



ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

PERFORMANCE REPORT

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

To report the current levels of performance for all indicators which are the responsibility of the Environment Policy Development and Scrutiny Panel.

B. RECOMMENDATION

That the Panel note the performance information and determine if further action or enquiry is necessary for any of the indicators mentioned within the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	In compliance with the Corporate Code of Governance.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	Challenges current service performance through the evaluation of performance indicators
V Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI Resources - (Financial, Staffing and Property)	Met from existing budgets
VII Consideration at PDSP	Performance reports will be submitted to the PDSP every other meeting.
VIII Other consultations	None

D. TERMS OF REPORT

Background

The council's performance management system, Pentana measures the performance of service activities through the use of key performance indicators (KPIs). These indicators have been deemed high level and are publically reported.

Pentana uses a simple traffic light system to show if progress is on target (green), in danger of falling behind target (amber), or below target (red). The trend chart commentary field provides an explanation of the ongoing trend in the performance as well as describing any shortfall in performance and what action is being taken to rectify this shortfall.

Members will note that the performance indicators linked to the Environment PDSP range across four service areas – Environmental Health, NETs, Land and Countryside Services, Roads and Transportation and Fleet, Recycling and Waste Services.

Performance Update

There are currently 36 High Level Key Performance Indicators under the remit of the Panel. 13 of these are quarterly indicators and are included in this quarterly report. A full annual report which also includes all annual indicators will be presented to the panel in June 2020.

The 13 performance indicators are categorised as follows:

- 10 Green
- 1 Amber
- 2 Red

Each indicator is shown in full detail in appendix 1 of this report, including latest notes and trend chart commentary to explain the current performance. Details of the red PIs are shown below.

Red Indicators

P:NLCS016_9b.2a Land Audit Management System (LAMS) result

Current Performance: 59

Target: 67

The monthly results for this year reflect the reduction in service standards implemented through Transforming Your Council, although in contrast to last summer, the weather had a significant impact on grass growth levels and our ability to complete grass cutting and weed management cycles on schedule.

Discussions with APSE are ongoing, regarding the required changes to LAMS to reflect the wider reduction in ground maintenance service standards, however these have not reached a conclusion.

The target is based on the national average target set by APSE of 67 and this is based on achieving an acceptable grade B standard for all grounds maintenance areas which equates to a maximum index score of 67.

P:RTS033_6b.4 Percentage of Roads and Transportation Complaints (Stage 1 & Stage 2) which are either upheld or part upheld following investigation

Current Performance: 57%

Target: 27.5%

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

Due to the low number of complaints and the wide range of issues raised there tends to be a variation in the percentage of complaints upheld or part upheld. For example, the seven upheld complaints in January 2019 were across four different categories making it difficult to analyse the complaints for themes. The five upheld / part upheld complaints in May related to road works and street lighting issues, whereas the three upheld complaints in July were in three different categories, none of which had been seen in May. The four upheld complaints in December 2019 were for four different service activities, again none of which had been seen in the previous month.

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

E. CONCLUSION

The attached performance report is intended to keep members of the Environment PDSP informed about the performance of the wide range of activities taking place to support the remit of the panel.

The summary chart at the front of Appendix 1 shows that the majority of performance indicators which are the responsibility of the Environment PDSP are categorised as green.

The information contained in Appendix 1 will allow the Panel to focus on the issues that services currently face and includes the indicators where service's performance is currently below target.

This information allows the Panel to function in accordance with the Council's Code of Corporate Governance and the principles of Best Value.

F. BACKGROUND REFERENCES

Best Value and Community Planning Audit, 2006

Appendices/Attachments: One.

- 1 Environment PDSP Performance report - quarterly

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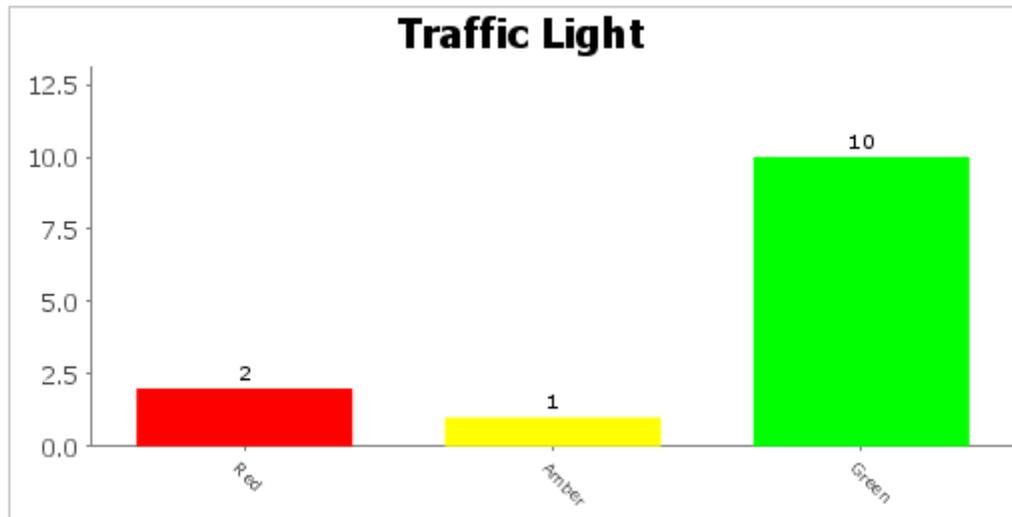
Jim Jack
Head of Operational Services

11 February 2020

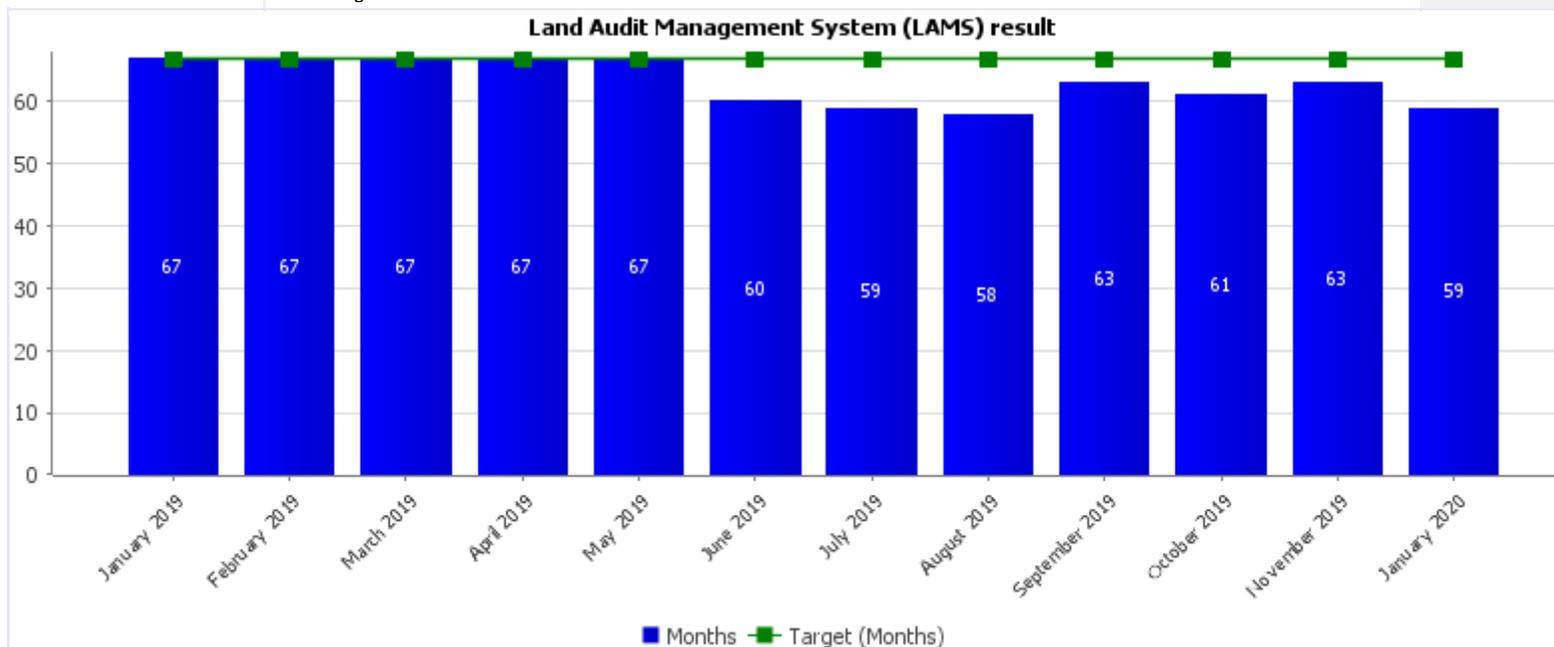
Appendix 1

Data Label : OFFICIAL

Environment PDSP Performance report – quarterly



PI Code & Short Name	P:NLCS016_9b.2a Land Audit Management System (LAMS) result	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	<p>This performance indicator is a measure of the standard of grounds maintenance delivered by the service across West Lothian. The Land Audit Management System has been designed to allow an internal monitoring and measuring for councils of the standard of grounds maintenance. The score for each month is made up of individual scores for the East, West and Central areas of West Lothian as well as the overall grounds maintenance service.</p> <p>The data is provided through randomly generated site inspections by Ground Maintenance staff, and based on their first visual impression of the standard of maintenance. Sites are zoned, either 1 – 3 dependent on the level of maintenance required, with the largest majority either a 2 or 3, (standard or low maintenance). War Memorials, golf courses or bowling greens are the only areas considered in Zone 1, (High Amenity standard).</p> <p>Sites are assessed against set criteria, between an excellent - poor standard and scored accordingly. The scores for each area are combined and the average used for this indicator.</p> <p>The national average target score set by APSE (Association for Public Service Excellence) is 67. The score is calculated using the average score across 3 localities and the overall service.</p>	Traffic Light Icon	
		Current Value	59
		Current Target	67



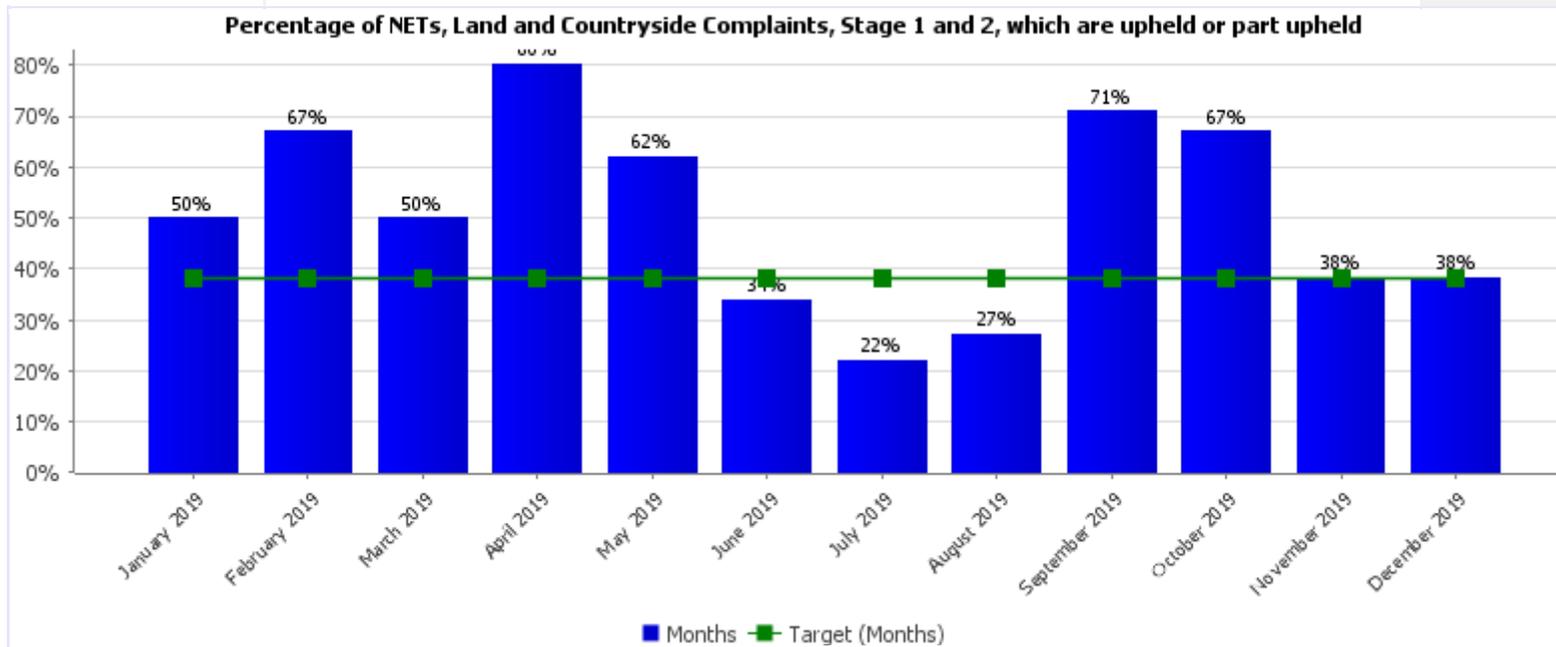
Trend Chart Commentary:

The monthly results for this year reflect the reduction in service standards implemented through Transforming Your Council, although in contrast to last summer, the weather had a significant impact on grass growth levels and our ability to complete grass cutting and weed management cycles on schedule.

Discussions with APSE are ongoing, regarding the required changes to LAMS to reflect the wider reduction in ground maintenance service standards, however these have not reached a conclusion.

The target is based on the national average target set by APSE of 67 and this is based on achieving an acceptable grade B standard for all grounds maintenance areas which equates to a maximum index score of 67.

PI Code & Short Name	P:NLCS042_6b.4 Percentage of NETs, Land and Countryside Complaints, Stage 1 and 2, which are upheld or part upheld	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the overall percentage of closed complaints received by NETs, Land and Countryside Services that have been upheld or part upheld during each month. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	38%
		Current Target	38%



Trend Chart Commentary:

We aim to provide the best service possible and, where this falls below customers' expectations, we have a corporate policy for dealing with any complaints in as efficient and effective a manner as possible. A complaint report is provided to each Action Officer monthly, and a quarterly report is compiled for the Service Manager and Head of Service, providing the information required to manage, monitor and report complaints.

The target has been exceeded on 7 occasions over the period shown in the chart.

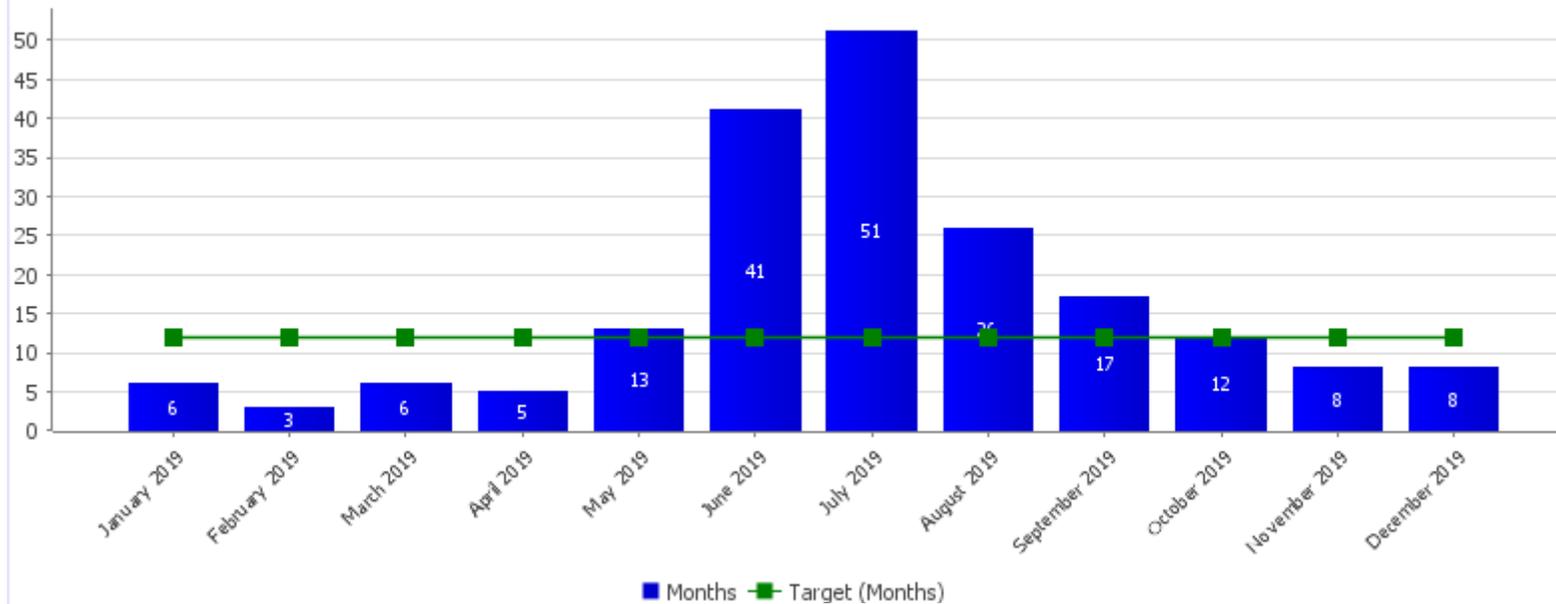
No set pattern or trend is identifiable given the range of services which feed into this target, however, partially upheld complaints tend to be where the complaint may relate to multiple service areas or aspects of service.

The numbers involved on a monthly basis in the NETs, Land and Countryside Service continue to be low.

The target for 2020/21 will be set at 2% below the monthly average for 2019/20 to encourage an improvement in performance.

PI Code & Short Name	P:NLCS046_6b.3 Total Number of NETs, Land and Countryside complaints received	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the total number of complaints received by NETs, Land and Countryside Services each month. Performance is reviewed on a regular basis and reported quarterly to ensure there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	8
		Current Target	12

Total Number of NETs, Land and Countryside complaints received



Trend Chart Commentary:

The number of complaints has only exceeded the target five times over the period shown in the chart. All complaints are investigated and actioned where appropriate.

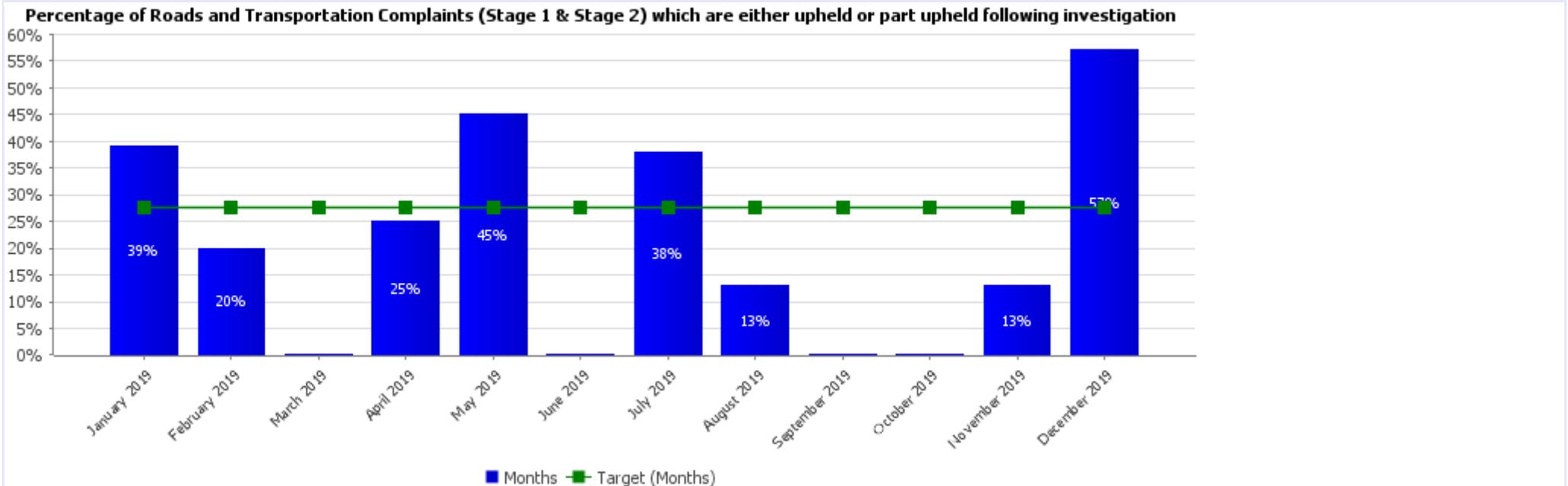
Complaints received cover the range of services provided by NETs, Land and Countryside. While there are no specific patterns to the receipt of complaints, there is a seasonal aspect to the fluctuations such as complaints in Grounds Maintenance around grass cutting in the summer months and leaf fall in the autumn months. However, complaint levels across the services provided remain relatively low in comparison to the number of interactions with residents.

The service introduced new service standards for grounds Maintenance in April 2019.

The increase in complaints received between May 2019 and October 2019 predominately related to grass cutting service standards. The rise in the number of complaints was due to customers being unhappy with the introduction of new service standards for Grounds Maintenance in April 2019.

The target for 2020 will be set at 12 which is the monthly average for 2018. This target is aimed at returning performance to a "normal" standard for the service.

PI Code & Short Name	P:RTS033_6b.4 Percentage of Roads and Transportation Complaints (Stage 1 & Stage 2) which are either upheld or part upheld following investigation	PI Owner	zOPSHQ_PIAdmin; Graeme Malcolm
Description	This performance indicator measures the total number of complaints received by Road and Transportation Services each month. Performance is reviewed on a regular basis and reported quarterly to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	57%
		Current Target	27.5%

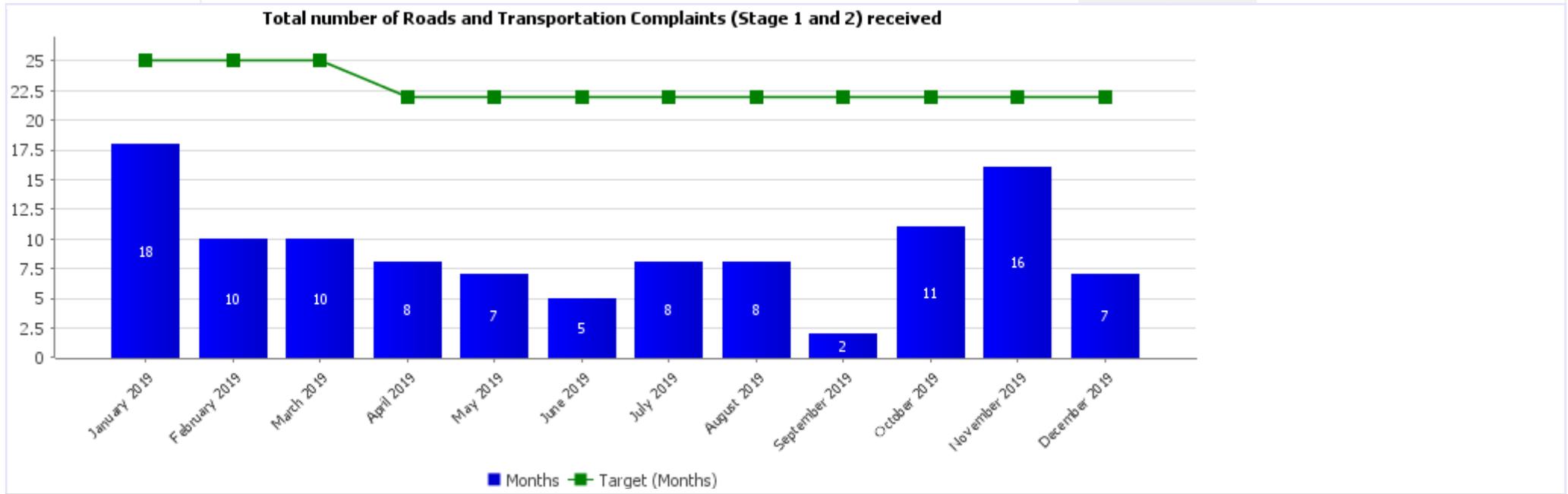


Trend Chart Commentary:
We aim to provide the best service possible and where this falls below customers' expectations we use the corporate policy for dealing with any complaints in as efficient and effective manner as possible. All complaints are analysed on a quarterly basis to look for common themes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

Due to the low number of complaints and the wide range of issues raised there tends to be a variation in the percentage of complaints upheld or part upheld. For example, the seven upheld complaints in January 2019 were across four different categories making it difficult to analyse the complaints for themes. The five upheld / part upheld complaints in May related to road works and street lighting issues, whereas the three upheld complaints in July were in three different categories, none of which had been seen in May. The four upheld complaints in December 2019 were for four different service activities, again none of which had been seen in the previous month.

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

PI Code & Short Name	P:RTS034_6b.3 Total number of Roads and Transportation Complaints (Stage 1 and 2) received	PI Owner	zOPSHQ_PIAAdmin; Graeme Malcolm
Description	This performance indicator measures the total number of complaints received by Roads and Transportation Services each month. Performance is reviewed on a regular basis to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	7
		Current Target	22



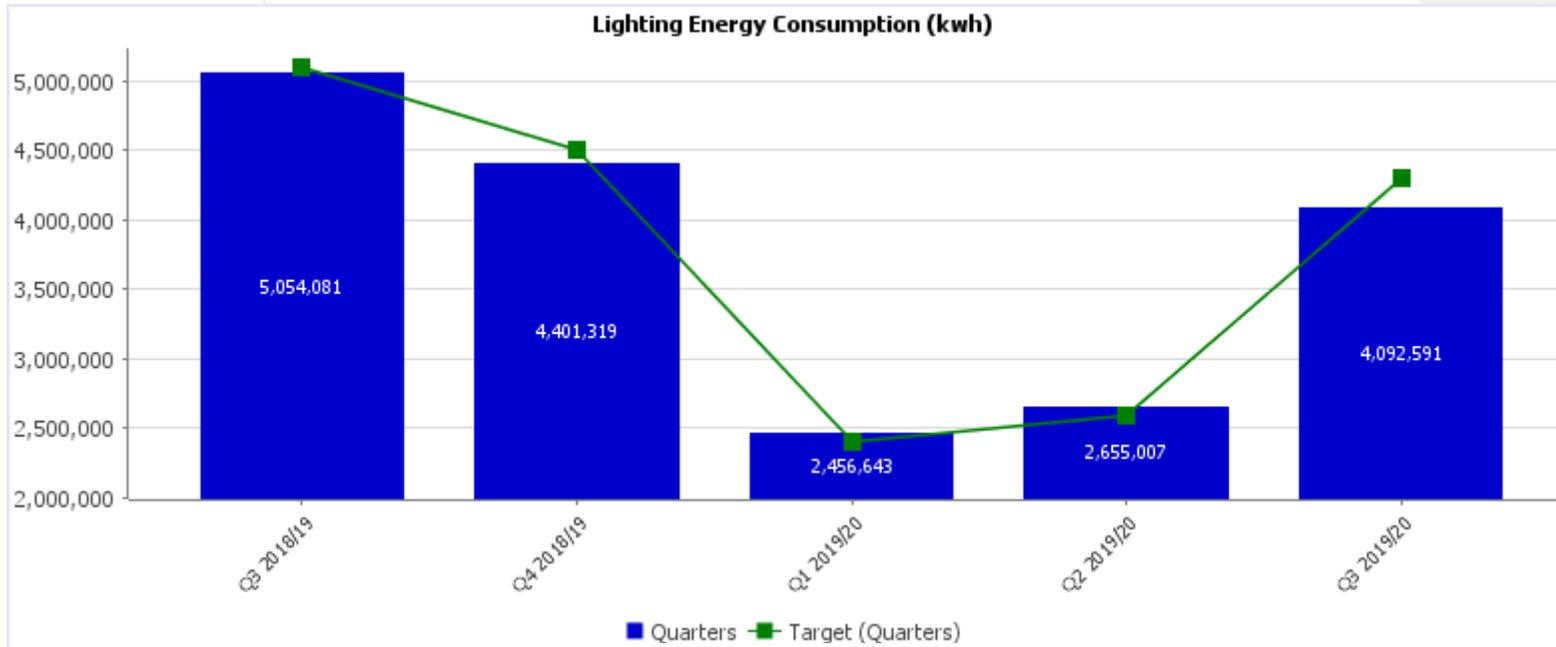
Trend Chart Commentary:
 Where performance dips, this means that we have received more complaints than our target. The number of complaints which are actually upheld following investigation is very low.

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

We have been below our target figure for the last thirteen months.

Target reviewed in April 2019 and 2019/20 target amended to 22 per month based on recent performance.

PI Code & Short Name	P:RTS093_9b.2b Lighting Energy Consumption (kwh)	PI Owner	zSLS_PIAAdmin; Graeme Malcolm
Description	This performance indicator measures the energy consumed in kilowatt hours (kWh) by all equipment maintained by the Lighting Section (unmetered supplies) which includes street lighting, signs, traffic signals, festive lighting and stair lighting. This indicator is part of the performance scorecard for the council's asset management strategy and will contribute to outcome 7 sustainability.	Traffic Light Icon	
		Current Value	4,092,591
		Current Target	4,300,000



Trend Chart Commentary:

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

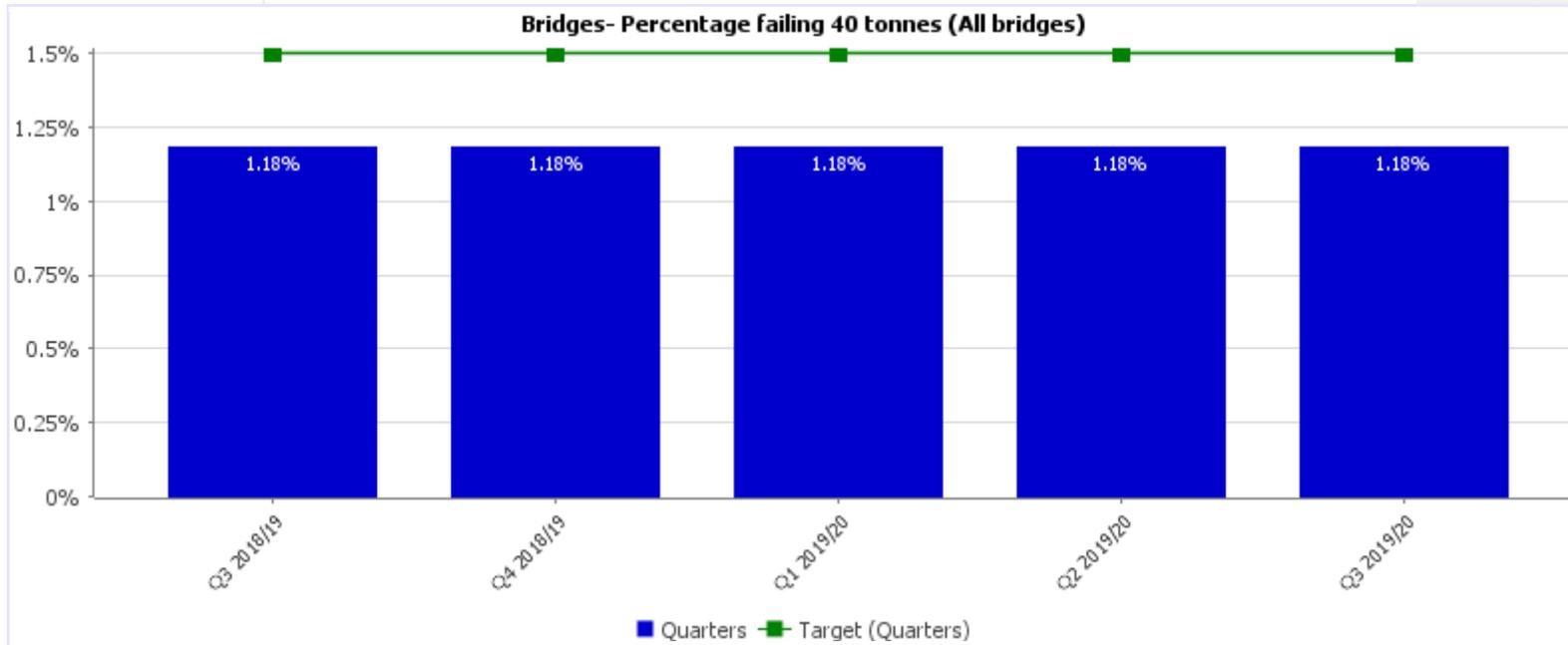
Whilst the targets for quarter 1 and 2 of 2019/20 were missed by a small amount, the reduction in quarter 3 means that we are on track to meet the annual target of 13,000,000 kilowatt hours.

From 2018/19 our target is set in line with estimated reductions through the LED replacement programme. Targets for 2019/20 are:

- Quarter 1 - 2,400,000
- Quarter 2 - 2,600,000
- Quarter 3 - 4,300,000
- Quarter 4 - 3,700,000

2019/20 Total 13,000,00 kilowatt hours

PI Code & Short Name	P:RTS103_9b.1a Bridges- Percentage failing 40 tonnes (All bridges)	PI Owner	zTRA_PAdmin; Graeme Malcolm
Description	This performance indicator is part of the performance scorecard for the council's asset management strategy and will contribute to outcome 3 suitability. Percentage of council and private bridges failing to meet European standard of 40 tonnes (not including those where the authority has secured a permanent satisfactory solution). This performance indicator ensures that we are monitoring any deterioration of our bridges.	Traffic Light Icon	
		Current Value	1.18%
		Current Target	1.5%

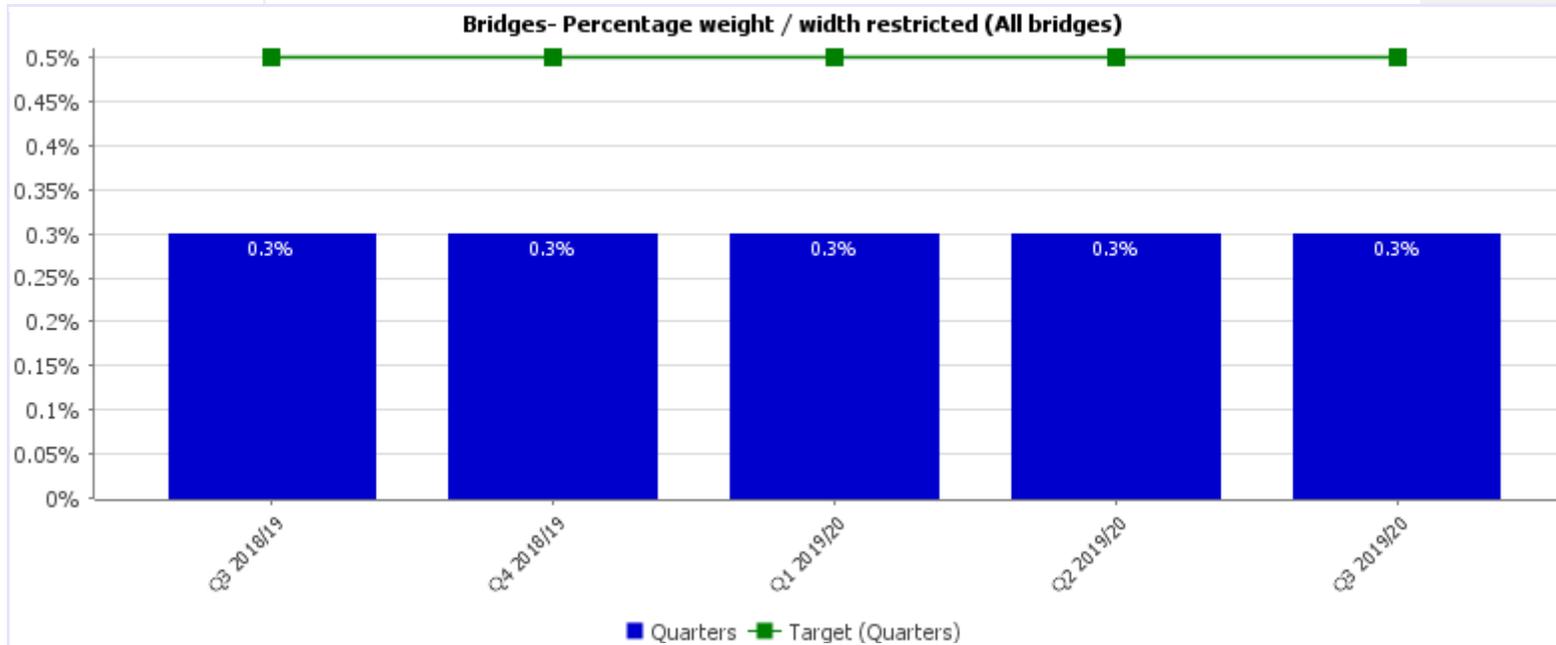


Trend Chart Commentary:

There are currently 4 of the 340 bridges (private and council owned) failing the European Standard of 40 tonnes. These bridges are: Kinnenhill Bridge (7.5 tonnes), Skolie Burn Bridge (17 tonnes), Starlaw Bridge (7.5 tonnes on west edge) and Cobbinshaw Railway Bridge (25 tonnes). The Starlaw Bridge assessment failure is on the west edge beam only and this area is protected by a vehicle restraint system and there is therefore no requirement or intention to progress strengthening works. Cobbinshaw Railway Bridge is a Network Rail owned structure. It is planned to partially replace and strengthen Kinnenhill Bridge but works have been delayed due to land ownership and access issues. Skolie Burn Bridge replacement works commenced on 27 May 2019 and are scheduled to be completed by April 2020.

2019/20 remains at 1.5% and will be reviewed on completion of Skolie Burn Bridge replacement.

PI Code & Short Name	P:RTS106_9b.1a Bridges- Percentage weight / width restricted (All bridges)	PI Owner	zTRA_PAdmin; Graeme Malcolm
Description	Percentage of bridges (council and private combined) with a weight or width restriction placed on them (not including those bridges where the authority has secured a permanent satisfactory solution). This performance indicator ensures that we are monitoring any reduction in accessibility to bridges.	Traffic Light Icon	
		Current Value	0.3%
		Current Target	0.5%



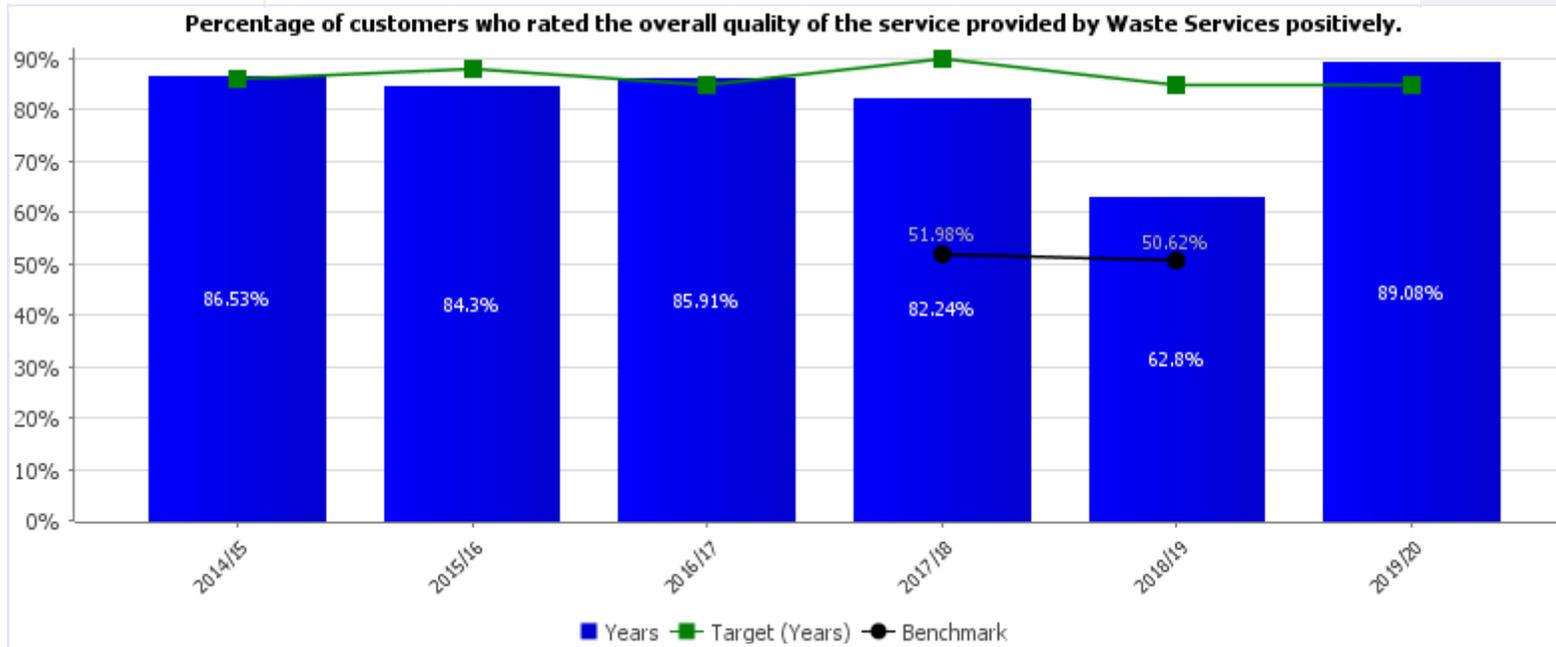
Trend Chart Commentary:

The number of bridges with weight / width restrictions has remained constant over the last 8 years, with 1 of the 340 bridges (private and council owned) having an unsatisfactory weight restriction. Note that there are three other bridges with weight restrictions but these are considered to be permanent satisfactory solutions and there are no plans to carry out strengthening or replacement works.

The restricted bridge that is considered to be unsatisfactory is Skolie Burn Bridge between Loganlea and Addiewell. This is the only access to the village, other than a narrow single track road, so strengthening or replacement was considered necessary to maintain links to the community in the medium to long term. Works commenced on the replacement of Skolie Burn Bridge on 27 May 2019 with the bridge due to be completed by April 2020.

2019/20 target is set at 0.5% to maintain current position, and will be reviewed on completion of the Skolie Burn Bridge works.

PI Code & Short Name	P:WM007_6a.7 Percentage of customers who rated the overall quality of the service provided by Waste Services positively.	PI Owner	zWM_PAdmin; David Goodenough
Description	The PI gives the service an indication of how customers view our complete service and allows us to monitor responses against our service standards. The figure was taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel up to 2018/2019. From 2019/2020 onwards the survey has been undertaken face to face at Recycling Centres; online via issuing a link post transaction, via QR codes embedded in posters and documents issues as well as via a mass SMS government survey. Figure based on respondents who rated the service positively within the survey return.	Traffic Light Icon	
		Current Value	89.08%
		Current Target	85%



Trend Chart Commentary:

The percentage of customers who rated the overall quality of our service as 'good' or 'excellent' decreased in 2018/19 to 62.8%, after having remained stable at between 82% and 86% for the previous four years. Following the increasing of the number of returns from 88 in 2018/19 to 1,758. The percentage of positive responses rose to 89.08%.

The dip seen in 2018/19 is a combination of the issues faced by the collection service during the severe weather events at the start of the period and the perceptions of the proposed changes which were approved towards the end of the period. Following this period the recruitment into a more stable employee base, the completion of the line management restructure and process reviews have led to increases in performance.

We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the households of West Lothian.

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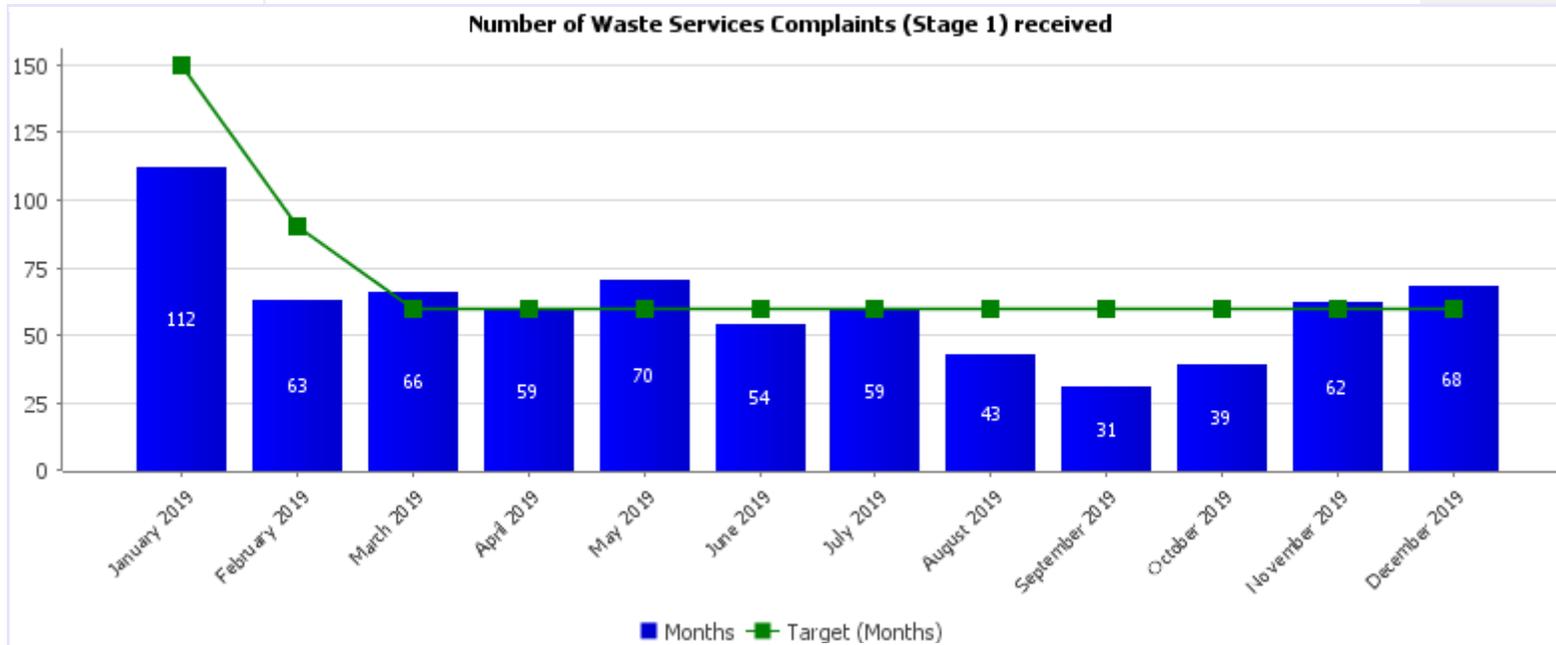
the Households of West Lothian.

The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with only 88 responses being received. The service explored alternative approaches to increase survey returns for 2019/20. There were direct surveys undertaken at Recycling Centres in November/December 2019 (356 responses) and the use of e-surveys which are sent to those who have ordered bins via the online system, QR code linked posters in CIS offices and libraries as well as the mass issue of the link to the survey to all customers who have engaged with the service via complaints in mid December 2019, enquiries or other interactions recorded within Confirm. This brought the total number of survey responses to 1,758 for the period, an increase of 1,670 versus the previous year. The next survey period will be from 1st January 2020 to 31st December 2020.

The black line shows Operational Services average.

2020/21 target set at 92% to represent a reasonable increase in performance from a new baseline.

PI Code & Short Name	P:WM022_6b.3 Number of Waste Services Complaints (Stage 1) received	PI Owner	zWM_PIAAdmin; David Goodenough
Description	This performance indicator measures the total number of Stage 1 complaints received by Waste Services each month. Performance is reviewed on a regular basis to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	68
		Current Target	60



Trend Chart Commentary:

We aim to deal with all Stage one complaints within five working days. Where we miss this target this is down to the nature and complexity of the complaint meaning that it requires a significant amount of investigation to ensure that the customer is given the fairest possible outcome. The number of complaints which are actually upheld following investigation is low.

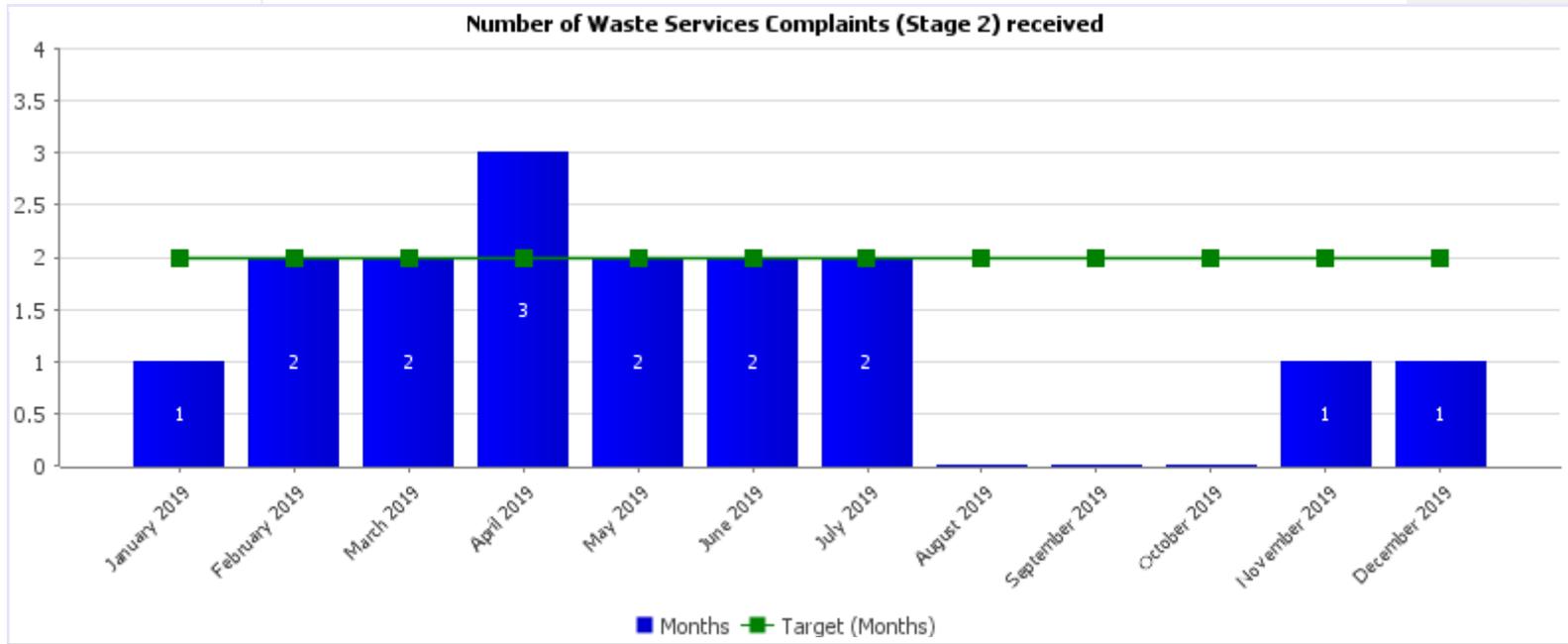
Complaint numbers tend to be higher in periods of bad weather and public holidays (such as January 2019) when it is more difficult to catch up on any missed bins.

The main cause of complaints is missed bins. Each complaint is analysed as part of the investigation and also included in a quarterly report which details the improvement actions identified. Current complaint numbers (as at October 2019) are amongst the lowest they have been for the last thirteen months, and have been reducing - on average - since the peak in January 2019.

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

2019/20 monthly target set at 60 complaints to represent a reasonable target to return to following the issues caused by vehicle issues and public holidays this year, with alterations included to take account of weather related issues and increases in levels of interaction during public holiday periods.

PI Code & Short Name	P:WM023_6b.3 Number of Waste Services Complaints (Stage 2) received	PI Owner	zWM_PIAAdmin; David Goodenough
Description	This performance indicator measures the total number of Stage 2 complaints received by Waste Services each month. Performance is reviewed on a regular basis to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	1
		Current Target	2



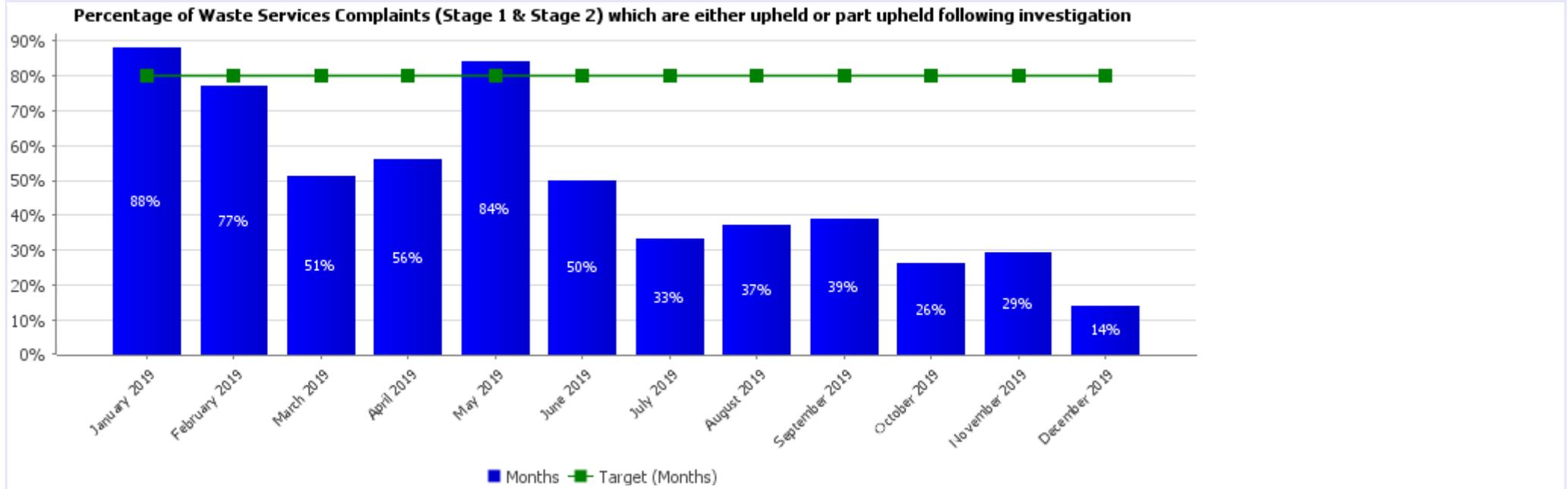
Trend Chart Commentary:
We aim to deal with all Stage two complaints within 20 working days where we miss this target this is down to the nature and complexity of the complaint meaning that it requires a significant amount of investigation to ensure that the customer is given the fairest possible outcome. The number of complaints which are actually upheld following investigation is low.

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

The main cause of complaints is missed bins. Each complaint is analysed as part of the investigation and also included in a quarterly report which details the improvement actions identified. Current complaint numbers, since January 2019 are generally showing a reduction when compared to 2018 and have been at or below the target level since May 2019.

2019/20 monthly target set at 2 complaints to represent a reasonable target to return to following the issues caused by severe weather and public holidays this year.

PI Code & Short Name	P:WM024_6b.4 Percentage of Waste Services Complaints (Stage 1 & Stage 2) which are either upheld or part upheld following investigation	PI Owner	zWM_PIAAdmin; David Goodenough
Description	This performance indicator measures the overall percentage of closed complaints received by Waste Services that have been upheld or part upheld during each month. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. 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	14%
		Current Target	80%



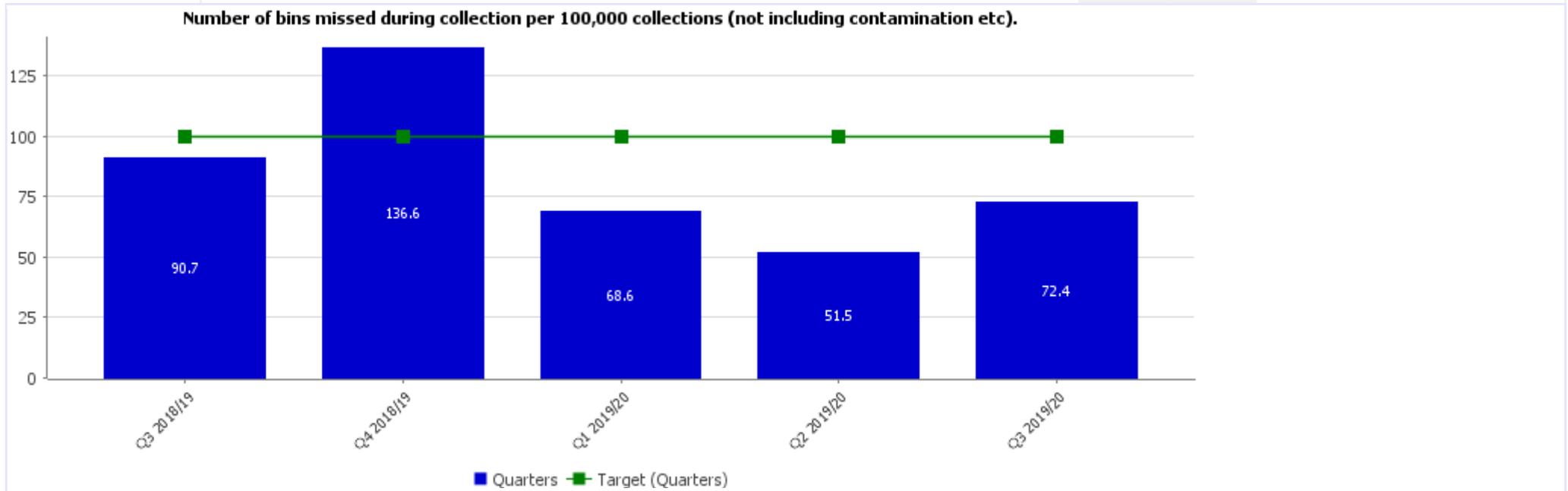
Trend Chart Commentary:

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

The increase in December 2018 has been investigated by the service and it has been found that this was due to new staff coming into the role of Squad Leader within the section who were not applying the correct protocols within CONFIRM. Training has been arranged to rectify this matter. Upheld and partially upheld complaint percentages have been showing, on average, a decline since then and are currently (December 2019) at a low level. The target will be reviewed if this performance is maintained.

2019/20 target kept at 80% to represent a reasonable target based on service interactions.

PI Code & Short Name	P:WM089_9b.1c Number of bins missed during collection per 100,000 collections (not including contamination etc).	PI Owner	zWM_PIAAdmin; David Goodenough
Description	This Performance Indicator measures number of bins which have been presented on the correct day and missed during collection (per 100,000 collections). The figure does not include bins which have not been presented, were not lifted due to contamination or their lids not being closed	Traffic Light Icon	
		Current Value	72.4
		Current Target	100



Trend Chart Commentary:

The numbers of missed bins rises when there are issues relating to public holiday issues (Quarter 4 2018/19) or bad weather, but is steadily below the target, and decreasing, when these factors are not involved.

Quarter 3 2018/19 and Quarter 2 and 3 2019/20 show steady good performance below the target level for this indicator.

Quarter 1 2019/20 is lower than the same quarter in 2018/19. This is because the service had additional resources to cover the Easter period and there was no unseasonably bad weather which occurred at that time last year.

The increase in Quarter 4 2018/19 was due to the seasonal increase in missed bins reported over the festive season and rescheduled collections.

As part of Transforming Your Council (TYC) efficiencies the previous separate weekly food waste only collection and 4 weekly green waste only brown services were replaced by fortnightly comingled food and garden waste collections on 30th September 2019. This will produce vehicle savings and allows all rural properties to recycle their food waste. This efficiency reduces the number of scheduled bin collections provided per quarter from 2.1 million per quarter to around 1.4 million across all its customers, as a result of the end of weekly food waste collections, even taking the increase in brown bin collections from 4 weekly to fortnightly into account.

Although less collections should result in proportionately less missed bins, if the majority of missed bins originate from grey and blue bins, then even if the number of missed bins remains steady compared to previous quarters, the reduced number of collections will affect the calculation of this indicator by increasing the 'Number of bins missed during collection per 100,000 collections',

The target for 2019/20 remains at 100 per quarter as this previously represented a reasonable average across the year. However, this may need to be reviewed when the effect of the above changes has been determined.