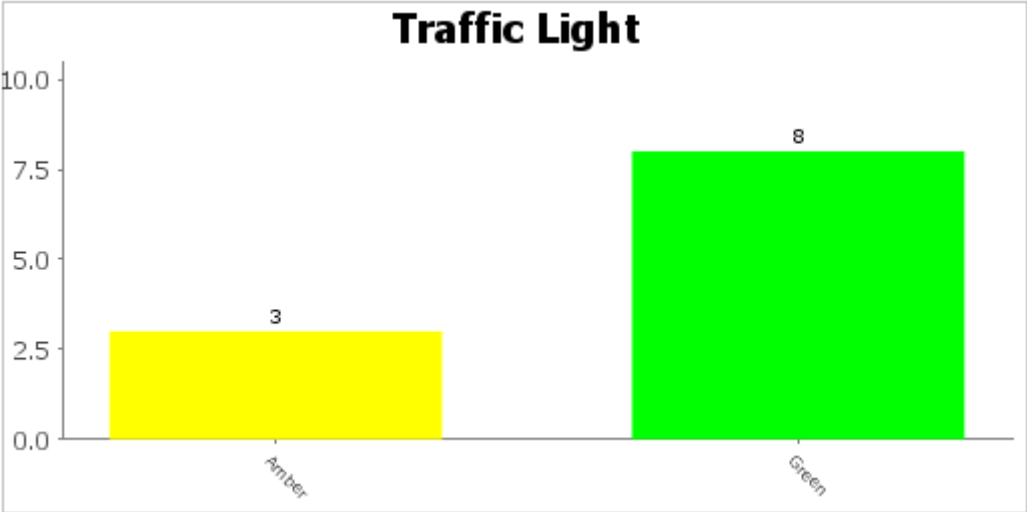



Corporate Communications - Performance Committee

Generated on: 30 October 2019 16:05



PI Code & Short Name	CC007_6a.7 Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent.	PI Owner	zCC_PAdmin; Garry Heron
Description	Customer satisfaction surveys are issued to customers by Corporate Communications annually. This performance indicator measures the percentage of customers who rated the overall quality of the service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The survey is issued annually to key internal customers such as Depute Chief Executives, Heads of Service, senior managers and other key staff who we work with on a regular basis.	Traffic Light Icon	
		Current Value	95%
		Current Target	100%



Trend Chart Commentary:


Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

The target for 2020/21 will remain at 100% given previous years' results which have remained high.

The trend highlights that 100% of respondents rated their overall satisfaction/quality with our service as good or excellent in 2015/16 and 2014/15. The trend also shows that the overall satisfaction of customers has remained high. The percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent has dropped over recent years from 100% to 98%, 96% and 95% in 2019/20 respectively.

In 2019/20 5 respondents (5%) rated the team's performance as adequate and gave no further reason as to why they deemed the service as being adequate. The dip in performance could be related to the changes within design services following a team restructure, increasing waiting times for internal customers.

Performance has remained consistent with all customers who responded to the survey indicating that the overall quality of the service is good or excellent.

PI Code & Short Name	CC013_6b.3 Total number of complaints received	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures the total number of complaints received during the financial year relating to Corporate Communications. Performance is reviewed on a regular basis and reported annually to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is captured through the Customer Relationship Management (CRM) system, Social Media and Councillor Enquiries. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	Traffic Light Icon	
		Current Value	3
		Current Target	0



Trend Chart Commentary: The number of complaints in 2017/18 was 2 and in 2018/19 the figure was 3.

In 2018/19, one related to the lack of web information relating to a specific are and the other two related to Bulletin content. All were looked at and deemed to have been handled correctly by the team. No further action was taken.


Three complaints were received in 2016/17. Two complaints were received in relation to website performance and one received in relation to Bulletin content. Both complaints were responded to and closed. Action was taken to ensure that the web complaint was actioned and steps taken to ensure that the error does not occur again. The Bulletin complaint was investigated and was not taken further.

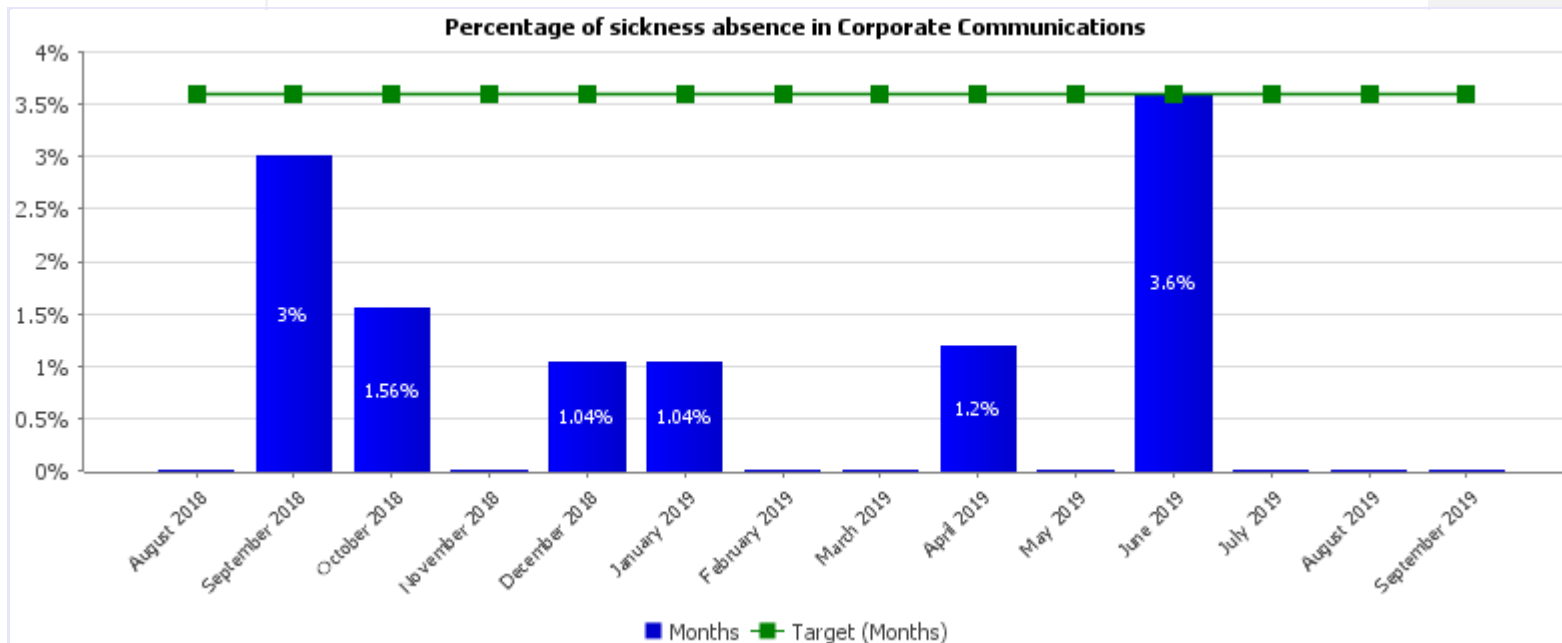
No complaints have been received in 2015/16.

In 2014/15, no complaints were received.

The target for 2019/20 will remain at 0 in line with previous years.

The service looks at each complaint and assesses what steps can be taken to rectify the complaint.

PI Code & Short Name	P:CC031_7b.1 Percentage of sickness absence in Corporate Communications	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Corporate Communications team in Corporate Services. The data is provided by the council's Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	Traffic Light Icon	
		Current Value	0%
		Current Target	3.6%




Trend Chart Commentary:

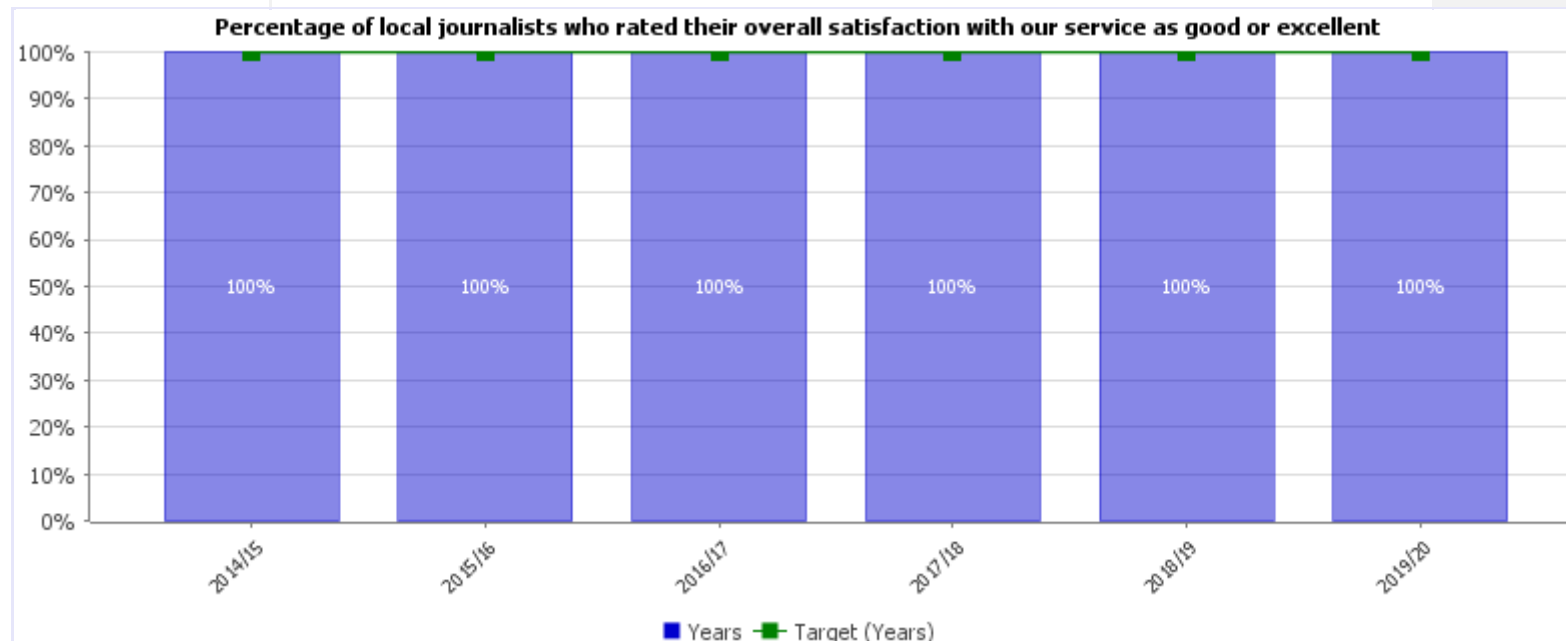
The trend highlights that absence has been below the council target for the entire reporting period. Due to the small size of the team a single absence can have an impact on absence levels.

The absences in September, October and December 2018 and January 2019 were as a result of a small number of staff absent for short periods. In February and March there were 0 sickness absence. One member of staff was absent for two days in April which returned a 1.2% absence rate. Sickness remained low but there was a spike in June 2019 whereby 3 staff members were off for 6 days in total. Since July through to September there has been no absence.

Absence is monitored and addressed in line with the council's Sickness Absence Management Policy and Procedures.

The corporate target is 3.6%.

PI Code & Short Name	CC045_6a.7 Percentage of local journalists who rated their overall satisfaction with our service as good or excellent	PI Owner	zCC_PIAAdmin; Garry Heron
Description	Percentage of local journalists who rated their overall satisfaction with our service as very good or excellent. An annual survey of local journalists is carried out to measure their views on the service we provide. The information is meaningful as local journalists are key customers with a high degree of influence. The data is used to improve and maintain effective relationships with this customer group.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

While the results are generally very positive, the pool of journalists has steadily decreased over recent years so it is not possible to increase the sample size.

The sample size in 2014/15 was increased from 3 to 6. This was the total number of news reporters from across the two local newspapers. In 2015/16 the number of local news reporters decreased further to five. All five reporters took part in the 2015/16 survey and 2016/17. In 2018/19 the total number of local reporters was 6 and all took part in the survey. In 2019/20 the number of respondents was 7 and the trend highlights that 100% of respondents are satisfied with the service.

In 2019/20 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2018/19 100% of local newspapers rated their overall satisfaction with the service as good or excellent.


In 2017/18 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

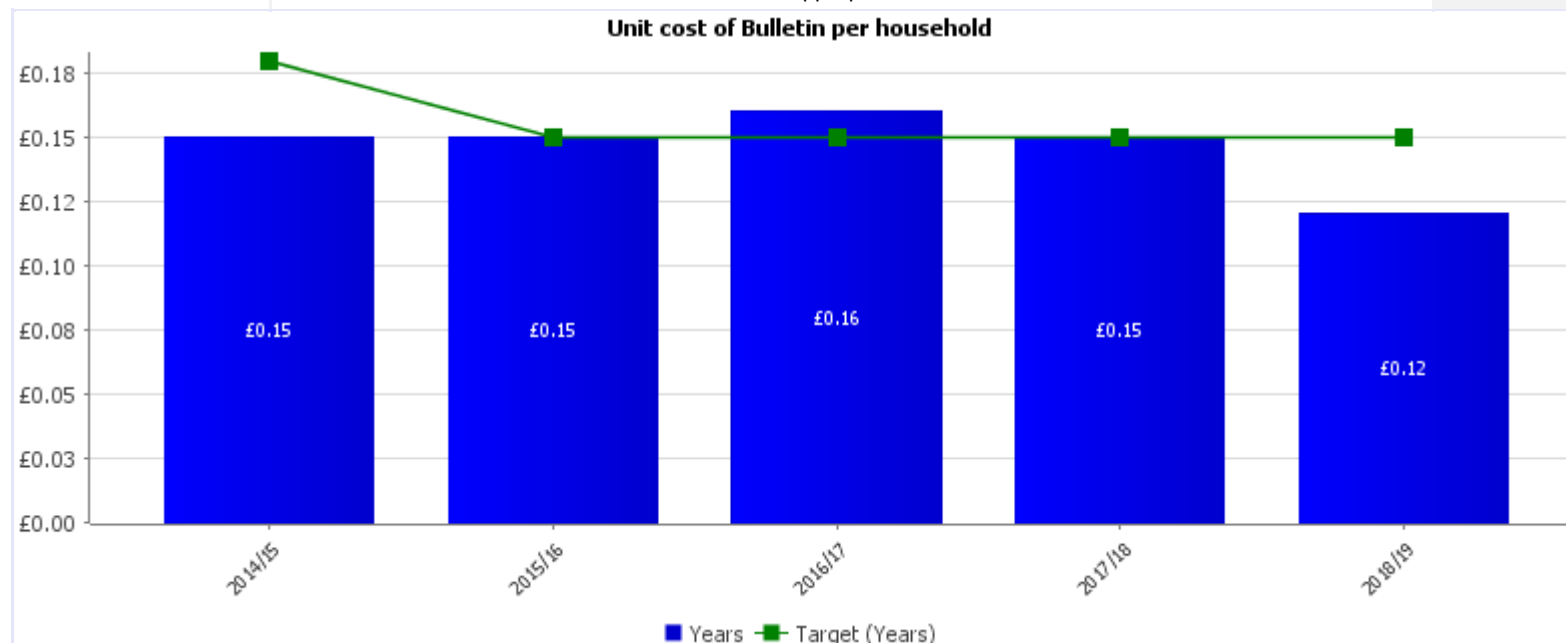
In 2016/17 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2015/16 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2014/15 100% of local newspapers rated their overall satisfaction with the service as good or excellent. In 2014/15 the target was increased from 90% to 100% to reflect the survey results.

The target will remain at 100% for 2020/21 due to previous years results.

PI Code & Short Name	P:CC062_9a.1c Unit cost of Bulletin per household	PI Owner	zCC_PIAdmin; Garry Heron
Description	This annual indicator demonstrates the average cost to West Lothian Council of printing and distributing Bulletin per household, per edition in West Lothian. The unit cost is calculated by taking overall Bulletin cost of printing and distributing and subtracting income received from external advertising, divided by four (quarters) and then the approximate total number of households (83,552). The indicator allows the corporate communications team to monitor the cost of each edition of Bulletin and take appropriate action to ensure best value is achieved for residents.	Traffic Light Icon	
		Current Value	£0.12
		Current Target	£0.15



Trend Chart Commentary:

The trend highlights that Bulletin costs have never exceeded 16p per edition, per household.

The trend highlights that the cost of Bulletin per household reduced in 2018/19 to 12p - the lowest unit cost ever recorded. This can be attributed to producing 16 page editions (not 20 pages or more), the number of households continuing to increase and corporate communications continually seeking to drive supplier costs down, which was achieved in 2018.

The trend highlights that the cost of Bulletin per household reduced in 2017/18 to 15p. This is a result of less 20 and 24 page editions being published and more households being distributed to, compared to 2016/17 where the unit cost was 16p.


In 2016/17 the unit cost of Bulletin per household was 16p, which was an increase of 1p from 2015/16. In 2016/17 there were three 20 page editions of Bulletins printed and one 24 page edition which results in higher printing costs for the council. This was combined with a reduction in external advertising from a community planning partner.

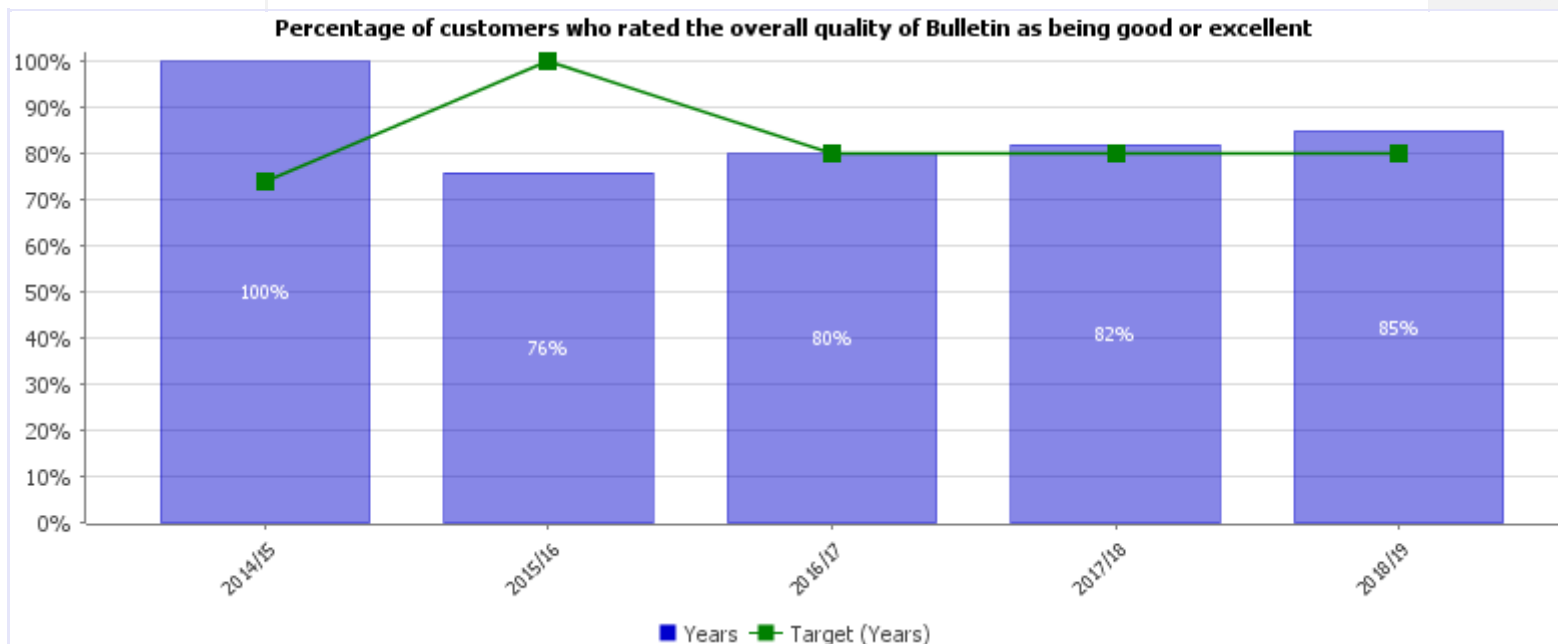
In both 2014/15 and 2015/16 there were a number of 20 page editions of Bulletins printed which results in higher printing costs for the council.

The target for 2015/16 was reduced from 18p to 15p to reflect previous years' data and the fact that previous targets have been met. The target for 2019/20 will reduce to at 13p to reflect last year's figure.

Due to more sophisticated data being available to the team, we are able to identify exactly how many households receive Bulletin. Previous figures were based upon 80,000 homes receiving Bulletin but the up-

to-date figure is 83,552 homes as noted in the description. Although distribution costs may increase the overall number of homes who will receive Bulletin will increase. The unit cost is therefore not expected to change significantly.


PI Code & Short Name	CC066_6a.7 Percentage of customers who rated the overall quality of Bulletin as being good or excellent	PI Owner	zCC_PIAAdmin; Garry Heron
Description	Percentage of customers who rated the overall quality of Bulletin. Taken from the annual Bulletin survey. This survey is useful as it asks the opinion of Bulletin readers - one of the team's key communication channels.	Traffic Light Icon	
		Current Value	85%
		Current Target	80%

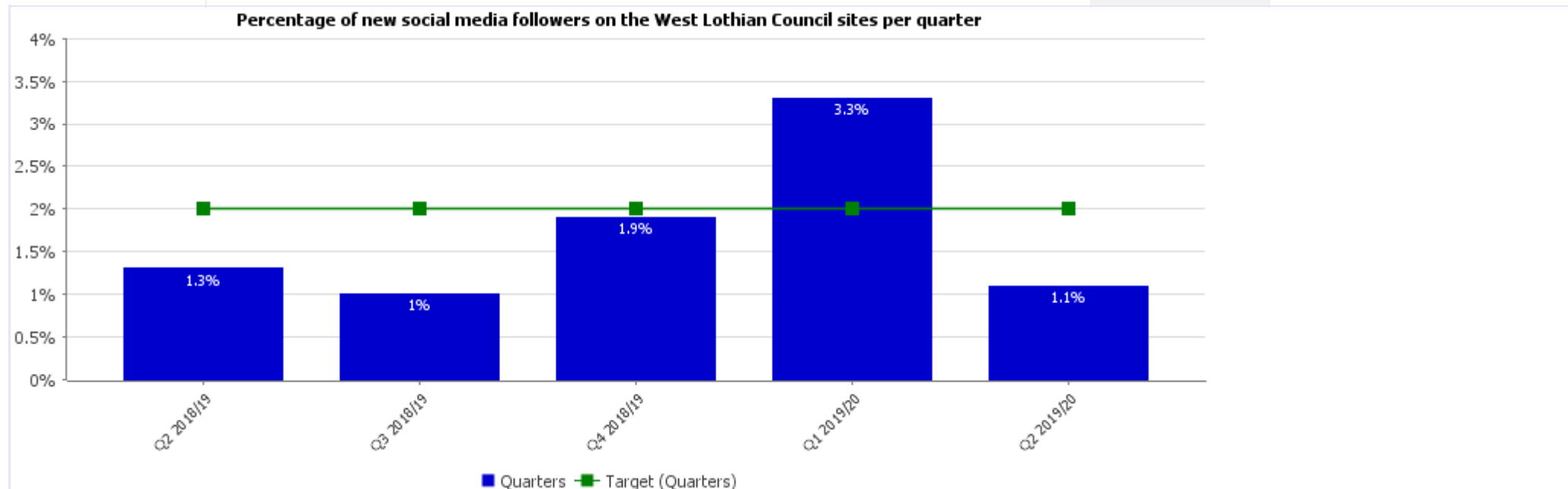


Trend Chart Commentary:

The trend highlights that in 2018/19 85% of customers (74 respondents took part in the survey) rated Bulletin as being good or excellent, and increase of 3% on 2017/18 (45 respondents took part in the survey) and the highest response in four years. In 2016/17 80% of respondents (23 respondents took part in the survey) rated Bulletin good or excellent. In 2015/16 76% of respondents rated Bulletin as good or excellent. 100% of respondents rated the overall quality of Bulletin as being good or excellent in 2014/15. The target was 74%.


The target for 2019/20 will remain at 80 to reflect previous survey results. The 2019/20 survey will be included as part of the spring 2020 edition as per normal frequency.

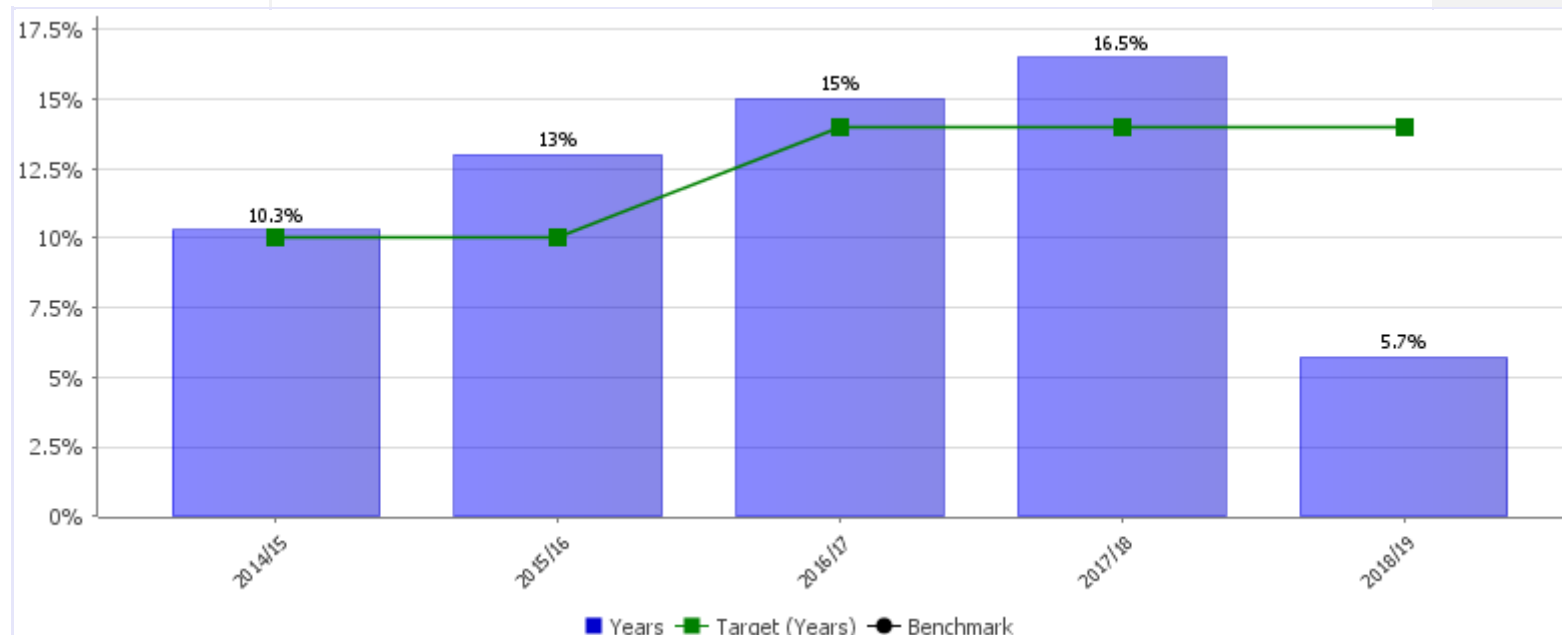
PI Code & Short Name	P:CC081_9b.1a Percentage of new social media followers on the West Lothian Council sites per quarter	PI Owner	zCC_PIAdmin; Garry Heron
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	Traffic Light Icon	
		Current Value	1.1%
		Current Target	2%



Trend Chart Commentary:

The quarterly chart for number of social media likes generally shows a steady increase of around 1% to 3% for each period. This reflects the growing numbers of residents using social media and choosing to follow our channels. Growth has slowed to a steady increase through 2018/19 as the majority of local residents with social media now follow at least one of our channels. The target remained at 2% for Q1 2019/20 but grew by 3.34%. This may coincide with the council beginning to answer customer service enquiries via social media. In Q2 2019/20 however growth increased by only 1.1% which is below target. The target will remain at 2% for future quarters.

PI Code & Short Name	P:CC082_9b.1a Percentage of new social media followers on the West Lothian Council sites.	PI Owner	zCC_PIAdmin; Garry Heron
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	Traffic Light Icon	
		Current Value	5.7%
		Current Target	14%



Trend Chart Commentary:

On 1 April 2018, we had 42,307 Facebook, 16,204 Twitter followers and 1,443 Instagram followers, so 59,954 in total. On 1 April 2019, we had 43,917 Facebook, 17,402 Twitter followers and 2,073 Instagram followers, so 63,392 in total. This represents an increase of 3,438 or 5.7%.

This can be attributed to a concerted focus to improve Twitter and the introduction of a new social media platform that allows us to better manage social media and gain greater insight. The increase is below target which can be attributed to; restrictions on our use of Instagram (IT security issues which have been addressed from October 2019) and the resources available to increase and grow content, and interactions via social media. There may also be a saturation point in terms of followers on Facebook.

On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total. On 1 April 2018, we had 42,307 Facebook, 16,204 Twitter followers and 1,443 Instagram followers, so 59,954 in total. This represents an increase of 8,512 or a 16.5% increase. This can be attributed to the introduction of community Facebook pages, a concerted focus to improve Twitter and the introduction of a new social media platform that allows us to better manage social media and gain greater insight. Furthermore the 'Beast from the East' occurred which drives huge amounts of traffic onto social media.

We recorded a 15% growth in 2016/17 due to more people following our Facebook and Twitter feeds, and the addition of Instagram in 2016/17.

On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total, which represents an increase of 6,827.

The trend shows that there was an increasing number of local residents choosing to engage with the council's social media channels, with rises of over 10% each year with the exception of 2018/19.


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

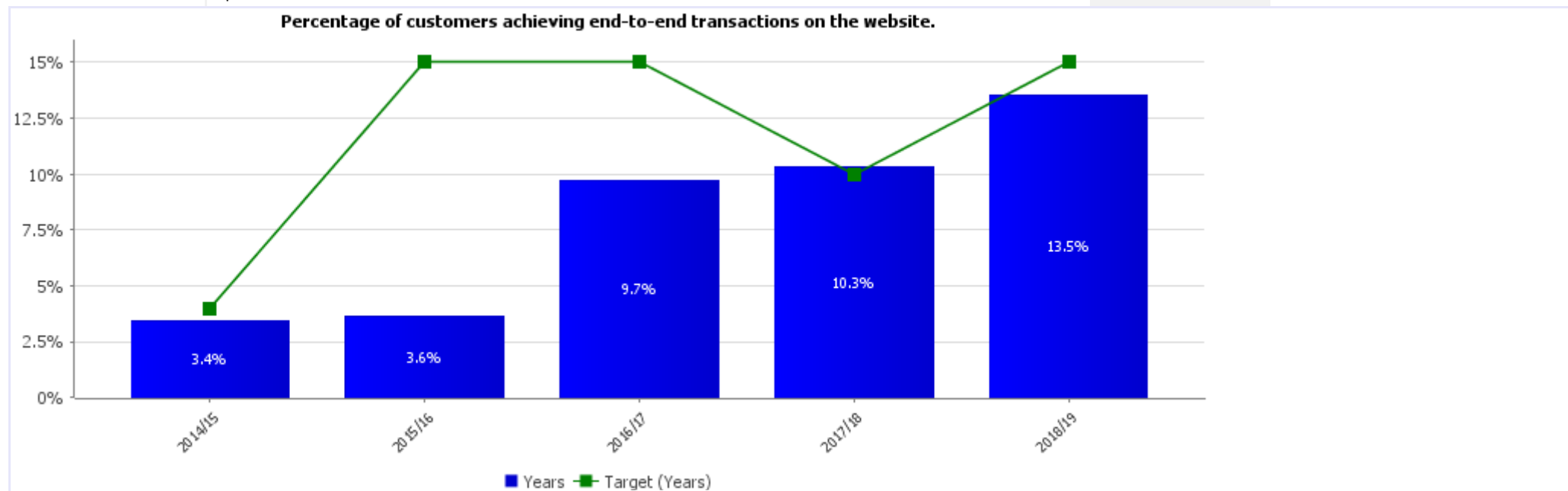
On 1 April 2015, we had 30,501 Facebook and 8,914 Twitter followers, 39,415 in total representing an increase of 10%.

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

We will continue to use our social media channels to share information with local residents, as social media continues to grow in importance as a key channel for engaging the West Lothian public. There is a limit to the number of people who can follow the council on social media and the year on year increase is challenging. The target for 2017/18 and 2018/19 remained at 14%.

Although we have not yet identified the 2018/19 figure, the target for 2019/20 reduced to 8% for two reasons. One: the team reduced in size with the main contributor to social media retiring. The team has maintained the level of content but overall resources has decreased. Furthermore due to IT security settings, the team were unable to access social media channels on council devices. There was a particular impact on our ability to grow Instagram. This issue has been addressed as of October 2019, and the team now hopes to be able to grow channels further.

PI Code & Short Name	CC084_6b.5 Percentage of customers achieving end-to-end transactions on the website.	PI Owner	zCC_PIAdmin; Garry Heron
Description	<p>This performance indicator measures, on an annual basis, the percentage of customers achieving end-to-end transactions on the website. Since the inception of the new website, functionality and self service options have continued to grow through use of online forms and workflow, online payments and automated information services. This has occurred in line with changes in customer demand and an increase in customer expectations, as well as advances in technology through the years.</p> <p>With this being the case, use of the website has changed from purely an information resource to a more transactional platform, allowing customers to carry out and complete tasks online. Therefore it is important to record what impact this has on visitor figures to establish the purpose of their visit over time.</p> <p>Data is recorded through online form data captured through the Goss ICM content management figures as well as transactional data from Revenues and Education. The data is used to identify where high levels of transactional activity are taking place, where improvements could be made and also to identify future potential digital processes to replace current offline services.</p>	Traffic Light Icon	
		Current Value	13.5%
		Current Target	15%



Trend Chart Commentary

When the website was launched, the council originally set an ambitious and aspirational corporate target of moving 25% of its end to end transactions online by 2017.

Progress was initially slow however there was an improvement with 3.4% transactions completed online during 2014/15, the year the new website was launched.

Ongoing development within services to move activities online resulted in a slight improvement in performance in 2015/16. In 2015/16 the percentage of end to end transactions was 3.6%.


Figures for 2015/16 still only related to two metrics (Operational Services Forms and Online Payments). This began to change with the availability of a wider range of transactional activity through the development of web forms. In 2016/17 performance increased to 4.4% from 3.6% due to ongoing web development.

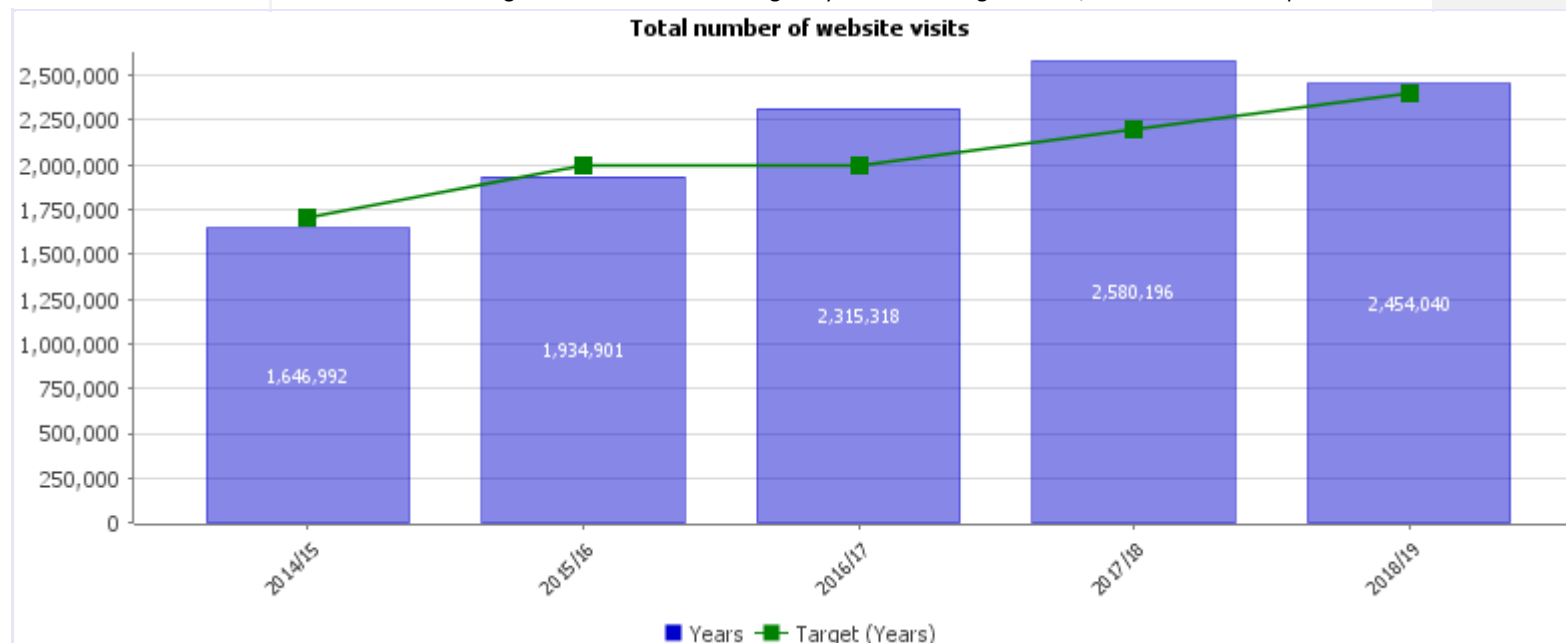
The target was reduced to 10% in 2017/18 to reflect a more achievable target, which is inline with service targets. In 2017/18, 10.3% customer visits were end to end transactions.

Performance improved significantly in 2017/18 as a result of further development. In 2017/18 school payment data was also available and is now included in this indicator.

However it is acknowledged that the target of 25% was not achievable with existing resources and within current timescales.

In 2018/19 the target was set at 15%. Overall, 13.5% of all visits resulted in a transaction. Improvement on 2017/18 figures increased as forecasted through higher use of online school payments and the further introduction of and more online forms and processes. There was an overall increase of over 3% in the number of transactions as a percentage of total visits from the previous year. The actual number of transactions was higher also.

PI Code & Short Name	CC088_9b.6 Total number of website visits	PI Owner	zCC_PIAAdmin; Garry Heron
Description	This performance indicator measures, on an annual basis, the total number of visits to the council's website. The figure is taken from Google Analytics which tracks all user data for the website (anonymously). The figure is used to demonstrate growth in web usage as a key communication and transactional channel for customers. Since refresh of the website in July 2014, the website has received significant year on year growth, which demonstrates that customers have a willingness to use the website regularly for a wide range of tasks, information and enquiries.	Traffic Light Icon	
		Current Value	2,454,040
		Current Target	2,400,000



Trend Chart Commentary In 2018/19 2,454,040 visits were made to the council's website

In 2017/18 2,580,196 visits were made to the council's website.

In 2016/17 2,315,318 visits were made to the council's website.

The top 5 most visited pages in 2018/19 (excluding the homepage) were:

School Terms and Holidays 2018/2019

Check Bin Collection Dates


Request a Repair

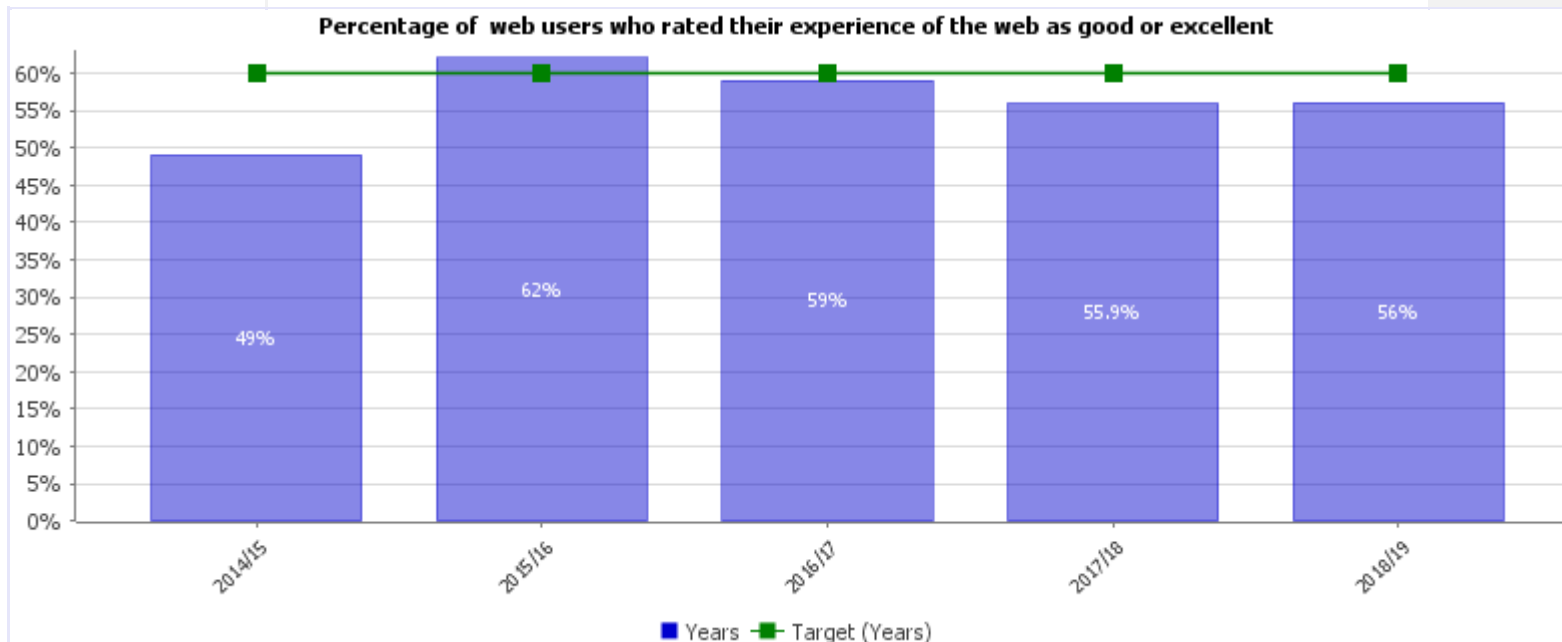
Recycling and Waste

School Holidays

The site has seen an increase in visits year on year since launch. However in 2018/19, the site saw a very slight decrease on the previous year. This is due to a spike in traffic over a short period in Feb/Mar 2018 because of extreme weather, which resulted in an irregular increase in traffic.

The target for 2019/20 is 2,500,000. Functionality and self service options are planned to increase as well as the launch of a new website which should in turn result in an increase in traffic.

PI Code & Short Name	P:CC089_6a.7 Percentage of web users who rated their experience of the web as good or excellent	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures the percentage of web users who rated their overall experience with the council's website as good or excellent. Customer feedback is sought via our online survey where customers are asked to rate their experience of the web as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as a positive response. For each month (frequency), the cumulative number of positive responses are divided by the total number of responses to determine the percentage. The results of customer feedback are analysed on a monthly basis in order to identify areas for improvement.	Traffic Light Icon	
		Current Value	56%
		Current Target	60%



Trend Chart Commentary:

In 2018/19 1551 people responded to the survey. Of that 56% of people rated their satisfaction as good or excellent. Comments often are not directly related to the website itself. They have been categorised as follows:

- Service Failure
- Accuracy of web content
- Website customer experience
- Issues with site functionality
- Issues with third party online services
- Issues contacting the council
- Policy and decision making
- Positive Feedback
- Other

The current survey is dated and restrictive due to it being provided by a national organisation who have been unwilling to provide requested changes.

A project to refresh the website commenced this year and the new website will launch in November 2019. Aligned to this will be a new in-house website customer survey is being introduced with the new website launch. This will allow us to tailor questioning more appropriately as well as provide the ability to allow customers to request contact regarding their comments or concerns.

The customer satisfaction target remains at 60% aligned with previous year figures and to allow for a reduction in resources within the web team which will take place early 2020 which could have an impact on the teams ability to oversee the site as effectively on an ongoing basis.

In 2017/18 55.9% of people who completed the survey rated their overall satisfaction as Good or Excellent. Comparatively low satisfaction levels can be attributed to a number of factors. Some comments relate to inaccuracy or lack of information from services. The web team work extensively to provide feedback to services regarding content which may fall in to this category through our review and reporting processes, however ultimately we are reliant upon services to add the information or make the changes required.

The trend highlights that the 2016/17 results decreased compared to 2015/16 (62%). In 2014/15 49% of web users rated the overall satisfaction as Good or Excellent showing that overall satisfaction had increased since the web was launched in 2014/15.