



Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

8 May 2019

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 13 May 2019** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business
4. Confirm Draft Minutes of Meeting of Performance Committee held on Monday 18 March 2019 (herewith)
5. Service Performance and WLAM Outcome Report - Strategic Resources - Report by Depute Chief Executive (herewith)
6. Service Performance and WLAM Outcome Report - Corporate Procurement Unit - Report by Depute Chief Executive (herewith)
7. Complaint Performance Report 2018/19 - Report by Depute Chief Executive (herewith).
8. Service Performance Report - Recycling and Waste Services - Report by Head of Operational Services (herewith).

DATA LABEL: Public

9. WLAM Programme 2017/20 - Progress Report on Year 2 (2018/19) - Report by Depute Chief Executive (herewith).

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

CODE OF CONDUCT AND DECLARATIONS OF INTEREST

This form is to help members. It is not a substitute for declaring interests at the meeting.

Members should look at every item and consider if they have an interest. If members have an interest they must consider if they have to declare it. If members declare an interest they must consider if they have to withdraw.

NAME	MEETING	DATE

AGENDA ITEM NO.	FINANCIAL (F) OR NON- FINANCIAL INTEREST (NF)	DETAIL ON THE REASON FOR YOUR DECLARATION (e.g. I am Chairperson of the Association)	REMAIN OR WITHDRAW

The objective test is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor.

Other key terminology appears on the reverse.

If you require assistance, please ask as early as possible. Contact Julie Whitelaw, Monitoring Officer, 01506 281626, julie.whitelaw@westlothian.gov.uk, James Millar, Governance Manager, 01506 281695, james.millar@westlothian.gov.uk, Carol Johnston, Chief Solicitor, 01506 281626, carol.johnston@westlothian.gov.uk, Committee Services Team, 01506 281604, 01506 281621, committee.services@westlothian.gov.uk

SUMMARY OF KEY TERMINOLOGY FROM REVISED CODE

The objective test

“...whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor”

The General Exclusions

- As a council tax payer or rate payer or in relation to the council's public services which are offered to the public generally, as a recipient or non-recipient of those services
- In relation to setting the council tax.
- In relation to matters affecting councillors' remuneration, allowances, expenses, support services and pension.
- As a council house tenant, unless the matter is solely or mainly about your own tenancy, or you are in arrears of rent.

Particular Dispensations

- As a member of an outside body, either appointed by the council or later approved by the council
- Specific dispensation granted by Standards Commission
- Applies to positions on certain other public bodies (IJB, SEStran, City Region Deal)
- Allows participation, usually requires declaration but not always
- Does not apply to quasi-judicial or regulatory business

The Specific Exclusions

- As a member of an outside body, either appointed by the council or later approved by the council
- The position must be registered by you
- Not all outside bodies are covered and you should take advice if you are in any doubt.
- Allows participation, always requires declaration
- Does not apply to quasi-judicial or regulatory business

Categories of “other persons” for financial and non-financial interests of other people

- Spouse, a civil partner or a cohabitee
- Close relative, close friend or close associate
- Employer or a partner in a firm
- A body (or subsidiary or parent of a body) in which you are a remunerated member or director
- Someone from whom you have received a registrable gift or registrable hospitality
- Someone from whom you have received registrable election expenses

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 18 MARCH 2019.

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

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Committee confirmed the Minute of its meeting held on 4 February 2019 as a correct record. The Minute was thereafter signed by the Chair.

3. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT - ROADS AND TRANSPORTATION

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

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

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

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

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

The Depute Chief Executive explained that Roads and Transportation provided an integrated service to construct, manage and maintain the road, footpath and transportation network in West Lothian. The service managed and maintained over 1,043 km of public roadway, 1,390 km of public footpath, 48,193 street lights, 163 traffic light installations, 2,419 grit bins, 11, 295 illuminated and non-illuminated signs and bollards, 578

bridges and other structures.

The main activities of the service were to manage, maintain and improve public roads and footpaths, flood risk management, provide transport planning and a development control service. Appendix 1 to the report contained a summary of the service activities.

The report went on to advise that Roads and Transportation was part of Operational Services which delivered a wide array of activities including the provision of environmental and road services. This was a large and valued frontline service for the community and had a key asset planning and management role within the council, in respect of road, land and fleet assets.

The service made a critical contribution to the council's corporate priorities 7 and 8 as follows:

- Priority 7.6 – Reducing the casualty rates from fires and road traffic collisions by continuing to work in partnership with Fire and Rescue Services, and Police Scotland through enforcement, engineering, education and effective early interventions.
- Priority 8.4 – Maintaining roads network to support and sustain economic and population growth in the local area. Engaging with the community and commercial operators to deliver a cost effective public transport network and active travel options.

The service went through the West Lothian Assessment Model process in 2018/19 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 529.

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

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

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

1. The Panel recognised the work that had been ongoing in the service to improve employee engagement, communication and satisfaction levels.
2. The Panel encouraged the service to look to the market and good practice in other authorities in the application of technology in Roads, Transportation Services. The focus of scrutiny related to how the service was currently using mobile devices to increase agility, and management systems that could support capital

improvement works.

3. The panel recommended that the service continue to build on improvements in relation to communications that had been put in place around winter activities and services.
4. The Panel recommended that the service continue to build resilience for winter activities and services, in particular that the use of volunteer schemes was reviewed to increase support in the community during severe weather.
5. The service should introduce the National Highways and Transportation customer survey results as performance indicators.
6. The panel recommended that the service continue to identify new methods of engaging with customers to improve customer satisfaction.
7. The Panel recommended that the service continue to investigate and resolve any issues that were contributing to the staff survey results in relation to equality.
8. The service should continue to regularly review targets and thresholds providing clear target setting rationale.
9. The Panel recommended that the service continue to pursue opportunities for benchmarking with other bodies of local authorities.

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

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

- SENVO4a – Cost of maintenance per kilometre of roads.
WLC had an average cost of £14,260 per kilometre in 2017/18. This cost was higher than the Scottish average of £10,546 and ranked at 21 (out of 32) overall in Scotland
- SENVO4b – Percentage of A class road that should be considered for maintenance treatment
WLC had performance of 21/6 percent in 2017/18. This was above the Scottish average of 30.2 percent and ranked at 6 (out of 32) overall in Scotland.
- SENVO4c – Percentage of B class roads that should be considered for maintenance treatment.

WLC had performance of 30.7 percent in 2017/18. This was above

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

- SENVO4d – Percentage of C class roads that should be considered for maintenance treatment.

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

- SENVO4e – Percentage of Unclassified roads that should be considered for maintenance treatment

WLC had performance of 28.1 percent in 2017/18. This was above the Scottish average of 39 percent and ranked at 2 (out of 32) overall in Scotland.

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

The report recommended that the Committee:-

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

The Committee then asked a number of questions in relation to the standard and quality of road repairs, road speed limit signs, flooding issues and public engagement.

The officer explained that there was a roads inspection programme to ensure that defects were recorded on to the system and scheduled into the works programme. It was explained that each defect noted from the inspection was recorded and initially made safe using temporary materials of a quality that could withstand a number of months wear. The work was thereafter scheduled into the work program for follow on repairs.

The officer also undertook to investigate a number of issues raised by members with regard to particular areas of concern in relation to temporary road repairs, flooding, and the lack of speed limit signs.

With regard to public engagement and communication It was advised that the council had robust processes in place to inform the public when road closures and works were due to commence, including use of the media, council website, social media, and advising other services within the council. It was also explained that co-ordination was easier when works were being carried out by West Lothian Council as opposed to another party being involved such as utility companies.

Decision

To note the terms of the report.

4. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT - FACILITIES MANAGEMENT

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

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

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

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

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

The Depute Chief Executive explained that Facilities Management provided catering, cleaning, crossing patrol guides and janitorial services throughout the authority. The service also included inprint, the council's in-house print management and reprographics service

The main activities of the service were to clean 169 buildings covering 309,806 square metres of floor space, it was anticipated that it would serve 2.6 million meals in 2019/20 and 84 crossing patrol points were maintained. The service also provided security, maintenance and janitorial service to 86 secondary, primary nursery and additional support schools digital reprographics, print finishing and direct mailing.

The service made a critical contribution to the council's corporate priority 1.

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

The service went through the West Lothian Assessment Model process in 2018/19 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 535.

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

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

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

1. The Panel acknowledged the work that the service had undertaken to provide healthier options for school meals. This involved working with schools and marketing healthier options to parents and resulted in the achievement of the Food for Life Bronze Award.
2. The Panel encouraged the service to continue working to reduce the use of plastics and disposable plastics and note the good example of work done with West Calder High School to reduce plastic in school.
3. The Panel recognised the culture of change embedded in the service and how well the leadership team had managed change.
4. The service should review the scope of performance indicators in line with their key activities / priorities, ensuring all relevant measures were captured. This would include printing and reprographics activities.
5. The Panel recommended the service continue to review complaints process to ensure complaints were being captured across the service.
6. The Panel encouraged the service to look into ways to improve survey response rates, specifically with Head Teachers.
7. The Panel recommended the service identify ways to improve the levels of customer satisfaction (with customers outwith schools).
8. The Panel recommended the service continue to identify opportunities to benchmark performance.

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

The service had no relevant performance/ranking information in the Local

Government Benchmarking Framework (LGBF) that related to the activities of Facilities Management services. It had proven difficult to benchmark with other local authorities due to the variance in operational models. However, the service did undertake benchmarking with other local authorities where possible.

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

The report recommended that the Committee:-

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

The Committee asked a series of questions in relation to the supply of food following exit from EU, cost of school meals, school crossing patrols, benchmarking and the use of plastics in schools.

It was explained that a working group had been established to ensure food supply in the event of any issues in relation to leaving the EU. It was also advised that the cost of school meals referred to was for food only.

In answer to a question on benchmarking in relation to cost of food and what was supplied by each local authority the officer advised that a total of 6 councils responded which ranked West Lothian as 3rd for the cost of food. As far as what food was supplied to schools, all authorities were bound by nutritional standards therefore provision was quite similar.

It had been reported that there was a difficulty in recruiting to school crossing patrol posts and following a suggestion that splitting the role may alleviate some of the difficulties the officer undertook to consider this as a way forward.

The officer explained that while good progress had been made in removing plastic bottles and other plastics from schools there was still a number of difficulties in rolling this out fully as there were still a number of barriers including the lack of water fountains and the cost of biodegradable alternatives.

Decision

To note the terms of the report.

5. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT - PASSENGER TRANSPORT

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

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

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

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

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

The Depute Chief Executive explained that Passenger Transport was responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas including infrastructure and publicity provision.

The service was also responsible for the provision of free and fare paying school transport services for schools, including pupils with additional support needs, as well as the provision of travel concessions for elderly and vulnerable residents. Appendix 1 to report contained a summary of the service activities.

The service made a critical contribution to the council's corporate priorities 8 as follows:

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

The service went through the West Lothian Assessment Model process in 2018/19 with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model. The service scored 479

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

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

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

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

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

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

The report explained that the service took part in the National Highways and Transport Public Satisfaction Survey which collected public perspective on and satisfaction with Highway and Transport Services in local authority areas.

The service was also represented at the Association of Transport Coordinating Officers which helped to develop and promote good practice, and to formulate policies and standards and promote transport initiatives aimed at achieving better passenger transport services for all.

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

1. The report recommended that the Committee:-
2. Note the outcome from the WLAM and Review Panel process;
3. Note the recommendations for improvement;

Agree any other recommendations that may improve the performance of the service.

The Committee then asked a number of questions in relation to declining passenger usage, sustainability of current commercial routes, subsidised bus routes, and increased cost of school meal delivery.

In answer to the question in relation to subsidised bus routes the officer responded by advising that passenger numbers on subsidised services would be monitored and a review of routes being subsidised would be carried out to ascertain the current position.

With regard to the increase in cost of the delivery of school meals it was anticipated that figures for this year would show if this was an initial rise due to the additional meal provision for primary 1 to 3 and nurseries.

The officer acknowledged that passenger numbers were down however it was also noted that there was no benefit to the public from only having one supplier and therefore a commercial network strategy was introduced.

Decision

To note the terms of the report.

6. ECONOMIC DEVELOPMENT AND REGENERATION REPORT - FOCUS REGENERATION

The Committee considered a report (copies of which had been circulated) by the Head of Planning, Economic Development and Regeneration providing an update on the work to support regeneration in West Lothian.

The report recalled that in September 2018 the Performance Committee agreed that an update on SIMD long term patterns; evidence of the impact that plans were having on the community and regeneration impacts were to be measured and reported back to a future meeting.

The Head of Planning, Economic Development and Regeneration explained that the Local Regeneration plans were progressing with most now live, and a number of activities being taken forward. Appendix 1 to the report set out the wider detail how regeneration would be measured and reported back. It detailed the range of strategies and plans that would help to deliver regeneration activities.

The work currently being done to develop Locality Regeneration Plans involved linking the plans to other key strategies including the Local Outcomes Improvement Plan, the Anti-Poverty Strategy, Economic Strategy, the work of the Health Localities, Development Planning and School attainment.

This information would then provide the Community Planning Partnership and the Performance Committee with a clear overview of regeneration across the Locality Regeneration Planning areas.

The report concluded that regeneration was integral to a number of the activities of West Lothian Council and the Community Planning Partnership.

The report recommended that the Performance Committee:

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

The Committee was interested in how the team adjusted its approach to each of the 13 identified regeneration areas given the differing size and scale of each of them.

It was explained that all areas were at different levels and starting points. Some of the areas already had the structure in place while others required to be transported out of the area to access facilities. Steering groups were set up to ascertain client base and engage with as many groups as possible. However it was also noted that other opportunities for engagement could be considered.

It was also explained that Locality Plans addressed areas of deprivation,

following which mini plans were drawn up for the most deprived areas to allow resources to be utilised in the areas of most need.

It was the intention to build capacity by maximising external funding and strengthen community groups in an effort to provide an integrated knowledge system in order to reach clients from the most deprived data zones.

The Committee was interested in the relationship of the regeneration team and Anti-Poverty strategy. The Committee was advised that the regeneration team facilitated advice through Steering groups and worked with the Anti-Poverty Strategy at a drop in session in the Advice Shop, however no one attended the session.

The Committee felt that elected members did not receive enough feedback on Locality Regeneration Plans and expressed concern at there not being a role for elected member's involvement in the local regeneration process and community group meetings.

The officer undertook to provide an explanation to the Committee on the set up and structure of the council's Regeneration Framework.

It was suggested that a mechanism to address the lack of local elected member involvement in the local regeneration plan process be considered.

Decision

To note the terms of the report.

7. CITIZEN LED INSPECTION - UPDATE 2017 AND 2018

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing an overview of activity from the council's lay inspection programme.

The report advised that the council operated a programme of Citizen Led Inspections (CLI) which allowed lay inspectors to identify what worked well in council services and where services could be improved. The programme supported and enhanced the council's other quality and performance arrangements, with a specific focus on the council's Customer Service Strategy and how the overall standard of service received by customers could be improved.

The Depute Chief Executive explained that the council had made a commitment to carry out a scheduled programme of CLIs each year following a successful pilot phase in 2012/13.

This was deemed as a powerful improvement tool and involved customers in the design of services but one of the key challenges of the process was engagement from the local community and retaining inspectors beyond one or two inspections. In 2016/17 the process was reviewed and new

forms of inspection introduced in order to try to increase participation rates and representation from local people. Appendix 1 to the report provided an overview of the revised CLI offering.

CLIs were carried out by two to four inspectors usually with a mix of experience and knowledge. The composition of teams could still be improved by representation from different parts of the community. Although fair representation was achieved in terms of gender and different localities there was scope for improvement in other characteristics.

The report went on to advise that implementing the CLI process had required the council to maintain a register of citizen inspectors who were supported through access to training, guidance materials and a dedicated council resource.

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

It was further advised that at the end of the CLI process the service would be provided with a feedback report, the details of which would depend upon whether it was a full inspection or the simpler customer experience report of the “Look See” process.

Reports from both the full inspection and the “Look See” process would then be published on the council’s website and the outcome of the full inspection would also be reported to the relevant PDSP.

In conclusion it was advised that the Citizen Led Inspection was an important part of the council’s approach to improve service performance and engage with the community on the quality of the services provided.

The report recommended that the Committee note the terms of the report.

Decision

To note the terms of the report.

8. COMPLAINT PERFORMANCE REPORT QUARTER 3

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the council’s annual report 2018/19. Appendix 1 to the report contained the council wide performance against the SPSO defined measures covering the period Quarter 3 2018/19.

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

adopt the model CHP by 31 March 2013.

Table one provided a breakdown of complaints by complaint category over a 5 year period.

The Depute Chief Executive explained that the current service level complaint performance varied across the council and was linked to the complexity and quantity of complaints received. Housing, Customer and Building Services (HCBS) and Operational Services were the main complaint generators.

There was an increase in standard of service complaints and policy complaints which had been generated by Operational Services and Housing, Customer and Building Services. There was a decrease in waiting time complaints when compared to the equivalent quarter in the previous year. Employee Attitude complaints were driven by Operational Services and Housing, Customer and Building Services.

The Corporate Complaint Steering Board identified 4 high level indicators as follows:-

- Total complaints received
- Complaints closed within 5 working days
- Complaints closed within 20 working days
- Complaints partly upheld/upheld

Table 2 provided a summary of service performance against the 4 key indicators, while table 3 provided a service trend summary of closed complaints received by quarter 3.

Table 4 provided a service trend summary of upheld/part upheld complaints as a percentage of complaints received by quarter 3 covering 2017/18 and Q1 2018/19.

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

Across the council, 45.9% of all complaints received in quarter 3 2018/19 were upheld/part upheld. Operational Services received the highest number of complaints and also had one of the highest percentage of complaints that were upheld/part upheld.

In conclusion the report advised complaint numbers were at the lowest level when compared to the previous 4 quarters. This decrease was mainly related to Operational Services who continued to demonstrate a reduction in complaints closed on a quarterly basis.

It was recommended that the Performance Committee :-

1. Note the corporate and service complaint performance against the

standards outlined in the council's complaint handling procedure.

2. Continue to monitor complaint performance and request additional information from services as required.

Decision

1. To note the terms of the report.

9. PERFORMANCE COMMITTEE WORKPLAN

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

Decision

To note the contents of the workplan.



PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – STRATEGIC RESOURCES

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

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

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

B. RECOMMENDATIONS

It is recommended that the Performance Committee:

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

C. SUMMARY OF IMPLICATIONS

- | | | |
|------|--|--|
| I. | Council Values | <ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Providing equality of opportunity• Developing employees• Making best use of our resources• Working with other organisations |
| II. | Policy and Legal | The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services. |
| III. | Implications for Scheme of Delegations to Officers | None |

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

D. TERMS OF REPORT

D.1 Background

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

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

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

D.2 Service Overview

Head of Service: Jim Cameron, Head of Service

Service Manager: Donna Adam, Strategic Resources Manager

The Strategic Resources WLAM Unit Section comprises of four teams: Resources, Early Years Development, Digital Learning, Culture and Sport which includes Community Arts, Active Schools and Community Sport and the Instrumental Music Service (IMS). The WLAM Unit ensures that school and corporate requirements are met in relation to business efficiency and effectiveness and enable educational professional staff to focus on teaching and learning functions.

Resources

The team is responsible for the provisioning of new schools, extensions and early learning and childcare (ELC) settings. The team also undertakes a range of compliance and planning activities on behalf of the services, such as; workforce planning, health and safety, business continuity planning, statutory compliance and control of risks. It also supports SEEMIS (schools management information system for staff and pupils) and Ipayimpact the online payment facility for parents/carers and works with partner services to ensure that the school estate meets the needs of an expanding population and the curriculum for excellence.

Early Years Development

The Early Years Development Team have a lead role in service for the Early Learning and Childcare (ELC) Expansion to ensure that the Council is able to provide 1,140 hours free ELC for every eligible 2 year old, three and four year old with a ELC place.

The team has a quality assurance role in relation to ensuring that all settings including private partner providers, playgroups, childminders meet and maintain the National Quality standard published by the Scottish Government on 18 December 2018.

Digital Learning

The Digital Learning team provide support to schools to enable them to develop on line teaching resources and to complete their strategy for the ICT platforms within their school. The team also support the Council's Virtual Campus and use of GLOW. The team are a key part of provisioning for new schools and early learning settings.

Active Schools and Community Sport

The team provide support, training and guidance relating to Physical Education, Physical Activity and Sport to all 11 secondary, 67 primary and 5 ASN schools. It also works closely with key partners including Sportscotland, West Lothian Leisure and community clubs to provide a wide range of high quality opportunities connected to physical education, school sport and club sport. The also work in partnership with a wide range of sporting organisations, National Governing Bodies of Sport and funders to develop the capacity of local clubs to deliver high quality, safe and accessible sporting activities for the wider community.

Community Arts

Community Arts supports the development of arts and cultural activity in West Lothian and provides opportunities to participate in the arts by offering a range of curricular and community-based learning and development opportunities. This includes, managing the community arts programme including the Youth Music Initiative (YMI) and working with West Lothian Leisure to provide high quality cultural facilities at Howden Park Centre and manage a year-round performing and visual arts programme at both Linlithgow Burgh Halls and Howden Park Centre.

Instrumental Music Service

The Instrumental Music Service supports the music curriculum within schools and delivers music tuition in a range of instruments to children and young people in West Lothian. Instructors work across groups of schools, ensuring access to instrumental tuition and extending pupil experience, while the central team is responsible for managing, developing and supporting all aspects of the Instrumental Music Programme on behalf of West Lothian Education Service and for organising and delivering career long professional learning development opportunities. The team also organises, manages and delivers the West Lothian Schools Area Bands and Ensembles Programme.

The main activities of the service are:

- Ensuring the quality of the learning environment in all schools through resource management of education property, acting as client contact for Education projects within the Council's agreed capital programme and developer funded projects.
- Including the commissioning of two new secondary schools in Winchburgh, a new Holy Family Primary School and new early learning and childcare settings at St Mary's Primary School (Bathgate), Blackburn Primary School, Blackridge Primary School and Stoneyburn Primary School for August 2020.
- Ensuring appropriate staff resources are available across schools through workforce planning.
- Ensuring business continuity planning and risk management is delivered across all establishments and services including fire risk assessment, health & safety compliance and winter arrangements.
- Ensuring quality and affordable early learning and childcare.
- Forward planning of the learning estate and Learning Estate Management Plan (LEMP) in consultation with Finance and Property Services.
- Planning for the expansion of early learning and childcare to 1140 hours per child for eligible two year olds, three and four year olds for August 2020.
- Ongoing support for the development of Community Playgroups.
- Increase the uptake of Ipayimpact (on-line payments system) by parents/carers.
- To continue to develop and strengthen relationships with West Lothian Leisure to ensure the continued delivery of high quality services for customers in Arts and Sports.
- Support Head Teachers to effectively invest their Pupil Equity Funding allocation to improve the educational outcomes of children affected by poverty and close the poverty related attainment gap through the provision of arts, music and sports interventions.
- Develop geographic Community Sport Hubs across secondary school facilities within West Lothian.
- Work in partnership with Customer and Community Services to develop an integrated customer service interface between the Linlithgow Burgh Halls and Linlithgow Partnership Centre.
- Work in partnership with Head Teachers to further align the Creative Learning Network with the Moving Forward in Learning Strategy.
- Refresh the Public Art Plan and contribute to the Open Space Strategy Group to ensure that Public Art is represented in the Open Space Strategy 2020.
- Provide all instrumental music instructors with the opportunity to become GTCS registered and bring instructors' review process in line with Professional Update.
- Explore the potential of Glow to improve communication with staff, pupils, parents, area groups, schools and other stakeholders by sharing information through online and digital channels.

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

D.3 Service Contribution to Corporate Priorities

Strategic Resources is part of Education Services, where the main focus of activity is the delivery of school based education. Schools are supported by teams dealing with quality improvement, education psychology, inclusion and wellbeing, resources, policy and performance. Services are also provided to children, young people and the wider

community through arts, cultural and sport services and community learning and development.

Strategic Resources provides vital support services for schools, pupils and their families and has a contribution towards the council's corporate priorities 1 Improving attainment and positive destinations and 6 Delivering Positive Outcomes on Health.

The service has direct responsibility for the following deliverables in the Corporate Plan:

- Priority 1.7 – Embedding digital literacy within the learning experience.
- Priority 6.1 – Promoting positive health and wellbeing to all, including through the provision of leisure facilities and well maintained open spaces.

The service contributes to improving the health, wellbeing and education of the West Lothian citizens through the provision of culture and arts services to the community. It is also supporting effective asset management and resource planning.

D.4 West Lothian Assessment Model

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

The service scored a total of 532 (out of 1,000). This was an improvement on the service score in the last programme (2014/17) and above the current council average. To date, a total of 22 services have been assessed in the council's rolling three-year programme.

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

WLAM Criteria	2008/10	2011/13	2014/17	2017/20	Trend
1 Leadership	-	-	60	69	↑
2 Strategy	-	-	57	69	↑
3 People	-	-	57	68	↑
4 Partnerships and Resources	-	-	56	66	↑
5 Services and Processes	-	-	57	69	↑
6 Customer Results	-	-	58	57	↓
7 People Results	-	-	38	35	↓
8 Society Results**	-	-	40	50	↑
9 Business Results	-	-	59	51	↓
Total score	-	-	481	532	↑
WLC average total score	385	411	468	527*	

* WLC Average to date (based on 22 assessments)

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

The service has limited trend information for WLAM scoring as it was only formed as a standalone WLAM Unit in 2017/18. It now has a distinct remit and responsibilities as a

service but was assessed and scrutinised in previous years as part of a wider unit called Performance and Policy. Though not directly comparable, the score for that larger unit is provided for 2014/17 to give some contextual information on the progress of the service.

The scores show that the service has improved across the period (2014/17 to 2017/20) in most criteria, with only Customer, People and Business Results below the current council average. The relative strengths in the service in terms of scoring were in the service and process design and delivery and it generally has effective leadership, strategy and resource management.

To increase the WLAM score further, the service would need to assess and refine the scope and relevance of its key results, as well as developing more in-depth data and information in relation to customers and their satisfaction with services. Also, like many other council services, the service should develop the results it has in place to monitor employee policies and plans (People Results).

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

D.5 Review Panel Outcome

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

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

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

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

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

Performance management

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

Table 3: Evaluation of Performance Management in the service	
Management standard	Service evaluation
Scope and relevance of performance data	The service has identified indicators to monitor progress in most of the key activities and outcomes/ priorities
Compliance with corporate requirements	The performance framework of the service exceeds the basic corporate requirements
Approach	The approach to managing performance is sufficient and will help the service to improve
Management of data	Most managers and team leaders engage with the performance culture and take responsibility for managing performance
Management of information	Performance is reported and communicated to most key groups (including; Elected Members, senior officers, employees and the public)
Performance trends	Indicators show good performance and the panel has confidence that this will continue to be sustained by the service
Targets and thresholds	Targets and thresholds rationale can be unclear for indicators and it is not evident how they support performance management and improvement
Benchmarking	The service has limited comparative data for PIs that measure the key activities and outcomes/ priorities
WLAM score	The service achieved a score of over 500 in the WLAM process

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

D.6 Recommendations for Improvement

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

The Review Panel key findings and recommendations for the service are:





1. The Panel noted that this was a newly established unit and, although the individual teams have a strong record of positive performance, that work was ongoing to develop a cohesive and consistent approach to arrangements in the service.
2. The Panel recommend that People Results are segmented to allow better analysis of performance, in particular staff satisfaction results.
3. The Panel recommend that the service continue to develop the customer engagement approach, building on their survey approach to develop greater insight into the needs and preferences across their distinct customer groups.
4. The service should improve the general standard of trend chart commentary for performance indicators. In line with the corporate guidance, the service should clearly explain the changes in performance, target setting rationale and any planned improvement activity.

5. The service should identify opportunities to increase benchmarking activity and provide evidence of where benchmarking activity has supported performance improvement.
6. The service should review the approach to target setting and the use of thresholds to ensure that they are providing sufficient challenge and prompting appropriate action by managers.

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

D.7 Service Performance

The service has a total of 74 performance indicators on the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	63
 Amber	4
 Red	6
 Unknown	1

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

D.8 Service Benchmarking

The service provides statistical information as required to the Local Government Benchmarking Framework (LGBF) for one public performance indicator.

CHN18 Percentage of funded childcare which is graded good/better

The council performance in 2017/18 was 94 percent, which was above the Scottish average of 91 percent and ranked at 16 (out of 32) overall in Scotland. Three authorities achieved 100 percent performers in this indicator and ranked number 1 jointly and they are; East Dunbartonshire, East Renfrewshire and Stirling councils. Family group comparators' performance in this indicator ranged between 97 percent (Falkirk, ranked at 5) and 87.5 percent (Dumfries and Galloway, ranked at 24).

The service participates in informal benchmarking via the Association of Directors of Education Services (ADES) and attends the following Network meetings which are held four times per year – ADES Resources Network, ADES Personnel Network and the ADES Early Years network. These networks are attended by all thirty-two local authorities. These meetings provide opportunities to gather and compare data on a range of issues from rate of payment for private partner providers in early learning and childcare to the cost of the school day.

In addition, as a member of the West Lothian and Forth Valley Regional Improvement Collaborative (RIC), the service frequently compares data across service areas with the other RIC members – Falkirk, Stirling and Clackmannanshire.

E. CONCLUSION

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

The service achieved a total score of 532 and was placed on Cycle 1 by the Review Panel and will not return to the Review Panel until the next programme (2020/23).

BACKGROUND REFERENCES

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

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

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Graeme Struthers
Depute Chief Executive
13 May 2019

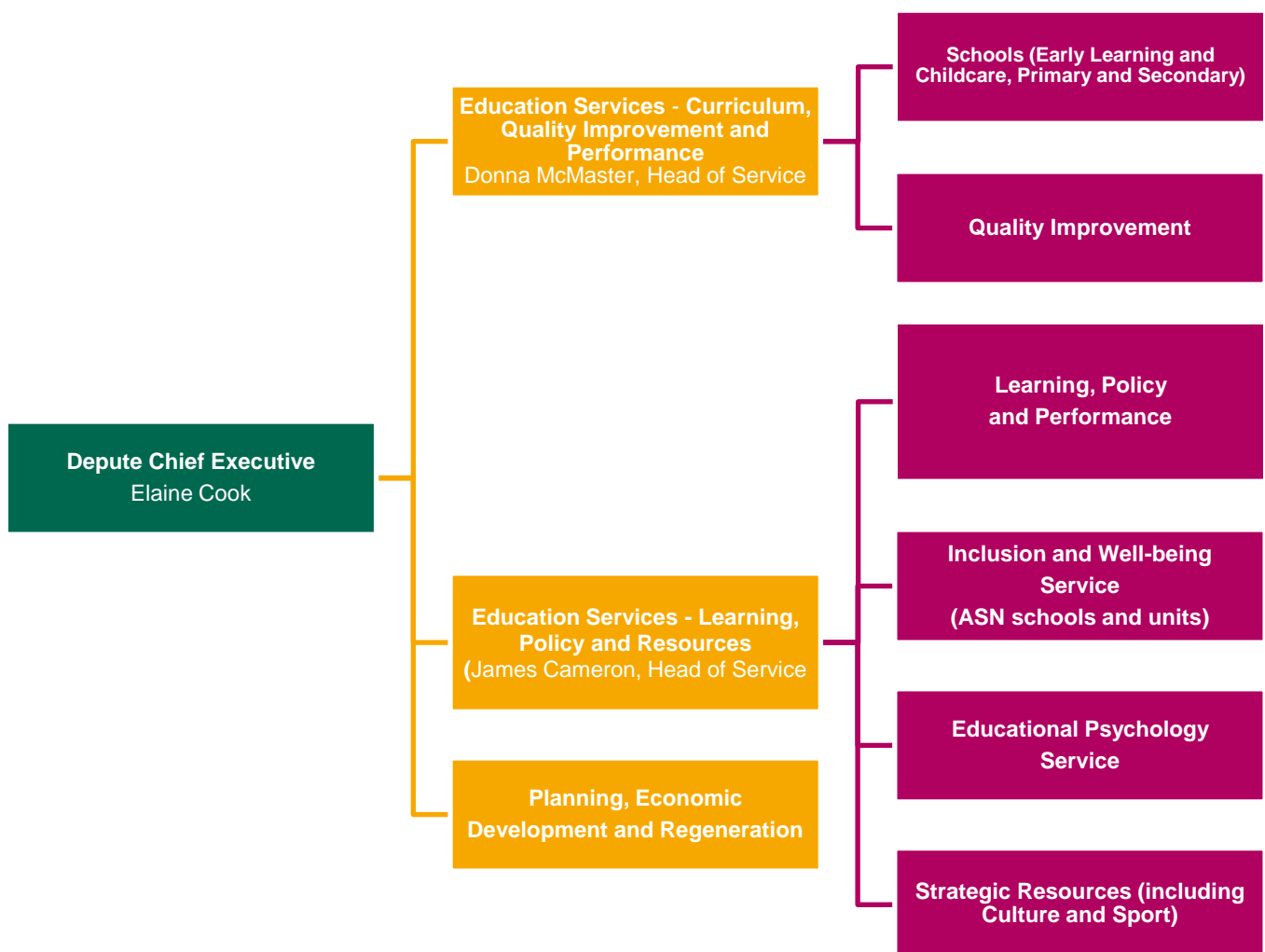
APPENDIX 1

EDUCATION SERVICES MANAGEMENT PLAN EXTRACT

Service Activity

The Education, Planning and Regeneration Services directorate is focused on the delivery of services that will support our community to grow and develop with better outcomes in early years, education and employability.

The main focus of activity within Education Services is the delivery of school based education. Schools are supported by teams dealing with quality improvement, education psychology, inclusion and wellbeing, resources, policy and performance. Services are also provided to children, young people and the wider community through arts, cultural and sport services and community learning and development.



Education Services is made up of primary and secondary schools, early learning and childcare establishments, and additional support for learning establishments and units, and five services, known as West Lothian Assessment Model (WLAM) units, under the direction of the two Heads of Education Services.

Strategic Resources

Service manager: Donna Adam, Strategic Resources Manager

Number of staff: 55.59 (full time equivalents)

Locations: Civic Centre/Schools

Purpose

The Strategic Resources WLAM Unit Section comprises of four teams: Resources, Early Years Development, Digital Learning, Culture and Sport which includes Community Arts and Instrumental Music Service (IMS). The WLAM Unit ensures that school and corporate requirements are met in relation to business efficiency and effectiveness and enable educational professional staff to focus on teaching and learning functions.

Strategic Resources

The team is responsible for the provisioning on new schools and early learning and childcare (ELC) settings. The team is the client interface with Finance, Estates and Property Services and Operational Services for services to schools and has responsibility for health and safety, business continuity planning, statutory compliance and control of risk across the service.

The team undertakes workforce planning for teaching and non-teaching staff across the service including job sizing for promoted teaching posts. The team provides schools with support for SEEMIS (schools management information system for staff and pupils) including completing census annual returns for the Scottish Government (ScotXed). The team also provides support for iPayimpact (an online payment facility for parents/carers).

Strategic Resources work with colleagues in Planning, Finance, Estates and Property Services in order to ensure that the school estate meets the needs of an expanding population and the curriculum for excellence. This work will continue as West Lothian Council's population continues to grow and in particular the expansion of ELC to 1140 hours for August 2020.

Early Years Development

The Early Years Development Team have a lead role in service for the Early Learning and Childcare (ELC) Expansion to ensure that the Council is able to provide 1140 hours free ELC for every eligible 2 year old, three and four year old with a ELC place.

The team has a quality assurance role in relation to ensuring that all settings including private partner providers meet and maintain the National Quality standard published by the Scottish Government on 18 December 2018. The team also provides support to local playgroups and childminders for the provision of services.

Digital Learning

The Digital Learning team provide support to schools to enable them to develop on line teaching resources and to complete their strategy for the ICT platforms within their school. The team also support the Council's Virtual Campus and use of GLOW. The team are a key part of provisioning for new schools and early learning settings.

Culture and Sport

Active Schools and Community Sport

Active Schools and Community Sport provides a range of curricular and community-based learning and development opportunities that contribute to a wide range of outcomes. Programmes of work delivered by the service impact positively on attainment and achievement; improve physical and mental health and wellbeing; assist in the development of skills for lifelong learning and employability; promote community resilience and cohesion and improve the built and natural environment. The service encourages participation among the widest possible range of people but also targets individuals and communities who may be less likely to participate due to physical, social or economic barriers. The service is supported through external funding from Sportscotland to deliver programmes and projects within the authority.

The team provide support, training and guidance relating to Physical Education, Physical Activity and Sport to all 11 secondary, 67 primary and 5 ASN schools. Key areas of work directly contribute to West Lothian Council's Corporate Priority 6: Delivering Positive Outcomes on Health and support schools to improve educational attainment and achievement. Active Schools Coordinators work closely with key partners including Sportscotland, West Lothian Leisure, community clubs and other organisations to provide a wide range of high quality opportunities connected to physical education, school sport and club sport.

Community Sport Coordinators work in partnership with a wide range of sporting organisations, National Governing Bodies of Sport and funders to develop the capacity of local clubs to deliver high quality, safe and accessible sporting activities for the wider community and to promote sports HUB development in West Lothian.

The team work closely with West Lothian Leisure who deliver a number of operational, financial and customer benefits including increased participation in sports and leisure activities in West Lothian.

Community Arts

Community Arts supports the development of arts and cultural activity in West Lothian and provides opportunities to participate in the arts by offering a range of curricular and community-based learning and development opportunities. Arts Officers manage the community arts programme including the Youth Music Initiative (YMI) and also work in partnership with Planning and Economic Development, the service manages the council's Public Art programme which is funded by developer contributions. Grassroots Public Art grants enable communities to manage the commissioning of new pieces of public art which are based on community consultation and engagement.

Community Arts work with West Lothian Leisure to provide high quality cultural facilities at Howden Park Centre and manage a year-round performing and visual arts programme at both Linlithgow Burgh Halls and Howden Park Centre. Linlithgow Burgh Halls also provides a range of flexible spaces for hire to community groups and individuals.

Instrumental Music Service

The Instrumental Music Service encourages achievement, enhances and supports the music curriculum within schools and delivers all aspects of Curriculum for Excellence to our young musicians. The service delivers music tuition in a range of instruments to children and young people in West Lothian.

Instructors work across groups of schools, ensuring access to instrumental tuition and extending pupil experience. The central team is responsible for managing, developing and supporting all aspects of the Instrumental Music Programme on behalf of West Lothian Education Service and for organising and delivering career long professional learning development opportunities. This ensures that good professional standards are maintained. The team also organises, manages and delivers the West Lothian Schools Area Bands and Ensembles Programme.

Activities

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

- ◆ Ensuring the quality of the learning environment in all schools through resource management of education property, acting as client contact for Education projects within the Council's agreed capital programme and developer funded projects. Including the commissioning of two new secondary schools in Winchburgh, a new Holy Family Primary School and new early learning and childcare settings at St Mary's Primary School (Bathgate), Blackburn Primary School, Blackridge Primary School and Stoneyburn Primary School for August 2020.
- ◆ Ensuring appropriate staff resources are available across schools through workforce planning.
- ◆ Ensuring business continuity planning and risk management is delivered across all establishments and services including fire risk assessment, health & safety compliance and winter arrangements.
- ◆ Ensuring quality and affordable early learning and childcare.
- ◆ Forward planning of the learning estate and Learning Estate Management Plan (LEMP) in consultation with Finance and Property Services.
- ◆ Planning for the expansion of early learning and childcare to 1140 hours per child for eligible two year olds, three and four year olds for August 2020.
- ◆ Ongoing support for the development of Community Playgroups.
- ◆ Increase the uptake of Ipayimpact (on-line payments system) by parents/carers.
- ◆ To continue to develop and strengthen relationships with West Lothian Leisure to ensure the continued delivery of high quality services for customers in Arts and Sports.
- ◆ Support Head Teachers to effectively invest their Pupil Equity Funding allocation to improve the educational outcomes of children affected by poverty and close the poverty related attainment gap through the provision of arts, music and sports interventions.
- ◆ Develop geographic Community Sport Hubs across secondary school facilities within West Lothian.
- ◆ Work in partnership with Customer and Community Services to develop an integrated customer service interface between the Linlithgow Burgh Halls and Linlithgow Partnership Centre.
- ◆ Work in partnership with Head Teachers to further align the Creative Learning Network with the Moving Forward in Learning Strategy.
- ◆ Refresh the Public Art Plan and contribute to the Open Space Strategy Group to ensure that Public Art is represented in the Open Space Strategy 2020.
- ◆ Provide all instrumental music instructors with the opportunity to become GTCS registered and bring instructors' review process in line with Professional Update.
- ◆ Explore the potential of Glow to improve communication with staff, pupils, parents, area groups, schools and other stakeholders by sharing information through online and digital channels.

Key Partners

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

Our key partners include; other council services, Alpha Schools (West Lothian) Ltd (PPP1), Kajima Partnership Ltd (PPP3), Simply Play, Community playgroups, ADES Resources, Early Years and Personnel Networks, West Lothian Leisure, Sportscotland, West Lothian Sports Council, National Youth Orchestra of Scotland, Generation Arts, Firefly Arts, Winchburgh Development Ltd, Twinning Associations, Music Education Partnership, Trinity Guildhall and the National Youth Choir of Scotland.

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Head Teachers	Survey	Annual	Performance Officer	Performance management system
Schools – Teachers	Survey and focus groups	Annual	Arts Officer (Learning)	Performance management system
Area Ensembles	Survey	Termly	IMS Co-ordinator	Team meetings and on In Service days. E-mail letter to parents/carers
Parents/Carers of Pupils Receiving Instrumental Music Tuition	Survey	Annual	IMS Co-ordinator	Performance management system and team meetings
Schools – Teachers	Survey and feedback forms	Quarterly	Active Schools Co-ordinator	Customer feedback form / online survey
Pupils	Focus Groups	Annual	Active Schools Co-ordinator	Customer feedback form
Community Sports Clubs and Organisations	Customer survey and feedback forms	Annual	Community Sport Co-ordinator	Customer feedback form / online survey
Holiday Programme Participants	Customer survey and feedback forms	Annual	Active Schools Co-ordinator/ Community Sport Co-ordinator	Customer feedback form / online survey
Digital Learning	Survey	Annual	Digital Learning Manager	Customer feedback form / online survey

Activity Budget 2019/20

Strategic Resources								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Resource Management – Property	To provide a high quality learning environment in all schools.	Enabler Service – Modernisation and Improvement	EDSRPP101_Cost Per School of Central Resources Target: £8,790	High Level	0.0	502	0	502
			EDSRPP101_Percentage of Primary / Secondary / Special Schools where the building condition is rated Good or Satisfactory Target: 100%	High Level				
Resource Management – Staff	Ensure a suitably qualified workforce in all schools.	Enabler service – Modernisation and Improvement	EDSRPP101_Cost Per School of Central Resources Target: £8,790	High Level	0.5	43,731	0	43,731
			EDSRPP104_Percentage of schools where staffing is delivered within budget and statutory guidelines Target: 100%	High Level				
Resource Management – Risk	Provide all properties with a BCP and risk register and on-going training.	Enabler service – Corporate Governance and Risk	EDSRPP101_Cost Per School of Central Resources Target: £8,790	High Level	0.5	47,376	0	47,376
			EDSRPP105_Percentage of Fire Risk Assessments completed on an annual basis Target: 100%	High Level				

Strategic Resources

Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Resource Management – Business Support	Ensure all schools receive appropriate, finance, HR and other business support.	Enabler service – Financial Planning	EDSRPP101_Cost Per School of Central Resources Target: £8,790	13.6	792,863	0	792,863
			EDSRPP104_Percentage of schools where staffing is delivered within budget and statutory guidelines Target: 100%				
Public Private Partnership	To provide a high quality learning environment for primary and secondary age pupils.	Enabler service – Modernisation and Improvement	EDSRPP101_Cost Per School of Central Resources Target: £8,790	1.4	14,108,428	0	14,108,428
			EDSRPP101_Percentage of Primary / Secondary / Special Schools where the building condition is rated Good or Satisfactory Target: 100%				
Childcare	To provide quality & affordable childcare alongside early learning. Reducing inequality and increasing participation in the labour market.	2. Delivering positive outcomes and early interventions for early years	EDSRPP101_Cost Per School of Central Resources Target: £8,790	1.0	160,887	0	160,887
			EDCCS005_Childcare: Percentage of financially supported playgroups receiving positive inspection report from Care Inspectorate Target: 100%				

Strategic Resources

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Service Support	Provision of management and administrative support.	Enabler service – Corporate Governance and Risk	Support activities which contribute towards the overall performance of the service.		0.0	113,776	0	113,776
Arts Development Programme	To ensure that everyone in West Lothian has the opportunity to experience the social, economic, educational, environmental, health and creative benefits of the arts.	8. Protecting the built and natural environment	EDCA090_Cost of community arts service per 1,000 population Target: £4,000	PPR	1.5	130,093	(54,270)	75,823
Linlithgow Burgh Halls	To provide high quality facilities and arts programme for the people of West Lothian.	8. Protecting the built and natural environment	EDCA62_Number of people participating in community arts activities Target: 3,200	PPR	4.5	245,386	(325,770)	(80,384)
West Lothian Leisure – Sports & Arts	Monitor performance of West Lothian Leisure in accordance with lease and funding agreement.	Enabler service – Corporate Governance and Risk	EDSOE301_Number of attendances per 1,000 population at indoor sport & leisure facilities Target: 9,500	Public	0.0	2,084,476	0	2,084,476
Instrumental Music Service to Schools	Deliver instrumental music lessons to schools and provide performance opportunities.	1. Improving attainment and positive destinations for children	EDIMS002_Cost per schools of the IMS Target: £11,818	High Level	17.57	1,113,928	(523,696)	590,232

Strategic Resources

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Equality and inclusion			EDIMS0001_IMS number of pupils taught Target: 2,100	High Level				
	Under-represented groups will be provided with opportunities to participate in sport through understanding, and addressing, the barriers to participating.	5. Minimising poverty, the cycle of deprivation and promote equality	EDASCS027_West Lothian pupil attendances at Lothian Disability sports events Target: 250	High Level	1.43	84,944	(53,916)	31,028
	Supporting local sports clubs to grow and develop.	7. Delivering positive outcomes on health	EDASCSC517_Number of West Lothian community sports clubs and organisations on Club Accreditation scheme Target: 65	High Level	1.43	84,944	(53,916)	31,028
		7. Delivering positive outcomes on health	EDASCS220_Number of clubs and organisations within Community Sports Hubs Target: 28	High Level	1.43	84,944	(53,916)	31,028
	Children and young people are provided with opportunities to develop Health and Wellbeing through extra-curricular activities.	7. Delivering positive outcomes on health	EDASCS027_Number of extra-curricular attendances Target: 148,179	High Level	4.93	292,849	(185,880)	106,970
			EDASCS026_Number of extracurricular Distinct Participants Target: 8,500	Public				

Strategic Resources

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Raising the Quality of PE in Primary Schools	To ensure that 2 hours of quality PE are delivered in all West Lothian primary schools.	7. Delivering positive outcomes on health	EDASC022_Cost per pupil of the Active Schools and Community Sport Services Target: £6.00	Public	0.42	24,950	(15,837)	9,112
			CP:EDASCS25_Active Schools and Community Sport – Total Pupil Engagement Target: 18,000	Public				
Coaching and Volunteering	Children and young people are provided the opportunities to develop.	7. Delivering positive outcomes on health	EDASCS029_Number of volunteers providing extracurricular sport and physical activity opportunities Target: 525	High Level	1.43	84,944	(53,916)	31,028
Competitive School Sport	Support schools with the use of Digital Learning. Enhanced use of GLOW.	7. Delivering positive outcomes on health	EDASCS030_National school sport performance Target: 36 Podium Places	High Level	1.43	84,944	(53,916)	31,028
Digital learning	Support schools with the use of Digital Learning. Enhanced use of GLOW.	8. Protecting the built and natural environment	EDSR106_Percentage of school using GLOW to support learning and teaching Target: 100%	High Level	1.5	74,876	0	74,876
Service support	Provision of management and administrative support.	Enabler Service – Corporate Governance and Risk	Support activities contribute towards the overall performance of the service.		1.02	74,782	0	74,782
Total:					55.59	19,733,623	1,375,033	18,519,358

Actions 2019/20

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

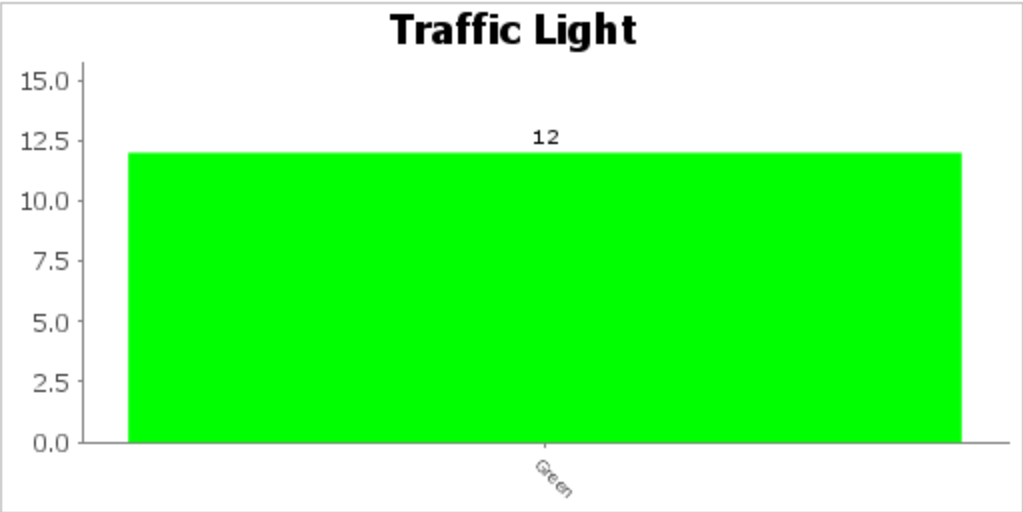
Strategic Resources Actions 2019/20


Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Expansion of Early Learning and Childcare	Expansion of the availability of early learning and childcare places.	Each eligible child receives 1140 hours of early learning and childcare by August 2020.	Head of Education (Learning, Policy and Resources); Strategic Resources Manager; Service Manager – Learning, Policy and Performance	April 2019	August 2020	Active	Update reports submitted to Education Policy Development and Scrutiny Panel and Executive.
Digital Transformation Projects	Introduce the SEEMIS 'Parent Portal' in West Lothian, as an early adopter.	To deliver improved user-focused digital public services, and customer benefits, by grouping on-line services for parents in the 'parent portal'. Services will include on-line payments, annual data check, school applications etc.	Head of Education (Learning, Policy and Resources)	April 2019	March 2022	Active	Project scope and plan defined, and agreement reached out of Parent Portal in West Lothian

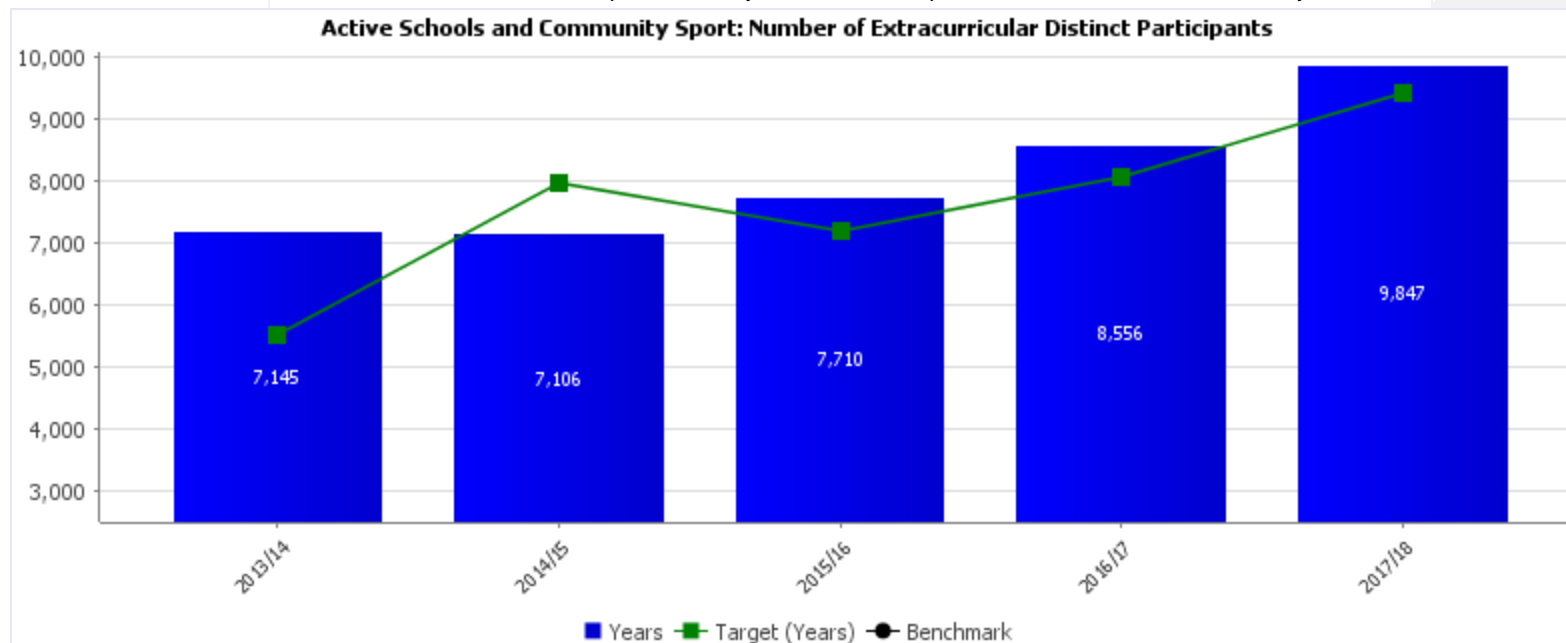
Strategic Resources - Performance Committee

Data Label : OFFICIAL

Report Author: Rebecca Kelly
Generated on: 01 May 2019 16:54
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PI Code & Short Name	P:EDASCS26_9b.1b Active Schools and Community Sport: Number of Extracurricular Distinct Participants	PI Owner	zEDASCS_PAdmin; Alan Colquhoun
Description	<p>This indicator measures the total number of individual primary, secondary and Additional Support Needs (ASN) pupils who take part in regular extracurricular sport and physical activity within the school estate. This is a national indicator recorded by Sportscotland.</p> <p>This Performance Indicator is updated in July as it measures performance across the academic year.</p>	Traffic Light Icon	
		Current Value	9,847
		Current Target	9,420



Trend Chart Commentary:

The target for this Performance indicator in 2018/19 is 9,850. This target is reflective of 2017/18 performance. It is also cognisant of further service restructure which took place within academic session 2018/19.

Performance will be updated in July 2019 at the end of the academic session.

Regular benchmarking takes comparing results from other local authorities and sharing of national best practice.

2017/18

The target for this Performance Indicator in 2017/18 is 9,420.

The total number of distinct participants for 2016/17 is 9,847. This is above 2016/17 performance and 2016/17 target and represents an increase of 15% providing a record figure for individual primary, secondary and ASN pupils taking part in extracurricular activity. The increase is due to a focus on engaging community sports clubs and organisations, providing a pathway between school and community participation. Overall, 37% of the entire primary, secondary and ASN school role have taken part in regular sport and physical activity sessions.

2016/17

The target for this Performance Indicator in 2016/17 is 8,050.

The total number of distinct participants for 2016/17 is 8,556. This is above 2015/16 performance and 2016/17 target and represents an increase of 11% providing a record figure for individual

primary, secondary and ASN pupils taking part in extracurricular activity. The increase is due to a focus on engaging nonparticipants to take part in regular sport and physical activity sessions.

2015/16

The target for this Performance Indicator in 2015/16 is 7,200.

The total number of distinct participants for 2015/16 is 7,710. The 2015-19 partnership agreement with **sports**scotland places a greater focus on extracurricular activity. A service overview was produced that clearly outlines the role of the Active Schools Coordinator. This document also highlights the key areas of work of the service, all of which impact upon extracurricular participation figures.

2014/15

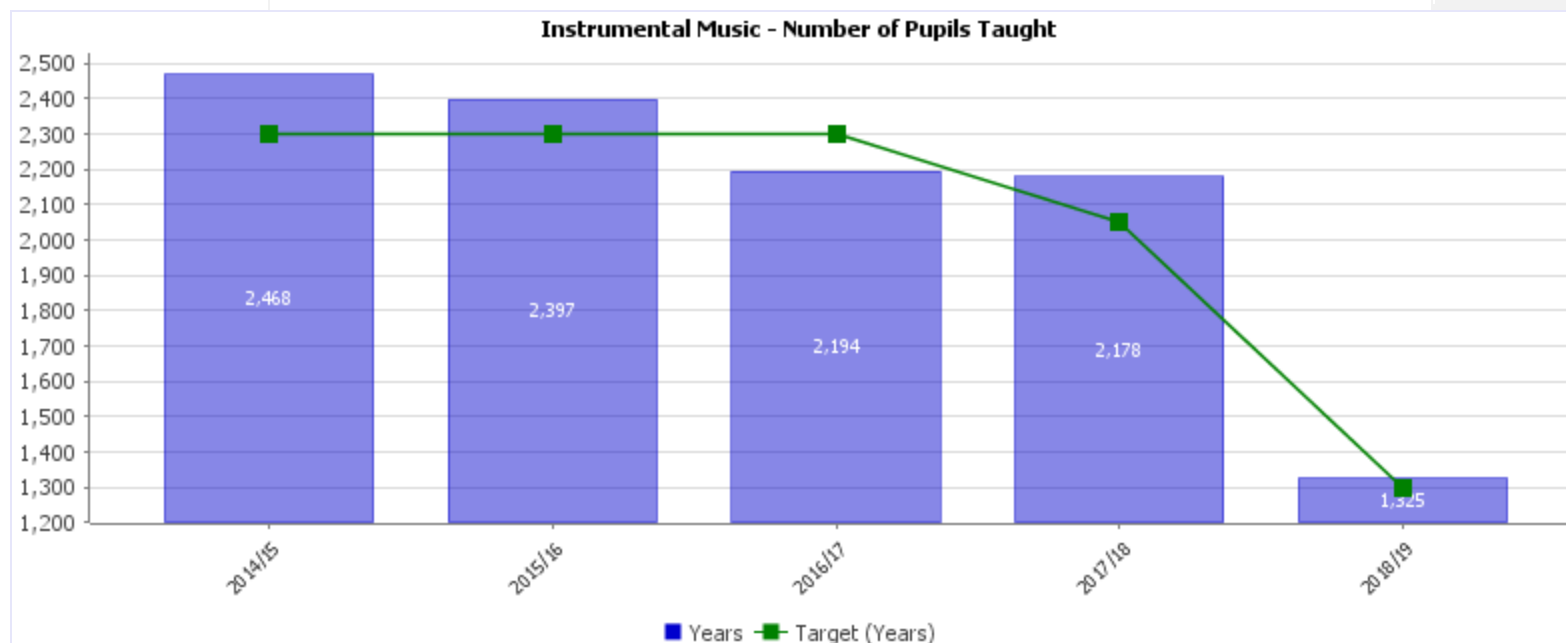
The target for this Performance Indicator is 7,958.

The total number of distinct participants for 2014/15 is 7,106. This is a modest decrease from the 7,145 achieved in 2013/14. Both years represent 27% of the West Lothian school roll taking part in regular extracurricular sport and physical activity.

The 2014/15 target of 7,958 represents 30% of the primary, secondary and ASN school population and it was assumed that this would be achieved through a focus on secondary inter-house competition. However, only 5 secondary schools managed to establish any inter-house competition event, and only one did so with more than 50 participants.

The target for 2019/20 will be set once performance for 2018/19 has been updated.

PI Code & Short Name	EDIMS026_9b.1b Instrumental Music - Number of Pupils Taught	PI Owner	zEDIMS_PAdmin; Hugh Foster
Description	<p>This indicator shows the number of pupils taught by the Instrumental Music Service (IMS) annually. The IMS provide instrumental music tuition and ensemble and performance opportunities for pupils from P4 to S6. All lessons offered by the IMS are inclusive with all children and young people encouraged to attend. This indicator measures the number of pupils who receive instrumental music tuition and ensemble and performance opportunities. Information is based on the monthly registers provided by the instrumental music instructors and reported annually.</p> <p>Offering instrumental lessons and ensemble and performance opportunities to pupils is a key objective of the service and is relevant to the councils key outcome of "improving attainment and positive destinations for school children"</p>	Traffic Light Icon	🟢
		Current Value	1,325
		Current Target	1,300



Trend Chart Commentary:

The Instrumental Music Service has been subject to two service re-structures in the last three academic years, with the introduction of charges for tuition £354 per pupil a negative impact on the number of pupils taught was anticipated and the number of instructors employed reduced. As such, the target for this performance indicator in 2018/19 was set at 1,250 and was subject to a review in December 18 which increased the target to 1300 pupils.

A revised staffing structure which was introduced in August 2016, with guitar provision moved over to schools and is under the management of the Headteachers. The same number of pupils are taught but the guitar pupil numbers are no longer captured in this performance indicator.

Target number of pupils receiving tuition:

2018/19 1,250 and performance 1325

2017/18 2,050 and performance 2,178

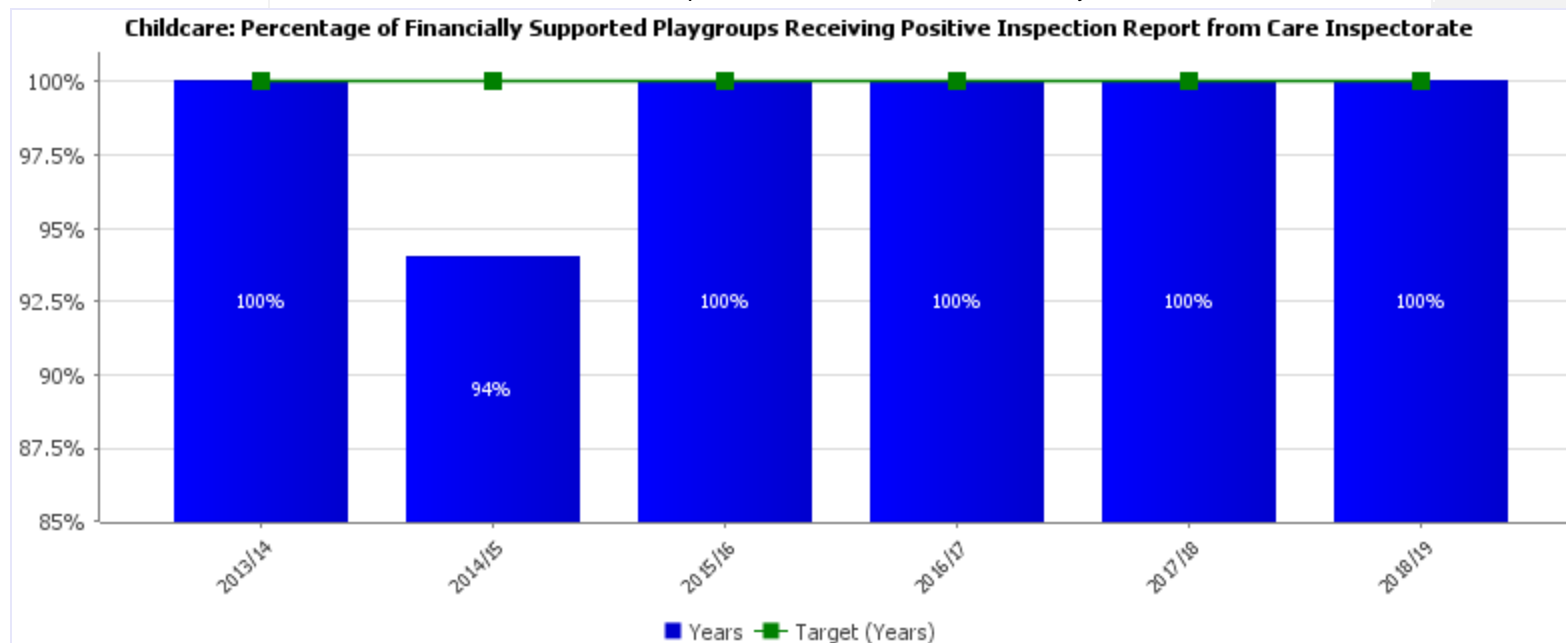
2016/17 2,300 and performance 2,194

2015/16 2,300 and performance 2,397

2014/15 2,300 and performance 2,468
2013/14 2,300 and performance 2,387

The target for 2019/20 is 1350 to reflect the increased promotion of the benefits of the service .

PI Code & Short Name	P:EDLPP062b.1c Childcare: Percentage of Financially Supported Playgroups Receiving Positive Inspection Report from Care Inspectorate	PI Owner	zEDLPP_PAdmin; Donna Adam
Description	Indicator shows the percentage of financially supported childcare providers (playgroups) in West Lothian receiving a positive inspection report after a Care Inspectorate inspection. The Council provides financial support to playgroups in order to increase the range of childcare options available to communities. A positive inspection report is where all quality indicators have been evaluated as adequate or above. This Performance Indicator measures performance in the school/academic year.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

The latest performance for 2018/19 shows that no playgroups in receipt of grant funding from the Council received a negative inspection report from the Care Inspectorate, this is the same as 2017/18.

Playgroups are provided support through the Early Years Development Team and Community Playgroups.

Over the period displayed on the chart performance has been positive. However, in 2014/15, 1 independent playgroup received a negative report. Remedial actions were taken supported by the Early Years Development team and through liaison with the Care Inspectorate the playgroup joined Community Playgroups and re-inspection showed improvement.

Benchmarking is internal within the playgroups across West Lothian which are financially supported and registered with the Care Inspectorate and takes place on an annual basis when grant applications are submitted. Benchmarking provides an opportunity for the Early Years Development Team to review the standard of care provided within each setting and in particular the support provided to funded placements for eligible two year olds.

The number of playgroups inspected by the Care Inspectorate per year is outlined below:

2018/19 - 2 out of 2

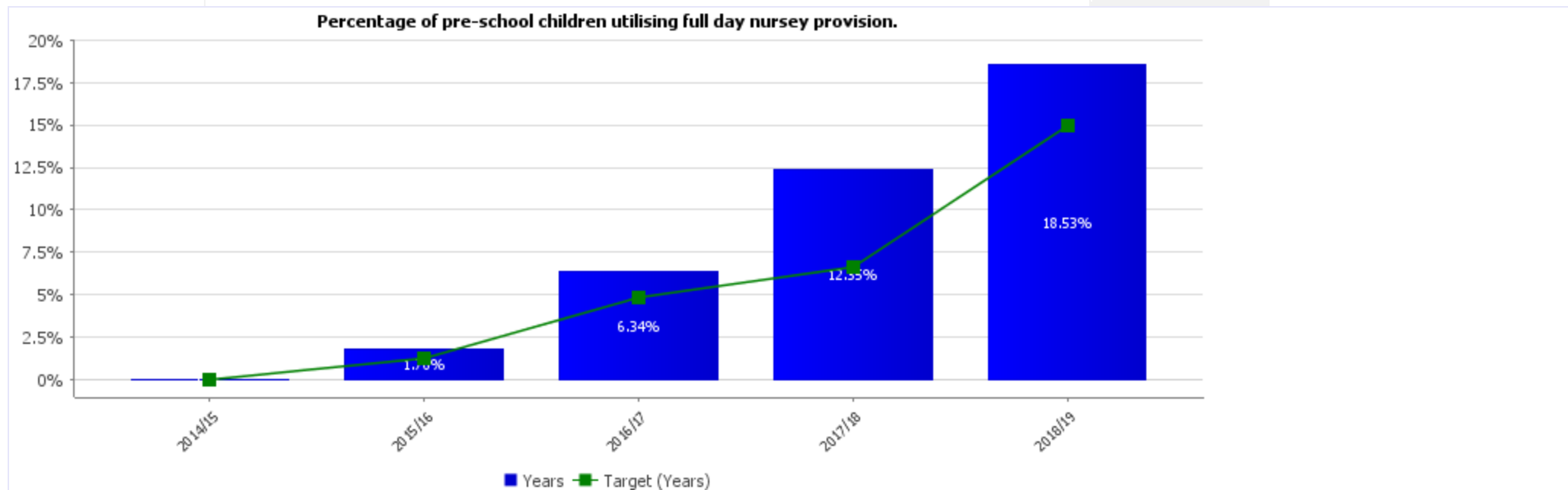
2017/18 - 2 out of 2

2016/17 - 10 out of 10

2015/16 - none
2014/15 - 1 out of 1

The target for 2019/20 will remain 100% as this is a requirement for funded placements from the Scottish Government that a setting should have a positive Care Inspectorate report and meet the new National Standard which was published on 18 December 2018.

PI Code & Short Name	CP:EDPP217_9b.1b Percentage of pre-school children utilising full day nursey provision.	PI Owner	zEDPPL_PAdmin; John Thain
Description	This indicator shows the percentage of pre-school children who are making use of the full day nursery provision. This allows parents to use their entitlement of 600 hours of early learning and childcare on two full days (8.00am to 6.00pm), as opposed to the traditional five morning or four afternoon model.	Traffic Light Icon	🟢
		Current Value	18.53%
		Current Target	15%



Trend Chart Commentary:

In 2018/19, 18.53 % of children were granted two full day provision in an early learning and childcare setting this is an increase on 2017/18, 12.35% of children were granted two full day (8am - 6pm) place in an early learning and childcare (ELC) setting. The increase is due to an increase in two full days provision available across settings in West Lothian.

The number of establishments offering full day provision was first introduced in 4 settings in 2015/16, then in 9 settings in 2016/17, 12 in 2017/18, 30 in 2018/19 and all 61 settings in 2019/20. This demonstrates that West Lothian Council is fulfilling its obligation to offer increased flexibility and choice to parents/carers, and meeting the needs of working parents/carers.

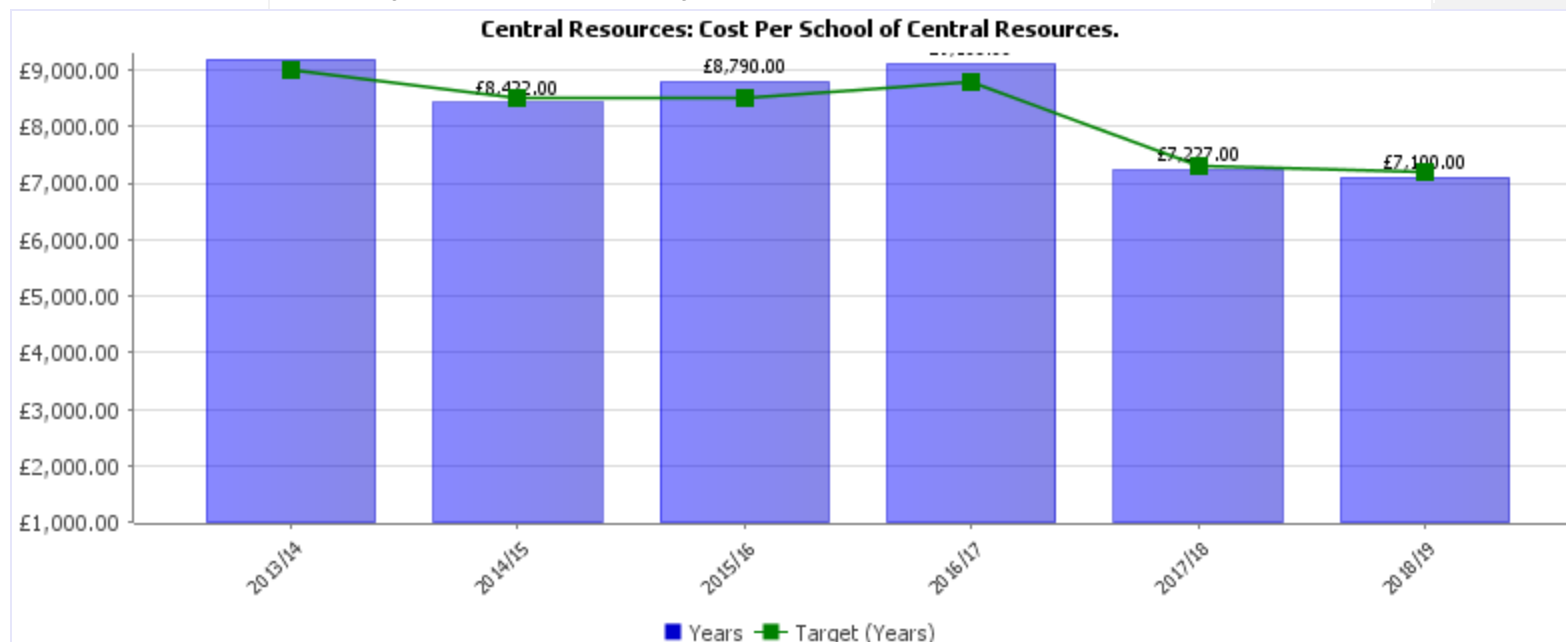
Benchmarking has been on going to reflect the requirement to provided 1140 hours of free ELC from August 2020 with other local authorities and this has required a change in the service provision (number of hours per day and weeks per year).

2018/19 - 796 of 4295 children utilising full-day provision (18.53 %)
 2017/18 - 513 of 4154 children utilised full-day provision (12.35%)
 2016/17 - 260 of 4099 children utilised full-day provision (6.34%)
 2015/16 - 69 of 3912 children utilised full-day provision (1.76%)
 2014/15 - no children utilised full-day provision as it was not available

Target for 2019/20 will increase to 20% to reflect the Scottish Government announcement of increased funding for the ELC Expansion for August 2020 which provides more flexibility and choice

for parents.

PI Code & Short Name	EDSR101_9a.1c Central Resources: Cost Per School of Central Resources.	PI Owner	zEDPPP_PAdmin; Donna Adam
Description	This indicator shows the cost per school of delivering Central Resources. This indicator includes Property Management, Staffing & Workforce Planning, Health & Safety and Business Continuity Planning. This is calculated by dividing the activity budget of the service by the number of primary/special/secondary/nursery schools (96 schools). Measuring the cost per school of the central resources allows comparison of the cost of providing each part of the service against the others.	Traffic Light Icon	🟢
		Current Value	£7,100.00
		Current Target	£7,200.00




Trend Chart Commentary:

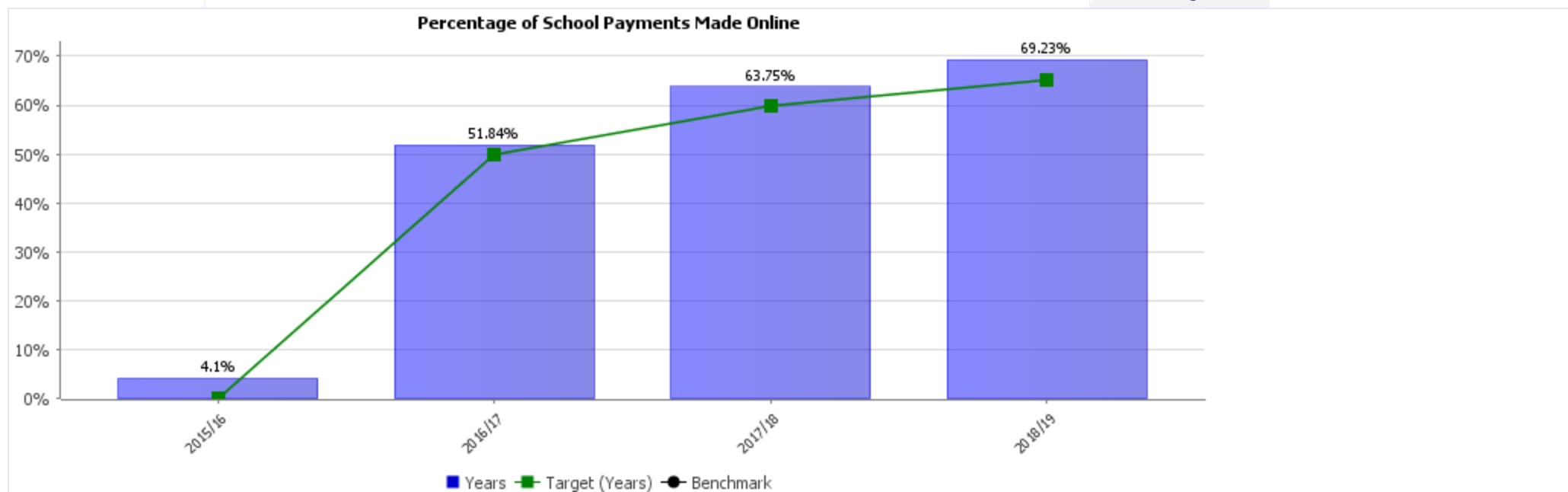
The 2018/19 performance has improved from £7,228 to £7,100 from the 2016/17 figure as the revenue budget for eligible 2 year olds is now held within another unit in Education and the following years targets were adjusted accordingly. In addition, there has been an improvement in performance from 2017/18 to 2018/19 due to a stream lining of the central support team.

Performance over the period displayed on the chart has been improving, the difference being the introduction of eligible two year old budget in 2014/15 then it's re-alignment in 2017/18.

2018/19 - £7,100
2017/18 - £7,228
2016/17 - £9,108
2015/16 - £8,790
2014/15 - £8,422

Target for 2019/20 - £7,100 has been based on the agreed 2019/20 revenue budget which is the same as 2018/19 as the resources will remain static.

PI Code & Short Name	P:EDSR104_9b.1b Percentage of School Payments Made Online	PI Owner	zEDCES_PIAAdmin; Donna Adam
Description	This indicator shows the percentage of parents registered and using on-line payment system for meals, trips etc. This Performance Indicator measures performance in the school/academic year.	Traffic Light Icon	
		Current Value	69.23%
		Current Target	65%



Trend Chart Commentary:-

This project is part of the channel shift programme for West Lothian Council.

Performance in 2018/19 was 69.23% which was an increase on 2017/18 was 63.75% following on going promotion of the on line alternative for payments to parents/carers by schools. The system is available in all schools.

Performance as outlined on the chart shows improvement over the period which relates to promotion initiatives.

Secondary Schools started using the system on 21 February 2016. Primary schools came on-line in May 2016.

West Lothian Council were early adopters of an on line payment system along with Aberdeenshire Council and Stirling Council and frequent benchmarking has taken place during visits by other council interested in providing an on line payment system.

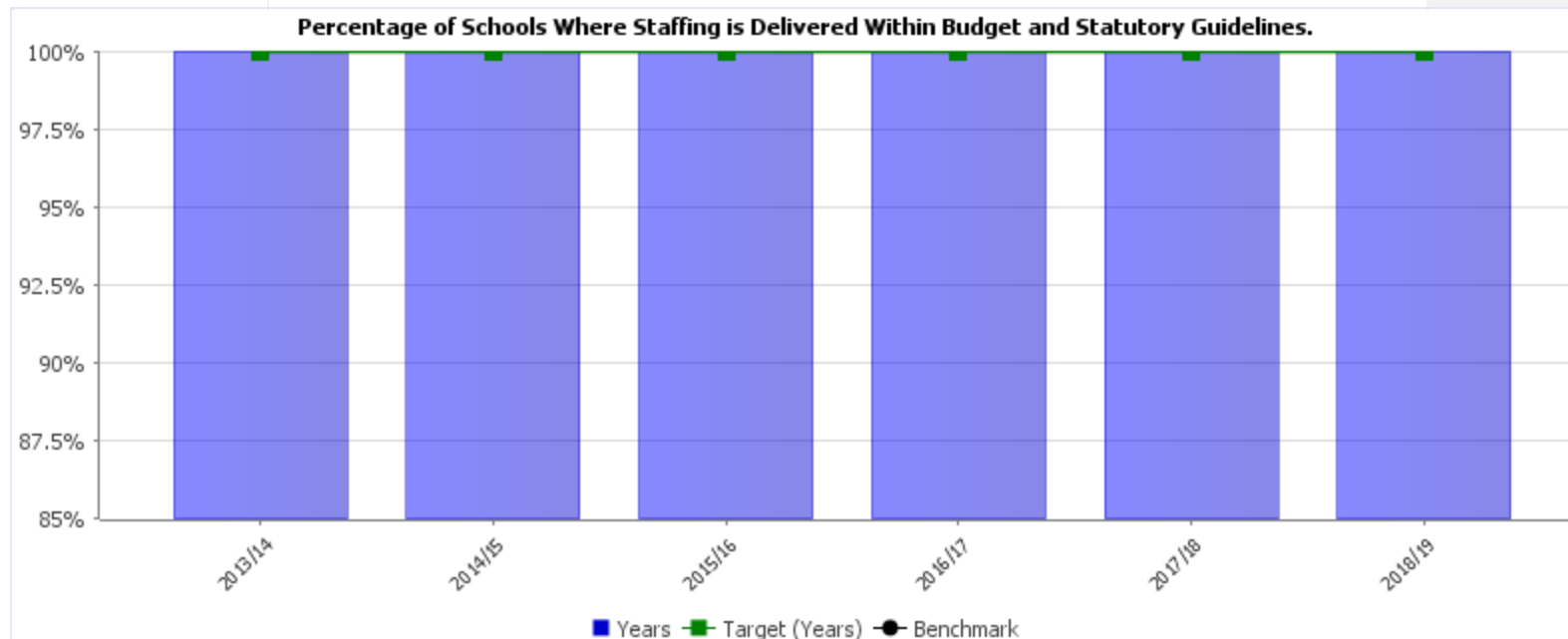
Number of school payment made on line/percentage of parents registered and using on line system:

2018/19 - 16,259 out of 23,487

2017/18 - 13,280 out of 20,833

Target for 2019/20 has been increased to 70% as it is expected that the percentage of payments made online will continue to rise as parents become more used to this option for payment.

PI Code & Short Name	EDSR105_9b.1c Percentage of Schools Where Staffing is Delivered Within Budget and Statutory Guidelines.	PI Owner	zEDCES_PIAAdmin; Donna Adam
Description	Indicator shows the percentage of schools where staffing is delivered within budget and statutory guidelines. This means that national class size limits and supervision ratios are met, within the total budget made available to the Council for this purpose. This Performance Indicator measures performance in the school/academic year.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:-

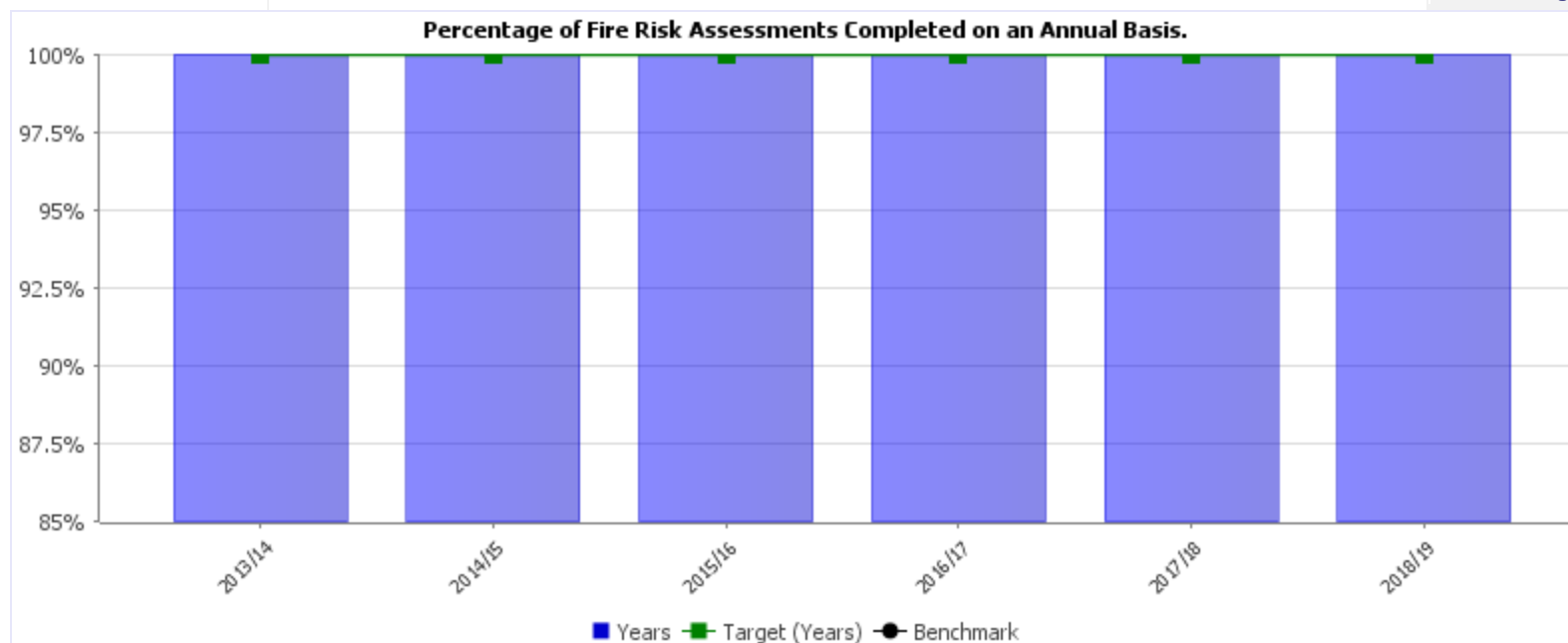
West Lothian Council places a high importance on delivering staffing within budget and statutory guidelines. This is achieved by the efficient allocation of pupils and staff across all schools as part of the staff planning and pupil placement processes.

Performance in 2018/19 remained at 100% across all schools in West Lothian, with class size limits met and staff/pupil ratios in early years achieved.

2017/18 - 100%
2016/17 - 100%
2015/16 - 100%

The target for 2019/20 remains at 100% as per corporate requirements for a balanced budget and to ensure statutory compliance.

PI Code & Short Name	EDSR106_9b.1c Percentage of Fire Risk Assessments Completed on an Annual Basis.	PI Owner	zEDCES_PIAAdmin; Donna Adam
Description	Indicator shows the percentage of fire risk assessments completed on an annual basis according to agreed Council guidelines. The fire risk assessment ensures the risk to life and property from fire is mitigated. This Performance Indicator measures performance in the school/academic year.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

West Lothian Council places a high importance on fulfilling its health and safety obligations, including fire risk assessments to ensure compliance with statutory requirements.

The Service employs a Resource Officer (Compliance) who duties include the completion of annual fire risk assessments across all schools, Linlithgow Burgh Halls and pavilions and to remind managers where actions are due for completion. Where a delay occurs, robust remedial action is taken.

2018/19 - 98 schools out of 98 completed annual fire risk assessment.

2017/18 - 98 schools out of 98 completed annual fire risk assessment.

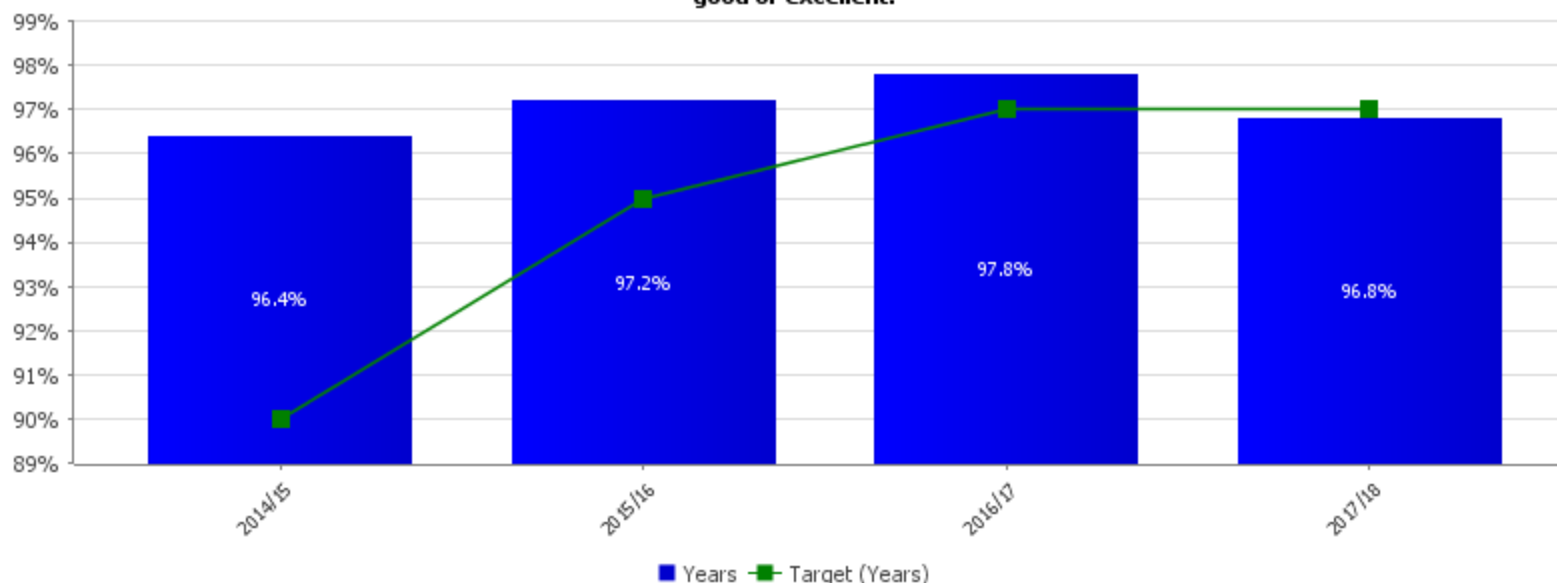
2016/17 - 98 schools out of 98 completed annual fire risk assessment.

2015/16 - 97 schools out of 97 completed annual fire risk assessment.

The target will remain at 100% for 2019/20 as this is a statutory compliance requirement.

PI Code & Short Name	P:EDSRACS07_6a.7 Strategic Resources (including Arts, Culture and Sport) WLAM Unit - Percentage of customers who rated the overall quality of the service as good or excellent.	PI Owner	zEDSRACS_PIAAdmin; Donna Adam
Description	<p>This performance indicator measures the percentage of customers who rated the overall quality of service provided by the Strategic Resources (including Arts, Culture and Sport) WLAM Unit as good or excellent. Customer feedback is sought via customer survey and customers are asked to rate the overall quality of the service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative number of positive responses are divided by the total number of responses to determine a percentage.</p> <p>Results are updated in July each year.</p>	Traffic Light Icon	🟢
		Current Value	96.8%
		Current Target	97%

Strategic Resources (including Arts, Culture and Sport) WLAM Unit - Percentage of customers who rated the overall quality of the service as good or excellent.



Trend Chart Commentary:

2017/18 is the first year of results for this new WLAM unit which now consists of 6 units including Community Arts, Active Schools and Community Sport, Instrumental Music, Digital Learning Team, Early Years Development and Strategic Resources, the result is 96.6%. The performance for this measure is reported per academic year - August. No customer survey was issued for IMS (Instrumental Music Service) in 2017/18 due to the withdrawal of free tuition. Results are updated in July each year.

Benchmarking is undertaken across the unit to compare customer satisfaction and the performance data is used in team meeting to discuss improvements.

Survey responses:

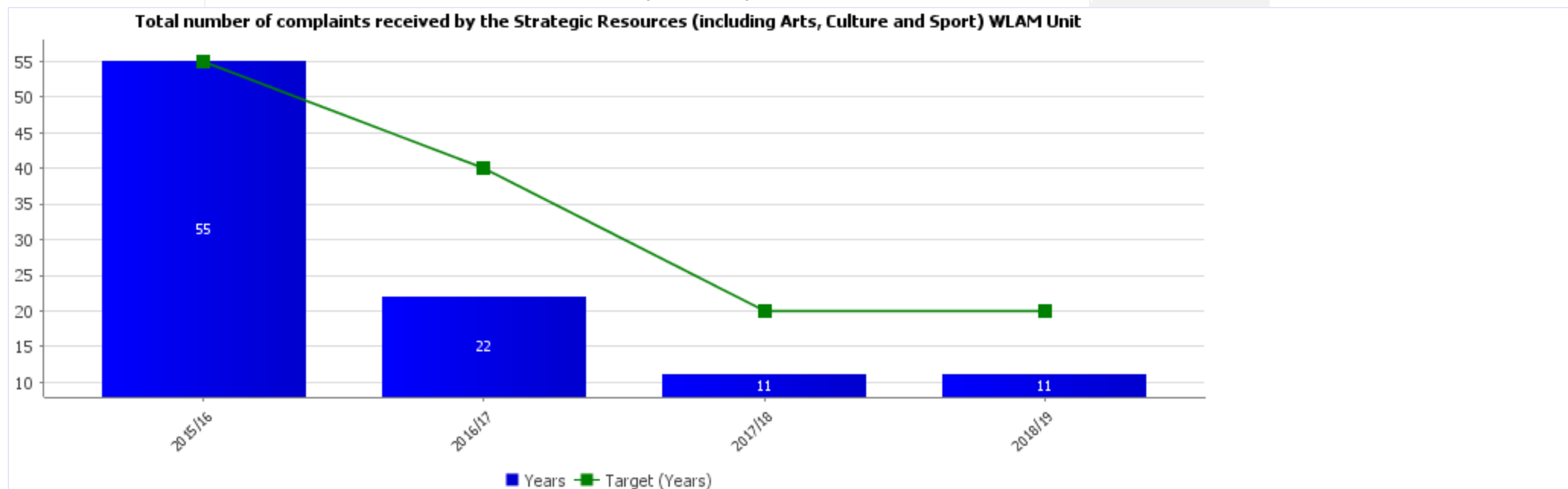
2017/18 551 out of 570

2016/17 - 617 out of 631

2015/16 - 1006 out of 1071

The target for 2018/19 has been set at 97% to reflect the positive response in previous years.

PI Code & Short Name	P:EDSRACS10_6b.3 Total number of complaints received by the Strategic Resources (including Arts, Culture and Sport) WLAM Unit	PI Owner	zEDSRACS_PIAAdmin; Donna Adam
Description	<p>This indicator measures the total number of complaints received by the Strategic Resources (including Arts, Culture and Sport) WLAM. It is the total number of complaints received by Strategic Resources (including Arts, Culture and Sport) WLAM Unit at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).</p> <p>Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.</p>	Traffic Light Icon	🟢
		Current Value	11
		Current Target	20



Trend Chart Commentary:

Data for this performance indicator is only available for the last three years as this is a new WLAM unit, with the Community Art Team, Instrumental Music Services and the Active Schools and Community Sports Team included in the 2017/18 therefore the figures are not directly comparable.

In 2018/19 the Service received 11 complaints the same amount as 2017/18.

In 2017/18 the Service received 11 complaints, which is a reduction of 11 from 2016/17 when the Service received 22 complaints.

In 2015/16 the Service received 55 complaints. Greatest increase was in Community Arts, several complaints related to the quality of a show, while others were about assorted issues but mainly catering.

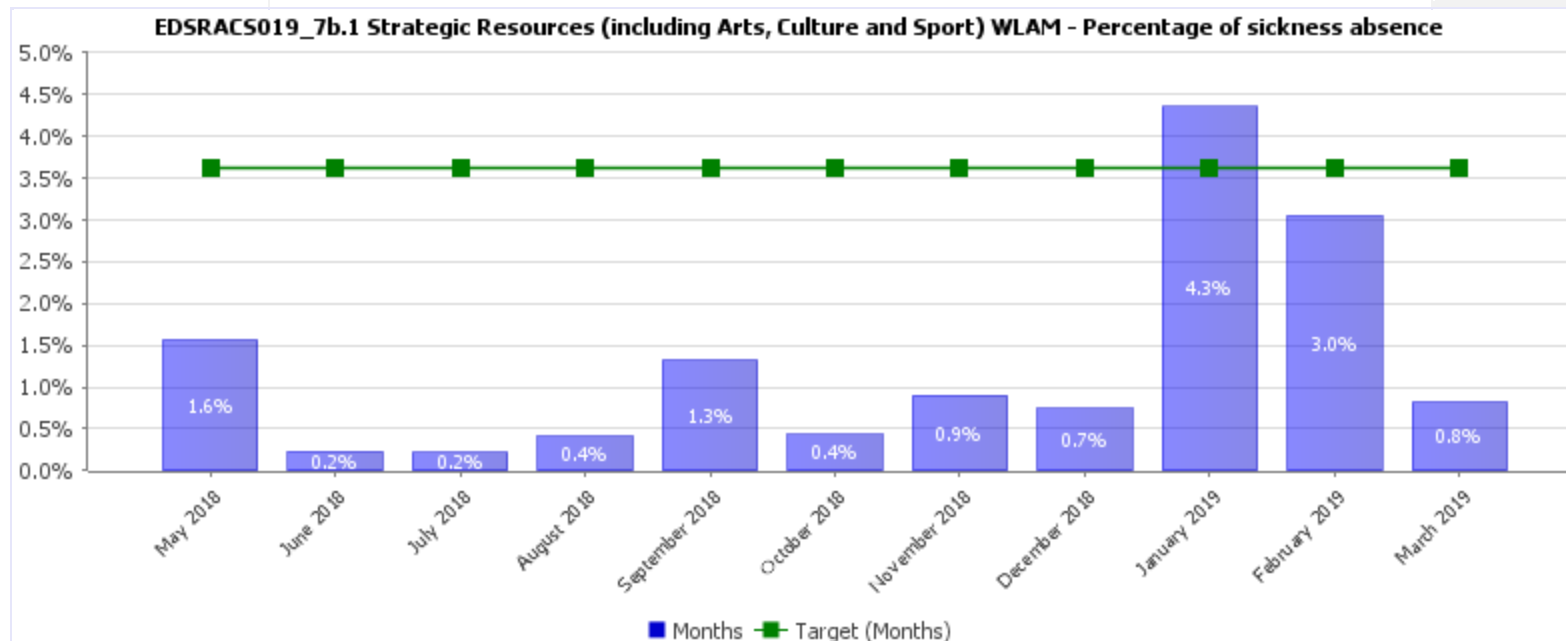
Over the past three years the Service received a low number of complaints considering the number of customers that the WLAM unit is interacting with.

Each time a complaint is received it is seen as an opportunity to improve the service and therefore the Service welcomes complaints and the target has been raised accordingly.

The target for 2019/20 will be reduced to 10 to reflect the last two years results. As the number of complaints submitted by customer is not within the Service's control the Service will focus on ensuring that the internal processes and procedures are as efficient as possible to avoid upholding complaints. Moreover, the Service will continue to monitor incoming complaint's numbers to

gain visibility over potential issues around our processes and procedures.

PI Code & Short Name	EDSRACS019_7b.1 Strategic Resources (including Arts, Culture and Sport) WLAM - Percentage of sickness absence	PI Owner	zEDSRACS_PIAAdmin; Donna Adam
Description	This performance indicator measures, as a percentage, the total level of sickness absence within Strategic Resources (including Arts, Culture and Sport) WLAM. 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	0.8%
		Current Target	3.6%



Trend Chart Commentary:

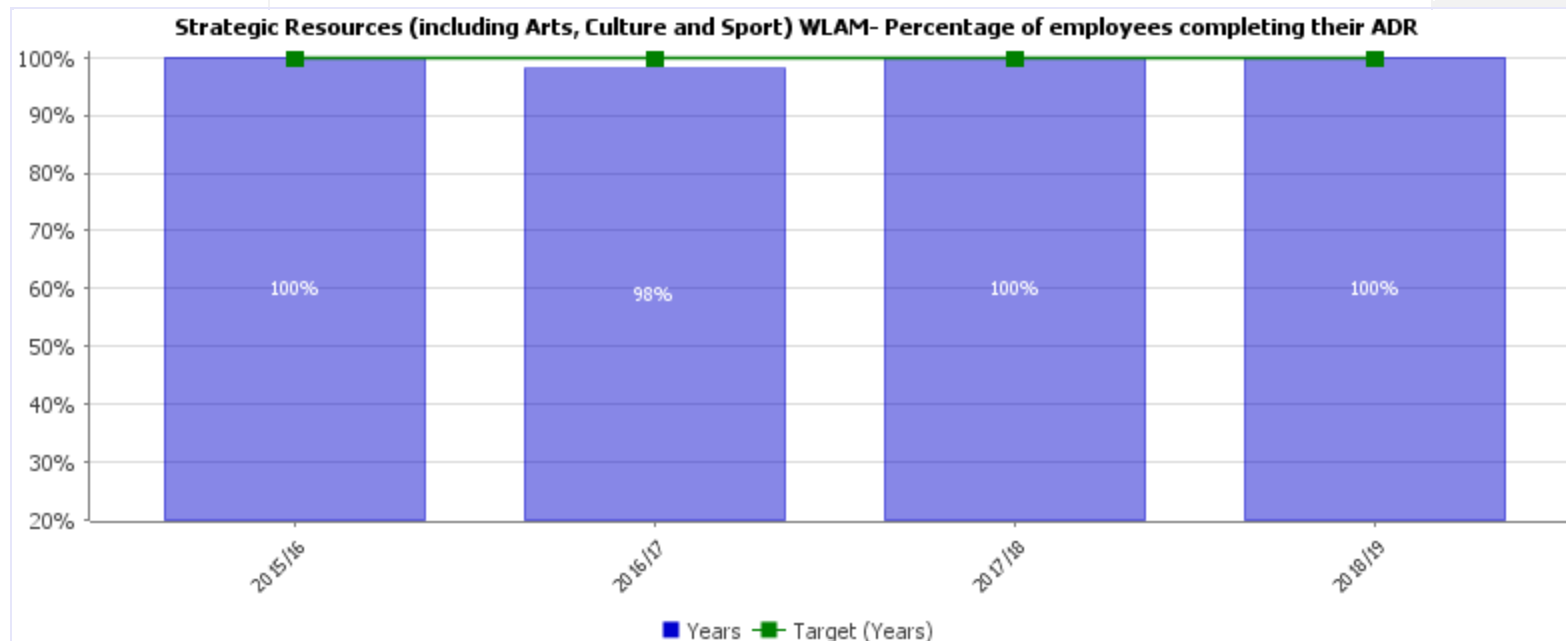
The absence rate in March 2019 was 0.82% a decrease from February 2019 which was 3.04%.

Performance over the last 12 months has remained below the corporate target of 3.6% for absence levels each month, but rose in January/February 2019 4.3%/3% due to long term sickness absence in ASCS and Community Arts. The employees have now returned to work.

Staff absence is taken seriously as it impacts the ability to deliver services. Managers are continuing to work with teams in all areas to ensure that cases are effectively managed in line with agreed council procedures.

The target for this Performance Indicator in 2019/20 has been set at 2.0% which is below the Corporate Target for sickness absence 3.6% due to the performance over previous years.

PI Code & Short Name	EDSRACS020_7b.2 Strategic Resources (including Arts, Culture and Sport) WLAM- Percentage of employees completing their ADR	PI Owner	zEDSRACS_PIAAdmin; Donna Adam
Description	This performance indicator measures Strategic Resources (including Arts, Culture and Sport) WLAM staff who undertake an annual Appraisal Development Review (ADR) as well as receiving a formal face to face meeting with their line manager to discuss performance and related development.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

The service aims to ensure that all employees will complete the Appraisal Development Review (ADR) process within the month of June each year. This is in line with process guidelines and in support of the management planning process, in that individual work plans will flow from the agreed management plan for the (financial) year.

The service has consistently completed all employee ADRs and to the agreed timescale since the process was introduced across all services in the council. Each employee and their line manager will have completed the appropriate (to job group) form and held an ADR meeting to review the employee's achievements and performance in the past year, identify future development areas and agree the key work objectives for the year ahead. The key outcomes from the process are a review of performance (with ratings) in the past year that is reached through consensus, and a personal development and work plan for the next twelve months (June to June). Six monthly reviews will be held in December 2018 to January 2019.

2018/19 - 79 employees, 100% completed ADR within the 12 month period.

2017/18 - 81 employees, 100% completing ADR within the 12 month period.

2016/17 - 98% of staff completed a ADR, with 2 employees failing to have an ADR completed within the 12 month period. These were subsequently completed.

2015/16 - 100% of staff completed a Performance Review Personal Development Plan (PRPDP), with employees also receiving formal one-to-one time focussing on performance review with their line manager.

The process is mandatory for all council employees, therefore the target for 2019/20 will remain at 100%.



PERFORMANCE COMMITTEE

**SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – CORPORATE
PROCUREMENT UNIT**

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report provides the Performance Committee with an overview of a service assessment from the West Lothian Assessment Model process (2018/19).

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

B. RECOMMENDATIONS

It is recommended that the Performance Committee:

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

C. SUMMARY OF IMPLICATIONS

- | | | |
|------|--|--|
| I. | Council Values | <ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Providing equality of opportunity• Developing employees• Making best use of our resources• Working with other organisations |
| II. | Policy and Legal | The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services. |
| III. | Implications for Scheme of Delegations to Officers | None |

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

D. TERMS OF REPORT

D.1 Background

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

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

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

D.2 Service Overview

Head of Service: Julie Whitelaw, Head of Corporate Services

Service Manager: Angela Salmons, Corporate Procurement Manager

The Corporate Procurement Service is an enabler service which reduces costs and extends operational value through the efficient procurement of goods and services and works on behalf of council services ensuring Best Value is obtained. The service also promotes sustainability through procurement contracts, encompassing a wide range of socio-economic benefits for the local community. The service promotes the accessibility of its business opportunities to Small Medium Enterprises (SMEs), local suppliers, supported businesses and social enterprises through open, fair and transparent procurement processes and the use of efficient electronic procurement tools.

To ensure maximum benefit is obtained from council spend, collaboration with other local authorities and the use of appropriate third party framework agreements are utilised to meet procurement objectives.

Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies, support service improvements and secure a range of socio-economic benefits.

The main activities of the service are:

- Provide timely and efficient access to goods and services, to meet the operational requirements of Services;
- Promote sustainable procurement in contract development;
- Identify and deliver appropriate efficiency and service improvement opportunities through close liaison with Services and collaboration with other public sector organisations;
- deliver compliant procurement that adds value and identifies potential savings;
- Provide professional advice on procurement good practice;
- Promote participation and improve accessibility to our business opportunities to the widest range of suppliers, including SMEs, supported businesses and social enterprises.

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

D.3 Service Contribution to Corporate Priorities

Corporate Procurement is part of Corporate Services which provides a range of key enabling services that help the council to operate efficiently, effectively and in compliance with legal requirements and council policy.

The service enables delivery of the council's eight corporate priorities and the delivery of the council's Revenue Budget Strategy. The service is also responsible / partly responsible for the following deliverable in the Corporate Plan:

- Enabler 2.6 – Continuing to develop efficient and effective procurement strategies and procedures.

Service contribution to the Corporate Plan will be delivered through a range of policies and procedures, with progress reported through the Procurement Strategy (and the monitoring arrangements in place for this strategy).

D.4 West Lothian Assessment Model

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

The service scored a total of 504 (out of 1,000). This was an improvement on the service score in the last programme (2014/17) and below the current council average. To date, a total of 22 services have been assessed in the council's rolling three-year programme.

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

Table 1: WLAM Scores (2008/10 to 2017/20)					
WLAM Criteria	2008/10	2011/13	2014/17	2017/20	Trend
1 Leadership	60	60	73	56	↓
2 Strategy	48	55	67	58	↑
3 People	52	56	59	57	↓
4 Partnerships and Resources	51	59	59	67	↑
5 Services and Processes	79	60	55	63	↓
6 Customer Results	60	38	46	60	—
7 People Results	6	29	31	39	↑
8 Society Results**	6	20	40	50	↑
9 Business Results	60	30	46	54	↓
Total score	422	406	476	504	↑
WLC average total score	385	411	468	527*	

* WLC Average to date (based on 22 assessments)

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

The scores show that the service has improved or stayed the same across the period (2008/10 to 2017/20) in most criteria, with Partnership and Resources, Services and Processes and People Results all above the current council average. The relative strengths in these criteria are a result of ongoing improvement activity in the service, which is focused on reviewing, improving and digitising business processes for customers / users.

To increase the WLAM score further, the service would need to assess and refine leadership approaches and strategies and also continue to review and enhance the efficiency of services and processes. Challenges in relation to recruitment and workforce planning are an ongoing improvement action for the service that, if addressed, may begin to positively impact assessment and scoring in the People criterion. Also, like many other council services, the service should develop the results it has in place to monitor employee policies and plans (People Results).

Results may be improved with a review of target setting rationale and by increasing the use of benchmarking data with relevant comparators. Though an indicator in relation to percentage of procurement spend on local enterprises is included within the Local Government Benchmarking Framework (LGBF) and compares performance across the 32 Scottish local authorities.

D.5 Review Panel Outcome

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

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

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

CPU was placed on **Cycle 3** by the Review Panel in February 2019. This was the outcome as it was determined that additional monitoring of service performance was necessary, especially given some of the changes that are planned for the service, or external factors that will impact service performance, in future years.

Performance management

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

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

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

D.6 Recommendations for Improvement

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





The Review Panel key findings and recommendations for the service are:

1. The Panel noted the sustained good performance of the service in the key results.
2. The Panel encouraged the new service manager to adopt engaging and supportive leadership styles in order to sustain the positive performance of employee results and effectively manage the planned transformation activity.
3. The service should aim to enhance the level and reach of customer engagement activity, with the aim of improving survey response rates and encouraging more feedback from customers.
4. The Panel encourage the service to review the key outcomes / activities and refine the suite of performance indicators, capturing further qualitative performance.
5. The service should improve the general standard of trend chart commentary for performance indicators. In line with the corporate guidance, the service should clearly explain the changes in performance, target setting rationale and any planned improvement activity.
6. The service should identify opportunities to increase benchmarking activity and provide evidence of where benchmarking activity has supported performance improvement.
7. The Panel encouraged the service to improve the performance culture within its people, to increase engagement with the council's performance management procedures at all levels.

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

D.7 Service Performance

The service has a total of 55 performance indicators on the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	44
 Amber	2
 Red	7
 Unknown	2

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

D.8 Service Benchmarking

There is one indicator in the Local Government Benchmark Framework (LGBF) that is aligned with the activity of CPU. The performance and ranking information for 2018/19 has been provided below.

ECON04 Percentage of procurement spend spent on local enterprises

The council performance in 2017/18 was 21.1%, which was below the Scottish average of 27.4% and ranked at 21 (out of 32) overall in Scotland. The top five performers in this indicator are Shetland Islands, Eilean Siar, Orkney Islands, Highland and Angus, with their performance ranging from 54.2% to 38.1%. The next highest performers are large authorities, Edinburgh, Fife and Glasgow City. Family group comparators Inverclyde and Renfrewshire are ranked at 13 and 15 respectively.

The Service also participates in The Procurement & Commercial Improvement Programme (PCIP), the Scottish Governments procurement assessment process across Local Authorities, which focuses on the policies and procedures driving procurement performance. All 32 Local Authorities are assessed. The PCIP score assigned to West Lothian Council for 2016/17 was 63% and the national average at that time was 63.2%. Although, we await formal notification of the results from the PCIP assessment conducted in April 2019, an improvement in the overall score is expected.

E. CONCLUSION

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

The service achieved a total score of 504 and was placed on Cycle 3 by the Review Panel and will return to the Review Panel in 2019/20.

BACKGROUND REFERENCES

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

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

Contact Person: Rebecca Kelly
E mail: rebecca.kelly@westlothian.gov.uk Phone 01506 281891

Graeme Struthers
Depute Chief Executive
13 May 2019

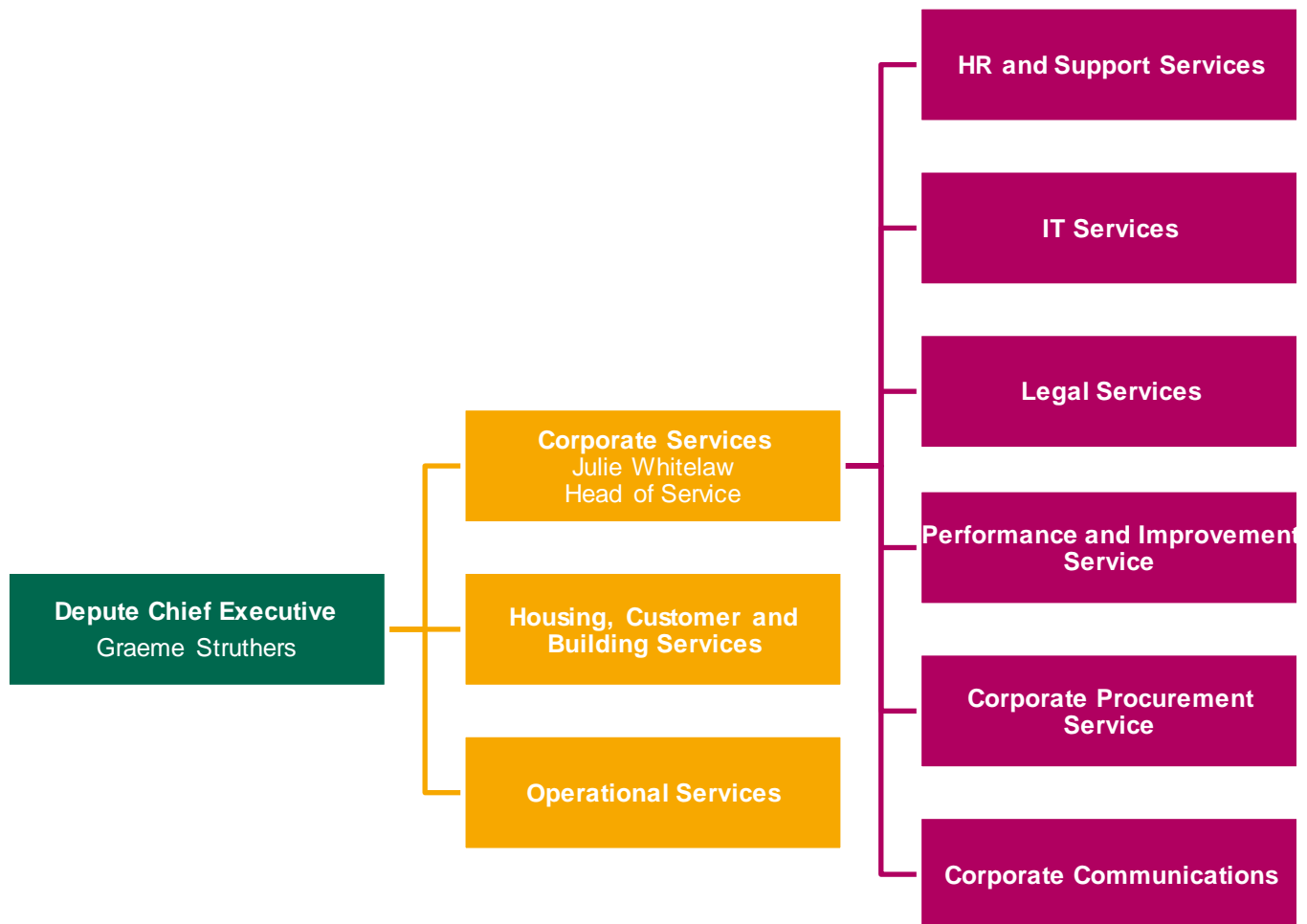
APPENDIX 1

CORPORATE SERVICES MANAGEMENT PLAN EXTRACT

Service Activity

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

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



Corporate Services comprises of six enabler services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Corporate Services.

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

Corporate Procurement Unit

Service manager: Angela Salmons, Corporate Procurement Manager

Number of staff: 12.5 (full time equivalents)

Locations: Civic Centre

Purpose

The Corporate Procurement Service is an enabler service which reduces costs and extends operational value through the efficient procurement of goods and services and works on behalf of council services ensuring Best Value is obtained. The service also promotes sustainability through procurement contracts, encompassing a wide range of socio-economic benefits for the local community. The service promotes the accessibility of its business opportunities to Small Medium Enterprises (SMEs), local suppliers, supported businesses and social enterprises through open, fair and transparent procurement processes and the use of efficient electronic procurement tools.

To ensure maximum benefit is obtained from council spend, collaboration with other local authorities and the use of appropriate third party framework agreements are utilised to meet procurement objectives.

Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies, support service improvements and secure a range of socio-economic benefits in 2019/20.

Activities

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

- ◆ Provide timely and efficient access to goods and services, to meet the operational requirements of Services
- ◆ Promote sustainable procurement in contract development
- ◆ Identify and deliver appropriate efficiency and service improvement opportunities, including demand management through close liaison with Services and collaboration with other public sector organisations
- ◆ Deliver compliant procurement that adds value and identifies potential savings
- ◆ Provide professional advice on procurement best practice
- ◆ Promote participation and improve accessibility to our business opportunities to the widest range of suppliers, including SMEs, supported businesses and social enterprises

Key Partners

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

Our key partners include; other council services, Scottish Procurement, Scotland Excel, other local authorities, NHS Lothian, Other Central Purchasing Bodies.

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Internal Customers	Electronic survey	One per tender issued after contract award	Procurement Specialist	Results with 'You Said: We Did' posted on intranet and internet
	Electronic Survey	Head of Service and Senior Officers	Corporate Procurement Manager	Results with "You said we did" posted on intranet and internet
Suppliers / Potential Suppliers	Electronic survey	Annually	Corporate Procurement Manager	Results with 'You Said: We Did' posted on intranet and internet

Activity Budget 2019/20

Corporate Procurement Service

Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Strategic Procurement	Progress the Journey towards to ensure the section average score is obtain within the Procurement Commercial Improvement Programme, increasing Procurement Performance through the Delivery Better Outcomes Project.	Enabler Service - Corporate Governance and Risk CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788 CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council Target: 63%	High Level Public	1.4	84,800	0	84,800
Contract provision and collaborative procurement	To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts.	Enabler Service - Corporate Governance and Risk CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788 CPU019_Percentage of all council expenditure covered by contracts Target: 94%	High Level Public	9.5	580,275	(402,713)	177,562
Sustainable procurement	Structure contracts to allow local suppliers, Small to Medium Enterprises and the third sector an equal opportunity to gain business and apply	Enabler Service - Corporate Governance and Risk CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788	High Level	1.0	56,558	0	56,558

Corporate Procurement Service

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
	consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate.		CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council. Target: 63%	Public				
Corporate Procurement Development	To carry out contract and supplier management of the top high risk contracts in line with on the contract and supplier management strategy.	Enabler Service - Corporate Governance and Risk	CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure. Target: £1,788	High Level	0.5	39,583	0	39,583
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	CPU007a_Percentage of Internal Customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. Target: 90%	High Level	0.1	12,015	0	12,015
Total:					12.5	773,231	(402,713)	370,518

Actions 2019/20

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

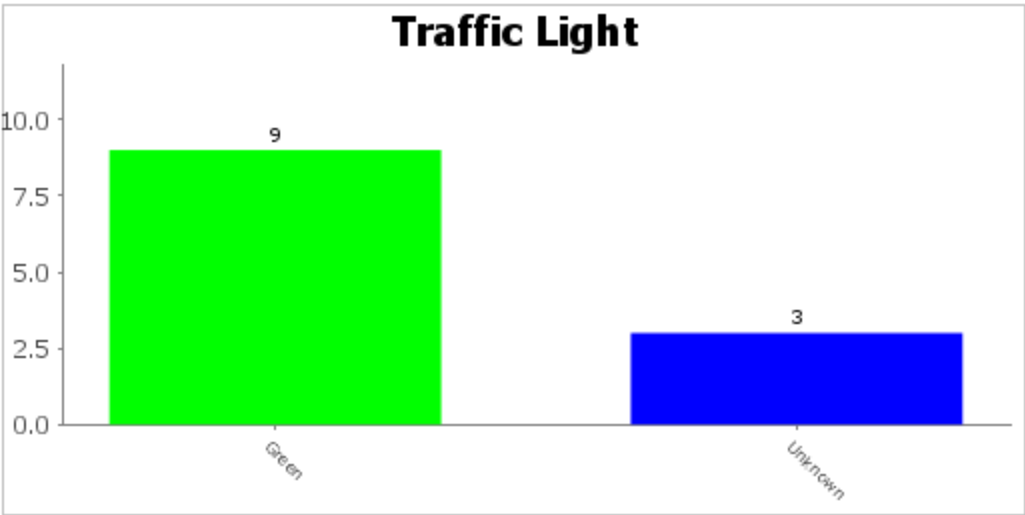
Corporate Procurement Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Procurement	Review of Procurement organisation design and remit to develop new models of support.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Corporate Procurement Manager	April 2018	March 2020	Active	Project scope and plan defined.
Procurement Strategy	Development, implementation and ongoing monitoring and reporting of the council's strategy.	The council delivers effective and compliant procurement process.	Corporate Procurement Manager	April 2018	March 2019	Active	The Corporate Procurement Strategy 2019/23 was approved by Council Executive on 26 February 2019. .
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.
Project Support	Support for delivery of strategic transformation programme projects.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Head of Corporate Services	April 2018	March 2023	Active	Continue to support Project development and implementation of ongoing projects.

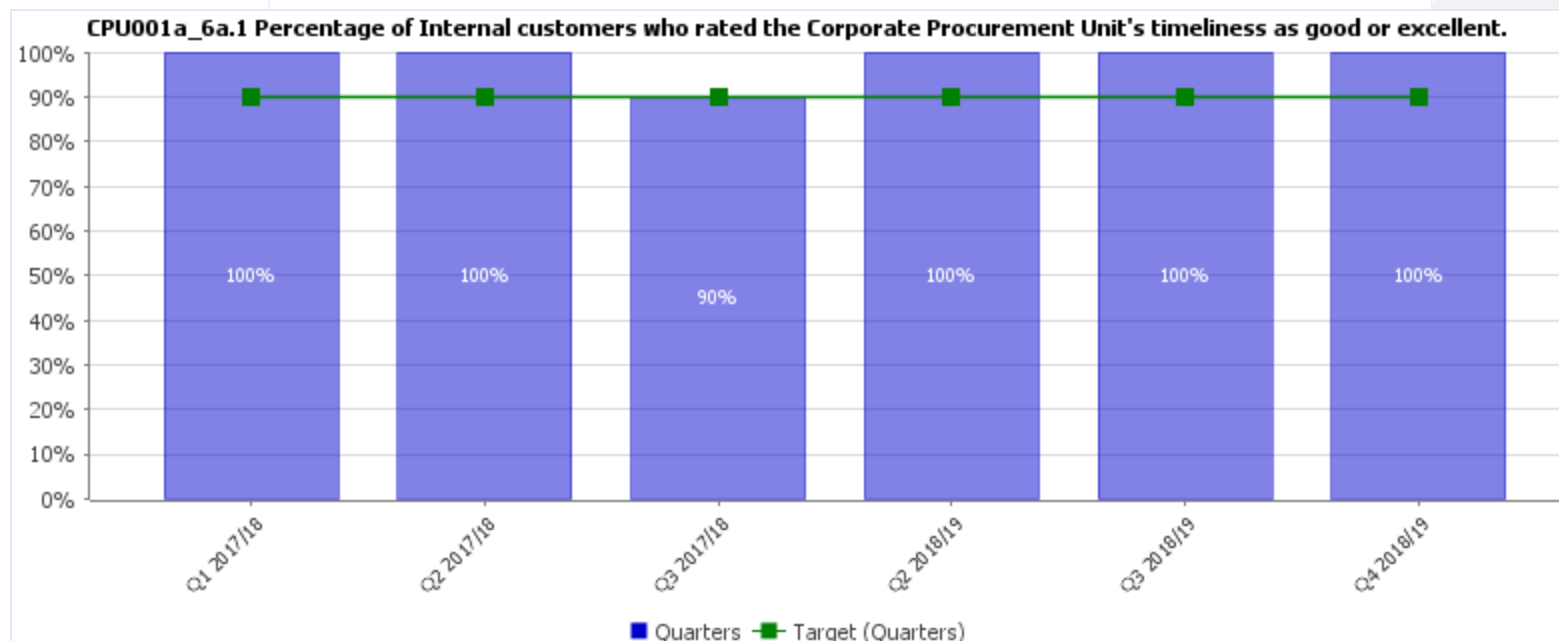
CPU - Performance Committee

Data Label : OFFICIAL

Report Author: Rebecca Kelly
Generated on: 08 May 2019 14:48
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PI Code & Short Name	CPU001a_6a.1 Percentage of Internal customers who rated the Corporate Procurement Unit's timeliness as good or excellent.	PI Owner	zCPU_PIAdmin; Angela Salmons
Description	This performance indicator measures the percentage of Internal customers who rated the timeliness of the service by the Corporate Procurement Unit as good or excellent. This data is derived from the post tender surveys that are distributed following the completion of each tender exercise undertaken by the Corporate Procurement Unit, the survey is distributed to all internal and external customers involved in the tendering process. Customers are asked to rate timeliness as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each quarter, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Corporate Procurement Unit staff on an annual basis in order to identify areas for improvement.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	90%



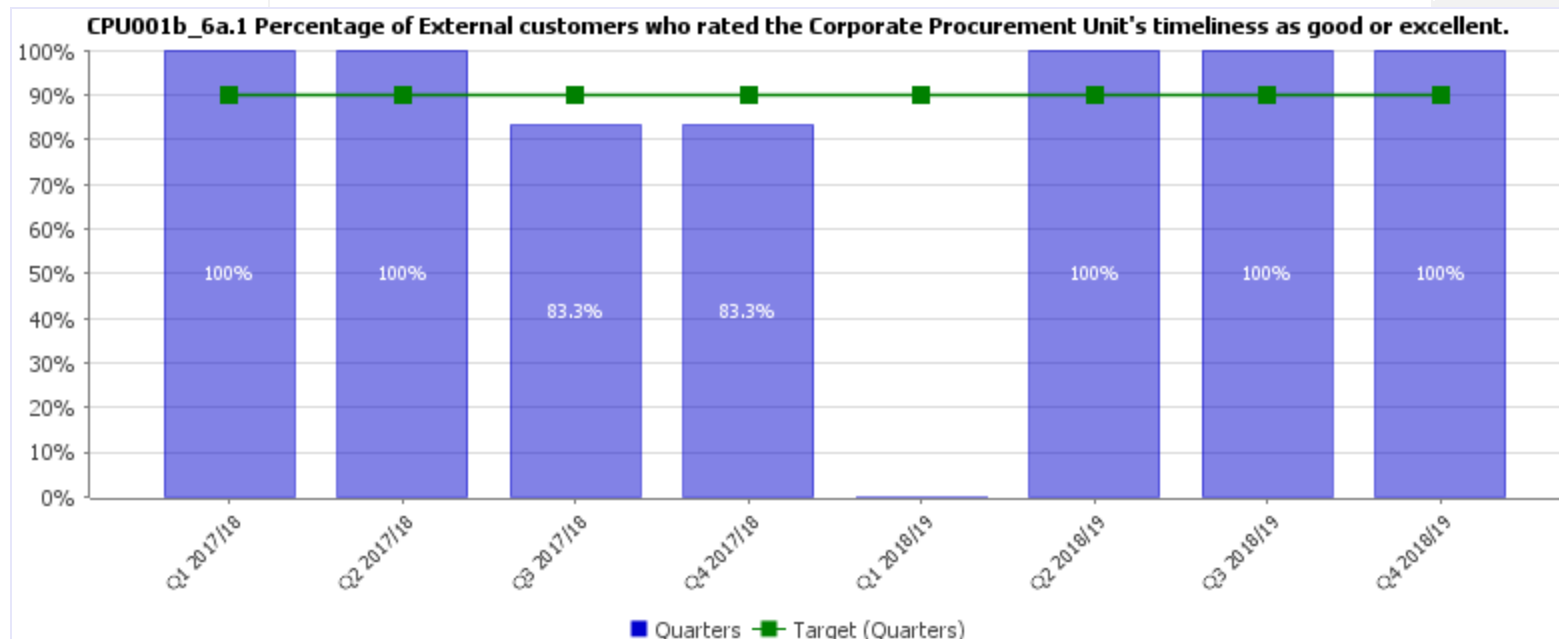
Trend Chart Commentary:

Performance in this indicator, since Q1 2017/18 has, on the whole, met or exceeded target. Performance in the past year has consistently achieved target which is anticipated to continue into 2019/20.

Performance in this area is dependant on the responses from the CPU post tender survey each quarter. Recorded performance can be seriously affected should there be a poor response rate, or if indeed, post tender surveys are not published following the award of each tender process.

The target for 2019/20 will continue to be set at 90%.

PI Code & Short Name	CPU001b_6a.1 Percentage of External customers who rated the Corporate Procurement Unit's timeliness as good or excellent.	PI Owner	zCPU_PIAdmin; Angela Salmons
Description	This performance indicator measures the percentage of External customers who rated the timeliness of the service by the Corporate Procurement Unit as good or excellent. This data is derived from the post tender surveys that are distributed following the completion of each tender exercise undertaken by the Corporate Procurement Unit, the survey is distributed to all internal and external customers involved in the tendering process. Customers are asked to rate timeliness as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each quarter, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Corporate Procurement Unit staff on a annual basis in order to identify areas for improvement.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	90%



Trend Chart Commentary:

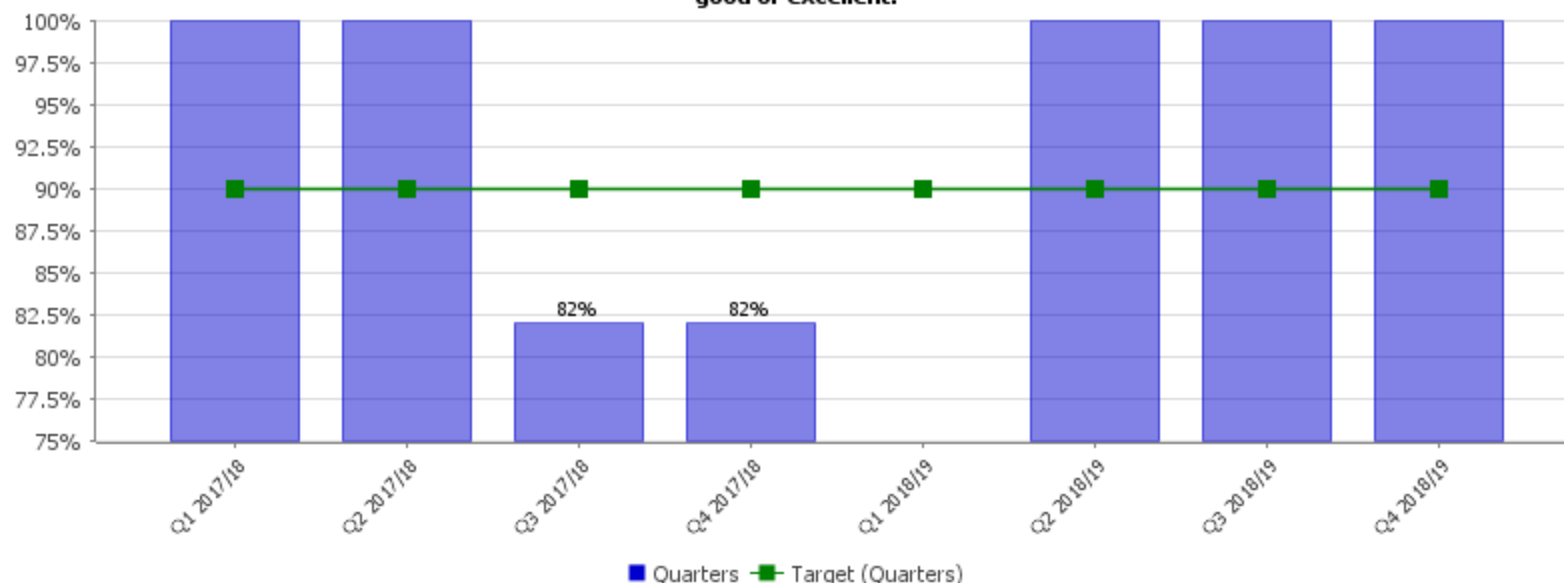
Performance in this indicator has been varied since Q1 2017/18. Performance during 2017/18 managed to achieve, or exceed target twice, with performance then improving from Q2 2018/19 to 100% for the remainder of the year.

Performance in this area is dependant on the responses from the CPU post tender survey each quarter. Recorded performance can be seriously affected should there be a poor response rate, or if indeed, post tender surveys are not published following the award of each tender process.

The target for 2019/20 will remain at 90%.

PI Code & Short Name	CPU007a_6a.7 Percentage of Internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the percentage of internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. This data is derived from the post tender surveys that are distributed following the completion of each tender exercise undertaken by the Corporate Procurement Unit, the survey is distributed to all internal and external customers involved in the tendering process. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Each year, the number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Corporate Procurement Unit staff on an annual basis in order to identify areas for improvement.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	90%

CPU007a_6a.7 Percentage of Internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.



Trend Chart Commentary:

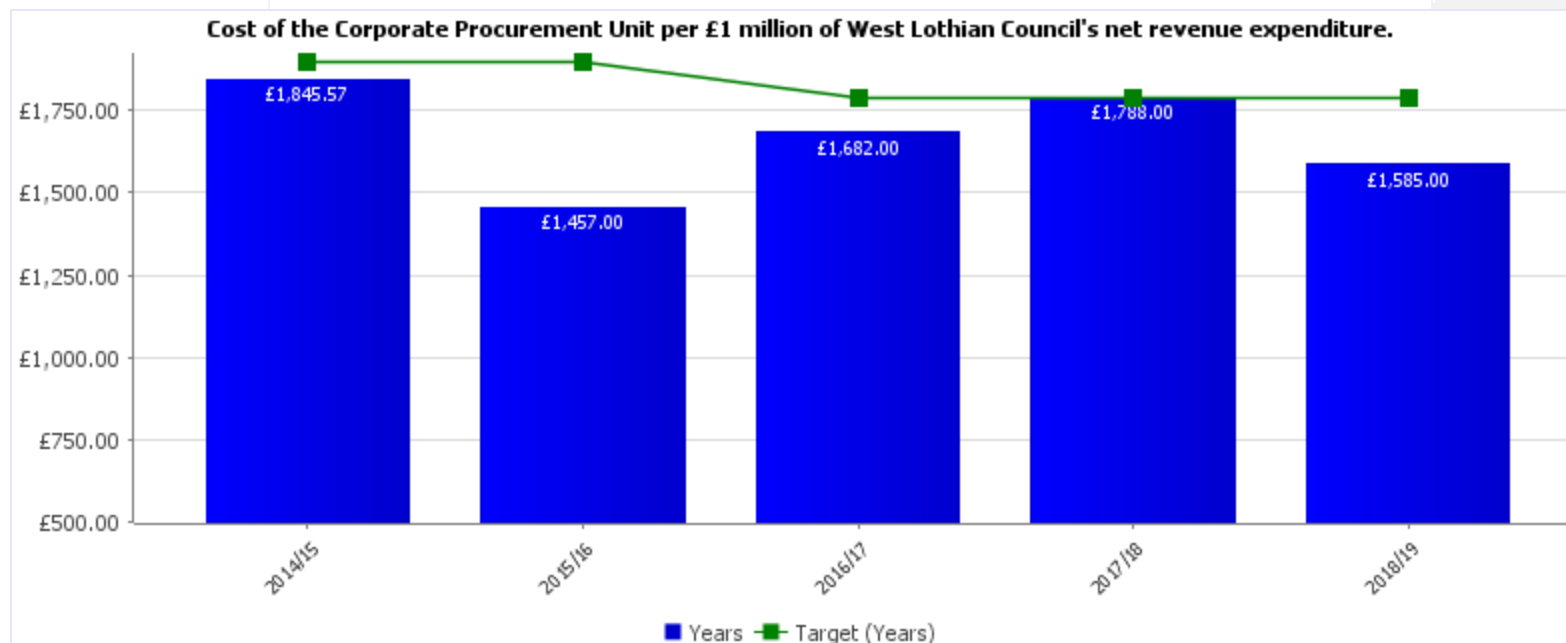
Performance has remained consistently above target in this area with the exception of Quarter 3 and 4 of 2017/18 at figures of 82% and Q1 of 2018/19 with a nil response.

Performance in this area is dependant on the responses from the CPU post tender survey each quarter. Recorded performance can be seriously affected should there be a poor response rate, or if indeed, post tender surveys are not published following the award of each tender process.

The service will continue to distribute post tender surveys following the award of all tender processes.

The target for 2019/20 has been set at 90%.

PI Code & Short Name	P:CPU018_9a.1d Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net revenue expenditure.	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net revenue expenditure. The value is calculated by dividing the total cost of running the Corporate Procurement Unit by West Lothian Council's net revenue expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of a Corporate Procurement Unit service.	Traffic Light Icon	🟢
		Current Value	£1,585.00
		Current Target	£1,788.00



Trend Chart Commentary:

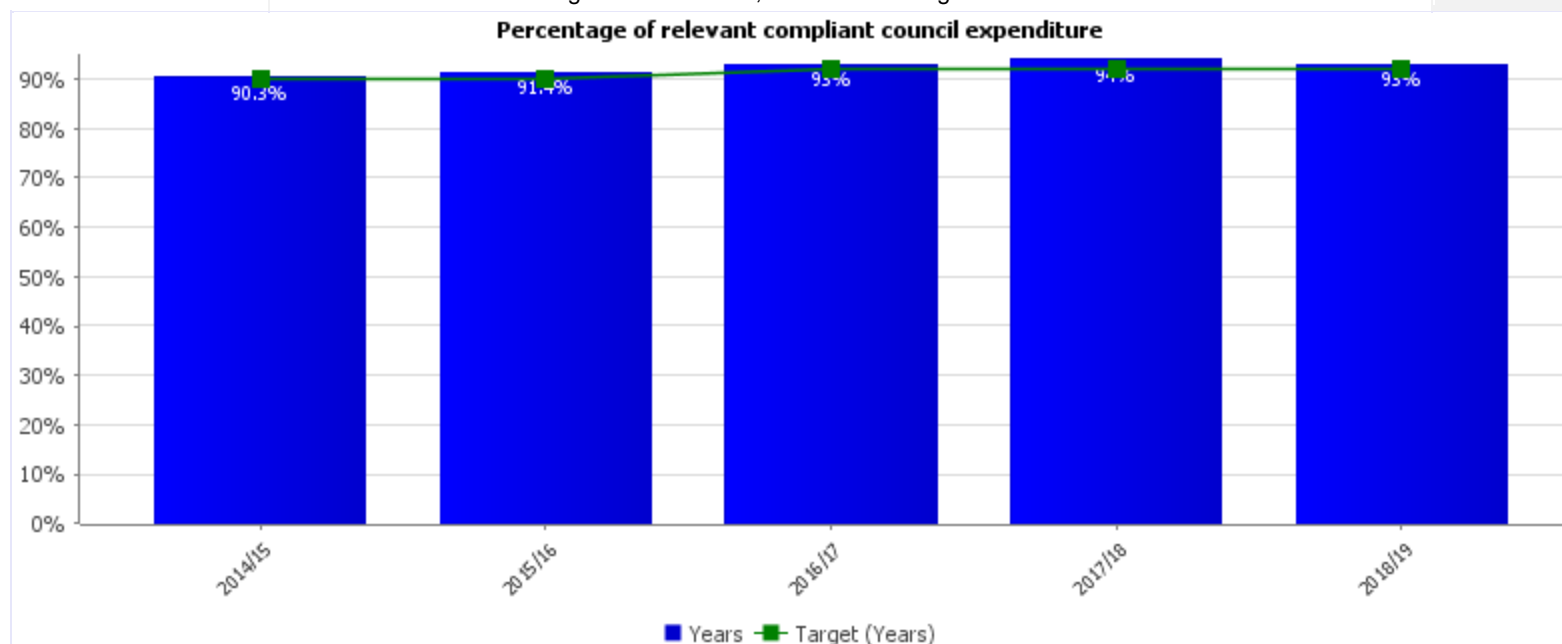
Performance in this area has generally failed to meet or exceed target, with the exception of 2017/18.

Recorded performance in 2014/15 was the highest recorded figure in recent years, however a restructure was undertaken during the year to formalise the general structure of the unit and to ensure that there was sufficient staff to complete the requirements of the annual procurement plan. Performance then decreased to £1,457 in 2015/16, however then increased to £1,682 and £1,788 in 2016/17 and 2017/18.

Performance for 2018/19 was recorded below the target of £1,788 at a value of £1,585. Performance in this area can predominantly be put down to a large turnover of staff within the unit over the past three years.

The target for 2019/20 will be set in line with previous years target and in line with resource within the team.

PI Code & Short Name	P:CPU019_9b.1a Percentage of relevant compliant council expenditure	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the percentage of relevant Supplies, Services and Works expenditure covered by contracts awarded in line with standing orders. Relevant Spend is identified as being spend which is influenceable by the Corporate Procurement Unit, Non influenceable spend is identified and removed from the overall spend to allow for a more accurate calculation. Calculated on an annual basis, the service identifies the council's contracted suppliers from the Corporate Contract Management System (CCMS) and measures their spend against the total council spend within the council's purchase to pay systems. Levels of spend with non-contracted suppliers is monitored by the service on a quarterly basis to ensure that the year-end target performance is achieved. This performance indicator is related to ensuring that the target savings agreed for the next five years can be achieved through effective procurement activity. A 90% target to be achieved by 2018 has been set within the council's Corporate Procurement Strategy 2013/18. In 2015/16 this target was achieved, therefore the target has been revised and increased to 92%	Traffic Light Icon	🟢
		Current Value	93%
		Current Target	92%



Trend Chart Commentary

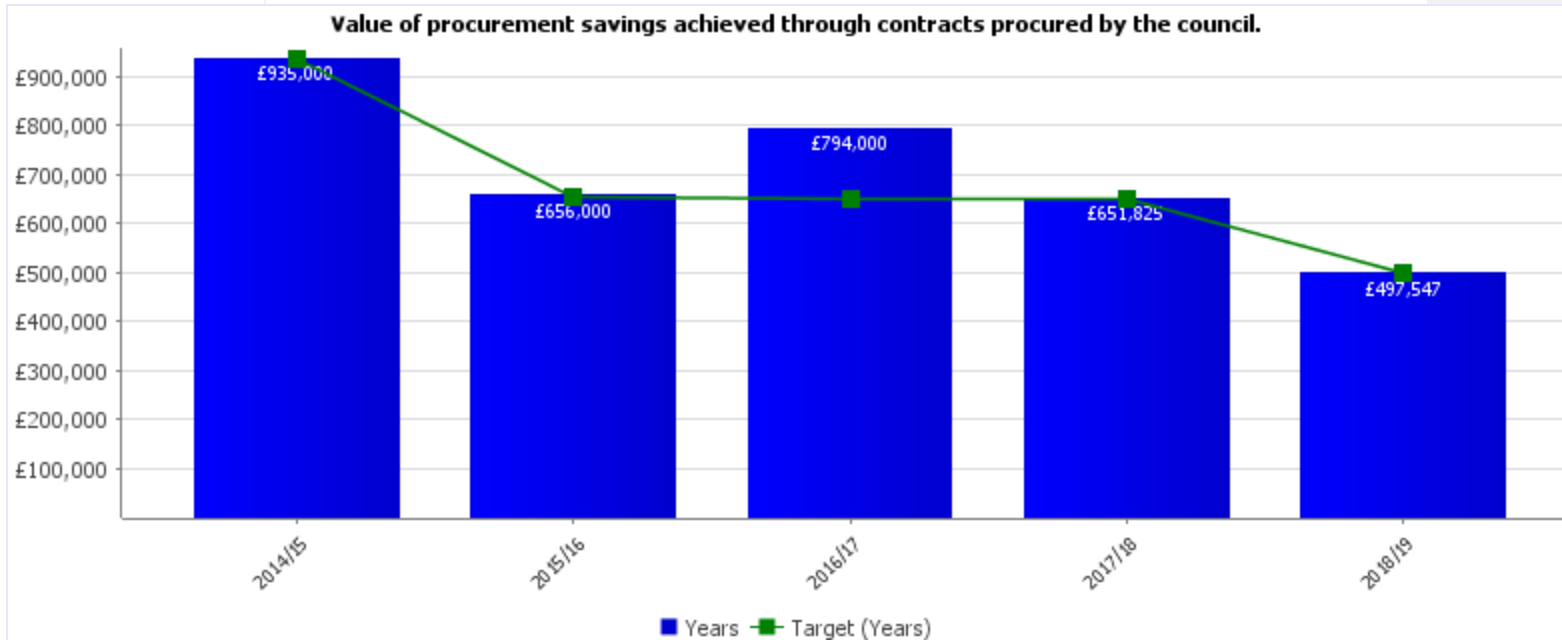
Performance in this area has consistently exceeded targets since 2014/15. Recorded performance has steadily improved from 90.3% to 93% from 2014/15 to 2018/19.

The improved performance has predominantly as a result of the new Procurement Thresholds in 2015/16 which introduced new high touch procedures for requirements that fell between £0 - £999 and £1,000 to £5,000.

CPU will continue to enforce compliant spend to ensure performance is maintained at or above target levels.

The target for performance for 2019/20 remains at 92%.

PI Code & Short Name	P:CPU020_9b.1a Value of procurement savings achieved through contracts procured by the council.	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the value of cashable savings achieved through contracts arranged by the Corporate Procurement Unit. Cashable savings will be identified from contracts set up for use by the Scottish Government's centres of procurement expertise (Scottish Procurement and Scotland Excel) as well as those arranged by West Lothian Council and collaboratively with public sector partners. This indicator measures savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year). This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.	Traffic Light Icon	🟢
		Current Value	£497,547
		Current Target	£497,547



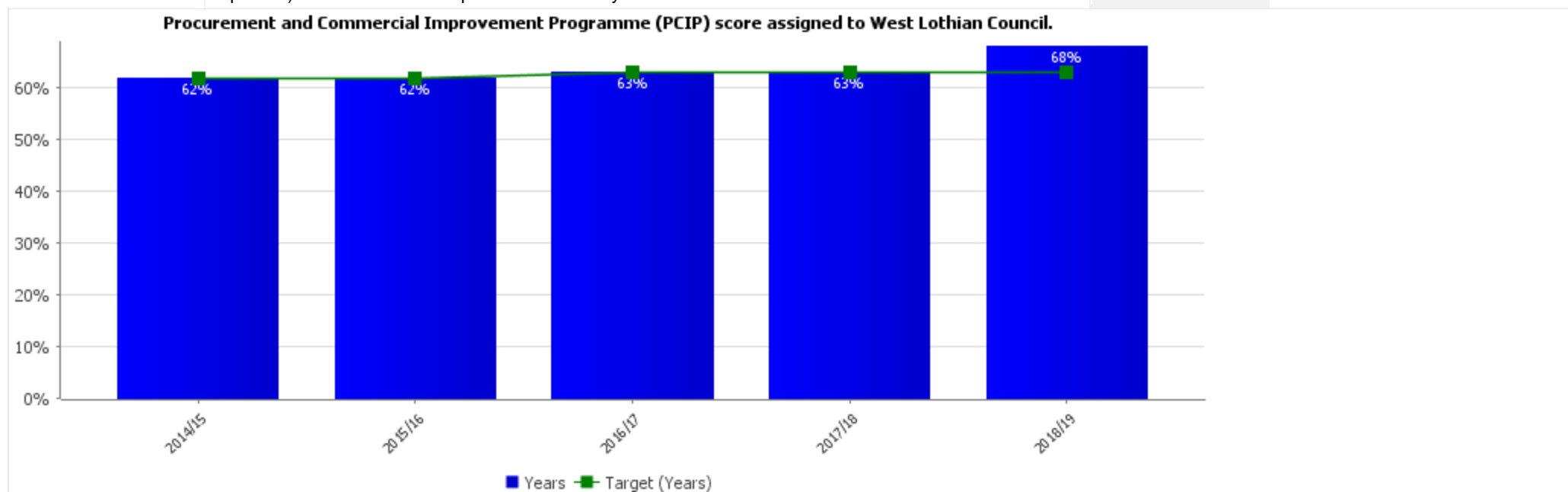
Trend Chart Commentary:

Performance in this area has met, or exceeded target. However, each year this has been achieved by using one-off savings, for example rebate payments and capital savings. These one-off savings are then transferred to the following year's saving target.

As most contracts are now being procured are second and third generation contracts, means that savings are more difficult to obtain. To assist with reaching the savings target, the procurement are now working with services to review specifications and contracts to identify contract which could deliver further savings.

This Performance Indicator will cease to be recorded from 2019/20, due to there no longer being a corporate target set for Procurement Savings.

PI Code & Short Name	P:CPU021_9b.1a Procurement and Commercial Improvement Programme (PCIP) score assigned to West Lothian Council.	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the percentage score of West Lothian Council's Procurement and Commercial Improvement Programme (PCIP). This external assessment was previously named the Procurement Capability Assessment (PCA). The Scottish Government's Procurement Reform Delivery Group agreed in January 2009 that a single procurement assessment should be developed for the Scottish Public Sector. The objective of the PCIP is to set out a mechanism for identifying areas where organisations can strengthen their approach to procurement through a detailed evaluation of their procurement capability to improve their structure, processes and ultimately performance. Corporate procurement capability is assessed in key areas against common criteria and standards and assigns a percentage score. The PCIP is performed annually by Scotland Excel (the Scottish Government's Local Authority Centre of Procurement Expertise). The assessment is performed annually for all Scottish Local Authorities.	Traffic Light Icon	🟢
		Current Value	68%
		Current Target	63%



Trend Chart Commentary:

The programme for Tranche 2 councils was recently completed, bringing the first round of PCIP evaluations to a close. The average score across all participating councils has been confirmed at 63.6%. WLC achieved a score of 63.0%, very closely aligned to our target. We are already working with SXL on preparations for the next round. We have now received further details of the breakdown of scoring by categories, and we are reviewing this currently to establish the areas where the greatest scope for further improvements exist.

The revised procurement capability assessment has been renamed the Procurement and Commercial Improvement Programme (PCIP) and the PCIP assessments took place during 2016/17. West Lothian Council's PCIP assessment took place on 25 May 2016 and scored 63%. With Tranche 2 assessments still to be undertaken in 2017/18, the current Local Authority average PCIP score is running at 65%, which is principally in line with our target expectations..

The structure and scoring of the Procurement Capability Assessment (PCA) was revised in 2015/16. As a result of this national review there was no assessment carried out in 2015/16. Therefore all scores remained in place for that year.

West Lothian Council accepted an offer to defer the assessment in 2014/15 and therefore the actual performance scored remained at 62%. This will allow staff to prioritise on the delivery of contracts and contract savings.


West Lothian Council has consistently increased its Procurement Capability Assessment score year on year (2012/13 = 44% and 2013/14 = 62%). Using the Procurement Capability Assessment (PCA) to benchmark in previous years, the council score of 62% was the Scottish Council average score for that year.

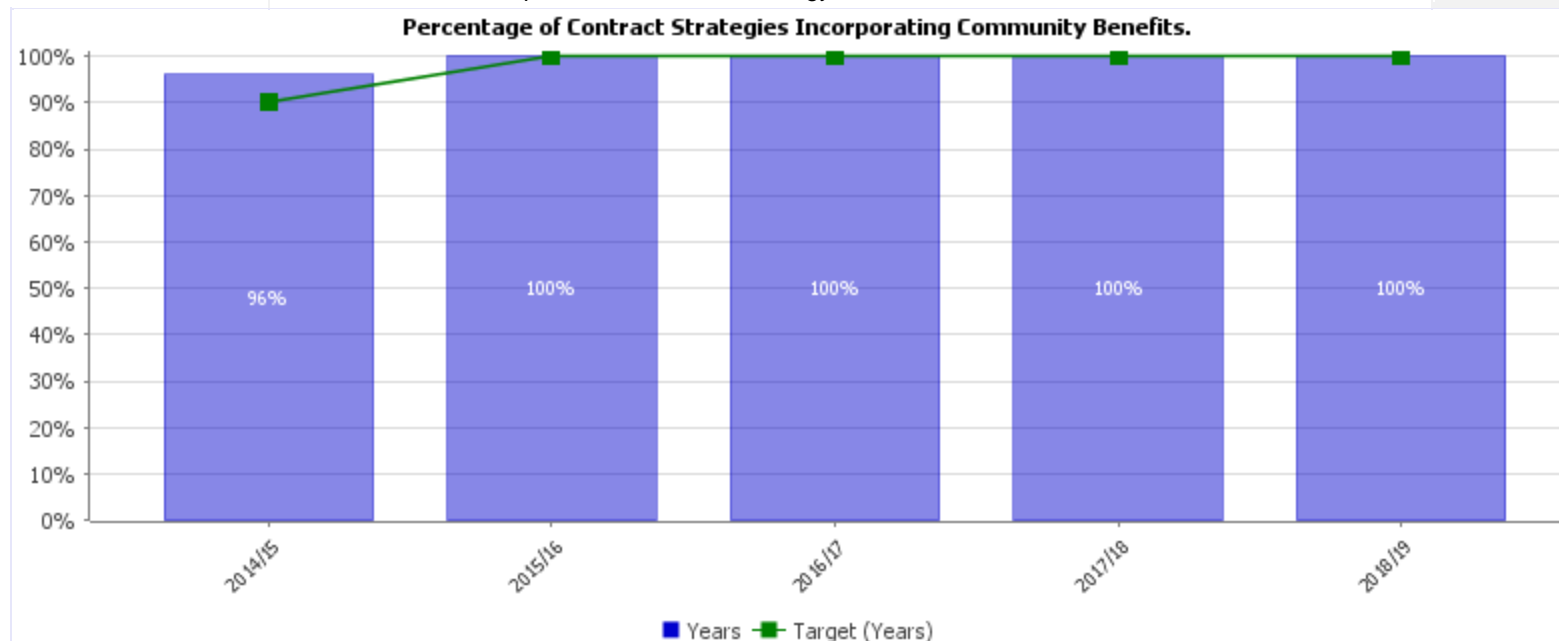
Improvement in the PCA score reflects the improvements made within corporate procurement as the PCA review reflects the level of compliance in procurement work undertaken. This has made an impact on spend captured under contract, community benefits achieved, contract and supplier management processes and ultimately ensuring best value for all contracts.

In 2013/14 West Lothian Council achieved the joint seventh highest score from all the Scottish Local Authorities assessed.

The target for the PCIP score for 2016/17 has been set as the Local Authorities average score, however, this is two percent lower than the average score of the 17 local authorities who agreed to take part in 2016/17, averaging 65%. Procurement will benchmark which areas can be targeted for improvement once Scotland Excel releases scores from other authorities.

The 2016/17 score of 63% was recorded slightly below the Scottish Average (65%). The next PCIP assessment is due to take place early 2019/20 and it is anticipated that the score of 63% will be improved.

PI Code & Short Name	CPU040a_9b.1a Percentage of Contract Strategies Incorporating Community Benefits.	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	This performance indicator measures the percentage of contract strategies incorporating community benefits as a percentage of all contracts strategies. Community Benefits are contractual requirements which deliver wider benefits in addition to the core purpose of the contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of council contracts. Prominent examples include work experience, jobs, educational activities and subcontracting opportunities for local suppliers. In line with the council's Community Benefits in Procurement procedure the council has a commitment to seek community benefits in all contracts with an estimated aggregate purchase value of £50,000 and above. In line with Standing Orders, a Contract Strategy should be in place for all contracts with an estimated aggregate purchase value of £50,000 and above. Data for this indicator is extracted from the Corporate Contract Management System (CCMS). This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




Trend Chart Commentary:

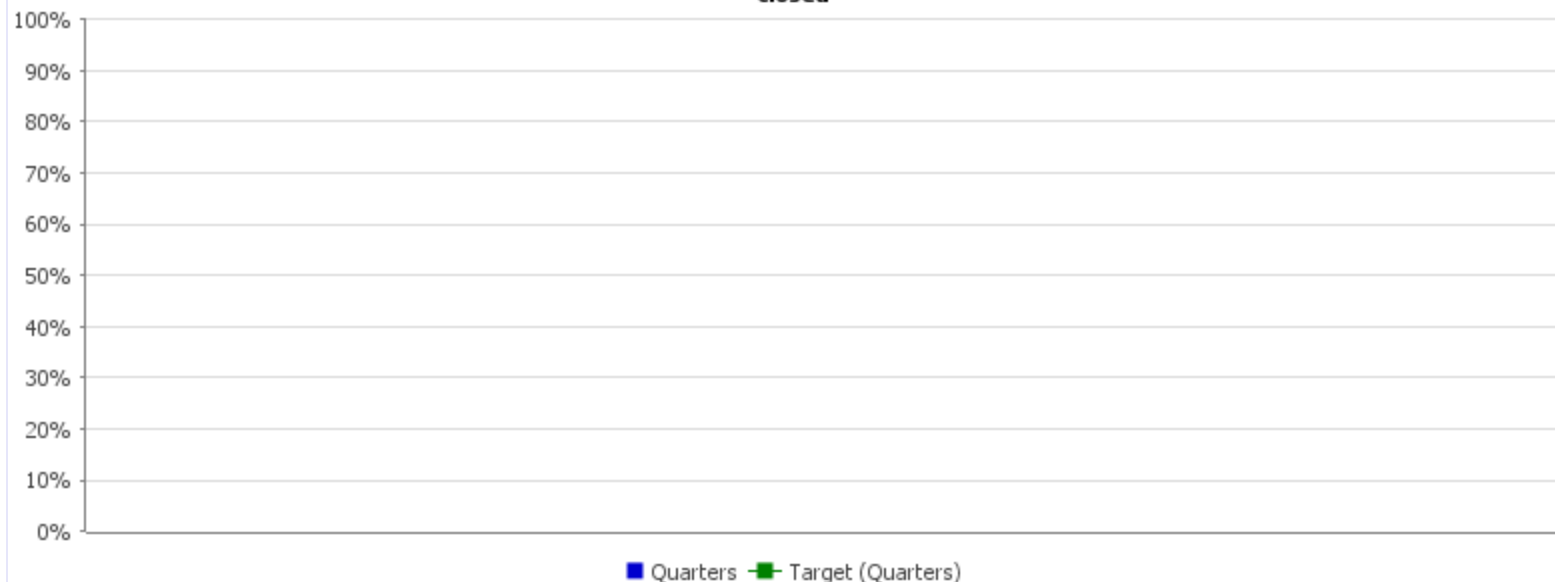
This performance indicator was introduced in 2014/15 to measure performance in relation to the Community Benefits outcome within the council's Corporate Procurement Strategy 2013/18.

Performance has continued to meet the target of 100% from years 2015/16 to date.

Taking the performance into account, the target for 2018/19 has remained at 100%.

PI Code & Short Name	CPU047a_6b.1 Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed	PI Owner	zCPU_PIAAdmin; Angela Salmons
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 the Corporate Procurement Unit. All complaints are recorded on the CRM system.	Traffic Light Icon	
		Current Value	N/A
		Current Target	85%


CPU047a_6b.1 Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed

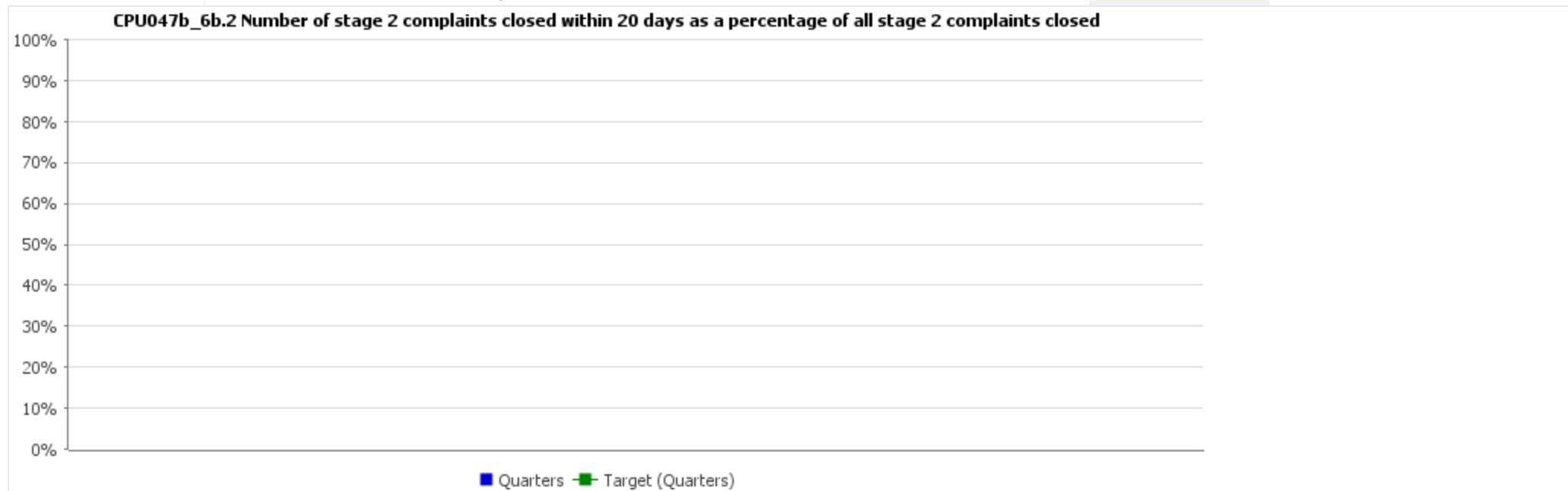


Trend Chart Commentary:

There were no complaints received by Corporate Procurement Unit during 2018/19.

The target for 2019/20 will remain at 0.

PI Code & Short Name	CPU047b_6b.2 Number of stage 2 complaints closed within 20 days as a percentage of all stage 2 complaints closed	PI Owner	zCPU_PIAdmin; Angela Salmons
Description	This indicator measures the total number of complaints closed within 20 days as a percentage of the total number of stage two complaints (more complex complaints that the council aims to deal with within 20 working days) closed by the Corporate Procurement Unit. This indicator includes complaints that have been escalated from stage one. An escalated complaint is a complaint that was dealt with at stage one frontline resolution and then reopened at stage two investigation due to continued dissatisfaction by the customer on the outcome of the complaint at stage one.	Traffic Light Icon	
		Current Value	N/A
		Current Target	85%



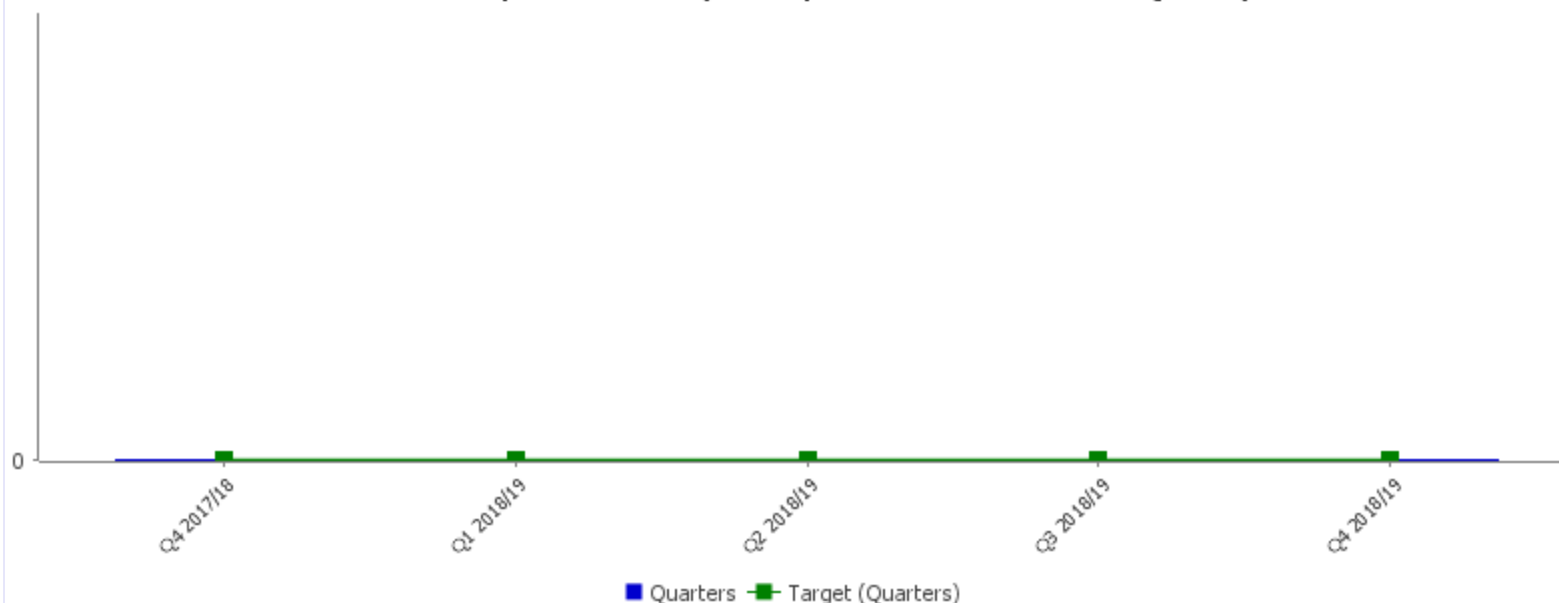
Trend Chart Commentary:

No stage two complaints were received in FY 2018/19.

The target for 2019/20 will remain at 0.

PI Code & Short Name	P:CPU047c_6b.3 Total number of complaints received by the Corporate Procurement Unit on a Quarterly basis	PI Owner	zCPU_PIAAdmin; Angela Salmons
Description	<p>This indicator measures the total number of complaints received by the Corporate Procurement Unit. It is the total number of complaints received by the Corporate Procurement Unit at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).</p> <p>Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.</p>	Traffic Light Icon	🟢
		Current Value	0
		Current Target	0


Total number of complaints received by the Corporate Procurement Unit on a Quarterly basis



Trend Chart Commentary:

No complaints have been received by the Corporate Procurement Unit during FY 2017/18 and 2018/19.

The target for 2019/20 will remain at 0.

PI Code & Short Name	P:CPU047d_6b.4 The percentage of complaints received by the Corporate Procurement Unit that were upheld / partially upheld against the total complaints closed in full	PI Owner	zCPU_PIAdmin; Angela Salmons
Description	This indicator measures the total number of complaints received by the Corporate Procurement Unit which were upheld or partially upheld, as a percentage of all complaints received.	Traffic Light Icon	
		Current Value	N/A
		Current Target	0%

The percentage of complaints received by the Corporate Procurement Unit that were upheld / partially upheld against the total complaints closed in full



Trend Chart Commentary:

No complaints have been received by the Corporate Procurement Unit during FY 2017/18 and 2018/19.

The target for 2019/20 has been set at 0.



PERFORMANCE COMMITTEE

COMPLAINT PERFORMANCE REPORT 2018/19

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To report to the Performance Committee the council's complaint annual report 2018/19 and provide detailed analysis of council-wide complaints closed during 2018/19.

B. RECOMMENDATIONS

It is recommended that the Performance Committee:

1. Note the council's annual Complaint Performance Report 2018/19;
2. Note the corporate and service complaint performance against the standards outlined in the council's complaint handling procedure;
3. Continue to monitor complaint performance and request additional information from services as required.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on customers' needs• Being honest, open and accountable
II.	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Public Services Reform (Scotland) Act 2010
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	Will provide a robust approach to monitoring complaints performance information covering all council services
V.	Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI.	Resources (Financial, Staffing and Property)	From existing resources
VII.	Consideration at PDSP	Complaints annual report to be considered at the Policy and Resource PDSP
VIII.	Other consultations	None

D. TERMS OF REPORT

D.1 Background

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

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

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

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

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

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

D.2 Corporate Complaint Performance

Table 1 provides the council’s total complaints closed per 1,000 population over the past 5 years. The table shows that there has been an increase in complaints closed by the council in 2018/19 when compared to the previous year from 3,169 to 3,382.

Table 1 Complaints closed per 1,000 population

Measure	2014/15	2015/16	2016/17	2017/18	2018/19
West Lothian Population ¹	176,140	177,200	178,550	180,130	181,310
Total number complaints closed	2,113	2,330	3,414	3,169	3,382
Number complaints received per 1,000	12.0	13.1	19.1	17.6	18.7

Table 2 provides a breakdown of complaints closed by service from 2014/15 to 2018/19

Table 2 Complaints closed by service

Service	2014/15	2015/16	2016/17	2017/18	2018/19
Operational Services	794	819	1,852	1,644	1,759
Housing, Customer & Building Services	579	746	1,013	950	969

¹ Previous years published mid-year estimate used

Service	2014/15	2015/16	2016/17	2017/18	2018/19
Education Services	268	287	277	225	276
Area Services ²	195	235	N/A	N/A	N/A
Finance and Property/ Executive Office	178	154	179	127	163
Planning, Economic Dev. and Regeneration. (PEDR)	81	70	72	73	71
Corporate Services	11	13	16	13	16
Social Policy ³	7	6	5	137	128
Total	2,113	2,330	3,414	3,169	3,382

Table 3 breaks down the annual complaints closed by complaint category over a 5 year period.

Table 3 Complaint category covering period 2014/15 – 2018/19

Complaint Category	2014/15	2015/16	2016/17	2017/18	2018/19
Standard of Service	1,003	1,008	1,652	1,809	2,134
Employee Attitude	290	330	324	366	383
Policy Related	452	468	578	437	330
Poor Communication	233	295	369	299	307
Waiting Time	127	210	463	228	206
Missed Appointments	8	19	28	30	22
Total Complaints	2,113	2,330	3,414	3,169	3,382

The current service level complaint performance varies across the council and is linked to the complexity and quantity of complaints received. Housing, Customer and Building Services (HCBS) and Operational Services are the main complaint generators by service, accounting for 80.7% (2,728) of all recorded complaints (3,382) during 2018/19.

The main contributors in Standard of Service complaints are HCBS (449) and Operational Services (1,338) which account for 83.7% (1,787) of all recorded complaints in the category. The equivalent quarters in 2017/18, HCBS (415) and Operational Services (1,082) had a combined total of 1,497 complaints categorised as Standard of Service.

The decrease in Policy Related complaints is attributable to a large reduction in Operational Services Policy complaints from the equivalent quarters in 2017/18. Operational Services received 144 Policy Related complaints in 2018/19 against a total of 262 Policy Related complaints in 2017/18. The main contributors to Policy Related complaints were HCBS (91) and Operational Services (144) accounting for 71.2% of all recorded complaints in this category.

The increase in Employee Attitude complaints have been driven by Operational Services (171) and HCBS (116) which account for 74.9% (287) of all recorded complaints in this category. During 2017/18, Operational Services (160) and HCBS (117) had a combined

² Areas Services activity has now been disaggregated across Housing, Customer and Building Services, Education Service, Finance and Property Services and Planning, Economic Development and Regeneration.

³ Social Policy: From the 1 April 2017 all complaints were considered as part of the council's CHP.

total of 277 complaints categorised as Employee Attitude.

67.8% (208) of all Poor Communication complaints are generated by HCBS (160) and Operational Services (48). Operational Services had the largest decrease in the Poor Communication complaints when compared to the previous year from 64 to 48.

The main contributors of Waiting Time complaints are HCBS (134) and Operational Services (57) which account for 92.7% (191). The equivalent quarter in 2017/18, HCBS (135) and Operational Services (73) had a combined total of 208 complaints categorised as Waiting Time.

Appendix 1 to the report provides the council wide performance against the SPSO defined measures for 2018/19.

Appendix 2 includes Scottish Local Authority average comparative performance information for 2017/18 for some of the indicators presented. The council's performance in relation to complaint processing outperforms the 2017/18 Scottish average for most of the indicators presented.

D.3 Summary of Service Complaint Performance

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

The 4 indicators are:

1. Total complaints received
2. Complaints closed within 5 working days
3. Complaints closed within 20 working days
4. Complaints part upheld/upheld

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

Table 4 Quarter 1- 4: 2017/18 and 2018/19 service performance summary

Service	Total complaints		Complaints closed within 5 working days		Complaints closed within 20 working days		Complaints part upheld/ upheld	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Corporate Services	13	16	63.6%	71.4%	50%	100%	53.9%	25.0%
Education Service	225	276	83.5%	86.9%	83.6%	83.9%	37.3%	45.7%
Exec Office	12	15	N/A	N/A	100%	80%	25%	26.7%
Finance and Property	115	148	91.4%	95.2%	88.9%	95.2%	21.7%	29.7%
HCBS	950	969	89.9%	86.0%	83.0%	81.9%	40.6%	41.1%
Operational Services	1,644	1,759	84.1%	80.3%	91.9%	84.7%	58.3%	66.8%
PEDR	73	71	94.5%	93.0%	100%	69.2%	28.7%	31.0%
Social Policy	137	128	39%	44.8%	33.3%	40%	53.3%	53.2%
Total	3,169	3,382	83.9%	81.6%	84.4%	81.7%	49.1%	54.5%

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

Operational Services.

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

Service	Base unit (2018/19)	2018/19 complaint volume	Complaint ratio
Education Services	30,000 pupils	276	1 complaint for every 109 pupils
HCBS	13,169 council houses	969	1 complaint for 13 council houses
Operational Services	76,659 households	1,759	1 complaint for every 44 households

E. CONCLUSION

The Corporate Complaints Procedure applies to all complaints against the council. From the 1 April 2017 the Social Work Complaints Review Committee ceased to have a statutory function and all Social Care complaints will now be consider within the council's complaints handling procedure.

In 2018/19 the council closed 3,382 complaints and this represents an increase on the number of complaints closed in 2017/18. This was primarily linked the increase in complaints closed by Operational Services and Education Services.

Council wide there has been a substantial reduction in complaints closed in the second half of the reporting period when compare to the first half. Over 60% of all complaints closed in 2018/19 were recorded between April 2018 and September 2018 with 39% being recorded between October 2018 and March 2019. Comparatively, 55% of complaints were closed in the second half of 2017/18. The longer term trend would indicate that there will be a reduction in the number of complaints closed over 2019/20 when compared to the 2018/19 figure.

The main generator of complaints within Operational Services was Waste Services. From April to September 2018 there was an increase in the number of Waste Service complaints relating to missed bin collections. The underlying reasons for this increase were caused by multiple factors which included a backlog of missed collections due to the extreme weather condition between February and March 2018. This was combined with unusually high levels of vehicle breakdowns which placed an additional load on the equipment as a result of attempting to recover missed collections.

The council has shown slight reduction in performance relating to the percentage of complaints closed at stage 1 and stage 2 against target but both performance levels are above the Scottish average. Customer satisfaction performance relating to complaint handling has reduced across the four indicators.

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

F. BACKGROUND REFERENCES

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

1. [The Local Authority Model Complaints Procedure \(model CHP\) Guide to Implementation](#)

2. [WLC Complaints Handling Procedure](#)

Appendices/Attachments:

Appendix 1 Corporate Complaint Performance 2018-19

Appendix 2 West Lothian Council Annual Complaint Performance Report 2018-19

Contact Person: Joe Murray

E mail: joe.murray@westlothian.gov.uk Phone 01506 281893

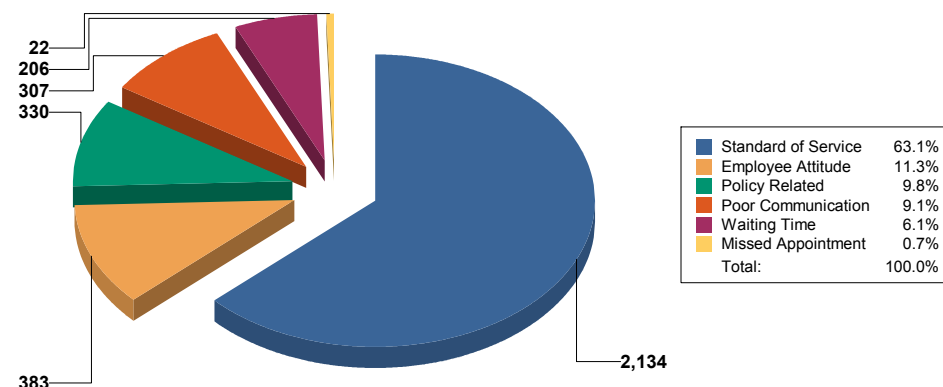
Graeme Struthers

Depute Chief Executive

13 May 2019

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

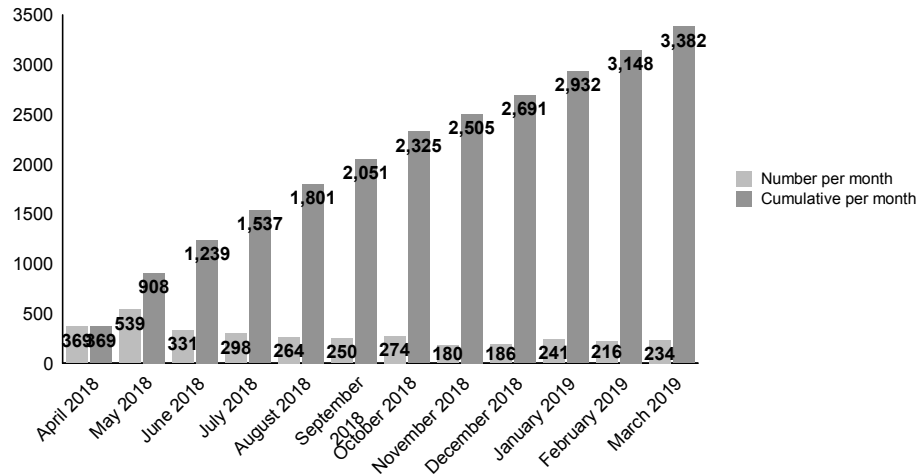
SPSO Performance Indicator		Number	%
1	Total number of complaints	3382	
2	Complaints closed at Stage 1	2833	83.8%
	Complaints closed at Stage 2	493	14.6%
	Complaints closed at Stage 2 after escalation	56	1.7%
3	Complaints UPHELD at Stage 1	980	34.6%
	Complaints NOT UPHELD at Stage 1	1202	42.4%
	Complaints PART UPHELD at Stage 1	651	23.0%
	Complaints UPHELD at Stage 2	75	15.2%
	Complaints NOT UPHELD at Stage 2	303	61.5%
	Complaints PART UPHELD at Stage 2	115	23.3%
	Escalated complaints UPHELD at Stage 2	9	16.1%
	Escalated complaints NOT UPHELD at Stage 2	35	62.5%
	Escalated complaints PART UPHELD at Stage 2	12	21.4%
4	Average working days to respond to a Stage 1 complaint	4.5	Days: 12645
	Average working days to respond to a Stage 2 complaint	15.2	Days: 7469
	Average working days to respond to a Stage 2 after escalation	7.5	Days: 421
5	Complaints closed at Stage 1 within 5 working days	2313	81.6%
	Complaints closed at Stage 2 within 20 working days	403	81.7%
	Complaints closed at Stage 2 within 20 working days after escalation	52	92.9%
6	Complaints closed at Stage 1 where an extension has been authorised	16	0.6%
	Complaints closed at Stage 2 where an extension has been authorised	7	1.4%

Number of Complaints by Reason


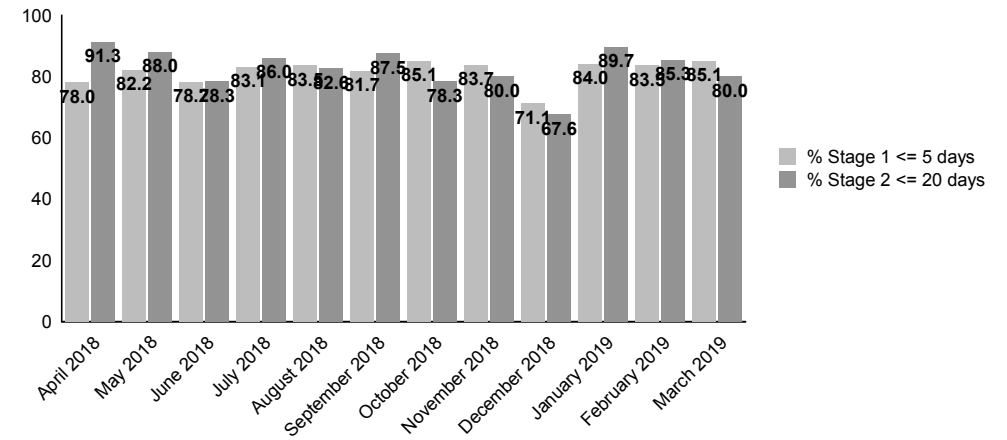
NB: The totals below include complaints resolved at Stage 1 and Stage 2 as well as complaints closed at Stage 1 then re-opened and handled as Stage 2 (escalated).

Percentage of all complaints resolved within timeline:	81.8%	(2768)
Percentage of all complaints UPHELD:	31.5%	(1064)
Percentage of all complaints NOT UPHELD:	45.5%	(1540)
Percentage of all complaints PART UPHELD:	23.0%	(778)
Percentage with another or no outcome selected:	0.0%	(0)

Complaints Closed 2018/2019
Number and cumulative per month

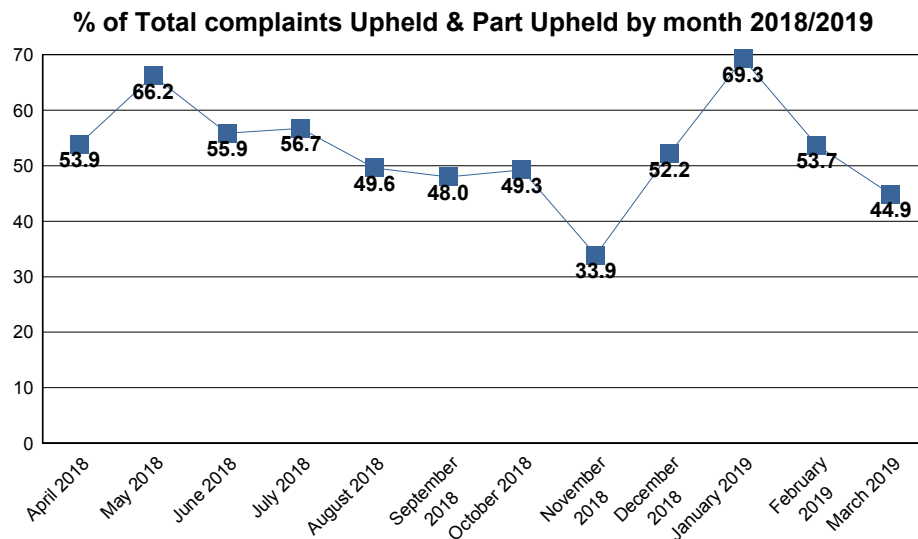


% Complaints closed within Timeline
% Stage 1 within 5 & Stage 2 within 20 working days by month



Stage 2 figures include complaints escalated from Stage 1 having been closed then re-opened

Table showing % of complaints closed within SLA at Stage 1 and Stage 2 cumulative by month



Month/Year	% Stage 1 Closed within 5 Days per month (cumulative)	% Stage 2 Closed within 20 Days per month (cumulative)
April 2018	78.0%	91.3%
May 2018	80.5%	89.6%
June 2018	80.0%	84.8%
July 2018	80.6%	85.1%
August 2018	81.0%	84.6%
September 2018	81.1%	85.2%
October 2018	81.5%	84.3%
November 2018	81.7%	83.9%
December 2018	81.0%	82.5%
January 2019	81.2%	82.9%
February 2019	81.4%	83.1%
March 2019	81.6%	82.9%

NB - the Stage 2 cumulative figure includes escalated complaints (closed at Stage 1 then reopened as Stage 2).

Summary of Secondary Categorisation (Service reason for complaint)

	<u>Total</u>	<u>STAGE 1</u>			<u>STAGE 2</u>			<u>Escalated</u>		
		<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>	<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>	<u>Upheld</u>	<u>Part Upheld</u>	<u>Not Upheld</u>
Corporate Services	16	4		10			2			
Blue Badge- policy	4			2			2			
Employee attitude general	1			1						
Inaccurate advice/ information	2	1		1						
Policy related general	6	1		5						
Standard of service general	2	1		1						
Unreasonable delays	1	1								
Education	276	55	35	93	7	29	57			
Bullying - Pupil - Pupil	35	2	4	17		3	9			
Bullying - Pupil - Teacher	2			1	1					
Catering/Bar Service	8	8								
Child Protection	12		3	5		1	3			
Composite Classes	3			2		1				
Curriculum	14	2	2	7	2	1				
Data Protection	16	7	1	2	2		4			
Discipline	11	2	2	5		1	1			
Employee attitude general	2				1		1			
Exclusion	1			1						
Head Teacher	8	3		2			3			
Head Teacher & Staff	24	5	4	4		4	7			
Health & Safety	20	7	2	5		2	4			
Insurance	1			1						
Nursery Placement	8	1	1	4		1	1			
Office Staff	10	3	2	2		2	1			
Playground Supervisor	2	1	1							
Policy Related General	1	1								
Poor Communication General	2	1	1							
Pupil Placement	20	6	2	10		1	1			
Road Safety	2		1	1						
School Dress	4			4						
Special Needs	32	1	2	10		5	14			

Standard of Service General	7	2	1	1	1	2	
Teacher Attitude	26	3	4	8	2	4	5
Transport	5		2	1	1		1
Executive Office	15				1	3	11
Corporate Services	1						1
Education Services	2						2
Finance and Property Services	2				1		1
HCBS	1						1
Operational Services	3				1		2
Planning and Econ. Dev.	2						2
Poor communication general	1				1		
Recovery of debt	1						1
Standard of property/accommodation	1				1		
Standard of service general	1						1
Finance & Property Services	148	22	14	90	5	3	13
Claim/information processed incorrectly	63	7	5	42	2	1	6
Delay in completion of property repairs	2			2			
Delay in processing claim/information	10	3		7			
Employee attitude general	28	2	3	19			4
Inaccurate advice/ information	1	1					
Incorrect or conflicting advice	2	1		1			
Policy related general	3			3			
Poor communication general	6	2	1	3			
Recovery of debt	1						1
Standard of service general	25	2	5	11	2	2	3
Standard of workmanship	1	1					
Unreasonable delay	5	3		1	1		
Waiting time general	1			1			
HC&BS	969	189	106	393	40	54	155
Awaiting materials	5	2		2	1		
Call not answered	9	2	2	3	1	1	
Customer standards not met	84	20	11	32	3	9	6
Damages to property	24	3	4	12		1	2
Discrimination	2			1		1	
Driving/ parking issues	18	2	1	13	1		1
Eligibility	4			4			

Employee attitude general	79	15	12	34	2	13	2	1	
Failed timescales	5	2	1	1	1				
Failed to reply	6	3	1		1	1			
Failure to reply	2			1	1				
Health & Safety	2			1		1			
Held in queue	5	4	1						
Inaccurate advice/ information	4			4					
Incorrect or conflicting advice	28	12	3	12		1			
Lack of communication	47	7	6	15	3	3	9	1	3
Missed appointment general	19	6	4	5	2		2		
No action / Ineffective action taken	43	7	5	11	2	4	12		2
Policy related general	76	3	1	28	4	5	35		
Poor communication general	77	17	10	29	2	5	13		1
Procedure not followed	5	2	1	2					
Refusing customer request	13	1		9			3		
Staff conduct/ attitude	22	3	3	12			3		1
Standard of property/accommodation	18	3	1	7		2	3	1	1
Standard of service general	184	27	19	81	9	8	32	1	7
Standard of workmanship	15	3	1	7	1	1	2		
System Issue	10	9		1					
Telephony Issue	4	2	1	1					
Third party supplier	7	3		2		2			
Unreasonable delays	2			1	1				
Unresolved repair after visit	10	1		4	1	1	3		
Untidy work	12	3	3	3	1	1			1
Waiting time general	128	27	15	55	6	7	13	1	4
Operational Services	1759	674	462	538	21	19	45		
Access Issues	27	8	10	9					
Accessibility Issues	12	4		8					
Appeals	2	1	1						
Appointment Failed	4	3	1						
Assisted Bin Collections	60	34	21	4	1				
Awaiting Bin Stock Delivery	4	3	1						
Billing & Charges	1		1						
Bin Capacity/ Size	7			5	1	1			

Bin Collection Issues Domestic	621	266	201	122	7	10	15	
Bin Collection Issues Trade	61	17	33	7	2		2	
Bin Contamination Issues	20	4	3	13				
Bin Deliveries/ Requests	32	18	6	8				
Bin/ Bulky Presentation Issues	14	2	8	4				
Bin/Pick-Ups/Returns/Spillages	260	174	65	18	1	2		
Bulky Uplift Missed	4	1	2	1				
Bulky Uplift Policy Changes	15	1	3	10			1	
Complaint Handling Procedure	4			3	1			
Council Policy & Legislation	29	1	1	23			4	
Damage to Property	19	9	2	8				
Environmental Concerns	20		7	9	1	1	2	
Expectations Not Met	30	7	4	15		2	2	
External 3rd Party	50	2		46			2	
External Supplier Delays	1			1				
Failed Service SLA Timescales	2	2						
Failed SPSO Timescales	2		1		1			
Food Recycling	25	9	11	5				
Glass Recycling	24	12	7	3	1		1	
Grass Left on Paths	6	1	3	2				
Grass Not Cut/ Missed	7		2	4		1		
Health & Safety	5	1	3	1				
HWRC - Recycling Centre Issues	7	1	1	5				
HWRC OpeningTimePolicy Changes	41	8	6	26			1	
Incorrect Conflicting Advice	3	1		2				
Lack of Communication	18	4	4	9	1			
Lack of Consultation	2				1		1	
Material Left on Site	2		1	1				
Parking Issues	9	1	2	6				
Poor Customer Service	24	16	3	3	2			
Poor or Agressive Driving	18	4	9	5				
Private Property not WLC	2			2				
Recycling & Calendars	8			7		1		
Road Works	29			23	1		5	
Road/ Path Defects	41	1	2	37			1	

Service Standards	40	6	10	22	2			
Severe Weather Event	1			1				
Staff Conduct / Attitude	60	23	18	13	1	1	4	
Standard of Workmanship	13	3	1	9				
Street Lighting Faults	23	13	1	9				
Unreasonable Delays	3		1	2				
Vehicle Breakdown	13	10	2	1				
Weather Related Delays	4		3	1				
Website Content Missing/Errors	3	1		2				
Winter Maintenance Policies	27	2	1	23	1			
Planning Econ Dev Regen	71	9	6	28	1	1	11	1 4 10
Email not answered	1			1				
Employee attitude general	3			3				
Failed to attend	1	1						
Incomplete/ missing website information	1			1				
Incorrect / incomplete advice	1		1					
Lack of communication	3	2						1
Missed appointment general	1	1						
Pest Control- standard of service	4	1		3				
Policy related general	10			3	3			1 3
Poor communication general	13	3	1	4				1 1 3
Procedure not followed	1	1						
Standard of service general	30		4	11	1	1	8	2 3
Waiting time general	2			2				
Social Policy	128	27	28	50	6	9		1 6 1
Appointment cancelled at short notice	1		1					
Customer standards not met	15	8	4	3				
Employee attitude general	22	3	3	10	1	2		3
Failed to return telephone call	1	1						
Failed to send response to client in letter form	1	1						
Lack of communication	18	6	3	6	1			1 1
Policy related general	9		3	5		1		
Poor communication general	14	2	1	9	1			1
Standard of service general	41	4	11	16	3	6		1
Timescale issue	1	1						
Unprofessional conduct	4		2	1				1

Waiting time general	1	1		
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NB - the categorisation "Z_unknown" relates to cases that were completed prior to the inclusion of the secondary category field.

Open Complaint Cases by Service

Data Label: OFFICIAL

The table below provides the number of complaint cases open by Service and month/year created (to the end of the reporting period). Note that month/year is based on the Stage 1 or Stage 2 task creation date.

		2018	2019		
	Total	December	January	February	March
Total	42	2	3	6	31
Corporate Services	1	0	0	0	1
Education	12	0	0	0	12
Housing Customer & Building Services	14	0	0	2	12
Operational Services	2	0	0	1	1
Social Policy	13	2	3	3	5

West Lothian Council

Annual Complaint Performance Report 2018/19

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1. Overview

1.1. Introduction

This is the council's annual complaints performance report which provides information on customer complaints received and closed between 1 April 2018 and 31 March 2019.

The council always aims to provide the highest possible quality of service to our community, but recognise that there are times when things go wrong and fail to meet the expectations of our customer.

The council's complaints procedure provides our customers with a clear and structured way to provide feedback on their dissatisfaction with council services in a range of easily accessible ways. The council welcomes feedback and it provides information that helps services learn from complaints and to modify and improve the way services are delivered.

The indicators covered in this report were created to provide a useful tool that the council and the public can use to judge objectively how well complaints are being handled and how it informs service improvement activity.

1.2. Corporate Complaints Procedure

There are many factors that affect the number and complexity of complaints received by the council such as the standard of service that is being delivered, the attitude of our employees, the service response time to customer requests, missed appointments and poor communication.

The council's complaint procedure has 2 stages in its process which are outlined below:

- Stage one complaints could mean immediate action to resolve the problem or complaints which are *resolved in no more than five working days*.
- Stage two deals with two types of complaints: those that have not been resolved at stage one and those that are complex and require detailed investigation. Stage two complaints should be resolved *in no more than 20 days*.
- After the council has fully investigated the complaint, and if the customer is still not satisfied with the decision or the way the council dealt with the complaint, then it can be referred onto the Scottish Public Services Ombudsman (SPSO).

The council has put in place clear governance arrangements for complaints. The Corporate Complaint Steering Board is an officer group that monitors the implementation of the corporate complaint procedure and the corresponding performance and reporting activity. The board ensures that the council is compliant with the complaint procedure requirements. This is chaired by a Depute Chief Executive and the membership consists of council Heads of Service.

Complaint performance is reported on a quarterly basis to both the council's Corporate Management Team and the council's Performance Committee. All complaint performance statistics are reported to the public and are available on the council's website.

2. Complaint Performance Statistics

Statistics on complaints are based on 8 key performance indicator themes devised by the SPSO in conjunction with all 32 Scottish councils.

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Complaints are recorded and tracked using the council's Customer Relationship Management (CRM) system which enables the production of the complaints performance information.

The number of complaints the council closed in 2018/19 was 3,382. This is an increase from the number closed in the previous year. The council will continue to analysis complaints to help inform service improvement, identify training opportunities for our staff and help prioritise our activities to meet the changing needs of our community. Complaint benchmark data for 2018/19 is not yet available for other Local Authorities. Where applicable, this report has included the 2017/18 Scottish Local Authority national average for a range of performance indicators for comparative information. The current council's performance relating to the processing of complaints continues to outperform the Scottish National Average in almost all indicators.

2.1. Indicator 1: Complaints closed per 1,000 population

This indicator records the total number of complaints closed by the council. In 2016/17, this calculation was modified and it is the sum of the number of complaints closed at stage one, (frontline resolution), the number of complaints closed directly at stage two (investigation) and the number complaints closed at stage two after escalation. To allow for a fair comparison across all 32 councils in Scotland, the figure of complaints per 1,000 of population is used. The council received 3,390 complaints from 1 April 2018 to 31 March 2019. This is equivalent to 18.7 received complaints per 1,000 population. Of the total complaints received in 2018/19 (3,390), 3,382 were closed in this period.

Table 1 provides the council's total complaints closed per 1,000 population over the past 5 years. The table shows that there has been an increase in complaints closed by the council in 2018/19 when compared to the previous year from 17.6 to 18.7 complaints per 1,000 population.

Table 1: Complaints closed per 1,000 population

Measure	2014/15	2015/16	2016/17	2017/18	2018/19
West Lothian Population ¹	176,140	177,200	178,550	180,130	181,310
Total number of complaints closed	2,113	2,330	3,414	3,169	3,382
Number of complaints closed per 1,000	12.0	13.1	19.1	17.6	18.7

In 2017/18, the Scottish Local Authority average for the number complaints closed per 1,000 population was 13.41. Table 2 provides a breakdown of complaints closed by service from 2014/15 to 2018/19.

Table 2: Complaints closed by service

Service	2014/15	2015/16	2016/17	2017/18	2018/19
Operational Services	794	819	1,852	1,644	1,759
Housing, Customer & Building Services	579	746	1,013	950	969
Education Service	268	287	277	225	276

¹ Previous years published mid-year estimate used

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Service	2014/15	2015/16	2016/17	2017/18	2018/19
Area Services ²	195	235	N/A	N/A	N/A
Finance and Property/ Executive Office	178	154	179	127	163
Planning, Economic Development and Regeneration	81	70	72	73	71
Corporate Services	11	13	16	13	16
Social Policy	7	6	5	137	128
Total	2,113	2,330	3,414	3,169	3,382

All complaints received by the council are grouped into 6 categories. The categorisation allows the service to group complaints by theme and helps the service to identify areas that require improvement actions.

Table 3 breaks down all council complaints closed by complaint category from 2014/15 to 2018/19.

Table 3: Complaints closed by category

Category	2014/15	2015/16	2016/17	2017/18	2018/19
Standard of Service	1,003	1,008	1,652	1,809	2,134
Employee Attitude	290	330	324	366	383
Policy Related	452	468	578	437	330
Poor Communication	233	295	369	299	307
Waiting Time	127	210	463	228	206
Missed Appointments	8	19	28	30	22
Total Complaints	2,113	2,330	3,414	3,169	3,382

2.2. Indicator 2: Closed complaints

This indicator provides information on the number of complaints closed at stage one and stage two and stage two escalated complaints as a percentage of all complaints closed. Table 4 provides the performance information for this indicator.

The term “closed” refers to a complaint that has had a response sent to the customer and at the time no further action is required (regardless at which stage it is processed and whether any further escalation takes place).

² Areas Services activity has now been disaggregated across Housing, Customer and Building Services, Education Service and Finance and Property Services and Planning, Economic Development and Regeneration.

Table 4: Closed complaints

Closed complaints	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number complaints closed at stage one (5 days) as % of all complaints	76% (1,606)	73.7% (1,718)	82.9% (2,831)	84.2% (2,667)	83.8% (2,833)	88.9%
Number complaints closed at stage two (20 days) as % of all complaints	24% (507)	24.6% (572)	15.7% (535)	13.8% (437)	14.6% (493)	8.2%
Number complaints closed at stage two (20 days) after escalation as % of all complaints ³	0.8% (17)	1.7% (40)	1.4% (48)	2.1% (65)	1.7% (56)	2.9%

2.3. Indicator 3: Complaints upheld, partially upheld and not upheld

The council reviews all complaints and each customer is contacted to explain whether their complaint has been upheld, partially upheld or not upheld and why.

This indicator measures the number and percentage of complaints which were upheld, partially upheld or not upheld recorded at each stage. The results can be seen in Tables 5, 6 and 7.

Table 5: Upheld complaints

Complaints upheld	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number of complaints upheld at stage one as % of all complaints closed at stage one (5 days)	33.1%	32.8%	35.11%	22.8%	34.6%	50.7%
Number complaints upheld at stage two as % of complaints closed at stage two (20 days)	14.6%	18.0%	23.4%	20.6%	15.20%	34.0%
Number escalated complaints upheld at stage two as % of escalated complaints closed at stage two (20 days)	11.76%	20.0%	27.1%	12.3%	16.10%	30.8%

Table 6: Partially upheld complaints

Complaints partially upheld	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number of complaints partially upheld at stage one (5 days) as % of all complaints closed at stage one	23.8%	28.2%	26.14%	28.2%	23.0%	14.8%

³ From 2015/16, the escalated stage 2 complaint figure was not included in stage 2 complaints closed total for the council.

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Complaints partially upheld	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number complaints partially upheld at stage two (20 days) as % of complaints closed at stage two	18.3%	23.8%	25.0%	19.9%	23.3%	19.5%
Number escalated complaints partially upheld at stage two (20 days) as % of escalated complaints closed at stage two	47.06%	30.0%	25.0%	18.5%	21.4%	21.2%

Table 7: Not upheld complaints

Complaints not upheld	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number of complaints not upheld at stage one (5 days) as % of all complaints closed at stage one	36.4%	39.0%	38.75%	49.0%	42.4%	33.9%
Number complaints not upheld at stage two (20 days) as % of complaints closed at stage two	64.1%	58.2%	51.6%	59.5%	61.5%	46.5%
Number escalated complaints not upheld at stage two (20 days) as % of escalated complaints closed at stage two	41.18%	50.0%	47.9%	69.2%	62.5%	21.2%

Overall, the council upheld/ part upheld 1,842 (54.4%) complaints from a total of 3,382 complaints closed in 2018/19. Variances in the total for these indicators in 2014/15 were attributable to fields which were not populated in the Customer Relationship Management system which generated the performance information. This was addressed through improved monitoring arrangement and officer training in complaint handling and use of the CRM system.

2.4. Indicator 4: Average times

Indicator 4 represents the average time in working days to close complaints at stage one and at stage two of the council's Complaint Handling Procedure (CHP). Indicator 4 performance can be seen in Table 8.

Table 8: Average times

Average times	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Average time in working days to respond to complaints at stage one (5 day resolution target)	7.0	4.0	3.8	3.9	4.5	8.3
Average time in working days to respond to complaints at stage two (20 day resolution target)	13.8	12.5	11.4	13.9	15.2	19.5

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Average times	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Average time in working days to respond to complaints after escalation (20 day resolution target)	14.7	9.1	10.0	10.7	7.5	19.5

2.5. Indicator 5: Performance against timescales

The council's Complaint Handling Procedure requires complaints to be closed within 5 working days at stage one and 20 working days at stage two. This indicator measures the percentage of complaints which were closed in full at each stage within the set timescales of 5 and 20 working days. Indicator 5 performance can be seen in Table 9.

Table 9: Performance against timescales

Performance against timescales	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
Number complaints closed at stage one within 5 working days as % of stage one complaints	78.0%	84.7%	85.6%	83.9%	81.6%	62.4%
Number complaints closed at stage two within 20 working days as % of stage two complaints	85.8%	88.5%	89.2%	84.4%	81.7%	74.9%
Number escalated complaints closed within 20 working days as % of escalated stage two complaints	76.5%	90.0%	95.8%	87.7%	92.9%	62.4%

2.6. Indicator 6: Number of cases where an extension is authorised

The council always aims to respond to complaints as quickly as possible. There are, however, times when a complaint is particularly complex and it is not feasible to fully investigate the issues within the prescribed timescales. In these situations the council can agree with a complainant to extend the timescale for closing the complaint.

This indicator provides the percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised. Indicator 6 performance can be seen in Table 10.

Table 10: Number of cases where an extension is authorised

Number of cases where an extension is authorised	2014/15	2015/16	2016/17	2017/18	2018/19	Scottish LA average 2017/18
% of complaints at stage one (5 days) where extension was authorised	1.1%	1.3%	1.2%	1.2%	0.6%	4.5%
% of complaints at stage two (20 days) where extension was authorised	2.4%	2.4%	1.3%	3.4%	1.4%	10.6%

2.7. Indicator 7: Customer satisfaction

This indicator provides information on the levels of customer satisfaction with the complaint handling procedure and process. Indicator 7 performance can be seen in Table 11. A sample of complainants are contacted by the council's Customer Service Centre on a monthly basis to gather this satisfaction information.

Table 11: Customer satisfaction

Customer satisfaction	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage of customers who agreed that they were satisfied with the length of time it took to deal with their complaint.	68.6%	75.5%	64.8%	71.3%	65.3%
Percentage of customers who agreed that they were satisfied with the outcome of their upheld complaint.	74.3%	68.2%	69.7%	73.0%	61.3%
Percentage of customers who agreed that they were satisfied with the way their complaint was handled.	76.2%	75.5%	70.3%	73.0%	67.3%
Percentage of customers who agreed that they found it easy to complain to the council.	88.6%	85.5%	80.7%	85.1%	83.8%

2.8. Indicator 8: Learning from complaints

The council has a clear commitment to listen to our customers and act on their feedback. Learning from complaints is a continuous process that helps the council to resolve common complaints and further improve the services that are provided. **Some examples** of actions that have been taken are highlighted below.

	Complaint Area/ Complaint Theme	Complaints Analysis	Service Improvement Action(s)
1.	Education Services: Standard of Service	Several complaints were received about the food served at a Christmas Party Night at the Burgh Halls.	An apology was made and a partial refund was given to the affected customers. After carrying out a full review, the service would not use the agency chef again.
2.	Social Policy: Poor Communication	Social Policy received a complaint where the request for a referral was not progressed within timescale.	A full apology was given to the customer. The employee who dealt with the case was given additional refresher referral and assessment training. In conjunction with the training, a new telephone call management system has been installed at the relevant Social Work Centre to ensure that calls are answered in a timely manner.
3.	Social Policy: Poor Communication	A complaint was received relating to a bill that had been sent out to the customer for Home Safety Service equipment which had previously been cancelled and returned.	The administration manager has reviewed and updated the services procedure ensuring that any changes in circumstances are communicated in a timely manner to all relevant areas.
4.	Operational Services: Standard of Service	The customer complained that there was poor web site information on the council's bulky uplift process.	Waste Services web page has been revised to include an additional daily update page for real time missed collections and service updates. Social media is now being used to provide links to Waste Services web page.
5.	Operational Services: Standard of Service	A customer called to complain that their fence was damaged by a council vehicle.	The customer's fence was repaired and additional driver training was provided to the employee.

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	Complaint Area/ Complaint Theme	Complaints Analysis	Service Improvement Action(s)
6.	Operational Services: Standard of Service	A customer emailed to complain about the quality of repair to a footpath. Customer advised the footpath was re-surfaced and there was now a lip between the kerbstone and the footpath.	A meeting was held with the developer to review the council's maintenance procedure. The developer now returns to temporary repairs to assess the state of repair until permanent works are carried out.
7.	Housing, Customer and Building Services: Standard of Service	Disabled people had difficulty in reaching the doorbell to one of the local council facilities.	Maintenance replaced the door entry system with a DDA compliant door station which was at a lower height.
8.	Housing, Customer and Building Services: Standard of Service	A number of complaints were received relating to the failure to complete housing repairs on the first visit.	The service have reviewed and refreshed the Recall Procedure while including the property multi visits. This puts greater emphasis onto recall and multi property visits and allows the ward teams to analyse the data and implement the required improvement actions. This ensures that the repair teams have a clear focus on completing repairs during the first visit where possible.
9.	Housing, Customer and Building Services: Standard of Service	Several customers complained about inspections that were carried out on dampness issues in their homes.	The service created a bespoke training course relating to dampness inspection and this was delivered to all relevant staff. This now ensures that there is a consistent approach across the service when dealing with dampness issues.
10.	Finance & Property Services: Standard of Service	A complaint was received about the temperature in a council community centre during the day.	The temperature setting has been adjusted and is being monitored on a regular basis by staff.

3. 2018/19 Complaint Summary

In 2018/19 the council closed 3,382 complaints and this represents an increase of 213 from the 2017/18 figure of 3,169.

The number of complaints closed across council service areas varies significantly with 52% of all complaints being recorded against Operational Services to 0.5% in Corporate Services.

Of the seven service areas that deliver the council's activities and functions, two have shown a reduction in customer complaints and five had an increase in the number of complaints closed compared to the previous year. Social Policy has experienced the largest reduction in complaints with a 7% reduction. Planning, Economic Development and Regeneration have had a marginal percentage reduction in complaints closed at 3%. Operational Services has shown the largest numerical increase in complaints from 1,644 in 2017/18 to 1,759 in 2018/19.

Council wide there has been a substantial reduction in complaints closed in the second half of the reporting period when compared to the first half. Over 60% of all complaints closed in 2018/19 were recorded between April 2018 and September 2018 with 39% being recorded between October 2018 and March 2019. Comparatively, 55% of complaints were closed in the second half of 2017/18. The longer term trend would indicate that there will be a reduction in the number of complaints closed over 2019/20 when compared to the 2018/19 figure.

The general increase in complaints across the council can be linked to an increase in the number of complaints closed by Operational Services between April and September 2018. The main generator of complaints within Operational Services was Waste Services. Over this 6 month period there was an increase in the number of Waste Service complaints relating to missed bin collections. The underlying reasons for this increase were caused by multiple factors which included a backlog of missed collections due to the extreme weather condition between February and March 2018. This was combined with unusually high levels of vehicle breakdowns which placed an additional load on the equipment as a result of attempting to recover missed collection. When compared to the previous year's Waste Services complaint total, there has been an increase of 373 in 2018/19.

83.8% of all complaints closed by the council were resolved at stage one (Frontline Resolution), 14.6% of complaints resolved at stage two (Investigation) with the remaining 1.7% of complaints being resolved at stage two (Escalation). The average times taken by the council to resolve both stage one and stage two complaints were 4.5 days and 15.2 days respectively. The council's performance relating to the processing of stage one and stage two complaints has shown a marginal decrease and is below the resolution target of 85% but is well above the national average for processing complaints at both stages. 81.6% stage one complaints were resolved within 5 days and 81.7% stage two complaints were resolved within 20 days. The Scottish National Average 2017/18 was 62.4% and 74.9% for stage one and stage two resolution respectively.

The percentage of complaints that were upheld/ part upheld across the council in 2018/19 was 54.4% which represents an increase of 5.3% from the 2017/18 figure which was 49.1%. The council's performance in relation to this measure substantially outperformed the Scottish National Average 2017/18 which was 67%.

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In 2018/19, the council has shown varied performance across a range of indicators relating to complaint handling. There are four key customer satisfaction complaint indicators. The four indicators have dipped in performance when compared to the previous year. 83.9% of customers surveyed said that they found it easy to submit a complaint to the council, which is a decrease of 1.3% from 2017/18.

Overall, there has been an increase in the number of complaints closed in 2018/19 when compared to the previous year. The council's performance relating to the processing of complaints continues to outperform the Scottish National Average in almost all indicators. These indicators include the percentage of stage one and stage two resolved within timescale, the average time to resolve a complaint and the number of complaints that were upheld/ part upheld. Customer satisfaction relating to complaint handling has decreased across the four indicators and complaint driven service improvement continues to be identified based on robust complaint analysis.



PERFORMANCE COMMITTEE

SERVICE PERFORMANCE REPORT – RECYCLING AND WASTE SERVICES

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

To advise the Performance Committee of the steps taken to improve the service performance and resilience during public holiday periods.

B. RECOMMENDATION

It is recommended that the Performance Committee:

1. Notes the contents of this report.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Focusing on customer needs• Being honest, open and accountable• Making best use of our resources
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	Reduction in the number of complaints and enquiries when compared to the previous period.
V Relevance to Single Outcome Agreement	SOA 8 – We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.
VI Resources - (Financial, Staffing and Property)	The steps put into place by the service to improve resilience included the hiring of additional spare vehicles and, for Easter, the advanced recruitment of seasonal staff.
VII Consideration at PDSP	None
VIII Other consultations	None

D. TERMS OF REPORT

D.1 INTRODUCTION

Following the collection issues caused through a combination of the timings of public holidays in 2018, the 'Beast from the East' and vehicle resource problems the service undertook a review of the processes and operational requirements during these periods to affect a positive customer experience change for future public holiday periods. This report updates the Committee on the steps that were taken and the known public reaction to date.

D.2 BACKGROUND

The council's collection service faced significant levels of disruption beyond the typical issues that may arise due to access and minor resource problems during the start of 2018. A combination of factors led to the point at which the collection service was been unable to fulfil scheduled collections on a regular basis, particularly Brown Bins.

Service Set-up and vehicle availability issues

The recycling & refuse collection service, for wheeled bin collections, is based around 24 crews operating from Monday through Friday, with 12 crews operating on alternative Saturdays. The service operates from 0700 to 1430 Monday through Thursday, from 0700 to 1330 on Friday and from 0700 to 1100 on Saturday. There is no backshift, or mop up crew within this set up after hours and neither is one budgeted for.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Grey	9	9	9	9	9	9
Blue	9	9	9	9	9	
Brown	4	4	4	4	4	3
Commercial	2	2	2	2	2	

Food Waste crews, 9 of, operate on the same shift pattern and availability but use bespoke, smaller, vehicles designed to carry Animal By Products which are not interchangeable with the wheeled bin collection vehicles.

The service has a fleet of 28 Refuse Collection Vehicles, with which to deliver the scheduled services. With 24 vehicles required to operate each day in order to fulfil the scheduled collections this means that there are technically 4 spare vehicles. However two are used each week to cover statutory HGV servicing and a MoT test requirements, which leaves only 2 vehicles available as replacements for any incidental breakdowns that may occur in the course of normal operations. As these vehicles cost in the region of £180,000 each the council need to balance the number of spare vehicles to ensure that assets are not being underutilised.

During the period of disruption the service had been beset by an extraordinary level of vehicle breakdowns, which had on occasion resulted in up to 14 vehicles being unavailable for use. This occurred at the exact time that the service had planned to catch up on collections that were missed due to the severe weather event at the end of February/start of March and the public holidays at Easter, when services had to be cancelled for Brown Bins to allow the statutory collections of Food, Grey and Blue to be delivered.

In terms of collection service priorities the statutory services are always prioritised, those being: Food Waste, Blue Bin, Grey Bin and Commercial. Brown Bins are not a statutory collection and as such they are the first service to be delayed or cancelled outright when resources do not enable the full programme of collections to be made.

D.2.1 Steps taken to address the situation from 2018

The service was due to order 11 new vehicles (40% of the fleet) in August 2017 but took the view to delay the order of these vehicles until the council's budget direction had been set. With the lease period for these vehicles being 5 years the council could have been committed to spending around £2,000,000 on vehicles which may not have been required.

With the council's budget set, the service have procured replacement vehicles, a process that has a 9 month lead time due to the vehicles being hand built. These replacement vehicles started arriving in March 2019.

In addition to the process for obtaining the replacement vehicles the service moved to counter the amount of downtime caused by the vehicle failures through the hire of 4 vehicles, which enabled the service to have a level of vehicle resource suitable to deliver the services planned.

The service also worked closely with the bin lifter suppliers to determine if reconditioned lifters could be supplied to stem the amount of electrical, sensor and hydraulic failures that occur on the aging equipment. This was completed and saw a reduction in the numbers of vehicle breaking down with minor faults.

From a communications perspective the service supplied the Customer Service Centre, Corporate Communications and Members Services more regular updates and information regarding any delays or collection issues including the use of social media on a regular basis to keep the public informed.

Householders were also encouraged to sign up to a new bin collection calendar alert service which emails or texts a reminder of which bin to put out on their collection day.

The creation of a 'Bin Disruption Page' on the council's website is used to communicate clearly, at the end of each day, where collection are outstanding from the schedule, the reason why and when/if a planned catch up collection will happen. This should be the first port of call for any member of the public, or elected member seeking to have a current update on the progress of collections in their area.

D.3 EASTER 2019

The approach taken to manage the Easter and the May Day holiday period in 2019 were to keep the Recycling Centres open on the public holidays and for the movement of the public holiday collections across the days before (Friday) or after (Mondays).

The service brought in 4 seasonal crews early to enable the Brown Bins to continue as scheduled to prevent the issues faced last year where catch-up collections

The 16 Grey/Blue beats displaced from the public holiday were then collected using the additional available crews (4 of per day) over the 4 days prior to Good Friday and 4 days post Easter Monday/May Day.

Brown and Food Waste collections remained as scheduled on the public holidays stayed as per the calendar and staffed through the seasonal crews (Brown) and voluntary overtime (Food) as in previous years.

The service had maintained the additional 4 hire vehicles used during the festive period as well as receiving the first 2 of the new vehicles ordered in 2018 and the manufacturer supplying an additional 6 of their own stock vehicles to offset the delay in the delivery of the new vehicles. This meant that the service potentially had 12 additional vehicles to utilise of which 8 were cover vehicles and 4 were used for the additional crews to maintain the Brown Bin collections as scheduled.

This public holiday period also saw the complete implementation of the new service structure within the operational section, with the associated communication, capacity and reporting benefit that were sought.

The success of the Easter plan hinged on having available volunteers for the Brown and Food Waste collections on the public holidays and the clear communication to residents of the changes. The staffing element was managed through working with the Trade Union and staff to source the required number of volunteers for the collections on the public holidays. The communication process involved using as many of the channels available to communicate with the public in advance to ensure that bins were presented on the correct days to match the resource deployed for collection. The plan is detailed in Appendix 1 of this report.

D.4 RESULTS

Anecdotally the call traffic through the CSC and enquiries via members has been as low as it has been during periods of collection disruption. The enquiry and complaints results, along with customer perception and recycling related indicators are shown within Appendix 2 of this report. Two of the key indicators, enquiry numbers and complaint numbers are highlighted in the tables below.

Enquiry numbers

	2017/2018	2018/2019
Quarter 1	15,591	14,572
Quarter 2	13,545	9,064
Quarter 3	12,329	8,156
Quarter 4	13,983	9,726

data from WM017_6b.5

Stage 1 & 2 Complaints

	2017/2018	2018/2019
December	46	50
January	176	113
February	118	65
March	126	68
April	180	50*
May	349	

data from WM033_6b.5 & WM034_6b.3 (* to 29th April 2019)

E. CONCLUSION

The service has made significant improvements in the customer related performance aspects relating to collections during public holiday periods, when compared to the previous year. This has been brought about through a number of changes including the implementation of the new service structure, increasing the amount of vehicle resources available during this period and through increased collaboration with key stakeholders as detailed within the communications plan in Appendix 1.

F. BACKGROUND REFERENCES

Performance Committee Report

Appendices/Attachments:

Appendix 1 – Easter 2019 Communications Plan

Appendix 2 – Performance Indicators

Contact Person: David Goodenough, Waste Services Manager, 01506 284465,
david.goodenough@westlothian.gov.uk

Jim Jack
Head of Operational Services
13 May 2019

Appendix 1 – Easter 2019 Communications Plan

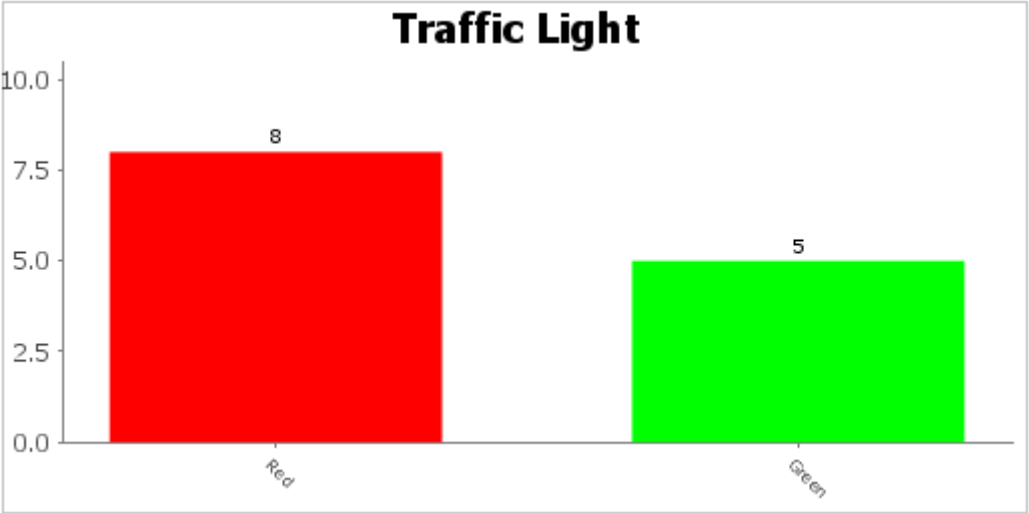
Action	Timescale	Responsible officer/team	Notes
Press release issued	1 April	Corporate Communications	Issued to media outlets
Web content updated	3 April	Corporate Communications & Waste	Ensuring current information is correct
Social media promotion starts	3 April	Corporate Communications	Included message that residents can get email reminders via the online bin look up system
Web adverts and plasma screens updated with Easter graphics	5 April	Corporate Communications	Rolling adverts on the website and internal screens
Target community new Facebook groups in Linlithgow, Livingston and Armadale to ask them to promote message	8 April	Corporate Communications	This was a first in terms of the council approaching external social media sites and asking them to promote council news
Members Services Update provided	8 April	Waste	Schedule updates and routes for communication with constituents
CSC Meeting and full update	9 April	Waste/CSC	Background support, information, take outs, Resolver and Squad Leader interactions
TU Works Cttee Meeting	10 April	Waste	Plan and support discussed
Global email to staff	11 April	Corporate Communications	Issue brief reminder and details to staff due to approximately 75% of staff living within West Lothian

Frontline Management final planning meeting	11 April	Waste	Confirming roles, daily plans and communication strategy
Fleet & Waste Situation Check	11 April	Waste/Fleet	Regular checks on repair status
Email reminders to councillors	12 April	Waste	To enable constituents to be updated through member contact
Social media promotion	Wk comm: 8, 15, 22, 29 March and 6 May	Corporate Communications	Comms will include regular updates on 'positive' messages if the collections of Easter are going to plan. (Ongoing)
Email reminders issued via online bin look up system	Scheduled within the automated reminder system	Waste	Customers on the system were prompted to put their container out on the day planned for collection
Daily start up meeting	Start of shift daily from 15 April	Waste	Start of day situation planning and reporting
Mid-Morning update	0930 daily from 15 April	Waste	Head of Service through to Squad Leaders, Resolvers and Fleet invited to discuss progress against plan and the situation going forwards
End Shift Debrief	1430 daily from 15 April	Waste	Situation report and progress update, planning for back shift working and preparation for the following day
Web Updates	Continuous	Waste	Updating the collection page on a regular basis throughout the day

Waste - Performance Committee 2019

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Performance Indicator	SENV01a Net Waste Collection Cost per Premise		Responsible Officer(s)	zAdmin_SENV; David Goodenough																											
Description	This performance indicator measures the net cost of Waste collection per premises in line with Local Financial Returns to the Scottish Government and provides accurate costs for financial planning and reporting.		Data Collection Officer(s)	Karen King																											
<div><div>SENV01a Net Waste Collection Cost per Premise</div><table><thead><tr><th>Year</th><th>Cost (£)</th></tr></thead><tbody><tr><td>2012/13</td><td>£63.51</td></tr><tr><td>2013/14</td><td>£68.24</td></tr><tr><td>2014/15</td><td>£65.97</td></tr><tr><td>2015/16</td><td>£68.59</td></tr><tr><td>2016/17</td><td>£75.27</td></tr><tr><td>2017/18</td><td>£72.20</td></tr></tbody></table><p>Legend: Years (Cyan bars), Target (Years) (Green line), LGBF PIs - Average (Black line), LGBF PIs - BQ (Red line), LGBF PIs - Median (Blue line), LGBF PIs - TQ (Green line)</p></div>			Year	Cost (£)	2012/13	£63.51	2013/14	£68.24	2014/15	£65.97	2015/16	£68.59	2016/17	£75.27	2017/18	£72.20	<div><div>2017/18 result</div><table><thead><tr><th>Value (£)</th><th>Zone</th></tr></thead><tbody><tr><td>£40.00</td><td>Start</td></tr><tr><td>£72.20</td><td>Target Start</td></tr><tr><td>£77.54</td><td>Target End</td></tr><tr><td>£79.54</td><td>Warning Start</td></tr><tr><td>£100.00</td><td>End</td></tr></tbody></table><div><div>Gauge Type</div><div>Aim to Minimise</div><div>Last Update</div><div>2017/18</div><div>Status</div><div></div><div>Categories</div><div>High Level Local Govt Benchmark Framework</div></div><div><div>HOS Approved for public/PDSP display/reporting ?:</div><div>No</div></div></div>			Value (£)	Zone	£40.00	Start	£72.20	Target Start	£77.54	Target End	£79.54	Warning Start	£100.00	End
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<div><div>Trend Chart Commentary</div><p>The net cost of waste collection has decreased by £3.07 in 2017/18, which is a 4.08% decrease compared to the previous year. The overall NET cost decreased as expected due to the ongoing efficiencies delivered through the delivery of the 140l bins project and rerouting that occurred. This was offset to a degree by further pressures from fuel and equipment costs, due to the introduction of EURO6 compliant vehicles and inflation.</p><p>It is currently assumed that the net cost of waste collection will remain relatively stable as ongoing efficiencies increasing only by inflation.</p><p>In 2017/18 West Lothian council ranked 24th out of the 32 Scottish Local Authorities. In 2016/17 we were 26th.</p><p>This indicator has only increased slightly since 2012/13 and, with the exception of the major service change in 16/17, remained relatively stable.</p><p>Long Term Trend: Collection and staffing costs have steadily increased since 2012/13 and there have been major service changes, but the overall impact on cost of collection is small as it is spread over a large and increasing amount of households</p><p>Benchmarking: West Lothian and the other Scottish Local Authorities, provided data and meet with the Waste Managers Network (WMN) on a quarterly basis to discuss national changes and projects. The service also work with APSE and fellow associated councils for benchmarking to provide information on routes to driver greater efficiency, consistency and effectiveness.</p></div>			<div><div>Notes on Latest Data Entry</div><p>16-Apr-2019 The net cost of waste collection has decreased by £3.07 in 2017/18, which is a 4.08% decrease compared to the previous year. The overall NET cost decreased as expected due to the ongoing efficiencies delivered through the delivery of the 140l bins project and rerouting that occurred. This was offset to a degree by further pressures from fuel and equipment costs, due to the introduction of EURO6 compliant vehicles and inflation.</p><p>It is currently assumed that the net cost of waste collection will remain relatively stable as ongoing efficiencies increasing only by inflation.</p><p>In 2017/18 West Lothian council ranked 24th out of the 32 Scottish Local Authorities. In 2016/17 we were 26th.</p><p>This indicator has only increased slightly since 2012/13 and, with the exception of the major service change in 16/17, remained relatively stable.</p></div>																												

Target 2018/19, Increase = 3.5% x actual (£72.98) = £75.54 , to take account of inflation and housing growth

The 2018/19 data is expected to be available in January 2020

Long Term Trend: Collection and staffing costs have steadily increased since 2012/13 and there have been major service changes, but the overall impact on cost of collection is small as it is spread over a large and increasing amount of households

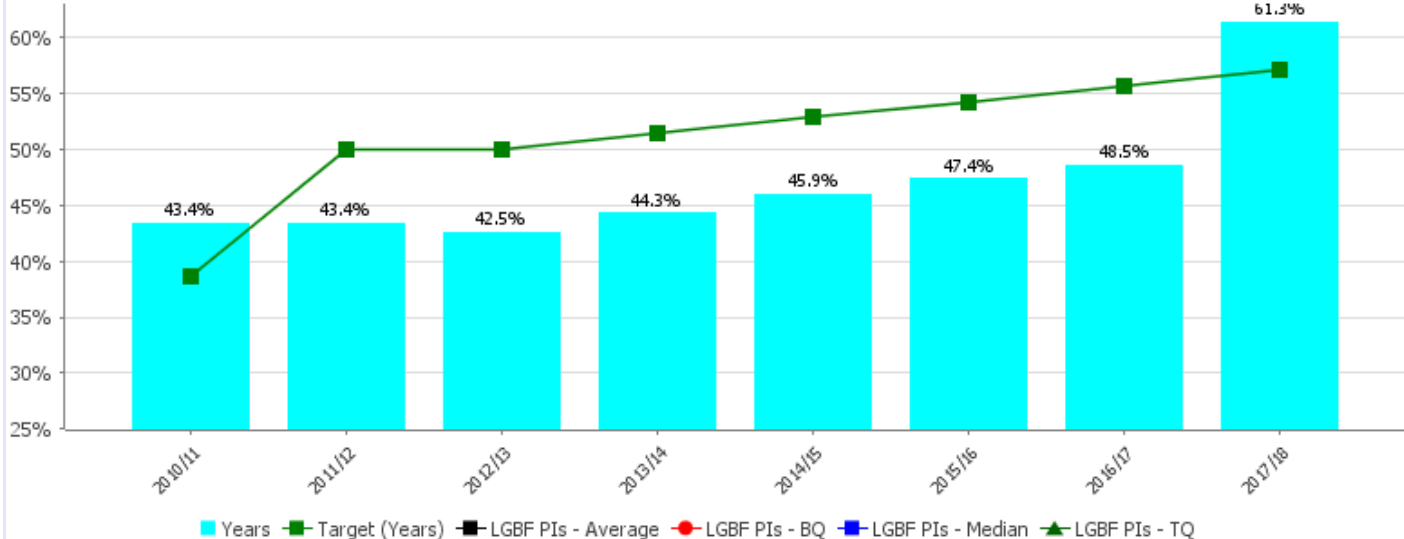
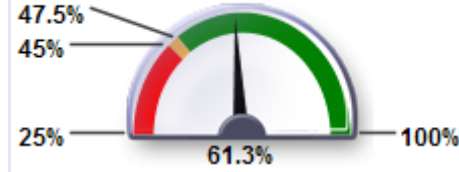
Benchmarking: West Lothian and the other Scottish Local Authorities, provided data and meet with the Waste Managers Network (WMN) on a quarterly basis to discuss national changes and projects. The service also work with APSE and fellow associated councils for benchmarking to provide information on routes to driver greater efficiency, consistency and effectiveness.

Target 2018/19, Increase = 3.5% x actual (£72.98) = £75.54 , to take account of inflation and housing growth

The 2018/19 data is expected to be available in January 2020

Performance Indicator	SENV02a Net Waste Disposal Cost per Premise	Responsible Officer(s)	zAdmin_SENV; David Goodenough																						
Description	This performance indicator measures the net waste disposal cost per premises in line with Local Financial Returns to the Scottish Government and provides accurate costs for financial planning and reporting.	Data Collection Officer(s)	Karen King																						
<div>SENV02a Net Waste Disposal Cost per Premise</div> <table><caption>SENV02a Net Waste Disposal Cost per Premise Data</caption><thead><tr><th>Year</th><th>Cost (£)</th></tr></thead><tbody><tr><td>2012/13</td><td>£106.23</td></tr><tr><td>2013/14</td><td>£110.00</td></tr><tr><td>2014/15</td><td>£105.12</td></tr><tr><td>2015/16</td><td>£108.63</td></tr><tr><td>2016/17</td><td>£102.93</td></tr><tr><td>2017/18</td><td>£96.95</td></tr></tbody></table> <p>Legend: Years (Cyan bars), Target (Years) (Green line with squares), LGBF PIs - Average (Black line with squares), LGBF PIs - BQ (Red line with circles), LGBF PIs - Median (Blue line with squares), LGBF PIs - TQ (Green line with triangles)</p>		Year	Cost (£)	2012/13	£106.23	2013/14	£110.00	2014/15	£105.12	2015/16	£108.63	2016/17	£102.93	2017/18	£96.95	<div>2017/18 result</div> <table><tr><td>Gauge Type</td><td>Aim to Minimise</td></tr><tr><td>Last Update</td><td>2017/18</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>High Level Local Govt Benchmark Framework</td></tr></table>		Gauge Type	Aim to Minimise	Last Update	2017/18	Status	✓	Categories	High Level Local Govt Benchmark Framework
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Status	✓																								
Categories	High Level Local Govt Benchmark Framework																								
		HOS Approved for public/PDSP display/reporting ?:	No																						
<div>Trend Chart Commentary</div> <p>The Gross and net costs of Waste Disposal per premises continue to be high for West Lothian Council. The opening of Whitehill Service Centre should improve West Lothian Council costs in comparison with other local authorities for the disposal of waste and recyclates. Previously the lack of suitable infrastructure for the council to use resulted in unfavourable contract terms in comparison with other councils who can use bulking facilities to either improve the quality of materials or achieve greater economies of scale in the delivery of material to market.</p> <p>The net cost of waste disposal has decreased by £5.98 in 2017/18, which is a 5.81% decrease compared to the previous year.</p> <p>In 2017/18 West Lothian council ranked 16th out of the 32 Scottish Local Authorities, In the previous year we were 21st.</p> <p>Long Term Trend: This indicator has, on average, been decreasing since 2012/13 and remains relatively stable. There was an increase food waste and glass recycled as a result of the 140 litre bin introduction from May to December 2016, which are both cheaper than landfill. A new residual waste contract commenced in April 17, and this continues to decreased costs.</p> <p>Benchmarking: West Lothian and the other Scottish Local Authorities, provided data and meet with the Waste Managers Network (WMN) on a quarterly basis to discuss national changes and projects. The service also work with APSE and fellow associated councils for benchmarking to provide information on routes to driver greater efficiency, consistency and effectiveness.</p> <p>Target 18/19 – zero net change due to increasing processing costs offset by better diversion = £106.50</p>		<div>Notes on Latest Data Entry</div> <p>16-Apr-2019 No Change from original figure due to Local Government Benchmarking Framework (LGBF) Refresh 2017-18</p> <p>The Improvement Service have now published the LGBF refresh data.</p> <p>All finance data has been refreshed using validated data from Scottish Government along with any amendments the IS have received since publication.</p> <p>Please find attached the most up to date data set. <u>Also, please ensure all of the data in Pentana matches with the data provided in the spreadsheet for previous years as this is the published data.</u></p>																							

The 2018/19 data is expected to be available in January 2020	
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Performance Indicator	SENV06 The percentage of total waste arising that is recycled	Responsible Officer(s)	zAdmin_SENV; David Goodenough																																		
Description	This performance indicator measures the percentage of total household waste that is recycled. The figure is calculated by taking the total of all household waste composted and recycled and dividing by the total household waste arising each calendar year and allows us to measure how we are performing against national targets.	Data Collection Officer(s)	Karen King; Melanie Phillips																																		
	Target is set at 57.14% which is in line with achieving progress to the 2020 nationally agreed target																																				
<div>SENV06 The percentage of total waste arising that is recycled</div>  <table><caption>SENV06 The percentage of total waste arising that is recycled</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2010/11</td><td>43.4%</td></tr><tr><td>2011/12</td><td>43.4%</td></tr><tr><td>2012/13</td><td>42.5%</td></tr><tr><td>2013/14</td><td>44.3%</td></tr><tr><td>2014/15</td><td>45.9%</td></tr><tr><td>2015/16</td><td>47.4%</td></tr><tr><td>2016/17</td><td>48.5%</td></tr><tr><td>2017/18</td><td>61.3%</td></tr></tbody></table> <p>■ Years ■ Target (Years) ■ LGBF PIs - Average ● LGBF PIs - BQ ■ LGBF PIs - Median ▲ LGBF PIs - TQ</p>		Year	Percentage	2010/11	43.4%	2011/12	43.4%	2012/13	42.5%	2013/14	44.3%	2014/15	45.9%	2015/16	47.4%	2016/17	48.5%	2017/18	61.3%	<div>2017/18 result</div>  <table><caption>Gauge Data</caption><thead><tr><th>Value</th></tr></thead><tbody><tr><td>25%</td></tr><tr><td>45%</td></tr><tr><td>47.5%</td></tr><tr><td>61.3%</td></tr><tr><td>100%</td></tr></tbody></table> <table><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2017/18</td></tr><tr><td>Status</td><td>✓</td></tr><tr><td>Categories</td><td>Local Govt Benchmark Framework LGBF indicators introduced 2013/14</td></tr></table> <table><tr><td>HOS Approved for public/PDSP display/reporting ?:</td><td>No</td></tr></table>		Value	25%	45%	47.5%	61.3%	100%	Gauge Type	Aim to Maximise	Last Update	2017/18	Status	✓	Categories	Local Govt Benchmark Framework LGBF indicators introduced 2013/14	HOS Approved for public/PDSP display/reporting ?:	No
Year	Percentage																																				
2010/11	43.4%																																				
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HOS Approved for public/PDSP display/reporting ?:	No																																				
<div>Trend Chart Commentary</div> <p>This performance indicator measures the percentage of total household waste that is recycled. In comparing 2017 to 2016 the main differences in materials recycled are as follows:</p> <p>Kerbside Collections:</p> <p>The food waste recycling increased by 850 tonnes in 2017 to just under 5000 tonnes.</p> <p>There was an increase of 60 tonnes more materials recycled from the blue bin.</p> <p>Brown bin material recycled decreased by 730 tonnes, but this could be due to variations in weather from the previous year as a decrease in green waste was also noted at the recycling centres.</p> <p>Household waste in grey bins has decreased by approximately 7000 tonnes.</p> <p>The above were primarily due to the roll out of 140 bins.</p> <p>Household materials recycled through our Community Recycling Centres and Recycling Sites:</p> <p>There was an increase in the amount of household waste brought into the recycling centres of 850 tonnes</p> <p>Decrease in Green waste (-130 tonnes).</p> <p>Increase in Wood (150 tonnes), Soil (140 tonnes) and Textiles (30 tonnes).</p>		<div>Notes on Latest Data Entry</div> <p>09-Oct-2018 This performance indicator measures the percentage of total household waste that is recycled.</p> <p>Data for 2018 will be released by SEPA around end of September 2019.</p>																																			

Glass recycling at the recycling centres and recycling sites increased by 590 tonnes

Household waste diversion from landfill:

A new residual waste contract commenced in April 2017. This resulted in a reduction in waste to landfill as some of this waste is sorted to remove further recyclates and some was used to make Refuse Derived Fuel (RDF). This along with the reduction in grey bin waste due to the roll out of 140 litre bins and increase in recycling at the recycling centres has resulted in a reduction in waste to landfill of 13140 tonnes and an increase in material sent to energy from Waste of 1790 tonnes

The tonnage of household waste generated decreased in 2017 compared to 2016 by approximately 4390 tonnes to 71050 tonnes.

The above increase in material recycled and reduction in waste generated and disposed means that the household recycling rate has increased to 61.3% in 2017 from 48.5% in 2016. In 2017 we were ranked 2nd in Scotland. In 2016 we were 16th.

To increase the amount of waste recycled, the council continues to work towards Scotland's Zero Waste Targets in partnership with our residents and local businesses. 140 litre bins were introduced in 2016 across West Lothian to decrease waste to landfill and increase recycling. West Lothian is moving towards the aims of the national "Household Recycling Charter" and Code of Practice which will introduce its aims to promote a more consistent household recycling service across Local Authorities, to increase recycling participation, quantity and quality and support the circular economy opportunities in Scotland.

Data for 2018 will be released by SEPA around end of September 2019.

Long Term Trend: The household recycling rate has increased since 2010/11 primarily due to the phased roll out of the food waste recycling service since 2013/14 and the phased roll out of 140 litre bins from April 2016 and reduction in waste to landfill as some waste is sorted to remove further recyclates.

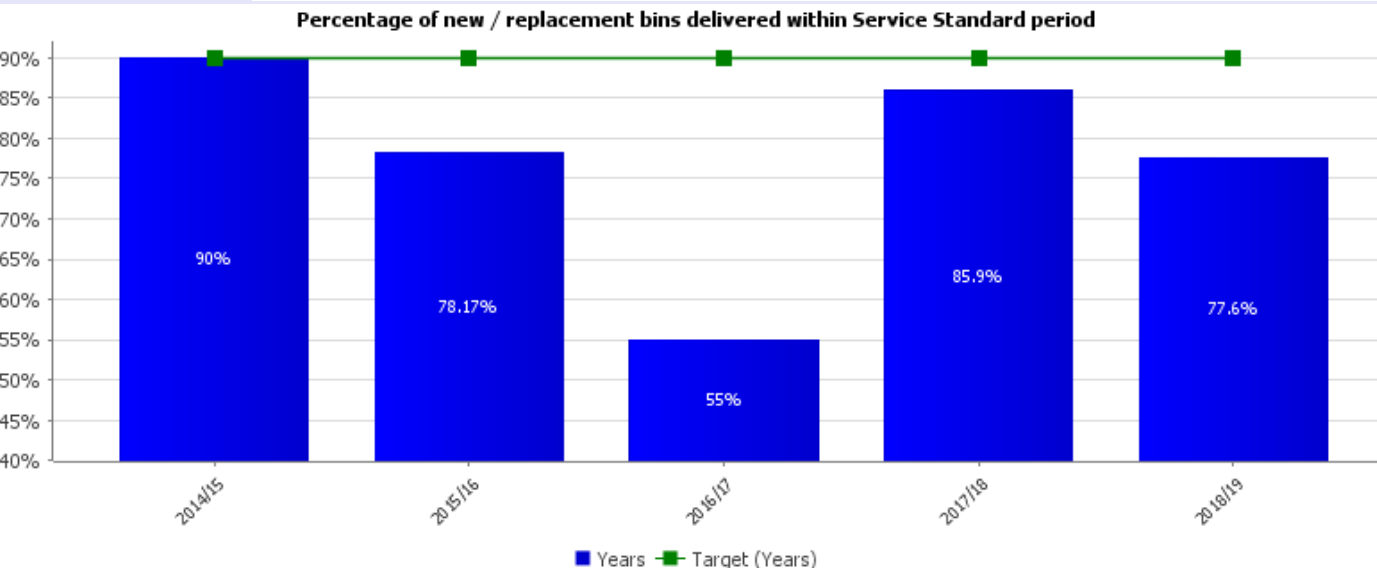
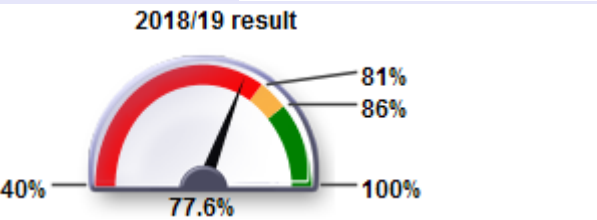

Benchmarking: West Lothian spoke to the Local Authorities that had either introduced 140 litre bins or 3 weekly collections to determine potential waste diversion from landfill, recycling increase and effect on routes. This was used to model and introduce new collection routes in April 2016 and the subsequent roll out of 140 litre bins.

West Lothian and the other Scottish Local Authorities provided data and met with the Information Service (IS) at a Waste Managers Network (WMN) meeting in September 2016. The IS facilitate family group benchmarking and the aim was to review benchmarking and determine whether there is profit in moving to a different model of working, for wastes management, to provide greater efficiency, consistency and effectiveness. We await the results of this exercise in due course.

Target:

The target for this performance indicator is to achieve and maintain 60% by 2020 as per the Scottish Government Targets noted below.

The Scottish Government Targets for Recycling/ composting preparing for reuse of household waste, are 2010 = 40%, 2013 = 50%, 2020 = 60% and 2025 = 70%* (*All waste including household, municipal and construction and demolition waste)

Performance Indicator	P:WM015_6b.5 Percentage of new / replacement bins delivered within Service Standard period		Responsible Officer(s) zWM_PIAAdmin; David Goodenough	
Description	This performance indicator measures the amount of new or replacement bins (grey, blue and brown) which are delivered to the customer within the service standard period. We have a Bin Management Unit in place to manage the delivery of all new bins and this indicator measures the effectiveness of our approach.		Data Collection Officer(s) Karen King; Emma McGurk	
	Target is set at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.			
				
			Gauge Type Aim to Maximise	
			Last Update 2018/19	
			Status 	
			Categories PDSP_Environment	
			PPR Public Performance Reporting	
			HOS Approved for public/PDSP display/reporting ?: Yes	
Trend Chart Commentary: From quarter 4 2018/19 the service standard is now 10 working days due to a council decision in December 2018. For quarters 1 - 3 2018/19 the service standard for delivery of new / replacement bins was 15 days. Prior to this, the target was 5 working days. Performance improved in 2017/18 compared to 2016/17. The below target performance in 2016/17 was due to the major service change introducing 140 litre bins across West Lothian. This resulted in unprecedented demand for deliveries of blue, brown, additional and clinical waste bins and food waste caddies as household adjust to the new service. In 2018/19 annual performance is just below the target of 90%. Deliveries were effected by continuing lack of resources caused by sickness and holidays and resources being diverted to refuse collection. There were also problems with e-form bookings online and devices which log bin deliveries jobs not working for a time. Some suppliers did not provide shipments of bins when required, which delayed deliveries. Actions taken to rectify the issues relating to high levels of sickness absence have been undertaken in partnership with HR which will help to improve the availability of staffing resources to deliver bins.			Notes on Latest Data Entry 01-May-2019 From quarter 4 2018/19 the service standard is now 10 working days due to a council decision in December 2018. For quarters 1 - 3 2018/19 the service standard for delivery of new / replacement bins was 15 days. Prior to this, the target was 5 working days. The percentage of bins delivered within service standard period is 77.6%. No. of bins requested =13177, no. of bins delivered within service standard period =10220, average time taken to complete a delivery request = 9.3 working days.	

The performance target has been reviewed for 2019/20 and has been retained at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.

Performance Indicator	P:WM016_9b.1a Average Percentage of material recycled at Community Recycling Centres (per calendar year).		Responsible Officer(s)	zWM_PIAAdmin; David Goodenough																																																
Description	This Performance Indicator measures the percentage of waste which is taken for recycling from all sites when divided by the total amount of waste brought to all the Community Recycling Centres (CRC's) and allows us to measure how we are performing against targets.		Data Collection Officer(s)	Karen King; Emma McGurk																																																
<div><p>Average Percentage of material recycled at Community Recycling Centres (per calendar year).</p><table><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th><th>Benchmark (%)</th></tr></thead><tbody><tr><td>2014</td><td>53.5%</td><td>51.5%</td><td>43.0%</td></tr><tr><td>2015</td><td>58.7%</td><td>52.5%</td><td>44.5%</td></tr><tr><td>2016</td><td>54.2%</td><td>53.5%</td><td>45.0%</td></tr><tr><td>2017</td><td>56.0%</td><td>55.0%</td><td>46.0%</td></tr></tbody></table></div>			Year	Actual (%)	Target (%)	Benchmark (%)	2014	53.5%	51.5%	43.0%	2015	58.7%	52.5%	44.5%	2016	54.2%	53.5%	45.0%	2017	56.0%	55.0%	46.0%	<div><p>2017 result</p><table><thead><tr><th>Value</th><th>Percentage</th></tr></thead><tbody><tr><td>20%</td><td>20%</td></tr><tr><td>48%</td><td>48%</td></tr><tr><td>50%</td><td>50%</td></tr><tr><td>56%</td><td>56%</td></tr><tr><td>70%</td><td>70%</td></tr></tbody></table></div> <table><tr><td>Gauge Type</td><td colspan="2">Aim to Maximise</td></tr><tr><td>Last Update</td><td colspan="2">2017</td></tr><tr><td>Status</td><td colspan="2"></td></tr><tr><td>Categories</td><td colspan="2">PDSP_Environment PPR Public Performance Reporting</td></tr><tr><td>HOS Approved for public/PDSP display/reporting ?:</td><td colspan="2">Yes</td></tr></table>			Value	Percentage	20%	20%	48%	48%	50%	50%	56%	56%	70%	70%	Gauge Type	Aim to Maximise		Last Update	2017		Status			Categories	PDSP_Environment PPR Public Performance Reporting		HOS Approved for public/PDSP display/reporting ?:	Yes	
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HOS Approved for public/PDSP display/reporting ?:	Yes																																																			
<div><p>Trend Chart Commentary</p><p>This is reported in calendar years instead of financial years in line with SEPA reporting.</p><p>Comparing 2017 to 2016, across all recycling centres there was a 1.8% increase in the average percentage of material recycled in 2017 to 56.0%.</p><p>There was an increase of 1473 tonnes of waste through our Community Recycling Centres. There were 181 tonnes more waste disposed and 1291 tonnes more waste recycled. This could be due to several reasons:</p><ul style="list-style-type: none">. The introduction of 140 litre bins, where householder are taking more bagged waste and items which no longer fit in their residual waste bins to recycling centres,. More bulky waste being disposed at the recycling centres. Allowing Building Services to utilise recycling Centres for disposal of waste locally. Increased sorting of residual waste from recycling centres<p>Of that collected for recycling, the amount of green waste decreased, but there was an increase in wood, textiles, glass, books, fridges/ freezers and soil, which could be due to the economy and growing conditions.</p><p>Official 2018 recycling rates are expected to be released by SEPA at the end of September 2019.</p><p>Long Term Trend: Despite a decrease in 2016, the average recycling rate trend is for a steady increase since 2013</p></div>			<div><p>Notes on Latest Data Entry</p><p>09-Oct-2018 This is reported in calendar years instead of financial years in line with SEPA reporting. Official 2018 recycling rates are expected to be released by SEPA at the end of September 2019.</p></div>																																																	

Benchmark:

The Black line shows average Scottish household recycling rate in the calendar year

Target:

The Scottish Government Targets for Recycling/ composting preparing for reuse of household waste, are 2010 = 40%, 2013 = 50%, 2020 = 60% and 2025 = 70%* (*All waste including household, municipal and construction and demolition waste)

The Green line indicates how the council should be progressing towards meeting these national targets.

Performance Indicator	WM017_6b.5 Waste Management: Average time taken to respond to customer Enquiries (days).	Responsible Officer(s)	zWM_PIAAdmin; David Goodenough																											
Description	We aim to respond to all customer enquires within three days and we measure our success in achieving this to ensure customers are responded to as quickly and effectively as possible.	Data Collection Officer(s)	Karen King; Emma McGurk																											
<p>WM017_6b.5 Waste Management: Average time taken to respond to customer Enquiries (days).</p> <table><caption>WM017_6b.5 Waste Management: Average time taken to respond to customer Enquiries (days)</caption><thead><tr><th>Quarter</th><th>Average time (days)</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>1.14</td></tr><tr><td>Q2 2017/18</td><td>1.01</td></tr><tr><td>Q3 2017/18</td><td>1.17</td></tr><tr><td>Q4 2017/18</td><td>1.73</td></tr><tr><td>Q1 2018/19</td><td>3.66</td></tr><tr><td>Q2 2018/19</td><td>1.7</td></tr><tr><td>Q3 2018/19</td><td>2.19</td></tr><tr><td>Q4 2018/19</td><td>1.07</td></tr></tbody></table>		Quarter	Average time (days)	Q1 2017/18	1.14	Q2 2017/18	1.01	Q3 2017/18	1.17	Q4 2017/18	1.73	Q1 2018/19	3.66	Q2 2018/19	1.7	Q3 2018/19	2.19	Q4 2018/19	1.07	<p>Q4 2018/19 result</p> <table><caption>Gauge Chart Data</caption><thead><tr><th>Scale</th><th>Target</th><th>Result</th></tr></thead><tbody><tr><td>0.5</td><td>2.5</td><td>1.07</td></tr><tr><td>6</td><td></td><td></td></tr></tbody></table>		Scale	Target	Result	0.5	2.5	1.07	6		
Quarter	Average time (days)																													
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Scale	Target	Result																												
0.5	2.5	1.07																												
6																														
		Gauge Type	Aim to Minimise																											
		Last Update	Q4 2018/19																											
		Status	✓																											
		Categories	High Level																											
		HOS Approved for public/PDSP display/reporting ?:	No																											
<p>Trend Chart Commentary:</p> <p>The Service is under our target of 2.5 days for responding to customer enquiries. We have chosen this target as it is challenging as Waste Services visits every household in West Lothian on a weekly basis and as a result receives more enquiries from customers than any other council service. The number of enquiries received by the service for each period since quarter 4 2018/19 is as follows:</p> <p>Quarter 4 2018/19 - 9726 Quarter 3 2018/19 - 8156 Quarter 2 2018/19 - 9064 Quarter 1 2018/19 - 14572</p> <p>Quarter 4 2017/18 - 13983 Quarter3 2017/18 - 12329 Quarter 2 2017/18 - 13545 Quarter 1 2017/18 - 15591</p> <p>The nature of these enquiries include; requests for new bins, booking bulky uplifts and recycling issues. The service aim to deal with each of these enquiries as quickly as possible and this is reflected in the feedback received from customers. In the most recent customer survey (March 2019) 46.67% of Waste Services customers rated the timeliness of the services response as good or excellent. In quarter 4 2018/19 the service received and dealt with over 9726 enquiries from customers over a range of topics relating to the service. This is an</p>		<p>Notes on Latest Data Entry</p> <p>01-May-2019 The Service is under our target of 2.5 days for responding to customer enquiries. We have chosen this target as it is challenging as Waste Services visits every household in West Lothian on a weekly basis and as a result receives more enquiries from customers than any other council service. The number of enquiries received by the service for each period since quarter 4 2018/19 is as follows:</p> <p>Quarter 4 2018/19 - 9726 Quarter 3 2018/19 - 8156 Quarter 2 2018/19 - 9064 Quarter 1 2018/19 - 14572</p> <p>Quarter 4 2017/18 - 13983 Quarter3 2017/18 - 12329 Quarter 2 2017/18 - 13545 Quarter 1 2017/18 - 15591</p> <p>The nature of these enquiries include; requests for new bins,</p>																												

increase of 1570 enquiries compared to the previous quarter. There were enquiries about missed bins (3451), complaints (236), additional blue, grey bin bins and food caddy requests, general waste management, trade waste and recycling enquiries.

The service provides over 2 million bin collections per quarter.

The performance of this indicator is reviewed regularly to determine enquiry trends and repeat areas for concern in collaboration with the Customer Service Centre. The service actively seeks methods of public interaction and communication that will reduce the number of enquiries received as well as service delivery improvements as part of the service's management plan activities

The target is set at 2.5 days to represent a reasonable turnaround time based on the type of enquiry and volume of enquiries received.

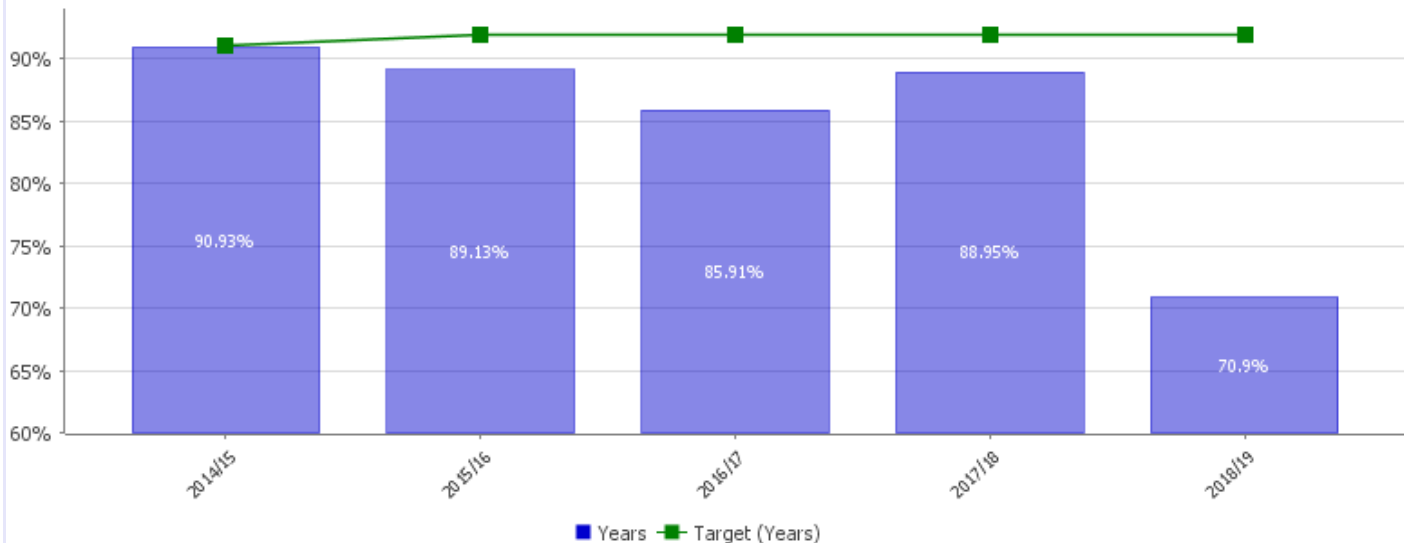
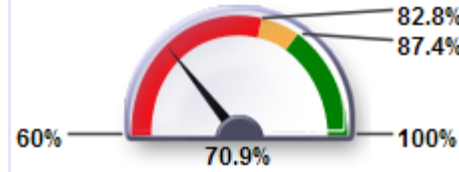



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In quarter 4 2018/19 the service received and dealt with over 9726 enquiries from customers over a range of topics relating to the service. This is an increase of 1570 enquiries compared to the previous quarter. There were enquiries about missed bins (3451), complaints (236), additional blue, grey bin bins and food caddy requests, general waste management, trade waste and recycling enquiries.

The service provides over 2 million bin collections per quarter.

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Performance Indicator	P:WM018_9b.2 Number of bins missed during collection per 100,000 collections (not including contamination etc).		Responsible Officer(s)	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		Data Collection Officer(s)	Karen King; Emma McGurk	
P:WM018_9b.2 Number of bins missed during collection per 100,000 collections (not including contamination etc).			Q4 2018/19 result		
			Gauge Type	Aim to Minimise	
			Last Update	Q4 2018/19	
			Status		
			Categories	PDSP_Environment PPR Public Performance Reporting	
			HOS Approved for public/PDSP display/reporting ?:	Yes	
Trend Chart Commentary: This quarter is lower than the same quarter last year, but there was an increase in the number of missed bins in Quarter 4 2018/19 compared to Q3, but this is due to the seasonal increase in missed bins reported over the festive season and rescheduled collections. Prior to this we have seen a decrease in missed bins for the previous two quarters. The service is also monitoring the effect of changes on collection routes due to the phased introduction of 140 litre to minimise missed bin enquiries. Waste services now have approximately 2.2 million scheduled bin collections per quarter across all its customers. <i>Target for 2019/20 remains at 100 per quarter as this represents a reasonable average across the year.</i>			Notes on Latest Data Entry 01-May-2019 This quarter is lower the same quarter last year, but there was an increase in the number of missed bins in Quarter 4 2018/19 compared to Q3, but this is due to the seasonal increase in missed bins reported over the festive season and rescheduled collections .Prior to this we have seen a decrease in missed bins. The service is also monitoring the effect of changes on collection routes due to the phased introduction of 140 litre to minimise missed bin enquiries. Waste services now have approximately 2.2 million scheduled bin collections per quarter across all its customers.		

Performance Indicator	WM019_6a.7 Percentage of customers who rated the Service at the Community Recycling Centres as good or excellent.	Responsible Officer(s)	zWM_PIAAdmin; David Goodenough																				
Description	<p>This performance indicator measures the customer satisfaction with the service provided by Waste Services at the Community Recycling Centres. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer(s)	zWM_PIAAdmin; Emma McGurk																				
<p>Percentage of customers who rated the Service at the Community Recycling Centres as good or excellent.</p>  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2014/15</td><td>90.93%</td></tr><tr><td>2015/16</td><td>89.13%</td></tr><tr><td>2016/17</td><td>85.91%</td></tr><tr><td>2017/18</td><td>88.95%</td></tr><tr><td>2018/19</td><td>70.9%</td></tr></tbody></table> <p>■ Years ■ Target (Years)</p>		Year	Percentage	2014/15	90.93%	2015/16	89.13%	2016/17	85.91%	2017/18	88.95%	2018/19	70.9%	<p>2018/19 result</p>  <table><tbody><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2018/19</td></tr><tr><td>Status</td><td></td></tr><tr><td>Categories</td><td>WLAM</td></tr></tbody></table>		Gauge Type	Aim to Maximise	Last Update	2018/19	Status		Categories	WLAM
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2018/19	70.9%																						
Gauge Type	Aim to Maximise																						
Last Update	2018/19																						
Status																							
Categories	WLAM																						
<p>Trend Chart Commentary:</p> <p>The percentage of customers rating the service provided by the Community Recycling Centres as good or excellent decreased by 18% to 70.9% in 2018/19 following a slight increase in 2017/18 to 88.95%</p> <p>Usage at the Community Recycling centres increased as in 2016 the 140 litre bins were just being introduced. In 2017/18 householders are now accustomed to this service and satisfaction therefore increased in 2017/18.</p> <p>This may have been due to the reduced opening hours at our recycling centres as a result of Delivering Better Outcomes. We will continue to monitor recycling centre usage, tonnages and comments.</p> <p>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.</p> <p>The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with 88 responses being received.</p>		<p>HOS Approved for public/PDSP display/reporting ?:</p> <p>No</p>																					
		<p>Notes on Latest Data Entry</p> <p>17-Apr-2019 The figure for 2018/19 is based on 88 responses received from the citizens panel. The survey was carried out in March 2019 and the figure only included those responses who rated the service as being excellent or good. Q33.3</p>																					

The next survey will be issued to the new Citizens Panel in March 2020

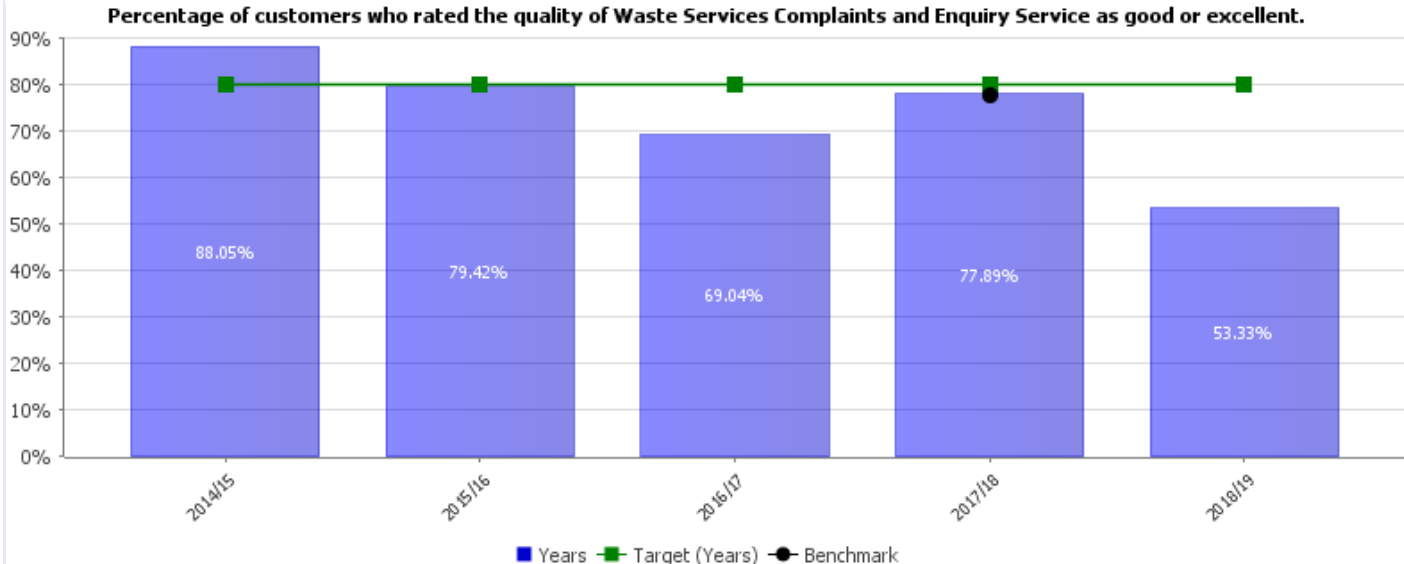
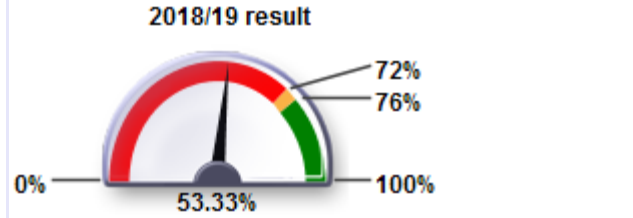

Target for 2019/20 is set at 71% to represent a maintaining of customer satisfaction levels following the introduction of efficiency measures.

Performance Indicator	WM021_6a Percentage of customers who rated the Waste Services Complaints response as good or excellent. This performance indicator measures the customer satisfaction with the Waste Services complaints process and how the service deals with complaints. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service. Figure based on respondents who rated the service as good or excellent.	Responsible Officer(s)	zWM_PIAAdmin; David Goodenough																													
Description		Data Collection Officer(s)	zWM_PIAAdmin; Emma McGurk																													
<p>Percentage of customers who rated the Waste Services Complaints response as good or excellent.</p> <table border="1"><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2014/15</td><td>90.79%</td></tr><tr><td>2015/16</td><td>60%</td></tr><tr><td>2016/17</td><td>52.54%</td></tr><tr><td>2017/18</td><td>60%</td></tr><tr><td>2018/19</td><td>28.57%</td></tr></tbody></table> <p>■ Years —■ Target (Years)</p>		Year	Percentage	2014/15	90.79%	2015/16	60%	2016/17	52.54%	2017/18	60%	2018/19	28.57%	<p>2018/19 result</p> <table border="1"><thead><tr><th>Value</th><th>Color</th></tr></thead><tbody><tr><td>28.57%</td><td>Red</td></tr><tr><td>61.75%</td><td>Green</td></tr><tr><td>100%</td><td>Yellow</td></tr></tbody></table> <table border="1"><tr><td>Gauge Type</td><td>Aim to Maximise</td></tr><tr><td>Last Update</td><td>2018/19</td></tr><tr><td>Status</td><td>●</td></tr><tr><td>Categories</td><td>WLAM</td></tr></table>			Value	Color	28.57%	Red	61.75%	Green	100%	Yellow	Gauge Type	Aim to Maximise	Last Update	2018/19	Status	●	Categories	WLAM
Year	Percentage																															
2014/15	90.79%																															
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Gauge Type	Aim to Maximise																															
Last Update	2018/19																															
Status	●																															
Categories	WLAM																															
<p>Trend Chart Commentary:</p> <p>Customer satisfaction with the complaints process within Waste Services decreased in 2018/19 to 28.57%. This question was only answered by 7 respondents, with 2 responding excellent or good.</p> <p>Customer satisfaction with the complaints process within Waste Services increased slightly in 2017/2018 to 60%. This change would appear to mirror the same period as the reduction in performance of the bin delivery service and the adoption of a more consistent approach to the retuning for missed bins.</p> <p>This increased in 2017/18 as in 2016 the 140 litre bins were just being introduced. In 2017/18 householders are now accustomed to this service and satisfaction therefore increased.</p> <p>We aim to deal with and resolve all complaints as quickly as possible and to the satisfaction of the customer. We will continue to review our customer service to ensure it meets the high standards expected by our customers and where required ensure that the expectations of our customers are managed appropriately.</p>		<table border="1"><tr><td>HOS Approved for public/PDSP display/reporting ?:</td><td>No</td></tr></table>			HOS Approved for public/PDSP display/reporting ?:	No																										
HOS Approved for public/PDSP display/reporting ?:	No																															
		<p>Notes on Latest Data Entry</p> <p>01-May-2019 The figure for 2018/19 is based on 88 responses received from the citizens panel with 7 people answering this question. The survey was carried out in March 2019 and the figure only included those responses who rated the service as being excellent or good (Q34)</p>																														

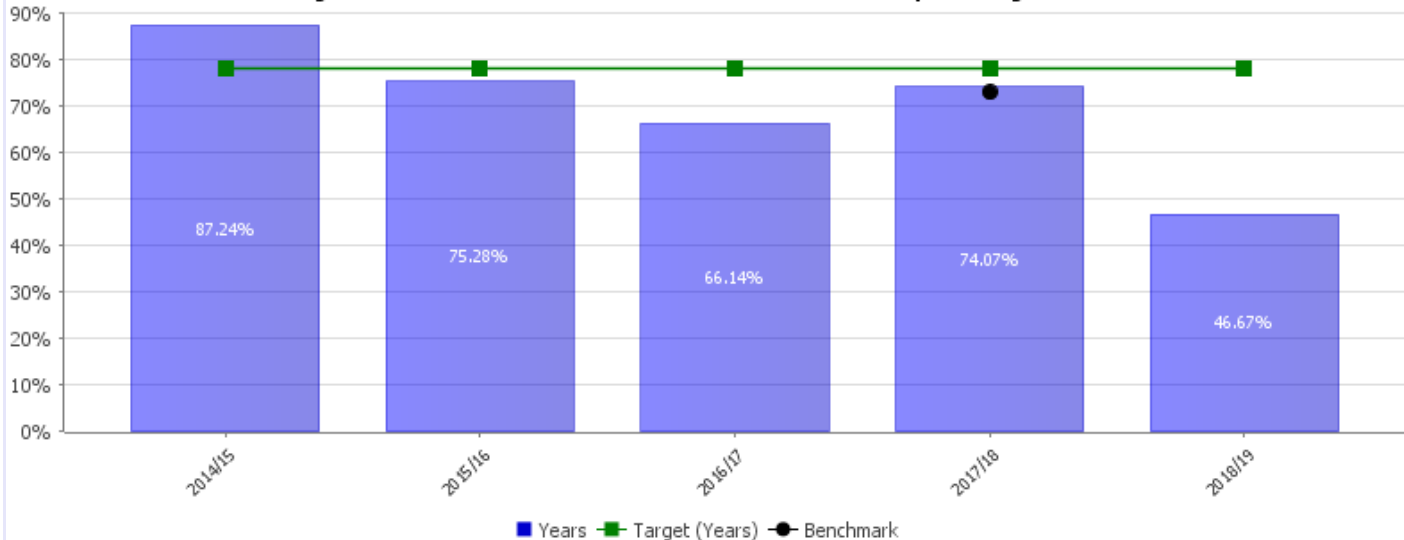
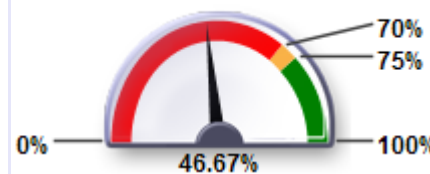

The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with 88 responses being received.

The next survey will be issued to the new Citizens Panel in March 2020

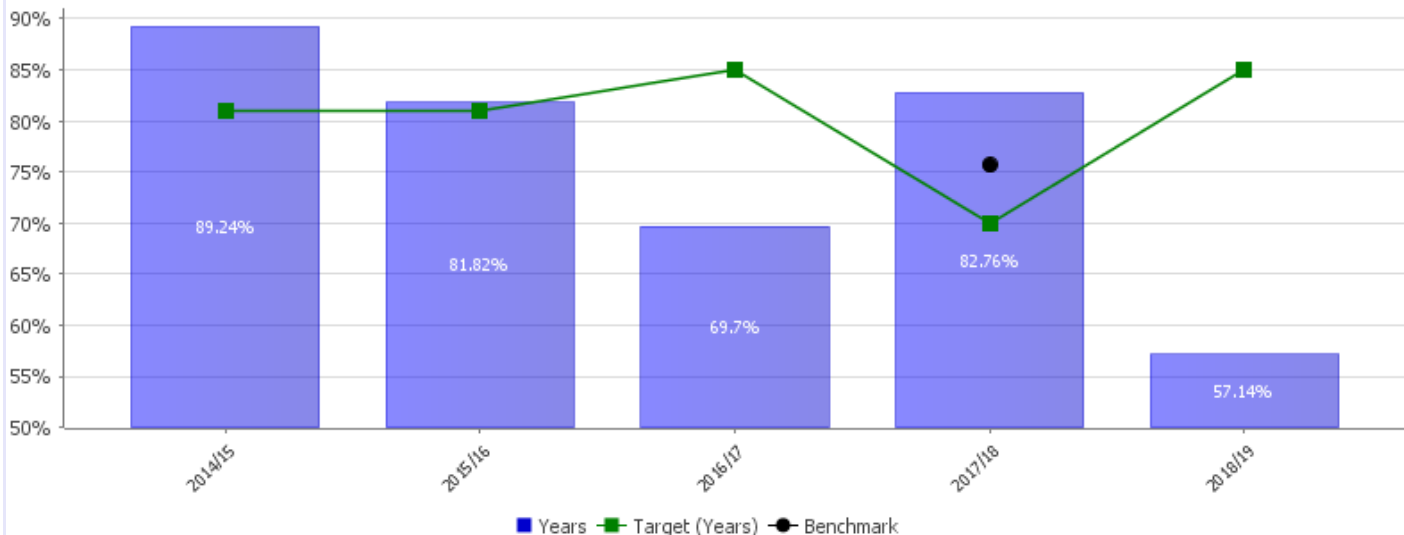
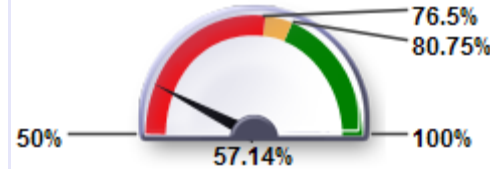

Target for 2019/20 set at 34% to represent a measured improvement on the current performance.

Performance Indicator	WM022_6a.7 Percentage of customers who rated the quality of Waste Services Complaints and Enquiry Service as good or excellent.		Responsible Officer(s)	zWM_PIAAdmin; David Goodenough													
Description	<p>This performance indicator measures the customer satisfaction with the customer service provided by Waste Services. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>		Data Collection Officer(s)	zWM_PIAAdmin; Emma McGurk													
<p>Percentage of customers who rated the quality of Waste Services Complaints and Enquiry Service as good or excellent.</p>  <table><caption>Percentage of customers who rated the quality of Waste Services Complaints and Enquiry Service as good or excellent</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2014/15</td><td>88.05%</td></tr><tr><td>2015/16</td><td>79.42%</td></tr><tr><td>2016/17</td><td>69.04%</td></tr><tr><td>2017/18</td><td>77.89%</td></tr><tr><td>2018/19</td><td>53.33%</td></tr></tbody></table> <p>■ Years ■ Target (Years) ● Benchmark</p>			Year	Percentage	2014/15	88.05%	2015/16	79.42%	2016/17	69.04%	2017/18	77.89%	2018/19	53.33%	<p>2018/19 result</p>  <p>0% 53.33% 72% 76% 100%</p>		
Year	Percentage																
2014/15	88.05%																
2015/16	79.42%																
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			Gauge Type	Aim to Maximise													
			Last Update	2018/19													
			Status														
			Categories	WLAM													
			HOS Approved for public/PDSP display/reporting ?:	No													
<p>Trend Chart Commentary:</p> <p>The number of customers rating the customer complaints and enquiry service they receive from Waste Services as good or excellent responses increased in 2017/18 to 77.89%, however the latest survey results in 2018/19 show a decrease of 24.56%.</p> <p>This increased in 2017/18 as in 2016 the 140 litre bins were just being introduced. In 2017/18 householders are now accustomed to this service and satisfaction therefore increased.</p> <p>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.</p> <p>The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with 88 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in March 2020.</p>			<p>Notes on Latest Data Entry</p> <p>18-Apr-2019 The figure for 2018/19 is based on 88 responses received from the citizens panel with 15 people answering this question. The survey was carried out in March 2019 and the figure only included those responses who rated the service as being excellent or good</p>														

Target for 2019/20 set at 59% to represent a measured improvement on the current performance.

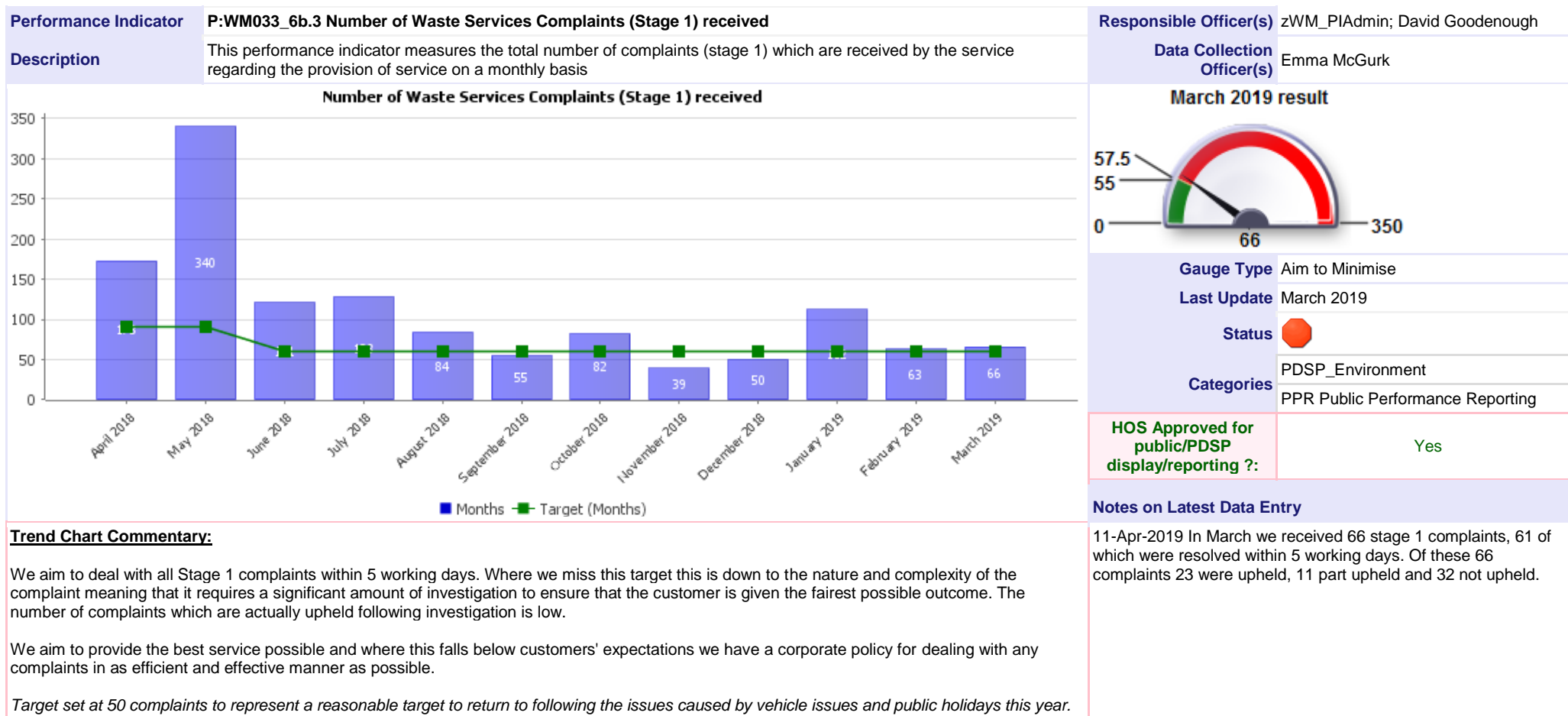
Performance Indicator	WM024_6a.1 Percentage of customers who rated Waste Services timeliness of response as good or excellent. This performance indicator measures the customer satisfaction with Waste Services' timeliness of response to customers. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service. Figure based on respondents who rated the service as good or excellent.	Responsible Officer(s)	zWM_PIAAdmin; David Goodenough													
Description		Data Collection Officer(s)	zWM_PIAAdmin; Emma McGurk													
<p>Percentage of customers who rated Waste Services timeliness of response as good or excellent.</p>  <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2014/15</td><td>87.24%</td></tr><tr><td>2015/16</td><td>75.28%</td></tr><tr><td>2016/17</td><td>66.14%</td></tr><tr><td>2017/18</td><td>74.07%</td></tr><tr><td>2018/19</td><td>46.67%</td></tr></tbody></table> <p>■ Years ■ Target (Years) ● Benchmark</p>		Year	Percentage	2014/15	87.24%	2015/16	75.28%	2016/17	66.14%	2017/18	74.07%	2018/19	46.67%	<p>2018/19 result</p>  <p>Gauge Type Aim to Maximise</p> <p>Last Update 2018/19</p> <p>Status </p> <p>Categories WLAM</p>		
Year	Percentage															
2014/15	87.24%															
2015/16	75.28%															
2016/17	66.14%															
2017/18	74.07%															
2018/19	46.67%															
<p>Trend Chart Commentary:</p> <p>The number of customers rating the timeliness and speed with which they receive a response from Waste Services as good or excellent responses increased to 74.07% in 2017/18 however the latest survey results in 2018/19 show a decrease of 27.4% to 46.67%.</p> <p>The 2017/18 increase was due to the fact that in 2016 the 140 litre bins were just being introduced. In 2017/18 householders are now accustomed to this service and satisfaction therefore increased.</p> <p>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.</p> <p>The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with 88 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in March 2020.</p> <p>Black indicator shows Operational Services average of 72.86% for 2017/18.</p>		<p>HOS Approved for public/PDSP display/reporting ?:</p> <p>No</p>														
		<p>Notes on Latest Data Entry</p> <p>18-Apr-2019 The figure for 2018/19 is based on 88 responses received from the citizens panel. The survey was carried out in March 2019 and the figure only included those responses who rated the service as being excellent or good Q33.6</p>														

Target for 2019/20 set at 52% to represent a measured improvement on the current performance.

Performance Indicator	WM026_6a.3 Percentage of customers who rated Waste Services performance in keeping them informed as good or excellent.		Responsible Officer(s)	zWM_PIAAdmin; David Goodenough																									
Description	This performance indicator measures the customer satisfaction with how Waste Services' keep customers informed about the service and their enquires etc. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.		Data Collection Officer(s)	zWM_PIAAdmin; Karen King; Emma McGurk																									
	Figure based on respondents who rated the service as good or excellent.																												
<div><p>Percentage of customers who rated Waste Services performance in keeping them informed as good or excellent.</p><table><caption>Percentage of customers who rated Waste Services performance in keeping them informed as good or excellent</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2014/15</td><td>89.24%</td></tr><tr><td>2015/16</td><td>81.82%</td></tr><tr><td>2016/17</td><td>69.7%</td></tr><tr><td>2017/18</td><td>82.76%</td></tr><tr><td>2018/19</td><td>57.14%</td></tr></tbody></table><p>■ Years ■ Target (Years) ● Benchmark</p></div>			Year	Percentage	2014/15	89.24%	2015/16	81.82%	2016/17	69.7%	2017/18	82.76%	2018/19	57.14%	<div><p>2018/19 result</p><table><caption>Gauge Chart Data</caption><thead><tr><th>Value</th><th>Percentage</th></tr></thead><tbody><tr><td>50%</td><td>50%</td></tr><tr><td>76.5%</td><td>76.5%</td></tr><tr><td>80.75%</td><td>80.75%</td></tr><tr><td>100%</td><td>100%</td></tr><tr><td>Current Result</td><td>57.14%</td></tr></tbody></table><p>Gauge Type Aim to Maximise</p><p>Last Update 2018/19</p><p>Status </p><p>Categories WLAM</p></div>			Value	Percentage	50%	50%	76.5%	76.5%	80.75%	80.75%	100%	100%	Current Result	57.14%
Year	Percentage																												
2014/15	89.24%																												
2015/16	81.82%																												
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76.5%	76.5%																												
80.75%	80.75%																												
100%	100%																												
Current Result	57.14%																												
<div><p>Trend Chart Commentary:</p><p>The number of customers rating how well Waste Services keep them informed as good or excellent responses increased in 2017/18 to 82.76%, however decreased by 25.62% to 57.14%. this is based on 13 people answering this question.</p><p>The 2017/18 increase was due to the fact that in 2016 the 140 litre bins were just being introduced. In 2017/18 householders are now accustomed to this service and satisfaction therefore increased.</p><p>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.</p><p>The 2018/19 Survey was distributed to 1,297 members of the West Lothian Citizens Panel in March 2019 with 88 responses being received.</p><p>The next survey will be issued to the new Citizens Panel in March 2020.</p></div>			<div><p>HOS Approved for public/PDSP display/reporting ?:</p><p>No</p></div>																										
			<div><p>Notes on Latest Data Entry</p><p>18-Apr-2019 The figure for 2018/19 is based on 88 responses received from the citizens panel. The survey was carried out in March 2019 and the figure only included those responses who rated the service as being excellent or good (Q33.5)</p></div>																										

Black indicator shows Operational Services average of 75.68% for 2017/18.

Target for 2019/20 set at 62% to represent a measured improvement on the current performance.





PERFORMANCE COMMITTEE

WLAM PROGRAMME 2017/20 – PROGRESS REPORT ON YEAR 2 (2018/19)

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report provides a summary of the progress made in year two (2018/19) of the council's three-year programme of self-assessment activity during the period 2017/18 to 2019/20.

B. RECOMMENDATIONS

It is recommended that the Committee notes the progress made during 2018/19 and the planned programme of activity in council services.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Providing equality of opportunity• Developing employees• Making best use of our resources• Working with other organisations
II.	Policy and Legal	None
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	The council adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used and the management of performance.
V.	Relevance to Single Outcome Agreement	As above, the WLAM process supports scrutiny and improvement in performance.
VI	Resources - (Financial, Staffing and Property)	None
VII.	Consideration at PDSP/Executive Committee required	None
VIII.	Details of consultations	None

D. TERMS OF REPORT

D.1 Background

Self-assessment is an important part of the council's approach to improving services, encouraging innovation from within and positively engaging employees in service planning and improvement.

All council services will complete a self-assessment during the council's three-year West Lothian Assessment Model (WLAM) programme.

This report provides a summary of the WLAM activity in 2018/19 against the schedule and the scores from the services that self-assessed during this period.

D.2 West Lothian Assessment Model

The West Lothian Assessment Model (WLAM) is used to assess the quality and cost effectiveness of council services provided to the community. It is based on the European Foundation for Quality Management (EFQM) Excellence Model and provides a consistent structure around which performance and improvement in council services can be supported.

All services complete a WLAM and attend an officer-led scrutiny panel at least once during a three-year improvement cycle. The WLAM self-assessment is completed by a representative group of staff from the WLAM unit ensuring that staff are able to contribute to developing and improving the service.

The WLAM process includes the following stages:

1. Training: the self-assessment team from the service are briefed by a member of the corporate team on how to apply the WLAM assessment process;
2. Pre-work: preparatory work is undertaken ahead of the assessment, working through the self-assessment model to identify strengths and areas for improvement;
3. Assessment: a one-day consensus session facilitated by a member of the corporate Performance and Improvement team to finalise the contents of the assessment, score performance using a scoring matrix and identify an improvement plan for the service;
4. Review Panel: the Head of Service and service manager will report on the outcome of the WLAM process (score and improvements) and the performance of the service to an internal scrutiny panel of peers, chaired by the Chief Executive;
5. Performance Committee: the Head of Service and service manager will report on the outcome of the WLAM process and performance of the service to the Performance Committee.

All services undertaking the WLAM are supported throughout the process by qualified EFQM assessors from Corporate Services.

D.3 WLAM Programme in Year Two (2018/19)

Sixteen WLAM assessments were scheduled to be undertaken in this year and all concluded within the expected timescale. The sixteen services completing a WLAM assessment in 2018/19 were:

- | | |
|---|--------------------------------|
| 1. Community Care | 9. Quality Improvement |
| 2. Environmental Health and Trading Standards | 10. Children and Families |
| 3. Financial Management | 11. Facilities Management |
| 4. Recycling and Waste | 12. Roads and Transportation |
| 5. Education Psychology Service | 13. Public Transport |
| 6. Inclusion and Wellbeing Service | 14. Corporate Procurement |
| 7. Strategic Resources | 15. Corporate Communications |
| 8. Learning, Policy and Performance | 16. Criminal and Youth Justice |

The combined average total scores of the services completing the WLAM process are set out in the table below, with comparative information from the previous cycles included for information.

WLAM Total Scores (2008/10 to 2018/19)					
WLAM Criteria	2008/10	2011/13	2014/17	2017/20*	Trend
WLC average total score	385	411	468	527	↑

* WLC Average to date (based on 22 assessments)

The combined average scores for each criterion part of the WLAM are set out in the table below, with information from the 2014/17 cycle included for comparison.

WLAM Total Scores (2008/10 to 2017/18)				
WLAM Criteria	2014/17	2017/20*	Change	Trend
1 Leadership	63	65	+2	↑
2 Strategy	58	64	+6	↑
3 People	55	64	+9	↑
4 Partnerships and Resources	58	65	+7	↑
5 Services and Processes	54	62	+8	↑
6 Customer Results	53	61	+8	↑
7 People Results	35	38	+3	↑
8 Society Results**	40	50	+10	↑
9 Business Results	51	56	+5	↑

* WLC Average to date (based on 22 assessments)

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

There has been improvement in all of the nine criterion parts of the WLAM from the last cycle. This positive change was anticipated as services continue to develop and review policies, procedures and new way of working.

An improvement in the quality and depth of performance information also continues, with more robust trend, target and comparative data, available in services and consequently, an increase in the average scores for results sections (criteria 6 to 9).

D.4 WLAM Unit Changes

One change to the council's recognised WLAM units was approved by the Chief Executive in 2018/19. Housing Operations is no longer a single WLAM unit and has been disaggregated to reflect the three separate services within Housing, Customer and Building Services. All three units will be assessed in 2019/20:

- Housing Operations manages the council's housing stock and tenancies to ensure that this resource is used efficiently and effectively. Local housing teams ensure that a customer focused service is delivered to tenants.
- Housing Strategy manages the strategy, policies and improvement programmes which cover all housing and housing need across the area. This unit is responsible for the Council Housing New Build Programme.
- Performance and Change manages a range of improvement activities including; quality development, tenant participation, complaints management, systems administration and governance and compliance.

Following this change, the council has a total of 35 WLAM units.

D.5 WLAM Programme 2019/20

The programme of self-assessment and internal scrutiny activity in council services during the period 2019/20 will comprise a total of 14 services. These services are:

- | | |
|--------------------------------------|---|
| 1. Building Services | 8. Housing Strategy |
| 2. Construction Services | 9. Performance and Change |
| 3. CSC | 10. Audit, Risk and Counter Fraud |
| 4. Customer and Communities Services | 11. IT Services |
| 5. Economic Development | 12. Legal Services |
| 6. Housing Need | 13. Planning Services |
| 7. Housing Operations | 14. Recycling, Waste and Fleet Services |

Recycling, Waste and Fleet Services completed a self-assessment in 2018/19 but will repeat the process following the integration of the Fleet element in 2018/19. This is at the request of the Review Panel.

The programme, which is included for information in Appendix 1, is determined largely on risk factors and/or when a service last had a self-assessment using the WLAM or was subject to internal scrutiny. It should be noted that the assessment dates for services in 2019/20 are indicative and can be subject to change due to operational factors. Because of the Review Panel and Performance Committee schedules services are encouraged to meet these timescales but where it is necessary to move, that assessment activity does not come forward or slip by more than one or two months.

D.6 WLAM Programme 2020/23

In parallel with completing the 2019/20 activity, the council will begin developing a new self-assessment programme for the period 2020/21 to 2022/23. This is likely to require development work to update the guidance and supporting materials and a review of the WLAM process, to ensure that it continues to meet council requirements.

EFQM 2020

A new EFQM Excellence Model will be launched in October 2020. The model has not

been reviewed since 2013, so it is anticipated that the new version may contain changes and more up to date and stretching definitions of good practice or excellence.

The ongoing suitability of EFQM for the council's self-assessment process will be considered as part of the review and preparations for the 2020/23 programme.

E. CONCLUSION

Self-assessment is an important part of the council's Improvement Strategy, encouraging innovation from within and positively engaging employees in service planning and improvement.

Of the scheduled programme of self-assessment activity, a total of sixteen services completed a WLAM self-assessment in 2018/19. The council's average score has continued to improve in this year, showing continued progress in the development of robust practices and procedures and effective performance.

BACKGROUND REFERENCES

[EFQM Excellence Model](#)

Appendices/Attachments: 1

Appendix 1_West Lothian Assessment Model – Programme 2017-20

Contact Person: Rebecca Kelly

E mail: rebecca.kelly@westlothian.gov.uk Phone 01506 281891

Graeme Struthers
Depute Chief Executive
10 May 2019



APPENDIX 1

WEST Lothian ASSESSMENT MODEL – PROGRAMME 2017/20

The WLAM programme has been developed in consultation with service management teams for self-assessment and internal scrutiny activity in council services during the period 2017/18 to 2020/21. The WLAM programme operates on a risk based approach, with assessment and scrutiny taking place in every council service (excluding schools) over a three year improvement cycle.

Please note that dates for 2019/20 are indicative.

Year	WLAM Unit	Service	WLAM Date	Complete
2017/18	Performance and Improvement Service	Corporate Services	Oct-17	✓
2017/18	Revenues Unit	Finance and Property Services	Dec-17	✓
2017/18	The Advice Shop	Finance and Property Services	Dec-17	✓
2017/18	NETs, Land and Countryside Services	Operational Services	Dec-17	✓
2017/18	Property Management and Development	Finance and Property Services	Dec-17	✓
2017/18	HR and Support Services	Corporate Services	Jan-18	✓
2018/19	Community Care Services	Social Policy	Apr-18	✓
2018/19	Environmental Health and Trading Standards	Planning, Economic Development and Regeneration	Apr-18	✓
2018/19	Financial Management	Finance and Property Services	May-18	✓
2018/19	Recycling and Waste Services	Operational Services	Jun-18	✓
2018/19	Educational Psychology Service	Education Services	Jun-18	✓
2018/19	Inclusion and Wellbeing Service	Education Services	Jun-18	✓
2018/19	Strategic Resources	Education Services	Jun-18	✓
2018/19	Learning, Policy and Performance	Education Services	Jun-18	✓
2018/19	Quality Improvement Team	Education Services	Jun-18	
2018/19	Children and Families	Social Policy	Aug-18	✓
2018/19	Facilities Management	Operational Services	Sep-18	✓
2018/19	Roads and Transportation	Operational Services	Oct-18	✓
2018/19	Public Transport	Operational Services	Dec-18	✓
2018/19	Corporate Procurement	Corporate Services	Dec-18	✓
2018/19	Corporate Communications	Corporate Services	Jan-19	✓
2018/19	Criminal and Youth Justice	Social Policy	Feb-19	✓
2019/20	Economic Development	Planning, Economic Development and Regeneration	Apr-19	
2019/20	Recycling, Waste and Fleet Services	Operational Services	May-19	
2019/20	Housing Need	Housing, Customer and Building Services	Aug-19	
2019/20	Audit, Risk and Counter Fraud	Finance and Property Services	Sep-19	
2019/20	Legal Services	Corporate Services	Sep-19	
2019/20	CSC	Housing, Customer and Building Services	Nov-19	
2019/20	Building Services	Housing, Customer and Building Services	Nov-19	
2019/20	IT Services	Corporate Services	Nov-19	

Year	WLAM Unit	Service	WLAM Date	Complete
2019/20	Construction Services	Finance and Property Services	Nov-19	
2019/20	Planning Services	Planning, Economic Development and Regeneration	Dec-19	
2019/20	Housing Strategy	Housing, Customer and Building Services	Dec-19	
2019/20	Housing Operations	Housing, Customer and Building Services	Jan-20	
2019/20	Performance and Change	Housing, Customer and Building Services	Jan-20	
2019/20	Fleet and Community Transport	Operational Services	Jan-20	
2019/20	Customer and Communities Services	Housing, Customer and Building Services	Jan-20	

Notes:

- Fleet and Community Transport is no longer a standalone WLAM unit and will now be assessed as part of Recycling and Waste Services and Public Transport
- Housing Operations has been disaggregated into three standalone WLAM units for assessment; Housing Operations, Housing Strategy and Performance and Change.