DATA LABEL: Public

Services for the Community Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

5 April 2017

A meeting of the **Services for the Community Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, Civic Centre, Livingston** on **Tuesday 11 April 2017** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence

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

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

4. Confirm Draft Minute of Meeting of Services for the Community Policy Development and Scrutiny Panel held on Tuesday 07 February 2017 (herewith)

5. Scottish Fire and Rescue Local Plan Performance Report - Report by Head of Housing, Customer and Building Services (herewith)

6. Scottish Fire and Rescue Service Report - Change of Wholetime Fire Fighter Duty System - Report by Head of Housing, Customer and Building Services (herewith)

7. Scottish Fire Rescue Service - Implementation of the Scottish Fire and Rescue Service Special Equipment Review at Bathgate Fire Station - Report by Head of Housing, Customer and Building Service (herewith)

8. 2026 Serving a Changing Scotland - 10 Year Strategy for Policing - Consultation - Report by Head of Housing, Customer and Building Services (herewith)

9. Scrutiny of Police Scotland Performance in West Lothian - Report by Head of Housing, Customer and Building Services (herewith)

10. Housing, Construction and Building Services Management Plan 2017/18 - Report by Head of Housing, Customer and Building Services (herewith)

11. Workplan (herewith)

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

MINUTE of MEETING of the SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, CIVIC CENTRE, LIVINGSTON, on 7 FEBRUARY 2017.

Present – Councillors Harry Cartmill, Frank Anderson, Lawrence Fitzpatrick, John McGinty

Apologies – Councillors George Paul and John Muir; Danny Mullen.

In Attendance – Jessie Duncan (Tenants Panel Representative).

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Services for the Community Policy Development and Scrutiny Panel approved the minute of its meeting held on 15 December 2016.

3. PROGRESS ON COMMUNITY SAFETY

A report had been circulated by the Head of Housing, Customer and Building Services informing the Panel on the strategic development of Community Safety in West Lothian and other local and national developments.

The report provided details of a new initiative to reduce antisocial behaviour and deliberate fire setting within the West Lothian area which involved Scottish Fire and Rescue Service and Police Scotland carrying out an evening joint bike patrol.

The report went on to inform the Panel that Senior pupils in West Lothian had attended 'Westdrive 2016' between 29 August and 1 September at the Howden Park Centre. 1276 pupils had attended.

The 'Adopt a Post Office' initiative saw police officers utilising the local Post Office in Main Street, Fauldhouse for a trial period of three months, during which time the Police held surgeries and promoted key safety messages to members of the public.

The Panel was informed that, following on from previous year's joint working, similar planning for the 2017 Bonfire and Fireworks nights took place. Environmental Visual Audits had been carried out jointly in the Ladywell area of Livingston and in Blackburn in order to reduce risks and assess previous areas of concerns.

The report also provided details of work undertaken in relation to

Antisocial Behaviour Prevention, Festive Focus, Travellers Encampments, and Community Consultations.

In relation to national updates, the report provide details of the following initiatives:-

- New Support Service for People Experiencing Domestic Abuse or Forced Marriage
- Illegal Money Lending Thematic Event
- Reducing Unintentional Harm
- Reduction in Road Deaths
- New Scottish Strategy for ending Human Trafficking
- Fairer Scotland Action Plan Launch

In relation to performance information, Appendix 1 to the report provided returns for Quarters 2 and 3, July to December 2016 from the West Lothian Council Safer Neighbourhood Team.

Panel members were asked to note the developments of partnership working in the field of community safety and to note the performance information detailed for the Safer Neighbourhood Team.

Decision

To note the terms of the report.

4. SCOTTISH POLICE AUTHORITY - ANNUAL REVIEW OF POLICING 2016/17

A report had been circulated by the Head of Housing, Customer and Building Services informing the Panel of the Scottish Police Authority (SPA) consultation with Local Authorities Scrutiny Committee's on the Annual Review of Policing 2016/17.

A proposed response to the consultation was attached as Appendix 1 to the report and it was noted that the deadline date for the response was 15 February 2017.

Panel members were asked to refer the proposed response to Council Executive.

Decision

1. To note the report attaching a proposed response to the Scottish Police Authority consultation.
2. To note the intention to submit the proposed response to Council Executive for approval on 14 February 2017.

5. PROPERTY TURNOVER OCTOBER TO DECEMBER 2016

A report had been circulated by the Head of Housing, Customer and Building Services informing the Panel of the property turnover for the quarter October to December 2016.

It was noted that the number of permanent lets for the period 1 October to 31 December was 160 compared to the same quarter in the previous year when 146 properties were let.

The report provided the following appendices:-

Appendix 1 Details of all lets and property numbers for the quarter, excluding Assisted Moves

Appendix 2 Assisted Move lets

Appendix 3 Total housing stock per area.

The main points highlighted to the Panel were:-

- The report showed that Bathgate, Whitburn and Broxburn had the highest percentage of total lets.
- There were 7 sheltered housing properties lets.
- Four communities had only one mainstream property available to let (Westfield, Whiteside/Birniehill, Wilkieston and Winchburgh.
- Nineteen communities had between two and four properties available to let.
- Sixteen communities had no properties becoming available.

The Panel was asked to note the current levels of activity relating to property turnover for the third quarter of 2016/17 and in particular to note:

1. That there had been an increase in property lets compared to the same period in the previous year.
2. That of the 47 communities in West Lothian, 4 had only 1 mainstream property to let and 16 had none.
3. That 63% of lets had been allocated to people who were homeless or potentially homeless.

Decision

To note the terms of the report.

6. NEW BUILD UPDATE

A report had been circulated by the Head of Housing, Customer and Building Services providing an update on the 1,000 New Build Council Houses Programme.

The Panel was informed that development was underway at Kirkhill, Redhouse, Almond Link, Bathville Phase 2, Philpstoun, Raw Holdings, Lammermuir, Eastfield, Mayfield, Appleton Parkway, Almondell, Wester Inch and Mill Road. The report provided an update on each of the sites.

The Panel was informed that obtaining statutory consents, including planning permission, building warrant, Road Construction Consent (RCC) and Scottish Water Technical Approval, was critically important to the success of the programme and would determine when developments could start on site. An overview was provided within the report and site specific information was contained in Appendix 1 to the report.

In relation to Deans South, it was noted that a planning application had still to be submitted by Lovell Partnerships.

It was recommended that the Panel:-

1. Note the progress being made on individual sites as set out in Appendix 1;

2. Note that 72 houses were complete; sites for 606 houses were under construction; and further completions and site starts were expected over the coming two month; and

3. Note that the process of obtaining statutory consents was progressing with 39 planning permissions being granted, 25 building warrants being granted, 19 road construction consents being granted and Scottish Water technical approval being granted for 21 sites.

The Head of Housing, Customer and Building Services concluded that progress was being made on site and with obtaining statutory consents. However, timescales for delivery of the new build programme remained challenging.

Decision

To note the terms of the report.

7. UPDATE ON HOME ENERGY EFFICIENCY PROGRAMMES FOR SCOTLAND: AREA BASED SCHEMES (HEEPS: ABS) 2017/18 AND SEEP PROJECTS

A report had been circulated by the Head of Housing, Customer and Building Services inviting the Panel to comment on the proposed 2017/18 HEEPS:ABS programme of energy efficiency measures to be implemented and providing an update on the current SEEP pilot project and potential future projects.

The report recalled that the HEEPS: ABS 2016/17 report to the Panel in February 2016 had identified a pilot project in Peveril Rise that would be continued as part of 2017/18 programme. However, additional funding was provided by the Scottish Government in 2016/17 and therefore the project had been extended for the whole of Peveril Rise in 2016/17. Therefore it was not required to be continued in the 2017/18 programme.

The council had been able to secure further funding from SEEP which was being used to offer EWI (external wall insulation) to owner-occupiers in Templar Rise, Dedridge. Although the funds were coming from a different Government initiative the work would be performed during the 2017/18 year and therefore maintained the council's presence in Dedridge. Further information on SEEP was provided in Section D.3 of the report.

It was noted that further additional funds in the 2016/17 programme had allowed for the owner-occupiers in Granby Avenue in Howden to receive the offer of EWI. The proposed 2017/18 HEEPS: ABS programme would be to install EWI works at locations in Gordon Way (Knightsridge), Erskine Way (Knightsridge) and Woodend Walk (Armadale).

The report went on to inform the Panel that the councils first application for the SEEP pilot project was successful and was schedufled to commence on site at Templar Rise and the Lanthorn Community Centre in April 2017. The council had secured £292,500 in HEEPS:ABS funding for the residents of Templar Rise who were sent a letter in December 2016 advising them of the upcoming project and detailing the work that would be involved. Residents had started to confirm their interest with the Advice Shop.

The report set out the position for 2018/19 onwards.

It was recommended that the Panel:

1. Note that the outline 2017/18 HEEPS:ABS programme for West Lothian had been approved by Council Executive in February 2016 however the proposed programme had been altered to reflect additional progress made in 2016/17;

2. Note that the anticipated HEEPS:ABS budget for 2017/18 was £900,000 which was lower than the £1.224 million awarded in 2016/17.

3. Note that the Peveril Rise pilot project was able to be extended to the whole street in 2016/17 due to additional HEEPS funding being provided to the council and therefore would not be part of the 2017/18 programme;

4. Note that proposed projects for the 2017/18 programme were in the Knightsridge and Armadale areas and that the number of council houses included in the contract would depend on the level of funding for EWI to be confirmed in the 2017/18 Housing Capital Programme;

5. Note that should additional HEEPS:ABS funding be provided, the first priority would be to use this to complete Woodend Walk and the second priority would be to offer EWI to owner-occupiers in the Howden area.

6. Notes that the Scottish Government intended to have a second round of SEEP pilot projects and it was proposed to apply for funding to support Almond Housing Associations EWI project in the Craigshill area.

The Head of Housing, Customer and Building Services then responded to questions raised by Panel members. He also provided an explanation regarding the figures contained in Appendix 1 to the report.

Decision

1. To note the terms of the report and the recommendations outlined in Section B of the report.

2. To note that in relation to SEEP funding, the Council was committed to providing funding to support Almond Housing Associations EWI project in the Craigshill area and, accordingly recommendation 6 would be amended prior to submission to Council Executive.

8. PERFORMANCE REPORTING

A report had been circulated by the Head of Housing, Customer and Building services examining the current levels of performance for Housing, Construction and Building Services that were the responsibility of the Services for the Community PDSP.

Of the eight performance indicators, 7 were categorised as green and one was red. This was an improvement upon the position for the previous report when there were 6 green and 2 red.

The Panel was asked to note the current performance on Housing, Customer and Building Services key performance indicators and determine if further action or enquiry was necessary.

Decision

To note the terms of the report.

9. HOUSING CAPITAL PROGRAMME 2017/18

A report had been circulated by the Depute Chief Executive informing the Panel of the proposed 2017/18 Housing Capital Programme.

The Panel was informed that the month 9 monitoring report to Council Executive on 14 February 2017 would be reporting a forecast expenditure totalling £50.337 million to be incurred within 2016/17 Housing Capital

Programme. The programme encompassed both new build housing and major investment in the existing housing stock, with a number of large scale housing projects undertaken by Building Services. The projected expenditure of £50.337 million represented a £12.113 million variance against budgeted resources, and the 2017/18 capital budget had been updated to take account of the following:-

- Re-phasing of New Building Housing expenditure of £16.595 million to 2017/18, to reflect appropriate planning approvals and consents, and consequent site start dates.

- Slippage of £64,000 for repairs to walls and footpaths, and £176,000 for tenant street improvements.

- Resources of £695,000 to be carried forward from 2016/17 due to issues with services and discovery of asbestos in the shallow roofs which had resulted in delays at Bathville, Armadale.

- Slippage of £168,000 to be brought forward to enable completion of major upgrades of BISF houses at Ladeside, Balckburn.

- Accelerated expenditure of £300,000 on open market acquisitions, supporting homelessness in 2016/17.

- Smaller scale slippage, and other movements, totalling £209,000, over a number of projects.

The proposed investment programme for 2017/18, totalling £77.152 million, was summarised in a table within the report. Individual projects, comprised within each project heading, were listed in Appendix 1 and further detail on work to be encompassed within the programme was contained in Appendix 2.

The report went on to examine capital resources 2017/18 and Governance Issues.

In his conclusion the Depute Chief Executive advised that the report outlined the proposed Housing Capital programme for 2017/18, with proposed investment of £77.152 million. There was a strong focus within the programme on the 1,000 new building council house project to deliver affordable homes, which alongside open market acquisitions, would increase the availability of social housing within communities for both existing residents and future generations. Alongside investment in new and additional housing stock, there would be continued investment in existing council housing stock and the environment, to improve homes and local amenity. Energy efficiency was recognised as a continuing priority, with an emphasis on meeting the requirements of the Energy Efficiency Standards for Social Housing legislation.

The proposed 2017/18 Housing Capital programme consolidated and updated on movements reported to Council Executive in June 2016 and February 2017, recognising the requirement to refine and phase projects and expenditure during the programme period. It ensured that resources

were prioritised effectively, and where appropriate, reassessed resource requirement to reflect sustained levels of demand.

The Panel was invited to note and comment on the proposed 2017/18 Housing Capital Programme and related funding as detailed in the report.

Decision

To note the terms of the report.

10. WORKPLAN

A copy of the Workplan had been circulated.

Decision

To note the Workplan.

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

SCOTTISH FIRE AND RESCUE LOCAL PLAN PERFORMANCE REPORT

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to update Panel Members on the Local Plan Performance for the Scottish Fire and Rescue Service in West Lothian for the period 1st October 2016 to 31st December 2016.

B. RECOMMENDATION

Panel members are asked to note the contents of the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable; Focusing on our customers' needs; Making best use of our resources; and Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators: We live in resilient, cohesive and safe communities; People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan
VII	**Consideration at PDSP**	N/A
VIII	**Consultations**	Council Executive, Community Planning Partners, Elected Members.

::ODMA\Meridio\WL-EDRMSQL-02#21146810#2

D. TERMS OF REPORT

The West Lothian Scottish Fire and Rescue Local Plan set out the local fire and rescue priorities and objectives for West Lothian and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.

Council Executive has agreed that the monitoring of performance against the plans will be reported and considered on a quarterly basis by the Services for Community Policy Development and Scrutiny Panel. This report covers the period from 1st October 2016 to 31st December 2016.

E. CONCLUSION

This report provides an update on the performance to enable panel members to scrutinise the work of the Scottish Fire & Rescue Service.

F. BACKGROUND REFERENCES

Appendices: Local Plan Performance Report for West Lothian 1st October to 31st December 2016 and performance reports.

G. Contact Person:

Alistair Shaw, Head of Housing Customer and Building Services.

Date of meeting: 11th April 2017

LOCAL PLAN PERFORMANCE REPORT FOR WEST LOTHIAN

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Reporting Period Q3 2016/17 1st October to 31st December 2016

Working together for a safer Scotland

West Lothian Council

CONTENTS **PAGE**

1	**Introduction**	**3**
2	**Performance Summary**	**4**
3	**Progress on local fire & rescue plan priorities**	
	Local Risk Management and Preparedness	**5**
	All accidental dwelling fires	**7**
	All fire casualties (fatal & non-fatal (incl. p/c's))	**9**
	All deliberate fires	**11**
	Non domestic fires	**13**
	Special Service Casualties - All	**15**
	False Alarms - All	**17**
4	**Appendices**	
5	**Glossary**	

Introduction

This performance report provides information on our prevention, protection and operational response activities within the West Lothian Area 1st October to 31st December 2016.

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The SFRS can make a significant contribution to improving these outcomes for West Lothian by contributing to the Community Planning arrangements across the area.

The national priorities for the Scottish Fire and Rescue Service (SFRS) are set out in the Fire and Rescue Framework for Scotland. The SFRS Strategic Plan 2013-2016 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Local Fire and Rescue Plan for West Lothian 2014-2017 contribute towards the priorities within the West Lothian Community Plan 'Towards 2020', Single Outcome Agreement 2013-2023 and the Community Safety Strategic Assessment 2012-15.

The aims of the local Fire & Rescue Service in West Lothian are to reduce fire deaths throughout the West Lothian area and to reduce injuries from fire and other emergencies in the community. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are required, based on evidence.

Within the Local Fire and Rescue Plan for West Lothian 2014-2017, seven objectives for the local Fire and Rescue Service to work towards have been identified for 2014-17 (listed below).

Priority 1. Local Risk Management and Preparedness

Priority 2. Reduction of Accidental Dwelling Fires

Priority 3. Reduction in Fire Casualties and Fatalities

Priority 4. Reduction of Deliberate Fire Setting

Priority 5. Reduction of Fires in Non-Domestic Property

Priority 6. Reduction in Casualties from Non-Fire Emergencies

Priority 7. Reduction of Unwanted Fire Alarm Signals.

Area Manager Gary Laing
Local Senior Officer for Falkirk & West Lothian
Gary.laing@firescotland.gov.uk

Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

	Apr to (& incl.) Dec					RAG rating
Key performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	YTD
All accidental dwelling fires	135	131	127	104	79	●
All fire casualties (fatal & non-fatal (incl. p/c's))	45	33	17	35	18	●
All deliberate fires	406	524	465	617	568	●
Non domestic fires	53	68	68	69	50	●
Special Service Casualties - All	79	56	59	94	104	◆
False Alarms - All	1415	1468	1493	1444	1516	▲

RAG rating - KEY		
◆	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

Note

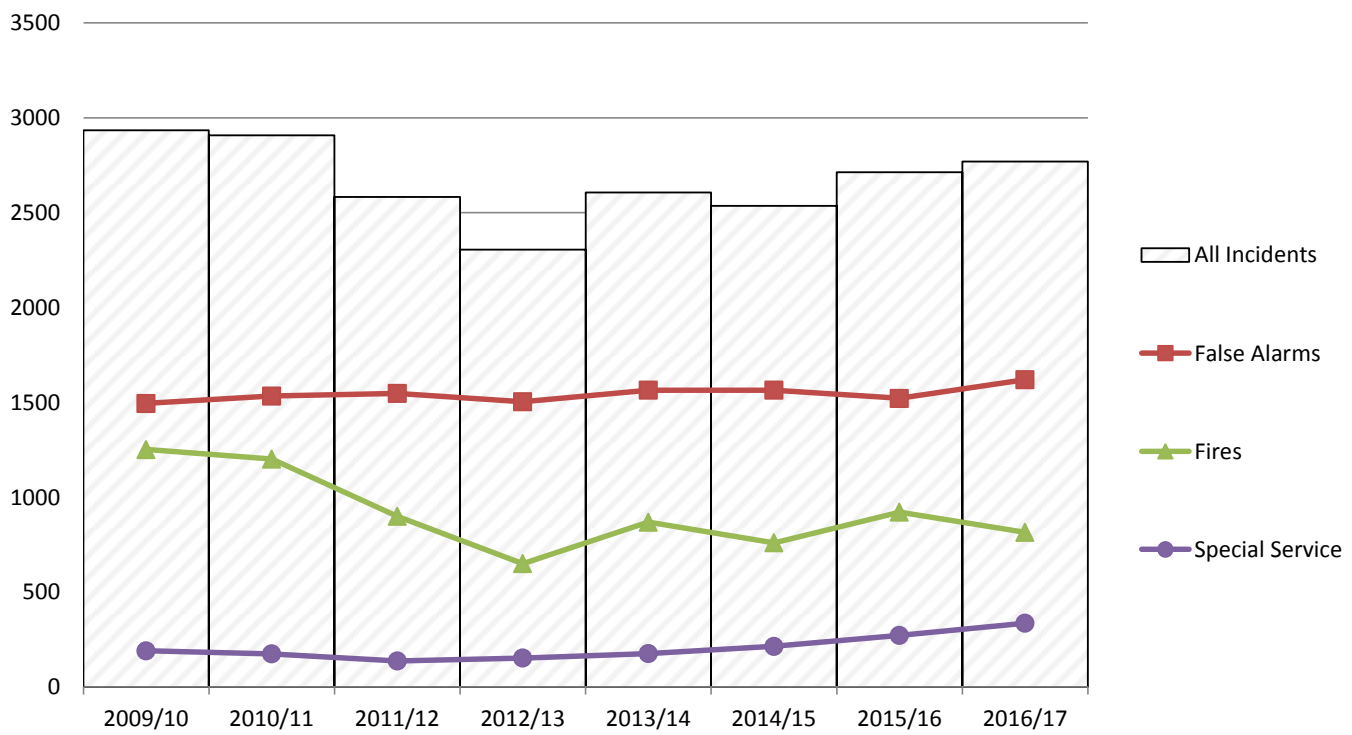
Quarterly comparison RAG Rating = the reporting period compared to the average of the three previous reporting periods.

Year to Date RAG Rating = the cumulative total of all quarterly performance in current year compared to cumulative total of all quarterly performance in previous year.

Incident Overview

SFRS has responded to a total of 953 incidents within the West Lothian area in Q3 of 2016/17 compared to 936 in the same period last year.
This is an increase of 1.7% compared to the corresponding period in 2015/16 . The increase in Special Services involving 'Out of Hospital Cardiac Arrests' and UFAS incidents account for this rise.

The chart below illustrates incidents YTD attended within West Lothian council over the last 8 fiscal years



Progress on local fire & rescue plan priorities

Local Risk Management and Preparedness

The Service must identify, prioritise and plan to meet the risks in each local community.

We said we would:

• train our staff to deal with our local risks

• gather and analyse risk information

• work with partners to mitigate risks

• deal with major events.

Train our staff to deal with our local risks

Our operational staff continue to undertake routine and risk specific skill acquisition and maintenance training. All firefighters have participated in the modular 'Training For Operational Competence' programme. In the YTD 2016/17, the modules covered are: Driving; Ladders; Safe Working at Heights; Breathing Apparatus; Knots&Lines; Pumps; Incident Command; Casualty Care; Extrication; Carbonaceous Fire Behaviour Training; Domestic Premises; Collapsed Structures; Explosives; Water Incidents and Core Skills. Firefighter safety remains paramount and is embedded within all training activities.Theorectical inputs are confirmed with practical sessions and exercises. Our firefighters continue to exercise at local venues that present a risk in order to prepare for any operational emergency.

Gather and analyse risk information

Our operational staff continue to gather and analyse local risk information and operational intelligence which is used in our preparations to ensure the successful resolution of operational incidents.

We conduct Post Incident Debriefs through the use of a Structured Debriefing process, to identify any lessons that can be learned from our preparedness and response to emergency events.

We use Urgent Operational Intelligence Briefings to inform our operational staff of any safety critical information.

Work with partners to mitigate risks

We continue to be an active member of the Lothians and Borders Local Resilience Partnership and share appropriate information. We share information with local authority partners and other key stakeholders (e.g. Police Scotland) to ensure emergency event risks are mitigated and prepared for. There has been a Table Top exercise in recent months to augment SFRS preparedness (exercise in Linlithgow with Scottish Canals).The UK Threat Level for a terror attack at present is SEVERE (an attack is highly likely)

Deal with major events

During this reporting period, there has been no requirement for SFRS to respond to any 'major incidents'.

Reduction of 'All accidental dwelling fires'

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes and take every opportunity to educate and engage with our community. We have developed information sharing protocols and referral processes with our partners to ensure that SFRS access homes of residents who are vulnerable due to age, isolation or addiction. Reduction of Accidental Dwelling Fires contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_14 Number of accidental dwelling fires per 10,000 population.

Results

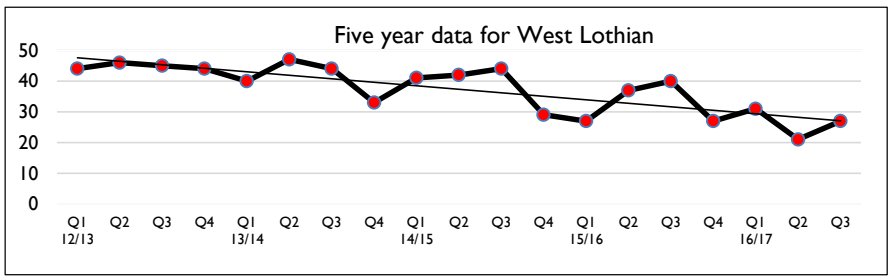
SFRS attended 30 Accidental Dwelling Fires in West Lothian in Q3 of 2016/17 compared to 40 in the same reporting period last year. This is a decrease of 33.3% compared to the previous year. The cause of the fire in most of the incidents were cooking related. Eleven of the incidents involved persons under the age of 65 with six incidents involving persons over the age of 65. The five year trendline for West Lothian continues on a downward trajectory.

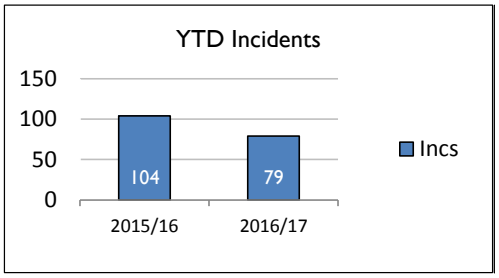
Reasons

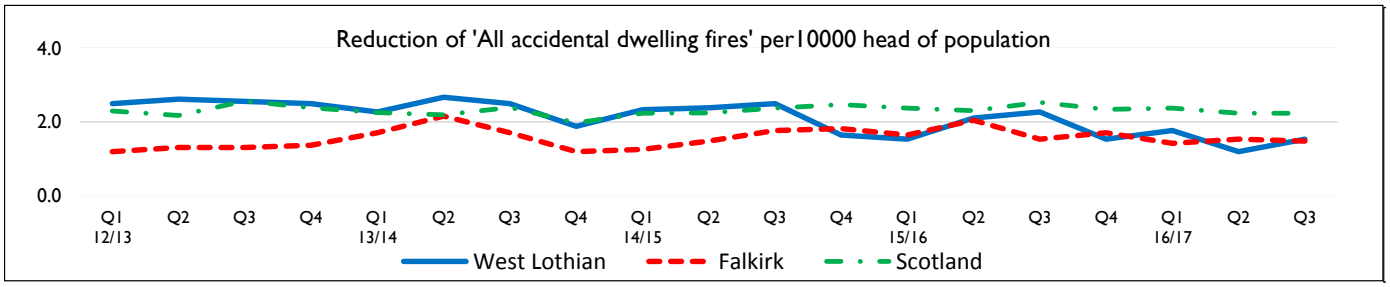
There is a continued reduction in all accidental dwelling fires across the West Lothian area. The majority of these incidents involve cooking with electrical equipment where the occupant has been distracted. Alcohol or Drugs have been a contributory factor on two occasions. The reduction in dwelling fires is attributed to more dwellings having smoke detection and the occupant becoming more safety conscious due to educational input through interaction, in part, with SFRS personnel at various events and the training delivered by SFRS to partners and cascaded thereafter.

Actions

SFRS continue to seek referrals through WL partners such as housing and social work. There will be a more targetted approach to training partners in hazard identification over the coming months. This will enhance home safety and protect housing stock reducing financial burden on Housing Associations negating the need for extensive property repairs following incidents. Appendix 1 provides further details on our prevention activities in relation to this priority.







YTD ward ave. for West Lothian - 9	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Lothian	135	131	127	104	79	
Linlithgow	14	15	8	4	3	
Broxburn, Uphall and Winchburgh	12	11	12	11	9	
Livingston North	14	12	11	13	7	
Livingston South	14	12	19	8	14	
East Livingston and East Calder	15	20	12	10	7	
Fauldhouse and the Breich Valley	11	9	9	11	14	
Whitburn and Blackburn	22	26	26	18	12	
Bathgate	23	20	15	18	10	
Armadale and Blackridge	10	6	15	11	3	

Reduction of 'All fire casualties (fatal & non-fatal (incl. p/c's))'

Fire casualty and fatality rates provide an indication of the amount of serious, life-threatening injuries that occur due to fire. This can indicate not only the success of SFRS in reducing the number of life risk fires through community fire safety and similar activities, but also their success in response activity in saving lives. SFRS aim to reduce Fire Casualties in West Lothian by 5% per year, which contributes towards the SFRS target of reducing Fire Casualties by 5% per year, over a three-year rolling period.

Results

There have been 4 fire casualties from separate incidents in Q3 2016/17. This figure is substantially lower than the comparable period in 2015/16 which was 9 realising a 55% decrease. West Lothian's 5 year trendline continues to fall.

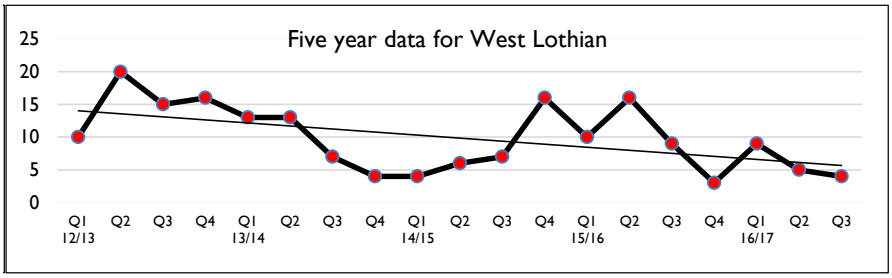
Reasons

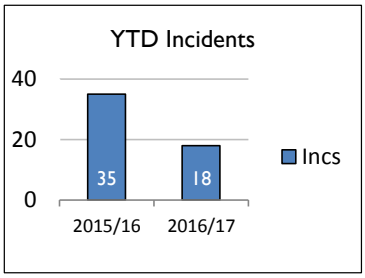
Of the 4 casualties reported in seperate incidents, one went to hospital for a precautionary check up with the other treated at the scene by SFRS and Scottish Ambulance Service at the scene for slight smoke inhalation.

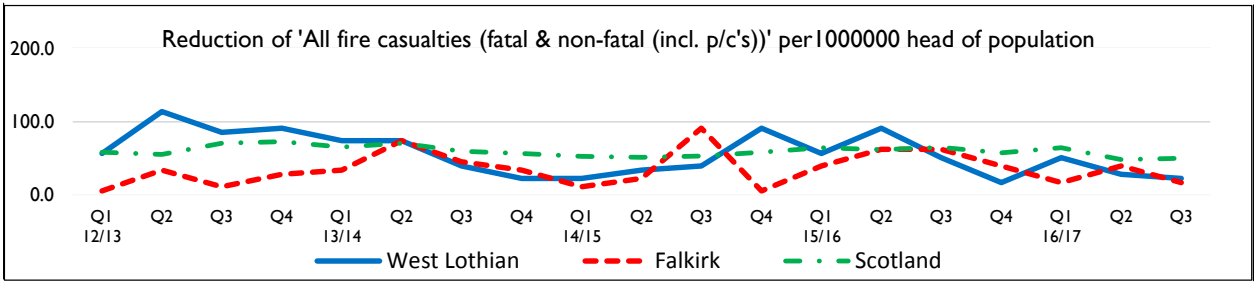
Actions

Our Home Safety Visit (HSV) referrals and Post Domestic Incident Response (PDIR) programmes continue to provide the main platform for accessing homes to provide fire safety advice. Partner referrals facilitate SFRS access to the more vulnerable members of the community, where SFRS can provide life saving advice and install smoke detection within domestic premises.

Appendix 1 provides further details on our prevention activities in relation to this initiative and priority.







YTD ward ave. for West Lothian - 2	2012/13	2013/14	2014/15	2015/16	2016/17
West Lothian	45	33	17	35	18
Linlithgow	3	1	0	4	0
Broxburn, Uphall and Winchburgh	4	2	1	2	1
Livingston North	4	1	3	4	1
Livingston South	3	1	5	2	1
East Livingston and East Calder	6	5	0	2	2
Fauldhouse and the Breich Valley	2	3	1	3	4
Whitburn and Blackburn	18	10	1	4	3
Bathgate	3	8	5	6	4
Armadale and Blackridge	2	2	1	8	2

Reduction of 'All deliberate fires' per10000 head of population

Deliberate fire setting is a significant problem for the SFRS and partners in West Lothian. In the main, deliberate fires are secondary fires categorised into either refuse, grassland or derelict buildings incidents. There is a close link between deliberate secondary fires and other forms of anti-social behaviour. Reduction of Deliberate Fire Setting contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_13 Number of deliberate fires per 10,000 population.

Results

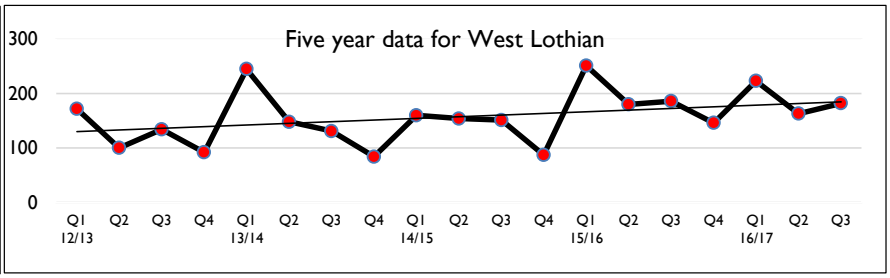
We aim to reduce Deliberate Fire Setting in West Lothian by 5% per year. SFRS have attended 198 deliberate fires in Q3 2016/17. This was an incease of 12 incidents compared to the same reporting period in 2015/16 reflecting a 6% increase. Secondary fires involving refuse accounts for 159 of reported incidents with 44 of these incidents involving wheelie bins or outdoor structures. This is notably a financial loss for West Lothian Council. The five year trend analysis depicts a slight upward trajectory. The long term figures based upon Deliberate Fire Setting /10,000 population trendline is similar to other local authority areas across Scotland.

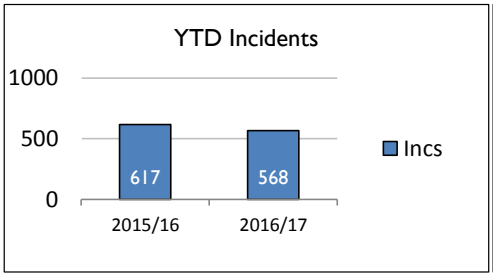
Reasons

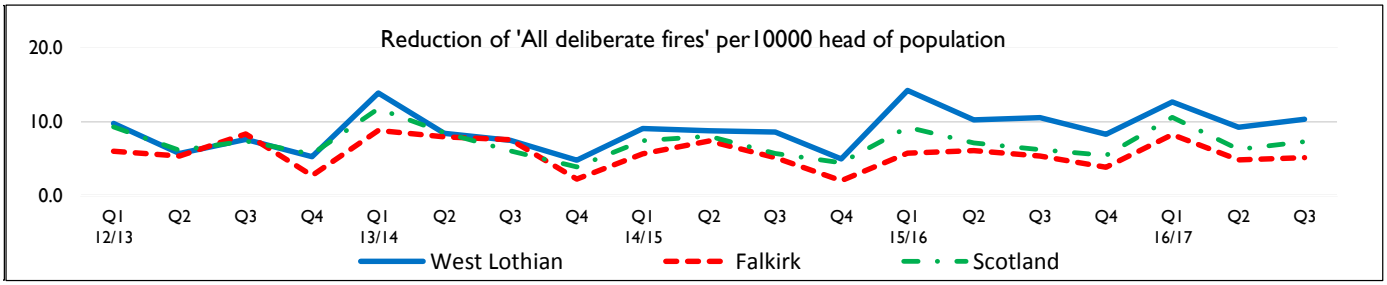
Data analysis shows deliberate fires account for 20% of the incidents attended by SFRS in this reporting period. Whilst wheelie bins contribute to secondary fires, other types of deliberate fire setting include grass, woodland and road vehicles, this is not unique to West Lothian and is replicated across Scotland, Evidence suggests that much of the Delibertate Fire activity can be associated with youths. Areas of note in relation to secondary fires/anti-social behaviour are East Livingston and East Calder, Livingston South, Livingston North wards.

Actions

SFRS use a range of local initiatives as part of our Thematic Action Plans throughout the year. Knowledge input to schools is key in reducing Deliberate Fire Setting and anti-social behaviour. A more targetted approach in areas of high activity should realise a reduction in this type of activity. Linking in with our partners on initiatives such as 'Pinpoint' will demonstrate a more targetted approach and we should start to see the benefits over the coming months. The introduction of the schools based officers from SFRS and Police Scotland should have a positive impact on this type of incident. See Appendix 2.







YTD ward ave. for West Lothian - 63	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Lothian	406	524	465	617	568	
Linlithgow	10	20	12	12	6	
Broxburn, Uphall and Winchburgh	21	20	45	104	56	
Livingston North	57	60	40	90	98	
Livingston South	52	101	110	94	99	
East Livingston and East Calder	54	82	80	88	80	
Fauldhouse and the Breich Valley	47	65	54	65	67	
Whitburn and Blackburn	44	64	53	74	46	
Bathgate	74	54	31	36	80	
Armadale and Blackridge	47	58	40	54	36	

Reduction of 'Non domestic fires'

Fires in Non-Domestic Property can have a detrimental effect on the built environment and the prosperity of the local area. Non-domestic fires are classed as fires which took place in buildings that are not domestic households. Reduction of Non Domestic Property contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_13 Number of deliberate fires per 10,000 population.

Results

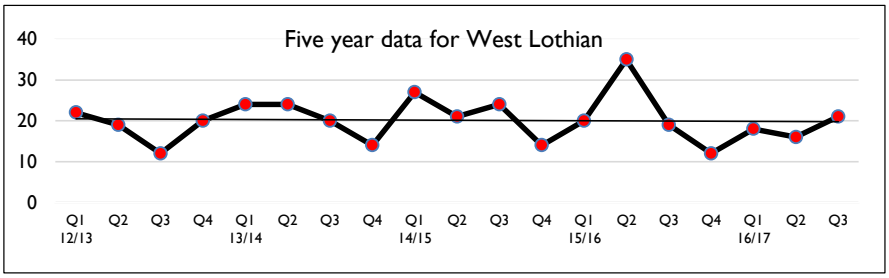
Our target is to reduce non domestic fires in West Lothian is 3% per year, which contributes to the SFRS target of continually reducing this category of fire. The SFRS attended 21 non domestic fire incidents compared to 19 in the same reporting period last year. This is a 9% increase. The long term trend over 5 years for fires in Non-Domestic Property /10,000 population in West Lothian is showing a slight decrease.

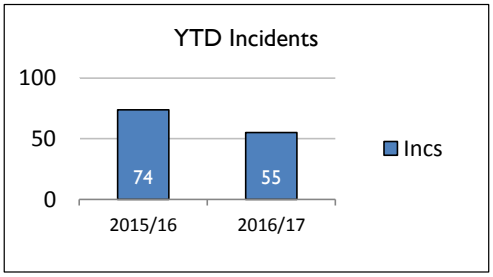
Reasons

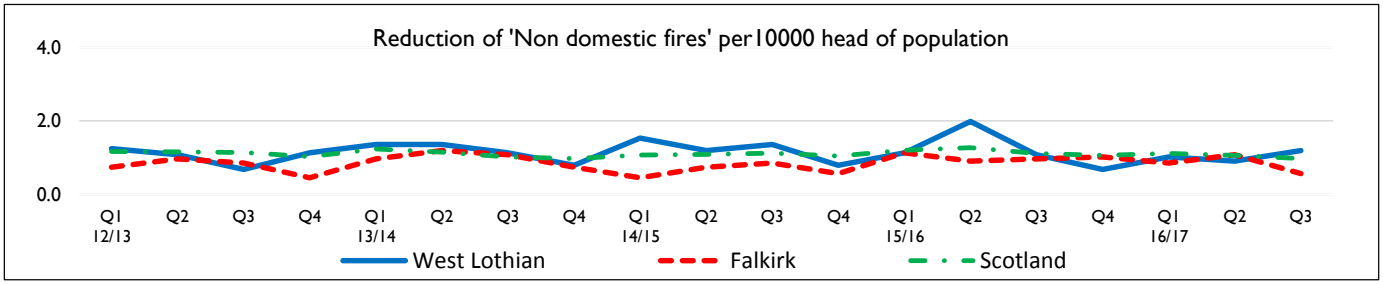
SFRS Fire Safety Enforcement Officers supported by local crews continue to provide education and advice to non domestic duty holders. SFRS also have an auditing process which ensures that relevant premises recognise their responsibilities in relation to the Fire (Scotland Act) 2005. It should be recognised that incidents involving garden sheds etc also contribute to the figures produced.Whilst it is difficult to educate every individual, SFRS provide information at every opportunity possible, at public events.

Actions

SFRS engagement with duty holders is assisting in reducing incidents of this type. SFRS have a three year rolling audit programme in place and also deliver thematic audits relating to trends across the UK. Appendix 3 provides further details on our prevention activities in relation to this priority.







YTD ward ave. for West Lothian - 6	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Lothian	53	68	68	69	50	
Linlithgow	0	9	4	2	5	
Broxburn, Uphall and Winchburgh	3	8	7	11	7	
Livingston North	5	3	4	7	2	
Livingston South	15	15	21	15	7	
East Livingston and East Calder	7	5	10	14	7	
Fauldhouse and the Breich Valley	15	10	6	4	5	
Whitburn and Blackburn	3	6	8	13	4	
Bathgate	2	7	8	3	13	
Armadale and Blackridge	3	5				

Reduction of 'Special Service Casualties - All'

Whilst much of this risk is outwith the control of SFRS, responding to Non-Fire Emergencies is a key part of our intervention activities. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area. Reduction of Casualties from Non-Fire Emergencies contributes to the West Lothian CPP Single Outcome Agreement, SOA1304_12 Number of People killed or seriously injured in road accidents.

Results

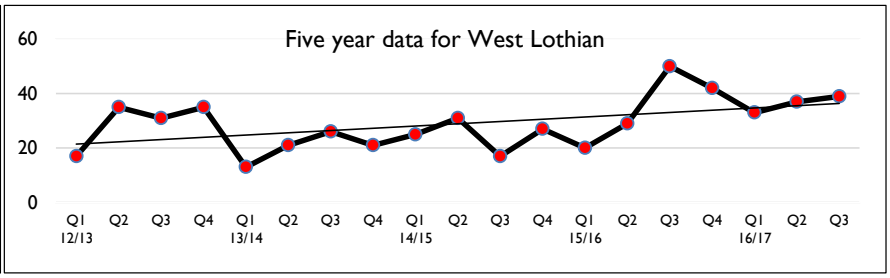
The aim was to reduce Casualties from Non-Fire Emergencies in West Lothian by 4% per year, however since that target was set SFRS has commenced a pilot 'Out of Hospital Cardiac Arrest ' (OHCA) initiative. The target is now proving difficult to achieve and will be reviewed in due course. It is likely that OHCA will progress from a pilot and become part of SFRS activity across Scotland. SFRS continues to work towards driving down casualties from RTC's and other special services. Of the 39 Special Service Casualties, 16 casualties were as a result of RTC's in this period compared to 19 in the comparable period in 2015/16 this is a reduction of 16%. It therefore follows that 23 casualties were OHCAs. The coming months should provide a baseline as SFRS will attend OHCA across Scotland.

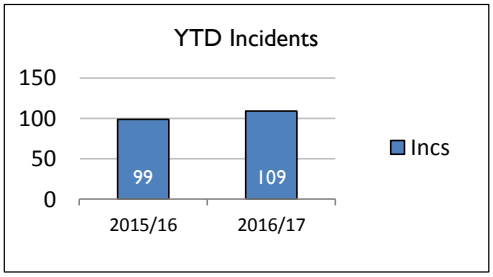
Reasons

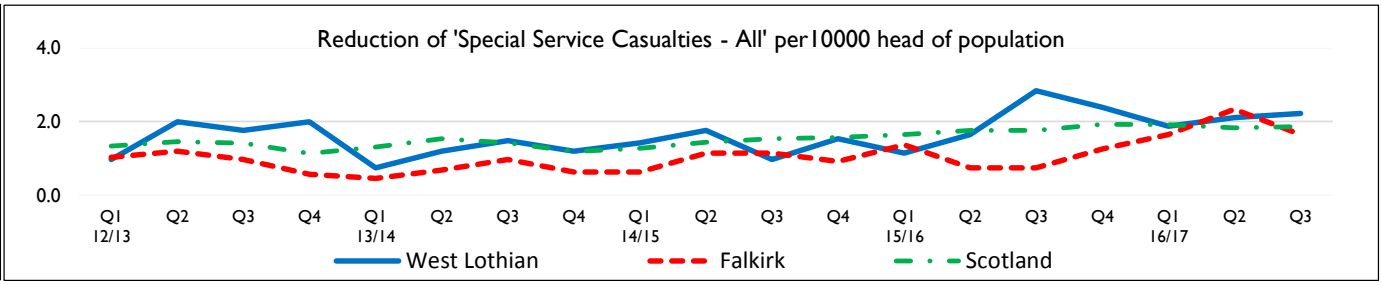
A proportion of Special Service(SS) casualties were as a result of Road Traffic Collisons (RTC). RTC casualties have decreased in this period and this may be as a result of education through West Drive and other road safety initiatives. Work is on-going in assessing the value of road safety intiatives currently being delivered. Other SS casualties are from incidents where SFRS have assisted police to gain entry for medical emergencies, where the SFRS have supported SAS in responding to medical emergencies and Out of Hospital Cardiac Arrests.

Actions

SFRS have intruduced a number of new intitiatives to assist in reducing RTC casualties. We shall engage with schools to offer knowledge input to new young drivers and enage with West Lothian College to do likewise. We shall also engage with Approved Driving Instructors across WL. A Biker Down intiative is proposed for spring 2017. Appendix 4 provides further details on our prevention activities in relation to this priority.







YTD ward ave. for West Lothian - 13	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Lothian	79	56	59	94	104	
Linlithgow	4	6	7	10	16	
Broxburn, Uphall and Winchburgh	12	4	5	12	8	
Livingston North	8	5	1	9	11	
Livingston South	6	5	7	4	6	
East Livingston and East Calder	18	11	6	19	11	
Fauldhouse and the Breich Valley	10	4	7	7	12	
Whitburn and Blackburn	6	9	17	19	20	
Bathgate	15	12	9	14	20	

Reduction of 'False Alarms - All'

False alarms include Unwanted Fire Alarm Signals (UFAS) which are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce Unwanted Fire Alarm Signals. We aim to reduce false alarms in West Lothian by 5% per year

Results

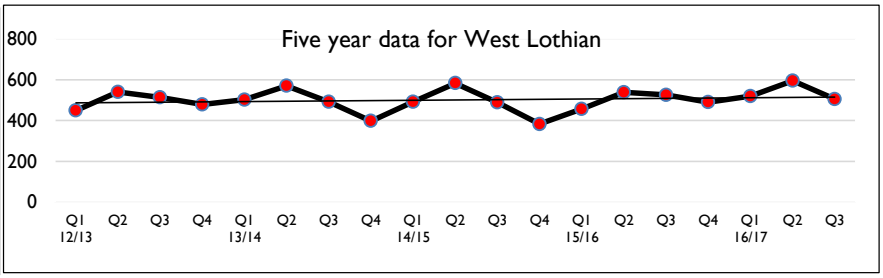
During Q3 2016/17, SFRS attended 554 false alarms compared to 526 in Q3 in 2015/16. This is a 5% increase. UFAS accounted for 328 incidents compared to last years Q3 figure of 279.This is a 17% increase. SFRS have increased engagement with a view to educating duty holders in relation to there responsibilities.This should prove successful in reducing this type of activity. Appendix 5 will provide greater detail in explaining this trend.

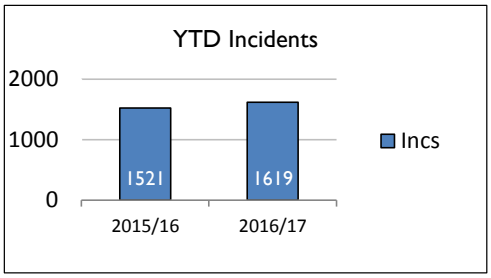
Reasons

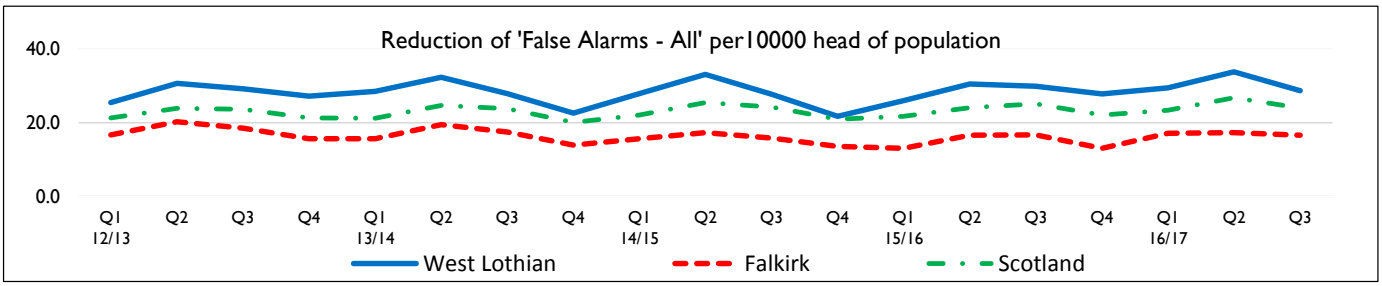
Common UFAS causes are: cooking, malicious or accidental activation of call points and faulty apparatus. There have been a large number of UFAS in commercial premises. This correlates with the premises type in this area and allows us to focus our efforts on reducing UFAS within WL overall. SFRS have analysed the trend and are engaging with duty holders. SFRS UFAS policy has been implemented appropriately and it is envisaged that this engagement will be reflected in a reduction in the coming quarters. Educational premises are responsible for a large number of UFAS incidents with industrial premises second.

Actions

SFRS continue to monitor UFAS incidents and work closely with duty holders to reduce further UFAS incidents. This includes discussing logistics and educating duty holders in achieving technical, procedural and management solutions in order to reduce future UFAS incidents. SFRS have also delivered knowledge input to Council Employees at the "Responsible Person Seminar" in Howden Centre. It is envisaged that this will have a positive impact in reducing UFAS over the coming months in WLC premises. SFRS have also met with partners in WL with a focus on reducing UFAS.







YTD ward ave. for West Lothian - 190	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Lothian	1415	1468	1493	1444	1516	
Linlithgow	78	95	84	93	110	
Broxburn, Uphall and Winchburgh	195	180	207	187	164	
Livingston North	168	145	161	137	167	
Livingston South	317	363	348	331	337	
East Livingston and East Calder	165	190	186	179	232	
Fauldhouse and the Breich Valley	121	130	116	119	121	
Whitburn and Blackburn	218	210	228	233	205	
Bathgate	153	155	163	165	180	

Appendices For WL Q3 2016/17

Appendix 1

Reduction of 'All accidental dwelling fires (ADFs)' & Reduction of 'All fire casualties (fatal & non-fatal incl. precautionary check ups)'

A primary activity related to improving the safety of our communities is delivering Home Safety Visits. Evidence identifies that dwelling fires occur more frequently in those premises that are occupied by the more vulnerable members of our community such as the elderly and those with substance and alcohol dependencies.

SFRS continue to deliver HSV and continue to develop Information Sharing Protocols with partners and increase the safety of residents with all agencies making appropriate referrals.

Home Fire Safety Programme visits completed (Year to date).

Year to Date Activity	Low	Medium	High	TOTAL
Total HFSVs	116	184	140	440

During this reporting period, SFRS continue to work with multi-agency partners including Social Work, Housing providers, Health etc in order to target those most vulnerable within our communities, by seeking referrals.

SFRS frontline staff submitted a number of ‘Adult Protection’ forms to our partners within the Social Work Department to ensure appropriate support is delivered.

SFRS are expanding the HSV within the guidance set out in the Safer Communities Programme. This will see a further transition towards Home Safety Checks with fire crews submitting referrals for ‘slips, trips and falls’ and ‘sensory impairment’. It is envisaged that whilst keeping vulnerable residents safe in their homes, it will reduce the likelihood of hospitalisation and ease the burden in the Health Sector.

The coming months will see an increase in knowledge input to partners in Housing Associations to identify vulnerable tenants.

Whilst we seek to reduce Dwelling Fires even further, it should be noted that the severity of fires is often restricted to item first ignited or room of origin.

Appendix 2

Reduction of 'All deliberate fires'

Tasking and Coordinating Group

During this reporting period SFRS along with multi-agency partners, continue to attend 'Tasking and Co-ordinating Group'. The primary focus is on addressing tactical level issues using information sharing, problem profiling and the implementation of measures to reduce both fire related and other anti-social behaviour issues. This process greatly assists with addressing areas of high operational demand and with the proactive targeting of those most vulnerable within our communities.

This group has already delivered improved outcomes. It is envisaged that the information received within the meetings will create profiles of individuals responsible for anti-social behaviour. This will allow diversionary activity and youth engagement through 'Cooldown' and 'Phoenix' programmes.

Collaborative work with partners also attracts referrals for Home Safety Visits for the more vulnerable within our communities. There are ongoing case studies with interventions being discussed at present. An example would be the hoarding issue with gas canisters in a WL domestic premises being addressed by partners.(details on request)

Youth Engagement

SFRS have developed a closer relationship with School Based Police Officers and will have a more targeted approach in dealing with secondary fires and anti-social behaviour in the coming weeks. SFRS Community Safety Advocates/Community Firefighters and Operational Firefighters, deliver an educational programme within schools to address any developing trends. The purpose of this is to deliver seasonal fire education with the focus on reducing fire related ASB and hoax calls. This will also reduce the financial impact on Local Authority Budgets and protects our built environment.

SFRS Crews pro-actively promoted local diversionary activities. This provided opportunities for our frontline crews to engage with youths and reduce ASB.

Information sharing within the Task and Co-ordinating Group and effective multi-agency partnership working is focussed on reducing deliberate fire setting and fire related anti-social behaviour. This included initiatives aimed at preventing fires within derelict properties and fires involving refuse and wheelie-bins.

Wilful fire raising in wheelie disposal bins remains a problem and is being addressed at Task and Co-ordinating Groups with partners. Guidance has been given to partners and cascaded to residents to be more vigilant and to give consideration when they place bins out for uplift and to retrieve them asap thereafter.

SFRS are working closely with Police Scotland School Based Officers with a more targeted approach to educating young people susceptible to anti-social behaviour.

The Cooldown and Phoenix programmes continue to assist our young people and will undergo a change of nomenclature. Moving forward, this youth engagement will be referred

to as Fireskills. The Phoenix will attract an educational award for young people as it has been recognised by Scottish Credits and Qualifications Framework and will be referred to as 'Fireskills' will be delivered nationally and West Lothian are well advanced in the delivery of this programme. This will enhance the employability of our young people as well as providing confidence and satisfaction.

Appendix 3

Reduction of 'All non-domestic fires'

Fire Safety Enforcement Activity

A Pre-Programmed Audit is an audit programmed at the commencement of the fiscal year, selected from premises held within the Service's database, based on a risk assessment as defined in the Service's Enforcement Framework.

A Non-Programmed Audit is an audit that can occur throughout the year. This type of audit would be undertaken as a result of the following: fire safety complaints, requests from partner agencies or joint initiatives with partners, following any fire within a relevant premise and the targeting of specific premises type in line with the Service's Enforcement Framework.

Our Programmed Audits remain on schedule for completion in 2016/17

FSEC Code	Premises Type	Number of premises in Local Authority area as of 31 March 2016	Number of premises subject to pre-planned audit 2016*	Number of premises audited 2016	% of Target Premises achieved YTD**
A	Hospital	6	6	5	83%
B	Care Home	45	45	40	88%
C	House of multiple occupation (HMO) Tenement	35	25	19	76%
E	Hostels	1	1	1	100%
F	Hotels	56	22	18	81%
H	Other sleeping accommodation	3	3	2	66%
J	Further Education	2	1	1	100%
K	Public Building	32	7	5	71%
L	Licenced Premises	307	10	9	90%
M	Schools	127	4	3	75%
N	Shops	1064	12	9	75%
P	Other premises open to public	167	6	5	83%
R	Factories & Warehouses	330	9	7	77%
S	Offices	635	2	1	50%
T	Other Workplace	52	0	0	0
	Total	**2862**	**153**	**119**	**78%**

*Pre-planned targets are only set for Hospitals, Care Homes, HMO's classed as 'high' risk or in line with licence renewals and other premises classed as 'high' or 'very high' risk.

**Where target is exceeded this is due to non-programmed auditing such as thematic auditing, fire safety complaints or post fire audits.

Enforcement/Prohibition Notices

One prohibition notices has been served this year within the WL area during this reporting period.

Thematic Auditing is being carried out in West Lothian based on trend analysis.

Appendix 4

Reduction of 'Special Service - casualties (fatal & non-fatal)'

SFRS will augment the delivery of Road safety input by West Drive. This will come in the form of offering tuition to young people on the hazards encountered on our roadways. We shall engage with High Schools and Colleges as well as ADI schools. This new initiative is in the early stages.

Appendix 5

Reduction of 'False Alarm - Equipment failure'

A reduction in UFAS incidents has a number of benefits namely, reducing road risk, reducing SFRS carbon footprint and increasing business continuity. UFAS incidents fall into a range of categories that include. Malicious, Failure of Equipment and Good Intent. SFRS have developed a UFAS Policy to ensure that persistent UFASs incidents within premises are addressed appropriately. Engagement with key holders is key to reducing SFRS attendance. We have programmed engagement sessions with duty holders and alarm providers to discuss solutions to UFASs. SFRS have a robust UFAS Policy and analyse trends and engage appropriately with Duty Holders of relevant premises.

We also deliver 'Cooksafe' to sheltered accommodation and partner agencies as appropriate. This reduces the likely hood of false alarms involving cooking.

Glossary

Primary Fire

Primary fires include all fires in non-derelict buildings and outdoor structures or any fires involving casualties or rescues or any fires attended by five or more appliances.

Secondary Fires

Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

Accidental Dwelling Fires

Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

Fire Fatality

A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

Fire Casualty

Non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel.

Deliberate Fire

Fires where deliberate ignition is suspected

Special Services

Special Services are non-fire incidents requiring the attendance of an appliance or officer. The Fire (Scotland) Act 2005 placed a statutory duty on FRS to attend fires and road traffic accidents. It also included an additional function order that covers non-fire incidents such as rescues from collapsed buildings or serious flooding

CPP

Community Planning Partnership.

SOA

Single Outcome Agreement.

Year to Date (YTD)

Year to date is calculated from 1st April on the reporting year

RTC

Road Traffic Collision

UFAS

Unwanted Fire Alarm Signals

Seasonal Community Safety Calendar

The seasonal calendar depicts a range of initiatives and activities that the SFRS and CPP partners will undertake throughout the year as part of our preventative strategies.

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

SCOTTISH FIRE RESCUE SERVICE REPORT - CHANGE OF WHOLETIME FIRE FIGHTER DUTY SYSTEM

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report advises Panel members of a change in Duty System, which comes into effect on the 17th of April 2017 that affects whole-time firefighters at Bathgate and Livingston Fire Stations.

This report also advises of a reduction in the total number of whole-time firefighters in the West Lothian area due to the introduction of the new Duty System.

B. RECOMMENDATION

That Panel Members are invited to note the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable; Focusing on our customers' needs; Making best use of our resources; and Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	None.
VI	**Resources - (Financial, Staffing and Property)**	None.
VII	**Consideration at PDSP**	N/A
VIII	**Consultations**	None.

D. Terms of Reference

Within the Scottish Fire and Rescue Service (SFRS) there are predominantly two legacy Fire and Rescue Service Duty Systems in operation, a 5 Watch Duty System operated in the West Service Delivery Area and a 4 Watch Duty System operated in the North and East Service Delivery Areas (West Lothian area is within the East Service Delivery Area).

With a view to harmonising working arrangements across the SFRS there is a desire to move to a single Duty System for whole-time firefighters.

As with all public sector organisations there is a requirement to work efficiently and effectively against a background of financial pressures, and there are financial efficiencies to be gained from moving to a single Duty System.

D1. Legacy Duty System

The current Duty System operated by whole-time firefighters in West Lothian is based on 2 dayshifts (10 hours) 2 nightshifts (14 hours) followed by 4 days free from duty. This Duty System is linked to an 8 week cycle of 4 rotating Watches providing 24/7/365 availability of SFRS resources. Staff numbers at Bathgate and Livingston Stations are based on a Resource Based Crewing Model that ensures sufficient staff area available to crew the appliances at all times.

In the case of Bathgate a minimum of 5 staff are required to be on duty at any given time to crew the main pumping appliance and the dedicated Water Rescue Unit (through “Dual Crewing” arrangements). To ensure 5 staff members are available at all times and to cover for annual leave, absence, training courses etc. 7 staff are required on a Watch. Therefore the total staff at Bathgate is 28, (7 per Watch x 4 Watches).

In the case of Livingston a minimum of 5 staff are required to be on duty at any given time to crew the main pumping appliance To ensure 5 staff members are available at all times and to cover for annual leave, absence, training courses etc., 7 staff are required on a Watch. Therefore the total staff at Livingston is 28 (7 per Watch x 4 Watches).

Note the Day Shift Duty System operating at Livingston has been excluded from the staff numbers as this shift system is a stand-alone system.

The total whole-time firefighter numbers that are required to support a 4 Watch Duty System at Bathgate and Livingston Fire Stations is 56.

D2. New Duty System

The new Duty System operated by whole-time firefighters in the West Service Delivery Area and which will be rolled out to all areas in Scotland is still based on 2 dayshifts (10 hours) 2 nightshifts (14 hours) followed by 4 days free from duty. However, this Duty System is inked to a 7 week cycle of 5 rotating Watches providing 24/7/365 availability of SFRS resources.

Under a 5 Watch duty system a Watch only requires the compliment required to crew the appliance and additional staff numbers required to cater for leave, absence and training courses are no longer required. Through the use of a principle of annualised hours, where staff have additional hours (accrued into shift periods) that they are not rostered to work, it is possible to maintain 24/7/365 availability of SFRS resources, in the event of absence or training courses through calling in staff to attend work to cover staffing shortfalls.

In the case of Bathgate 5 staff are required to crew the main pumping appliance and the dedicated Water Rescue Unit (through “Dual Crewing” arrangements). Therefore the total staff at Bathgate is 25 (5 per Watch x 5 Watches). A “buffer” of 5 firefighters has been allocated to Bathgate Fire Station to allow a smooth transition to the Duty System, therefore as a medium term transition arrangement the staffing total staffing levels at Bathgate will be 30.

In the case of Livingston 5 staff are required to crew the main pumping appliance. Therefore the total staff at Livingston is 25 (5 per Watch x 5 Watches).

The total whole-time firefighter numbers that are required to support a 5 Watch Duty System is 50 which are 6 less than the 4 Watch Duty System.

Transitional arrangements of a buffer of 5 staff members indicates the reduction goes down to 1, however the longevity of these arrangements will be considered after a review of the implementation of the new Duty System is undertaken by SFRS.

E. CONCLUSION

The introduction of a 5 Watch Duty System within the West Lothian area demonstrates a commitment on behalf of SFRS to secure efficiencies whilst maintaining service delivery.

F. BACKGROUND REFERENCES

Scottish Fire Rescue Services Strategic Plan 2016-2019.

Appendices: One.

Contact Person:

Alistair Shaw Head of Housing Customer and Building Services

Date of Meeting: 11th April 2017

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report to:

West Lothian Council Services for Communities Policy Development and Scrutiny Panel

SUBJECT: CHANGE OF WHOLETIME FIRE FIGHTER DUTY SYSTEM

1. INTRODUCTION

1.1 This report advises members of the West Lothian Council Services for Communities Policy Development and Scrutiny Panel (PDSP) of a change in Duty System, which comes into effect on the 17th of April 2017, that affects whole-time firefighters at Bathgate and Livingston Fire Stations.

1.2 This report also advises the PDSP of a reduction in the total number of whole-time firefighters in the West Lothian area due to the introduction of the new Duty System.

2. BACKGROUND

2.1 Within the Scottish Fire and Rescue Service (SFRS) there are predominantly two legacy Fire and Rescue Service Duty Systems in operation, a 5 Watch Duty System operated in the West Service Delivery Area and a 4 Watch Duty System operated in the North and East Service Delivery Areas (West Lothian area is within the East Service Delivery Area).

2.2 With a view to harmonising working arrangements across the SFRS there is a desire to move to a single Duty System for whole-time firefighters.

2.3 As with all public sector organisations there is a requirement to work efficiently and effectively against a background of financial pressures, and there are financial efficiencies to be gained from moving to a single Duty System.

3. Legacy Duty System

3.1 The current Duty System operated by whole-time firefighters in West Lothian is based on 2 dayshifts (10 hours) 2 nightshifts (14 hours) followed by 4 days free from duty. This Duty System is inked to a 8 week cycle of 4 rotating Watches providing 24/7/365 availability of SFRS resources.

3.2 Staff numbers at Bathgate and Livingston Stations are based on a Resource Based Crewing Model that ensures sufficient staff area available to crew the appliances at all times.

3.3 In the case of Bathgate a minimum of 5 staff are required to be on duty at any given time to crew the main pumping appliance and the dedicated Water Rescue Unit (through "Dual Crewing" arrangements). To ensure 5 staff members are available at all times and to cover for annual leave, absence, training courses etc, 7 staff are required on a Watch. Therefore the total staff at Bathgate is 28, (7 per Watch x 4 Watches).

3.4 In the case of Livingston a minimum of 5 staff are required to be on duty at any given time to crew the main pumping appliance To ensure 5 staff members are available at all times and to cover for annual leave, absence, training courses etc, 7 staff are required on a Watch. Therefore the total staff at Livingston is 28 (7 per Watch x 4 Watches).

Note the Day Shift Duty System operating at Livingston has been excluded from the staff numbers as this shift system is a stand-alone system.

3.5 The total whole-time firefighter numbers that are required to support a 4 Watch Duty System at Bathgate and Livingston Fire Stations is 56.

4. New Duty System

4.1 The new Duty System operated by whole-time firefighters in the West Service Delivery Area and which will be rolled out to all areas in Scotland is still based on 2 dayshifts (10 hours) 2 nightshifts (14 hours) followed by 4 days free from duty. However, this Duty System is inked to a 7 week cycle of 5 rotating Watches providing 24/7/365 availability of SFRS resources.

4.2 Under a 5 Watch duty system a Watch only requires the compliment required to crew the appliance and additional staff numbers required to cater for leave, absence and training courses are no longer required. Through the use of a principle of annualised hours, where staff have additional hours (accrued into

shift periods) that they are not rostered to work, it is possible to maintain 24/7/365 availability of SFRS resources, in the event of absence or training courses through calling in staff to attend work to cover staffing shortfalls.

4.3 In the case of Bathgate 5 staff are required to crew the main pumping appliance and the dedicated Water Rescue Unit (through "Dual Crewing" arrangements). Therefore the total staff at Bathgate is 25 (5 per Watch x 5 Watches). A "buffer" of 5 firefighters have been allocated to Bathgate Fire Station to allow a smooth transition to the Duty System, therefore as a medium term transition arrangement the staffing total staffing levels at Bathgate will be 30.

4.4 In the case of Livingston 5 staff are required to crew the main pumping appliance. Therefore the total staff at Livingston is 25 (5 per Watch x 5 Watches).

4.5 The total whole-time firefighter numbers that are required to support a 5 Watch Duty System is 50 which is 6 less than the 4 Watch Duty System.

4.6 Transitional arrangements of a buffer of 5 staff members indicates the reduction goes down to 1, however the longevity of these arrangements will be considered after a review of the implementation of the new Duty System is undertaken by SFRS.

5. CONCLUSION

5.1 The introduction of a 5 Watch Duty System within the West Lothian area demonstrates a commitment on behalf of SFRS to secure efficiencies whilst maintaining service delivery.

6. RECOMMENDATION

6.1 West Lothian Council Services for Communities Policy Development and Scrutiny Panel is invited to:

- Consider and make any comment in relation to this report.

Gary Laing

Local Senior Officer
Falkirk and West Lothian
April 2017

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

SCOTTISH FIRE RESCUE SERVICE – IMPLEMENTATION OF THE SCOTTISH FIRE AND RESCUE SERVICE SPECIAL EQUIPMENT REVIEW AT BATHGATE FIRE STATION

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report provides Panel members with an update on the implementation of the Scottish Fire and Rescue Service Special Equipment Review in relation to the resources based at Bathgate Fire Station

B. RECOMMENDATION

Panel Members to note the report.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable; Focusing on our customers' needs; Making best use of our resources; and Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	None.
VI	**Resources - (Financial, Staffing and Property)**	None.
VII	**Consideration at PDSP**	N/A
VIII	**Consultations**	None.

D. TERMS OF REPORT

In December 2013 the Local Senior Officer for Falkirk and West Lothian presented a report to the Panel that outlined some changes to resources and assets based in the West Lothian area which were planned to be undertaken through implementation of the SFRS Service Special Equipment Review**.**

The Service Special Equipment Review indicated that the Incident Support Unit based at Bathgate would be replaced by a dedicated water rescue vehicle and boat permanently mounted on a trailer.

This report provides an update on the change to resources based at Bathgate Fire Station.

On the 8th of March 2017 the dedicated water rescue vehicle, boat and trailer entered into operational use at Bathgate Fire Station. A photograph of the resource is attached to Appendix 3 of this report.

To facilitate the move to operational readiness a significant amount of forward planning and implementation activity was required which included;

- Procuring a new vehicle and ancillary equipment through a SFRS national procurement process,
- Training staff to ensure they are competent in the use on the new vehicle and equipment,
- Transitioning from the availability of one type of resource to another (Incident Support Unit to dedicated Water Rescue Unit,
- Decommissioning the Incident Support Unit.

E. CONCLUSION

Having a dedicated Water Rescue Unit based at Bathgate Fire Station assists in supporting the SFRS strategic objectives and West Lothian Local Fire Plan priorities of;

- More equitable access to specialist resources throughout Scotland,
- Standardisation of resources and equipment across Scotland,
- Having a dedicated resource based in West Lothian that meets an anticipated increase in local risk in terms of increased localised flooding through climate change,
- Having a dedicated resource based in West Lothian that can be rapidly deployed to deal with localised flooding/water related rescues.

F. BACKGROUND REFERENCES

Services for the Community Police Development Scrutiny Panel – December 2013.

Appendices: Two

Contact Person: Alistair Shaw Head of Housing Customer and Building Service

Date of Meeting: 11th April 2017

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report to:

West Lothian Council Services for Communities Policy Development and Scrutiny Panel

SUBJECT: IMPLEMENTATION OF THE SCOTTISH FIRE AND RESCUE SERVICE SPECIAL EQUIPMENT REVIEW AT BATHGATE FIRE STATION.

1. INTRODUCTION

1.1 This report provides members of the West Lothian Council Services for Communities Policy Development and Scrutiny Panel (PDSP) with an update on the implementation of the Scottish Fire and Rescue Service Special Equipment Review in relation to the resources based at Bathgate Fire Station.

2. BACKGROUND

2.1 In December 2013 the Local Senior Officer for Falkirk and West Lothian presented a report to the PDSP that outlined some changes to resources and assets based in the West Lothian area which were planned to be undertaken through implementation of the SFRS Service Special Equipment Review.

2.2 The Service Special Equipment Review indicated that the Incident Support Unit based at Bathgate would be replaced by a dedicated water rescue vehicle and boat permanently mounted on a trailer.

2.3 This report provides an update on the change to resources based at Bathgate Fire Station.

3. Update

3.1 On the 8th of March 2017 the dedicated water rescue vehicle, boat and trailer entered into operational use at Bathgate Fire Station. A photograph of the resource is attached to Appendix I of this report.

3.2 To facilitate the move to operational readiness a significant amount of forward planning and implementation activity was required which included;

- Procuring a new vehicle and ancillary equipment through a SFRS national procurement process,
- Training staff to ensure they are competent in the use on the new vehicle and equipment,
- Transitioning from the availability of one type of resource to another (Incident Support Unit to dedicated Water Rescue Unit,
- Decommissioning the Incident Support Unit.

3.3 Having a dedicated Water Rescue Unit based at Bathgate Fire Station assists in supporting the SFRS strategic objectives and West Lothian Local Fire Plan priorities of;

- More equitable access to specialist resources throughout Scotland,
- Standardisation of resources and equipment across Scotland,
- Having a dedicated resource based in West Lothian that meets an anticipated increase in local risk in terms of increased localised flooding through climate change,
- Having a dedicated resource based in West Lothian that can be rapidly deployed to deal with localised flooding/water related rescues.

4. RECOMMENDATION

4.1 West Lothian Council Services for Communities Policy Development and Scrutiny Panel is invited to:

- Consider and make any comment in relation to this report.

Gary Laing

Local Senior Officer

Falkirk and West Lothian

April 2017

Appendix I

Photograph 1 of new dedicated Water Rescue Resource based at Bathgate Fire Station. Photos 2 & 3 Training exercise with Linlithgow Union Canal Society.

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT SCRUTINY PANEL

2026 SERVING A CHANGING SCOTLAND - 10 YEAR STRATEGY FOR POLICING - CONSULTATION

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

To inform Panel Members of the Police Scotland and Scottish Police Authority (SPA) consultation with Local Authorities on 2026 Serving a Changing Scotland - 10 year Strategy for Policing. The consultation will close on 29th May 2017.

B. RECOMMENDATION

Panel members are asked to consider the proposed response to the Police Scotland and the Scottish Police Authority (SPA), and refer the response to the Council Executive.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs; Being honest, open and accountable; Making best use of our resources; Working in partnership; and Providing equality of opportunity.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The Antisocial Behaviour etc (Scotland) Act 2004. Police Reform and Social Responsibility Act 2011.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	SOA1304_34 (Number of active ASB cases). SOA1304_01-11 (Police PIs).
V	**Relevance to Single Outcome Agreement**	Governance of Police outcomes.
VI	**Resources - (Financial, Staffing and Property)**	Antisocial Behaviour funding, Scottish Government and Community Safety Funding.
VII	**Consideration at PDSP**	For consideration of returning Appendix A from

	West Lothian Council in response to the Consultation.
VIII Other consultations	Police Scotland and SPA consulting with all Scottish Local Authorities.

D. TERMS OF REPORT

This report highlights the Police Scotland and Scottish Police Authority consultation with Local Authorities on Police Scotland's 10 Year Strategy for Policing and the questionnaire 'Feedback Form' to be returned is attached as appendix 1.

D1 The formation of Police Scotland in 2013 changed the way in which the police delivered their service across Scotland and we experienced these changes of service delivery within our communities across West Lothian.

The 10 year strategy for Policing in Scotland highlights the results of an evaluation of current service delivery, the demands placed upon the police and the resources available to meet those demands. The result of this evaluation showed a need for the police to evolve their service radically in order to maintain a high standard of delivery for the next 10 years.

D2 The 10 year strategy explains why Police Scotland must urgently make further changes and transform from the current model to one that will better support the quality of service provided whilst ensuring that there is sufficient capacity to maintain the delivery of service and improve on outcomes for the safety and wellbeing of communities.

D3 The 7 Policing priorities consisting of Localism, Inclusion, Prevention, Response, Collaborative Working, Accountability and Adaptability will be at the core of the delivery by Police Scotland. They will work to these priorities whilst focusing their strengths around 5 new strategic areas that have been identified as being; Protection, Prevention, Communities, Knowledge and Innovation.

D4 Whilst focusing on these new areas, Police Scotland aim to deliver their visions of sustained excellence in service and protection and will achieve this by their newly identified 6 strategic objectives, namely;

1. Improving public contact, engagement and service
2. Strengthen effective partnerships
3. Empower, enable and develop their people
4. Invest in their use of information and technology
5. Enhance cyber and forensic capabilities
6. Transform corporate support services

D5 The delivery of this strategy will enable the following changes to take place:

- Enable Police Scotland to invest in new ways of public contact, detecting crime, protecting vulnerable people, responding to incidents, resolution and demand management based on threat, risk and harm
- Modernise their prevention driven approach to traditional policing methods whilst maintaining their focus on early intervention, early resolution and diversion, reducing inequalities and improving life chances by investing in enabling technology.
- Strengthen their approaches to community engagement and participation by providing services and information that will enable them to build on resilience. This will enable communities to become collectively stronger in supporting Police Scotland in achieving cohesive, safe and sustainable environments with respect and support for one another.
- Share knowledge with partners and the government and with the public, develop effective and efficient services that will meet the public's needs.
- Establish a capability to provide a commitment to continued partnership working, design new services and make improvements and use analytical evidence to highlight any new trends developing in the communities.

D6 The implementation of the 10 year strategy will enable Police Scotland to transform and reshape their corporate support and will prioritise their budget on frontline policing activities. They will look to benefit from economies of scale by joining up services with other public sector agencies in order to pool capacity and spending power. The transformational plan will generate more policing hours that are more productive for officers by freeing them from administrative duties. It has been recognised that these changes and improvements along with further introduced efficiencies and new technology will be key to achieving a financially sustainable position by the end of 2019/20 without reducing the operational capability or capacity of service delivery.

E. CONCLUSION

This report informs Panel Members of the attached 'Feedback Form' relating to the Police Scotland / Scottish Police Authority (SPA) consultation with Local Authorities on Police Scotland's 10 Year Strategy for Policing.

F. BACKGROUND REFERENCES

- Joint Letter: "Serving a Changing Scotland" - Our 10 year Strategy for Policing
- Link to the 10 year Strategy for Policing in Scotland: https://consult.scotland.police.uk/consultation/2026/user_uploads/policing-2026-strategy-for-consultation.pdf

- Appendices/Attachments: Appendix 1 – 10 Year Strategy for Policing feedback form

Contact Person:

Alison Smith, Customer Services Manager, Housing, Customer and Building Services
01506 281367 Alison.Smith@westlothian.gcsx.gov.uk

Alistair Shaw, Head of Housing, Customer and Building Services

Date of meeting: 11th April 2017

Appendix 1

The 10 Year Strategy for Policing consultation seeks responses to the following questions:-

1. Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?

   Yes

   We would welcome any view you have.
   The 10 year strategy highlights the likely change on policing demands with a large increase in cyber-crime expected. The horizon scanning appears to be realistic when planning ahead for the risks and issues we are likely to face in the future.

   However, with the increase in population, the number of people living at home longer, the rise in mental health issues, domestic abuse incidents and the number of vulnerable people living in our communities along with the reduction in police workforce size, it is difficult to understand how Police Scotland can maintain the level of response to the public in order to effectively deliver the police response that meets the diverse needs in the communities.

   The details of this 10 year strategy we would expect to be within the 3 year plan.

2. Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?
   1. Protection
   2. Prevention
   3. Communities
   4. Knowledge
   5. Innovation

   Strongly agree
   Mostly agree
   Not sure
   Mostly disagree
   Strongly disagree

   Please tell us why you think these are the right or wrong areas of focus?

   Extra information

Whilst the areas of focus appear to be appropriate for the change in need across our communities, whether the focus is correct or otherwise will very much depend on the delivery and outcomes achieved.

What has not been explained is how Police Scotland intend to:

- ***Further develop prevention driven approaches to address community problems***
- ***Embrace a decision making model based on threat, harm and risk to identify priorities for individuals and communities, especially since it is a 'key foundation of this strategy'***
- ***Ensure resources can focus on providing preventative support on high-impact issues, whilst delivering day to day response***
- ***Enable and encourage communities and individuals to build resilience***
- ***Support communities to be safe, cohesive and sustainable places***
- ***Provide services and information to allow individuals and communities to increase their resilience***

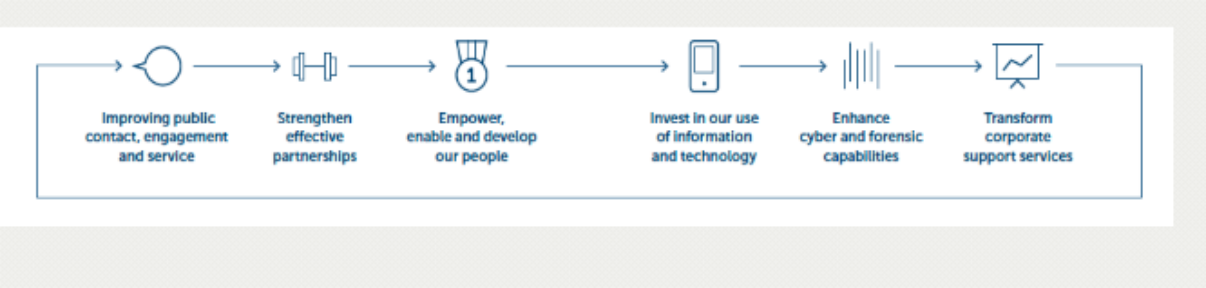
We would hope that this detail would be included in the 3 year plan.

3. Do you agree the methods proposed within this strategy are the right ones to deliver an improved policing service?

   Strongly agree
   Mostly agree
   Not sure
   Mostly disagree
   Strongly disagree

   Tell us why you think this is the right or wrong approach?

   Extra information:



Whilst the methods proposed within this strategy are the right ones to deliver an improved policing service is correct or otherwise will very much depend on the delivery and outcomes achieved.
What has not been explained is how Police Scotland intend to:

- ***Create new ways of engagement***
- ***Create a deployment model that reflects demand and need, especially since this will be 'critical'***
- ***Backfill the current duties non-operational police carry out (and at what cost) when the change takes place to ensure that all police officers will perform operational roles***
- ***Deploy the workforce more flexibly due to enhanced mobility***
- ***Prioritise resources to attend the issues identified as being high threat and risk incidents, whilst balancing this with the need to attend lower level crime and incidents***
- ***Further pool assets and infrastructure***
- ***Carry out a contribution-based systems of recognition and reward and how this impacts on service delivery***
- ***Provide explanatory information on how feasible the proposed change in technology will be, the availability and the costs to provide this***

We would hope that this detail would be included in the 3 year plan.

4. The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of Police performance. Do you agree with this approach?

   Strongly agree
   Mostly agree
   Not sure
   Mostly disagree
   Strongly disagree

   We would welcome any view you have.

The public's response will be a good way to obtain a key measure of success and effectiveness of Police performance, along with feedback from other partners and agencies and monitoring crime / incident statistics and other partner's information and data. e.g. health data, SW referrals, domestic abuse incidents and drug and alcohol data.

5. The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focussed on having the right skills and capacity to meet future challenges. Do you agree with this approach?

   Strongly agree
   Mostly agree
   Not sure
   Mostly disagree
   Strongly disagree

   We would welcome any view you have.

Officers require all the appropriate training to operate their equipment required for their job. It will be necessary that they are appropriately skilled to deliver what is expected of them to the standard expected of them, both in terms of the workplace and the communities in receipt of their assistance. Capacity is equally essential.

6. Is the strategy presented in a clear and understandable way?

   Yes
   No

   We would welcome any views you have.

   More explanation on how Police Scotland intend to carry out what has been stated would be preferable and we anticipate that the detyail will be included in the 3yr plan.

7. We would welcome any additional views you have on our strategy and how it will affect you, or any other person.

   We would welcome any views you have.

   The new strategy could have an enormous impact on how communities are served in the next 10 years and how the Police Service works in collaboration with other services. Having sufficient resources to meet demand will always be one of the main concerns.

   The strategy makes no reference to the deployment of resources across Police Scotland police divisions. The Council would expect to see a commitment to an open, transparent review of resources down to a local authority level as part of implementation of the strategy.

8. What is your name?

   West Lothian Council

9. What is your e-mail address?
   Alistair.shaw@westlothian.gov.uk
   Entering your e-mail address allows you to edit your consultation at any time until you submit it. You will also receive an acknowledgement email when you complete the consultation.

10. Are you responding as an individual or an organisation?

    I am answering as an Individual
    I am answering on behalf of an organisation

    Organisation Name: ***West Lothian Council***

11. What is your postcode?

    Postcode: ***EH54 6FF***

12. Police Scotland would like your permission to publish your consultation response. Please indicate your publishing preference:

    Yes – Publish my responses, including my name and my organisation name.
    Yes – Publish my responses. Do not include my name.
    No – Do not publish my re4sponses.

    Info for Organisations:
    The option '*Publish response only (without name)'* refers only to your name, not your organisation's name. If this option is selected, the organisation name will still be published.

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

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

    Yes
    No

14. How have you found completing this consultation?

    It was very simple and easy
    Some of the questions were hard to complete
    I found the whole consultation hard to complete

    Do you have any comments you wish to make about the consultation process?
    No.

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY AND DEVELOPMENT SCRUTINY PANEL

SCRUTINY OF POLICE SCOTLAND PERFORMANCE IN WEST LOTHIAN

REPORT BY HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

A. PURPOSE OF REPORT

This report is to update Panel Members on the Performance of Police Scotland in West Lothian for the period 1st October 2016 –31st December 2016.

B. RECOMMENDATION

Panel members are asked to note the contents of the report covering the period 1st October 2016 to 31st December 2016.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Being honest, open and accountable; Focusing on our customers' needs ; Making best use of our resources; and Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The production and Council approval of the Local Police and Local Fire and Rescue Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.
III	**Implications for Scheme of Delegations to Officers**	None at this stage.
IV	**Impact on performance and performance Indicators**	There is no direct impact however this report is part of the agreed process for strategic performance reporting.
V	**Relevance to Single Outcome Agreement**	This report will have a positive impact on the following SOA indicators: We live in resilient, cohesive and safe communities. People most at risk are protected and supported to achieve improved life changes.
VI	**Resources – (Financial, Staffing and Property**	The council contributes to directly and in partnership to the delivery of the plan.
VII	**Consideration at PDSP**	N/A
VIII	**Consultations**	Council Executive, Community Planning Partners, Elected Members.

D. TERMS OF REPORT

Police Scotland Strategic Plan sets out the local Policing priorities and objectives for West Lothian and is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.

Council Executive has agreed that the monitoring of performance against the plans will be reported and considered on a quarterly basis by the Services for Community Policy Development and Scrutiny Panel. This report covers the period from 1 October 2016 – 31 December 2016.

E. CONCLUSION

This report provides an update on the performance to enable panel members to scrutinise the work of Police Scotland in West Lothian.

F. BACKGROUND REFERENCES

Appendix : 1

G. Contact Person:

Alistair Shaw, Head of Housing Customer and Building Services

Date of meeting: 11th April 2017

Scrutiny Report 1st October 2016 - 31st December 2016

West Lothian

The data provided in this report is for information purposes to allow Partnership Members to conduct their scrutiny responsibilities.
There may be minor amendments between the information in this report and the final statistics – for example: due to delayed reporting or recording of crimes, road crashes or incidents. It would not therefore be accurate or appropriate to refer to, quote or use the data in this report as official statistics. The extraction date between local authority level and ward level can differ so data can be similar but in many occasions may not match.
All data in the report is to indicate trend only as the figures are dynamic in nature and will change over time

TABLE OF CONTENTS

Page 3 - West Lothian Priorities

Page 4 - Priority 1 - Domestic Abuse

Page 6 - Priority 2 - Anti-social Behaviour

Page 8 - Priority 3 - Violent Crime

Page 10 - Priority 4 - Tackling Substance Misuse

Page 12 - Priority 5 - Making Our Roads Safer

Page 20 - Priority 6 - Tackling Serious & Organised Crime

Page 22 - Priority 7 - Drug Supply

Page 24 - Priority 8 - Tackling Acquisitive Crime

Page 28 - Public Confidence

WEST LOTHIAN PRIORITIES

Protecting People

Reducing Anti-social Behaviour

Reducing Violence

Tackling Substance Misuse

Making our Roads Safer

Priority 1 - Domestic Abuse:

Increase detection rates for crimes of Domestic Abuse
Note - End of year figure 2015/16 = 80.4%

Current situation

The detection rate for domestic abuse crimes is currently 77.1%. This figure is a decrease of 0.7% on the rate at this time last year which was 77.8%. Overall, incidents of domestic abuse are at exactly the same level as last year with 1663 reported for the period for both years. Within West Lothian we continue to identify high risk domestic abuse cases and utilise specialist officers and a partnership approach to investigate and to provide safety plans in respect of both female and male victims. In addition, the MATAC process, which identifies and aims to tackle the conduct of serious or serial offenders, continues to be implemented.

Reasons

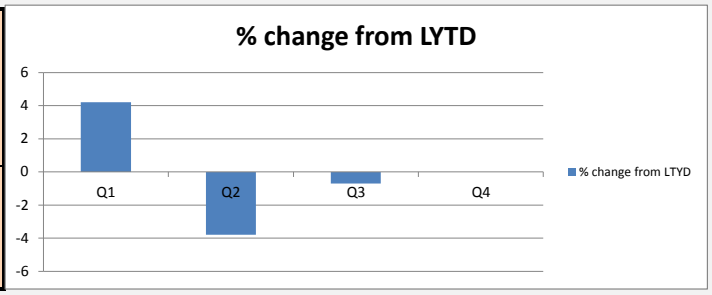
Whilst continuing to seek an overall reduction in reports, it is believed that the static figures also encapsulates an increase in public confidence in the police and partner agency response. The detection rate for domestic abuse remains high with a 77.1% detection rate. There has also been a reduction in domestic bail offences which displays the robust processes in place regarding the impact of breaching bail conditions is showing positive results. The collation of evidence in relation to non-recent and multiple victim crimes is also believed to be a positive factor.

What are we doing

An internal Divisional review of the local MARAC process took place within West Lothian, with particular emphasis on administration, research, management of immediate risk and Monthly meeting volume and capacity. It was considered that the current process presented challenges of risk management, capacity and resilience 'immediate' risk is now addressed through 'immediate conversations' between interested, influential and affected partner agencies. Information gleaned from relevant and focused research is now accurately and quickly shared leading to agreed decisions and immediate action. This format which ordinarily occurs almost every day often takes the form of telephone or e-mail conversations and satisfies the commitment for multi-agency engagement, information sharing and action planning.

Indicator - Domestic Detection rate within West Lothian - YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
75.3%	77.1%	77.8%	down 0.7%	N/A



Priority 2 -Anti-social behaviour:

Reduce the number of Anti-social behaviour incidents
Note - End of year figure 2015/16 = 10758

Current situation

Overall, ASB in West Lothian has seen a 5% increase this year compared to last year. The Wards experiencing an increase are Bathgate, Linlithgow, Livingston North and South and Broxburn, Uphall And Winchburgh. There have been 402 more incidents than last year. The nature of these incidents varies from noise and other issues within domestic properties to vandalism, youth disorder and public space disturbances. Longer term, the total is down 11.4% against the 5-year average.

Reasons

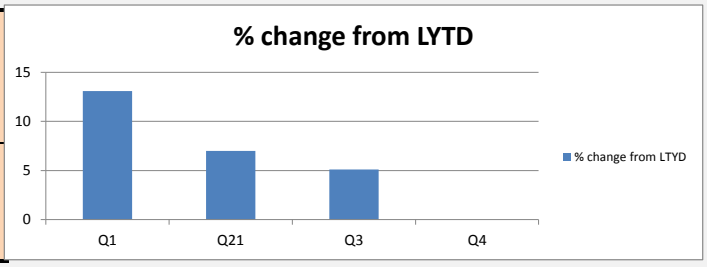
Problematic areas across West Lothian have been identified and centre around Almondvale and Carmondean in Livingston with an upturn in youth disorder in Livingston North seen before Christmas. Antisocial behaviour plans have focussed on key areas in West Lothian with a focus on disruption and longer term prevention. Partner engagement with Almondvale Centre Security Staff have identified a number of youths involved in this behaviour and intervention visits have taken place. The main instigators regarding disorder in Carmondean, in particular at Morrisons have been identified and robust interventions by both police and youth justice partners have led to a sharp reduction in calls. A similar problem in Fauldhouse resulted in several youths being warned by partnership resources regarding low level disorder. This has also resulted in a reduction in calls in this area.

What are we doing

Across West Lothian a focus is maintained on key problematic areas that are identified by the daily partnership tasking process. Priority issues are them brought to the Monthly Tasking Group where executive action is agreed. Community Policing Officers and Community Action Teams continue to target identified hotspot areas and joint working with West Lothian Council Safer Neighbourhood Officers has increased in recent months. Joint intervention visits to know ASB perpetrators and victims has meant issues are addressed swiftly with reassurance given to victims and ASB warnings issued to perpetrators. Direct liaison with youth justice services has also led to a more coordinated approach in dealing with youth offenders. We are also undertaking a review of processes with partners with a focus on our young people including High Tariff missing children and repeat offenders to ensure the best possible possible interventions, education and support are in place.

Indicator - Levels of ASB incidents within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
21817	8278	7876	up 5%	down 11.4%



West Lothian Wards 1st Apr - 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	385	343	12%
Broxburn, Uphall and Winchburgh	954	822	16%
Livingston North	833	790	5%
Livingston South	1337	1137	18%
East Livingston and East Calder	912	936	-3%
Fauldhouse and the Breich Valley	689	742	-7%
Whitburn and Blackburn	1168	1186	-2%
Bathgate	1242	1097	13%
Armadale and Blackridge	758	823	-8%

Priority 3 - Violent Crime:

Reduce the level of Violent Crime

Note - End of year figure 2015/16 = 211 crimes

Current situation

The level of violent crime has increased by 18.7% YTD (31 additional crimes). Detections for serious assaults remains high at 78.7% whilst the robbery detection rate (79.4%) has increased during the last quarter but is still down compared to last year. There has been an increase in the number of crimes recorded as a serious assault with 20 extra crimes compared to last year albeit no patterns or repeat nominals have been identified. There have also been 4 more attempted murder charges compared to last year.

Reasons

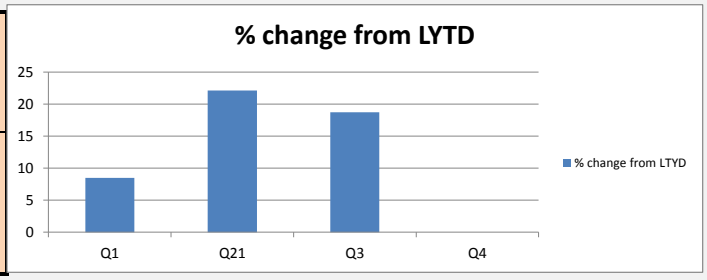
The increase in violent crime is due to an increase in serious assaults by 20 crimes. This increase has predominantly been within Livingston, Broxburn, Bathgate and Whitburn & Blackburn Wards, with many such assaults linked to the consumption of alcohol. The level of minor assaults in the year has increased by 3.2% with 47 more crimes recorded with the detection rate for this type of crime currently 68.5%, an increase of 0.7% compared to last year. It is assessed that no clear pattern or trend exists and the location of the assaults is spread across public areas and residential properties. Two serious violent crimes, a murder and an attempted murder happened in Bathgate Town Centre before Christmas.

What are we doing

Violence Reduction Plans have been revised and implemented with a particular focus on licensed premises in Livingston and Bathgate where there have been a number of violent incidents relating to night time ecomony. Reassurance patrols have taken place in Bathgate following the key incidents pre Christmas and an environmental scan of the area has recently been completed. High visibility foot patrols and licensed premises interventions continue as part of the night time economy plan. Additional high visibility patrols focused primarily on the Blackburn, Whitburn and Faulhouse areas, albeit all towns and villages in the West side of West Lothian received additional patrol time. Community Action Teams continue to target hot spot locations and licensed premises checks are conducted every weekend to prevent violent or disorderly conduct and identify overconsumption of alcohol. Violence Reduction Unit officers have also continued to support divisional officers in recent weeks in hotspot areas and this will continue with a focus on the identified risk locations. West Lothian continues to deploy a team who investigate robberies, thus allowing specilialist knowledge to be applied to both tracing offenders and supporting victims. Crime prevention visits also took place to bookmakers premises to reduce the risk of crime prior to Christmas. Prevention work continues to be undertaken in schools including a wider role out of prevention packages such as No Kives, Better Lives and Fearless and a wider violence prevention plan has been formulated to direct activity over the coming year.

Indicator - Levels of Violent crimes within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
292	197	166	up 18.7%	up 22.4%



West Lothian Wards 1st Apr to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	11	2	up 450%
Broxburn, Uphall and Winchburgh	26	20	up 30%
Livingston North	18	19	down 5%
Livingston South	30	36	down 2%
East Livingston and East Calder	23	14	up 64%
Fauldhouse and the Breich Valley	14	13	up 8%
Whitburn and Blackburn	29	26	up 12%
Bathgate	37	21	up 76%
Armadale and Blackridge	9	15	down 40%

Priority 4 - Tackling Substance Misuse :

Increase the proportion of positive stop and search for drugs
Note - End of year detection rate from drug searches that resulted in drug finds in 2014/15 = 17.5% crimes

Current situation

Total Stop searches 256 - 77 positive.

Reasons

What are we doing

Stop and Search continues to be used as one tactic among many to detect drug offences and reduce the harm caused by drug supply and misuse. Officers have undegone training in respect of the new code of practice with all searches conducted under a legislative framework.

Indicator - Levels of Stop search for drugs within West Lothian YTD to 31st December 2016

Force TYTD	Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
		0			

Priority 5 - Making our roads safer:

Reduce the number of people Killed on our roads
Note - End of year figure 2015/16 = 8

Current situation

The current level of fatalities on West Lothian roads has reduced compared to last year with 3 fatalities recorded compared to 4 at the same stage last year. The level of fatalities is on target on track to achieve an overall reduction compared to last years total.

Reasons

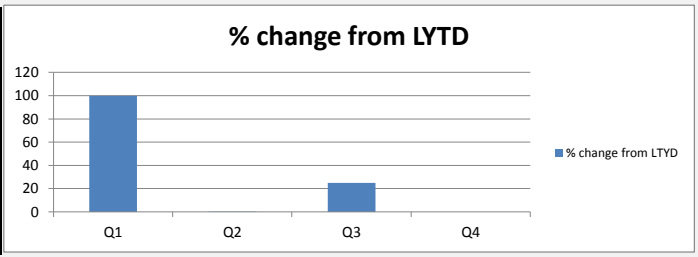
The only fatal accident recorded during the third quarter was in Pottishaw Place near to Bathgate Road when a male lost control of his vehicle and crashed into a metal barrier and another vehicle.

What are we doing

ALTERNATE is a Partnership road safety initiative with Road Policing resources from Edinburgh and Dalkeith being deployed to West Lothian to support local officers. Planned checks on A801 on March, and A89 on 31 March. Recent Partnership check carried out on M8 at Junction 4 on 13 January 2017. HGV's and vans stopped as part of this travelling criminal initiative. A71 and A89 continue as priority routes for West Lothian and form part of daily tasking each day for local RP officers based at Livingston. Local KSI priority routes to be reviewed and new route strategy introduced from April 2017 based on current trends. This information will be included in local Road Policing annual tactical plan.

Indicator - Levels of Fatal accidents within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
	3	4	down 25%	N/A



West Lothian Wards 1st April to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	0	1	down 100%
Broxburn, Uphall and Winchburgh	0	0	Static
Livingston North	0	0	Static
Livingston South	0	0	Static
East Livingston and East Calder	1	1	Static
Fauldhouse and the Breich Valley	1	1	Static
Whitburn and Blackburn	1	1	static
Bathgate	0	0	Static
Armadale and Blackridge	0	0	Static

Priority 5 - Making our roads safer:

Reduce the number of people Seriously Injured on our roads
Note - End of year figure 2015/16 = 53

Current situation

Serious injuries resulting from road collisions in West Lothian have fallen from 45 PYTD to 36 injuries YTD. This represents a 20% decrease in the number of casualties.

Reasons

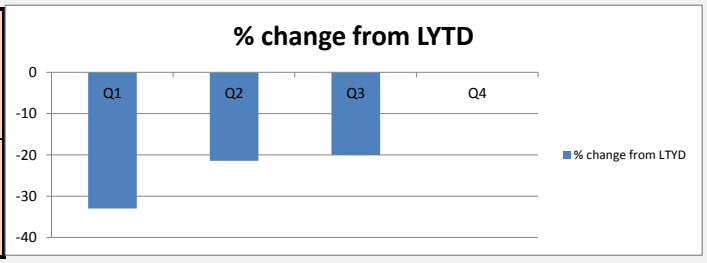
The majority of collisions recorded within West Lothian were as a result of driver error, as opposed to any other reason. Speed and lack of observation were common factors which have resulted in collisions. There has been a high number of serious injury accidents in Whitburn and Blackburn with incidents on the M8, and East Livingston & East Calder ward due to incidents on the A71. There were also three serious injury accidents on the B7015 at Stoneyburn, East Calder and Wilkieston and two accidents at Almondvale Livingston.

What are we doing

A71 Road closure at West Calder will continue until mid April, with continuing Road Policing attendance on agreed diversion routes. No significant issues and traffic as well as can be expected.
WEST DRIVE is being organised and once again run over 2 -3 days in September. Local Policing planning this supported by Road Policing officers. Local Policing teams are also planning an off road motorbike operation to combat the volume of calls throughout West Lothian regarding this issue on streets and pathways and working with partners to seek a longer term solution to this issue.

Indicator - Levels of Serious Injury within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
149	36	45	down 20%	N/A



West Lothian Wards 1st April to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	5	4	up 25%
Broxburn, Uphall and Winchburgh	4	13	down 69%
Livingston North	1	4	down 75%
Livingston South	5	3	up 67%
East Livingston and East Calder	6	4	up 50%
Fauldhouse and the Breich Valley	5	5	static
Whitburn and Blackburn	6	5	up 20%
Bathgate	4	5	down 20%
Armadale and Blackridge	0	2	down 100%

Priority 5 - Making our roads safer:

Reduce the number of Children Killed or Seriously Injured on our roads
Note - End of year figure 2015/16 = 7

Current situation

There were three child seriously injured casualties this year to date which is the same total as occurred in the same period last year.

Reasons

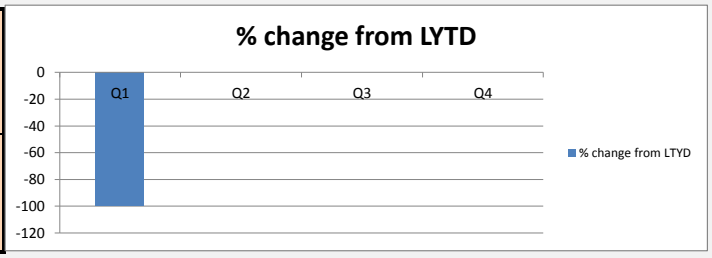
The only accident within quarter three was when a three year old child was knocked down after running into the road in Blackburn. The child suffered a head injuryin the accident.

What are we doing

The council -funded CAT officers and Ward Officers have carried out significant work in terms of Road Safety. A 'Parksmart' scheme is an initiative in conjunction with West Lothian Council regarding inconsiderate parking near to school premises and community resources will be involved in this week long initiative. There is also ongoing engagement with Local Community Councils and Parent Teacher Associations.

Indicator - Levels of child killed or seriously injured within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
	3	3	static	N/A



West Lothian Wards 1st April to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	0	0	Static
Broxburn, Uphall and Winchburgh	1	0	n/a
Livingston North	0	1	down 100%
Livingston South	1	0	n/a
East Livingston and East Calder	0	0	Static
Fauldhouse and the Breich Valley	0	2	down 100%
Whitburn and Blackburn	1	0	n/a
Bathgate	0	0	Static
Armadale and Blackridge	0	0	Static

Priority 5 - Making our roads safer:

Increase the number of people detected for drink/drug driving offences
Note - End of year figure 2015/16 = 172

Current situation

Currently an increase of 47 offences YTD (up 34.6%) with 183 offences within West Lothian. This shows West Lothian to be on track to achieve an increase for the year.

Reasons

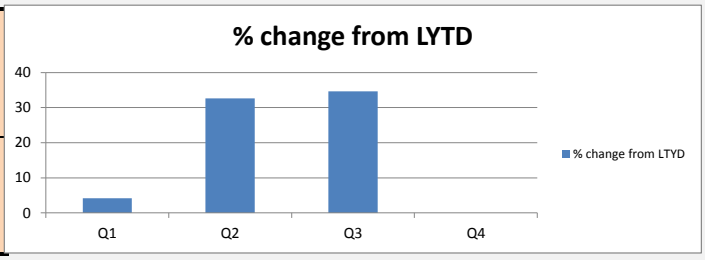
Community officers along with Road Policing officers continue to target speed reduction on key routes identified as risk locations for collisions. Targetting these areas at the appropriate time of the day has led to an increase in detections for drink driving this year. The total has increased greatly in the third quarter of the year compared to last year. The figures show that this approach is throughout West Lothian with increases in detections shown within almost every ward area. An intelligence led approach to tackling those engaging in drink/drug driving offences has also resulted in several offenders being reported for prosecution.

What are we doing

Festive Drink Driving Campaign nationally showed an increase of drivers found above the legal limit to have inceased by appproximately 16%. This has been reflected across the Lothians and further focussed activity planned for National Summer Drink Drive Campaign (dates to be confirmed). Local road checks in West Lothian will continue, with drivers being breath tested for all moving Road Traffic offences.

Indicator - Levels of Drink or Drug Drive offences within West Lothian YTD to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
427	183	136	up 34.6%	N/A



West Lothian Wards 1st Apr to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	13	12	up 8%
Broxburn, Uphall and Winchburgh	16	13	up 23%
Livingston North	22	14	up 57%
Livingston South	38	30	up 27%
East Livingston and East Calder	17	13	up 31%
Fauldhouse and the Breich Valley	15	4	up 275%
Whitburn and Blackburn	26	20	up 30%
Bathgate	22	15	up 47%
Armadale and Blackridge	7	17	down 59%

Priority 6 - Tackling Serious and Organised crime

Increase the number of cash seizures & restraints through POCA legislation
End of year figure 2015/16 = £1,105,588

Current situation

West Lothian has seen the seizure and restraint of a calculated £112914 in the YTD. As previously reported, these figures should be treated with caution as they only represent figures for individuals who reside within West Lothian. Our policing approach to this area of business extends beyond West Lothian and indeed much more of the money seized across the country may well be attributed to West Lothian but is often difficult to prove.

Reasons

An Operation has actively targeted mapped nominals within an Organised Crime Group group over the past year. Numerous disruption tactics have been used including MDA house searches, warrant arrests, stop searches and pro-active identification of Road Traffic offences.

What are we doing

The disruption of organised crime groups remains a key tactic over the coming months. Local uniform officers a arrested a number of OCG members for a wider range of offences with a focus on driving offences which are proven to disrupt activity. Intelligence gathering continues and further activities are planned for the coming weeks to target named nominals. Disruption tactics around RTA offences and stop searches will also continue over the coming months.

Indicator - Levels of cash seizures and restraints within West Lothian YTD - 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
£1,144,531	£112,914	£1,102,818	down £989,904	N/A

Priority 7 - Drug Supply:

Increase the number of people detected for supplying drugs
Note - End of year figure 2015/16 = 198

Current situation

West Lothian had seen a decrease of 10.1% in drug supply detections, with 125 crimes detected compared to 139 last year.

Reasons

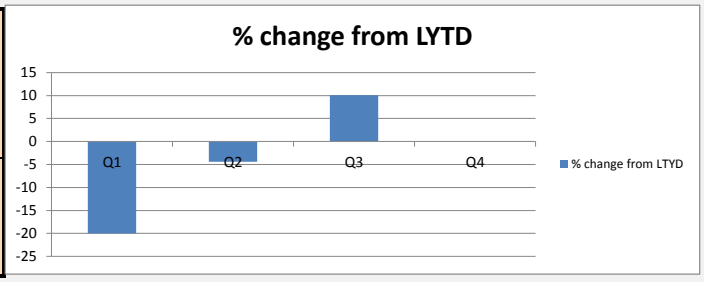
There have been several positive MDA house searches over recent months with Operation BORAH continuing to be a focus for resources. This is a dedicated operation targeting cannabis cultivations in the West Lothian area. As a result of this operation numerous supply charges have been detected as well as significantly reducing the threat risk and harm attached to this type of criminal activity.

What are we doing

West Lothian Pro-Active Unit actively target known drug suppliers in the local area on a daily basis. Operation BORAH is now a full time dedicated unit and this unit now also now also deal with Operation Sandorne which is the operation targeting drug supply to young people. The Community Safety Unit have also continued to conduct cannabis cultivation awareness talks to West Lothian Council Trades staff. There have also been house searches and intelligence is dealt with swiftly and prioritised with house searches being undertaken on a regular basis. A number of days of action are planned over the last quarter of the year by pro-active and funded teams.

Indicator - Drug Supply detections within West Lothian to 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
270	125	139	down 10.1%	down 10.3%



West Lothian Wards 1st Apr to 31st Dec 2016	Incidents this year	last year	% Change from last year
Linlithgow	18	10	up 80%
Broxburn, Uphall and Winchburgh	30	24	up 25%
Livingston North	11	20	down 45%
Livingston South	18	27	up 33%
East Livingston and East Calder	37	27	up 37%
Fauldhouse and the Breich Valley	25	17	up 47%
Whitburn and Blackburn	27	19	up 42%
Bathgate	17	20	down 15%
Armadale and Blackridge	14	17	down 18%

Priority 8 - Tackling Acquisitive Crime :

Housebreaking dwelling house: Reduce the number of Housebreaking Dwelling House crimes
Note - End of year figure 2015/16 = 176

Current situation

There has been a slight increase in the volume of housebreakings this year with 5 more crimes recorded compared to last year. This equates to a 3.6% increase in this crime type. This trend has been positive as the level of crime last year was considered to be far lower than mornal. The total this year is still a 20% reduction in crime compared to the 5 year average total.

Reasons

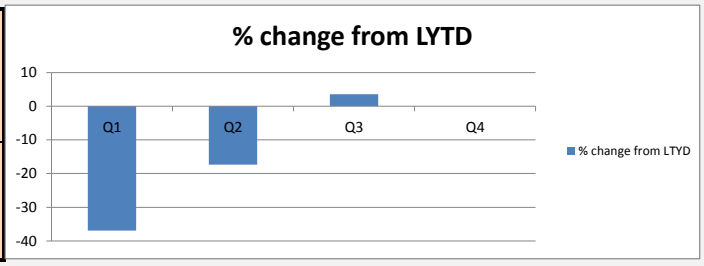
Most areas of West Lothian have seen a decrease in crime this year with only Bathgate, Whitburn & Blackburn and Linlithgow showing an increase of more than one crime. There has been an increase in crime throughout West Lothian whereby the target of crime is the theft of a high value vehicle by means of stealing the keys from the address as well as jewellery and money. The arrest of several recidivist offenders in the past year has clearly assisted in keeping the level of housebreakings at a lower level throughout West Lothian although this continues to be a priortity.

What are we doing

The dedicated West Lothian team of officers in the Community Investigation Unit who investigate all domestic dwelling housebreakings are all experienced officers who have a detailed knowledge of offenders who target West Lothian. There is a dedicated operation (Operation Alterwood) in place with officers working full time targetting this issue. Officers have built excellant links with colleagues in neighbouring areas, in particular Edinburgh, Central Scotland and Lanarkshire. We continue to disrupt and target key nominals including travelling criminals who commit crime in West Lothian and routinely conduct road checks through the evening and nights across key routes. We continue to adopt a pro-active approach to alerting communities where trends develop and make best use of social media opportunities to provide crime prevention messages.

Indicator - Housebreaking Dwelling House reports within West Lothian 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
428	143	138	up 3.6%	-20.60%



West Lothian Ward 1st Apr to 31st Dec 2016	Crimes this year	last year	% Change from last year
Linlithgow	21	15	up 40%
Broxburn, Uphall and Winchburgh	17	15	down 13%
Livingston North	15	10	down 50%
Livingston South	19	18	up 6%
East Livingston and East Calder	8	15	down 47%
Fauldhouse and the Breich Valley	13	18	down 28%
Whitburn and Blackburn	25	15	up 67%
Bathgate	17	5	Up 240%
Armadale and Blackridge	8	17	down 53%

Priority 8 - Tackling Acquisitive Crime :

Increase the detection rate for break-ins to Dwelling Houses
Note - End of year figure 2014/15 = 58.5%

Current situation

The detection rate for residential housebreaking is 28.7% against a PYTD total of 65.9%.

Reasons

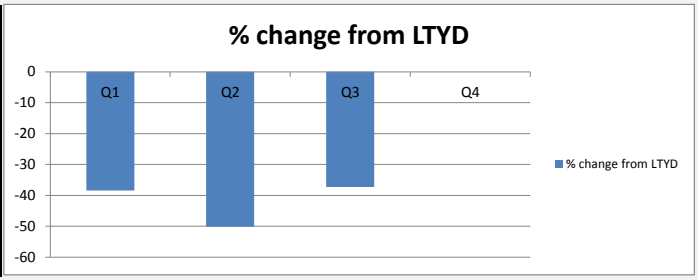
Whilst the number of reported domestic housebreakings continues to be low in the past year, challenges remain in relation to detecting offenders in relation to those within recent months. The detection rate last year was an abnormally high figure due to a low number of offenders being charged with numerous offences. There are positive lines of enquiry ongoing with forensic examinations being fast tracked at present.

What are we doing

A dedicated team of officers continues to operate within the West Lothian area and investigate all domestic housebreakings to a conclusion. Recent enquiries have resulted in evidence to detect more than 30 crimes and these crimes will be solved soon with a tiered approach being adopted to the process in consultation with the procurator fiscal. Work continues to pursue offenders and it is anticipated that the solvency rate will increase when enquiries are complete. WL staff continue to work with neighbouring Divisions and national resources to target offenders who are travelling acoss authority areas to commit crime.

Indicator - Housebreaking Dwelling House detection rate within West Lothian 31st December 2016

Division TYTD	WL TYTD	WL LYTD	TYTD compared to LYTD	TYTD compared to 5 Yr Ave
32.9%	28.7%	65.9%	-37.30%	-6.80%



West Lothian Wards 1st Apr to 31st Dec 2016	Detection this year	last year	Change from last year
Linlithgow	24%	87%	down 63%
Broxburn, Uphall and Winchburgh	35%	87%	down 52%
Livingston North	27%	10%	up 17%
Livingston South	32%	83%	down 51%
East Livingston and East Calder	50%	53%	down 3%
Fauldhouse and the Breich Valley	46%	50%	down 4%
Whitburn and Blackburn	16%	67%	down 51%
Bathgate	29%	67%	down 38%
Armadale and Blackridge	13%	59%	down 46%

Public Confidence - Number of complaints against the Police : YTD 2015 01/04/2016 - 31/12/2016

In September 2014, the Professional Standards Department introduced a change in process for streamlining the handling, investigation and response to all complaints about the Police. As a result, year on year comparisons are not possible.

Number of complaints	159

Number of Complaints per 10,000 Police Incidents	38.6

	On duty	off duty	Quality of service allegations	Total Number of allegations
Allegations recorded	153	1	69	223

DATA LABEL: PUBLIC

West Lothian Council

SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

HOUSING, CONSTRUCTION AND BUILDING SERVICES MANAGEMENT PLAN 2017/18

REPORT BY HEAD OF HOUSING, CUSTOMER, AND BUILDING SERVICES

A. PURPOSE OF REPORT

The report introduces the 2017/18 Management Plan for Housing, Customer, and Building Services, which is provided in Appendix 1.

B. RECOMMENDATION

That the Panel considers the plan and provides comment as appropriate.

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 resources; • Developing our employees; and • 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**	The plan sets targets for high level performance indicators for 2017/18.
V	**Relevance to Single Outcome Agreement**	The activities within the Management Plan are closely linked to the overall Single Outcome Agreement and revised Corporate Plan.
VI	**Resources - (Financial, Staffing and Property)**	The Management Plan sets out the financial and staffing resources required to deliver the activities and objectives of Housing, Customer and Building Services in 2017/18.
VII	**Consideration at PDSP**	Not relevant.

VIII	**Other consultations**	Employees, senior management, tenants and their representatives.

D. TERMS OF REPORT

In accordance with council procedures, Housing, Customer, and Building Services has produced a service Management Plan for the forthcoming financial year. The Management Plan takes account of corporate objectives, the Single Outcome Agreement, the efficiency agenda, and the agreed level of budgetary provision.

The Management Plan sets out the work that the service will undertake in this role during the 2017/18 financial year. The plan also provides a summary of the work undertaken in previous years and the improvements achieved by the service. It will act as the control document against which the service will monitor progress during 2017/18.

Tenant representatives are consulted on the service performance targets and actions as part of our ongoing consultation and performance reporting arrangements.

E. CONCLUSION

The Housing, Customer and Building Services Management Plan enables focus for the work of the service during the year. Its delivery will ensure the service continues to deliver high quality, efficient services to our customers and will contribute to the strategic aims of the council, enabling the council to meet its obligations.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 1 - Housing, Customer and Building Services Management Plan 2017/18

Contact Person: E: **sarah.kelly@westlothian.gov.uk** T: 01506 281877

Alistair Shaw

Head of Housing, Building and Customer Services

Date of meeting: 11th April 2017

Data Label: PUBLIC

Delivering Better Outcomes

Housing, Customer and Building Services Management Plan

2017/18

Contents

1 Overview of Housing, Customer and Building Services 2

2 Housing, Customer and Building Services Structure 14

3 Service Activity 15

3.1 Housing Operations 15

3.2 Building Services 40

3.3 Housing Need 54

3.4 Customer and Community Services 67

3.5 Customer Service Centre 81

1 Overview

1.1 Introduction

Welcome to the Housing, Customer and Building Services Management Plan 2017/18

The purpose of this plan is to give an overview of Housing, Customer and Building Services, showing how the activities of the service contribute to the achievement of corporate and strategic outcomes.

Our vision for housing, customer and building services is to improve lives and properties by designing and maintaining communities, homes and buildings.

Customer and community services locations form an integral part of the council's frontline service provision in communities. They are the hub to access information, help and advice. As opportunities arise, we will further integrate frontline services to create a seamless offering to customers, ensuring that we focus on those most in need.

The service aligns and makes a significant contribution to all eight of the council's priorities:

- Delivering positive outcomes and early intervention for early years
- Improving the employment position in West Lothian
- Improving attainment and positive destinations for school children
- Improving the quality of life for older people
- Minimising poverty, the cycle of deprivation and promoting equality
- Reducing crime and improving community safety
- Delivering positive outcomes on health
- Protecting the built and natural environment

1.1.1 Key Achievements for 2016/17

Housing, Customer and Building Services significant achievements attained in 2016/17 include:

- West Lothian Council has continued to deliver on and prioritise our ambitious new build housing programmes which will achieve 1000 new homes for rent under construction during 2017. The programme was highly commended at the UK Housing Awards and a winner at the APSE Awards in 2016.
- The Service welcomed the first Syrian refugees to West Lothian. Significant planning, coordination and engagement continue to be offered to ensure the successful support and community integration of refugee families to the area.
- The Service has achieved a consistent and ongoing reduction in rent arrears compared against 2015/16 figures. This is a substantial accomplishment within the

Data Label: PUBLIC

context of ongoing welfare reform changes, and reflects close monitoring and focus across the service, as well as a variety of campaigns and activities on rent collection.

- Completion of the third Scottish Housing Regulator statutory Annual Return of the Charter. This was delivered in partnership with tenants, and included our first compliance visit by the Regulator. The service continued to deliver a high performance via the return and received positive feedback on our data collection and validation processes following our first compliance visit from the Regulator.
- The Service successfully implemented version 14 of our Open Housing Integrated Management system. This project has also facilitated a platform for a mobile working project within HCBS, which was implemented within Building Services during 2016/17.
- Blackburn Homeless Assessment Centre was officially opened. This facility is providing ten temporary units to support homelessness in West Lothian.
- Housing Need was subject to audit and inspection by the Care Inspectorate during 2016/17, receiving positive feedback and maintaining their previous audit performance.
- A new tenant's self-service online portal was launched, enabling tenants to access and update tenancy details, check their rent account and pay rent online. The roll out of the service was accompanied by queue-buster sessions, designed to raise awareness of the new service and to offer the option to customers in local offices.
- Development work has been completed to bring private landlord registration under the remit of HCBS as of April 2017. This change will see greater focus on engagement and consistency of service delivery within the private rented sector.
- As well as continuing to deliver on the existing participation structure, the tenant participation team delivered a variety of new methods for engaging tenants. This included a new tenant's Facebook group, digital inclusion sessions, tenant focus groups, local information events and local office visits. The team engaged with over 1000 tenants new to tenant participation over the year.
- The service has achieved a significant improvement in performance on resolving and managing complaints. Improvements to the analysis process and delivery of employee training have assisted the service to learn from the outcome of complaints.
- The service delivered on significant investment in various school and council building refurbishment programmes over the course of the year, substantially facilitating the modernisation programme for the council.
- The service continued to be recognised for excellence in 2016/17. Individual colleagues, teams and tenants were highlighted for their outstanding contributions via the UK Housing Awards, CIH Scotland, Scottish Homes Awards, TIS Awards, Celebrating Success, APSE Awards and the TPAS Excellence Awards.
- New service structures were implemented for the Safer Neighbourhoods Team, Housing Need and the Customer and Communities Team, creating new neighbourhood teams.
- A public access Wi-Fi service was installed in a further seven locations across West Lothian.

- A successful project was completed with the Living Memory Association to capture the history of gala days within West Lothian.
- West Calder library reopened in its historic building following full refurbishment. This included the relocation of the local housing office.
- Broxburn library relocated to Strathbrock Partnership centre to create a one stop shop for council services in Broxburn.
- The Livingston Customer Information Service was relocated to Arrochar House, including the relocation of Livingston Area Housing Office.
- Automatic payment kiosks were installed in Bathgate, Broxburn, Carmondean, and Livingston to give customers more options for paying council bills.
- A new computer system was put in place to manage all library service business.
- Committee approval was gained to progress with the development of Partnership Centres in Armadale and Whitburn.

The service faces a variety of opportunities and challenges in 2017/18. Key external drivers and priorities for change include the continued monitoring of an unstable economic climate, the full impact of welfare reform, continuing to meet the requirements of the Scottish Social Housing Charter, and our work to comply with the new energy efficiency standards.

Internal drivers for continuous improvement include the implementation of modernisation projects, completion of the 1,000 houses new build programme, delivery of improved service efficiency via the Open Housing system, further implementing the council's mobile working system and continuing to meet the housing demand in local communities.

The national Customer First programme enables councils to deliver better, faster, and more efficient services to a broader section of the population. Utilising innovative technology and promoting collaborative procurement between local authorities, Customer First encourages online access to services and aims to ensure that at least 75% of core service requests can be handled at first point of contact.

HCBS will play an integral role in delivering the corporate plan enabler of modernisation and improvement. Services will be improved through the further development of partnership centres and co-location models.

The on-going welfare reforms and difficult financial climate are two of the factors contributing to poverty in West Lothian. Public services are modernising and changing the delivery of services through digital transformation which aims to provide customers with on-line access to services. In particular, the Department of Work and Pensions will have an expectation that customers will claim and manage their benefits and job search activity online. We will increase customer access to digital services through the further development of public access Wi-Fi in key council buildings. Public access computers will be updated and have appropriate accessibility software to ensure that customers with no

household ICT can access the internet at a time, place and location which suit their needs. HCBS, alongside partners, will target the 20% of people who are digitally excluded, to gain the skills and knowledge to operate effectively in a digital environment. There will be a focus on supporting customers to learn and apply the skills to use their own devices effectively.

At a time where the council has a duty to ensure we work together to deliver efficient, fair and top quality services, our service must continue to work in partnership to modernise our approach and methods. This ensures we help to secure the future of all council services by responding with innovation and flexibility to the ongoing financial constraints that we face to continue to deliver to the people of West Lothian.

These opportunities and challenges have ensured that we have agreed a demanding set of actions across all service areas to move forward in a positive and creative manner in 2017/18.

1.1.2 Key Priorities and Actions for 2017/18

Key actions and priorities include:

- Continuing to deliver our new build programmes.
- Improving on our key performance through our fourth annual ARC return to the Scottish Housing Regulator. Working in partnership with out Tenant Participation Working Group, we will continue to deliver our Landlord Report to share this information with every tenant in a council house.
- The Service will continue our pro-active focus and management of the homeless accommodation through put within temporary and emergency accommodation to ensure the reduction in reliance on use of B&Bs.
- In consultation with our tenants, we will develop a five year capital programme and develop a new rent strategy, ensuring effective planning for investment priorities for the service going forward.
- We will continue to work in close partnership with our stakeholders, tenants and customers on improvement activity within the service such as supporting Tenant Led Inspections and incorporating customer views and suggestions in our internal scrutiny programme to improve our approaches to delivering services. This will ensure that we continue to focus on improving outcomes for customers when reviewing internal processes.
- We will launch a new Tenant Participation Strategy and seek to further increase the diversity and representation of our tenants by developing and promoting our existing participation options such as the tenant led inspection programme, the tenant panel, our networks and tenant and residents groups.

Data Label: PUBLIC

- We will pro-actively support the Service for the introduction of further welfare reform changes, by taking a leading role on council-wide working groups, taking action where required, to mitigate the risk to our tenants and the Service.
- We will continue to build on our mobile working projects to further improve our processes and ability to deliver modern services that meet our customers' needs in the 21st century.
- We will continue to develop our works contracts in order to assist in the delivery of the capital programme priorities for the council.
- We will deliver on our new Strategic Housing Investment Plan, which outlines our forward investment priorities and informs Scottish Government investment and planning in housing.
- We will improve customer journeys through the opportunities afforded by the Channel Shift project which seeks to enable customers through increased options to interact with the council. This will include development of digital applications and processes for customers.
- We will review the processes which impact on the allocation of categories for repairs to improve the efficiency of the service in managing repairs and to improve customer satisfaction.
- We will implement the new Local Housing Strategy, supporting the council's long-term plans for housing strategy and development opportunities.
- We will continue to work towards meeting the 2020 standard for home energy efficiency in Scotland.
- Working closely with partners, we will develop a Joint Accommodation Strategy to improve customer satisfaction and the quality of accommodation provided to homeless people, with a specific focus on improving outcomes for young people.
- We will continue to engage with the communities in Whitburn and Armadale to progress the creation of partnership centres in these communities.
- We will progress the service relocations to the new partnership centres in Blackburn, East Calder and Linlithgow.
- We will we work with third sector heritage services to ensure a West Lothian wide approach is made to heritage service delivery.
- We will implement the action plan from the interim Customer and Communities service review, and carry out a further review of service delivery.
- Staff training and development within Customer and Communities will be a key focus for the year to support customer service and satisfaction.
- We will continue to support the Community Centre Management Committee Network Forum ensuring training and support is available and meets their needs.

Data Label: PUBLIC

I am confident that through our dedicated and talented staff and their willingness to lead and deliver change, that we are in a good position to take on the many challenges and opportunities our service will see in the coming year. I believe that thanks to those who deliver for Housing, Customer and Building Services every day, our customers will continue to receive the first-class care, support and professionalism that they have come to expect from us.

Alistair Shaw
Head of Service

1.2 Context

1.2.1 Critical Success Factors

The service has identified six critical success factors. These are to:

- Fulfil our commitments to our customers and meet their needs and expectations
- Manage our housing stock and finances efficiently and effectively
- 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
- Play a vital role in the design, development and maintenance of the council's property assets

1.2.2 Key Customers of Housing, Customer & Building Services

- West Lothian council tenants and their families
- Applicants for housing
- Customers presenting as homeless or potentially homeless
- Customers 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
- Customers who use council facilities including schools, partnership centres, community buildings and open spaces

1.2.3 Factors

The main external and internal factors facing Housing, Customer & Building Services in 2017/18 are set out below.

Housing Operations

- Maximising rent income through effective management of council houses and working to mitigate the impact of Welfare Reform on our customers
- Responding to changes in the way social housing is regulated and inspected
- Building strong communities where people are involved and invested in their community
- Developing on our successful Tenant Participation base
- Reducing antisocial behaviour and enhancing community safety in conjunction with other partners in the Community Safety Unit
- Delivering the Council House New Build Programmes
- Implementation of the Local Housing Strategy
- Maximising the supply of affordable housing across all tenures

- Delivering the ambitious housing capital investment programme
- Improving the energy efficiency of homes in West Lothian
- Delivering a programme of change, compliance and improvement across the service
- Provision of research and analysis support to the service, promoting and delivering channel shift and supporting service wide performance management
- Delivery of service support systems administration and management, developing relevant data analysis to support all service areas to continuously improve and deliver objectives
- Administering the Private Landlord Registration Scheme and encouraging robust private sector housing management

Housing Need

- Ensuring a sufficient supply of temporary and permanent accommodation
- Improving Housing Options to prevent people becoming homeless in the first place
- Developing relationships and protocols with private landlords to maximise opportunities to prevent homelessness
- Promoting sustainable communities by ensuring that, where possible, housing need can be met in a planned manner

Building Services

- Ensuring safe working and promoting best Health and Safety practices
- Ensure housing maintenance budgets are targeted appropriately
- Continuous improvement to maintain and enhance service standards
- Improve communication with customers

Customer and Community Services

- Better quality public services, by integrating and modernising our front line services
- Adapting to changing customer demands as technology creates greater scope for customer self-service
- Increase collaboration with communities and other partners through the development of single location community facilities
- Facilitate the participation of the 20% of people who are digitally excluded in gaining the skills and knowledge to operate effectively in a digital environment

Customer Service Centre

- Enhancing the delivery of Telecare and Telehealth to support people to remain at home
- Enhancing the use of technology to meet changing customer seed
- Enabling council services to transform their delivery of services to customers
- Achieving lower costs through providing a wide range of contact options for all citizens of West Lothian

1.3 Partnership Working

Effective partnership working is vital to the successful delivery of services to tenants, residents and all customers of Housing, Customer and Building Services. Our aim as a service is to build strong, diverse and successful communities of well built, attractive and well maintained properties. We can only achieve this aim by utilising the skills and resources that our internal and external partners bring.

The prevention of homelessness, social deprivation and isolation through maximising a range of housing options across all sectors simply cannot be achieved without strong partnership working arrangements and shared knowledge.

We understand the current economic and social environment that our service operates within, and the importance of maximising social mobility and income. We have a strong focus on creating beneficial and relevant partnership arrangements that provide specialist services designed to tackle inequality and achieve positive outcomes for our tenants and customers. West Lothian's Community Plan and Single Outcome Agreement place these aims at the core of its purpose, and in particular, our service has a role to play in achieving the following outcomes across all life stages:

- We live in resilient, cohesive and safe communities
- People most at risk are protected and supported to achieve improved life chances
- Older people are able to live independently in the community with an improved quality of life
- We make the most efficient and effective use of resources by minimising our impact on the built and natural environment

Our strategic aim is to ensure that our service operates seamlessly with our partners to provide modern, customer focused services. Delivering integrated and efficient services are the drivers for us in enabling us to meet our corporate and service aims. 2017/18 will see the service seeking to build upon and strengthen our current joint working arrangements and where beneficial, form new partnerships. These partnerships are critical to our aim of maximising rent income and reducing rent arrears debt. We will deliver this through support and advice to those tenants affected by Welfare Reforms such as Universal Credit, which is to be fully implemented in West Lothian by February 2018.

We will continue to strengthen our existing partnership working relationships with Police Scotland, Scottish Fire and Rescue Service, the West Lothian Integration Joint Board, NHS Lothian, other Local Authorities and West Lothian College on opportunities to maximise potential efficiencies and effectiveness on contracts and service delivery approaches. This is in-keeping with our aim to achieve value for money and continuous improvement in service activities.

Key Partners for Housing, Customer and Building Services	
■ Care Inspectorate ■ Chartered Institute of Housing ■ Community Councils ■ Community Health and Care Partnership ■ Corporate Services ■ Disability West Lothian ■ Education Services ■ Finance and Property Services ■ Hallnet ■ Individual customers/tenants ■ Integration Joint Board ■ Management committees ■ NHS Lothian ■ Operational Services ■ Other Local Authorities ■ Planning and Economic Development ■ Police Scotland ■ Scotland Housing Network ■ Scottish Fire and Rescue Service ■ Scottish Government ■ Scottish Housing Regulator ■ Social Policy ■ Tenants and Residents Groups ■ West Lothian College ■ West Lothian Registered Social Landlords	■ Bethany Christian Trust ■ Cyrenians ■ Family Law Centre ■ Health and Social Care Partnership ■ Home Aid ■ Hubco East ■ Jobcentreplus ■ LGBT Youth Scotland ■ Lovell Homes ■ McTaggart Construction ■ Open Door ■ Richmond Fellowship ■ SAMH ■ Scottish Futures Trust ■ Scottish Prison Service ■ The Rock Trust ■ Tenant Participation Advisory Service ■ Tenants Information Service ■ Victim Support ■ West Lothian Community Councils ■ West Lothian Drug and Alcohol Service ■ West Lothian Equality Forums ■ West Lothian Leisure ■ West Lothian Youth Action Project ■ West Lothian Youth Inclusion Project ■ Women's Aid

Data Label: PUBLIC

1.4 Outcomes, Priorities and Activities

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

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

Council Priorities	Building Services	Customer &Community	Customer Service Centre	Housing Need	* Housing Operations
1. Delivering positive outcomes and early intervention for early years		✓	✓		
2. Improving the employment position in West Lothian	✓	✓	✓		
3. Improving attainment and positive destinations for school children	✓	✓		✓	
4. Improving the quality of life for older people	✓	✓	✓		✓
5. Minimising poverty, the cycle of deprivation and promoting equality				✓	✓
6. Reducing crime and improving community safety		✓			✓
7. Delivering positive outcomes on health	✓			✓	✓
8. Protecting the built and natural environment	✓	✓	✓		✓
Enablers					
Financial planning	✓	✓	✓	✓	✓
Corporate governance and risk	✓	✓	✓	✓	✓
Modernisation and improvement	✓	✓	✓	✓	✓

Figure 1: Council priorities and activities

*** Housing Strategy and Performance and Change teams are included in the Housing Operations WLAM unit**

1.5 Corporate Strategies

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

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

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Customer Services Strategy	▪ All council services will ensure that customer requests and enquiries are delivered in a timely efficient, professional and satisfactory way ▪ Our customers are able to access services in the way that is most convenient to them ▪ We will change the way we deliver services to ensure our customers' journey from start to finish is by the shortest route possible	2014	2017	2017
Community Safety Strategic Plan	▪ To improve health and reduce the community and social harm caused by drug and alcohol misuse ▪ To increase safety on the roads and in the home setting ▪ To enhance community cohesion and in particular to reduce anti-social behaviour and hate crime ensuring that victims of crime receive appropriate support to prevent them for becoming repeat victims ▪ To reduce incidents of violence within our communities and thereby reduce the number of victims ▪ To reduce the risk posed to local communities by serious and organised crime groups and threats of terrorism ▪ To reduce the number of incidents where people in communities across West Lothian are exploited for financial gain	2015	2018	2018
Local Housing Strategy	▪ People can find a suitable place to live and have quality housing options available to them ▪ Homelessness is prevented as far as possible. Effective advice and support is put in place for people who become homeless ▪ 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	2017	2022	2021

Figure 2: Corporate Strategies

Data Label: PUBLIC

2 Housing, Customer and Building Service Structure

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

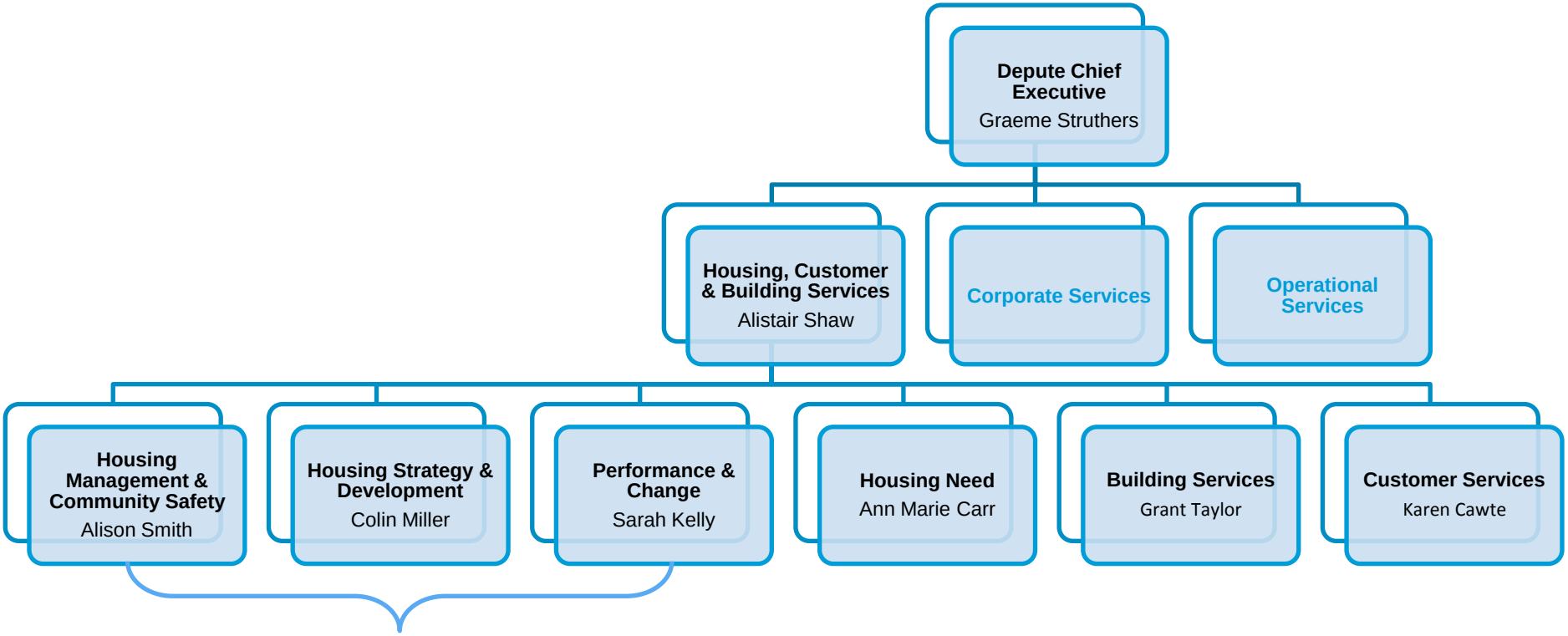


Figure 3: Service Structure

Data Label: PUBLIC

3 Service Activity

3.1 Housing Operations

Manager:	Housing Management & Community Safety Manager; Housing Strategy & Development Manager; Performance & Change Manager
Number of Staff (FTE):	103.3
Location:	Civic Centre and six local housing offices plus surgeries in more geographically isolated communities and the WLC Safer Neighbourhood Team, which is part of the Community Safety Unit

3.1.1 Purpose

Housing Operations manages the council's housing stock and tenancies to ensure that this resource, which is in high demand, is used efficiently and effectively. The local housing teams ensure that the customer focused service is delivered at the frontline by co-ordinating the implementation of policies and procedures, compliance with current legislation, regulation and good practice. The aim is to improve the quality of life for tenants, assist individual households and plays an important role in promoting sustainable communities. There are currently 9,234 applicants on the housing register, and as of January 2017 our stock is 13,477 properties.

The Safer Neighbourhood Team is part of the Community Safety Unit, dedicated to preventing antisocial behaviour and crime and reducing risks, to ensure a safer community where people can live their lives without fear for their own or other people's safety. 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 a robust intelligence-led approach to dealing with local antisocial behaviour issues. The CSU approach is to co-ordinate resources through prevention, intervention and diversion, work to assess and manage potential risk, increase partner agencies' focus on current problems and improve information-sharing and greater accountability.

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.

Housing, Customer and Building Services main activity areas are supported by a number of small specialist teams within the Performance and Change Service to ensure that the outcomes and targets outlined in all sections of the Management Plan and the council's strategic objectives are achieved. Support is provided to the whole service in the following areas; quality development; tenant participation; performance and improvement research and analysis; complaints management; private landlord registration scheme; systems

administration and governance and compliance (e.g. FOIs, subject access requests) for the service.

3.1.2 Activities

The main activities of Housing Operations in 2017/18 will be:

- Maximising housing rental income, including arrears management and benefit take up
- Continue to manage the operational impact of UK welfare reform impacts, supporting tenants through the implementation of further elements of reform going forward
- Void management and lettings of council properties
- Managing tenancies to make the best use of the housing stock
- Sustaining tenancies and communities by working in partnership through a multi-agency approach
- Reducing antisocial behaviour in conjunction with other partners in the Community Safety Unit
- Providing housing information and advice
- Encouraging and promoting tenant participation
- Encouraging customer feedback and resolving complaints

The main activities for the Housing Strategy & Development Team in 2017/18 will be:

- Planning and implementing the council house new build programmes
- Co-ordinating the Registered Social Landlord affordable housing new build through the Strategic Local Programme
- Co-ordinating and implementing the housing capital improvement programme investment in existing housing stock
- Implementing and reviewing the Local Housing Strategy for West Lothian, including housing needs studies.
- Administering Private Sector Improvement and Repair Grants through the published Scheme of Assistance
- Development and maintenance of the Housing Asset Register
- Preparing and programming for compliance with EESSH – (Energy Efficiency Standard for Social Housing) the new legislated standard for all Social Landlords to meet by 2020. EESSH builds on the energy targets and guidance in the Scottish Housing Quality Standard (SHQS).
- Home Energy Efficiency Programme (HEEPS) – develop programme using in-house staff to improve energy efficiency of our stock and to reduce fuel poverty and carbon emissions through maximising the funding awarded for HEEPS.
- Scotland's Energy Efficiency Programme (SEEP) – continue to use in-house staff to further develop programmes to improve the energy efficiency of our housing stock as well as owner occupiers in conjunction with non-domestic properties to reduce energy demand, carbon emissions and fuel poverty in the region.

The main activities for Performance and Change in 2017/18 will be:

- Quality development, including service development, systems administration and managing complaints
- Service improvement, including facilitating the redesign and integration of services and efficient process management. The team ensure compliance with statutory requirements and corporate and external accreditations through a programme of self-assessment and internal scrutiny
- Ensuring compliance with corporate strategies and standards, including the Customer Service Strategy, Improvement Strategy and the People Strategy
- Coordinate and monitor surveys and consultations across the service to ensure compliance, provide critical profile information of our customers whilst improving response rates and to ensure efficiency of our collection of customer data
- Continue to support the management of UK welfare reform impacts on the service and prepare and support for the implementation of further elements of reform going forward
- System development and completion of phase two of the Open Housing system, including undertaking both system and corporate upgrades
- Responding to the strategic and operational needs of other service areas, in particular, income management and ensuring sound financial governance
- Provision of ongoing support for new and existing tenants through the implementation of the Tenant Participation Strategy, with specific focus on supporting further service scrutiny through Tenant Led Inspections, and robust financial and performance scrutiny
- Delivery of processes and systems to enable service efficiency, continuous improvement and to support channel shift objectives through the delivery of the next phase of Open Housing, a diagnostic tool for management of repairs and the Tenants Portal.
- The administration and future development of the Private Sector Landlord scheme to encourage a range of good quality, well managed, affordable housing options across all tenures in order to meet housing demand in West Lothian.

3.1.3 Key Partners

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

- West Lothian Tenants and Residents
- West Lothian Youth Action
- Victim Support
- Police Scotland
- Scottish Fire and Rescue Service
- Finance and Property Services
- Social Policy
- Operational Services
- Corporate Services

- Education Services
- Planning and Economic Development
- West Lothian Drug and Alcohol Service (WLDAS) Planning and Economic Development
- Local equality groups
- Shelter (Empty Homes Officer)
- Legal Services
- Capita Software Solutions
- Scottish Government
- Scottish Housing Regulator
- Scotland's Housing Network (SHN)
- Customer Service Excellence
- Department of Work and Pensions (DWP)
- Hallnet
- Chartered Institute of Housing
- Other Local Registered Social Landlords (RSLs)

3.1.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Tenants Representatives	Tenants Panel Meeting	Monthly	Housing Management & Community Safety Manager	Tenants Panel minutes available
	Tenant Led Inspections	Annual	Housing Management & Community Safety Manager	Feedback session, Tenants News
	Tenant Participation Development Working Group	Ongoing	Housing Management & Community Safety Manager	Tenants News, Tenants Panel, Housing Networks
	Registered Tenant Organisations	Monthly	Housing Managers	Reported in Tenants News
	Tenants Editorial Panel	As required	Housing Management & Community Safety Manager	Feedback given to authors of all published material on views, accessibility and suitability of presentation of information
	Housing Networks	Monthly	Housing Management & Community Safety Manager	Tenants News, Homeless Networks, Tenants Panel
Current Tenants	Local Tenants Information Events	Annual	Housing Management & Community Safety Manager	Tenants News, Housing Networks, Tenants Panel
	Annual Tenant Satisfaction survey	Bi-Annual	Performance & Change Manager	Results and what we will do to improve reported in Tenants News, to tenants groups, and on the website
	Tenant Facebook Group	Ongoing	Performance & Change Manager	Tenant feedback to inform policies and initiatives

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Current Tenants (continued)	Tenant Focus Groups	Annual	Performance & Change Manager	Tenant feedback on specific service issues and processes
New Tenants (lettings survey)	Survey completed during tenancy sign up	On-going	Housing Managers	Reported in Tenants News and to tenants groups
Local Housing Strategy Stakeholders (tenants, RSLs, Private Landlords, Developers, Service Users, Service Providers)	Quarterly meetings with developing landlords, annual meetings with other RSLs, bi annual Private Sector Landlord's forum and steering group	Quarterly	Housing Strategy & Development Manager	Minutes and updated action plans

3.1.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Service Managers
Employee sample	Employee focus group	Annually	Service Managers
All employees	Management Plan Launch	Annually	Performance & Change Manager
Housing Operations	Management Meeting	Quarterly	Housing Management & Community Safety Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

3.1.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Management of voids - Void Management and Letting	To improve letting and minimise loss of rental income.	8. Protecting the built and natural environment	The percentage of void rent lost through properties being empty (SSHC Indicator 34): Target 0.60%	Public	29.2	2,822,818	(2,822,818)	0
			HQSLETS001_9b Average length of time taken to re-let mainstream properties : Target 30 days	Public				
Rent Collection & Arrears Management - Managing Tenancies including arrears	To maximise the collection rate for rental income and ensure that customers in difficulty are provided with appropriate support and advice.	8. Protecting the built and natural environment	Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year (SSHC Indicator 31): Target 5%	WLAM	23.4	3,608,668	(3,608,668)	0
			Rent collected as a percentage of total rent due in the reporting year (SSHC Indicator 24): Target 99%	High Level				

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Tenant Participation - Encourage and promote tenant participation	To actively engage with tenants through tenant participation and identify new ways to involve tenants, particularly in hard to reach groups.	Enabler Service - Modernisation and Improvement	Unit cost of Managing Tenancies in the Housing Service (HQSFIN059_9a): Target £250	WLAM	9.5	606,008	(606,008)	0
			Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions of tenants (HQSARC03_9b): Target 86%	WLAM				
New Build Programmes	To build new council houses for rent and work with development partners to invest in housing in West Lothian.	8. Protecting the built and natural environment	Percentage of new build capital programme delivered against approved budget (HAS011_9b): Target 90%	High Level	5.6	12,188,480	(12,188,480)	0
			Number of new council houses built per programmes (HAS010_9a): Target 559	High Level				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Other Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8. Protecting the built and natural environment	Percentage of capital programme delivered against original budget (HAS009_9b): Target 90%	WLAM	8.0	9,229,977	(9,229,977)	0
			Average time to complete approved applications for medical adaptions in the reporting year (SSHC Indicator 23): Target 24 days	WLAM				
Performance and Change Activities	To provide back office support to the frontline Housing, Customer and Building Services.	Enabler Service - Modernisation and Improvement	Percentage of Housing Operations complaints upheld/partially upheld (HQSCOM012_9a): Target 50%	WLAM	13.1	1,166,316	(1,166,316)	0
			Percentage of Housing Operations Stage 1 complaints resolved within 5 days (HQSCOM013_9b): Target 85%	WLAM				
Antisocial Behaviour	To reduce anti-social behaviour in West Lothian in conjunction with the Community Safety Unit and other community partners	6. Reducing crime and improving community safety	Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets, which is 3 months (SSHC Indicator 21) Target 90%	Public	11.6	1,395,046	(106,941)	1,288,105

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			Percentage of tenants satisfied with the management of the neighbourhood that they live in (SSHC Charter Indicator 17) Target 86%	Public				
Noise Related Complaint Service	To provide an efficient and effective response to deal with noise related complaints under Part V of the Antisocial Behaviour legislation	6. Reducing crime and improving community safety	The average time (hours) between the time of the complaint and attendance on site (including both those dealt with and not dealt with under Part V of the Antisocial Behaviour Act 2004 (for all those noise complaints requiring attendance on site) SSPi20a. Target 0.6 hours	High Level	2.9	149,980	0	149,980
			Number of visits made - monthly comparison with last year (cspASP040): Annual target 1,140	Public				
				Totals	**103.3**	**31,167,293**	**(29,729,208)**	**1,438,085**

Data Label: PUBLIC

3.1.7 Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Welfare Reform	Review policies and procedures in response to Universal Credit implementation in 2018. Work in partnership with Corporate Debt Team to deliver this across all communities. Roll out of arrears reduction campaigns and initiatives	Minimise the impact of Welfare Reform on our customers and improve customer engagement and continue to reduce overall rent arrears debt	Housing Management & Community Safety Manager	Apr-2016	Mar-2017	Complete
Develop the new Local Housing Strategy for 2017 to 2022	Develop a new local housing strategy based on key internal and external planning factors	To set out and enable the councils' long-term planning of housing strategy and development opportunities	Housing Strategy & Development Manager	Apr-2016	Mar-2017	Complete
Develop a new Strategic Housing Investment Plan for West Lothian	Develop a new Strategic Housing Investment Plan based on key internal and external planning factors	To set out forward investment priorities for the council and to inform Scottish Government investment and planning for the area	Housing Strategy & Development Manager	Apr-2016	Nov-2017	Complete
Customer Care	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	Performance & Change Manager	Apr-2015	Mar-2017	Complete
Surveys and Consultations	To implement review recommendations related to customer surveys aligning the service to regulatory, corporate and best practice requirements	To have a streamlined suite of surveys and increase response levels	Performance & Change Manager	Apr-2016	Mar-2017	Complete

Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Develop a Private Sector Housing Scheme	To outline procedures regarding arrangements in working in partnership with private renting sector	To clarify roles and responsibilities working in partnership with the private rented sector	Performance & Change Manager	Apr-2016	Mar-2017	Complete
Complaints Management	Review service approach and deployment of complaints management. Analyse service complaint trends and identify pro-active improvement plans	To further reduce the number of customer complaints and to ensure the service utilises learning from analysis work to improve customer satisfaction	Performance & Change Manager	Apr-2016	Mar-2017	Complete

Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Tenant Participation Strategy	Review the Tenant Participation Strategy in partnership with tenants	Publish a new Tenant Participation Strategy to continue to improve opportunities for customer involvement	Housing Management & Community Safety Manager	Apr-2015	Jun-2017	Active
Income Management	Deliver a strategy to protect service revenue through rent arrears reduction activity and by maximising rental income and collection. Develop partnership working with relevant services and external organisations to mitigate Universal Credit impact	Minimise the impact of welfare reform on our customers and improve customer engagement and continue to reduce overall rent arrears debt	Housing Management & Community Safety Manager	Apr-2017	Mar-2018	Active
Workforce Planning	Develop mobile working solutions across the service as part of service modernisation	Increase responsiveness to customers, reduce business costs and improve efficiency	Housing Management & Community Safety Manager	Apr-2017	Mar-2018	Planned
Develop Capital Programme Planning and Asset Management	Continue to develop the capital programme planning process	Deliver a holistic approach to regeneration in partnership with other services to improve project planning, delivery, management information, customer engagement and satisfaction	Housing Strategy & Development Manager	Apr-2015	Mar-2018	Active
Delivery of New Council House Build and Capital Programmes	To work with contractors to obtain all statutory consents for new build programmes and achieve site start on various sites	Completion of work on delivering 1,000 council houses for rent by 2017/18	Housing Strategy & Development Manager	Apr-2015	Mar-2018	Active

Data Label: PUBLIC

Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
EESSH	To work towards meeting 2020 standard for the Energy Efficiency Standard for Scotland	100% compliance with EESSH standard by deadline	Housing Strategy & Development Manager	Apr-2015	Mar-2020	Active
Implement the Local Housing Strategy	Implement the local housing strategy based on key internal and external planning factors	To deliver on the councils' long-term planning of housing strategy and development opportunities	Housing Strategy & Development Manager	Apr-2017	Mar-2018	Active
Implement the Strategic Housing Investment Plan for West Lothian	Implement the Strategic Housing Investment Plan based on key internal and external planning factors	To deliver on investment priorities for the council and to inform Scottish Government investment and planning for the area	Housing Strategy & Development Manager	Apr-2017	Nov-2018	Active
Tenant New Build Engagement	Develop and deliver a consultation on future new build programmes linked to future rent strategy.	Delivery of new build meeting housing need and demand, which is aligned to tenants priorities	Housing Strategy & Development Manager	Apr-2017	Mar-2018	Active
Integrated IT System – Phase 2 Open Housing	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	Performance & Change Manager	Apr-2014	Mar-2018	Active
Communication and customer service	To adopt a programme of activities to promote channel shift	Reduction in number of unnecessary customer engagements and increase numbers of customer transactions online	Performance & Change Manager	Apr-2014	Mar-2018	Active

Data Label: PUBLIC

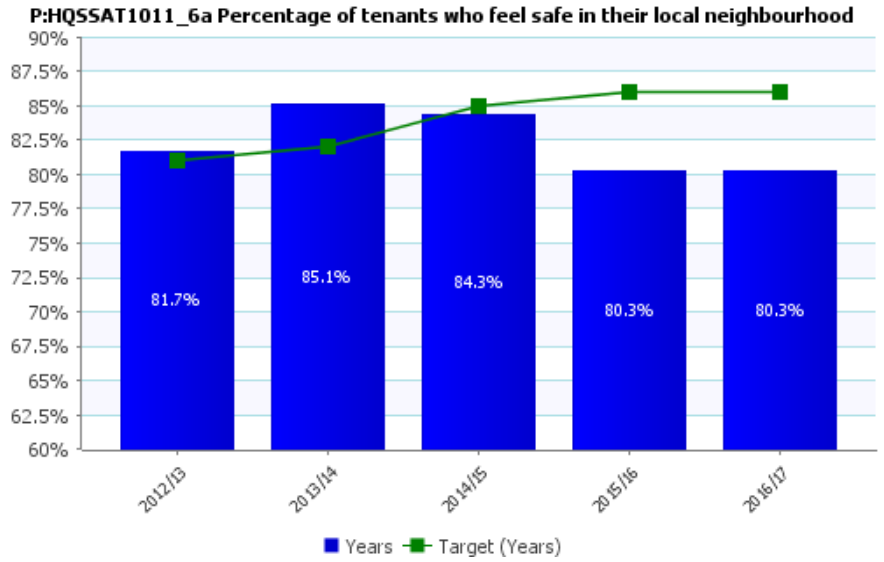
Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Welfare Reform	Working with other services and partners to continue to support the service and our customers through the impact of welfare reform	To minimise the impact of welfare reforms on our customers and the service	Performance & Change Manager	Apr-2015	Mar-2018	Active
Annual Return of the Charter (ARC) Development	Coordination , validation and improvement planning of service data for the ARC to the Scottish Housing Regulator	Improved performance within priority indicators within our ARC submission	Performance & Change Manager	Apr-2017	Mar-2018	Active
Assume management of the Private Sector Landlord Scheme	Ensure the administration and development activity of the PSL register. Develop enforcement, good practice and improvement activity of the scheme	Ensuring a range of good quality, affordable housing options are available across all tenures in West Lothian. Developing improvements to the current scheme to tackle poor quality private sector housing conditions and bad PSL practice	Performance & Change Manager	Apr-2017	Mar-2018	Active
Ensure good governance across HCBS	Deliver the service programme of improvement activity, audit, review and performance management	Ensure the principles of good governance and practice, value for money and legislative and standards compliance are promoted, deployed and reviewed across HCBS	Performance & Change Manager	Apr-2017	Mar-2018	Active

Data Label: PUBLIC

3.1.8 Performance

Performance Indicator	**Percentage of tenants who feel safe in their local neighbourhood**	***P:HQSSAT1011_6a***
Description	The information for this indicator is taken from the Tenant Satisfaction survey. Every two years, tenants are asked 'Do you feel safe in your local neighbourhood?' and can answer from a five-point scale between 'very safe' and 'very unsafe'. This indicator measures the percentage of tenants that responded 'very safe' plus 'fairly safe'.	



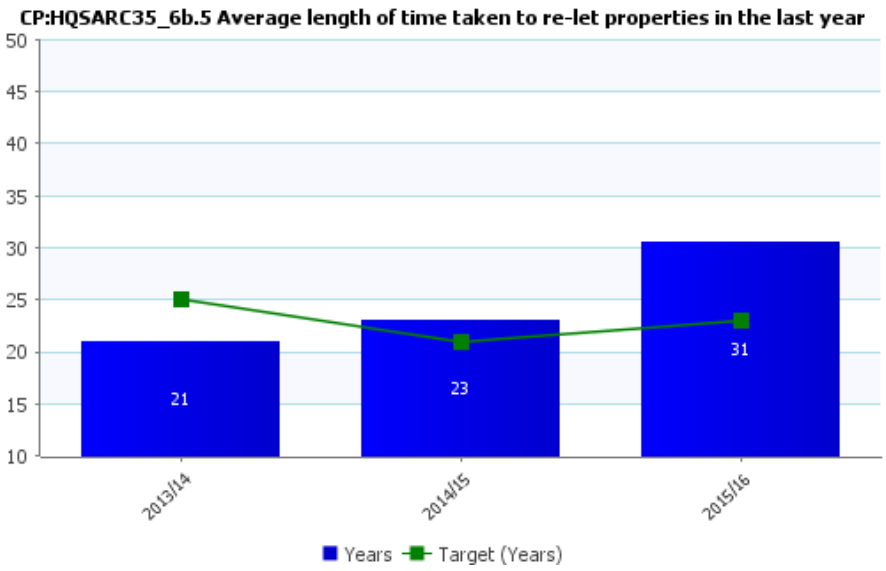
Trend Chart Commentary:

This question is asked as part of the Tenant Satisfaction survey, which is sent to tenants every two years. As we did not carry out a survey during 2016/17, these results have been carried forward from 2015/16 (80.3%). In the 2015/16 survey we changed the possible responses to this question to a five-point scale, in order to gain a better understanding on the extent of our tenants opinions. In this year we received 1,381 responses to this question, of which 80.3% (1,109) felt safe in their local neighbourhood. Although this is a decrease of 4% on the previous year, our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction levels by maximising the responses.

Generally, there has been marginal movement in the percentage of tenants feeling safe since 2012, moving between 80% and 85%. However, we have seen our response rate increase each year.

Our target setting is based on improving performance from the previous year, however given that this target has not been achieved for 2 years running in 2015/16 and 2016/17, this has been reduced to 80.3% for 2017/18 to reflect this position.

Performance Indicator	Average length of time taken to re-let properties in the last year	*CP:HQSARC35_6b.5*
Description	The average length of time taken to re-let properties in the last year. This is the total number of calendar days properties were empty divided by the total number of properties re-let in the year. This is required for the Scottish Social Housing Charter return.	



Trend Chart Commentary:

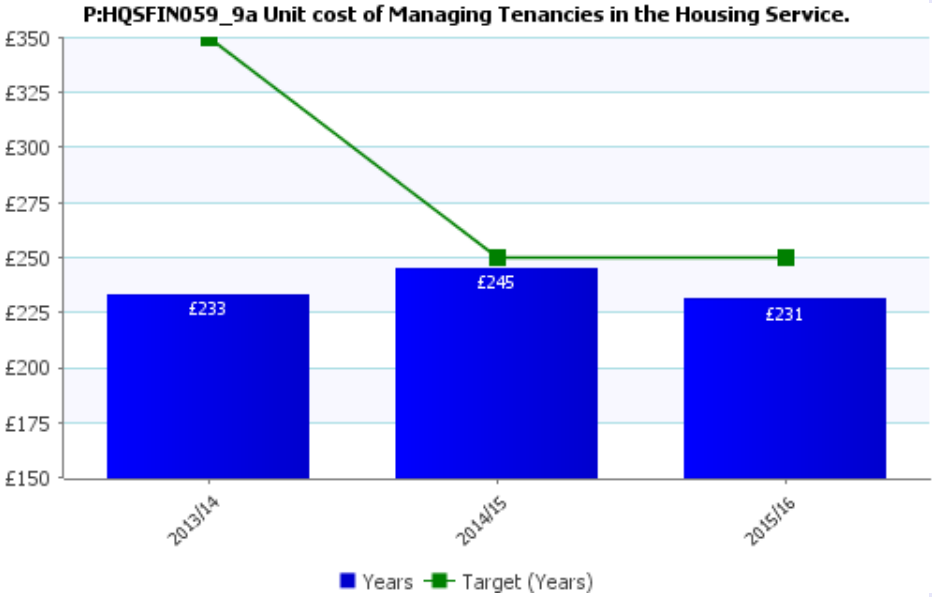
In 2015/16, it took an average of 31 days to re-let properties. In the last 3 years there has been an increase in time it has taken to re-let our properties due to a combination of factors - extensive fabric condition survey and an electrical survey that is carried out whilst the property is empty and before any void repair work is carried out. We have also encountered issues with the shortage of certain trades at Building Services that has impacted on properties being returned within timescales. Also, we have encountered more properties in areas of low demand, the type of properties that is available for let and the condition of the properties when becoming vacant. We are undertaking an extensive void analysis exercise and have instigated a full review of our Void Management process that will report its findings during the Autumn of 2016.The target is based on the previous year which we look to improve on.

Benchmarking information on 2015/16 results show that WLC are performing well in this area. The Scottish Social Landlord average was 35 days and our Scotland's Housing Network peer group average of 44 days.

Our target is set based on the previous year's performance, which we look to improve on. Therefore, the 2016/17 target has been set at 30 days. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	Unit cost of Managing Tenancies in the Housing Service	*P:HQSFIN059_9a*
Description	This performance indicator measures the cost of managing tenancies, which mainly consist of staff, office and administrative costs. This information is obtained by dividing the managing tenancies budget with the number of council houses to give a unit cost per house. This is an annual indicator.	



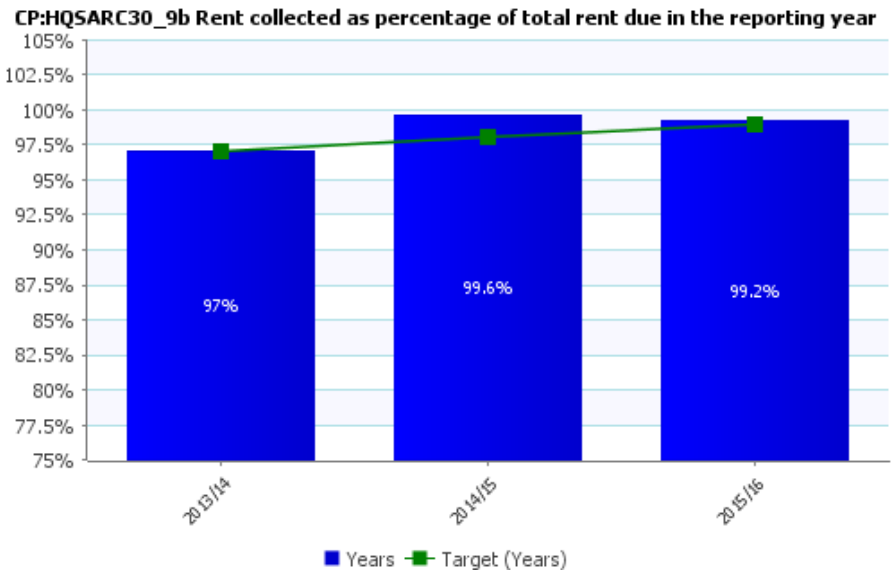
Trend Chart Commentary:

The budget assigned to managing tenancies has remained fairly static between 2013/14 and 2015/16. During the same time period, the council has seen some changes in their owned stock, from 13,000 in 2013/14, 13,300 in 2014/15 and 13,280 in 2015/16. As a result, there was marginal change to the unit cost of managing tenancies. In 2013/14, the unit cost was £233, in 2014/15 it was £245 and £231 in 2015/16.

Based on the trend of the last three years, the 2016/17 target will remain at £250. The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**Rent collected as percentage of total rent due in the reporting year**	***CP:HQSARC30_9b***
Description	This indicator measures the total amount of rent collected over the financial year as a proportion of the total amount of rent due to be collected that financial year. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

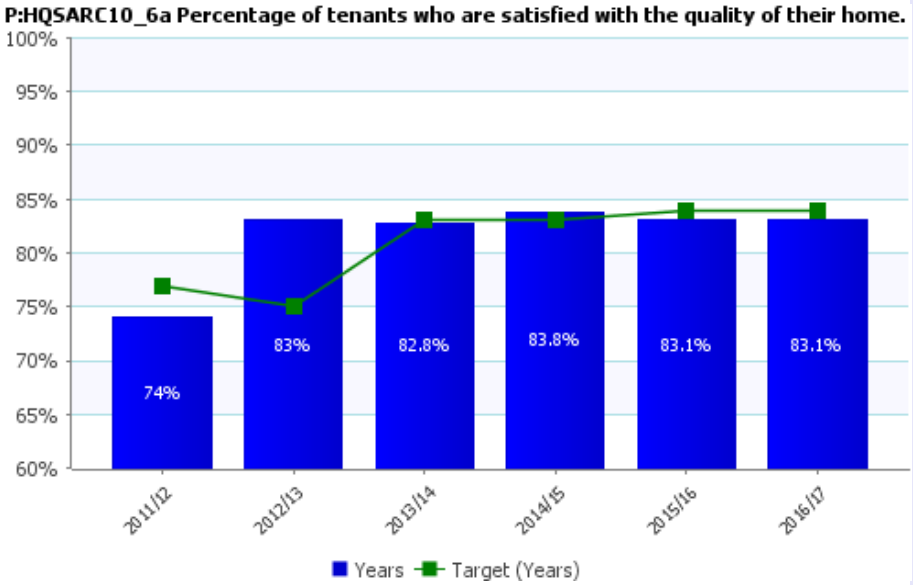
During 2015/16, the total rent due was £44,456,840 and we collected £44,096,741 (99.2%). This met out target of 99%. Benchmarking information on this year shows that we performed similarly to other landlords. The Scottish Social Landlord average was 99.5% collected and our Scotland's Housing Network peer group average was 99.2% collected.

In 2014/15 a total of 99.6% of the rent due was collected, this exceeded our target of 98%. The total rent due in 14/15 was £42,623,850 and we collected £42,462,522 of this. We performed marginally better than the Scottish average, which was 99.46% collected.

This Performance Indicator was introduced in 2013/14, when we started reporting this information as part of our annual return to the Scottish Housing Regulator. In this year a total of 97% of the rent due was collected. The total rent due was £43,828,721 and we collected £42,516,862 of this. As this was the first reporting year of this indicator, no target was assigned to this year.

The target is based on the previous year and for 2016/17 this will remain at 99%. The 2016/17 performance will be available from May 2017, at which time the 2017/18 target will be set.

Performance Indicator	**Percentage of tenants who are satisfied with the quality of their home**	***P:HQSARC10_6a.2***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. 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. This indicator shows the percentage that answered Very or Fairly Satisfied.	



Trend Chart Commentary:

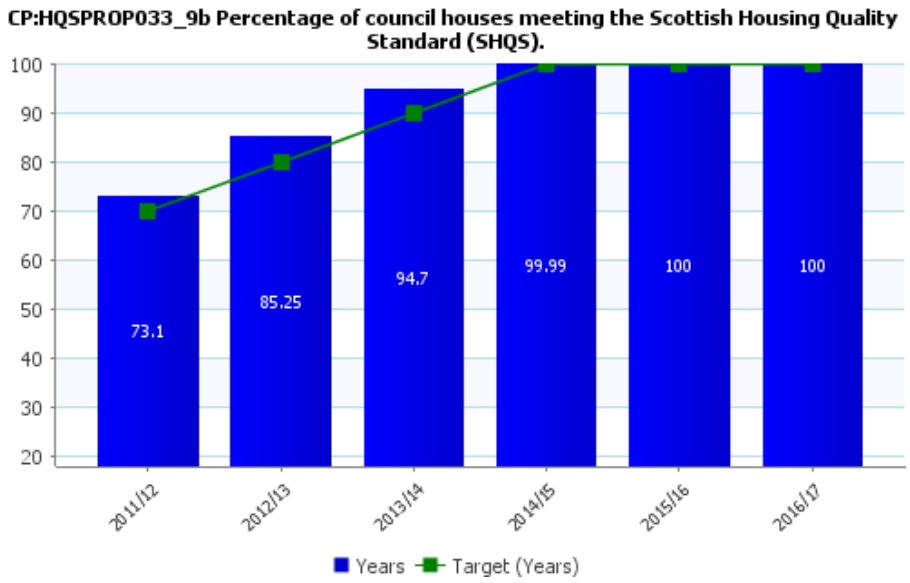
We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

In 2015/16, 1378 responses were received for the question, "Overall, how satisfied or dissatisfied are you with the quality of your home". The percentage that answered very or fairly satisfied was 83.1%, the fourth consecutive year with a similar result. The increase in the last four years can be attributed to the council's extensive refurbishment and improvement programmes. Although we missed our target of 84% (+1% on previous year), our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction levels. The increase in responses means we received the opinions of approximately 11% of our tenants. In the 2014/15 survey to tenants, 690 responses were received for this question.

The latest benchmarking information we have is based on the results of the 2015/16 survey. We recorded 83.1% in this year and this compares to the Scottish Social Landlord average of 86.5% and 81.7% average for our Scotland's Housing Network peer group.

Our target is reviewed every two years, in line with when we carry out this tenant survey. Our 2017/18 target will remain at 84%.

Performance Indicator	**Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS)**	***CP:HQSPROP033_9b***
Description	The Scottish Government expects all homes rented from social landlords to meet the Scottish Housing Quality Standard (SHQS) by 31 March 2015. Since 2006, the Housing Capital Programme has been aligned with a delivery plan aimed at ensuring that all council housing stock met the SHQS by the Government's target of 31 March 2015.	

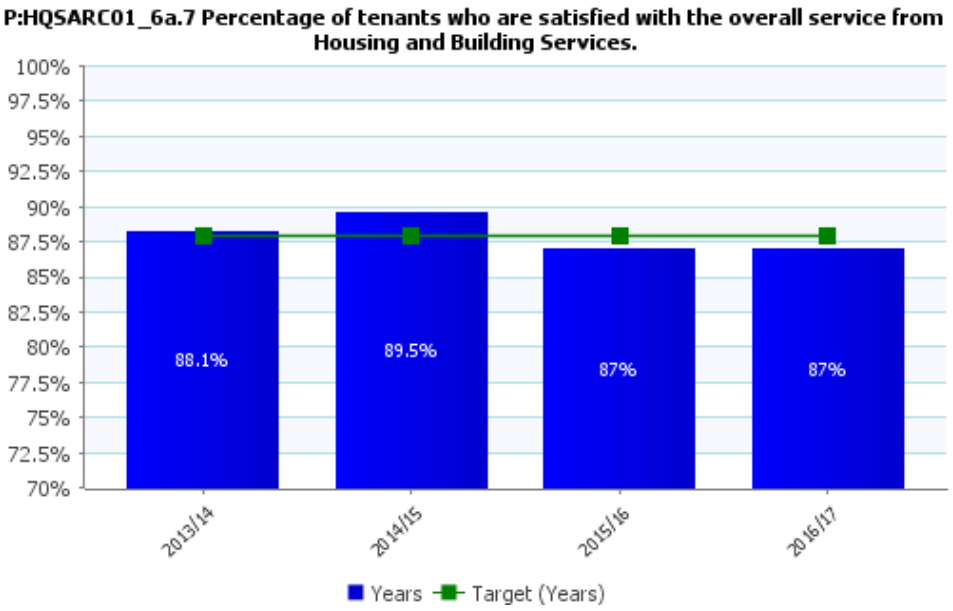


Trend Chart Commentary:

The performance chart shows a year on year improvement in the percentage of the housing stock meeting the SHQS between 2011/12 and 2015/16. Currently, all WLC housing stock is recorded as meeting SHQS.

We are required to report this measure as part of our annual Scottish Social Housing Charter. As our stock changes every year, we plan to maintain our performance. Therefore, the 2017/18 target will remain at 100%.

Performance Indicator	**Percentage of tenants who are satisfied with the overall service from Housing and Building Services**	***P:HQSARC01_6a.7***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. Tenants are asked 'Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord?' and can select from a five point scale from very satisfied to very dissatisfied, or express don't know/no opinion. This Performance Indicator shows the percentage that answered Very or Fairly Satisfied.	



Trend Chart Commentary:

We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

In our 2015/16 survey to tenants, 1375 responses were received for the question, "Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord?" The percentage of tenants Very or Fairly Satisfied was 87%. Although this is a decrease of 2.5% on the previous year, our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction. The increase in responses means we received the opinions of approximately 11% of our tenants.

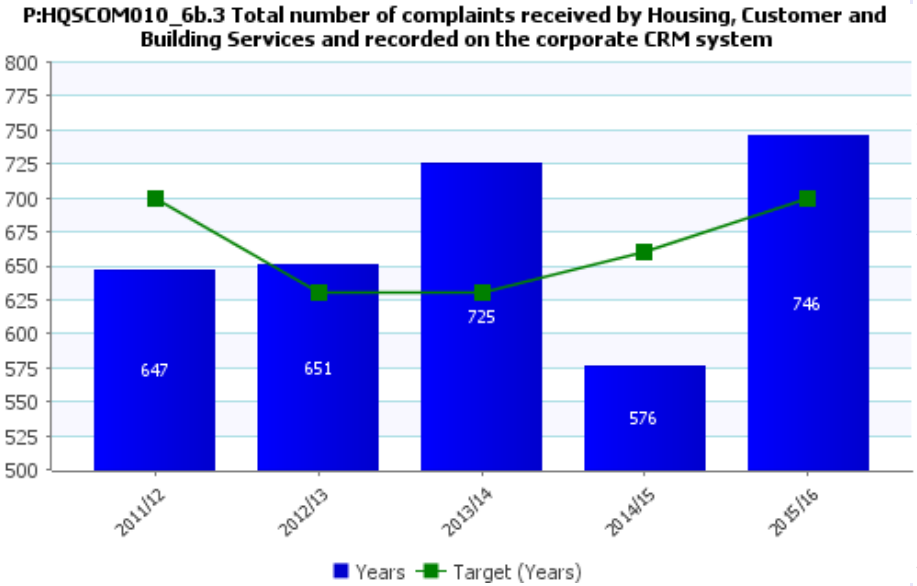
In our 2014/15 survey to tenants, 687 responses were received. The percentage who chose very or fairly satisfied was 89.5% and is an improvement on the previous year. The question was introduced in 2013/14 as part of the requirements of the Scottish Housing Charter.

The latest benchmarking information we have is based on the results of the 2015/16 survey. We recorded 87% satisfaction and this compares favourably with our Scotland's Housing Network peer group average of 83% but slightly below the Scottish Social Landlords average of 89%.

Our target is reviewed every two years, in line with when we carry out this tenant survey. Our 2017/18 target will be 88%.

Data Label: PUBLIC

Performance Indicator	**Total number of complaints received by Housing, Customer and Building Services, and recorded on the corporate CRM system**	***P:HQSCOM010_6b.3***
Description	The total number of complaints received by the service. This information is taken from the corporate Customer Relationship Management system	



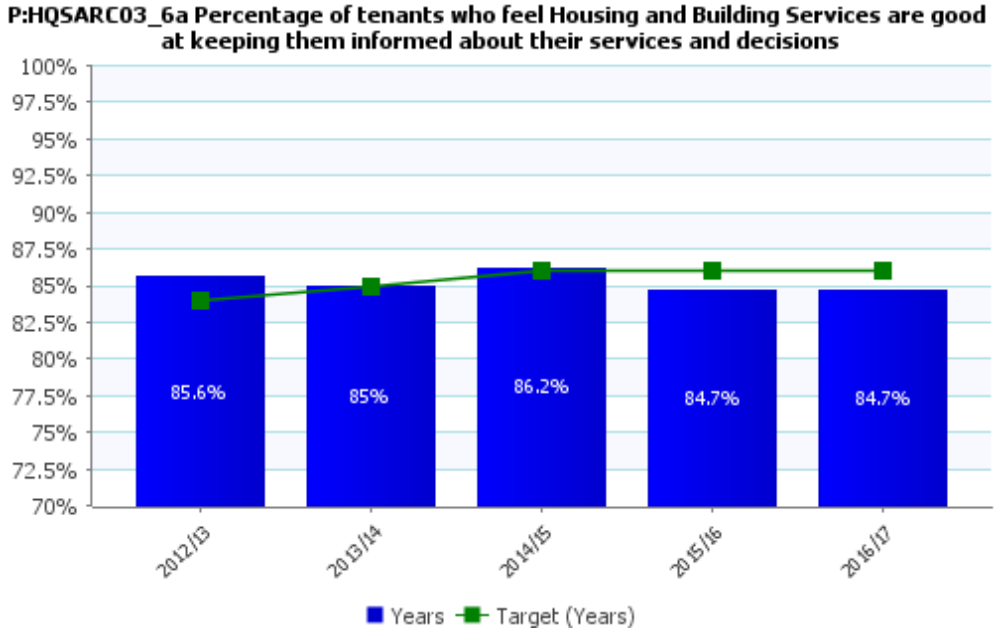
Trend Chart Commentary:

There is no particular trend on the number of complaints received by the service, other than as a service with a high number of customer interactions, we receive a high number of complaints.

We revised the target to 700 in 2015/16 due to the increasing number of complaints, not only in the service but across the council. This challenging target was not achieved during 2015/16, as the service received 746 complaints. While we do record a higher number of complaints it is worth noting that on an average over 40% of all complaints received by the service are not upheld.

Due to service restructuring, from 2016/17 this indicator will no longer include Construction Services, and will record complaints received by Housing, Customer and Building Services. This will have an impact of the total number of complaints received. Due to the type of service it is, Customer Services receive more complaints than Construction Services, which mainly has internal customers. Therefore, we expect an increase in the number of complaints received and we have set the challenging target of 800 for 2016/17. This data will be available from April 2017, at which time we will review our target for 2017/18.

Performance Indicator	**Percentage of tenants who feel Housing and Building Services are good at keeping them informed about their services and decisions**	***P:HQSARC03_9b***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. Tenants are asked 'How good or poor do you feel your landlord is at keeping you informed about their services and decisions?' This indicator is the percentage of tenants that answered either Very or Fairly Good.	



Trend Chart Commentary:

We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

In 2015/16, of the 1378 responses received, 1167 (84.7%) answered either very or fairly good. The service has increased the range of consultation methods during the last five years. The revamped Tenants News has also received positive feedback and will be a contributing factor to the high levels of satisfaction in this area.

The latest benchmark information we have is based on 2015/16 results. In this year we recorded satisfaction of 84.7% which compares favourably to our Scotland's Housing Network peer group average of 79.7% but below the Scottish Social Landlord average of 90.7%.

Our target is reviewed every two years, in line with when we carry out the tenant survey. Our 2017/18 target will be 86%.

3.1.9 Calendar of Improvement and Efficiency Activity

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

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.2 Building Services

Manager:	Building Services Manager
Number of Staff (FTE):	495.3
Location:	Kirkton Campus, Livingston

3.2.1 Purpose

Building Services is the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. There are two teams; the Contracts Team who undertake project works associated with the Housing and General Services capital programmes, and the Repairs Team who carry out responsive repairs and maintenance to both housing and non-housing properties. Operatives cover all trades including:

- Plumber
- Joiner
- Builder
- Electrician
- Gas Engineer
- Blacksmith
- Glazier

3.2.2 Activities

The main activities for Building Services in 2017/18 will be:

- Responsive repairs and maintenance to housing and non-housing properties, including an emergency standby service
- Gas servicing and repairs
- Enhanced estates management to housing communal areas
- Project works associated with both Housing and General Services Capital Programmes

3.2.3 Key Partners

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

- Local sub-contractors and trade suppliers
- Health and Safety Executive
- All relevant trade accreditation bodies
- Finance and Estates
- Gas Safe Register
- National Inspection Council For Electrical Inspecting Contractors

3.2.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Tenants Representatives	Telephone survey of tenants who have recently had their gas servicing completed	On-going	Building Services Manager	Reported in Tenants News and to tenants groups
	Tenants asked to complete survey following repairs	On-going	Building Services Manager	Reported in Tenants News and to tenants groups
Non Housing Repairs recipients (schools, community centres etc)	Face to face questionnaire, on completion of repair work	Ongoing	Building Services Manager	Reported on Intranet
Non Housing Contracts Recipient Community (e.g. schools head teacher and business manager)	Pre-start meetings	Quarterly	Building Services Manager	Site specific plans produced and circulated to all relevant parties

3.2.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Building Services Manager
Employee sample	Employee focus group	Annually	Building Services Manager
Team Briefings	Meetings	Monthly	Line managers
Management Team Away Day	Seminar	Biannual	Building Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

3.2.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Responsive Repairs - Sustaining council housing and communities	To provide a repairs, gas servicing and estate management service to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of housing emergency repair (BUSMT015_9a): Target £70 Average cost of housing non emergency repair (BUSMT016_9a): Target £115	WLAM	9.8	17,181,850	(17,181,850)	0
			Percentage of Housing Repairs completed to timescale (BUS002_9b): Target 95%	Public				
Responsive Repairs - Housing Repairs and Enhanced Estates Management Service	To provide a repairs service to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of housing emergency repair (BUSMT015_9a): Target £70 Average cost of housing non emergency repair (BUSMT016_9a): Target £115 Average length of time to complete emergency repair (BUSMT015_9b) Target 6 Hours Average length of time to complete non emergency repair (BUSMT016_9b) Target 7 Days	WLAM	254.4	9,236,279	(9,236,279)	0
			Percentage of Housing Repairs completed to timescale (BUS002_9b): Target 95%	Public				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Gas Servicing	To provide gas servicing to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of gas service (BUSGAS103_9a: Target £54	WLAM	35.4	1,599,929	(1,599,929)	0
			Percentage of gas services completed within 12 months (BUSGAS106_9b): Target 99%	Public				
Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8. Protecting the built and natural environment	Percentage of Housing Capital Programme delivered of budget allocated to Building Services (BUSMT003_9a): Target 100% Customer Satisfaction Capital Program Works (BUS014_6a & 6a.7)	WLAM	150.0	13,200,000	(13,200,000)	0
Non Housing Repairs Education & General Services Capital Investment Programme	To provide an excellent repair and maintenance service for internal council services and other partner agencies.	8. Protecting the built and natural environment	Percentage of non housing repairs completed to timescale (BUS003_9b): Target 85%	Public	45.7	1,500,000	(1,500,000)	0
			Customer satisfaction satisfied with the Non-Housing repairs service (BUS007_6a)	WLAM				
				Totals	**495.3**	**42,718,058**	**(42,718,058)**	**0**

Data Label: PUBLIC

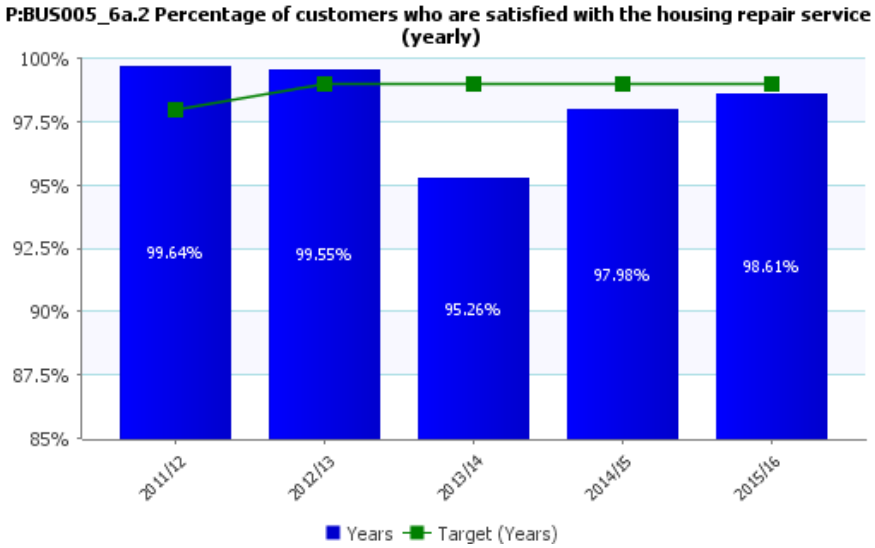
3.2.7 Actions

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Mobile Working	Continue roll out of mobile working and appointment scheduling system within Housing and Non-Housing responsive repairs	To improve the customer journey for repairs, reduce complaints and ensure a repairs service that provides best value for money	Building Services Manager	Apr-2015	Mar-2018	Active
Review of Housing Repair Categories	Review processes feeding into allocation of categories for repair type	To improve the efficiency of the service in handling repairs and improve customer satisfaction	Building Services Manager	Apr-2016	Mar-2018	Active
Health and Safety	Promote good practice across HCBS with respect to Health & Safety. Improvement of procedures and practice across the service, including sharing appropriate information with partners	Ensure a safe workplace and that repair work is carried out to high standards of safety. Reduce violent/aggressive behaviour incidents towards staff	Building Services Manager	Apr-2016	Mar-2018	Active
Process Efficiency	Identification of internal priorities to enable review of processes in support of improved consistency in service delivery	To improve internal efficiency and increase customer satisfaction with Building Services	Building Services Manager	Apr-2017	Mar-2018	Planned

Data Label: PUBLIC

3.2.8 Performance

Performance Indicator	Percentage of customers who are satisfied with the housing repair service (yearly)	*P:BUS005_6a.2*
Description	This performance indicator reports on the percentage of customers who gave a positive response on their experience with the overall housing repair service they received. Customers are asked to complete a customer survey once the repair has been carried out. The survey information is captured by paper surveys, personal digital assistants PDA or a number of customers are contacted by our customer contact centre. This indicator is the number of respondents who chose 'a positive response as a percentage of the overall responses. Measuring customer satisfaction helps ensure that we continue to provide an excellent repairs and maintenance service that meets tenants' expectations. The results are analysed to identify improvements to the way the service is delivered to customers. In 2013/14, as part of the introduction of Scottish Housing Charter, Building Services now report customer satisfaction using the 5 point scale responses. The categories are, Very satisfied, Fairly Satisfied, Neither or, Fairly Dissatisfied, Very Dissatisfied.	



Trend Chart Commentary:

In 2015/16 the performance has shown a lift back towards the high level of service we sustained previously. In 2015/16 Building Services received 649 customer surveys from 37890 completed jobs captured by paper surveys or personal digital assistants. Of these returns 11 customers responded neither satisfied nor dissatisfied with the service they received. 98.61% responded with positive response.

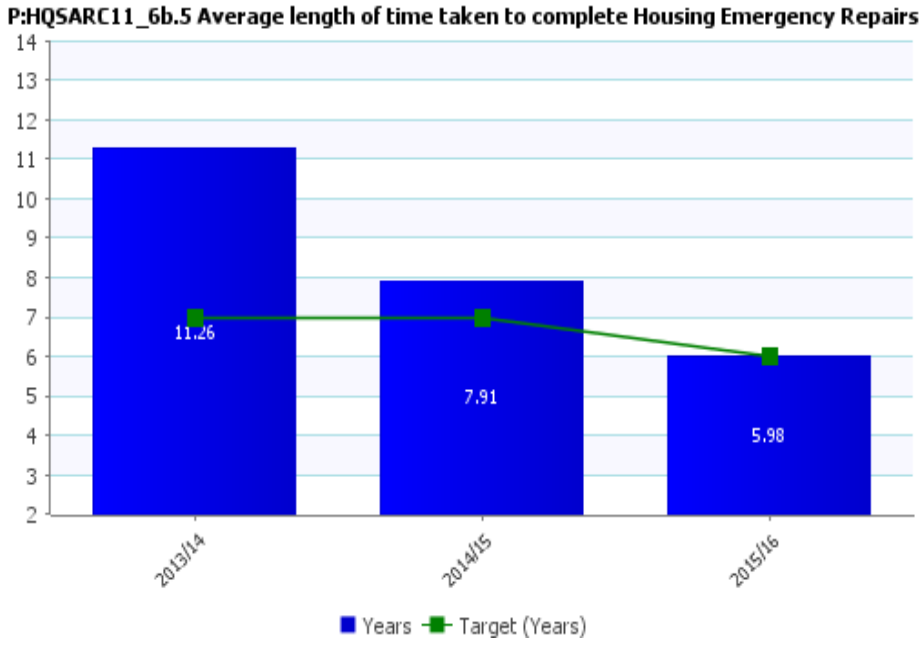
As a result of learning from complaints we have introduced a new Customer Care Training program which involves allocating complaints to relevant officers to respond to, highlighting serial complainers and improving Post inspections.

The dip in performance in 2013/14 ties in with the introduction of the new reporting format raised by the Scottish Housing Charter and also a dip in repairs completed within target

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel, with adherence to the Building Services Management Plan. This target is reviewed on a yearly basis.

The repair teams analyse all survey feedback and look to see where improvements can be made. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Performance Indicator	**Average length of time taken to complete Housing Emergency Repairs**	***P:HQSARC11_6b.5***
Description	This performance indicator reflects information taken from our repairs system. The system records from the point the customer reports the repair (date & time) to the point of completion of the emergency (date & time) The average length of time is calculated by the total time duration divided by the amount of jobs completed. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

The trend shows continued improvement in the performance of the service against this indicator since it has been introduced. As a result of this improvement the target was set at 6 hours for 2015/16 onwards which has been met.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 5.14 hrs and our Scottish Housing Network Peer Group Average was 6.37 hrs.

The service has carried out a benchmarking exercise with Scottish Housing Network (SHN) and introduced the Association for Public Service Excellence (APSE) in 2014/15.

In 2014/15 within APSE we were ranked 4th highest out of 8 UK Medium Sized Local Authorities who have a council house service for this indicator and thirteenth highest out of eighteen UK Local Authorities overall.
The average for medium sized Local Authority was 6 hours and the overall average was 5 hours.

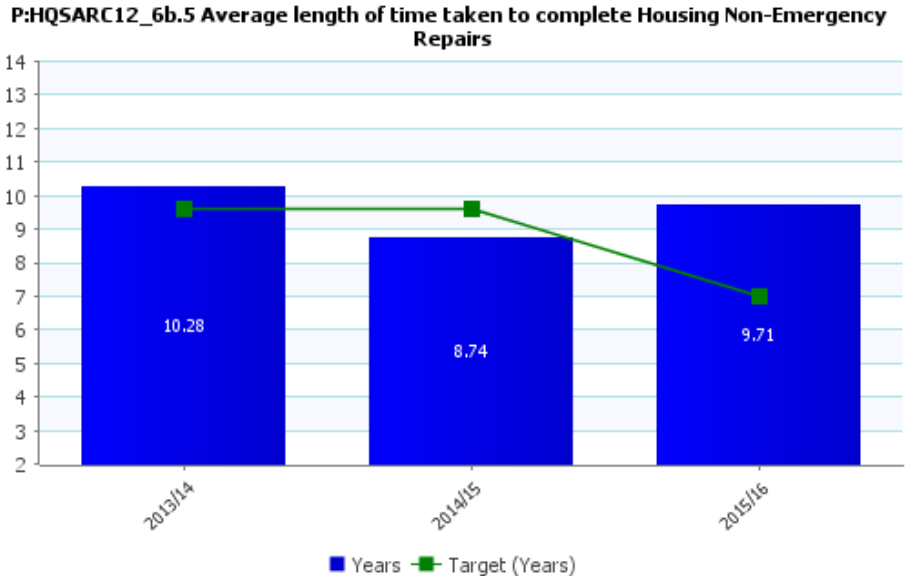
In 2014/15 within SHN we were ranked twenty-second highest out of 26 Scottish Local Authorities who have a council house service for this indicator. This highlighted the fact that several Authorities had differing categories of reporting on emergences.

The average for medium sized Local Authority was 8.4 hours and the SHN average was 6.3 hours.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	Average length of time taken to complete Housing Non-Emergency Repairs	*P:HQSARC12_6b.5*
Description	This performance indicator reflects information taken from our repairs system. The system records from the date the customer reports the Non-Emergency repair to the date of completion of the repair. The average length of time is calculated by the total time duration in days divided by the amount of jobs completed. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

The trend shows a slight decrease in the performance of the service against this indicator since 2014/15 against a new target which had been set at 7 days.

This coincided with a dip in repairs 'completed within target' for the comparable timescales. We are currently reviewing the processes which impact on this category.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 7.52 days and our Scottish Housing Network Peer Group Average was 9.69 days.

The service has carried out a benchmarking exercise with Scottish Housing Network (SHN) and introduced the Association for Public Service Excellence (APSE) in 2014/15.

In 2014/15 within APSE we were ranked 2nd highest out of 8 UK Medium Sized Local Authorities who have a council house service for this indicator and 4th highest out of eighteen UK Local Authorities overall.

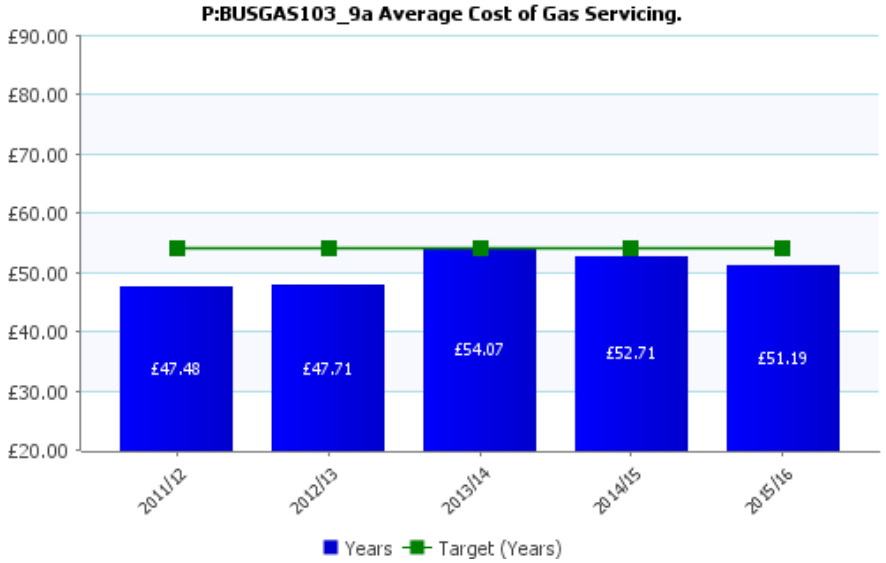
The average for medium sized Local Authority was twelve days and the overall average was eleven days

In 2014/15 within SHN we were ranked thirteenth highest out of twenty-six Scottish Local Authorities who have a council house service for this indicator compared to eleventh highest out of twenty-one in 2013/14.

The average for medium sized Local Authority was ten days and the SHN average was 8.6 days.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Performance Indicator	Average Cost of Gas Servicing	*P:BUSGAS103_9a*
Description	This performance indicator gives the annual average cost of gas servicing carried out by Building Services. This is based on the total cost of the gas servicing scheme divided by the number of properties that have received a gas service.	



Trend Chart Commentary:

Recent review of servicing processes has seen an improvement in the price of a service which along with new installations of improved heating systems has seen a reduction in costs for services.

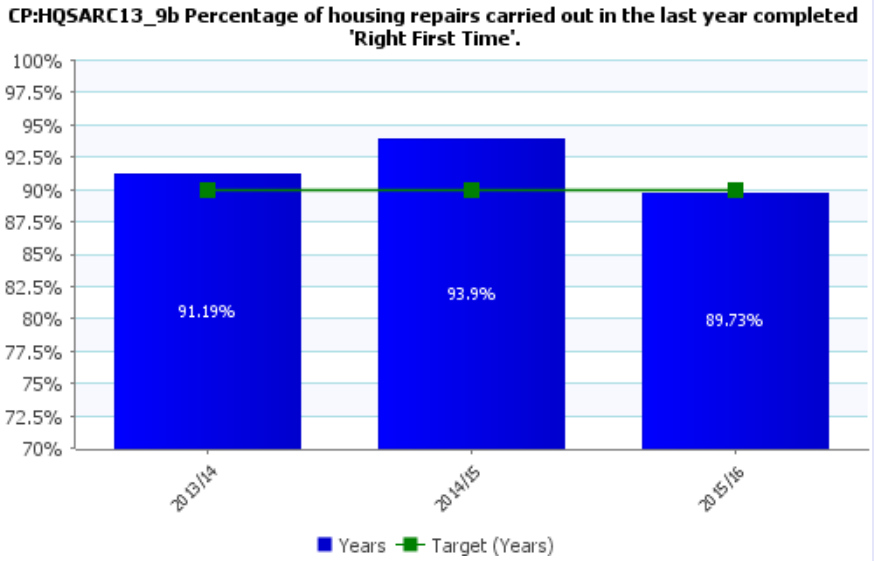
The service has carried out various benchmarking exercises with Scottish Housing Network. In 2015/16 a total of 12,915 gas services were carried out at a total cost of £661,164.69, an average of £51.19. In this year we were ranked 4th lowest in cost out of 8 similar sized Scottish Local Authorities who have a council house service for this indicator. The average cost for medium sized Local Authority was £57.63.

The targets have been set following a benchmarking exercise with similar sized Local Authorities introduced in 2014/15 for which the average cost of Gas Servicing was £65.76. In the benchmarking exercise we were place 4th lowest cost out of the 9 Local Authorities included in the exercise.

Based on benchmarking information for 2014/15, our 2015/16 target was set at £54 and 2016/17 target will be £51.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Performance Indicator	**Percentage of housing repairs carried out in the last year completed 'Right First Time'**	***CP:HQSARC13_9b***
Description	This performance indicator measures performance on non-emergency repairs completed during the reporting year where the repair has met the following three criteria: to the tenant's satisfaction, within the appropriate target timescale agreed locally, and without the need to return for a further time because the repair was inaccurately diagnosed and/or, the operative did not resolve the reported problem. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16 Building Services completed 27,576 reactive repairs, of which 24,744 were right first time. Performance in this year dipped slightly, compared to the previous year, mainly due to process changes within Routine Repairs jobs which impacted on the figure. The process changes have been reviewed and current working practices have now been refined. The result of this should see an improvement in performance within 2016/17.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 91.31% and our Scottish Housing Network Peer Group Average was 89.16%.

We showed improved performance in 2014/15 which coincided with the change in reporting format whereby Customer Complaints were not taken into the calculation.

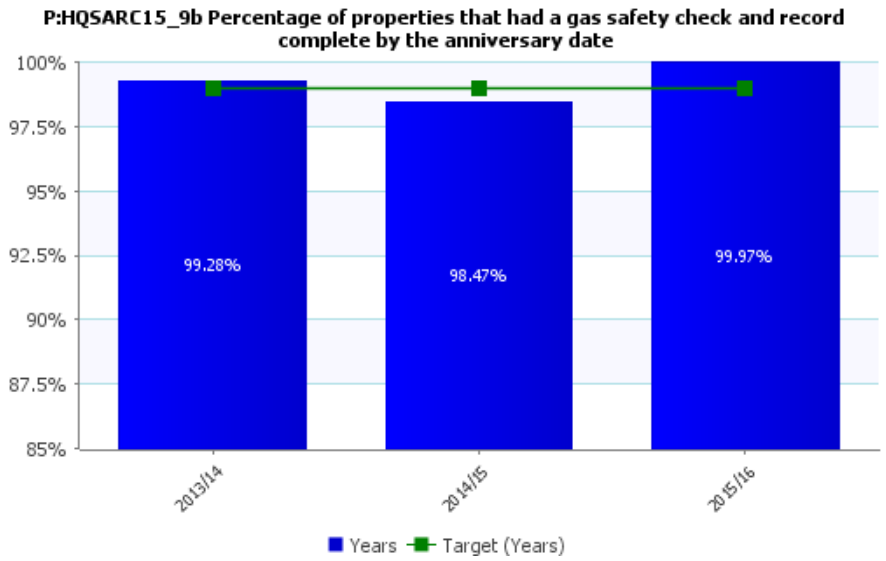
This was a new performance indicator introduced in 2013/14 to reflect the information reported annually to the Scottish Housing Regulator.

Further analysis of routine repairs is underway to identify where improvements can be made which can only enhance this Performance Indicator.

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel with adherence to the building Services Management Plan. This target is reviewed on a yearly basis.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Performance Indicator	**Percentage of properties that had a gas safety check and record complete by the anniversary date**	***P:HQSARC15_9b***
Description	The percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date. This performance indicator is included in the council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16 we have met our target with a figure of 99.97% of properties required having a gas safety check carried out.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 99.75% and our Scottish Housing Network Peer Group Average was 99.66%.

Of the 13,298 properties that required a gas safety record during 2014/15, 13,095 (98.47%) properties had gas safety checks completed. The trend shows that we did not meet target in 2014/15. This was mainly due to system issues within the Open Housing module. For this reason, we performed slightly below the Scottish average of 99.49% and 99.66% in our Scotland's Housing Network peer group.

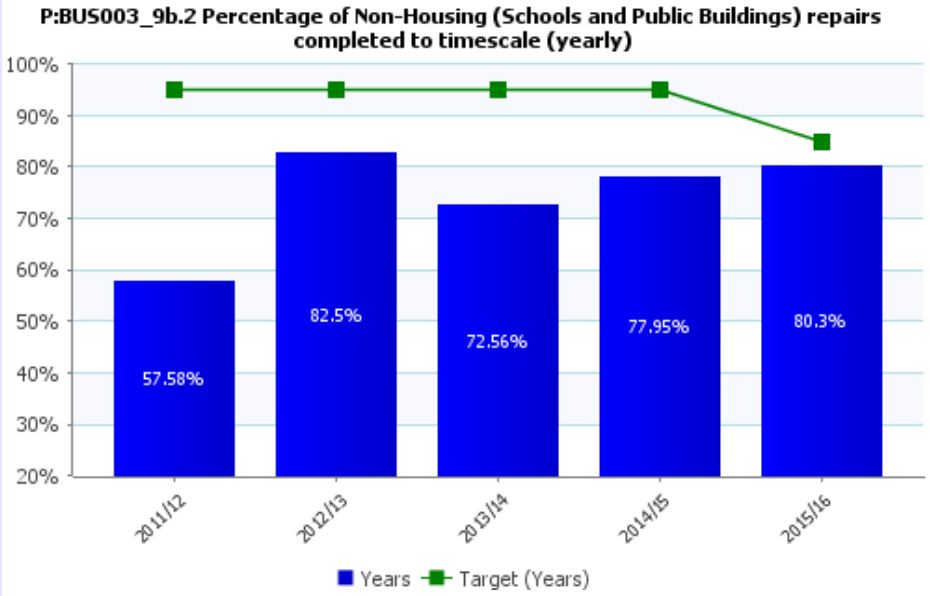
In 2013/14, we met our target of 99%. Of the 13,159 properties that required a gas safety record during this year, 13,064 properties had gas safety checks completed.

Our target for 2015/16 and 2016/17 remains at 99%.

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel with adherence to the building Services Management Plan. This target is reviewed on a yearly basis but is a high profile indicator resulting in the demanding level of achievement.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Performance Indicator	**Percentage of Non-Housing (Schools and Public Buildings) repairs completed to timescale (yearly)**	***P:BUS003_9b.2***
Description	This performance indicator information is taken from our repairs system. The system records all repair types in Schools and Public Buildings and measures those jobs we have completed within the agreed timescales. The repair types include emergency and non-emergency repairs. Timescales can vary from attendance within 3 hours for an emergency to 20 days for a routine repair. Building Services has a reviewed target of 85% for this performance indicator.	



Trend Chart Commentary:

This annual PI trend shows the target has continually not been met however there has been continued improvement in the last three year's figures with a cumulative increase of 7.74% in the same period. In 2015/16 Building Services completed 5766 repairs jobs with 4630 of the jobs complete within Target.

Performance can vary depending on the volume and complexity of repairs requested by our customers. Work is ongoing with Construction Services to review the repair category timescales and introducing the non-housing emergency repairs in the housing ward teams. After analysis of internal processes within both Building Services and Construction Services the review was completed by the end of March 2015 and we have seen an increase in jobs completed within the agreed timescale.

Monthly analysis is undertaken by Building Services to identify trends and areas of improvement to allow us to deliver an excellent service to our customers. A project on procuring emergency material from local suppliers on existing frameworks has been implemented in 2016/17 along with a dedicated work planner to liaise with customers to arrange appointed work to improve efficiency and performance.

Building Services has a reviewed target of 85% for this performance indicator for 2015/16 and 2016/17 after consultation with Construction Services. It was agreed to lower this target after four years of performance under 85%. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

A benchmarking exercise is ongoing with a neighbouring local authority to establish best practice.

3.2.9 Calendar of Improvement and Efficiency Activity

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

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.3 Housing Need

Manager:	Housing Need Manager
Number of Staff (FTE):	54
Location:	Civic Centre and four emergency accommodation units

3.3.1 Purpose

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

3.3.2 Activities

The main activities for the Housing Needs Services in 2016/17 will be:

- Providing housing information and advice on housing options to help people access appropriate housing/sustain existing housing and prevent homelessness
- Assessing housing and support needs
- Delivering housing support services to vulnerable tenants, residents and homeless people
- Managing 24 hour emergency accommodation at three units
- Allocating temporary and permanent accommodation
- Managing and expanding membership of the Common Housing Register in partnership with local Registered Social Landlords
- Developing/managing private sector 'Homechoice', Rent Guarantee and Private Sector Leasing Scheme.
- Encouraging and promoting participation from Housing Need service users
- Management, support and ongoing engagement to ensure the successful community integration of refugee families to the area.

3.3.3 Key Partners

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

- Local Registered Social Landlords in West Lothian
- Private Sector Landlords in West Lothian
- Service Users and partner agencies
- Local support service providers

- NHS Lothian/Moving into Health/Social Policy
- Integration Joint Board
- Police Scotland

3.3.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
People who have presented as homeless	Phone survey	On-going	Housing Need Manager	Reported in Tenants News, on the website and to tenants groups
People living in temporary or emergency accommodation	Face to face survey in persons home	Annual	Housing Need Manager	Reported in Tenants News, on the website and to tenants groups
	Homeless Network	Monthly	Housing Need Manager	Reported in Tenants News
People who have received Housing Support Service	Telephone survey of tenants who have recently experienced the housing support service	Bi-Annual	Housing Need Manager	Reported in Tenants News
Homelessness Stakeholders	Joint Strategy Group	Bi-Monthly	Housing Need Manager	Minutes and updated action plans

3.3.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Housing Need Manager
Employee sample	Employee focus group	Six weekly	Housing Need Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

3.3.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Homelessness Prevention and Assessment	To improve our support services to prevent people from becoming homeless including providing mediation, counselling, personal housing plans and rent deposits schemes. Enhance the role of the private sector and other partner agencies to promote sustainable outcomes.	5. Minimising poverty, the cycle of deprivation and promoting equality	Number of applicants where homelessness is prevented (SOA1307_12) Target: 260 households prevented	Public	19.4	730,108	(44,357)	685,751
			Number of households initially presenting as homeless or potentially homeless (HQSHOM006) Target: 150 per month	High Level				
Homelessness Provision	To assess need and provide temporary and emergency accommodation.	5. Minimising poverty, the cycle of deprivation and promoting equality	Average length of time in temporary or emergency accommodation - Ordinary LA dwelling (HQSARC25.1) Target: 135 days	WLAM	8.8	2,399,192	(2,432,788)	(33,596)
			Average length of time in temporary or emergency accommodation - All types (HQSARC25.10_6b.5) Target: 70 days	High Level				

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Housing Support	To help vulnerable tenants sustain their tenancy and support vulnerable homeless people in securing a sustainable housing solution.	5. Minimising poverty, the cycle of deprivation and promoting equality	HQSSUPO27 - Support PI to be developed	WLAM	25.8	1,470,497	(47,357)	1,423,140
			Percentage of council tenancies that are sustained after 12 months for previously homeless people SOA1307_13 Target: 85%	Public				
				Totals	**54.0**	**4,599,797**	**(2,524,502)**	**2,075,295**

Data Label: PUBLIC

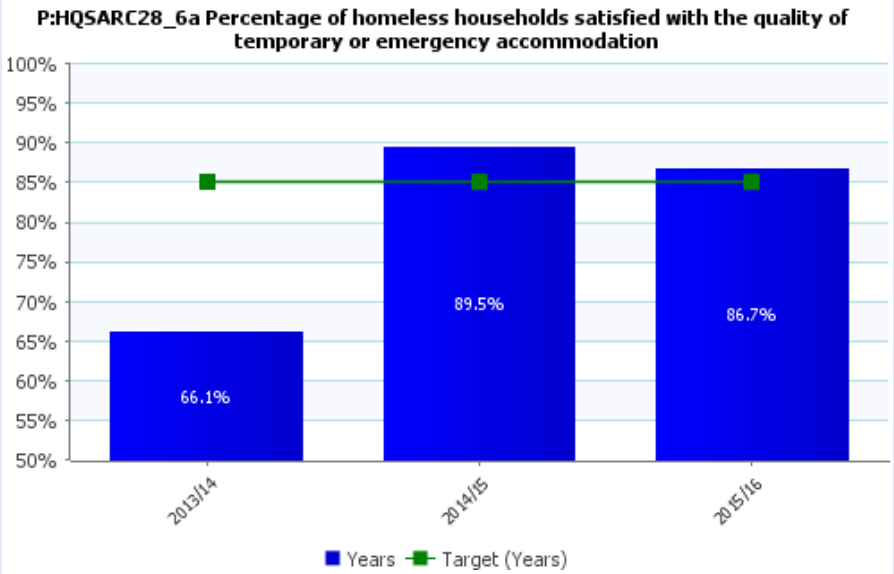
3.3.7 Actions

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review of Common Housing Register and Policy	Work with our local housing partners to review membership of the common housing register	Development of a common allocations approach increased membership of the CHR and a West Lothian wide approach to housing allocations	Housing Need Manager	Apr-2014	Mar-2018	Active
Storage of Homeless Furniture	Review of existing furniture storage contract and improvement review for service process related to storage of furniture	Reduction in overall storage costs	Housing Need Manager	Apr-2015	Mar-2018	Active
Development of supported temporary accommodation for young people as part of a new Joint Accommodation Strategy	Work with partners and other services to meet statutory requirements with regard to accommodation standards and support	Increase customer satisfaction with the quality of the accommodation provided and improve outcomes for young people in homelessness	Housing Need Manager	Apr-2016	Mar-2018	Active
Management action to reduce homelessness	Improve how we work with people with complex needs. Increase the supply of temp accommodation. Increase access to the range of permanent outcomes	Improving housing options to prevent people becoming homeless. Promoting sustainable communities by ensuring that, where possible, housing need can be met in a planned manner. Ensure there is access to a range of housing support	Housing Need Manager	Apr-2017	Mar-2018	Active
Online process development	Development of online forms and processes to support channel shift, improve efficiency and meet customer demand	To increase customer satisfaction and inclusivity with Housing Need processes and procedures	Housing Need Manager	Apr-2017	Mar-2018	Planned
Bed and Breakfast Accommodation Costs	To set a target for the number of nights in B&B and development appropriate performance indicators	To monitor and reduce the number of beds per night in bed and breakfast accommodation to ensure spend within agreed budgets	Housing Need Manager	Apr-2017	May-2017	Active

Data Label: PUBLIC

3.3.8 Performance

Performance Indicator	**Percentage of homeless households satisfied with the quality of temporary or emergency accommodation**	***P:HQSARC28_6a.2***
Description	Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation. Customers are asked 'How satisfied or dissatisfied were you with the overall quality of the temporary or emergency accommodation you were provided?' and can answer on a five point sliding scale from very satisfied to very dissatisfied. This PI includes those that answered 'very' or 'fairly' satisfied. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

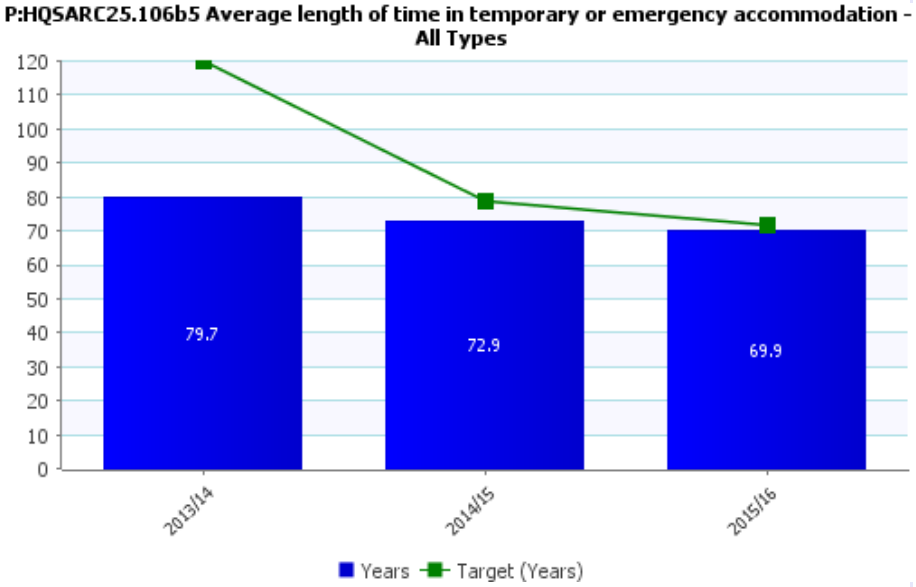
In 2015/16, 86.7% of people were satisfied. This met our target of 85% but was a slight drop of 2.8% performance on the previous year. This compares with the Scottish average of 87.9% and 91.3% average for our Scottish Housing Network peer group. It should be noted however that the number of returned surveys reduced from 257 to 165. The smaller sample size in 2015/16 may have had a disproportionate effect on percentage satisfied. The service is in the process of reviewing the 15 neutral and 7 responses which indicated an element of dissatisfaction with the quality of temporary accommodation provided. This information will be used to inform where service improvement may be required. In addition as part of the review of satisfaction surveys and results within Housing Needs service, the homeless service users group are reviewing all survey questions and responses with then service to inform actions for improvement.

Performance in 2014/15 demonstrates an upward trend from the previous year and has increased with 89.5% of people satisfied with the quality of temporary or emergency accommodation. This compares to a Scottish average of 85.2% and 91.7% average for our Scotland's Housing Network peer group. The significant increase is partly as a result of the larger number of survey returns (257) with only 13 neutral responses and 14 expressing a measure of dissatisfaction. This level of response is more indicative of the response expected given the good quality of temporary accommodation which is provided.

In financial year 2013/14, 66% of people were satisfied with the quality of temporary or emergency which was below the Scottish average of 83%. The low percentage of satisfaction may be as a result of the low return on survey questions for this particular year 56 in total. The low percentage of satisfaction is as a result of the 15 households who were neutral on this question with only 4 households expressing actual dissatisfaction.

Since we met our target of 85% in 2014/15 and 2015/16, our 2016/17 target has been set at 86%. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Performance Indicator	**Average length of time in temporary or emergency accommodation - All Types**	***P:HQSARC25.106b5***
Description	The average length of time in temporary or emergency accommodation is calculated by dividing the total number of days households spent in temporary/emergency accommodation by the total number of different households who occupied temporary/emergency accommodation during the reporting year. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

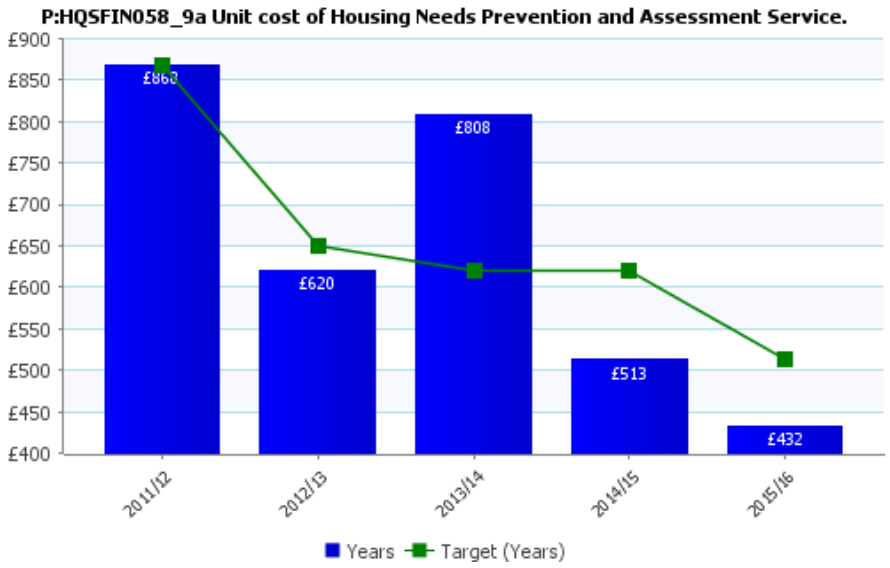
During 2015/16, a total of 1,336 different households occupied temporary accommodation for a total of 93,338 days. This is an average of 69.9 days, which was a reduction of 3 days on the previous year which is under our target of 72 days. This compares with the Scottish National average of 96.7 days and our Scottish housing network peer group average of 83.3 days. This reduction in length of stay can be regarded as good performance considering the reduction in the number of permanent lets available during the year. it is anticipated that performance will continue to improve as the number of available lets should increase during the second half of 2016/17 as secondary lets become available as a result of new build completions. In light of this the target will be set at 65 days for 2016/17.

During 2014/15, a total of 1094 different households occupied temporary accommodation for a total of 79,698 days. This is an average of 72.9 days, which was an improvement on the previous year and under our target of 79 days. This occurred due to the closure of Quentin court hostel resulting in a significant reduction in the number of days spent in hostel type accommodation which was not offset by the same level of increase in days in the remaining alternate forms of accommodation. We also performed well in comparison to the Scottish National average of 104 days and an average of 81.1 days for our peer group within Scotland's Housing Network. Given the success in achieving our target this year of 79 days the target for 2015/16 was reduced to 72 days to maintain continued improvement.

In 2013/14, a total of 1091 different households occupied temporary accommodation for a total of 86,915 days during 2013/14 with the overall average stay being 79.7 days. Performance is also good in comparison to the Scottish National average of 107 days and an average of 80days for our peer group within Scotland's Housing Network. As this was the first year in reporting this particular indicator the target of 120 days was set based on the services existing target to aim to have no homeless household in temporary accommodation for no longer than four months. As the service performed significantly better than our set target this has been reduced to 79 days for 2014/15.

The service reviews its target every year and aims to set an improving target taking account of any mitigating factors. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Performance Indicator	**Unit cost of Housing Needs Prevention and Assessment Service.**	***P:HQSFIN058_9a***
Description	The Housing Needs Prevention and Assessment Service provide housing information and advice to help people access housing and prevent homelessness. The unit cost of this service is calculated by dividing the budget attributable to this service by the number of people presenting as homeless. Our aim is to become more efficient and drive down the unit cost of the service and also the number of people presenting as homeless. This is an annual indicator.	



Trend Chart Commentary:

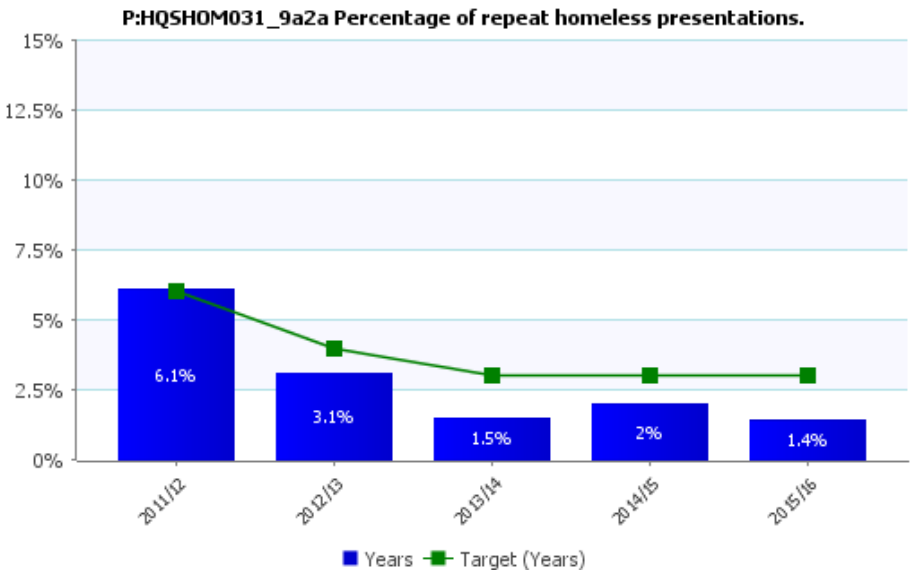
The reconfigured Housing Needs team continues to make efficiency savings thus substantially driving down the unit cost from previous year. In 2015/16, the unit cost of Housing Needs Prevention and Assessment Service was £432.

The target is set based on the previous year's unit cost which we aim to be more efficient over time

The service is undergoing a further restructure activity, following the full restructure during 2012, which coupled with improvements in service delivery have helped deliver significant efficiency savings from 2012/13 with minimal impact on front line services. Due to the accounting treatment of a specific budget heading the costs are inflated in 2013/14, so with this aside the unit cost has reduced from £860 per homeless presentation to £432.

The target is set based on the previous year's unit cost, which we aim to be more efficient over time. Therefore, the 2016/17 target has been set at £432. The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Performance Indicator	**Percentage of repeat homeless presentations.**	***P:HQSHOM031_9a2a***
Description	Percentage of same households who are assessed as homeless within 12 months of previously being assessed as homeless. This indicator includes both homeless households to whom we have a duty to provide permanent accommodation and those to whom we have a duty to provide temporary accommodation. This information is used to monitor the services levels of repeat applications and ensure it is seeking suitable appropriate sustainable outcomes.	



Trend Chart Commentary:

There has been a significant reduction in repeat homeless presentations from 2011/12 to 2015/16 due to the focussed work undertaken by the Housing Needs Service. Following verification from the Scottish Government, the 2015/16 figure identifies 1.4% repeat homeless presentations. This is an improvement of 0.6% on the previous year and has exceeded our target of 3%. This compares to the Scottish average of 5.8 % and 5.9% average for our Scotland housing network peer group.

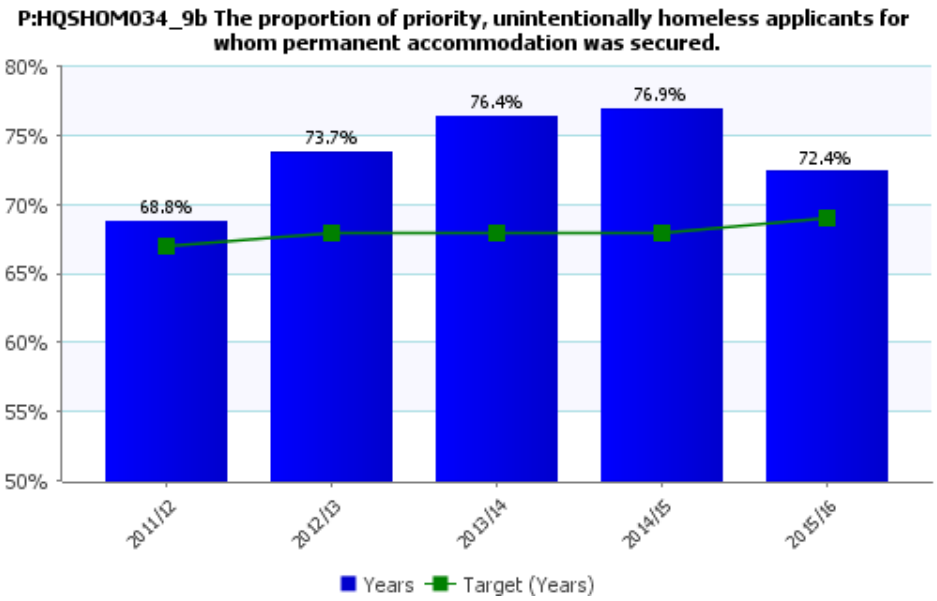
The 2014/15 figure identifies a slight increase of 0.5% on the previous year with 22 cases where applications were accepted as repeat applications, having been assessed as having undergone a material change in circumstances. This compares to the Scottish average of 5.7% and 5.4% average for our Scotland housing network peer group.

Performance for 2012/13 demonstrated a significant improvement in our position with repeat performance at 3.1% compared to a year end position in 2011/12 of 6.1%. The 2013/14 figure demonstrated a further improvement in our position.

There was slight increase in 2011/12 and each case contributing to this rise has been reviewed to establish the reasons for the repeat presentation and has allowed appropriate strategies to be put in place to improve performance.

The 2016/17 target is set at 3% and the data will be available from May 2017, at which time the 2017/18 target will be set.

Performance Indicator	**The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured.**	***P:HQSHOM034_9b***
Description	This indicator measures the percentage of homeless cases that are found permanent accommodation that the service has a statutory duty to provide. The aim is to exceed the target and maximise the percentage of homeless cases that are found permanent accommodation.	



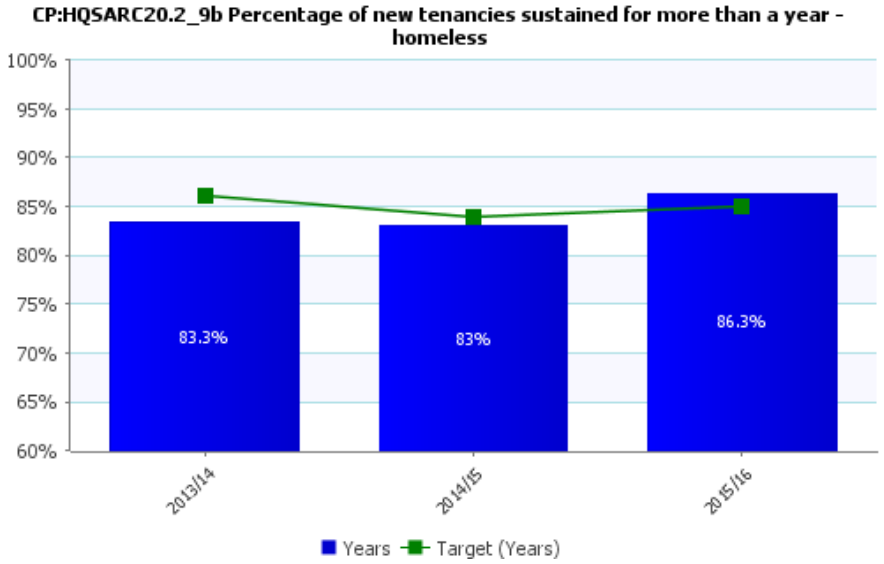
Trend Chart Commentary:

In 2015/16, 737 customers were assessed as priority, unintentionally homeless and 534 secured permanent accommodation. The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured was 72.4%, which was a decrease of 4.5% from the previous year. However, we have continuously met our target for the past five years and remain above the Scottish national average in 2015/16 of 67%.

Performance in 2014/15 increased from the previous year, to 76.9%. This upward trend is a continuation of improving trends over a five year period with increasing numbers of applicants securing and sustaining settled accommodation. This compares favourably with the Scottish national average of 73% (of all applications made where contact was maintained through to completion of case regardless of decision on application). This increasing trend where unintentional households have accepted council and RSL permanent accommodation offered is as a result of the councils policy of ensuring applicants are offered accommodation which meets their needs and is sustainable.

The 2016/17 target is set at 69% and the data will be available from May 2017, at which time the 2017/18 target will be set.

Performance Indicator	Percentage of new tenancies sustained for more than a year – homeless	*CP:HQSARC20.2_9b*
Description	Percentage of new tenancies to applicants who were assessed as statutory homeless sustained for more than a year. This is calculated by identifying the number of new tenancies from homeless which began in the previous reporting year who remained in their tenancy for more than a year, divided by the total number of new tenancies from homeless which began in the previous reporting year. This indicator is required for the return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16, 540 tenancies let to homeless applicants which had begun during the year 2014/15, 466 of these tenants remained in their tenancy for more than a year therefore creating a sustainability figure of 86.3% for 2015/16. Year 2015/16 figure shows an improvement of 3.3% from the previous year 2014/15 and shows that we exceeded our target, which was set at 85%. This was achieved by applying the services policy on restrictions, which allows those homeless applicants with support or other needs to be housed in specific areas where they have networks in place which will aid their tenancy sustainment. It is augmented with the provision of support and assistance to help applicants settle into their new home and the overall quality of accommodation provided. Target for 16/17 has been set at 87% to strive for performance improvement.

When comparing against all stock retaining Local Authorities including GHA, West Lothian's performance of 86.3% is above the national average of 85.6%. When benchmarking against Local Authorities of a similar stock size within our comparator group which includes, Aberdeenshire, Dundee City, Falkirk, East Ayrshire, North Ayrshire, Renfrewshire and West Dunbartonshire, our performance is higher at 86.3% than the comparator group average of 82.1%.

In 2014/15, 83% of these tenancies were sustained. 611 tenancies from homeless applicants began during 2013/14, 507 of these tenants remained in their tenancy for more than a year. We didn't meet our target that had been set at 84%, based on improving on the previous year. The Scottish average for this indicator is 87.2% and our aim is to improve our performance to exceed, this figure.

In 2013/14, 83.3% of new tenancies to applicants who were assessed as statutory homeless in the previous year sustained their tenancy for more than a year. 582 tenancies from homeless applicants began during 2012/13, 485 of these tenants remained in their tenancy for more than a year. As this was first year of reporting this particular indicator the target set was based on annual sustainment in 2012/13 as previously measured by SOA1307_13. The target was not met however this is due to the stricter nature of the ARC definition of when a council can include a household as sustaining accommodation as compared to the SPI indicator.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

3.3.9 Calendar of Improvement and Efficiency Activity

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

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.4 Customer and Community Services

Manager:	Customer Services Manager
Number of Staff (FTE):	135.7
Location:	Operates from 52 buildings across West Lothian

3.4.1 Purpose

Customer and Community Services was formed in 2016 following the implementation of one of the council's Delivering Better Outcomes projects. The service area comprises five functions which, together, provide the frontline delivery of council services to all communities in West Lothian. These are: Customer Information Services, Library Services, Registration, Partnership Centres in Broxburn, Fauldhouse and Bathgate, and Community Centres. The services engage with customers on a transactional basis, that is, they do not build up long term relationships with customers, although they are very likely to refer customers to other services.

The service has capitalised on the wider service grouping by creating generic customer services posts. By increasing the diversity of services individual staff are able to deliver, we can create a better customer journey and experience.

The service works in partnership with 37 local management committees who lease community centre facilities. This model allows the council to obtain rates relief and also encourages active citizenship and community capacity building through local people who programme the community centres and take ownership of the facilities on a day to day basis. We also work closely with our partners, stakeholders and the voluntary sector to help build a dynamic inclusive learning community which encourages customers to develop their potential to the full.

The service has corporate responsibility for developing and overseeing the delivery of the council's Customer Services Strategy.

3.4.2 Activities

The main activities for Customer and Community Services in 2017/18 will be:

- Oversee the delivery of the council's Customer Services Strategy.
- Provide customers with personal access to all council services and payment facilities through a network of local service centres.
- Provide access to informal leisure and learning opportunities for individuals and groups in West Lothian through a comprehensive range of libraries and community centres.
- Work with management committees to maximise the use of facilities through programmes which meet the needs of the community.
- Maximise efficiency, effectiveness and promote 'best value', through resource management and energy management systems.

3.4.3 Key Partners

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

- Management committees
- Community Councils
- NHS Lothian
- West Lothian Leisure
- Jobcentreplus
- Police Scotland

3.4.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Library users	Focus groups and paper based surveys	Quarterly / Monthly	Neighbourhood Manager	Notice boards and notes from meetings
Community groups with an interest in development of partnership centres	Meetings	Monthly	Project Manager	Notes from meetings and reports to committees
Community centre users and management committees	Meetings / paper based surveys	Monthly	Neighbourhood Manager	Monthly meetings and notice board
Users of CIS or Registration services	Papers based surveys	Monthly	Team Managers	Monthly reports, quarterly newsletters

Data Label: PUBLIC

3.4.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Customer Services Manager
Employee sample	Employee focus group	Annually	Customer Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.4.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Registration Service	To record all registrations for births, marriages and deaths accurately and issue extracts from the registers	Enabler Service - Corporate Governance and Risk	CuCS028_9a.1a Unit cost of each registration activity - target £15	HIGH LEVEL	6.0	229,415	(261,319)	(31,904)
			CuCS515_9b.1a % accuracy for registration of births, deaths & marriages Target 97%	WLAM				
Neighbourhood Services	To provide customers with personal access to all council services and cash collection facility, access to informal learning opportunities, and access to a comprehensive range of lending and reference books through a network of local service centres	Enabler Service - Modernisation and Improvement	P:CuCS022_9a.1a Net cost per item borrowed from branch libraries – target £2.10	PUBLIC	129.0	3,646,844	(1,266,049)	2,380,795
			CP:CuCS026 _9b.1a - % of CIS enquiries resolved at first point of contact - target 81%	PUBLIC				

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.7	55,300	0	55,300
				Totals	**135.7**	**3,931,559**	**(1,527,368)**	**2,404,191**

Data Label: PUBLIC

3.4.7 Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Deliver refurbishment and improvement activity for existing CIS offices and partnership centres	Payment kiosks in Bathgate, Broxburn and Livingston. Relocation of Livingston CIS office. Refurbishment and realignment of West Calder library. Relocation of Broxburn library	Customers have improved access to council and partner services in local communities	Customer Services Manager	Jan-2013	Mar-2017	Complete
Install public access wi-fi in key public buildings	Customers will be able to access internet services via a wi-fi system in key council buildings	Customers are digitally included	Partnership Centre Manager	Apr-2014	Oct-2015	Complete
Implement service reorganisation and review arrangements	Implement the new service delivery model for frontline services creating new staff teams based on neighbourhood clusters and review after six months	Staff will be generically trained to offer a wide range of services from a greater number of locations	Customer Services Manager	Jan-2016	Dec-2016	Complete
Update information pack for management committees and staff to ensure community facilities are fully compliant with statutory requirements	Define roles, responsibilities and relationships between partners and stakeholders	Clarify and enhance management committees understanding of their roles and responsibilities and provide appropriate training for volunteers and staff	Customer Services Manager	Apr-2016	Apr-2017	Complete

Data Label: PUBLIC

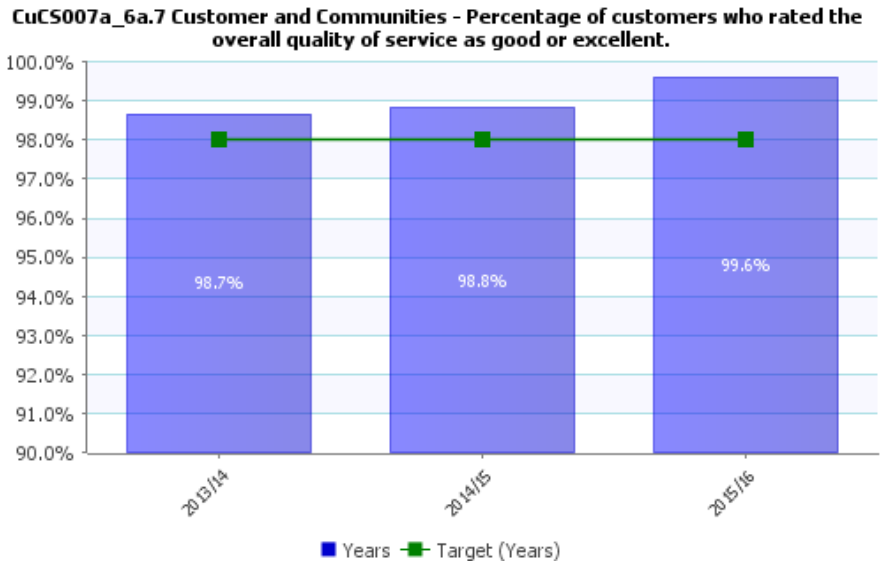
Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Development of new Partnership Centre Delivery	Delivery of Armadale, Blackburn, East Calder, Linlithgow and Whitburn Partnership Centres;	Customers have improved access to council and partner services in local communities	Customer Services Manager	Jan-2013	Mar-2019	Active
Develop the new Customer Services / Digital Transformation Strategy	To give all services the tools and ability to deliver excellent customer service.	Excellent customer service is delivered across the council	Customer Services Manager	Apr-2017	Mar-2018	Planned
Review of modernising frontline services implementation	Full year review of service restructure implementation	Service is fit for purpose and able to deliver services based on need	Customer Services Manager	Jun-2017	Sep-2017	Planned
Implement the interim review action plan	Ensure all actions are completed to address the communication, training and support issues raised	Service builds better relationships with staff and stakeholders	Neighbourhood Managers	Jan-2017	Dec-2017	Active

Data Label: PUBLIC

3.4.8 Performance

Performance Indicator	**Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent.**	***CuCS007a_6a.7***
Description	Service customers are randomly selected to complete a customer satisfaction survey. This indicator shows the percentage of customers rating the overall satisfaction with the customer service they received as good or excellent. The target is reviewed on an annual basis. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	



Trend Chart Commentary:

2016/17

The target for this year will be 98%, this has remained the same as previous years due to the impact of a small number of negative responses can have to the overall result.

2015/16

3,488 out of 3,502 responses rated the overall quality of the service as good or excellent. This is a 0.8% increase from the previous year and shows an increase of respondents by 331. This shows a second year of improved overall satisfaction for the service.

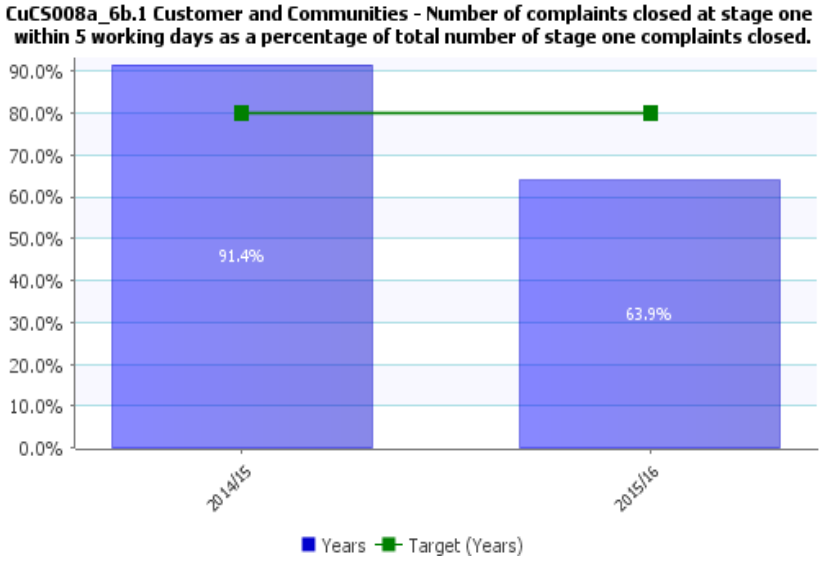
2014/15

3,134 out of 3,171 responses rated the overall quality of the service as good or excellent. This is an increase of 0.1% from the previous year, and shows a decline in respondents by 196.

2013/14

3,322 out of 3,367 responses rated the overall quality of the service as good or excellent. This was the first year of collecting data for the Customer and Communities Service, the results will be closely monitored to enable trends to be identified.

Performance Indicator	**Customer and Communities - Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed.**	***CuCS008a_6b.1***
Description	This indicator measures the total number of stage one complaints (complaints that the council aims to deal with within 5 working days) which are closed within 5 working days as a percentage of the total number of stage one complaints closed by Customer and Communities Services. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	



Trend Chart Commentary:

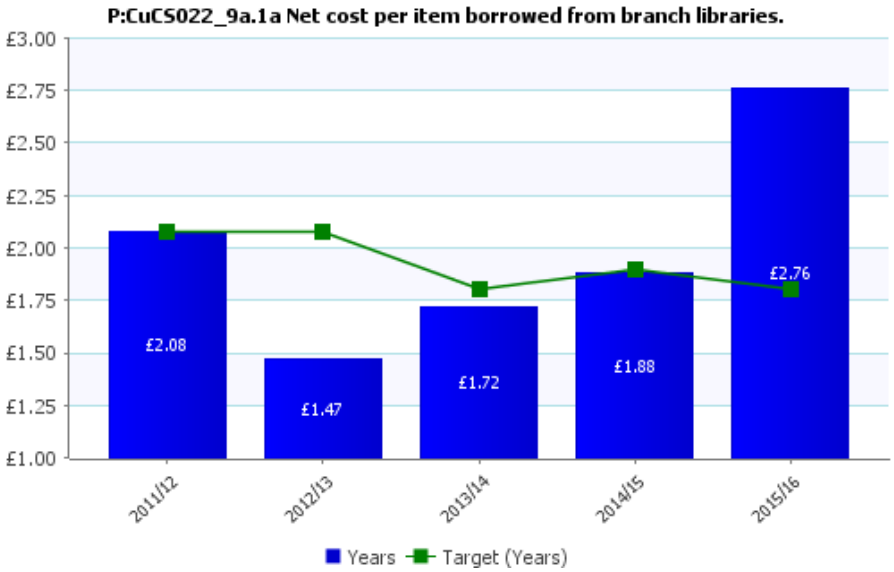
2016/17
The year end result will be available in April 2017. Due to the make-up of the service it is challenging to find external benchmarking partners.
The target for this year will be 85%
Currently for 2016/17 38 of the 43 complaints received at stage 1 have been closed within 5 working days.

On the occasions where complaints were not closed within 5 working days, these were a result of staff not closing the complaints off correctly on the system. Further Staff Training has been provided to rectify this and on 2 occasions we were unable to contact the customer to close the complaint.

2015/16
The target for this year was 80%.
23 out of 36 complaints which were received at stage 1 were closed within 5 working days.
Performance dipped due to a member of staff not closing complaints off correctly and 2 complaints being granted an extension at stage 1, 1 complaint being escalated to stage 2 and 2 complaints missing the target. Staff training provided to ensure staff close off complaints correctly.

2014/15
The target for this year was set at 80%.
32 out of 35 complaints which were received at stage 1 were closed within 5 working days.
2014/15 was the first year of collecting this data on an annual basis, the results will be closely monitored to enable trends to be identified.
The Target for 2017/18 will remain at 85%, as this is a Corporate Target.

Performance Indicator	**Net cost per item borrowed from branch libraries.**	***P:CuCS022_9a.1a***
Description	This indicator is designed to show the efficiency of Library Services by taking the total number of books borrowed expressed against the annual libraries budget. This figure is an annual average across all branch libraries, excluding mobile libraries.	



Trend Chart Commentary:

2016/17 - Target has been set at £2.10. This is a higher target than the previous year which takes into account the number of books being issues. Due to the make-up of the service it is challenging to find external benchmarking partners. The 2016/17 data will be available from June 2017, at which time the target for 2017/18 will be confirmed.

2015/2016 - The net cost per items borrowed increased to £2.76 in 2015/2016 due to a decrease in the number of books issued from the libraries in this year. In 2015/2016 422,827 books were issued. This decrease is due to a number of factors including a 50% reduction in customers borrowing books and the opening hours of the libraries have decreased. The spend on libraries was also increased due to in year staffing cost pressures.

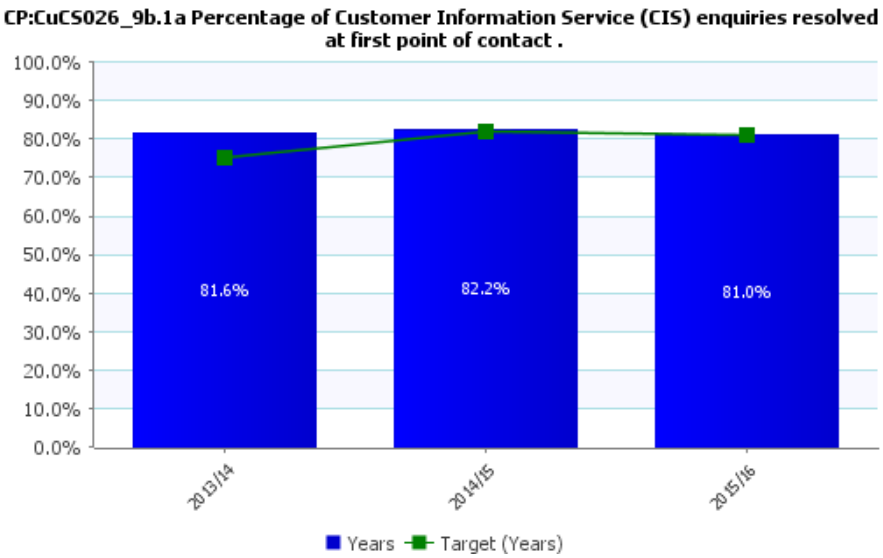
2014/15 - The net cost per item borrowed in 2014/2015 increased slightly to £1.88 per item. This is due to the decrease in the number of items which were borrowed from branch libraries which went down to 599,586 issues. This should be looked at along with the increase in the number of visits to libraries which shows that people are coming into libraries for more than books.

2013/14 - The net cost per item borrowed in 2013/14 was £1.72. Whilst this was below the target of £1.80, it was a deterioration on the performance of the previous year. This is due to the decrease in the number of items that have been borrowed during the year.

2012/13 - The costs of operating the public library service was reduced to £1.47 per item borrowed. This was due to the repositioning of the service in anticipation of a leaner integrated service in the future. Investment was made in introducing self-issue terminals to enable a smaller staff cohort to concentrate on delivering assistance directly to customers.

2011/12 - This was the first year of collecting data for this performance indicator. The costs of operating the public library service was £2.08 per item borrowed.

Performance Indicator	**Percentage of Customer Information Service (CIS) enquiries resolved at first point of contact**	***CP:CuCS026_9b.1a***
Description	This annual indicator measures the percentage of customer enquiries that have been resolved by CIS during the initial customer interaction. This removes the need for the customer to make any further contact with the council to have their enquiry resolved. There is a national target of 75% set by the Customer First initiative.	



Trend Chart Commentary:

2015/16 - We handled 92,706 customer enquiries and 74,690 (80%) were dealt with at the first point of contact. We therefore missed our target by 1% due to an increase in the number of enquiries that we had to pass on to other services.

2014/15 - We handled 102,746 customer enquiries and 84,432 (82%) were dealt with at the first point of contact. We therefore met our target.

2013/14 - We handled 108,866 customer enquiries and 88,795 (81%) were dealt with at the first point of contact. We therefore met our target by 6%.

2012/13 - We handled 116,486 customer enquiries and 97,137 (83%) were dealt with at the first point of contact.

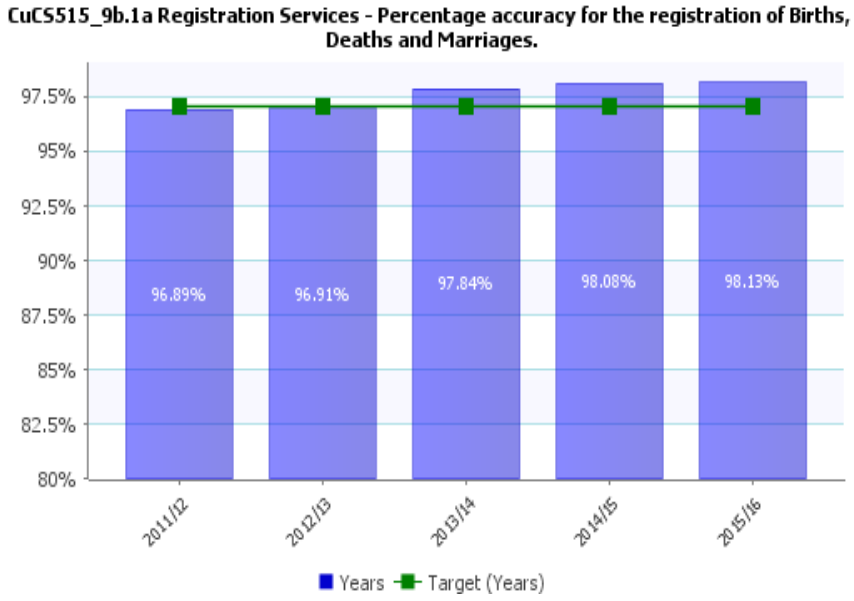
2011/12 performance was 77% (target was 75%).

We have been performing on or above the target since 2011/12 and our advisers do their best to minimise how many enquiries are passed on.

It is challenging to benchmark this indicator with other authorities as the scope of our service is wider and how far we take enquiries varies significantly with our counterparts.

The target for 2016/17 will be 80% which is a stretching target compared to the national target of 75%. The 2016/17 data will be available from April 2017, at which time the 2017/18 target will be confirmed.

Performance Indicator	**Registration Services - Percentage accuracy for the registration of Births, Deaths and Marriages**	***CuCS515_9b.1a***
Description	On an annual basis, National Registers of Scotland inspects the recording of the Birth, Death and Marriage registers for accuracy and the results are reported annually. When registering births and deaths it is vital that details are recorded accurately and our staffs work is assessed by the (NRS) on an annual basis. The assessment identifies minor errors for example in spelling or translation. The (NRS) national target is set at 97%.	



Trend Chart Commentary:

There has been a general increase year on year since 2011/2012. This is due to a more rigorous checking practice prior to the entries being locked into the system.

The West Lothian target for 2016/17 will be increased to 98% and National Records of Scotland's target will remain 97%. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be reviewed.

2015/2016 - The final examinations have been completed and the figure is expected to be around 98.13%, based on 4,608 registrations and 86 of these having errors. The exact figure will be released by the Registrar General later in the year. Results of other local authorities will be available later in the year.

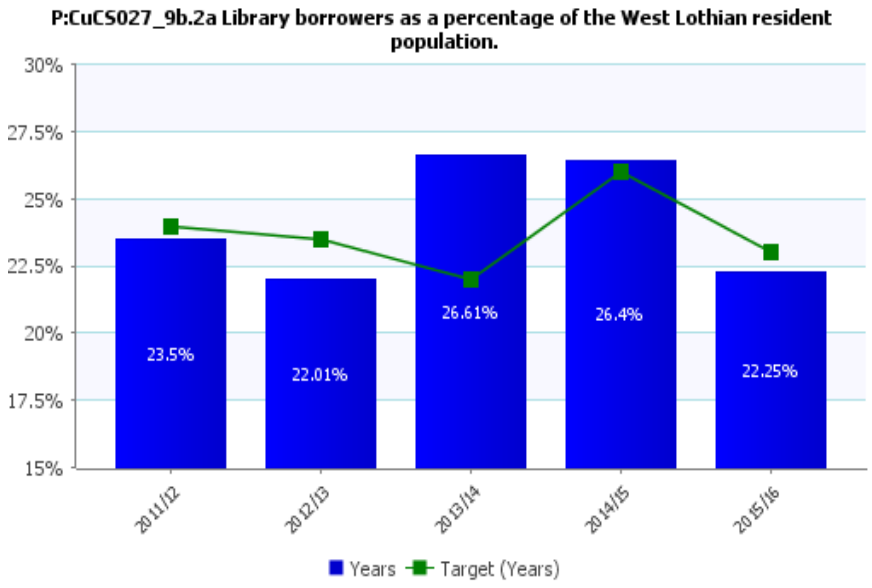
2014/15 - A performance of 98.08% for this period. This was based on a total of 4593 registrations being completed in West Lothian during 2014/15 and 88 of these having errors. This is up 0.24% from 2013/14. Out of 32 Local Authorities we were 19th in the results table.

2013/14 - A performance of 97.84% during this period. This is based on a total of 4499 registrations being completed in West Lothian during 2013/14 and with 97 of these having errors. This is up 0.93% from 2012/13. Out of 32 Local Authorities we were 24th in the results table. Out of 32 Local Authorities we were 30th in the results table.

2012/13 - A performance of 96.91%. This was based on a total of 4626 registrations completed in West Lothian during 2012/13 and with 143 of these having an error. This is up 0.01% from 2011/12. Out of 32 Local Authorities we were 21st in the results table

2011/12 - During this period performance was 96.89%.

Performance Indicator	**Library borrowers as a percentage of the West Lothian resident population**	***P:CuCS027_9b.2a***
Description	This performance indicator measures the total number of active members who have either borrowed an item from, or used a computer in, a library over the previous twelve months. An active borrower is a customer who has borrowed an item or used a public access library PC in the previous twelve months. This indicator does not count the people utilising libraries for learning and information purposes and using stock within the libraries.	



Trend Chart Commentary:

2016/17 - The target for 2016/17 has been set at 23%. The target setting rational is based on previous year's performance and focuses on continual improvement. Benchmarking is carried out with the ABC Benchmarking group of similar size authorities across Scotland and with Audit Scotland and Cipfa and West Lothian performs increasingly well in this area. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

2015/16 - The 2015/16 target was reduced to 23% to reflect the removal of two mobile libraries and the change to Library opening hours. Performance is slightly below target at 22.25%.

2014/15 - Performance has remained high with only a very small dip in active membership. This shows success in the service continuing to attract people to use library services.

2013/14 - Performance shows a significant rise in active membership, up to 26.61%, which is a 4.6% increase on 2012/13. This is due to an increased emphasis on digital inclusion and attracting more new members to our services.

2012/13 - Performance dipped to 22.01%, down 1.49% from 2011/12. This was partly due to the numbers of customers accessing books through e-readers, therefore not using the library. We launched our own e-book service to try and attract these customers back to the library. We also experienced an increased number of customers using the library on a one-off basis, using the computers for example to submit a job application. As these customers do not come back, this has a negative effect on this performance indicator as we cannot guarantee that these customers will consistently use the facilities. The performance against this indicator compares favourably against the seven benchmarking authorities whose performance ranges from 11.12% to 24.11%.

2011/12 - Performance increased slightly to 23.5%.

3.4.9 Calendar of Improvement and Efficiency Activity

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

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

3.5 Customer Service Centre

Manager:	Customer Services Manager
Number of Staff (FTE):	60.7
Location:	Civic Centre

3.5.1 Purpose

The service area comprises the Customer Service Centre which includes Careline. The service engages with customers on a transactional basis, that is, they do not build up long term relationships with customers, although they are very likely to refer customers to other services. The service engages with customers by phone and email.

3.5.2 Activities

The main activities for the Customer Service Centre in 2017/18 will be:

- Provide customers with personal access to all council services and payment facilities through a centrally based contact centre.
- Provide 24x7 support for older and vulnerable people through the electronic care alarm system.

3.5.3 Key Partners

- Health and Social Care Partnership

3.5.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Careline Users	Paper based / electronic survey	Monthly	Customer Service Centre Co-ordinator	Performance indicators
Customer Service Centre Users	Phone surveys and emails	Monthly	Customer Service Centre Co-ordinator	Performance indicators

3.5.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annual	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Customer Services Manager
Employee sample	Employee focus group	Annually	Customer Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.5.6 Activity Budget

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Telephone Service	Provide customers with access to all council services through a centrally based telephone service	Enabler Service - Modernisation and Improvement	CSC150 9a Unit cost of each CSC call Target £1.90	Public	44.6	1,354,542	(818,513)	536,029
			CSC201_9b % CSC calls resolved at first point of contact Target 75%	Public				
Care Alarm System	Provide 24/7 support for older and vulnerable people through the electronic care alarm system	4. Improving the quality of life for older people	CSC151_9a Unit cost of each Careline customer contact - Target £2.18	Public	15.8	490,818	0	490,918
			CSC207_9b Number of calls coming into Careline service Target 20,000	WLAM				
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.3	23,700	0	23,700
				Totals	**60.7**	**1,869,060**	**(818,513)**	**1,050,647**

Data Label: PUBLIC

3.5.7 Actions

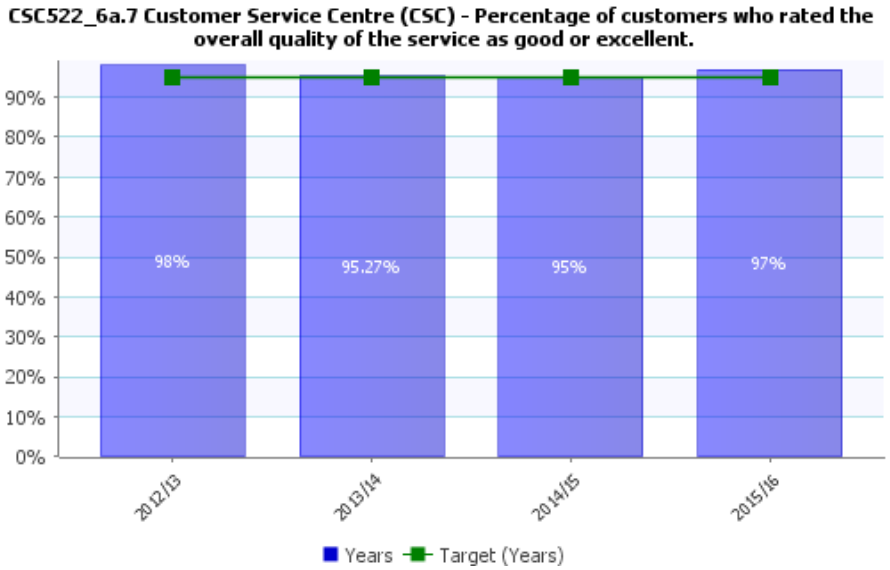
Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review the Customer Service Centre operations and functions	Review functions and processes within the CSC to streamline the service	Customer contacts are more efficient	Customer Service Centre Co-ordinator	Oct-2015	Dec-2016	Complete

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Implement the use of new technologies to enhance customer service	Put in new technology such as automated surveys to increase productivity	New technologies meet customer needs and expectations	Customer Service Centre Co-ordinator	Oct-2015	Dec- 2017	Active
Implement the new telephone system	Upgraded phone system for whole council will create opportunity to revise the call flow process in CSC	Customers are more easily able to speak to an advisor	Customer Service Centre Co-ordinator	Oct-2015	Dec-2017	Active

Data Label: PUBLIC

3.5.8 Performance

Performance Indicator	**Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.**	***CSC522_6a.7***
Description	This performance indicator measures the percentage of customers who rated the overall quality of service as 'good' or 'excellent'. This information is gathered through using our monthly survey and a number of customers are randomly selected. The target is reviewed annually.	



Trend Chart Commentary

This performance indicator shows the overall customer satisfaction for the full Customer Service Centre (CSC) Service, including Careline service.

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks its customer satisfaction with the Customer & Community Facilities.

2015/16 - Total customer responses are 2725 of which 2384 rated satisfaction as Excellent and 246 rating as Good, giving a 96.5% result. This is above target at 96.5%. CSC will strive to continue to meet and exceed this target for 2016/17.

2014/15 -Total customer responses are 2499 of which 1912 rated satisfaction as Excellent and 491 rating as Good, giving a 96.1% result. This is above target at 96%. CSC will strive to continue to meet and exceed this target for 2015/216.

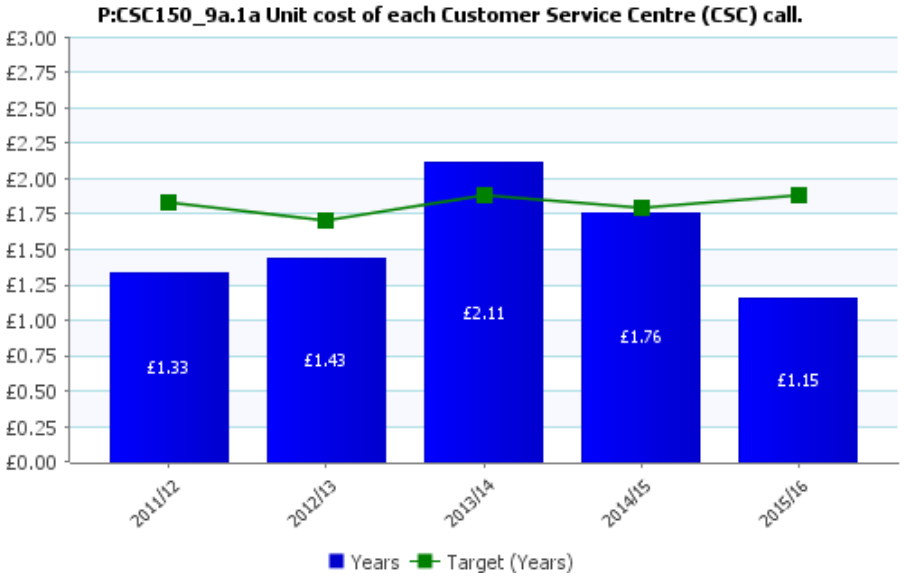
2013/14 - Total Customer Responses 3318, of which 2853 rated satisfaction as Excellent and 465 rating it as good, giving a 95.27% result. This is slightly above the target figure of 95%. In 2013/14 the CSC service changed the way in which this information is collected, this has resulted in a drop in performance, giving a true reflection of the service.

2012/13 - The service has exceeded the target figure of 95% reaching 98%.

In 2016/17 the target is set at 95% as that is deemed to be an achievable figure given the trend chart results. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

CSC are currently working with Falkirk District Council and Link Housing Association looking at benchmark results in relation to this performance indicator.

Performance Indicator	**Unit cost of each Customer Service Centre (CSC) call.**	***P:CSC150_9a.1a***
Description	This performance indicator shows the unit cost for each individual contact from West Lothian Council customers. The Customer Service Centre delivers a telephone service 24 hours a day, 7 days a week, 365 days a year.	



Trend Chart Commentary:

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

2015/16 - The target for 2015/16 was £1.88. The final unit cost of each customer service centre calls was £1.15. this is a decrease £0.61 from the 2014/15 figure but stands under target figure. The decrease in cost is due to reduction in staff levels due to a high number of temporary contracts being given and these staff moving into permanent contract within and out with the Council meaning the service had a number of vacancies through the year.

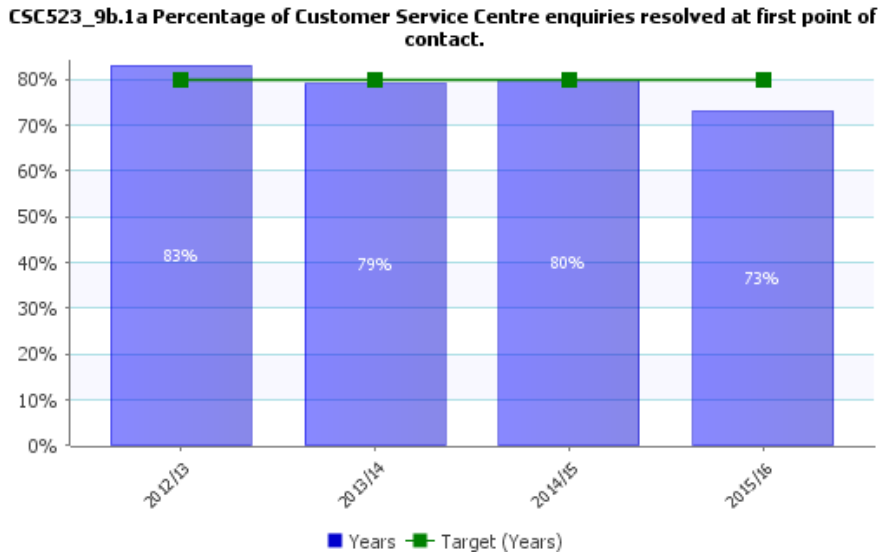
2014/15 - The final unit cost of each Customer Service Centre call was £1.76, this is a decrease of £0.35 from the 2013/14 figure but stays under the target figure of £1.79 for this period.

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

2012/13 - The final unit cost of each Customer Service Centre call was £1.43, this is an increase of £0.10 from the 2011/12 figure but stays under the target figure of £1.70 for this period.

The target for 2016/17 will be £1.90 to reflect the change in call volumes. Following audit review thresholds have been amended. The 2016/17 data will be available from June 2017, at which time the 2017/18 target will be set.

Performance Indicator	**Percentage of Customer Service Centre enquiries resolved at first point of contact.**	***CSC523_9b.1a***
Description	This indicator measures the percentage of customer enquiries that are resolved by the Customer Service Centre so that the customer does not need to make any further contact with the council. There is a national target of 75%.	



Trend Chart Commentary:

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

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities.

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

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

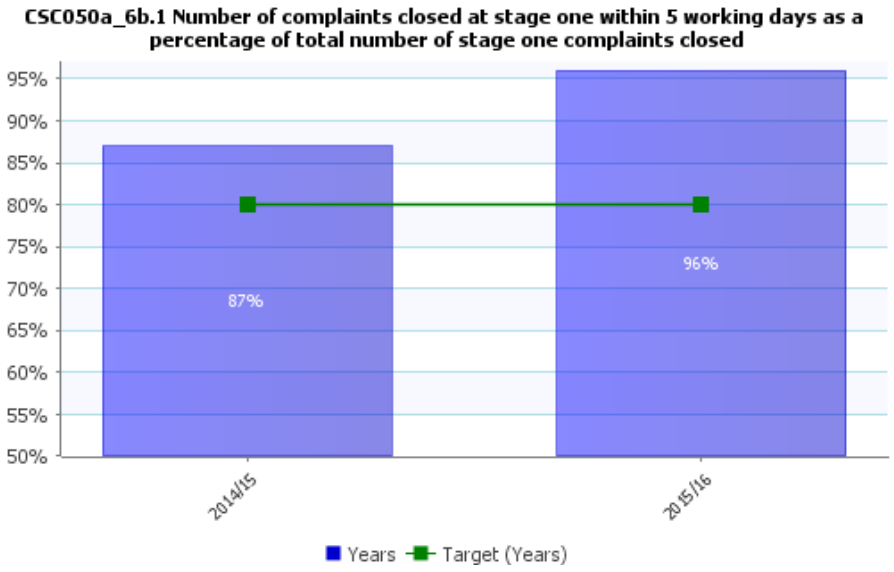
2013/14 - The performance achieved a figure of 79%, which is above the national target of 75% but slightly below the council's target of 80%.

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

The target for 2016/17 will decrease to 75% which is the national target to reflect the changing nature of the business and the reducing number of "quick hit" calls. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

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

Performance Indicator	**Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed**	***CSC050a_6b.1***
Description	This indicator measures the total number of stage one complaints (complaints that the council aims to deal with within 5 working days) which are closed within 5 working days as a percentage of the total number of stage one complaints closed by CSC.	



Trend Chart Commentary

2016/17

The target for 2016/17 has increased to 85%, this is a corporate target. The year end figure for 2016/17 will be available in April 2017.

2015/16

The target for 2015/16 has remained at 80%, this is a corporate target.

108 of the 113 stage 1 complaints received, were closed within 5 working days. This is an increase of 9% from the previous year and is a result of additional training which was completed, enabling managers to be more knowledgeable and also having gained experience of the complaints process.

2014/15

The Target for 2015/16 has been set at 80%, this is a corporate Target.

90 of the 103 stage 1 complaints received, were closed within 5 working days.

2014/15 was the first year of collecting this data on an annual basis, the results will be closely monitored to enable trends to be identified.

The 2017/18 target remains at 85% in line with Corporate Complaints Policy.

Data Label: PUBLIC

3.5.9 Calendar of Improvement and Efficiency Activity

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

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Housing, Customer & Building Services

Management Plan 2017/18

Alistair Shaw
Head of Service

April 2017

For more information:

Email address: alistair.shaw@westlothian.gov.uk

Telephone number: 01506 281754

West Lothian Civic Centre
Howden South Road | Livingston | West Lothian | EH54 6FF

Services for the Community Policy Development and Scrutiny Panel and Council Executive – Work Plan 2017

	Item	Purpose	Frequency	Lead Officer
SftC PDSP – 11th April (4th April)				
1	Police Scotland	Performance Update Report	¼	Barry Blair/ Ivor Marshall
2	Scottish Fire and Rescue Service	Performance Update Report	¼	Gary Laing/Martin Riach/Eddie Ritchie
3	Scottish Fire and Rescue Service	Change of Wholetime Fire Fighter Duty System	Once	Gary Laing/Martin Riach/Eddie Ritchie
4	Scottish Fire and Rescue Service	Implementation of Special Equipment Review at Bathgate Fire Station	Once	Gary Laing/Martin Riach/Eddie Ritchie
5	Community Safety	Police Scotland 2026 Strategy and Consultation	Once	Alison Smith
6	HCBS Management	2017/18 HCBS Management Plan	Annual	Alistair Shaw
Council Executive - 25th April (18th April)				
1	Community Safety	Police Scotland 2026 Strategy and Consultation	Once	Alison Smith
Council Executive - 23rd May (16th May)				

	Item	Purpose	Frequency	Lead Officer
SftC PDSP – 6th June (30th May) - Q4 Performance				
1	Scottish Fire and Rescue Service	Performance Update Report	¼	Gary Laing/Martin Riach/Eddie Ritchie
2	Police Scotland	Performance Update Report	¼	Stephen Dolan/Ivor Marshall
3	Rent Arrears	Presentation	¼	Sarah Kelly
4	Community Safety	Community Safety Update Report	¼	Alison Smith
5	Housing Need	Property Turnover Report	¼	AnnMarie Carr
6	Housing Strategy	Local Housing Strategy	Annual	Colin Miller
7	Housing Strategy	Energy Provider for Council Homes	Once	Colin Miller
8	Housing Strategy	New Build Council Housing Update Report	¼	Colin Miller
9	HCBS Performance	Performance Update Report	¼	Sarah Kelly
10	Housing Operations	Tenant Participation Strategy 2017-2021	Once	Alison Smith
Council Executive - 6th June (30th May)				
Council Executive - 20th June (13th June)				