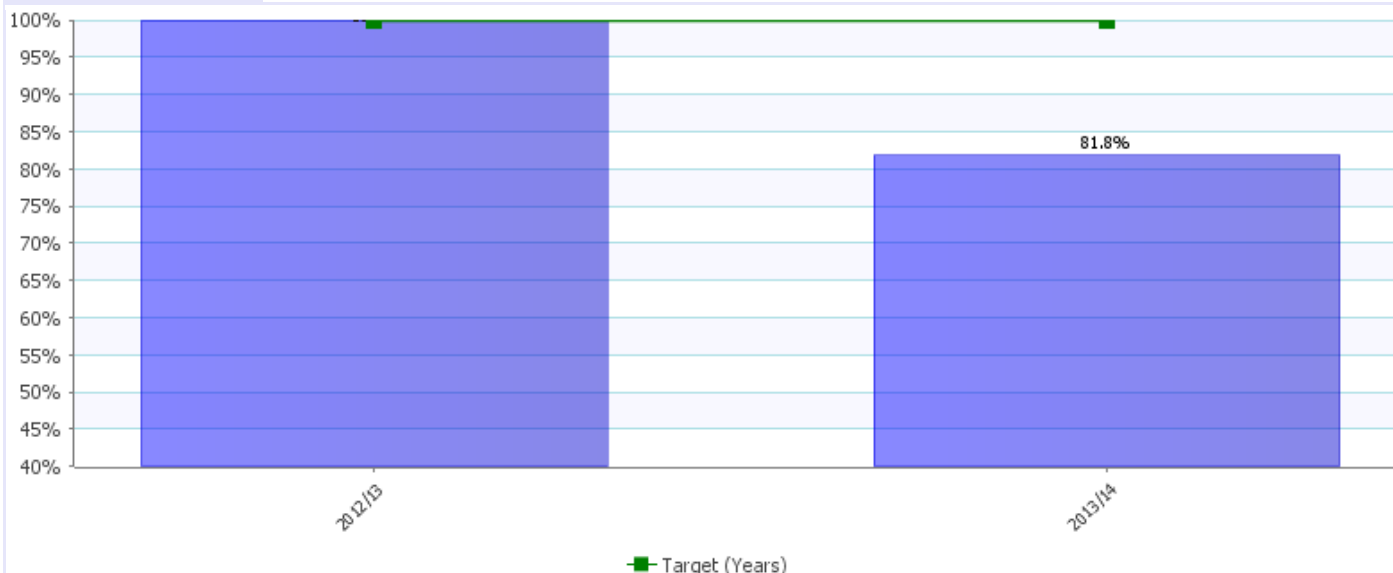
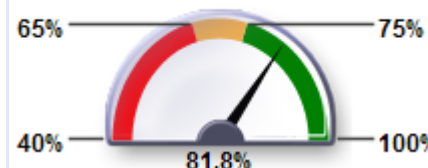

Performance Indicator	FTS032_6a.4 Percentage of customers who rated the Fleet service's staff attitude as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																		
Description	<p>This PI measures the percentage of customers who rated the attitude of our staff as good or excellent. The figures are taken from the annual customer survey issued to Fleet customers.</p> <p>The target is based on the average figure achieved for the previous years.</p>	Data Collection Officer(s)	Hazel Purves																		
<table><caption>Performance Data (Percentage of customers who rated the Fleet service's staff attitude as good or excellent)</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2010/11</td><td>72.2%</td></tr><tr><td>2011/12</td><td>94.4%</td></tr><tr><td>2012/13</td><td>92.3%</td></tr><tr><td>2013/14</td><td>85%</td></tr></tbody></table> <p>Legend: ■ Target (Years)</p>		Year	Percentage	2010/11	72.2%	2011/12	94.4%	2012/13	92.3%	2013/14	85%	<p>2013/14 result</p> <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2013/14</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>1. Customer Satisfaction WLAM</td></tr></table>		Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	1. Customer Satisfaction WLAM
Year	Percentage																				
2010/11	72.2%																				
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2013/14	85%																				
Gauge Type	Aim to Maximise																				
Last Update	2013/14																				
Status	✓																				
Categories	1. Customer Satisfaction WLAM																				
<p>Customers satisfaction with the attitude of Fleet staff has dropped following our most recent survey in January 2014. Performance in 2013/14 was down 7% from the previous year. This drop is the result of a number of customers rating the service as satisfactory rather than good or excellent. Following the result in of 72% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues, ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>		Approved for public display ?	No																		
		<p>Notes on Latest Data Entry</p> <p>18-Mar-2014 The 2013/14 survey is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.</p>																			

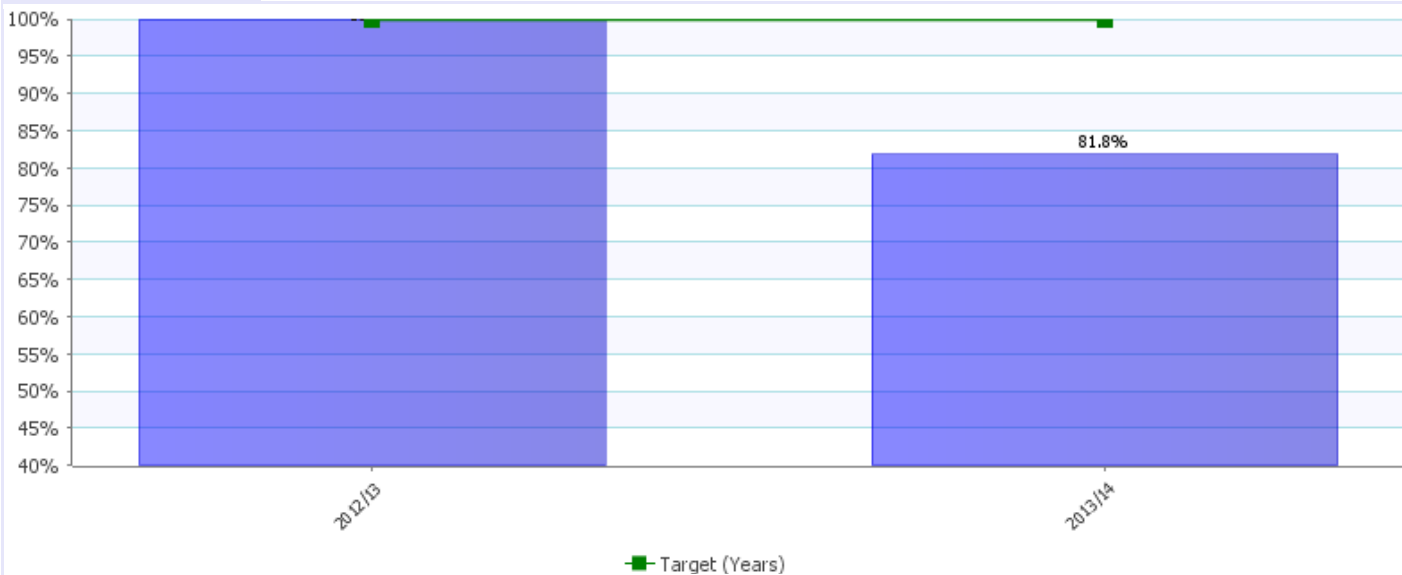
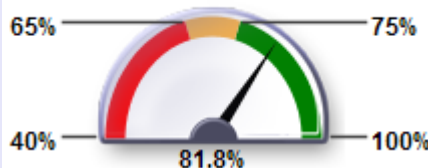

Performance Indicator	FTS033_6a.5 Percentage of customers who rated the Fleet service's staff professionalism as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew										
Description	<p>This PI measures the percentage of customers who rated our staffs professionalism as good or excellent. The figures are taken from the annual customer survey issued to Fleet customers.</p> <p>The target is based on the average figure achieved for the previous years.</p>	Data Collection Officer(s)	Hazel Purves										
<table><caption>Performance Data (Percentage of customers who rated the Fleet service's staff professionalism as good or excellent)</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2010/11</td><td>72.79%</td></tr><tr><td>2011/12</td><td>88.9%</td></tr><tr><td>2012/13</td><td>92.3%</td></tr><tr><td>2013/14</td><td>80%</td></tr></tbody></table> <p>Legend: ■ Target (Years)</p>		Year	Percentage	2010/11	72.79%	2011/12	88.9%	2012/13	92.3%	2013/14	80%	<p>2013/14 result</p> <p>Gauge Type Aim to Maximise</p> <p>Last Update 2013/14</p> <p>Status </p> <p>Categories 1. Customer Satisfaction WLAM</p> <p>Approved for public display ? No</p>	
Year	Percentage												
2010/11	72.79%												
2011/12	88.9%												
2012/13	92.3%												
2013/14	80%												
<p>Customers satisfaction with the professionalism of Fleet staff has dropped following our most recent survey in January 2014. Performance in 2013/14 was down 12% from the previous year. This drop is the result of a number of customers rating the service as satisfactory rather than good or excellent. Following the result in of 72% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues, ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>		<p>Notes on Latest Data Entry</p> <p>18-Mar-2014 The 2013/14 figure is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.</p>											

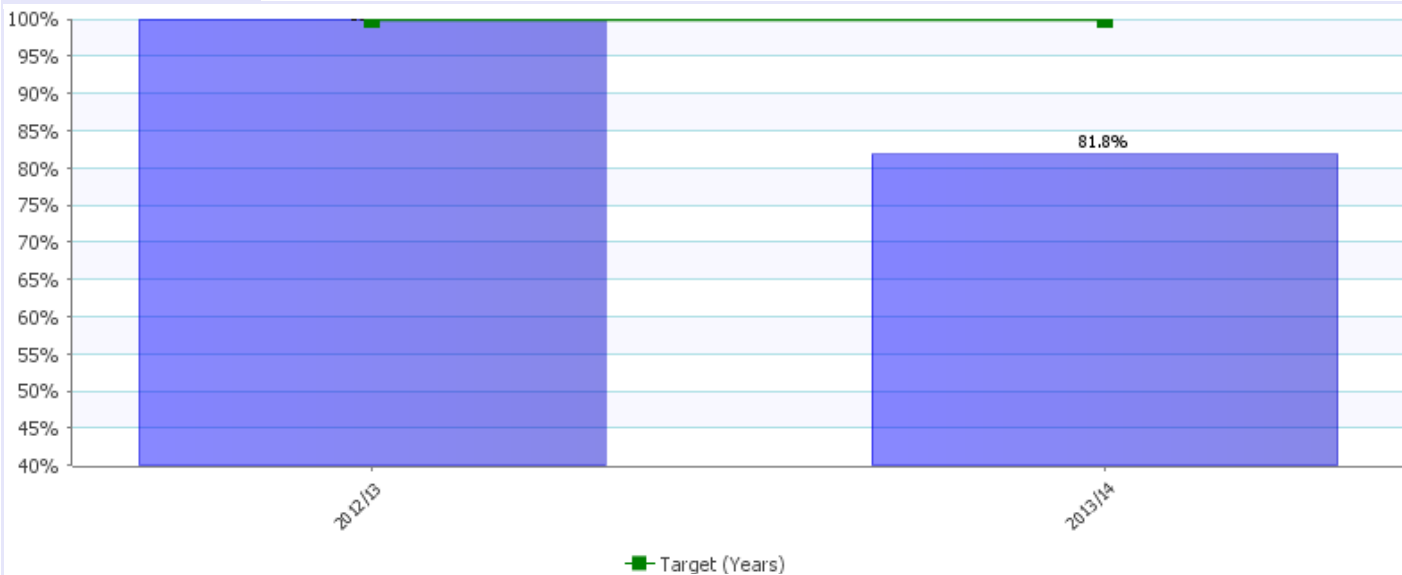
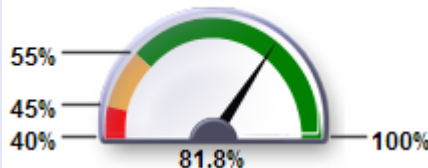

Performance Indicator	FTS034_6a.6 Percentage of customers who consider that they were treated fairly by Fleet Services..		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																								
Description	This PI measures the percentage of customers who consider that they were treated fairly during their dealings with Fleet Services. The figures are taken from the annual customer survey issued to Fleet customers.		Data Collection Officer(s)	Hazel Purves																								
	The target is based on the average figure achieved for the previous years.																											
 <table><tr><th>Year</th><th>Percentage</th><th>Target</th></tr><tr><td>2010/11</td><td>93.57%</td><td>93.57%</td></tr><tr><td>2011/12</td><td>100%</td><td>100%</td></tr><tr><td>2012/13</td><td>100%</td><td>100%</td></tr><tr><td>2013/14</td><td>100%</td><td>100%</td></tr></table>			Year	Percentage	Target	2010/11	93.57%	93.57%	2011/12	100%	100%	2012/13	100%	100%	2013/14	100%	100%	 <table><tr><th>Gauge Type</th><td>Aim to Maximise</td></tr><tr><th>Last Update</th><td>2013/14</td></tr><tr><th>Status</th><td>✓</td></tr><tr><th>Categories</th><td>1. Customer Satisfaction WLAM</td></tr></table>			Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	1. Customer Satisfaction WLAM
Year	Percentage	Target																										
2010/11	93.57%	93.57%																										
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Gauge Type	Aim to Maximise																											
Last Update	2013/14																											
Status	✓																											
Categories	1. Customer Satisfaction WLAM																											
			Approved for public display ?	No																								
			Notes on Latest Data Entry																									
Following our most recent survey, carried out in January 2014, all customers who responded to our survey felt that they were treated fairly by the service for the 3rd year in a row. We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible and in a fair manner.			18-Mar-2014 The 2013/14 figure is based on 34 surveys being sent out with 21 people answering this question. The managers and staff responsible for the fleet co-ordination have been surveyed.																									
The 2013/14 survey was distributed to 34 of our main customers with 21 responses received.																												


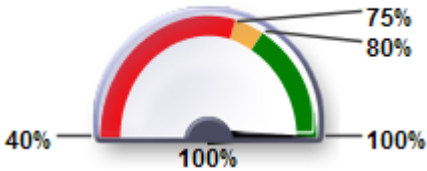

Performance Indicator	FTS035_6a.7 Percentage of Fleet customers satisfied with the overall quality of the service..		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																												
Description	Survey carried out yearly gathering the satisfaction within the service from our customers. Results include all respondents who rated the service as good and excellent.		Data Collection Officer(s)	Hazel Purves																												
	The target is based on the average figure achieved for the previous years.																															
 <table><caption>Customer Satisfaction Data (2010/11 to 2013/14)</caption><thead><tr><th>Year</th><th>Percentage</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2010/11</td><td>70.5%</td><td>70.5%</td></tr><tr><td>2011/12</td><td>94.5%</td><td>71.5%</td></tr><tr><td>2012/13</td><td>88%</td><td>82.5%</td></tr><tr><td>2013/14</td><td>85.7%</td><td>83.5%</td></tr></tbody></table>			Year	Percentage	Target (Years)	2010/11	70.5%	70.5%	2011/12	94.5%	71.5%	2012/13	88%	82.5%	2013/14	85.7%	83.5%	 <table><caption>Gauge Chart Data</caption><thead><tr><th>Value</th><th>Zone</th></tr></thead><tbody><tr><td>50%</td><td>Red</td></tr><tr><td>60%</td><td>Yellow</td></tr><tr><td>65%</td><td>Green</td></tr><tr><td>85.7%</td><td>Green</td></tr><tr><td>110%</td><td>Green</td></tr></tbody></table>			Value	Zone	50%	Red	60%	Yellow	65%	Green	85.7%	Green	110%	Green
Year	Percentage	Target (Years)																														
2010/11	70.5%	70.5%																														
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			Categories	1. Customer Satisfaction WLAM																												
			Approved for public display ?	No																												
			Notes on Latest Data Entry																													
<p>Trend Chart Commentary:</p> <p>Customers satisfaction with the overall service provided by Fleet has dropped slightly, following our most recent survey in January 2014. Performance in 2013/14 was down 3% from the previous year and down by 6% from 2011/12. This drop is the result of 1 respondent rating the service as satisfactory rather than good or excellent. Following the result in of 70% experienced in 2010/11 we set up the Motor Vehicle Working Group with representatives from all our main customers to try and address any issues occurring within the Fleet and the service offered by Fleet services and this group continues to meet on a regular basis. We work closely with our customers on a day to day basis to resolve any issues. ensure vehicles are maintained to a high standard and services all have the required vehicles to carry out their activities effectively.</p> <p>The 2013/14 survey was distributed to 34 or our main customers with 21 responses received.</p>			<p>18-Mar-2014 The 2013/14 survey is based on 34 surveys being sent out with a return of 21. The managers and staff responsible for the fleet co-ordination have been surveyed.</p>																													

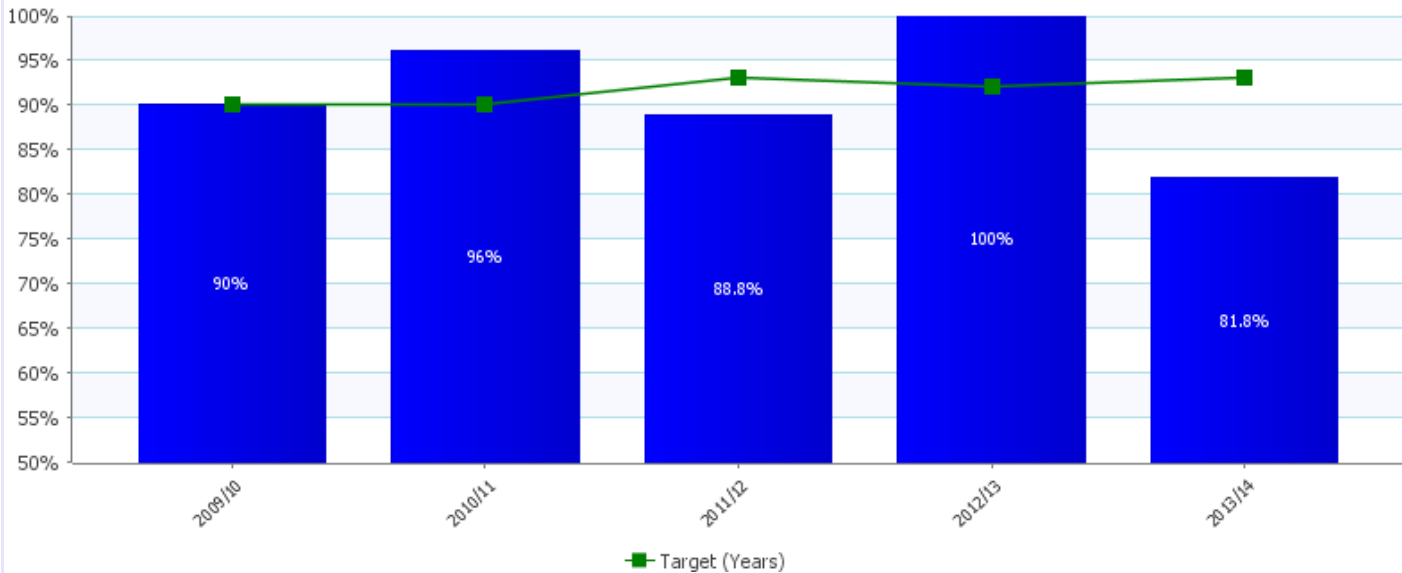
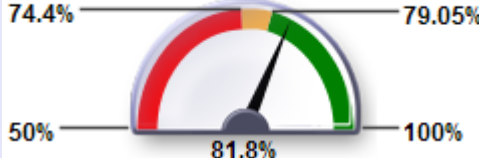

Performance Indicator	FTS036_6a.1 Percentage of customers who rated the timeliness of the Community Transport service as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This PI measures the % of customers who rated who quickly we provide our service and respond to customer's requests for service as good or excellent. The figures are taken from the annual customer survey issued to Community Transport customers.	Data Collection Officer(s)	Hazel Purves
	The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.		
	The target is based on the average figure achieved. form the previous years		
			
		Gauge Type	Aim to Maximise
		Last Update	2013/14
		Status	✔
		Categories	1. Customer Satisfaction WLAM
		Approved for public display ?	No
		Notes on Latest Data Entry	
The satisfaction with the service has dropped following our most recent customer survey in January 2014. The drop was caused by 2 respondents rating this area of the service as satisfactory rather than good or excellent. Performance was 100% in 2012/13, after we reintroduced our Open Day for all Community Transport service users.		12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. 9 out of 11 respondents rated this areas as good or excellent	
We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".			
As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.			

Performance Indicator	FTS037_6a.3 Percentage of customers who rated Community Transport service's performance as keeping them informed as good or excellent..		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This PI measures the percentage of customers who rated how well we keep them informed about their vehicle as good or excellent. The figures are taken from the annual customer survey issued to Community Transport customers.		Data Collection Officer(s)	Hazel Purves	
	The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.				
	The target is based on the average figure achieved. form the previous years				
					
			Gauge Type	Aim to Maximise	
			Last Update	2013/14	
			Status		
			Categories	1. Customer Satisfaction WLAM	
			Approved for public display ?	No	
			Notes on Latest Data Entry		
The satisfaction with the service has dropped following our most recent customer survey in January 2014. The drop was caused by 2 respondents rating this area of the service as satisfactory rather than good or excellent. Performance was 100% in 2012/13, after we reintroduced our Open Day for all Community Transport service users.			12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. 9 out of 11 respondents rated this areas as good or excellent		
We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".					
As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.					

Performance Indicator	FTS038_6a.4 Percentage of customers who rated the Community Transport service's staff attitude as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This PI measures the percentage of customers who rated the attitude of our staff as good or excellent. The figures are taken from the annual customer survey issued to Community Transport customers.	Data Collection Officer(s)	Hazel Purves
	The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.		
	The target is based on the average figure achieved. form the previous years		
			
		Gauge Type	Aim to Maximise
		Last Update	2013/14
		Status	
		Categories	1. Customer Satisfaction WLAM
		Approved for public display ?	No
		Notes on Latest Data Entry	
The satisfaction with the service has dropped following our most recent customer survey in January 2014. The drop was caused by 2 respondents rating this area of the service as satisfactory rather than good or excellent. Performance was 100% in 2012/13 , after we reintroduced our Open Day for all Community Transport service users.		12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. 9 out of 11 respondents rated this areas as good or excellent	
We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".			
As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.			

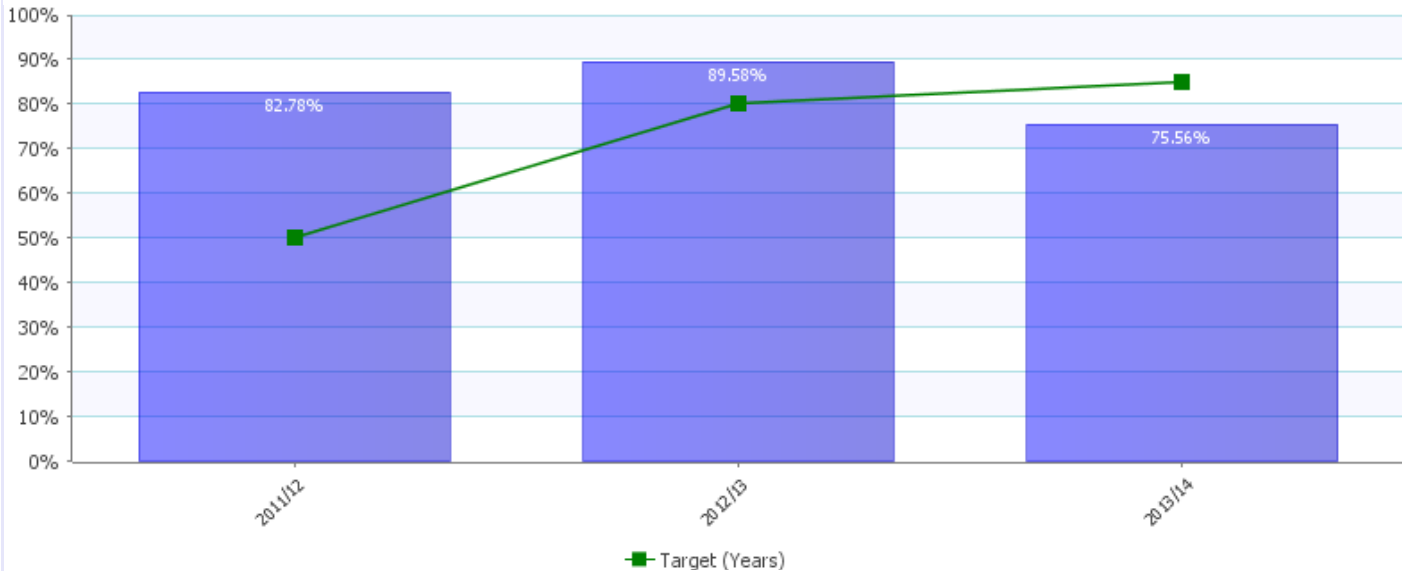
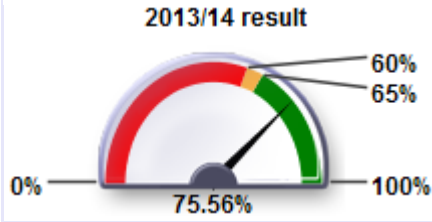

Performance Indicator	FTS039_6a.5 Percentage of customers who rated Community Transport service's staff professionalism as good or excellent..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	This PI measures the percentage of customers who rated our staffs professionalism as good or excellent. The figures are taken from the annual customer survey issued to Community Transport customers.	Data Collection Officer(s)	Hazel Purves
	The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.		
The target is based on the average figure achieved. form the previous years			
		<div>2013/14 result</div> 	
		Gauge Type	Aim to Maximise
		Last Update	2013/14
		Status	
		Categories	1. Customer Satisfaction WLAM
		Approved for public display ?	No
		Notes on Latest Data Entry	
The satisfaction with the service has dropped following our most recent customer survey in January 2014. The drop was caused by 2 respondents rating this area of the service as satisfactory rather than good or excellent. Performance was 100% in 2012/13, , after we reintroduced our Open Day for all Community Transport service users.		12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. 9 out of 11 respondents rated this areas as good or excellent	
We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".			
As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.			


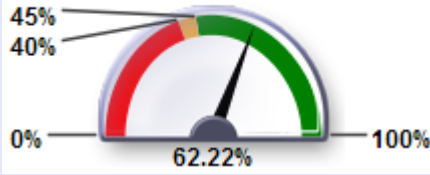
Performance Indicator	FTS040_6a.6 Percentage of customers who consider that they were treated fairly by Community Transport..	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew
Description	<p>This PI measures the percentage of customers who consider that they were treated fairly during their dealings with Community Transport. The figures are taken from the annual customer survey issued to Community Transport customers</p> <p>The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.</p> <p>The target is based on the average figure achieved. form the previous years</p>	Data Collection Officer(s)	Hazel Purves
 <p>100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40%</p> <p>2012/13 2013/14</p> <p>— Target (Years)</p>		<p>2013/14 result</p>  <p>40% 100% 100%</p> <p>75% 80%</p> <p>Gauge Type Aim to Maximise</p> <p>Last Update 2013/14</p> <p>Status </p> <p>Categories 1. Customer Satisfaction WLAM</p> <p>Approved for public display ? No</p> <p>Notes on Latest Data Entry</p> <p>12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. All respondents felt that they were treated fairly by the service his areas as good or excellent</p>	
<p>Following our most recent survey, carried out in January 2014, all customers who responded to our survey felt that they were treated fairly by the service for the 2nd year in a row.</p> <p>We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".</p> <p>As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.</p>			


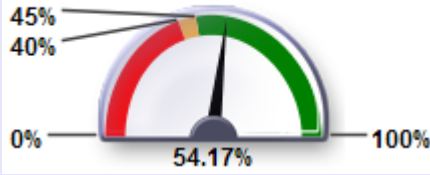

Performance Indicator	P:FTS041_6a.7 Percentage of Community Transport customers who rated the overall quality of the service as good or excellent.		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew	
Description	This performance indicator measures the percentage of customers who rate the overall service as good or excellent. The figure taken from the Annual Customer Survey carried out by the service to our main customers.		Data Collection Officer(s)	Linda Callaghan; Hazel Purves	
	The survey is carried out on annual basis either at our annual Open Day as a paper based survey or directly to customers in Social Policy using the Opinion Taker software where surveys are sent via e-mail or weblink to each customer. Questions and Customer List are reviewed annually.				
	The target is based on the average figure achieved from the previous years.				
					
			Gauge Type	Aim to Maximise	
			Last Update	2013/14	
			Status		
			Categories	1. Customer Satisfaction	
				PDSP_Environment	
			PPR Public Performance Reporting		
			Approved for public display ?	Yes	
Trend Chart Commentary:			Notes on Latest Data Entry		
The satisfaction with the service has dropped following our most recent customer survey in January 2014. The drop was caused by 2 respondents rating the service as satisfactory rather than good or excellent. Performance rose to 100% in 2012/13, following a dip in 2011/12, after we reintroduced our Open Day for all Community Transport service users. The dip to 88.8 % in 2011/12 was as a result of 4 'satisfactory' responses to questions regarding staff attitude and the timescales taken within the service. In 2008/09 and 2009/10 the overall performance was also affected by a couple of 'satisfactory' response to 1 question relating to quality of service provided.			12-Mar-2014 The 2013/14 survey was sent to customers within Social Policy in January 2014 with 11 responses being received. 9 out of 11 respondents rated this areas as good or excellent		


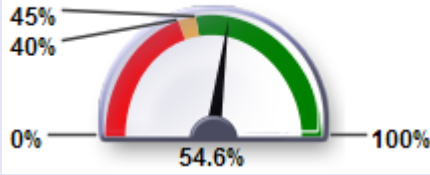
We work closely with our customers on a daily basis to ensure that any issues which arise are dealt with as soon as possible. The importance we place on the service can be seen by our performance indicator "Percentage of daily Community Transport bus runs completed as daily scheduled by social policy".

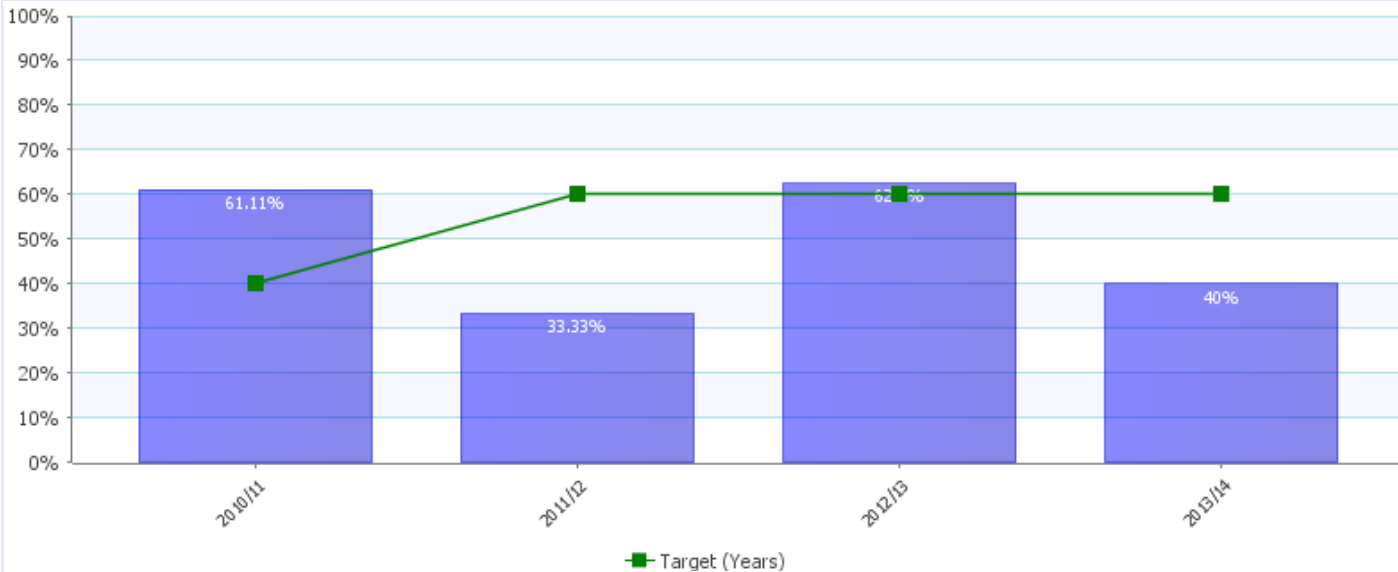
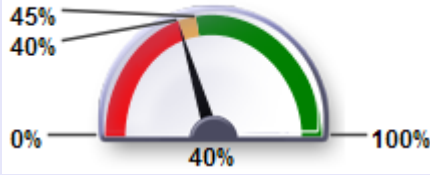

As part of our ongoing improvement programme the customer survey will be reviewed annually to ensure it remains relevant and meaningful to customers and the service.

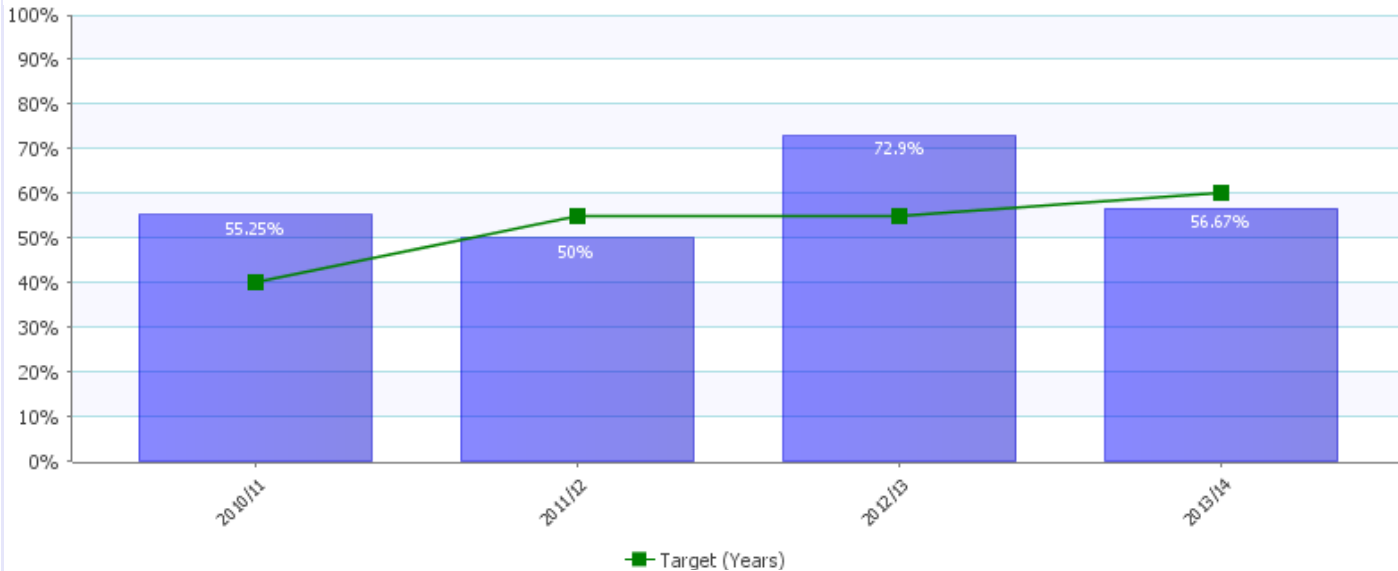
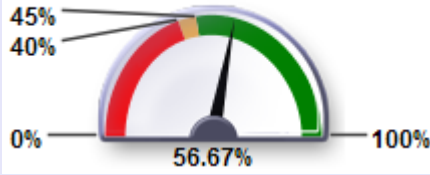
Performance Indicator	FTS042_7a.1 Staff Satisfaction with Workforce Planning	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew; Daniel Matonti																		
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with workforce planning within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves																		
 <table><caption>Staff Satisfaction with Workforce Planning Data</caption><thead><tr><th>Year</th><th>Satisfaction (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>82.78%</td><td>-</td></tr><tr><td>2012/13</td><td>89.58%</td><td>89.58%</td></tr><tr><td>2013/14</td><td>75.56%</td><td>-</td></tr></tbody></table>		Year	Satisfaction (%)	Target (%)	2011/12	82.78%	-	2012/13	89.58%	89.58%	2013/14	75.56%	-	 <table><caption>Gauge Chart Data</caption><thead><tr><th>Value</th><th>Percentage</th></tr></thead><tbody><tr><td>Target</td><td>89.58%</td></tr><tr><td>2013/14 Result</td><td>75.56%</td></tr></tbody></table>		Value	Percentage	Target	89.58%	2013/14 Result	75.56%
Year	Satisfaction (%)	Target (%)																			
2011/12	82.78%	-																			
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2013/14 Result	75.56%																				
		Gauge Type	Aim to Maximise																		
		Last Update	2013/14																		
		Status																			
		Categories	WLAM																		
		Approved for public display ?	No																		
		Notes on Latest Data Entry																			
The staff satisfaction with Workforce planning dropped in 2013/14 after increasing from 2011/12 to 2012/13 and has therefore dropped below target. Within the service we deal with all issues relating to workforce planning as effectively as possible and within the remit of all relevant council policies. Any issues arising within the workforce are responded to on a daily basis. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years. The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.		20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on a 15 responses.																			


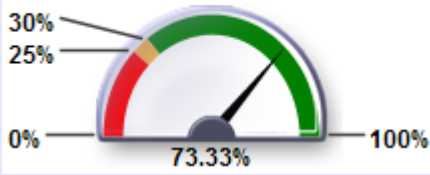
Performance Indicator	FTS043_7a.2 Staff Satisfaction with Reward and Recognition	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																							
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Reward and Recognition within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves																							
 <table><caption>Staff Satisfaction with Reward and Recognition Data</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2010/11</td><td>54.17%</td><td>40%</td></tr><tr><td>2011/12</td><td>43.75%</td><td>50%</td></tr><tr><td>2012/13</td><td>68.75%</td><td>60%</td></tr><tr><td>2013/14</td><td>62.22%</td><td>65%</td></tr></tbody></table>		Year	Actual (%)	Target (%)	2010/11	54.17%	40%	2011/12	43.75%	50%	2012/13	68.75%	60%	2013/14	62.22%	65%	<p>2013/14 result</p>  <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2013/14</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>WLAM</td></tr></table>		Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	WLAM
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Last Update	2013/14																									
Status	✓																									
Categories	WLAM																									
		Approved for public display ?	No																							
		Notes on Latest Data Entry																								
<p>The staff satisfaction with reward and recognition dropped in 2013/14 after increasing from 2011/12 to 2012/13 and has therefore dropped slightly below target. Within the service we follow the guidance given by all relevant council policies with regards to reward and recognition. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years.</p> <p>The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.</p>		<p>20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on a 15 responses.</p>																								

Performance Indicator	FTS044_7a.3 Staff Satisfaction with Leadership and Management	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew															
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Leadership and Management within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves															
 <table><caption>Staff Satisfaction with Leadership and Management Data</caption><thead><tr><th>Year</th><th>Percentage</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2010/11</td><td>36.11%</td><td>40%</td></tr><tr><td>2011/12</td><td>58.44%</td><td>40%</td></tr><tr><td>2012/13</td><td>78.13%</td><td>60%</td></tr><tr><td>2013/14</td><td>54.17%</td><td>65%</td></tr></tbody></table>		Year	Percentage	Target (Years)	2010/11	36.11%	40%	2011/12	58.44%	40%	2012/13	78.13%	60%	2013/14	54.17%	65%	 <p>Gauge Type Aim to Maximise</p> <p>Last Update 2013/14</p> <p>Status </p> <p>Categories WLAM</p>	
Year	Percentage	Target (Years)																
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2011/12	58.44%	40%																
2012/13	78.13%	60%																
2013/14	54.17%	65%																
		Approved for public display ?	No															
		Notes on Latest Data Entry																
<p>The staff satisfaction with leadership and management dropped in 2013/14 after increasing over the previous 3 years and has therefore dropped below target. Managers, team leaders and supervisors within the service try to be as visible and approachable as possible with the staff at all times. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years.</p> <p>The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.</p>		<p>20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on 15 responses</p>																

Performance Indicator	FTS045_7a.4 Staff Satisfaction with Involvement and Empowerment	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																							
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Involvement and Empowerment within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves																							
 <table><caption>Staff Satisfaction Data</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2010/11</td><td>50%</td><td>50%</td></tr><tr><td>2011/12</td><td>50.89%</td><td>50.89%</td></tr><tr><td>2012/13</td><td>68.75%</td><td>-</td></tr><tr><td>2013/14</td><td>54.6%</td><td>54.6%</td></tr></tbody></table>		Year	Actual (%)	Target (%)	2010/11	50%	50%	2011/12	50.89%	50.89%	2012/13	68.75%	-	2013/14	54.6%	54.6%	 <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2013/14</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>WLAM</td></tr></table>		Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	WLAM
Year	Actual (%)	Target (%)																								
2010/11	50%	50%																								
2011/12	50.89%	50.89%																								
2012/13	68.75%	-																								
2013/14	54.6%	54.6%																								
Gauge Type	Aim to Maximise																									
Last Update	2013/14																									
Status	✓																									
Categories	WLAM																									
The staff satisfaction with involvement and empowerment dropped in 2013/14 after increasing over the previous 3 years and has therefore dropped below target. We encourage suggestions and empower our staff to make decisions on their during their day to day work. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years. The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.		Approved for public display ?	No																							
		Notes on Latest Data Entry 20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on 15 responses																								

Performance Indicator	FTS046_7a.5 Staff Satisfaction with Team Work.	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew															
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Team Work within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves															
 <table><caption>Staff Satisfaction with Team Work Data</caption><thead><tr><th>Year</th><th>Actual Satisfaction (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2010/11</td><td>61.11%</td><td>40%</td></tr><tr><td>2011/12</td><td>33.33%</td><td>60%</td></tr><tr><td>2012/13</td><td>62.5%</td><td>60%</td></tr><tr><td>2013/14</td><td>40%</td><td>60%</td></tr></tbody></table>		Year	Actual Satisfaction (%)	Target (%)	2010/11	61.11%	40%	2011/12	33.33%	60%	2012/13	62.5%	60%	2013/14	40%	60%	<p>2013/14 result</p>  <p>Gauge Type Aim to Maximise</p> <p>Last Update 2013/14</p> <p>Status </p> <p>Categories WLAM</p>	
Year	Actual Satisfaction (%)	Target (%)																
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2011/12	33.33%	60%																
2012/13	62.5%	60%																
2013/14	40%	60%																
		Approved for public display ?	No															
The staff satisfaction with team work dropped in 2013/14 after increasing over the previous 3 years and has therefore dropped below target. The service encourages all staff to work together and use the skills and expertise of each other to do the job to the best of their ability. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years.		Notes on Latest Data Entry																
The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.		20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on 15 responses																

Performance Indicator	FTS047_7a.6 Staff Satisfaction with Learning and Development and Performance Review		Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																								
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Learning and Development within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.		Data Collection Officer(s)	Hazel Purves																								
 <table><caption>Staff Satisfaction Data (2010/11 to 2013/14)</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2010/11</td><td>55.25%</td><td>-</td></tr><tr><td>2011/12</td><td>50%</td><td>50%</td></tr><tr><td>2012/13</td><td>72.9%</td><td>-</td></tr><tr><td>2013/14</td><td>56.67%</td><td>56.67%</td></tr></tbody></table>			Year	Actual (%)	Target (%)	2010/11	55.25%	-	2011/12	50%	50%	2012/13	72.9%	-	2013/14	56.67%	56.67%	 <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2013/14</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>WLAM</td></tr></table>			Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	WLAM
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Status	✓																											
Categories	WLAM																											
The staff satisfaction with learning, development and performance review dropped in 2013/14 after increasing in 2012/13 and has therefore dropped below target. Operational Services has a dedicated Learning and Development team who help support the service in delivering training and further development opportunities to our staff. PRPDPs are used to highlight potential training, learning and development needs. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years.			Approved for public display ?	No																								
The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.			Notes on Latest Data Entry																									
			20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on 15 responses																									

Performance Indicator	FTS048_7a.7 Staff Satisfaction with Equality	Responsible Officer(s)	zFTS_PIAAdmin; Joe Drew																							
Description	PI measures the employee satisfaction, within Fleet & Community Transport, with Equality and Diversity within the service and the Council as a whole. Figures are taken from the annual employee survey issued by Human Resources. The figure includes all staff who 'agree' or 'strongly agree' with the statement(s) in the survey regarding this subject.	Data Collection Officer(s)	Hazel Purves																							
 <table><caption>Staff Satisfaction with Equality Data</caption><thead><tr><th>Year</th><th>Satisfaction (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2010/11</td><td>57.88%</td><td>40%</td></tr><tr><td>2011/12</td><td>56.25%</td><td>55%</td></tr><tr><td>2012/13</td><td>75%</td><td>75%</td></tr><tr><td>2013/14</td><td>73.33%</td><td>75%</td></tr></tbody></table>		Year	Satisfaction (%)	Target (%)	2010/11	57.88%	40%	2011/12	56.25%	55%	2012/13	75%	75%	2013/14	73.33%	75%	<p>2013/14 result</p>  <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2013/14</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>WLAM</td></tr></table>		Gauge Type	Aim to Maximise	Last Update	2013/14	Status	✓	Categories	WLAM
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2013/14	73.33%	75%																								
Gauge Type	Aim to Maximise																									
Last Update	2013/14																									
Status	✓																									
Categories	WLAM																									
The staff satisfaction with equality dropped slightly in 2013/14 but remains above target. Within the service we promote equality and staff have all completed the relevant corporate training courses on both equality and diversity. The service also adheres to all the guidance provided by relevant corporate policies. The service will analyse the comments received as part of the staff survey and work closely with staff to address any issues which may have lead to staff feeling less satisfied than they did in previous years.		Approved for public display ?	No																							
The 2013/14 survey was completed by 15 members of Staff. The survey for 2014/15 will be issues in June 2014.		<p>Notes on Latest Data Entry</p> 20-Feb-2014 Corporate Staff Survey was distributed in June 2013. This figure is based on 15 responses																								



**West Lothian
Council**

PERFORMANCE COMMITTEE

HOUSING OPERATIONS – PERFORMANCE REPORT

REPORT BY HEAD OF HOUSING CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

To provide the Performance Committee with an overview of Housing Operations and details of the performance on the service.

B. RECOMMENDATION

It is recommended that the Performance Committee:

1. Considers the performance report for Housing Operations
2. Identifies any performance measures that they wish to explore further
3. Provides recommendations on performance improvement

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs Being honest, open and accountable Providing equality of opportunities Making best use of our resources; working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Housing (Scotland) Act 2001 Housing (Scotland) Act 2010
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	Appendix 1 details the range of performance indicators and results currently used by Housing Operations
V	Relevance to Single Outcome Agreement	This report will have a positive impact on the following SOA indicators; SOA10 – We live in well designed, sustainable places where we are able to access the services we need SOA11 – We have strong resilient and supportive communities, where people take responsibility for their actions and how they affect others
VI	Resources - (Financial, Staffing and Property)	None.
VII	Consideration at PDSP	None

D. TERMS OF REPORT**D1. Service Overview**

Housing Operations sits within the portfolio of Housing Construction and Building Services and is supported by Housing Strategy & Development and the Performance & Change teams who are both included in this WLAM unit. The unit ensures that the council housing stock is managed effectively and efficiently.

This is achieved by the delivery of a decentralised housing service from six local housing office and council officers in the Community Safety Unit. The Housing Strategy & Development team undertakes strategic planning and development for housing in West Lothian. The Performance & Change team provides support to the service with a number of small specialist teams to ensure that the service and the council's strategic objectives are achieved.

D2. Performance Measurement

Housing Operations measure a significant amount of performance indicators in line with the council's performance management framework using the Covalent system. The performance report appended includes some of these indicators, using current, past and benchmarking performance. Housing Operations reports quarterly to the Services to the Community Policy Development and Scrutiny Panel and also a selection of these indicators are reported on a regular basis to the Tenants Panel.

D3. WLAM Performance

Housing Operations achieved a score of 449 in the WLAM assessment that was carried out in March 2014. The score is made of as follows: -

Leadership	60
Service Planning	68
People Resource	59
Partners & Other Resources	54
Service Processes	58
Customer Results	58
Peoples Results	23
Community Results	20
Key Performance Results	60

E. CONCLUSION

The Performance Committee are invited to Panel members are asked to note that Housing, Construction and Building Services are committed to the continual improvement of Tenant Participation within West Lothian. We continue to work in partnership with tenants and service users to develop services that meet their needs and expectations.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 2

Appendix 1 Housing Operations – Review Report

Appendix 2 Performance Information

Contact Person: Siobhan Mullen, Customer Service Manager

Email: Siobhan.mullen@westlothian.gov.uk Phone: 01506 281367

Alistair Shaw

Head of Housing, Construction and Building Services

Date of meeting: 28 April 2014



HOUSING OPERATIONS

PERFORMANCE REVIEW PANEL APRIL 2014

SIOBHAN MULLEN
ELAINE BYRNE
COLIN MILLER

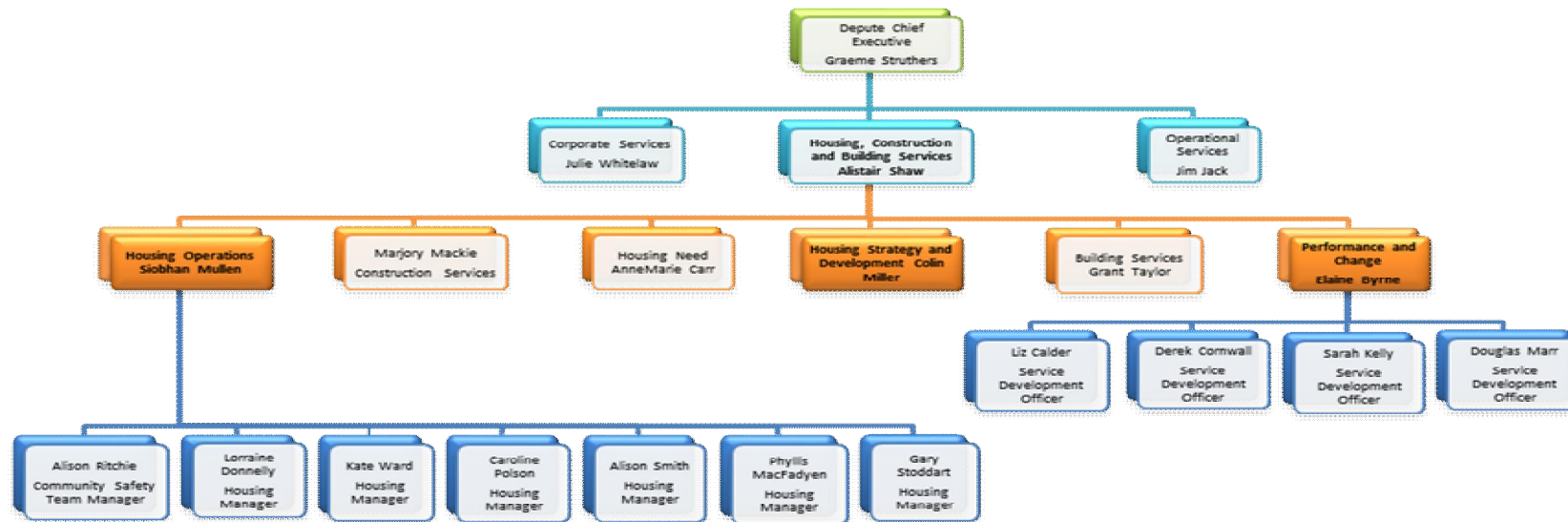
CUSTOMER SERVICES MANAGER
PERFORMANCE & CHANGE MANAGER
HOUSING STRATEGY & DEVELOPMENT



Contents	Page
1 Organisational Structure Chart	3
2 Introduction	4
3 Context	5
3.1. Critical Success Factors	5
3.2. Key Customers of Housing Operations	5
3.3. Challenges	5
3.4. Outcomes, Priorities and Activities	6
3.5. Corporate Strategies	7
4 Service Activity	8
4.1. Purpose	8
4.2. Activities	9
4.3. Actions	10

Appendix 1 - Performance

Housing Operations Structure Plan 2014



2 Introduction

Housing Operations sits within the portfolio of Housing Construction and Building Services and it is our aim to be the most dynamic and customer focused social housing provider in the United Kingdom.

Housing Operations activity is supported by Housing Strategy & Development and Performance & Change teams who are both included in this WLAM unit. The unit ensures that the council housing stock is managed effectively and efficiently.

The make up of staff under this WLAM unit is the 6 local housing office and council officers in the Community Safety Unit. The Housing Strategy & Development team undertakes strategic planning and development for housing in West Lothian. The Performance & Change team provides support to the service with a number of small specialist teams to ensure that the service and the council's strategic objectives are achieved.

3 Context

3.1. Critical Success Factors

Housing Operations has identified six critical success factors. These are

- Fulfil our commitments to our customers and meet their needs and expectations
- Engage with and involve customers and stakeholders
- Nurture and involve a capable and valued workforce
- Meet the requirements of the law, regulatory bodies and standard setting agencies
- Manage our housing stock and finances efficiently and effectively
- Play a vital role in the design, development and maintenance of the council's property assets

3.2. Key Customers of Housing Operations

- West Lothian council tenants and their families
- Applicants for housing
- People requiring housing information and advice
- Residents of West Lothian requiring housing support
- Residents of West Lothian experiencing antisocial behaviour
- External organisations and agencies
- Other council services
- People who use council facilities including schools, community buildings and open spaces

3.3. Challenges

The main challenges facing Housing Operations in 2014/15 are set out below

- Rent Arrears – assess the impact of Welfare Reform has on our customers

- New Build and Capital Programme and the successful delivery of the Capital Programme
- Housing Asset Management - to review the capital programme planning process and asset management information
- Community Safety - working with community safety partners
- Employability - to enhance the number and range of employability schemes being offered by the service
- Scottish Social Housing Charter - to ensure the service is prepared to meet the requirements of the Charter
- To systematically review complaints and ensure lessons are learned
- Redesigning services and processes - work with corporate partners to deliver a programme of activities to support Delivering Better Outcomes projects

3.4. Outcomes, Priorities and Activities

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

Figure 1 illustrates where the WLAM units in the service directly contribute to five council priorities (and/or) enablers

	Housing Operations
Council Priorities	
1. Improving the quality of life for older people	✓
2. Minimising poverty, the cycle of deprivation and promoting equality	✓
3. Reducing crime and improving community safety	✓
4. Delivering positive outcomes on health	✓
5. Protecting the built and natural environment	✓
Enablers	
Financial planning	✓
Corporate governance and risk	✓
Modernisation and improvement	✓

3.5. Corporate Strategy

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years).

Housing Operations has responsibility for the development and implementation of the following corporate strategies:

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Community Safety Strategic Assessment	<ul style="list-style-type: none">■ The community and social harm caused by drug and alcohol misuse is reduced.■ Casualty rates from fires and road traffic collisions are reduced.■ Antisocial behaviour and hate crime is reduced.■ Vulnerable groups are protected■ Violence within our communities is not tolerated.■ The impact of Serious and Organised Crime is reduced.	2012	2015	2014
Local Housing Strategy	<ul style="list-style-type: none">■ People can find a suitable place to live and have quality housing options available to them■ Homelessness is prevented■ People can access the appropriate range of care and support services enabling them to live independently in their own homes where they choose to do so.■ Our communities are attractive, safe places to live and work.■ House condition is improved across all tenures.■ People live in energy efficient housing.■ People facing fuel poverty can access the help and support they need.■ Improve sustainability of existing housing.	2012	2017	2014

4 Service Activity

4.1. Purpose

Housing Operations Purpose

Housing Operations manages the council's housing stock and tenancies to ensure that this resource is used efficiently and effectively. The aim is to improve the quality of life for tenants, assist individual households and plays an important role in promoting sustainable

communities. At December 2013 there were 9,438 applicants on the housing register and our stock was just over 13,300 properties.

The Neighbourhood Response Team is part of the Community Safety Unit, dedicated to preventing antisocial behaviour and crime and reducing risks. The Community Safety Unit (CSU) is made up of staff from the council, Police Scotland and the Scottish Fire and Rescue Service. The CSU uses an intelligence-led approach to co-ordinate resources through prevention, intervention and diversion, work to assess and manage potential risk.

Housing Strategy Purpose

The Housing Strategy and Development team undertakes the strategic planning and development for housing in West Lothian. The team promote the development of new affordable housing and the improvement of the condition of existing housing.

Performance and Change Purpose

Housing, Construction and Building Services main activity areas are supported by a number of small specialist teams to ensure that the outcomes and targets outlined in the Management Plan and the council's strategic objectives are achieved. Support is provided to the whole service in the following areas; Quality Development, Assessment and Review and Organisational Development.

4.2. Activities

The main activities of Housing Operations in 2014/15 will be:

Housing Operation:

- Maximising housing rental income, including arrears management and benefit take up
- Void management and lettings of council properties
- Sustaining tenancies and communities by working in partnership through a multi agency approach
- Reducing antisocial behaviour in conjunction with other partners
- Encouraging and promoting tenant participation
- Encouraging customer feedback and resolving complaints

Housing Strategy & Development:

- Planning and implementing the council house new build programme
- Co-ordinating the Registered Social Landlord affordable housing new build programme
- Co-ordinating and implementing the housing capital programme
- Implementing and reviewing the Local Housing Strategy (2012 to 2017)
- Ensuring compliance with the Scottish Housing Quality Standard for all council houses by April 2015

- Administering Private Sector Improvement and Repair Grants Development and maintenance of the Housing Asset Register

Performance and Change:

- Quality development, including service development, tenant participation, systems administration, managing complaints
- Organisational development
- Assessment and Review, including facilitating the redesign and integration of services and efficient process management.
- Implementing corporate strategies, including the Improvement Strategy, the Customer Service Strategy and the People Strategy
- Responding to the strategic and operational needs of other service areas

4.3. Actions

Actions – Housing Operations						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Rent Arrears	Rent arrears reduction campaign	To reduce the overall rent arrears debt	Siobhan Mullen	01/04/2014	31/03/2015	Planned
Community Safety	Working with community safety partners	Reducing crime and making our communities safer. Ensuring that we meet the councils strategic assessment outcomes	Siobhan Mullen	01/04/2014	31/03/2015	Planned
Anti-poverty Strategy	Review policies and procedures in response to Welfare Reform paying particular focus on the impact of Universal Credit and budgeting skills	To minimise the impact of Welfare Reform on our customers and improve customer engagement	Siobhan Mullen	01/04/2013	31/03/2015	Active
Scottish Social Housing Charter	To develop performance management in conjunction with our tenants to meet the requirements of the Charter	To ensure the service is ready for the Annual Return on the Charter (ARC) by April 2014	Siobhan Mullen	01/04/2013	31/03/2015	Active

Actions – Housing Strategy and Development						
Current Actions	Description/Outcome	Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Delivery of New Council House Build and Capital Programme	To develop project plans, planning guidelines and tender documentation in line with current building standards	To commence work on a further 1,000 council houses for rent by 2017	Colin Miller	01/04/2014	01/05/2017	Planned
Develop Capital Programme Planning and Asset Management	Continue to develop the capital programme planning process	To take a holistic approach to regeneration by working in partnership with other services and to improve project planning, deliverability, management information and customer engagement and satisfaction	Colin Miller	01/04/2014	31/03/2015	Planned

Actions - Performance and Change						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Employability	To enhance the number and range of employability schemes being offered by the service	To improve job opportunities, especially for young people	Elaine Byrne	01/04/2014	31/03/2015	Planned
Communication and customer service	To adopt a programme of activities to promote channel shift	To reduce the number of unnecessary customer engagements	Elaine Byrne	01/04/2014	31/03/2015	Planned
Current Actions	Description	Planned Outcome	Owner	Start	End	Status
Customer Care	To provide staff training on customer care and review customer service commitments in conjunction with our tenants	To improve our customers' experiences of service delivery, reduce complaints and improve complaints handling.	Elaine Byrne	01/04/2014	31/03/2016	Planned
Integrated IT System – Phase 2	Successfully develop and implement Phase 2 of the project.	Develop online forms to facilitate and promote self-service by customers. Develop work plan to streamline processes	Elaine Byrne	01/04/2014	31/03/2016	Planned
Housing Revenue Account Efficiency Strategy	Strategy and action plan to develop efficiencies within the HRA.	Modernisation of HRA funded activities to align to the DBO	Elaine Byrne	01/06/2014	31/03/2017	Planned

Appendix 2- Housing Operations Performance Review Panel

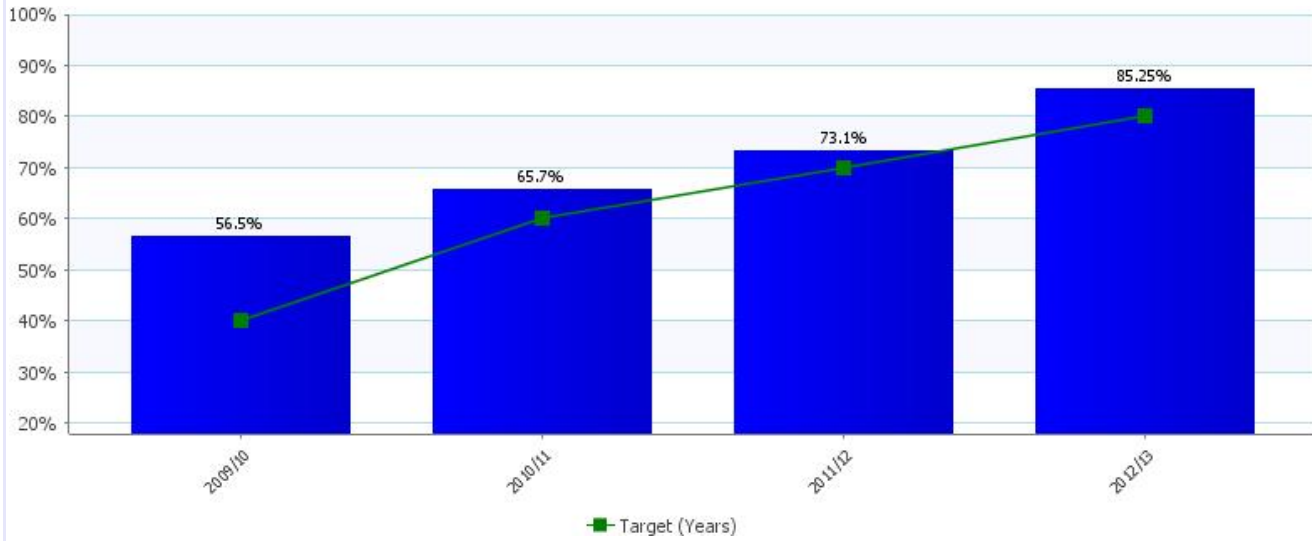




Siobhan Mullen

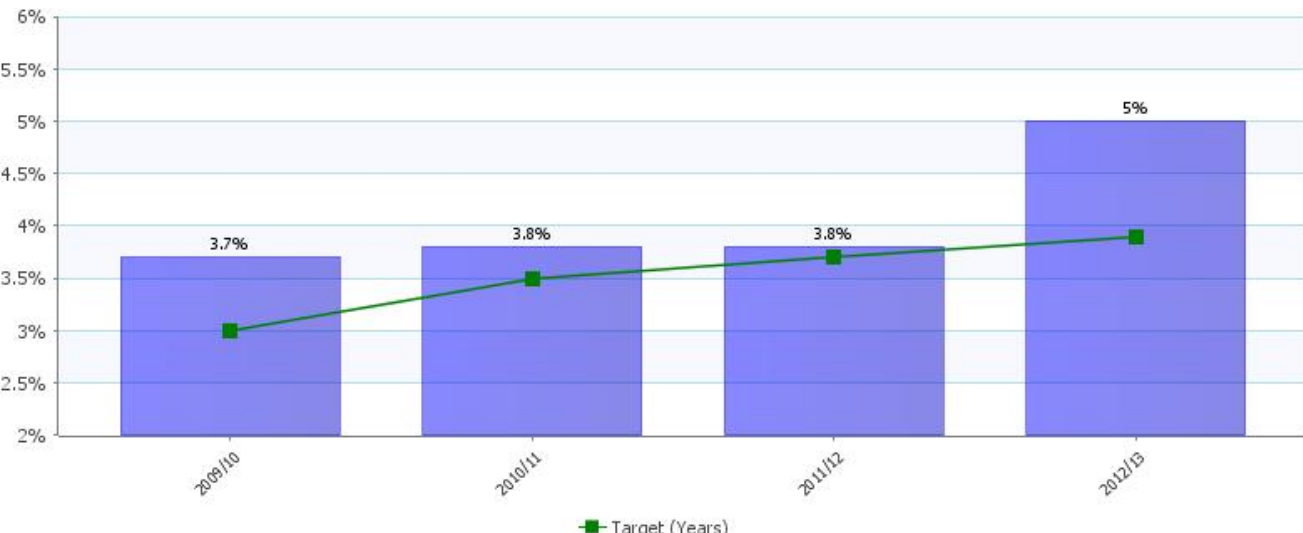


Elaine Byrne

Colin Miller

PI Code & Short Name	HAS008_9b Number of new build social houses completed by Housing Association partners in West Lothian.	PI Owner(s): zHAS_PIAAdmin; Colin Miller;																														
Description	This indicator provides information on the number of new social rented properties built by our partner landlords.	HOS Approved for public display?: No																														
<table><thead><tr><th>Year</th><th>Actual Completions</th><th>Target (Years)</th><th>Red Threshold (Years)</th><th>Amber Threshold (Years)</th></tr></thead><tbody><tr><td>2008/09</td><td>119</td><td>100</td><td>90</td><td>95</td></tr><tr><td>2009/10</td><td>171</td><td>150</td><td>135</td><td>145</td></tr><tr><td>2010/11</td><td>116</td><td>100</td><td>90</td><td>95</td></tr><tr><td>2011/12</td><td>59</td><td>59</td><td>50</td><td>55</td></tr><tr><td>2012/13</td><td>66</td><td>103</td><td>92.7</td><td>97.85</td></tr></tbody></table>		Year	Actual Completions	Target (Years)	Red Threshold (Years)	Amber Threshold (Years)	2008/09	119	100	90	95	2009/10	171	150	135	145	2010/11	116	100	90	95	2011/12	59	59	50	55	2012/13	66	103	92.7	97.85	Categories: 4. Effectiveness; High Level; H_West Lothian; PDSP_Services for the Community
		Year	Actual Completions	Target (Years)	Red Threshold (Years)	Amber Threshold (Years)																										
		2008/09	119	100	90	95																										
		2009/10	171	150	135	145																										
		2010/11	116	100	90	95																										
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Status:																																
Current Value:	66																															
Current Target:	103																															
Red Threshold:	92.7																															
Amber Threshold:	97.85																															
		2012/13 result 																														
Trend Chart Commentary The number of new build completions by registered social landlords is largely dependent on government subsidy and this can vary depending on Scottish Government spending priorities and as a result the performance in this area will fluctuate each year. Due to reductions in the overall housing budget significantly less subsidy funding has been available since 2010/11. This funding now covers the council house new build programme as well.		Latest Note : 18-Apr-2013 Fewer completions than anticipated because of delays with some sites.																														

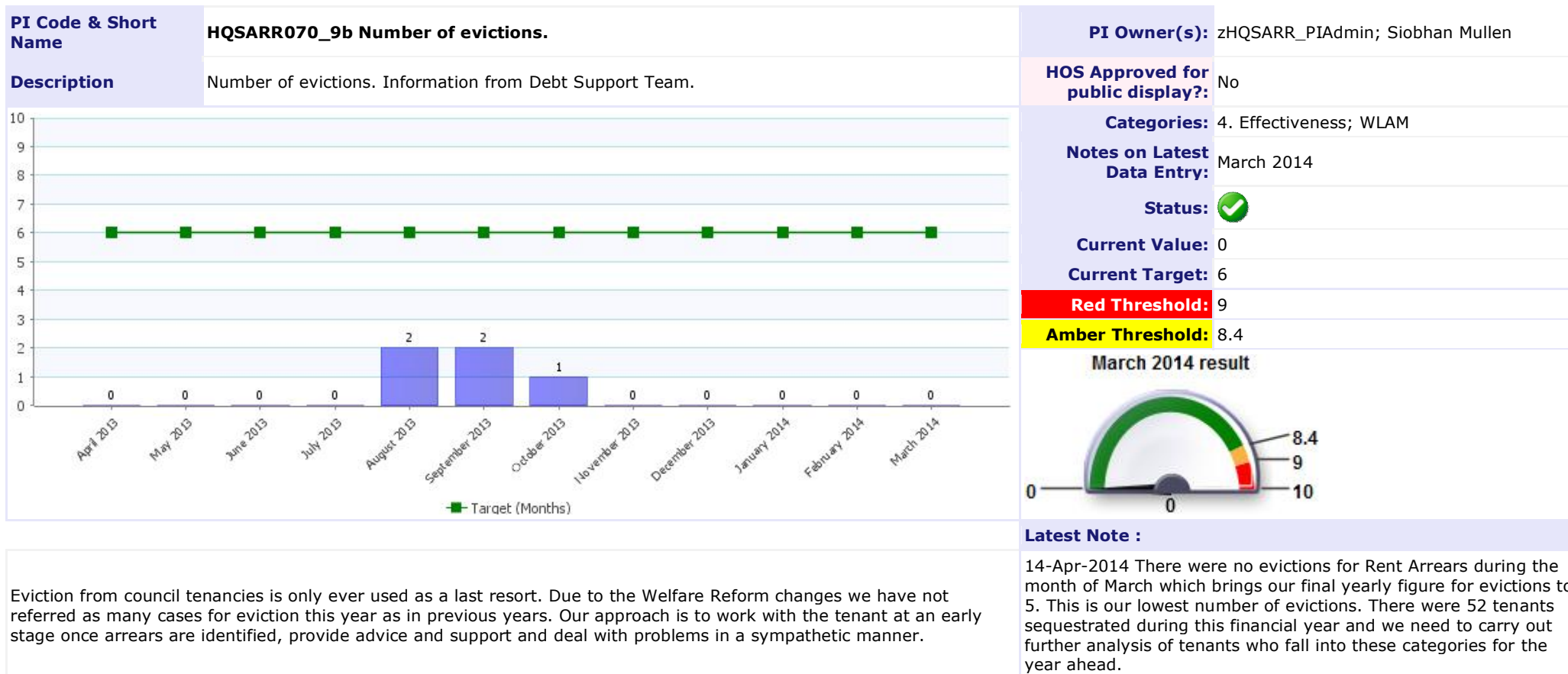
PI Code & Short Name	P:HQSPROP033_9b Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS).	PI Owner(s): zHQSPROP_PAdmin; Colin Miller										
Description	All council houses must conform to the Scottish Housing Quality Standard (SHQS) by 2015. This indicator measures our progress towards this target.	HOS Approved for public display?: Yes										
 <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2009/10</td><td>56.5%</td></tr><tr><td>2010/11</td><td>65.7%</td></tr><tr><td>2011/12</td><td>73.1%</td></tr><tr><td>2012/13</td><td>85.25%</td></tr></tbody></table>		Year	Percentage	2009/10	56.5%	2010/11	65.7%	2011/12	73.1%	2012/13	85.25%	Categories: 4. Effectiveness; PDSP_Services for the Community; PPR Public Performance Reporting
		Year	Percentage									
		2009/10	56.5%									
		2010/11	65.7%									
		2011/12	73.1%									
2012/13	85.25%											
Notes on Latest Data Entry:	2012/13											
Status:												
Current Value:	85.25%											
Current Target:	80%											
Red Threshold:	72%											
Amber Threshold:	76%											
		 <p>2012/13 result</p>										
Trend Chart Commentary: The service is well on the way to achieving the Scottish Housing Quality Standard (SHQS) by the target date of 2015 with 85.25% of our council houses meeting the standard at 31st March 2013. West Lothian Council's housing stock was surveyed and deemed to be of above average quality. Major elements were mostly of an acceptable condition but some areas, such as external lights to doors and insulation, required work. The surveys also highlighted that, over time, the need for investment in roofs and roughcast would increase. To support the work required to conform to the standard we have an approved Housing Capital Programme which covers all the required elements. We are investing heavily in the repair and replacement of roofs and roughcast and continue to fit large numbers of external lights and handrails. Over the last seven years we have insulated all the houses that do not have the required level of insulation and we are carrying out insulation replacement works where insulation has degraded, been damaged or has settled. In 2012/13 we were ranked 8 of 26 Scottish Local Authorities who have a council house service an improvement of three places from the previous year. The Scottish average was 76.6%.		Latest Note : 01-Sep-2013 As at 31 March 2013 we were eight years into our 10 year plan to meet the Scottish Housing Quality Standard and therefore our internal target was 80%. We have exceeded our targets and continue to make good progress to ensure all our council houses meet the SHQS by the required date of 2015. The remaining issues to be addressed under the SHQS are dominated by improving energy efficiency and surveys and resultant work are ongoing.										

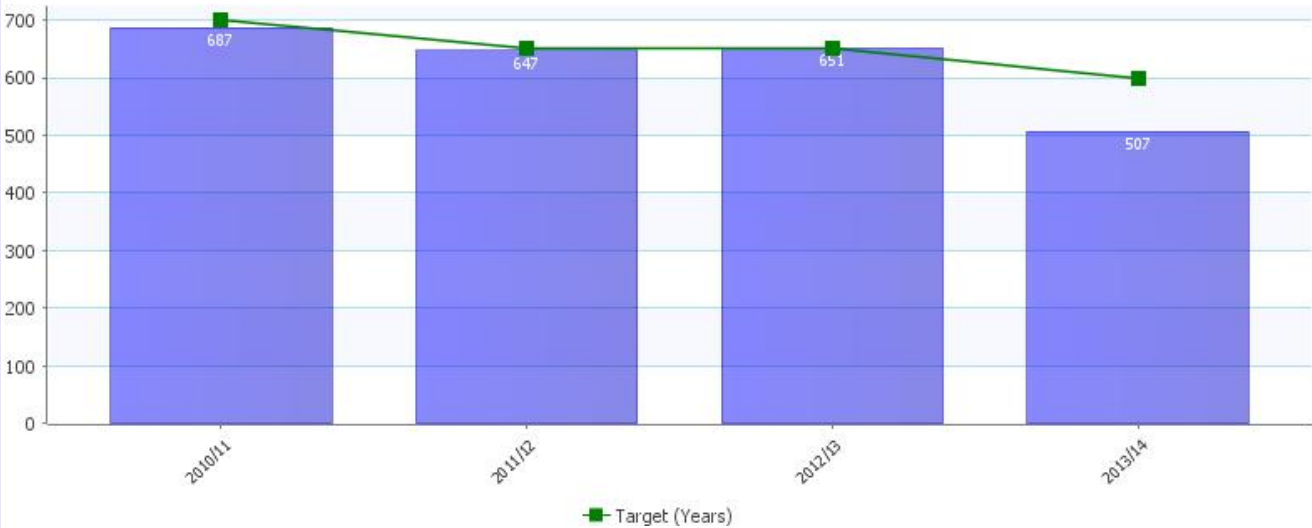

PI Code & Short Name	HQS080_9b.1a Number of active antisocial cases.	PI Owner(s):	zHQS_PIAAdmin; Siobhan Mullen; Any SOAAAdmin																										
Description	This performance indicator measures the number of open active antisocial behaviour cases reported to the council Safer Neighbourhood Team on a month by month basis. Cases can roll over from one month to the next and are closed within an 8 week period.	HOS Approved for public display?:	No																										
<table><caption>Active Antisocial Cases (Monthly)</caption><thead><tr><th>Month</th><th>Cases</th></tr></thead><tbody><tr><td>April 2013</td><td>57</td></tr><tr><td>May 2013</td><td>52</td></tr><tr><td>June 2013</td><td>50</td></tr><tr><td>July 2013</td><td>50</td></tr><tr><td>August 2013</td><td>50</td></tr><tr><td>September 2013</td><td>48</td></tr><tr><td>October 2013</td><td>50</td></tr><tr><td>November 2013</td><td>50</td></tr><tr><td>December 2013</td><td>54</td></tr><tr><td>January 2014</td><td>62</td></tr><tr><td>February 2014</td><td>81</td></tr><tr><td>March 2014</td><td>81</td></tr></tbody></table> <p>— Target (Months)</p>		Month	Cases	April 2013	57	May 2013	52	June 2013	50	July 2013	50	August 2013	50	September 2013	48	October 2013	50	November 2013	50	December 2013	54	January 2014	62	February 2014	81	March 2014	81	Categories:	4. Effectiveness; WLAM
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Amber Threshold:	90																												
		March 2014 result 																											
Trend Chart Commentary: <p>There were 81 recorded cases of active antisocial behaviour for the month of March 2014. Despite an increase in 19 cases compared to 62 in the month of February, and a slow increase since October 2013, we can now detect a continuing trend of significantly lower numbers of cases compared to over 2 years ago which is likely to be a reflection of our ongoing focus on early intervention and prevention through the community safety partnership. There is also a focus on reaching a satisfactory conclusion in cases with an aim of closing them within an 8 week timescale. It is not possible to know how many cases there have been over the year as the data is collated on a month by month basis and some cases roll on from month to month. The cases are indistinguishable and we are unable to separate continuing cases with new ones. However, the continued level of monthly cases can be attributed to the partnership working and early intervention by WLC officers and other community safety partners, including Police SNT officers and local community officers, Environmental Health officers, SFRS and others. Continual monitoring of resources that are targeted correctly and expediently using partnership intelligence, ensures that ASB issues are on the whole quelled at source and do not have the opportunity to grow, ensuring that harmony and good neighbourliness is maintained where possible. Only where disputes cannot be quelled immediately do cases require to be opened for a more detailed partnership intervention.</p>		Latest Note : <p>15-Apr-2014 There were 81 recorded cases of active antisocial behaviour for the month of March 2014. Despite an increase in 19 cases compared to 62 in the month of February, and a slow increase since October 2013, we can now detect a continuing trend of significantly lower numbers of cases compared to over 2 years ago which is likely to be a reflection of our ongoing focus on early intervention and prevention through the community safety partnership.</p>																											

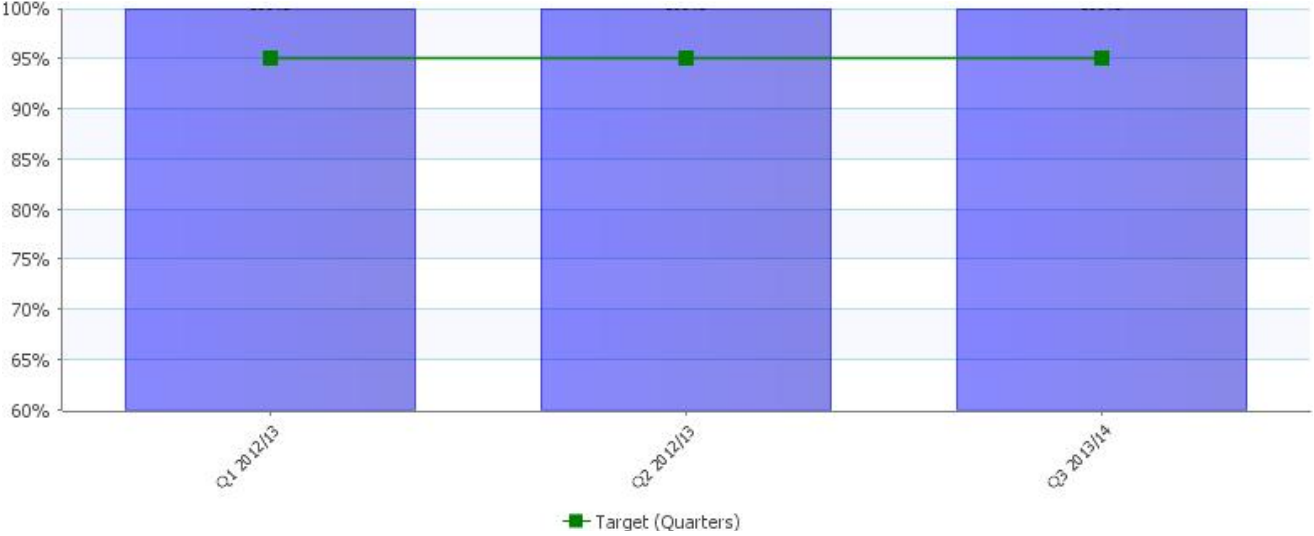


PI Code & Short Name	HQSARR013_9b.1a Arrears as percentage of net debit.	PI Owner(s):	zHQSARR_PIAAdmin; Siobhan Mullen															
Description	This is a Specified Performance Indicator, used by all Scottish authorities. This is the current tenants' rent arrears as a percentage of the net rent due in the year. This information is updated in September each year with the previous year's performance figures.	HOS Approved for public display?:	No															
 <table><caption>Arrears as percentage of net debit Data</caption><thead><tr><th>Year</th><th>Current Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2009/10</td><td>3.7%</td><td>3.9%</td></tr><tr><td>2010/11</td><td>3.8%</td><td>3.9%</td></tr><tr><td>2011/12</td><td>3.8%</td><td>3.9%</td></tr><tr><td>2012/13</td><td>5%</td><td>3.9%</td></tr></tbody></table>		Year	Current Value (%)	Target (%)	2009/10	3.7%	3.9%	2010/11	3.8%	3.9%	2011/12	3.8%	3.9%	2012/13	5%	3.9%	Categories:	4. Effectiveness; 7. We live longer, healthier lives.; High Level; Partnership Preventative Plan(SOA13)
Year	Current Value (%)	Target (%)																
2009/10	3.7%	3.9%																
2010/11	3.8%	3.9%																
2011/12	3.8%	3.9%																
2012/13	5%	3.9%																
		Notes on Latest Data Entry:	2012/13															
		Status:																
		Current Value:	5%															
		Current Target:	3.9%															
		Red Threshold:	4.3%															
		Amber Threshold:	4.1%															
		2012/13 result 																
Trend Chart Commentary This is an annual indicator and the final figure for 2012/13 was 5%. This is reflective of the current economic downturn and the hardship our tenants are experiencing due to reduced income levels. Our approach to income management has always been early and effective intervention which has been reinforced this year with the introduction of Pre-action Requirements (PAR's). In addition, there is a significant amount of work being carried out to deal with the implication of Welfare Reform and staff across HCBS, Advice Shop and Revenues continue to work closely with tenants to resolve arrears issues at an early stage and ensure maximum take up of welfare benefits. While there has been an increase in our rent arrears levels in recent years it is worth noting that we still compare favourably with other local authorities. In 2012/13, West Lothian Council was ranked 8th out of 32 Scottish Local Authorities for this indicator.		Latest Note : 02-Aug-2013 This is an annual indicator. The final figure for 2012/13 was 5% which exceeds our target. It is reflective of the current economic downturn and the hardship our tenants are experiencing due to reduced income levels. Our approach to arrears management has for many years has always focused on early intervention, so there has always been a significant amount of work carried out by HCBS, Advice Shop, Revenues, Social Policy and Finance Management Unit. This focus will continue during 2013 to anticipate legislative changes introduced by the Scottish Government and to prepare us for the impact of the Welfare Reform. While there has been an increase in our rent arrears levels in recent years it is worth noting that we still compare favourably with other local authorities.																

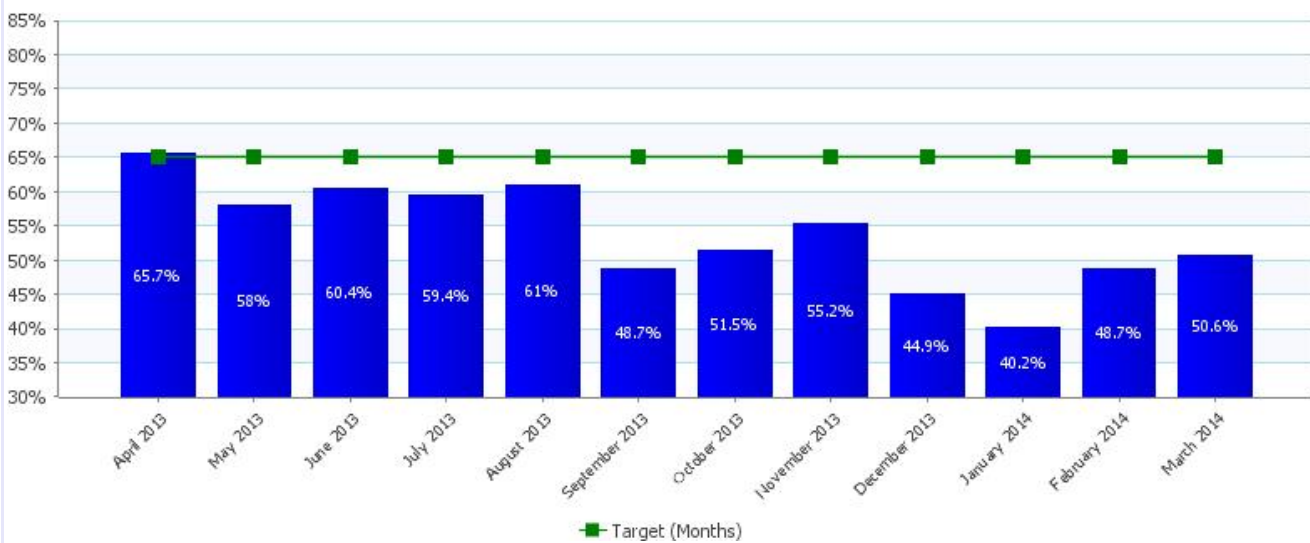


PI Code & Short Name	HQSARR600_9b The total amount of mainstream arrears due by West Lothian Council tenants	PI Owner(s):	zHQSARR_PIAAdmin; Siobhan Mullen																																																																														
Description	This indicator tracks the total mainstream arrears for all permanent council tenants	HOS Approved for public display?:	No																																																																														
<div>HQSARR600_9b The total amount of mainstream arrears due by West Lothian Council tenants</div> <table><caption>Estimated Arrears Data from Chart</caption><thead><tr><th>Month</th><th>2009/10</th><th>2010/11</th><th>2011/12</th><th>2012/13</th><th>2013/14</th></tr></thead><tbody><tr><td>April</td><td>£600,000</td><td>£650,000</td><td>£800,000</td><td>£850,000</td><td>£1,053,728</td></tr><tr><td>May</td><td>£650,000</td><td>£700,000</td><td>£850,000</td><td>£900,000</td><td>£1,284,103</td></tr><tr><td>June</td><td>£700,000</td><td>£750,000</td><td>£900,000</td><td>£950,000</td><td>£1,400,000</td></tr><tr><td>July</td><td>£750,000</td><td>£800,000</td><td>£950,000</td><td>£1,000,000</td><td>£1,661,660</td></tr><tr><td>August</td><td>£750,000</td><td>£800,000</td><td>£950,000</td><td>£1,050,000</td><td>£1,853,237</td></tr><tr><td>September</td><td>£800,000</td><td>£850,000</td><td>£1,000,000</td><td>£1,100,000</td><td>£1,970,970</td></tr><tr><td>October</td><td>£850,000</td><td>£900,000</td><td>£1,050,000</td><td>£1,150,000</td><td>£1,971,456</td></tr><tr><td>November</td><td>£800,000</td><td>£850,000</td><td>£1,000,000</td><td>£1,200,000</td><td>£2,039,384</td></tr><tr><td>December</td><td>£650,000</td><td>£700,000</td><td>£850,000</td><td>£1,100,000</td><td>£1,876,592</td></tr><tr><td>January</td><td>£750,000</td><td>£800,000</td><td>£950,000</td><td>£1,150,000</td><td>£1,896,023</td></tr><tr><td>February</td><td>£700,000</td><td>£750,000</td><td>£900,000</td><td>£1,200,000</td><td>£1,933,480</td></tr><tr><td>March</td><td>£500,000</td><td>£550,000</td><td>£650,000</td><td>£900,000</td><td>£1,308,208</td></tr></tbody></table>		Month	2009/10	2010/11	2011/12	2012/13	2013/14	April	£600,000	£650,000	£800,000	£850,000	£1,053,728	May	£650,000	£700,000	£850,000	£900,000	£1,284,103	June	£700,000	£750,000	£900,000	£950,000	£1,400,000	July	£750,000	£800,000	£950,000	£1,000,000	£1,661,660	August	£750,000	£800,000	£950,000	£1,050,000	£1,853,237	September	£800,000	£850,000	£1,000,000	£1,100,000	£1,970,970	October	£850,000	£900,000	£1,050,000	£1,150,000	£1,971,456	November	£800,000	£850,000	£1,000,000	£1,200,000	£2,039,384	December	£650,000	£700,000	£850,000	£1,100,000	£1,876,592	January	£750,000	£800,000	£950,000	£1,150,000	£1,896,023	February	£700,000	£750,000	£900,000	£1,200,000	£1,933,480	March	£500,000	£550,000	£650,000	£900,000	£1,308,208	Categories:	4. Effectiveness; H_West Lothian; Management
		Month	2009/10	2010/11	2011/12	2012/13	2013/14																																																																										
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Notes on Latest Data Entry:	March 2014	Status:																																																																															
Current Value:	£1,308,208	Current Target:	£922,911																																																																														
Red Threshold:	£1,015,202	Amber Threshold:	£969,057																																																																														
<div>March 2014 result</div> <div>£1,015,202 £969,057 £400,000 £1,308,208 £2,300,000</div>																																																																																	
<div>Trend Chart Commentary</div> <p>The level of rent arrears varies considerably through the year, but follows a similar pattern from one year to the next. Arrears generally increase over the summer holiday months, and after Christmas and decrease during the free week rental periods in December and March. The target is set to vary throughout the year to reflect our understanding of the trend pattern. The percentage of tenants in serious arrears has increased which is reflective of the current economic downturn and the hardship our tenants are experiencing due to reduced income levels. Our focus is to sustain people in their homes by ensuring support and assistance is provided and where possible income is maximised through welfare advice. The service has a robust arrears process and this is why, despite our increase in arrears levels, we still compare favourably nationally. Audit Scotland's 2012/13 performance report indicated we were 8th out of 32 Scottish Local Authorities for this indicator.</p>		Latest Note :																																																																															
		<p>15-Apr-2014 There has been a decrease in the level of mainstream arrears from February to March, which is to be welcomed. From a high of £2.2m and 7,300 rent arrears cases in December 2013 we have achieved an interim year end arrears value of £1.3m and 3,948 tenants in rent arrears. The number of tenants in arrears has only increased by 95 from the previous final year-end total. Arrears Monitoring has continued to be the main focus for staff and contact is being made to all tenants who have an arrears balance. Staff are monitoring arrangements and contacting tenants who have either missed or reminding them their payment / arrangement is due. Every opportunity in making referrals to the appropriate agency to suit the tenants needs including referral to the Corporate Debt Team and the Advice Shop. Housing teams continue to work closely with Revenues for Housing Benefit applications and awards of DHP.</p>																																																																															

PI Code & Short Name	HQSARR603_9b.1a The total amount of current tenant debt across all tenures.	PI Owner(s): zHQSARR_PIAAdmin; Siobhan Mullen																																																																														
Description	This graph shows the rolling arrears total for all current tenants in mainstream, temporary and emergency accommodation and also includes garage rents.	HOS Approved for public display?: No																																																																														
<div>HQSARR603_9b.1a The total amount of current tenant debt across all tenures.<table><caption>Rolling Arrears Total Data (Estimated from Graph)</caption><thead><tr><th>Month</th><th>2009/10</th><th>2010/11</th><th>2011/12</th><th>2012/13</th><th>2013/14</th></tr></thead><tbody><tr><td>April</td><td>£650,000</td><td>£700,000</td><td>£850,000</td><td>£800,000</td><td>£1,092,021</td></tr><tr><td>May</td><td>£700,000</td><td>£750,000</td><td>£850,000</td><td>£800,000</td><td>£1,324,277</td></tr><tr><td>June</td><td>£750,000</td><td>£800,000</td><td>£900,000</td><td>£850,000</td><td>£1,520,555</td></tr><tr><td>July</td><td>£800,000</td><td>£850,000</td><td>£1,000,000</td><td>£950,000</td><td>£1,713,301</td></tr><tr><td>August</td><td>£800,000</td><td>£850,000</td><td>£1,050,000</td><td>£1,100,000</td><td>£1,933,103</td></tr><tr><td>September</td><td>£850,000</td><td>£900,000</td><td>£1,100,000</td><td>£1,200,000</td><td>£2,048,103</td></tr><tr><td>October</td><td>£900,000</td><td>£950,000</td><td>£1,100,000</td><td>£1,150,000</td><td>£2,047,473</td></tr><tr><td>November</td><td>£850,000</td><td>£900,000</td><td>£1,050,000</td><td>£1,250,000</td><td>£2,110,133</td></tr><tr><td>December</td><td>£750,000</td><td>£800,000</td><td>£900,000</td><td>£1,150,000</td><td>£1,952,647</td></tr><tr><td>January</td><td>£800,000</td><td>£850,000</td><td>£950,000</td><td>£1,200,000</td><td>£1,967,685</td></tr><tr><td>February</td><td>£750,000</td><td>£800,000</td><td>£900,000</td><td>£1,250,000</td><td>£2,004,164</td></tr><tr><td>March</td><td>£600,000</td><td>£650,000</td><td>£750,000</td><td>£950,000</td><td>£1,369,024</td></tr></tbody></table></div>		Month	2009/10	2010/11	2011/12	2012/13	2013/14	April	£650,000	£700,000	£850,000	£800,000	£1,092,021	May	£700,000	£750,000	£850,000	£800,000	£1,324,277	June	£750,000	£800,000	£900,000	£850,000	£1,520,555	July	£800,000	£850,000	£1,000,000	£950,000	£1,713,301	August	£800,000	£850,000	£1,050,000	£1,100,000	£1,933,103	September	£850,000	£900,000	£1,100,000	£1,200,000	£2,048,103	October	£900,000	£950,000	£1,100,000	£1,150,000	£2,047,473	November	£850,000	£900,000	£1,050,000	£1,250,000	£2,110,133	December	£750,000	£800,000	£900,000	£1,150,000	£1,952,647	January	£800,000	£850,000	£950,000	£1,200,000	£1,967,685	February	£750,000	£800,000	£900,000	£1,250,000	£2,004,164	March	£600,000	£650,000	£750,000	£950,000	£1,369,024	Categories: 4. Effectiveness; 7. We live longer, healthier lives.; High Level; PDSP_Services for the Community; Partnership Preventative Plan(SOA13)
Month	2009/10	2010/11	2011/12	2012/13	2013/14																																																																											
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		Current Value: £1,369,024																																																																														
		Current Target: £1,011,781																																																																														
		Red Threshold: £1,112,959																																																																														
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Trend Chart Commentary: <p>The level of rent arrears varies considerably through the year, but follows a similar pattern from one year to the next. Arrears generally increase over the summer holiday months, and after Christmas and decrease during the free week rental periods in December and March. The target is set to vary throughout the year to reflect our understanding of the trend pattern. The percentage of tenants in serious arrears has increased which is reflective of the current economic downturn and the hardship our tenants are experiencing due to reduced income levels. Our focus is to sustain people in their homes by ensuring support and assistance is provided and where possible income is maximised through welfare benefits. The service has a robust arrears process and this is why, despite our increase in arrears levels, we still compare favourably nationally. Audit Scotland's 2012/ 13 performance report indicated we were ranked 8th of 26 Scottish Local Authorities who have a council house service.</p>		Latest Note : <p>15-Apr-2014 West Lothian Council has always being considered as a top performer in Scotland for rent arrears collection. During 2013-2014 we were, along with all other social landlords faced with unprecedented levels of rent arrears. The Rent Arrears Monitoring task force group are continuing with weekly monitoring and reporting of cases. Staff are working with staff from Revenues, the Advice Shop and Customer Services to try and engage with our Tenants. Every effort is being made to ensure that tenants receive all the necessary advice and assistance, maximising benefit take up and assistance to complete DHP applications with the aim to prevent homelessness and ensure the sustainment of their tenancies.</p>																																																																														

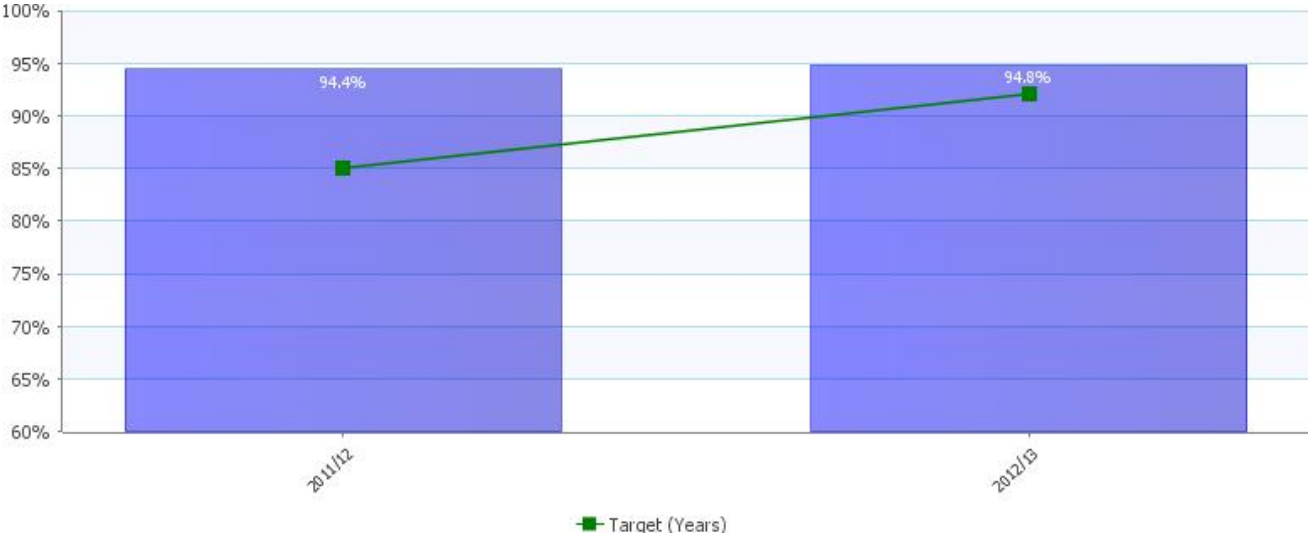

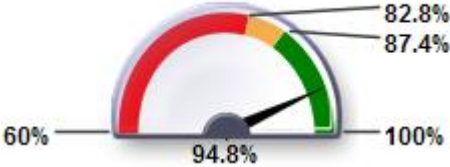


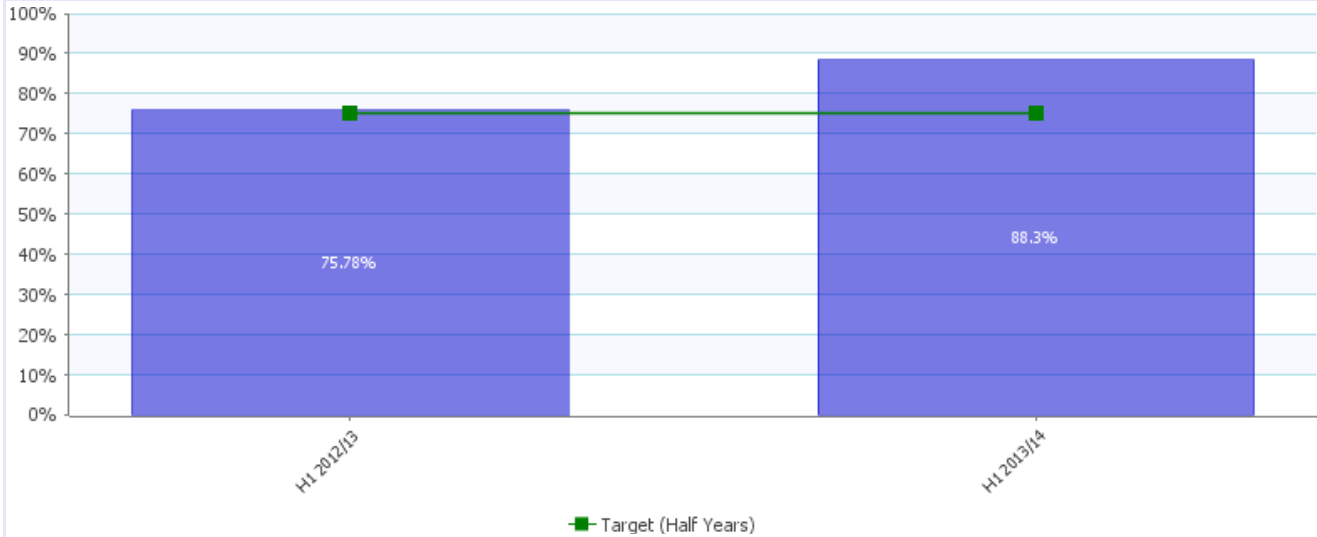


PI Code & Short Name	HQSCOM010_9b Total number of complaints received by Housing, Construction and Building Services and recorded on the corporate CRM system.	PI Owner(s):	zHQSCOM_PIAAdmin; Elaine Byrne; Grant Taylor
Description		HOS Approved for public display?:	No
 <p>Target (Years)</p>		Categories:	4. Effectiveness; Management
		Notes on Latest Data Entry:	2013/14
		Status:	✓
		Current Value:	507
		Current Target:	600
		Red Threshold:	660
		Amber Threshold:	630
		Cumulative result for 2013/14 as of February 2014	
			
<p>The trend in complaint numbers recorded for Housing, Construction and Building Services has reduced in recent years. The year to January total for 2013/14 shows a 15% reduction on the same period for 2012/13 and 2011/12 and a 18% reduction since 2010/11. The service will be in a position to benchmark with other social landlords during 2014/15 once the Scottish Housing Regulator publishes the results of the Scottish Social Housing Charter returns.</p>		Latest Note :	

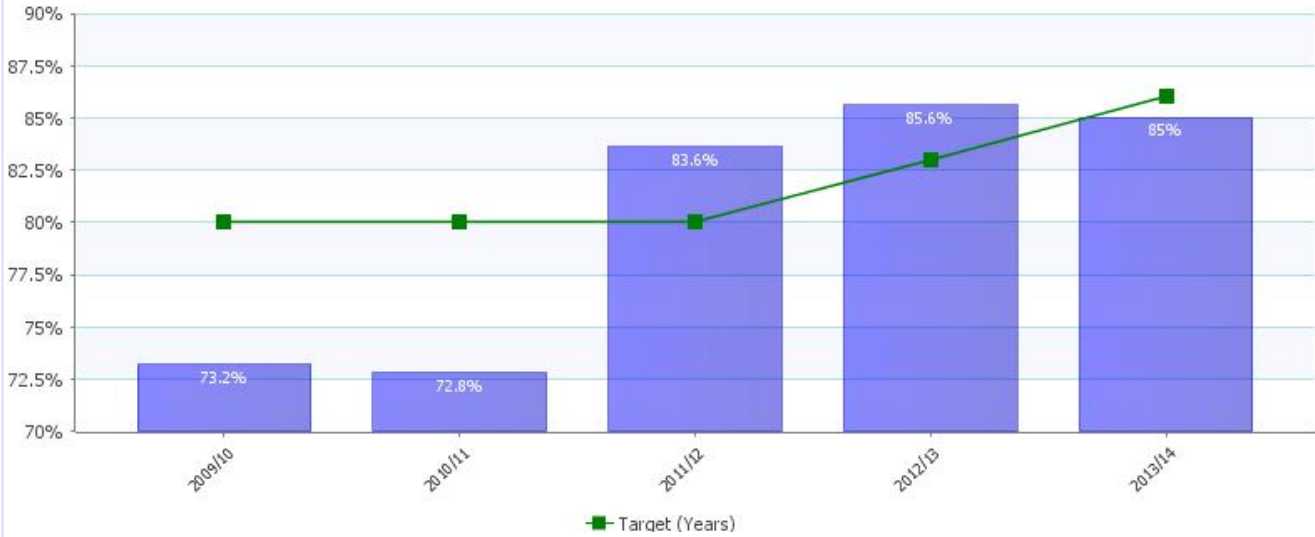


PI Code & Short Name	HQSFOI001_8b Percentage of Freedom of Information (FOI) Act enquiries responded to within 20 working days.	PI Owner(s): zHQSCOM_PIAAdmin; Douglas Marr
Description	This performance indicator reflects, on a quarterly basis, the percentage of Freedom of Information (FOI) Act enquiries that were responded to by Housing Construction and Building Services within the 20 working day legislative time limit.	HOS Approved for public display?: No
		Categories: WLAM
		Notes on Latest Data Entry: Q3 2013/14
		Status: 
		Current Value: 100%
		Current Target: 95%
		Red Threshold: 90%
		Amber Threshold: 93%
		Cumulative result for Q3 2013/14 as of December 2013
		
Trend Chart Commentary:		Latest Note :
<p>There were 18 FOI enquiries in Q1 2012/13 all completed on target</p> <p>There were 8 FOI enquiries in Q2 2012/13 all completed on target</p> <p>There were 14 FOI enquiries in Q3 2012/13 all completed on target</p> <p>There were 30 FOI enquiries in Q4 2012/13 all except 1 completed on target (1 out of target due to complex nature of case)</p> <p>There were 19 FOI enquiries in Q1 2013/14 all completed on target</p> <p>There were 33 FOI enquiries in Q2 2013/14 all completed on target</p> <p>There were 7 FOI enquiries in Q3 2013/14 all completed on target</p>		

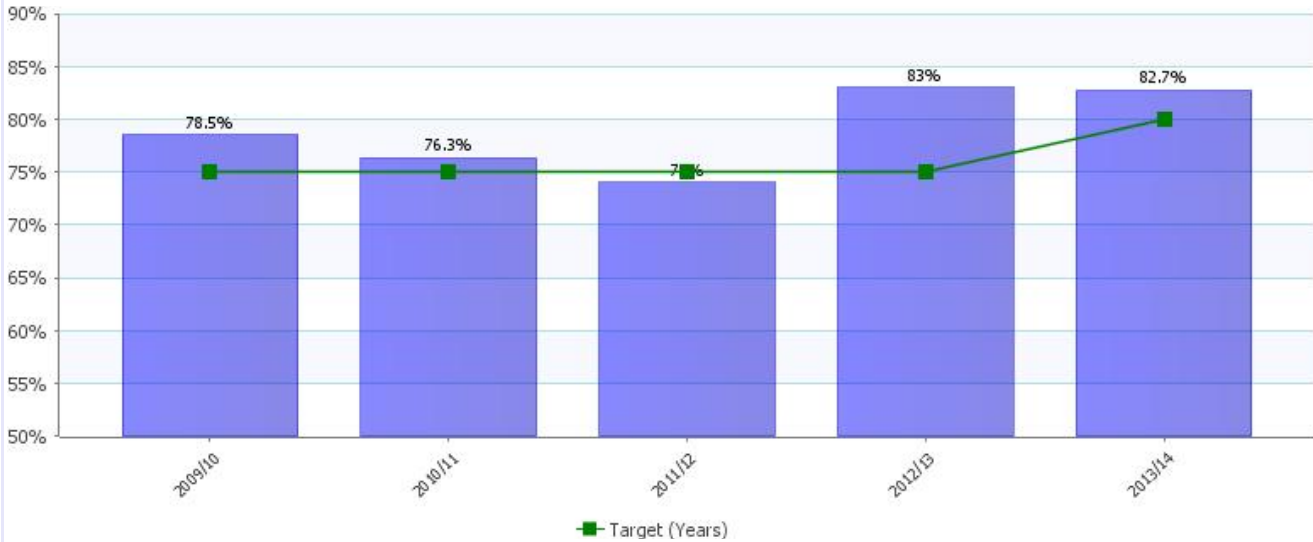


PI Code & Short Name		P:HQSLETS004_9b Percentage of mainstream vacant properties (i.e. the empty houses let for permanent housing, including New Build) let in 0-2 weeks.		PI Owner(s): zHQSLETS_PIAAdmin; Siobhan Mullen																											
Description		This indicator records our mainstream empty houses that are empty homes for permanent let and how quickly we re-let them. We aim to have the majority of our properties re-let within 0-2 weeks. The information is taken from the council's housing management system. This is a monthly figure not a year to date figure and it includes New Build lets.		HOS Approved for public display?: Yes																											
 <table><caption>Percentage of mainstream vacant properties let in 0-2 weeks</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2013</td><td>65.7%</td></tr><tr><td>May 2013</td><td>58%</td></tr><tr><td>June 2013</td><td>60.4%</td></tr><tr><td>July 2013</td><td>59.4%</td></tr><tr><td>August 2013</td><td>61%</td></tr><tr><td>September 2013</td><td>48.7%</td></tr><tr><td>October 2013</td><td>51.5%</td></tr><tr><td>November 2013</td><td>55.2%</td></tr><tr><td>December 2013</td><td>44.9%</td></tr><tr><td>January 2014</td><td>40.2%</td></tr><tr><td>February 2014</td><td>48.7%</td></tr><tr><td>March 2014</td><td>50.6%</td></tr></tbody></table>				Month	Percentage	April 2013	65.7%	May 2013	58%	June 2013	60.4%	July 2013	59.4%	August 2013	61%	September 2013	48.7%	October 2013	51.5%	November 2013	55.2%	December 2013	44.9%	January 2014	40.2%	February 2014	48.7%	March 2014	50.6%	Categories: 4. Effectiveness; PDSP_Services for the Community; PPR Public Performance Reporting	
				Month	Percentage																										
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Notes on Latest Data Entry: March 2014																															
Status: 																															
Current Value: 50.6%																															
Current Target: 65%																															
Red Threshold: 60%																															
Amber Threshold: 63%																															
March 2014 result 																															
Trend Chart Commentary: Whilst in recent years we have been Scotland's top ranking authority when it comes to re-letting our houses, our performance in this area has gradually changed and we are taking longer to re-let our mainstream housing. There are a number of reasons causing this, one being the additional electrical and asbestos safety checks required for empty houses which has had an impact on our performance in this area. Improving health and safety standards before the next tenant moves in has added value for the customer but has increased the volume of work required before letting. This is a monthly indicator and the increase in the number of secondary lets as a result of the new build programme have had an impact on our re-let times. The Housing teams increased focus on Income Management is having an impact on this figure since September. In 2012/13, we were ranked 1st of 26 Scottish Local Authorities who have a council house service.				Latest Note : 13-Apr-2014 There were 77 properties let in March and 39 or 51% of the properties were let in 0-2 weeks. The year to date performance of all mainstream properties let in this category is at 55%. There were 21 properties let in Whitburn, 15 properties let in Brieche Valley and 11 properties let in Armadale. The Housing teams increased focus on Income Management is having an impact on this figure, but we have ensured that there is no delay in letting temporary tenancies.																											

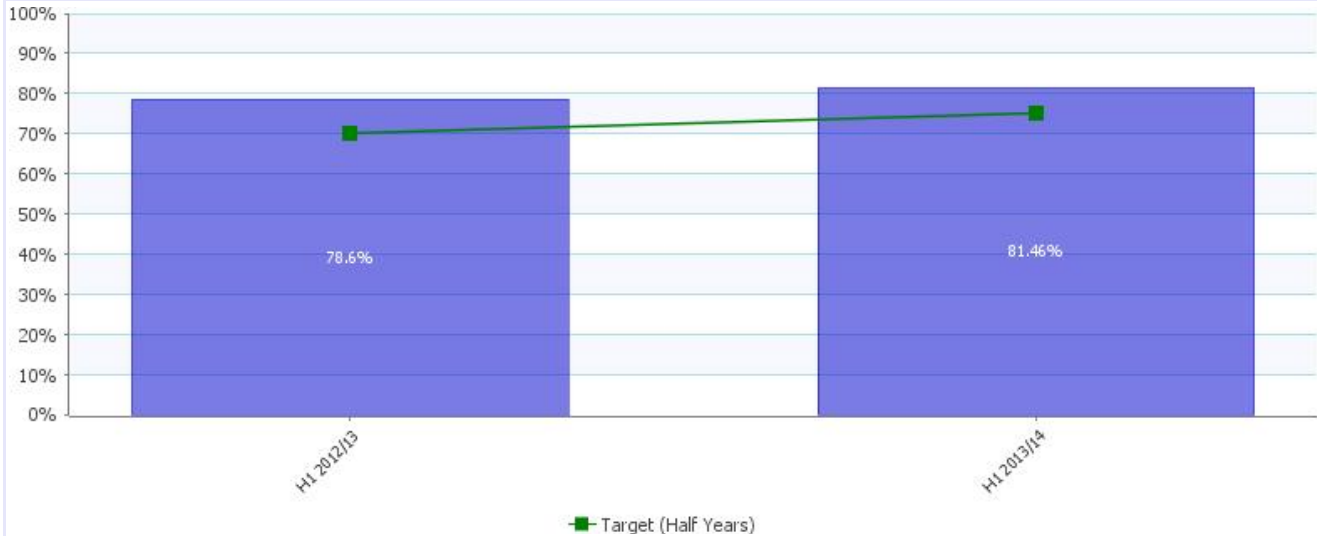


PI Code & Short Name	HQSSAT006_6a Percentage of new tenants who are satisfied of the condition of property.	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen																		
Description	New Tenant Satisfaction Survey Figures obtained from survey carried out by the Community Housing Officer at the time the new tenant signs up for the tenancy.	HOS Approved for public display?: No																		
<table><caption>New Tenant Satisfaction Survey Data</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2012/13</td><td>94.6%</td></tr><tr><td>Q2 2012/13</td><td>92.1%</td></tr><tr><td>Q3 2012/13</td><td>96.2%</td></tr><tr><td>Q4 2012/13</td><td>95.5%</td></tr><tr><td>Q1 2013/14</td><td>94.2%</td></tr><tr><td>Q2 2013/14</td><td>98.1%</td></tr><tr><td>Q3 2013/14</td><td>94.8%</td></tr><tr><td>Q4 2013/14</td><td>91.2%</td></tr></tbody></table>		Quarter	Percentage	Q1 2012/13	94.6%	Q2 2012/13	92.1%	Q3 2012/13	96.2%	Q4 2012/13	95.5%	Q1 2013/14	94.2%	Q2 2013/14	98.1%	Q3 2013/14	94.8%	Q4 2013/14	91.2%	Categories: 1. Customer Satisfaction; High Level
Quarter	Percentage																			
Q1 2012/13	94.6%																			
Q2 2012/13	92.1%																			
Q3 2012/13	96.2%																			
Q4 2012/13	95.5%																			
Q1 2013/14	94.2%																			
Q2 2013/14	98.1%																			
Q3 2013/14	94.8%																			
Q4 2013/14	91.2%																			
		Notes on Latest Data Entry: Q4 2013/14																		
		Status:																		
		Current Value: 91.2%																		
		Current Target: 94%																		
		Red Threshold: 89.3%																		
		Amber Threshold: 91.2%																		
		Q4 2013/14 result																		
Trend Chart Commentary: Satisfaction surveys are collected by the Community Housing Officers every time they sign a new tenant up for a property. The information shown on this chart is displayed quarterly. A high percentage of new tenants were satisfied with the condition of their new home in 2013/ 2014. We ranked 1 of 16 Scottish Local Authorities who participated in Scottish Housing Best Value benchmarking for this indicator. The benchmarking group average for satisfaction with the void standard was 87.5%.		Latest Note : There were 521 New Tenant Satisfaction Surveys completed in 2013/2014.																		

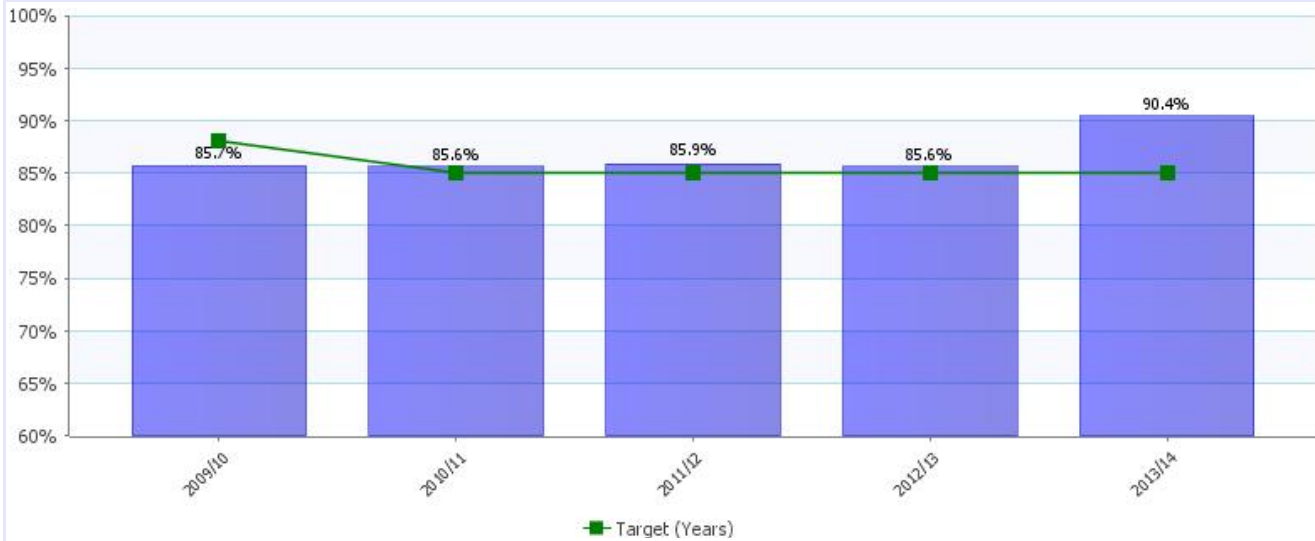

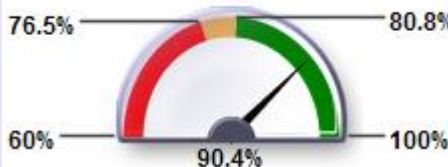
PI Code & Short Name		HQSSAT016_6a Percentage of tenants who agree Tenants News keeps them informed about housing services	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen
Description		The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News. In 2011 the wording of the question changed from 'Are you kept informed about housing services?' to 'Would you agree Tenants News keeps you informed about housing services?'	
			HOS Approved for public display?: No
			Categories: 1. Customer Satisfaction; WLAM
			Notes on Latest Data Entry: 2012/13
			Status: 
			Current Value: 94.8%
			Current Target: 92%
			Red Threshold: 82.8%
			Amber Threshold: 87.4%
			2012/13 result 
Trend Chart Commentary: Following a dip in the percentage of tenants who feel well informed about the housing service, the Tenants' Editorial panel was re-launched early in 2011, and tenants received training from Adult Basic Education regarding plain language, colours and layouts. The wording of this question was also revised by tenant representatives to make it easier for tenants to understand what they were being asked. Both of these improvements have led to a slight increase in performance in this area since 2011/12.			Latest Note : In the 2013 Tenants Satisfaction Survey we received 553 responses to this question

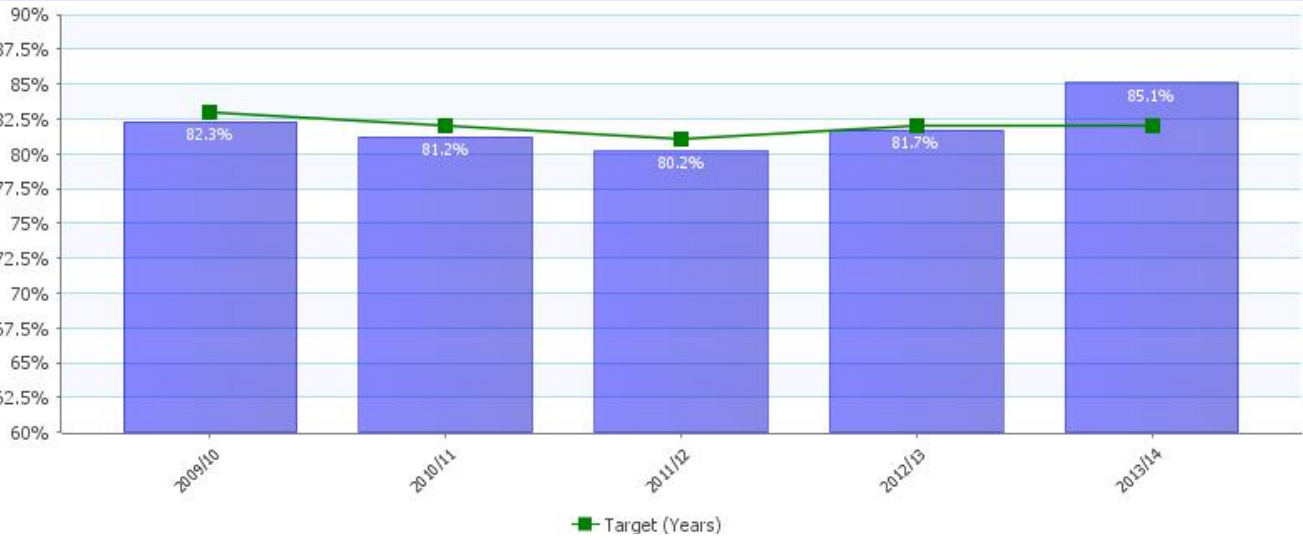

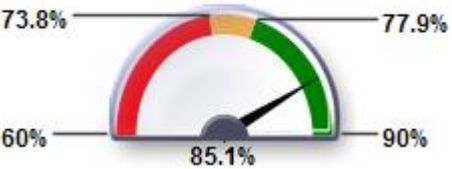
PI Code & Short Name	HQSSAT1068_6a Percentage of customers who rate the overall services received from Housing Construction & Building Services as Excellent or Good.	PI Owner(s):	zHQSSAT_PIAAdmin; AnnMarie Carr; Siobhan Mullen
Description	<p>Scottish Social Housing Charter Indicator 1</p> <p>This performance indicator measures the percentage of customers who rated our overall services as good or excellent. It is collected as part of the Annual Satisfaction Survey which is sent to all tenants. Customers are asked to rate their satisfaction with the overall services they received as Excellent, Good, Adequate, Poor or Very Poor. The results are analysed to identify improvements to the way the service is delivered, and segmented by customer group.</p>	HOS Approved for public display ?:	No
		Categories:	1. Customer Satisfaction; Management
		Notes on Latest Data Entry:	H1 2013/14
		Status:	
		Current Value:	88.3%
		Current Target:	75%
		Red Threshold:	67.5%
		Amber Threshold:	71.25%
		<p>H1 2013/14 result</p> 	
		Latest Note :	
<p>Trend Chart Commentary:</p> <p>Following a review of the Annual Tenant Satisfaction Survey with tenants, the corporate five point scale was adopted from 2011/12 and new performance indicators have been created.</p>		There were over 553 responses to this question from the Spring 2013 edition of Tenants News	

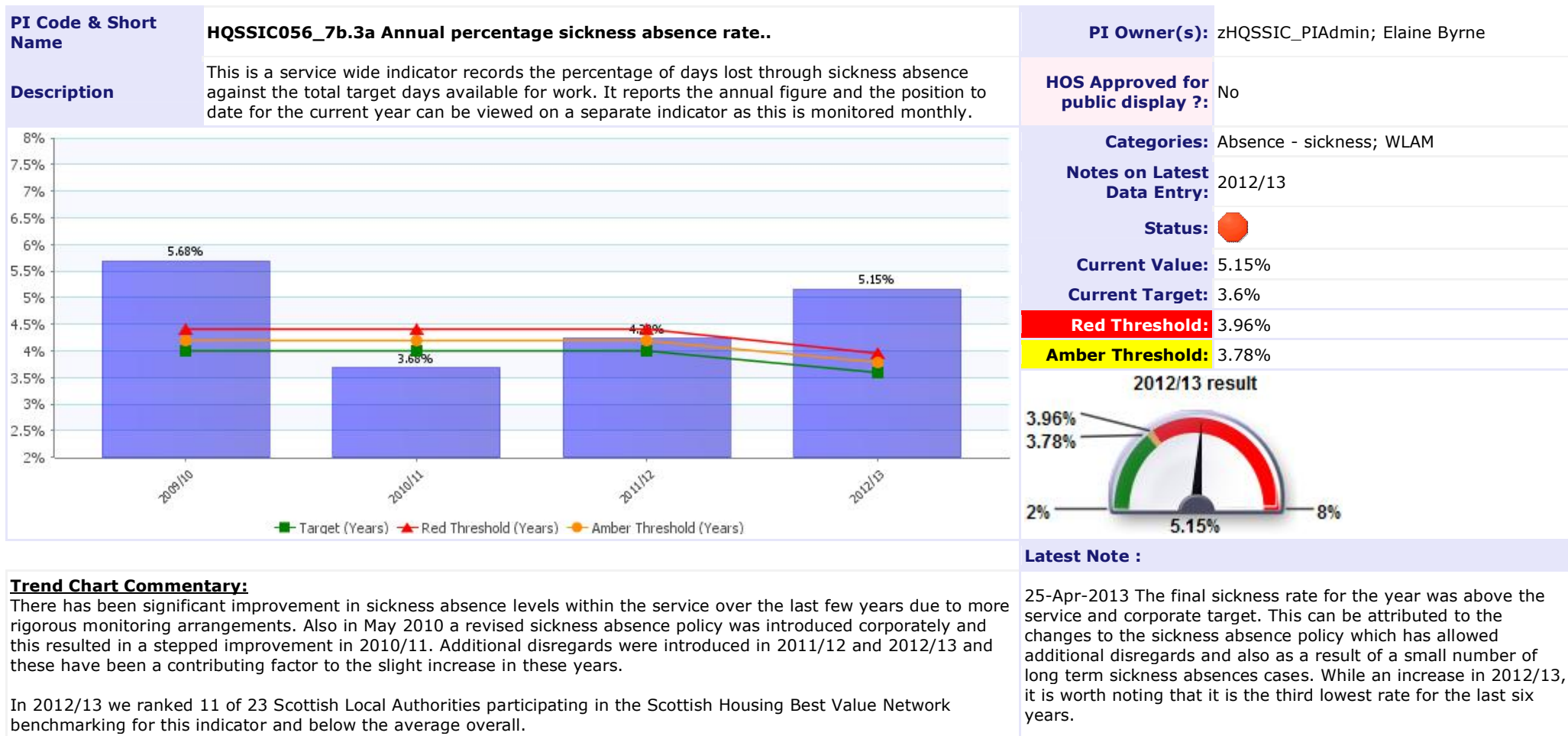
PI Code & Short Name	HQSSAT018_9b Percentage of tenants who feel we are very good or fairly good at keeping them informed about services and decisions.	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen																		
Description	<p>Scottish Social Housing Charter Indicator 3</p> <p>The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News. To comply with the Scottish Social Housing Charter the wording was slightly changed in 2013 to 'How good or poor do you feel your landlord is at keeping you informed about their services and decisions?' The percentage reported includes those who chose either very or fairly good.</p>	HOS Approved for public display?: No																		
 <table border="1"> <caption>Percentage of tenants who feel very good or fairly good at keeping them informed about services and decisions</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>73.2%</td> <td>80%</td> </tr> <tr> <td>2010/11</td> <td>72.8%</td> <td>80%</td> </tr> <tr> <td>2011/12</td> <td>83.6%</td> <td>80%</td> </tr> <tr> <td>2012/13</td> <td>85.6%</td> <td>85.6%</td> </tr> <tr> <td>2013/14</td> <td>85%</td> <td>85%</td> </tr> </tbody> </table>		Year	Percentage	Target (Years)	2009/10	73.2%	80%	2010/11	72.8%	80%	2011/12	83.6%	80%	2012/13	85.6%	85.6%	2013/14	85%	85%	<p>Categories: 4. Effectiveness; WLAM</p> <p>Notes on Latest Data Entry: 2013/14</p> <p>Status: </p> <p>Current Value: 85%</p> <p>Current Target: 86%</p> <p>Red Threshold: 77.4%</p> <p>Amber Threshold: 81.7%</p> <p>2013/14 result</p> 
Year	Percentage	Target (Years)																		
2009/10	73.2%	80%																		
2010/11	72.8%	80%																		
2011/12	83.6%	80%																		
2012/13	85.6%	85.6%																		
2013/14	85%	85%																		
<p>Trend Chart Commentary:</p> <p>The last three years have seen a consistently high level of performance as the service has increased the range of consultation methods during this period. The newly revamped Tenants News has also received positive feedback and will be a contributing factor to the high levels of satisfaction in this area. We will be able to benchmark our performance in August 2014 once the Scottish Housing Regulator publishes information from landlords' Scottish Social Housing Charter submissions.</p> <p>The target set for 2013/14 was a slight increase on 2012/13 performance as we wish to continuously improve in this area.</p>		<p>Latest Note :</p> <p>16-Jan-2014 In the 2013 Tenant satisfaction survey we received 553 responses to this question 'How good or poor do you feel your landlord is at keeping you informed about their services and decisions?' Of the responses 470 chose either very or fairly, 46 chose neither and 36 chose fairly or very poor.</p>																		

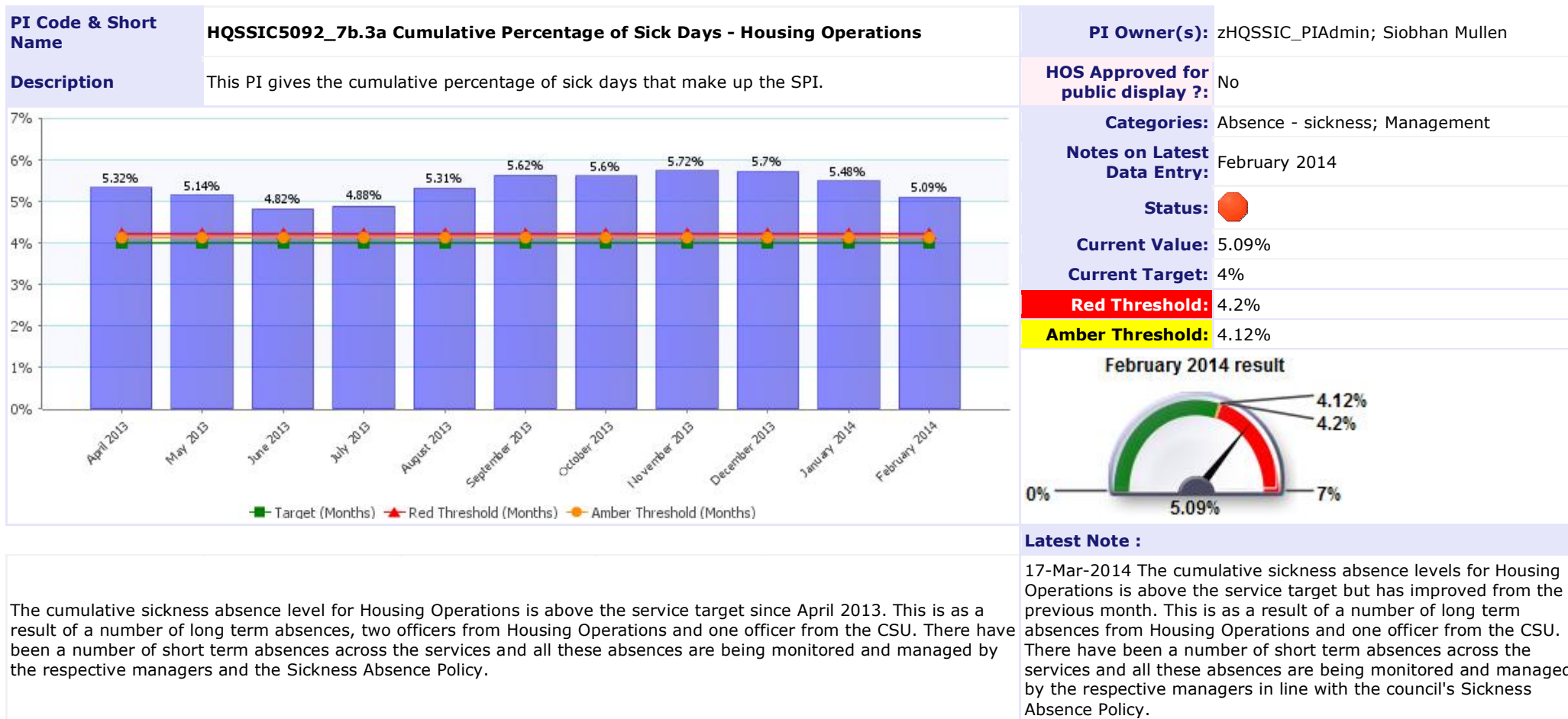
PI Code & Short Name	HQSSAT036_6a Percentage of tenants who are satisfied with the quality of their home.	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen																		
Description	<p>Scottish Social Housing Charter Indicator 10</p> <p>The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News. Tenants are asked 'Overall, how satisfied or dissatisfied are you with the quality of your home?' and can select from a five point scale from very satisfied to very dissatisfied.</p>	HOS Approved for public display?: No																		
 <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage Satisfied</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>78.5%</td> <td>75%</td> </tr> <tr> <td>2010/11</td> <td>76.3%</td> <td>75%</td> </tr> <tr> <td>2011/12</td> <td>75%</td> <td>75%</td> </tr> <tr> <td>2012/13</td> <td>83%</td> <td>75%</td> </tr> <tr> <td>2013/14</td> <td>82.7%</td> <td>80%</td> </tr> </tbody> </table>		Year	Percentage Satisfied	Target (Years)	2009/10	78.5%	75%	2010/11	76.3%	75%	2011/12	75%	75%	2012/13	83%	75%	2013/14	82.7%	80%	<p>Categories: 1. Customer Satisfaction; Management</p> <p>Notes on Latest Data Entry: 2013/14</p> <p>Status: </p> <p>Current Value: 82.7%</p> <p>Current Target: 80%</p> <p>Red Threshold: 70%</p> <p>Amber Threshold: 74%</p>
Year	Percentage Satisfied	Target (Years)																		
2009/10	78.5%	75%																		
2010/11	76.3%	75%																		
2011/12	75%	75%																		
2012/13	83%	75%																		
2013/14	82.7%	80%																		
<p>Trend Chart Commentary:</p> <p>There has been an improvement in the percentage of tenants who are satisfied with the quality of their home in the last two years from the feedback from the annual survey. The survey is sent to all tenants with Tenants News. In the latest survey 552 responses were received for the question, "Overall, how satisfied or dissatisfied are you with the quality of your home". The increase in the last two years can be attributed to the council's extensive refurbishment programme. From 2014/15 we will be able to benchmark with other social landlords once the Scottish Housing Regulator reports on the Scottish Housing Charter results.</p>		<p>2013/14 result</p>  <p>Latest Note :</p> <p>04-Mar-2014 Of the 552 respondents to the Tenants Survey in 2013, 457 (82.7%) were very or fairly satisfied with the quality of their home. 29 were very dissatisfied, 28 fairly dissatisfied and 38 were neither. This is a similar outcome from the previous year and show higher levels of satisfaction in the last two years which can be linked to our significant refurbishment programme.</p>																		

PI Code & Short Name	HQSSAT1097_6a Annual Satisfaction Survey - Do you think the rent you pay for this property represents good or poor value for money? - Percentage Very satisfied & Fairly satisfied		PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen									
	Scottish Social Housing Charter Indicator 29 The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News		HOS Approved for public display ?: No									
Description	 <table><caption>Bar Chart Data</caption><thead><tr><th>Period</th><th>Current Value</th><th>Target (Half Years)</th></tr></thead><tbody><tr><td>H1 2012/13</td><td>78.6%</td><td>70%</td></tr><tr><td>H1 2013/14</td><td>81.46%</td><td>75%</td></tr></tbody></table>		Period	Current Value	Target (Half Years)	H1 2012/13	78.6%	70%	H1 2013/14	81.46%	75%	Categories: 1. Customer Satisfaction; Management
			Period	Current Value	Target (Half Years)							
			H1 2012/13	78.6%	70%							
			H1 2013/14	81.46%	75%							
			Notes on Latest Data Entry: H1 2013/14									
Status: 												
Current Value: 81.46%												
Current Target: 75%												
Red Threshold: 67.5%												
Amber Threshold: 71.25%												
		H1 2013/14 result 										
This is a new indicator, developed for the Scottish Social Housing Regulator. We will be able to benchmark our performance in August 2014 once the Scottish Housing Regulator publishes information from landlords' Scottish Social Housing Charter submissions.		Latest Note : There were over 550 responses to this question from the Spring 2013 edition of Tenants News										

PI Code & Short Name	HQSSAT023_6a Percentage of Tenants who feel safe in their homes.	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen												
Description	Annual Tenants Satisfaction Survey question 9 The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News. Tenants are given the opportunity to choose yes or no in answer to this question.	HOS Approved for public display?: No												
 <table><tr><th>Year</th><th>Percentage</th></tr><tr><td>2009/10</td><td>85.7%</td></tr><tr><td>2010/11</td><td>85.6%</td></tr><tr><td>2011/12</td><td>85.9%</td></tr><tr><td>2012/13</td><td>85.6%</td></tr><tr><td>2013/14</td><td>90.4%</td></tr></table>		Year	Percentage	2009/10	85.7%	2010/11	85.6%	2011/12	85.9%	2012/13	85.6%	2013/14	90.4%	Categories: 1. Customer Satisfaction; WLAM Notes on Latest Data Entry: 2013/14 Status:  Current Value: 90.4% Current Target: 85% Red Threshold: 76.5% Amber Threshold: 80.8%
Year	Percentage													
2009/10	85.7%													
2010/11	85.6%													
2011/12	85.9%													
2012/13	85.6%													
2013/14	90.4%													
Trend Chart Commentary: There has been a significant improvement to the percentage of tenants who feel safe in their homes over the last six years. Follow up visits are carried out to tenants who indicate that they do not feel safe in their home, to find out why and to address any concerns.		2013/14 result  Latest Note : In the 2013 Tenants Satisfaction Survey we received over 550 responses to this question.												

PI Code & Short Name	HQSSAT039_6a Percentage of tenants who feel safe in their local neighbourhood.	PI Owner(s): zHQSSAT_PIAAdmin; Siobhan Mullen												
Description	Annual Tenants Satisfaction Survey question 10 The information for this indicator is taken from the annual Tenant Satisfaction survey sent out to tenants in the Spring 2013 Tenants News. Tenants are asked 'Do you feel safe in your local neighbourhood?' and can select yes or no as their response.	HOS Approved for public display?: Yes												
 <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2009/10</td><td>82.3%</td></tr><tr><td>2010/11</td><td>81.2%</td></tr><tr><td>2011/12</td><td>80.2%</td></tr><tr><td>2012/13</td><td>81.7%</td></tr><tr><td>2013/14</td><td>85.1%</td></tr></tbody></table>		Year	Percentage	2009/10	82.3%	2010/11	81.2%	2011/12	80.2%	2012/13	81.7%	2013/14	85.1%	Categories: 1. Customer Satisfaction; WLAM
		Year	Percentage											
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2012/13	81.7%													
2013/14	85.1%													
Notes on Latest Data Entry:	2013/14													
Status:														
Current Value:	85.1%													
Current Target:	82%													
Red Threshold:	73.8%													
Amber Threshold:	77.9%													
		2013/14 result												
														
Trend Chart Commentary: There has been an improvement in the percentage of tenants who feel safe in their neighbourhood reported over the last 6 years. The survey was carried out as part of the annual Tenants Satisfaction survey which was sent to all council tenants in the Spring edition of the Tenants News (April 2013) and there were 550 responses. Of these responses, 468 were positive where tenants reported that they were safe in their neighbourhood and 82 tenants responded that they were not safe in their neighbourhoods. This information confirms the responses that we are reporting from the Community Safety Unit which has seen significant reductions in incidents from youth calls, vandalism, fire-raising and other crimes.		Latest Note : 03-Mar-2014 The information for this indicator comes from our Tenant Satisfaction survey and the 2013/ 14 results show an improvement from the previous year. This is excellent results that have been reported from the Community Safety Unit which has resulted in significant reductions in incidents from youth calls, vandalism, fire raising and other crimes.												



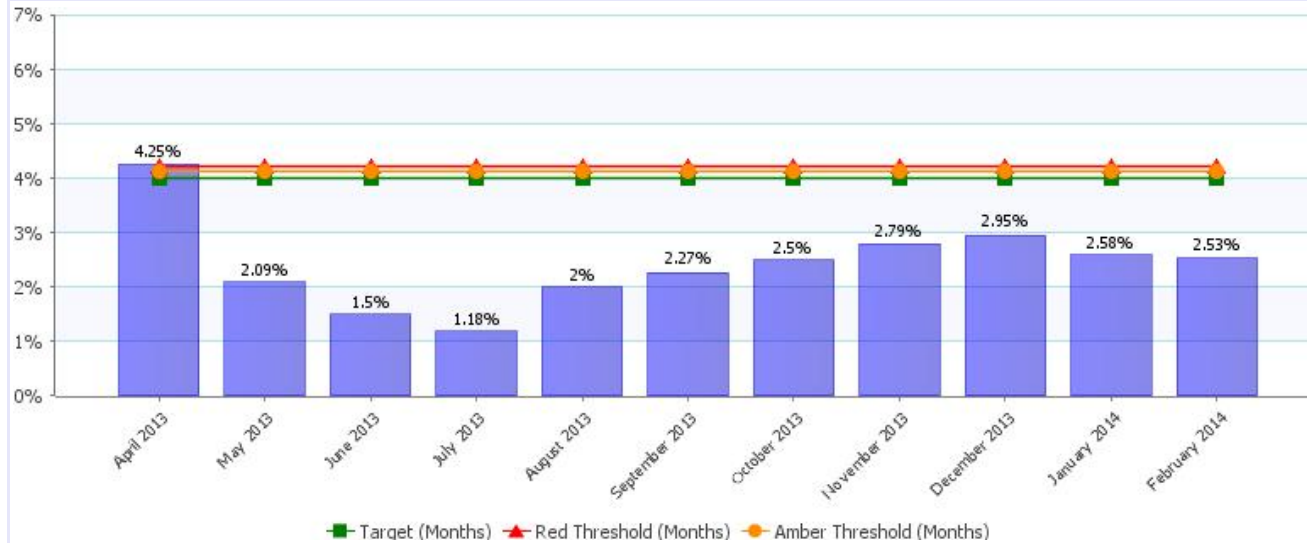


PI Code & Short Name

HQSSIC5093_7b.3a Cumulative Percentage of Sick Days - Management and Support

Description

This PI gives the cumulative percentage of sick days that make up the SPI.



PI Owner(s): zHQSSIC_PIAAdmin; Elaine Byrne

HOS Approved for public display ?:

No

Categories: Absence - sickness; Management

Notes on Latest Data Entry: February 2014

Status:

Current Value: 2.53%

Current Target: 4%

Red Threshold: 4.2%

Amber Threshold: 4.12%

February 2014 result



Latest Note :

Typically this functional area has low levels of sickness absence and below the service and council targets. In April 2013 there was a spike as a result of one member of staff on long term absence and they have now returned to work.

17-Mar-2014 Sickness absence levels for this functional area continue to be well below the service and corporate targets.

