



Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

26 January 2021

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Webex Virtual Meeting Room** on **Monday 1 February 2021** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business
4. Confirm Draft Minute of Meeting of Performance Committee held on Monday 16 November 2020 (herewith)

Public Items for Information

5. Service Performance and WLAM Outcome Report - Legal Services - Report by Depute Chief Executive (herewith)
6. WLAM Programme 2017/20 - Review Panel Update - Report by Depute Chief Executive (herewith)
7. Factfile 2020 - Report by Head of Corporate Services (herewith)

NOTE **For further information please contact Eileen Rollo on 01506 281621**

DATA LABEL: Public

or email eileen.rollo@westlothian.gov.uk

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within WEBEX VIRTUAL MEETING ROOM, on 16 NOVEMBER 2020.

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

Apologies – Councillor Dave King

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The committee confirmed the Minute of its meeting held on 3 February 2020 as a correct record. The Minute was thereafter signed by the Chair.

3. SERVICE PERFORMANCE AND WLAM OUTCOME REPORT - PLANNING SERVICES

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 (2017/20). The report also provided a summary of recommendations from the officer-led scrutiny panel that had been identified for action and were to be delivered by the service management team.

The report recommended that the committee:

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

There then followed a number of questions with regard to the proportion of costs recovered from applications fees, how to manage objectors expectations following submission of an objection to an application, and local government benchmarking data

The Head of Planning, Economic Development and Regeneration undertook to provide information on the proportion of costs recovered from application fees and to circulate local government benchmarking data. In an effort to improve customer relations the committee suggested that it should be explained to objectors that their objections would not be shown on the website immediately.

Decision

To note the contents of the report.

4. WLAM PROGRAMME 2017/20 - PROGRESS REPORT ON YEAR 3 (2019/20)

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing a summary of progress made in year three (2019/20) of the council's three-year assessment activity during the period 2017/18 to 2019/20. It also contained the end of programme outcomes.

The report recommended that the committee:

1. Note the progress made during 2019/20
2. Note the completion of the programme of self-assessment;
3. Note that the outstanding Review Panels would be complete in 2020; and
4. Note the ongoing review of the WLAM process ahead of the next programme.

Decision

To note the contents of the report.

5. ANNUAL COMPLAINT PERFORMANCE REPORT 2019/20

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the annual complaints performance for 2019/20

The report recommended that the committee notes the council's annual Complaint Performance Report 2019/20.

A number of questions were asked in relation to communications complaints. The committee noted that even after staff training there still seemed to be an issue and requested a note of services that had received communications complaints. An issue with call centre telephone cut off times was also raised.

The Depute Chief Executive undertook to look into the call centre telephone cut off times and provide details of services that received communications complaints.

Decision

To note the contents of the report.

6. COMPLAINT PERFORMANCE REPORT QUARTER 2: 2020/21

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the quarterly analysis of closed complaints in Quarter 2: 2020/21.

The report recommended that the 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.

There then followed a number of questions and in particular to complaints with regard to the Spaces for People initiative including the implementation of the 20MPH speed restrictions, bus stop alterations and the issues and pressure points these were causing in some areas of West Lothian.

The Depute Chief Executive undertook to discuss the issues raised by committee members with the Head of Operational Services and stakeholder partners to consider if any adjustment may be required to alleviate the problems and pressure points that were being experienced in particular areas of West Lothian.

Decision

To note the contents of the report.

7. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the updated Local Government Benchmarking (LGBF) data for 2018/19. The LGBF compared the performance of the 32 Scottish councils in a consistent set of key performance indicators and is published each year in a national report.

The report recommended that the committee note the council's comparative performance in the LGBF 2018/19.

Decision

To note the contents of the report.

8. CORPORATE PERFORMANCE REPORT - COVID-19 UPDATE

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing a high-level overview of council performance during the period of the Coronavirus pandemic and the actions taken by the council to support local communities.

The report recommended that the committee:

1. To note the contents of the report.
2. Considers any more detailed performance report that should be included in the workplan.

Decision

To note the contents of the report.

DATA LABEL: OFFICIAL



PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – LEGAL SERVICES

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	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunity; developing employees; making best use of our resources and 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 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 Legal Services 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: Carol Johnston, Chief Solicitor

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review Body.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its transformation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

The main activities of the service are:

- Delivery of Committee Administration services
- Support Community Councils
- Local Government Law Services

- Provision of Freedom of Information, Data Protection and GDPR advice and support
- Support development of HR Policies and provide Employment Law advice and assistance
- Administer Hire Car and Miscellaneous Licensing schemes
- Provide legal advice and support relating to Planning Law Services
- Clerking and advice to Development Management Committee and Local Review Body
- Raise, pursue/defend and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- Education Law Services including representation at Additional Support Needs Tribunal, clerking/advising of Placing in Schools Appeals
- provision of support and advice in relation to school consultations and to Head Teachers
- Administration of Liquor licensing scheme and Clerking of Licensing Board
- Provision of support and advice relative to Procurement and Contract Law matters.

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

D.3 Service Contribution to Corporate Priorities

The service enables delivery of the council's eight corporate to ensure the council operates efficiently, effectively and in compliance with legal requirement and council policy. The service is also responsible/partly responsible for the following deliverables in the Corporate Plan:

- Enabler 2.2 – Continuing to operate and review the political and managerial structures and processes to govern council decision-making; making sure that members and officers work together to achieve a common purpose with clearly defined functions and roles.
- Enabler 2.3 – Defining a series of local procedures and practices which together create the framework for good corporate governance as described in the CIPFA/SOLACE Framework Corporate Governance: A Keystone for Community Governance.
- Enabler 2.5 – Engaging the community in the decision-making processes of the council, through a range of open and targeted forums.

D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in January 2020, 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 544 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and above the current council average of 532. A total of 34 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	57	57	75	70	↑
2 Strategy	38	55	58	62	↑
3 People	48	55	63	68	↑
4 Partnerships and Resources	45	54	61	68	↑
5 Services and Processes	72	60	60	69	↓
6 Customer Results	65	53	57	64	↓
7 People Results	14	31	37	41	↑
8 Society Results**	6	20	40	50	↑
9 Business Results	41	53	52	52	↑
Total score	386	438	503	544	↑
WLC average total score	385	411	468	532*	

* WLC Average (based on 34 assessments)

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

The scores show that the service has improved scoring in all parts of the Model during the period (2014/17 to 2017/20), excluding Services and Processes and Customer Results. The results criteria have increased from the last assessment, excluding Business Results, which has remained at a consistent level. Society Results is given a corporate score in all assessments.

The service has scored below the current council average for the Strategy criterion and above the council average in all other criteria in the Model. The total WLAM score is an increase when compared to the previous year and above the current council average.

To increase the WLAM score further, the service would need to assess and refine approach to service planning.

The service may also consider increasing the scope and relevance for Business Results, ensuring key priorities / activities are recorded and review the approach to customer engagement and feedback gathering to improve the integrity of Customer Results. Results overall could be improved through greater use of benchmarking 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 is 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. ✓

The service was placed on **Cycle 3** by the Review Panel in February 2020 and will return to the Panel in 12 months.

This outcome was determined as an update on the service employee results and benchmarking activity is to be reported to the Panel in the next 12 months.

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 the key activities and outcomes / priorities
Compliance with corporate requirements	The performance framework of the service meets the basic corporate requirements.
Approach	The service approach to managing performance is insufficient.
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 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 rationale can be unclear for performance indicators and it is not evident how they 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.

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 recommendations for the service are:

1. The Panel acknowledge the improvements made by the service in most of the WLAM criteria, resulting in an increased overall score.
2. To increase scores in the 2020/23 cycle, the service should consider benchmarking their approaches with other professional services in the council.
3. The Panel encouraged the service to identify benchmarking opportunities to improve performance in the key indicators.
4. The service should introduce a robust approach to capturing and recording internal customer complaints, clearly identifying any lessons learned or service improvements derived from complaints.
5. The Panel encouraged the service to improve employee engagement, with the aim of increasing employee satisfaction results (7a.1 to 7a.7).
6. The Panel encouraged the service to enhance the level and reach of customer engagement activity. This should include reviewing the point when engagement surveys are issued, with the aim of improving survey response rates and encouraging more feedback from customers.
7. The service should segment their different customer groups and ensure they are clearly defined in the customer results (6a.1 to 6a.8).
8. The Panel encouraged the service to improve the general standard of trend chart commentary for indicators, in line with the corporate guidance clearly explaining the changes in performance and improvement activity.
9. The service should review performance targets and thresholds ensuring a consistent and challenging approach to target setting and fully explain target setting rationale for the current year and the coming year.
10. The Panel encouraged the service to review the overall approach to performance management and ensuring that there is engagement from all teams and a performance-focused culture is promoted to all staff.

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

D.7 Service Performance

The service has a total of **52** performance indicators on the council's performance management system (Pentana) that were considered by the Panel. At present, the status of the indicators is as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	31
 Amber	2
 Red	7
 Unknown	12

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 no relevant performance/ranking information in the Local Government Benchmarking Framework (LGBF) that related to the activities of the Legal Services.

Historically, it has been challenging for the Service to secure Benchmarking opportunities. The Service Manager is a member of the SOLAR Benchmarking and Best Practice Group. Despite efforts to secure benchmarking via the group, it has undertaken no benchmarking activity for some time

During 2020, the Service sought Benchmarking opportunities by pursuing individual requests to all 31 other local authorities and 11 public bodies. A question set of 14 items of relevance for Benchmarking purposes was issued by the Service. Of the local authorities, 13 responded, in addition to responses received from all of the public bodies approached. Benchmarking information has also been obtained by way of internal review, of appropriate Service indicators, and comparable professional services within the Council.

E. CONCLUSION

Legal Services 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 544 and was placed on Cycle 3 by the Review Panel and will return to the Review Panel within 12 months.

BACKGROUND REFERENCES

[West Lothian Council Corporate Plan 2018/23](#)

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

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Graeme Struthers
Depute Chief Executive
1 February 2021

APPENDIX 1

Legal Services

Service manager: Carol Johnston, Chief Solicitor

Number of Staff: 29.4 (full time equivalents)

Location: Civic Centre

Purpose

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review Committee.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its transformation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

Activities

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

- ◆ Delivery of Committee Administration services
- ◆ Support Community Councils
- ◆ Local Government Law Services
- ◆ Provision of Freedom of Information, Data Protection and GDPR advice and support
- ◆ Support development of Council Policies and procedures
- ◆ Provision of HR and Employment Law advice and assistance
- ◆ Administer Hire Car and Miscellaneous Licensing schemes
- ◆ Provide legal advice and support relating to Planning Law Services, Clerking for Development Management Committee and Local Review Body
- ◆ Raise, pursue and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- ◆ Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- ◆ Education Law Services including representation at Additional Support Needs Tribunal, clerking of Placing in Schools Appeals, provision of support and advice in relation to school consultations and to Head Teachers
- ◆ Administration of Liquor licensing scheme and Clerking of Licensing Board
- ◆ Provision of support and advice relative to Procurement and Contract Law matters

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 Courts Service, Police Scotland, Scottish Childrens Reporters Administration, Licensing Forum, Community Councils, Licensed Trade, Employment Tribunal Services and Civic Centre Partners.

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 2020/21

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Council services	Customer satisfaction survey	On completion of a transaction	Chief Solicitor	Annual consultation report provided to Heads of Service
Adoption Panel	Adoption Panel	Monthly	Litigation Manager	Annual report to Adoption Panel Business Meeting
Licence holders	Customer Satisfaction Surveys	On completion of licence application process or when licence being issued	Licensing Manager	Annual report published on Council website
Licence holders and key stakeholders	Consultation with customer group on proposed amendments to licensing scheme for street traders	As required	Licensing Manager	Annual report published on Council website Report to Environment PDSP and Council Executive
Property Services	Meeting with internal customer	As required	Property and Planning Manager	Monthly meetings with senior management
Planning Services	Meeting with internal customer	Monthly	Property and Planning Manager	Monthly meetings with senior management
Heads of Service	Meeting with internal customer	Monthly and/or <i>ad hoc</i> as required	Chief Solicitor/Legal Services management Team as appropriate	Meeting with Heads of Service as required and/or regular monthly scheduled meetings
Placing in Schools Appeals Committee	Customer satisfaction survey	Annually	Chief Solicitor	Annual report published on Council website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries
Looked after Children (LAC) and Policy Development Scrutiny Panel (PDSP) Lead Officers	Customer satisfaction survey	Annually	Chief Solicitor	
Community Council Secretaries	Customer satisfaction survey	Annually	Committee Officer	

Activity Budget 2020/21

Legal Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Legal	To provide legal advice and services to support Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to Working Groups, Boards and other groups in relation to corporate governance business and other matters.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585	Public	17.2	928,557	(253,285)	675,272
			LS058_Percentage of Debt Recovery writs/ summonses lodged within 20 working days of receipt of full instructions. Target: 100%	WLAM				
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing. Also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure Target: £2,585	Public	7.0	396,203	(577,213)	(181,010)
			LS053_Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 1%	WLAM				

Legal Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
To administer the council's decision making process and provide administration services	To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585	Public	5.0	367,485	0	367,485
			LS072_Target Percentage of committee action notes issued within target. Target: 100%	Public				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	32,156	0	32,156
Total:					29.4	1,724,401	(830,498)	893,903

Actions 2020/21

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

Legal Services Actions 2020/21							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Online Licensing Applications and Payments	Implementation of new licensing system module.	Optimisation of processes to support more efficient service delivery.	Legal Services Manager	September 2018	December 2020	Active	First Phase implemented, Project ongoing with further planned roll out following testing during 2020/21. A number of challenges have been identified and consideration is also being given to other opportunities to optimise processes and improve customer experience through alternative digital transformation and modernisation options.
Community Council Scheme Review	Review of Scheme of Administration of Community Councils.	Ensure Scheme is reviewed to meet Community Council requirements.	Legal Services Manager	January 2020	December 2020	Active	Council approval was given in January 2020 to commence initial work to support review of scheme.
Administration of Council Decision Making Process and Administrative Support	Review of Committee Processes and System.	Optimisation of processes to support more efficient service delivery.	Legal Services Manager	April 2020	April 2022	Planned	Opportunity to review processes and electronic systems to achieve digital transformation and related efficiencies identified. Initial discussion with Digital Transformation Team. Planned discussion seeking approval of project to be undertaken.
Review of support for Regulatory Committees	Review of technical advice provided to Regulatory Committees.	Ensure robust decision making.	Legal Services Manager	April 2020	September 2020	Planned	Initial discussion with Legal Services Managers regarding current level of support provided by professional employees engaged in provision of technical advice.

Legal Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage 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.

APPENDIX 2

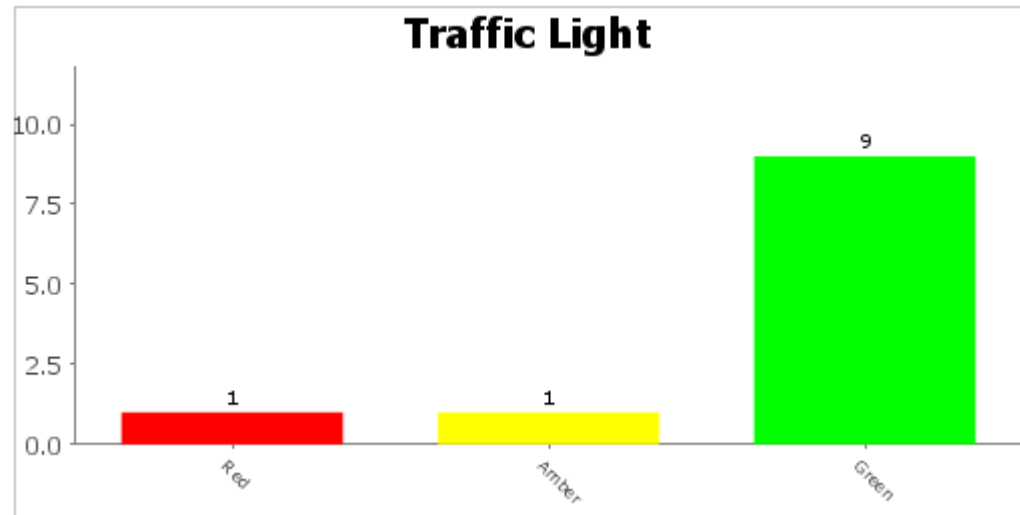
Legal Services - Performance Committee


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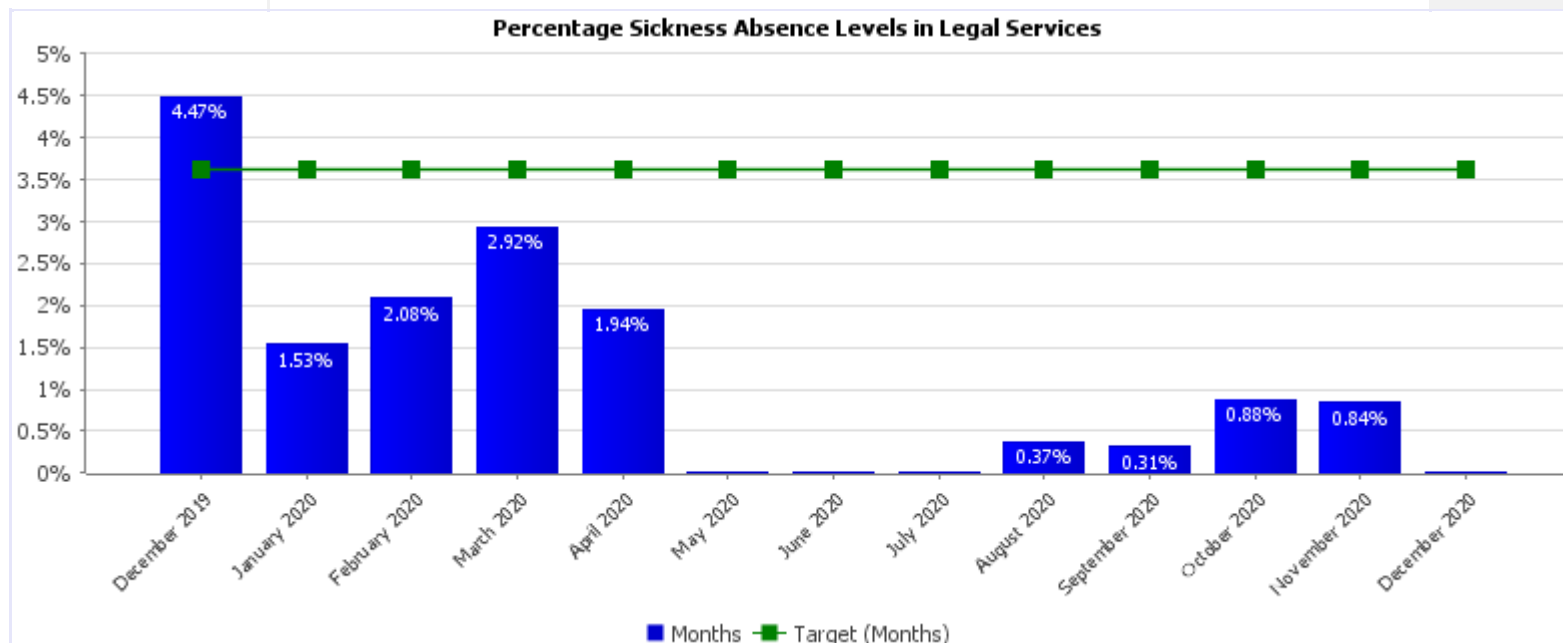
Report Author: Rebecca Kelly

Generated on: 21 January 2021 18:23

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PI Code & Short Name	P:LS007_7b.1 Percentage Sickness Absence Levels in Legal Services	PI Owner	zLS_PIAdmin; Carol Johnston
Description	This measure records Legal Services Sickness Absence levels as reported through monthly management reports from HR Pay and Reward. This indicator measures the actual absences during each month. It is used to review the effectiveness of sickness absence management. The sickness absence data for each month is not available until the 18th of the following month.	Traffic Light Icon	
		Current Value	0%
		Current Target	3.6%




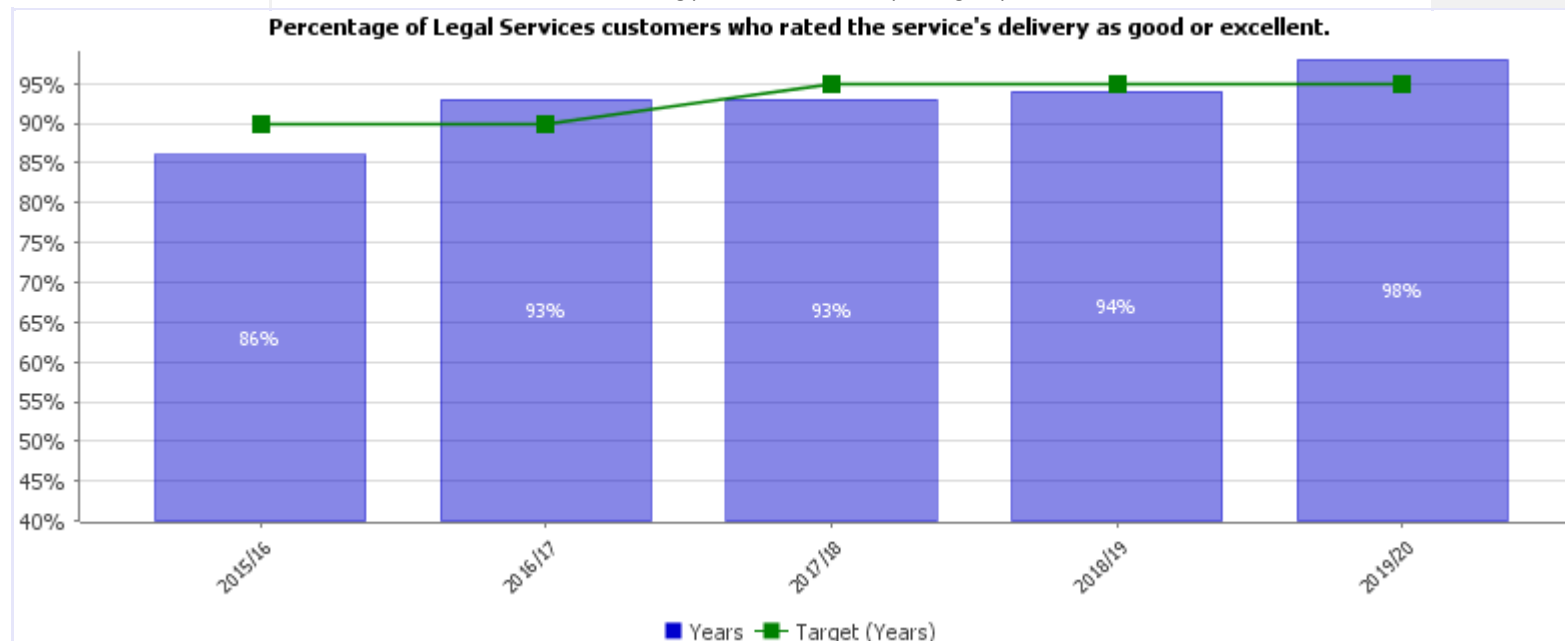
Trend Chart Commentary

The chart shows that whilst there have been variations in levels, the service is consistently well below the corporate target. During December 2019 target was exceeded as a result of several short term absence issues.

As Legal Services are a relatively small team, a few absences can have a significant impact on the sickness absence return. Incidents of short term sickness absence experienced are due to minor ailments. There are no general patterns of sickness absence within Legal Services which would give rise to particular concerns and all absences are managed through the Councils sickness absence policy.

The target for 2020/21 will remain at 3.6% in line with the Corporate target.

PI Code & Short Name	LS016_6a.2 Percentage of Legal Services customers who rated the service's delivery as good or excellent.	PI Owner	zLS_PAdmin; Carol Johnston
Description	<p>Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated the service's delivery as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>A one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates.</p>	Traffic Light Icon	
		Current Value	98%
		Current Target	95%



Trend Chart Commentary:

The chart shows positive, improving performance during the reporting period. Whilst that there have been variations in performance during the period 2015/16 to 2019/20, generally results have been around the annual target. Whilst target was not met in 2015/16 and 2017/18 and 2018/19, overall improvement in performance has been achieved, with the target exceeded in 2019/20.

In 2015/16, the target was reduced to reflect resourcing pressures arising from planned sickness absences and anticipated challenges in prioritisation of workload to ensure service delivery. In recognition of improved performance during 2016/17 the target was increased to reflect anticipated improvement in customer satisfaction.


In 2018/19, 4 out of 68 responses rated the service below Good all 4 rated the service as poor but provided no comment to explain the customers evaluation.

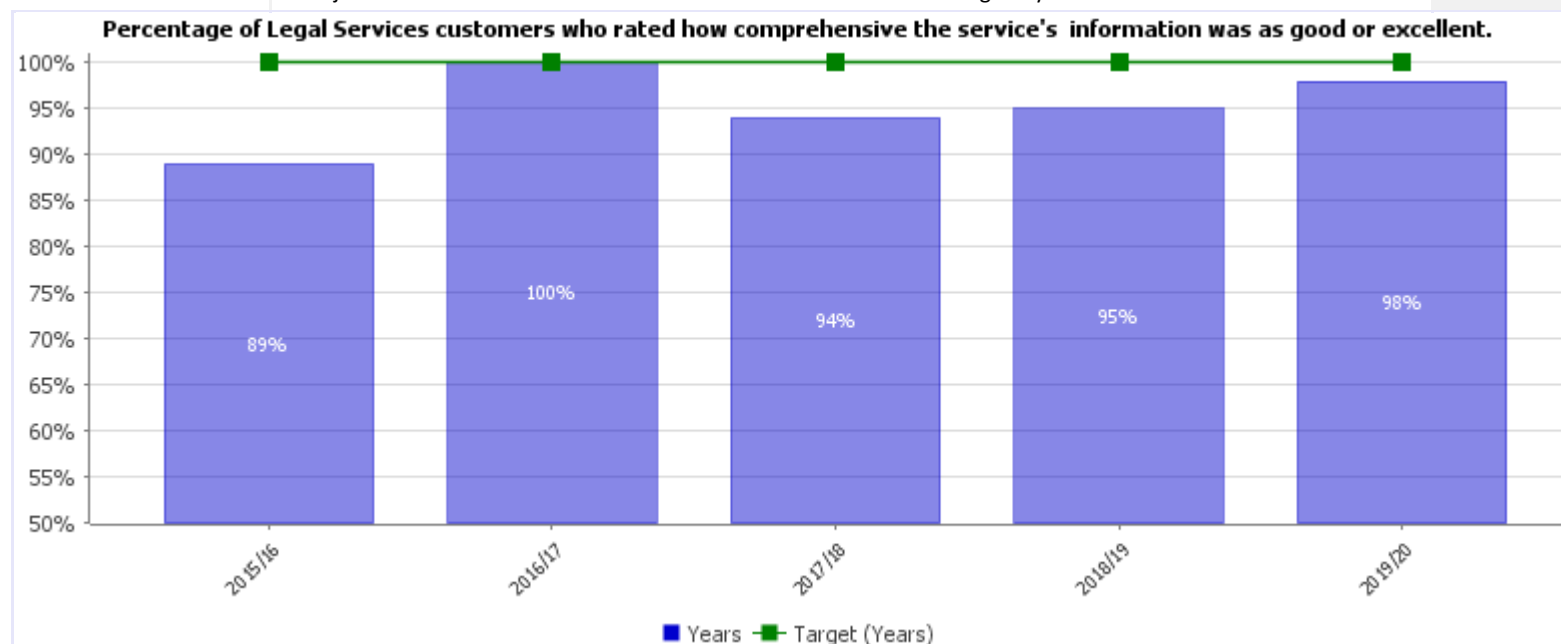
In 2019/20 performance improved and target was achieved. 162 surveys were issued with 34% return rate achieved.

To support continued improvement in performance, the service undertakes a review of key customer projects and timescales to allow improved support from the service within identified timescales and support appropriate workload and resourcing considerations. This is supported by attendance at senior management team meetings, strategic client groups and regular performance review within the service. In recognition of some of the issues which customers have identified as being of concern to them, and in light of issues which have been identified within the service which affect service delivery, the service is currently developing terms of instructions which will ensure clarity of understanding between customers and the service, particularly in relation to responsibility for tasks and critical timescales to allow timely provision of advice and assistance.

During 2020, benchmarking was undertaken with all 31 other local authorities and 11 public sector bodies. Full responses are not expected until mid January 2021, however, of those 12 local authorities who have responded to date, only 2 conduct regular customer satisfaction surveys. Of the 11 public sector bodies only 2 undertake customer satisfaction surveys. The survey information provided by those who have responded is being analysed and will be reported, along with the service 2020/21 customer survey results, during Q1 2021/22

Following review of historical performance, scrutiny by legal services management team and consideration of customer feedback achieved via informal engagement, the target for the year 2020/21 is 95%.

PI Code & Short Name	LS025_6a.8 Percentage of Legal Services customers who rated how comprehensive the service's information was as good or excellent.	PI Owner	zLS_PIAAdmin; Carol Johnston
Description	<p>Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated how comprehensive the service's information was as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>A one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly.</p>	Traffic Light Icon	
		Current Value	98%
		Current Target	100%



Trend Chart Commentary:

The chart shows that positive performance has been achieved with increasing performance during the last 3 reported years. Whilst there have been variations in performance during the reporting period results have been above 89%.

In 2019/20, 162 surveys were issued with a 34% response rate. 1 out of 55 responses rated the service below Good, and rated it as poor. Customers did not provide comments to explain the customers evaluation.


To support continued improvement in performance, the service undertakes a review of key customer projects and timescales to allow improved support from the service within identified timescales and support appropriate workload and resourcing considerations. This is supported by attendance at senior management team meetings, strategic client groups and regular performance review within the service. In recognition of some of the issues which customers have identified as being of concern to them, and in light of issues which have been identified within the service which affect service delivery, the service is

currently developing terms of instructions which will ensure clarity of understanding between customers and the service, particularly in relation to responsibility for tasks and critical timescales to allow timely provision of advice and assistance.

Surveys are ongoing throughout the year. Methods of consultation will continue to be reviewed and discussed with customers with a view to maintaining performance and improving response rates.

During 2020, benchmarking was undertaken with all 31 other local authorities and 11 public sector bodies. Full responses are not expected until mid January 2021, however, of those 12 local authorities who have responded to date, only 2 conduct regular customer satisfaction surveys. Of the 11 public sector bodies only 2 undertake customer satisfaction surveys. The survey information provided by those who have responded is being analysed and will be reported, along with the service 2020/21 customer survey results, during Q1 2021/22

Following review of historical performance, scrutiny by legal services management team and consideration of customer feedback achieved via informal engagement, the target for the year 2020/21 is 100%.

PI Code & Short Name	LS031_6a.2 Percentage of Licensing customers who rated the service delivered as good or excellent.	PI Owner	zLS_PAdmin; Audrey Watson
Description	<p>Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. This performance indicator measures the percentage of customers who rated the service delivered as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>Since 2011 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate.</p> <p>Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.</p>	Traffic Light Icon	
		Current Value	99%
		Current Target	96%



Trend Chart Commentary:

Results of the 2020/21 surveys will be reported during Q1 2021/22.


The trend shows that although the target has been increased during the reporting period from 92% to 96%, performance has generally been at or slightly above target ranging from 90% in 2014/15 to 99% exceeding target in 2018/19 and 2019/20.

No particular issues of concern have been identified in the survey responses which explain customers dissatisfaction where that has been expressed.

Surveys are issued throughout the year mainly by email to licence applicants and their agents. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates.

as a result of the Covid 19 pandemic, the volume of licensing business was restricted during Q1 2020/21 but has been increasing steadily to near business as normal levels during the course of the year. The number of surveys issued and anticipated responses is likely to be impacted by the initial business impact of the pandemic.

The target for 2020/21 is set at 96% having regard to historical performance and in particular the trend of increasing performance.

PI Code & Short Name	LS035_6a.7 Percentage of customers who rated the overall quality of the Licensing service as good or excellent .	PI Owner	zLS_PIAdmin; Audrey Watson
Description	<p>Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. The process of determining applications for a license, involve referral to and input from third party agencies. The manner in which those agencies manage their input into the process can affect the progression of the application from the point it is made, to the point it is determined. The Licensing Service has no influence over those parts of the process which rely upon third parties either in respect of timescales or outcomes. This can have an impact on overall customer satisfaction levels. This performance indicator measures the percentage of customers who rated the overall quality of the whole Licensing Service, from application to determination, as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.</p> <p>Since 2012 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate.</p> <p>Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.</p>	Traffic Light Icon	
		Current Value	99%
		Current Target	95%




Trend Chart Commentary:

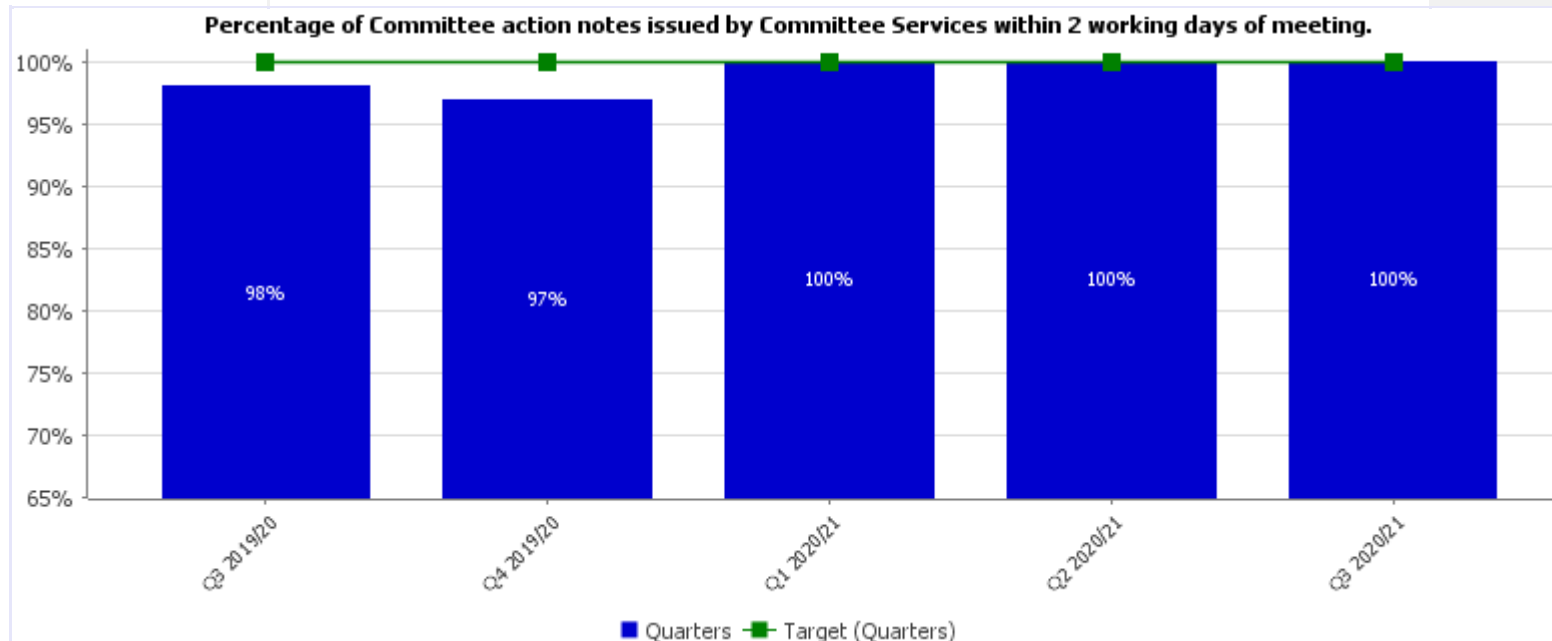
The trend shows positive and improving performance during the reporting period evidencing performance of between 91% and 99%.

During 2019/20, 1614 surveys were issued with a response rate of 10%. Survey responses do not highlight any particular issues or causes for concern regarding performance although it is possible that some customers perception of the service could be affected by the outcome of the application process

As a result of the Covid 19 pandemic, the volume of licensing business was restricted during Q1 2020/21 but has been increasing steadily to near business as normal levels during the course of the year. The number of surveys issued and anticipated responses is likely to be impacted by the initial business impact of the pandemic. Results of the 2020/21 surveys will be reported during Q1 2021/22.

The target for 2021/22 will be 100% to reflect historically improving performance levels.


PI Code & Short Name	P:LS072_9b.2 Percentage of Committee action notes issued by Committee Services within 2 working days of meeting.	PI Owner	zLS_PIAAdmin; Carol Johnston
Description	With effect from Quarter 1 2017/18 this indicator reports on the percentage of Committee actions notes issued within 2 days having previously reported on the percentage of action notes issued within 3 days. Data is collated by Committee Services in relation to the production and issuing of action notes to support quarterly reporting in this indicator. The number of action notes issued within 2 working days is reported as a percentage of the total number of action notes issued.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%

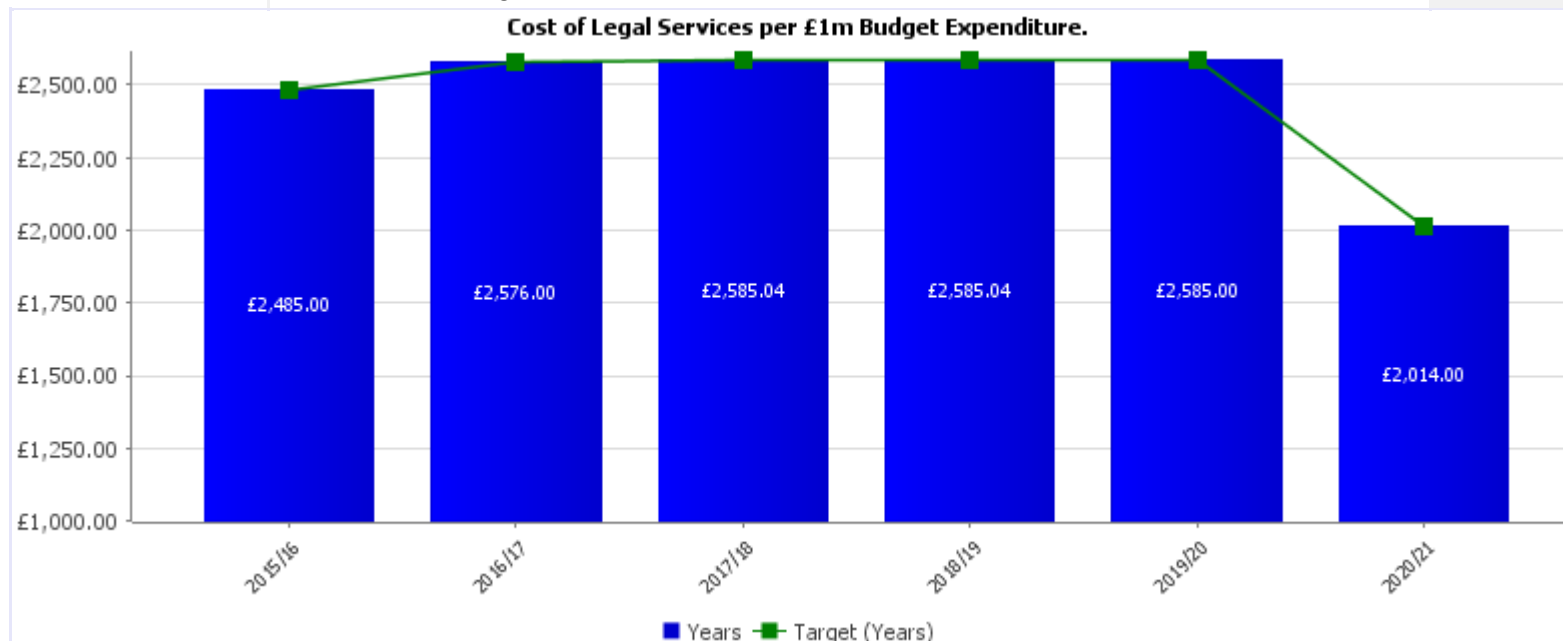


Trend Chart Commentary:

The trend shows consistent good performance, ranging between 97% and 100% during the reporting periods. A reduction in performance is evidenced during Quarter 3 2019/20 and Q4 2019/20. Reasons for the variations in performance relate primarily to the necessity to prioritise other business although in 2 instances during Q4 2019/20 it related to the necessity to provide additional information prior to finalisation of the action note. There was no prejudice to Officers or interested third parties as a result of the reduction in performance. The chart evidences that target is otherwise being met.

Having regard to historical performance the target for 2020/21 is 100%.. This reflects past performance and remains challenging for the team.

PI Code & Short Name	P:LS111_9a.1d Cost of Legal Services per £1m Budget Expenditure.	PI Owner	zLS_PIAAdmin; Carol Johnston
Description	<p>This Performance Indicator measures the cost of Legal Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Legal Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million.</p> <p>The Performance Indicator provides an understanding of the corporate resource commitment to legal services, support and advice to all Council Services, for the provision of committee administration services and administration of the Civic Government and Hire Car licensing regimes, and administration and provision of legal advice and clerking services to the Licensing Board</p>	Traffic Light Icon	
		Current Value	£2,014.00
		Current Target	£2,014.00




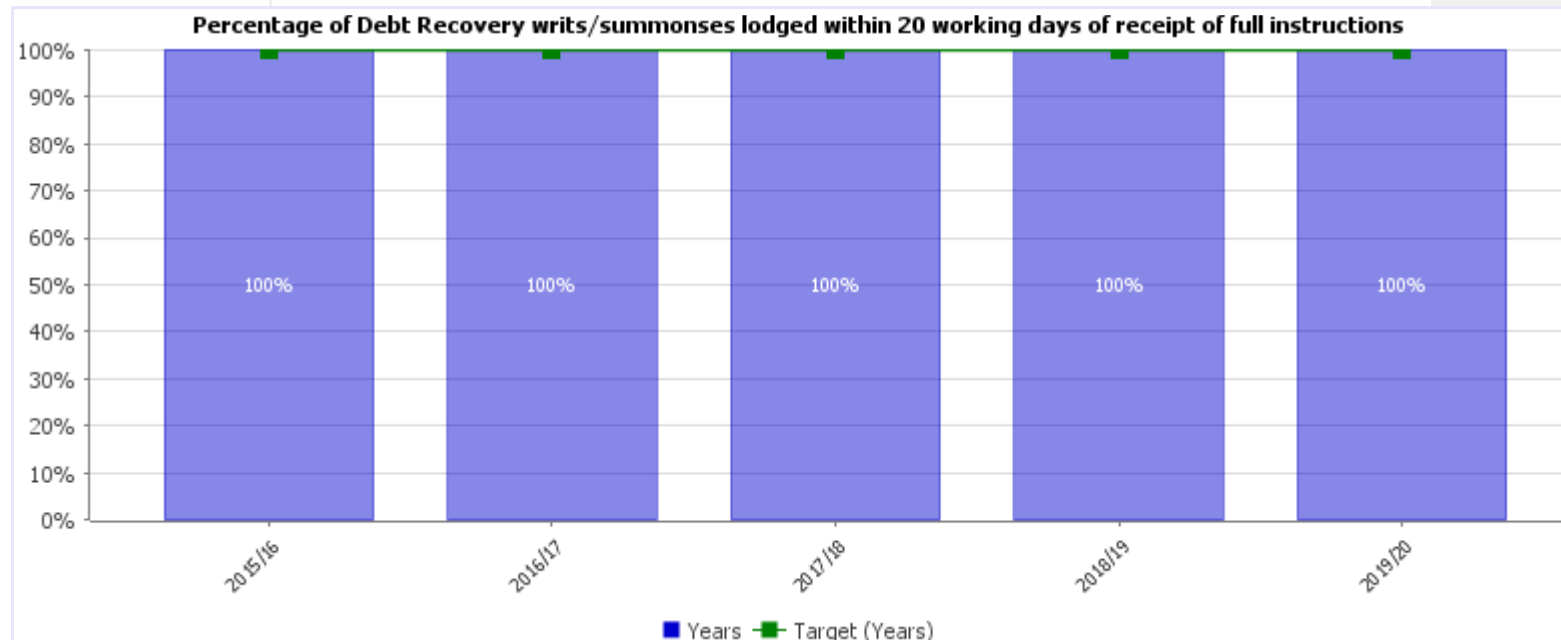
Trend Chart Commentary

The trend shows that the cost of delivering Legal Services to the Council, its officers and elected members has been stable during the reporting period with a reduction in cost evidenced during 2019/20. During 2020/21 the cost of delivering Legal Services to the Council reduced to £2,014. This reflects the efficiencies which have been achieved in the service as part of the Councils modernisation programme.

During 2020 benchmarking was undertaken seeking information from all 31 other local authorities and 11 public bodies. To date 13 local authorities and 8 public authorities have responded to enquiry regarding cost of legal services. Each body is uniquely budgeted and is not directly comparable to the funding of the Service, however there is information which can be extrapolated and will be reported by end January 2021 following final analysis of responses.

The target for 2020/21 is £2,014

PI Code & Short Name	LS116_9b.1a Percentage of Debt Recovery writs/summonses lodged within 20 working days of receipt of full instructions	PI Owner	zLS_PIAAdmin; Linda Fowler
Description	Legal Services has agreed a service standard of lodging debt recovery writ/summons in the sheriff court within 20 working days of receipt of full instructions. Instructions can be received at any time during the month. This indicator reports annual performance in relation to processing of all heritable arrears cases, service accounts, general debt recovery and anti social behaviour order applications to the Sheriff Court. Service level has been agreed with services as lodging summons/writ in court within 20 working days of receipt of full instructions. The target set by legal services is to lodge 100% of writs/summonses within timescale.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




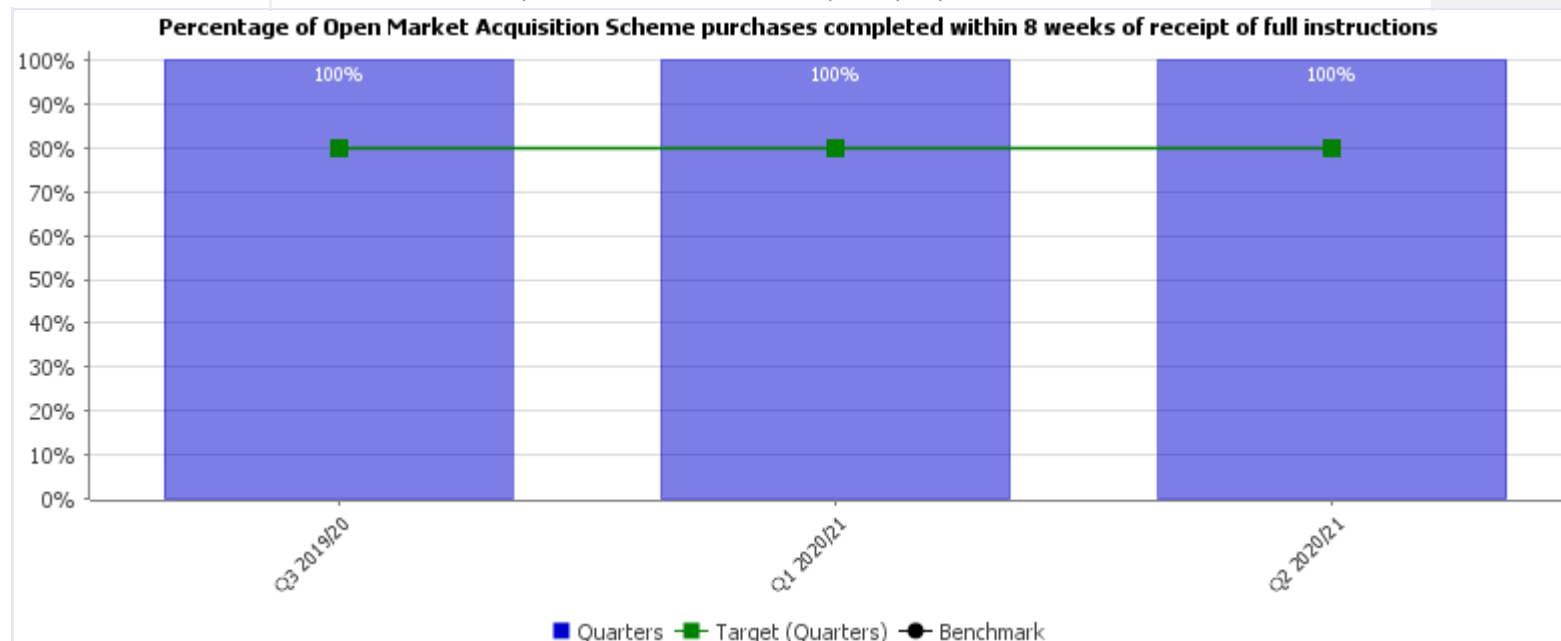
Trend Chart Commentary:

The trend evidences consistent positive performance during the reporting period.

During Q4 2020, the Covid 19 pandemic impacted both the number of instructions being received and ability to process and lodge these as a result of Courts closures and legislation suspending rights to pursue actions for recovery during the Pandemic. The restrictions are ongoing and only limited types of actions are being processed on an essential basis. Of the 181 cases to be pursued, 160 were raised and lodged within timescale. The remaining 21 could not be lodged as a result of court closure although there were prepared and ready for lodging. Data for 2020/21 will be reported in Q1 2021.

The target for 2020/21 is 100%. In discussion with Legal Services Management Team, and client services, the timescale for lodging will be reviewed. Changes to procedures regarding debt recovery, and the move to electronic completion and submission of actions will also be taken into account to ensure that customer needs are met and the overall target remains appropriately challenging.

PI Code & Short Name	LS124_6b.5 Percentage of Open Market Acquisition Scheme purchases completed within 8 weeks of receipt of full instructions	PI Owner	zLS_PIAAdmin; Lesley Montague
Description	<p>This indicator measures the percentage of Open Market Acquisition Scheme Purchases completed within 8 weeks of receipt of full instructions as a percentage of the total number of full instructions received. This indicator measures the end to end process of completing transactions, which includes engagement with third party purchasing representatives.</p> <p>This indicator should be reviewed along with LS138_6b.5 which reports on the performance of the service in relation to those elements of the process which are unaffected by third party actions.</p>	Traffic Light Icon	
		Current Value	100%
		Current Target	80%




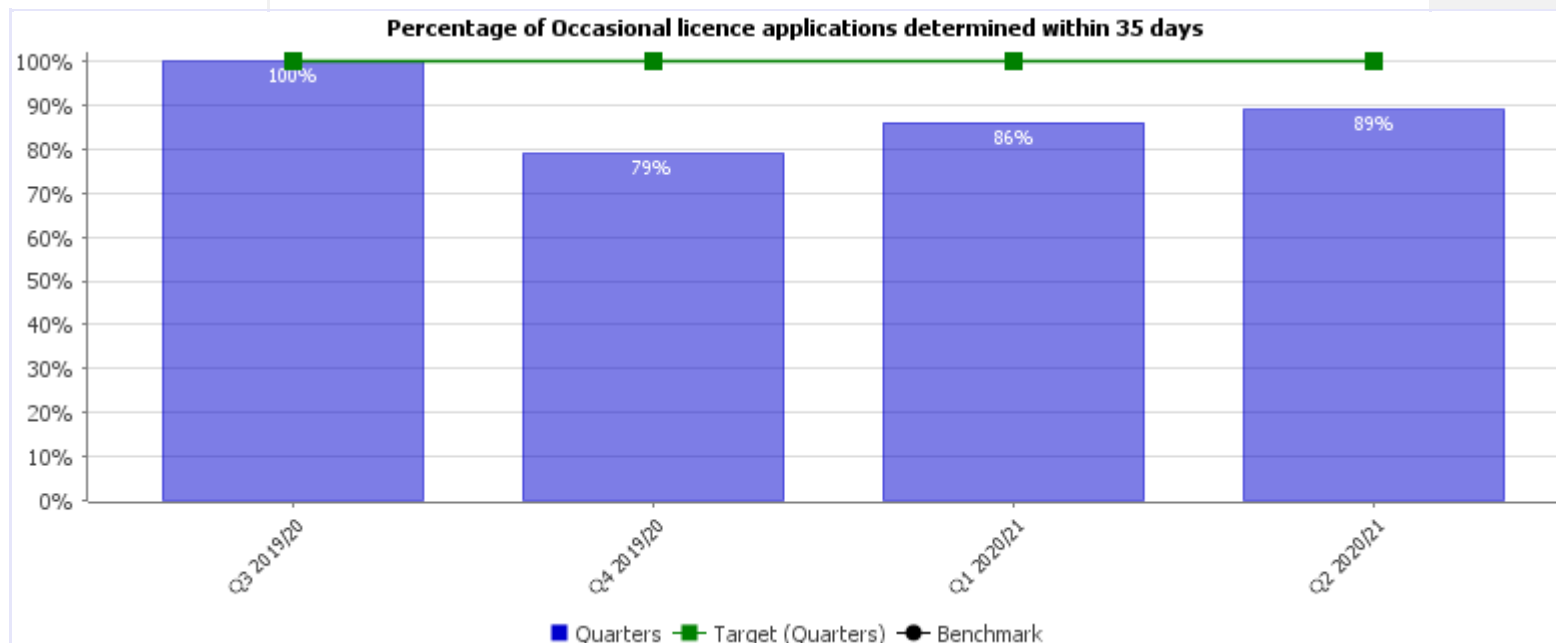
Trend Chart Commentary

The trend shows positive performance exceeding the target during the reporting period. Data for Q3 2020/21 will be reported by end January 2021.

The number of instructions has been impacted by the restrictions initially imposed on the property market as a result of the Covid 19 pandemic. As these have relaxed it is anticipated that the volume of instructions will increase during the coming year.

The target for 2020/21 is 80% but will continue to be reviewed and set following discussion with the customer service to ensure that the target accurately reflects expectations in relation to service delivery in light of the impact of issues beyond the control of the service.

PI Code & Short Name	LS127_6b.5 Percentage of Occasional licence applications determined within 35 days	PI Owner	zLS_PIAAdmin; Audrey Watson
Description	This indicator measures the percentage of applications for occasional licences which are determined within 35 days of receipt as a percentage of the total number of applications received. The process of determining applications requires engagement with third party agencies and statutory advisors which can introduce periods of extended consideration of applications and protraction of the 35 day period. The service have no control of those elements of the process.	Traffic Light Icon	
		Current Value	89%
		Current Target	100%




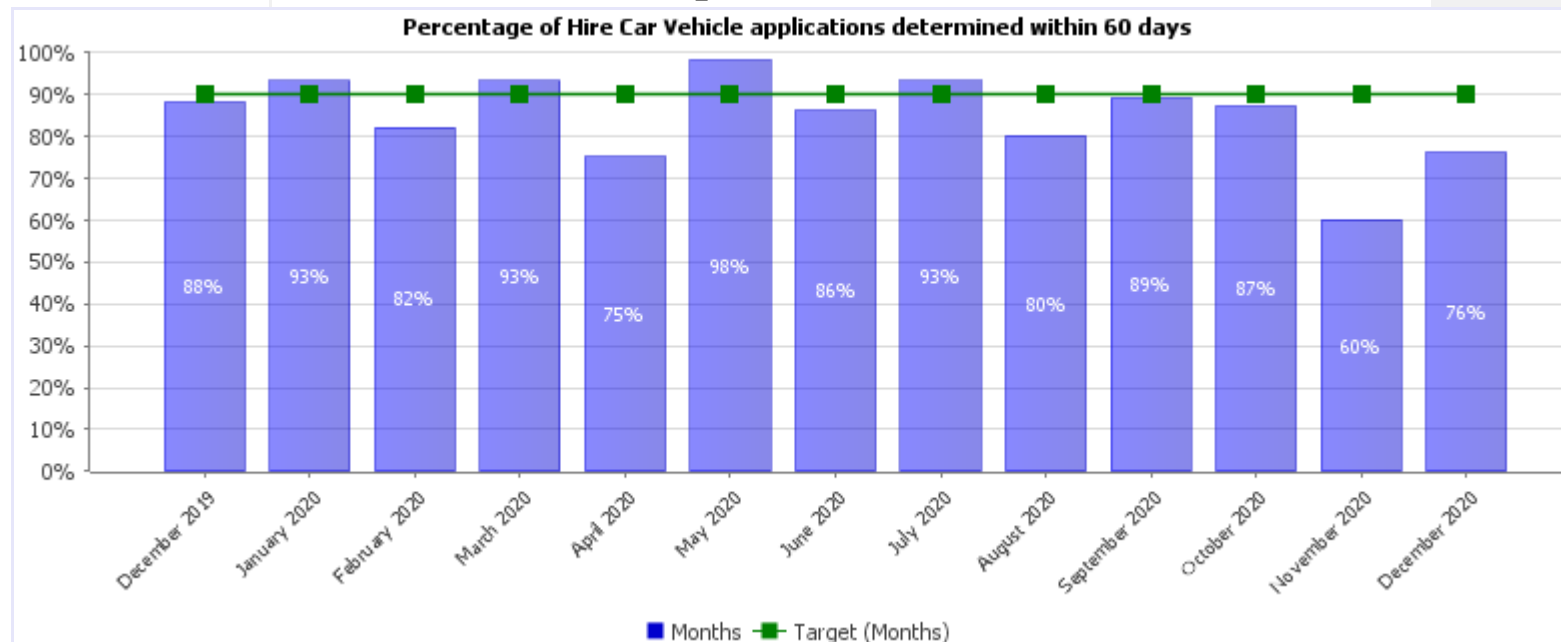
Trend Chart Commentary:

The trend evidences positive, improving performance during the reporting period. The reduction in performance evidenced in Q4 2019/20 was the result of the impact of the Covid 19 pandemic when licensing business was impacted as a result of the impact of third parties on the end to end process of determining applications. This was large due to the necessity for those third parties to prioritise resources to their pandemic response. The trend since then evidences that performance has been improving as a result of third parties adjusting their business plans to accommodate day to day licensing business.

There are no underlying concerns regarding performance arising from extended timescales for determining applications. As early applications are encouraged for large events, there is no adverse effect on the customer due to the time taken to process these applications. Given the data required this indicator cannot be updated until a month after the end of the quarter concerned. Data for Q3 2020/21 will be reported by end January 2021.

The target is reviewed at service performance meetings and having regard to historical trends in performance. The target for 2020/21 is 100%

PI Code & Short Name	LS157_6b.5 Percentage of Hire Car Vehicle applications determined within 60 days	PI Owner	zLS_PIAdmin; Audrey Watson
Description	<p>This indicator was introduced in April 2017 and combines the information previously reported in LS043_6.b.5 and LS135_6b.5 as there is no distinction between applications for Private Hire Car and Taxi vehicle licences in terms of their determination. Both of those indicators have been archived.</p> <p>The Civic Government (Scotland) Act 1982 provides a statutory deadline of 9 months for Private Hire Car and Taxi vehicle applications to be determined effective from 1 May 2017. That deadline has been temporarily extended to 12 months following the coronavirus pandemic. The Licensing Team has set a local target of 90% of all applications to be determined within 60 days.</p> <p>This indicator reports the total percentage of applications determined each month. The indicator represents the end to end process in determining an application. The overall process involves external agencies over which the Service has no control.</p> <p>Vehicles require to undergo a test at the Taxi Examination Centre (TEC) and vetting must be completed by the Police at the TEC prior to applications being granted. Any objections received result in the application requiring to be considered at a Licensing Committee meeting.</p> <p>This indicator should be viewed with LS156_6b.5</p>	Traffic Light Icon	
		Current Value	76%
		Current Target	90%



Trend Chart Commentary

The trend evidences that performance is generally positive but has fluctuated and the target was not achieved on several occasions. During those periods where a reduction in performance is evidenced these are primarily due either to renewal applications being made early creating artificial delays as test dates are allocated one month prior to licences expiring, or delays by applicants in presenting vehicles for test or delays arising from the Covid 19 pandemic. The testing centre closed in March 2020 due to the coronavirus pandemic and other processes have been affected by it. The testing centre reopened in late July but performance is likely to continue to be affected until the end of 2020 as there is a backlog of vehicles to be tested. The testing centre has increased capacity and is confident that the vast majority of outstanding tests can be undertaken by the end of December 2020.

Despite the reduction in performance during some months the statutory timescale for determining applications was met. The statutory timescales have been extended by emergency legislation during the pandemic.

The target for 2020/21 is 90% having regard to historical performance and fluctuations evidence this target is reasonable but remains challenging. It has been reviewed in light of the impact of the pandemic however is not being adjusted since the trends reflect historical performance pre-dating the pandemic.

DATA LABEL: OFFICIAL – SENSITIVE



PERFORMANCE COMMITTEE

WLAM PROGRAMME 2017/20 – REVIEW PANEL UPDATE

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report provides a summary of the outcomes from the Review Panels that have taken place in 2020/21 (to date).

B. RECOMMENDATION

It is recommended that the Committee:

1. Notes the outcomes from the Panels held from October 2020 to date;
2. Notes the remaining outstanding Review Panels scheduled to take place in 2020/21;
3. Considers the services that may be asked to report to the Committee, based on the reported outcomes.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	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	The council has adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used, including council indicators and outcomes.
VI.	Resources (Financial, Staffing and Property)	None
VII.	Consideration at PDSP/Executive Committee required	None

- VIII. Details of consultations
- The Review Panel outcomes for individual services and progress updates on the council-wide (excluding schools) programme are provided to Performance Committee as part of internal scrutiny arrangements.

D. TERMS OF REPORT

D.1 Background

Self-assessment is an important part of the council's Improvement Strategy 2018/23, encouraging innovation from within and positively engaging employees in service planning and improvement.

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

On 16 November 2020, the Committee received a report with a summary of the WLAM activity in 2019/20 against the schedule and the scores of services that self-assessed during this period. The report also identified four services that had yet to complete the Panel process, delayed by the Coronavirus pandemic, and advised that these Panels were to take place in 2020/21.

This report provides an update to the Committee on the Review Panel activity in 2020/21 to date. This also includes an update on the Panels that have taken place for those services on annual cycle.

D.2 Review Panel Outcomes

All services complete a WLAM and attend an officer-led scrutiny panel at least once during a three-year improvement cycle. At the end of the assessment process each WLAM unit attends a Review Panel to determine the level of scrutiny that the service will be subject to throughout the cycle – based on WLAM scores and performance results.

A total of 34 WLAM assessments were undertaken during the programme, with an average score of 532 out of 1,000 for council services. A total of 35 WLAM units attended the Review Panel – including Housing Strategy and Development, which did not complete a WLAM assessment in the cycle but did attend the Review Panel

The Review Panel in the WLAM programme 2017/20 has three possible outcomes. Table 1 provides the updated summary position for all services:

Table 1: Review Panel Outcomes 2014/17		
Cycle		No. of Services
1	Return to the panel within three years	24
2	Return a report to the Panel within 12 months, who will determine if the service is to move to Cycle 1 or 3	7
3	Return to the Review Panel no later than one year (12 months) from the date of the last report	4

D.3 Review Panel Outcomes (re-scheduled Panels)

There were four services unable to attend the Review Panel on conclusion of their self-assessment in quartile 4 of 2019/20 due to the impact of COVID 19. The Panels were re-scheduled for October and November 2020. Those services were:

- Housing Operations*
- Performance and Change*
- Customer and Communities Services
- Planning Services

Table 2 provides the updated summary outcome position for those services that have now attended the Panel:

Table 2: Remaining WLAM Units still to attend Review Panel			
Service	Score	Rank	Cycle
Housing Operations*	530	20	2
Performance and Change*	510	29	1
Customer and Communities Services	549	8	1
Planning Services	537	13	1

*Previous combined WLAM unit

- Planning Services, Customer and Communities Services and Performance and Change – were all assessed as low risk for performance by the Panel and each received a Cycle 1 outcome. A set of recommendations for future improvement were also provided to each service and they will be required to provide a progress update against those recommendations at the next Panel (within 3 years).
- Housing Operations – the Panel placed the service on Cycle 2 and determined that there should be greater focus on improving the management of performance in the next year. The service will return a report to the Panel within the next 12 months.

D.4 Review Panel Outcomes (Annual cycle)

Panels for services on an annual cycle (cycles 2 and 3) also re-convened from October 2020 onwards. The intention is to complete these Review Panels within 2020/21.

Table 3 provides the schedule for those services that are on Cycles 2 and 3 and due to attend the Panel in 2020/21 and outcomes to date:

Table 3: Annual Cycle Services – Dates and Outcomes (to date)			
Service	Date of Panel	Cycle pre-Panel	Cycle post-Panel
Passenger Transport	Oct-20	3	2
Housing Strategy	Nov-20	3	3
Housing Need	Jan-21	3	2
IT Services	Jan-21	3	1
Building Services	Feb-21	2	TBD
Recycling and Waste Services	Feb-21	2	TBD
Learning Policy and Performance	Feb-21	2	TBD
Legal Services	Feb-21	3	TBD
CSC	Feb-21	3	TBD
CPU	Mar-21	3	TBD
Nets, Land and Countryside	Mar-21	2	TBD

- Passenger Transport – the Panel recognised a marked improvement in employee results, but wish to continue the monitoring and support that is in place for a further 12 months to ensure the service maintain this improved position.
- Housing Strategy – the Panel recommended a review of the approach to performance management and building of a better performance culture in this newly constituted WLAM unit. Also, key areas of performance were identified that are to be reviewed by the Panel in 12 months.
- Housing Need – the service was able to demonstrate improvement in a number of key indicators of performance and had made good progress with past recommendations from the Panel. However, the Panel also recognised the challenge and external pressures facing the service in the next year and wish to receive an update on progress and performance in 12 months.

D.5 WLAM Programme 2020/23

It has not been possible to start the new programme of assessment in 2020/21, as would have been planned, due to the pressures facing frontline services and also the ongoing work to adapt this process to a virtual format.

An update to the council's Executive Management Team on the next programme will be the next course of action. This will outline timescales for the programme and how the process will adapt to the current constraints.

In lieu of the new programme, the Committee is asked to consider any service performance reports that may be brought forth based on the information provided in this report.

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.

All WLAM units attend the Review Panel as part of this process and the council's internal scrutiny arrangements. To date, most services have been assessed as performing at the expected levels and/or improving performance.

F. BACKGROUND REFERENCES

[Improvement Strategy 2018/23](#)

Appendices/Attachments: 0

Contact Person: rebecca.kelly@westlothian.gov.uk Phone: 01506 281891

Graeme Struthers
Depute Chief Executive
1 February 2021

DATA LABEL: PUBLIC



PERFORMANCE COMMITTEE

FACTFILE 2020

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report presents the council's annual performance report Factfile 2020.

B. RECOMMENDATIONS

It is recommended that Committee note the council performance contained in Factfile 2020.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on customers' needs• Being honest, open and accountable• Making best use of our resources
II.	Policy and Legal	Compliance with the Code of Corporate Governance requirements
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	Required to publish Specified Performance Indicators in accordance with the Local Government (Scotland) Act 2003
V.	Relevance to Single Outcome Agreement	A number of performance indicators contained in Factfile directly reflect or contribute to the outcomes in the Local Outcome Improvement Plan.
VII.	Consideration at PDSP/Executive Committee required	The final version of Factfile is reported to the Performance Committee, providing an overview of corporate performance in 2018/19 to members.
VIII.	Details of consultations	The format and contents of Factfile was subject to consultation with the Citizen Led Inspectors in 2018.

D. TERMS OF REPORT

D.1 INTRODUCTION

The council provides an annual report on performance and achievement and this is used for public information and as evidence of council compliance with Best Value arrangements on public performance reporting (PPR).

The report presents Factfile 2020 for information, offering Committee a high level view of corporate performance. This uses an accessible infographic format to represent measurable achievement and is published on the council website, as part of a range of performance information.

D.2 FACTFILE 2020

Factfile is the annual report on council performance in the eight priorities of the Corporate Plan 2018/23. Published on the council website, it contains in-year performance and information about the cost of services, relative to the previous year.

Factfile 2020 represents performance in the year 2019/20 and the content has been collated in consultation with the relevant officers and services.

The content is largely a consistent record of the performance and statistics reported in Factfile. However, where variances occur it is due to:

- new priority activity
- changes to, or cessation of, services delivered by the council
- changes to the calculation method used for performance
- cessation of performance measures
- new, more relevant (in terms of relevance to the priority or activities) measures being identified

The publication will be made available to the public on the council's website.

E. CONCLUSION

Factfile is the council's annual performance report, providing topical information on the council's measurable achievement in Corporate Plan priorities in a way that is engaging and user friendly for customers. The format will be used to report annual performance for the duration of the council's Corporate Plan 2018/19 to 2022/23.

BACKGROUND REFERENCES

[Corporate Plan 2018/23](#)

Appendices/Attachments: Appendix 1_Factfile 2020

Contact Person: rebecca.kelly@westlothian.gov.uk

Julie Whitelaw
Head of Corporate Services
1 February 2021

factfile 2020

Your essential guide to our performance in 2019/20



1 Improving attainment and positive destinations for school children

2 Delivering positive outcomes and early interventions for early years

3 Minimising poverty, the cycle of deprivation and promoting equality

4 Improving the quality of life for older people

5 Improving the employment position in West Lothian

6 Delivering positive outcomes on health

7 Delivering positive outcomes on health

8 Protecting the built and natural environment

Summary | Key results

factfile 2020



60%

of pupils achieved three or more Level 6 qualifications, including higher, from 58% in 2018/19



95%
of school leavers went into positive destinations, from 94% in 2018/19



£39.9million

invested to improve West Lothian schools, roads, council properties and ICT infrastructure

20.2% of A class roads required maintenance treatment, from 21.2% in 2018/19

£14.251

million invested by the council in improving our school estate

99%

of pre-school parents allocated their first choice of pre-school, same as 2018/19

6,635

customers received help and assistance from the Scottish Welfare Fund, from 6,120 in 2018/19

2.8%

unemployment rate in West Lothian, from 3.9% in 2018/19



16

people delayed more than 2 weeks to be discharged from hospital, at a point of contact of census, per month from 28 per month in 2018/19



58.2%

of all household waste was recycled, from 65.2% in 2018/19



69.3%

of customer enquiries were resolved at first point of contact, from 71.2% in 2018/19



1 Improving attainment and positive destinations for school children

Educational attainment makes a significant contribution to improving:

- Children's life chances: ensuring that young people have high aspirations for themselves, and are in a position to fulfil their potential and have a successful life.
- Social and economic wellbeing: higher levels of educational achievement go hand in hand with improving local employment, greater inward investment, less poverty and increased optimism, especially among young people.

Improving attainment

Attainment has exceeded the target for key school qualification indicators and remains above the national average.

West Lothian performance has taken a number of key actions to further improve levels of attainments, including:

- A more robust and challenging programme of tracking and monitoring across all sectors
- A focus on improving attainment across the Senior Phase, ensuring access to a broad range of qualifications and awards
- Central Quality Improvement officers and school leaders working collaboratively to drive improvement
- All schools involved in evaluating and increasing parental engagement and family learning opportunities through the implementation of the West Lothian Parental involvement and Engagement Framework.



Improving attainment and positive destinations for school children

The council aims to help our young people make the most of their opportunities in life and become effective contributors to our local community.

Improving educational attainment will better support school children to develop the essential skills for work and compete in a modern, integrated society.



60% of fifth year pupils achieved 3 or more level 6 including higher, from 58% in 2018/19

68% of fourth year pupils achieved five or more awards at Level 5 including higher, from 58% in 2018/19

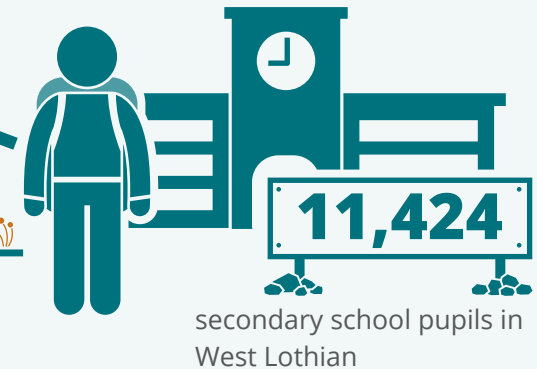
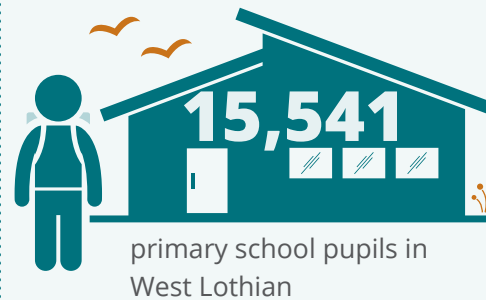
43% of pupils from most deprived areas in S5 achieved 3 or more awards at Level 6, from 40% in 2018/19

44% of pupils from most deprived areas in S6 achieved 3 or more awards at Level 6, from 39% in 2018/19

Around **800,000** breakfasts served across our primary, secondary and special schools, compared to 823,985 in 2018/19

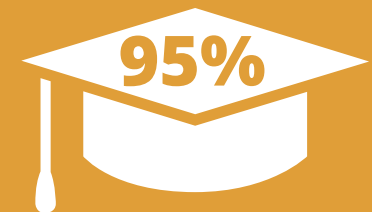


£14.251million invested by the council in improving our school estate in 2019/20



£6,872 was the average the council spent per secondary school pupil, from £6,739 in 2018/19

£5,424 was the average the council spent per primary school pupil, from £5,405 in 2018/19



of school leavers went into positive destinations, an increase from 94% in 2018/19

135,688 pupils took part in Active Schools programmes in 2019/20, a decrease from 17,829 in 2018/19



83% of primary pupils were on track to achieve expected levels in Numeracy, due to Covid-19, in March 2020

85% of primary pupils were on track to achieve expected levels in Reading, due to Covid-19, in March 2020



2 Delivering positive outcomes and early interventions for early years

Children and young people deserve the best possible start in life. There is strong evidence to indicate what happens to children in their earliest years is key to influencing their future and positive outcomes in adult life.

- The council has range of early intervention measures in place to improve the health and welling of families, including early learning, childcare, maternal and infant nutrition
- There is also a focus on supporting young people leaving care and young carers in order to improve their employment prospects.

Early interventions

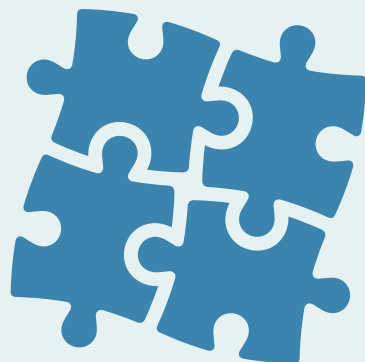
West Lothian Council has taken a number of key actions to deliver positive outcomes, including:

- Enhancing early intervention in Primary, Secondary and Special Schools with children and young people facing challenge in life and learning supported through nurture groups to remain engaged with school
- Collaboration between all professionals with an interest in early years, with the aim of addressing social, demographic and health issues, and making West Lothian a better place for children



Delivering positive outcomes and early interventions for early years

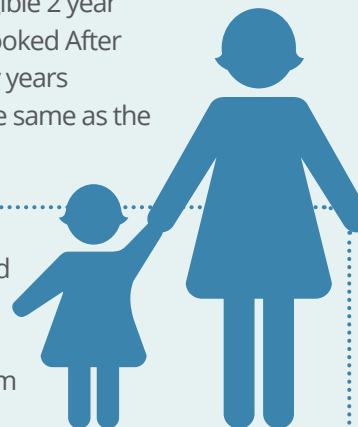
The council is working together with parents and carers to develop positive attitudes to learning and health and wellbeing. With services located in some of the most deprived communities, we deliver joined up services across health, education and social care, and address social inequalities to ensure that children have the best chance of succeeding in later life.



99% of pre-school parents allocated their first choice of pre-school from 94% in 2018/19

100% of eligible 2 year old Looked After Children attended early years childcare provisions, the same as the previous year

100% of children and young people referred to Attendance, Improvement, Management service due to school attendance issues were diverted from statutory measures due to improved attendance, from 94% in 2018/19



88% of parents feel their skills have improved as a result of their involvement with the Whole Family Support service in 2019/20, from 82% in 2018/19

47% of children who were 'looked after and accommodated' in a community setting were cared for in a kinship care setting in 2019/20, up from 46% in 2018/19.

85% cases evidence positive progress at the six months Looked After Child Review, from 88% in 2018/19

£3,312 is the amount the council spent on average per pupil on pre-school education, from £2,772 in 2018/19

31.3%

of pre-school children utilised the full-day nursery provision of offering greater flexibility for parents, an increase from 18.53% in 2018/19



89.3% attendance levels in pre-schools, from 89.9% the previous year

10% of young people eligible for Aftercare services experienced one or more episodes of homelessness, from 16% in 2018/19



100% of Early Learning & Childcare settings were graded good or better in 2019/20, an increase from 86% in 2018/19

77% of care leavers entering a positive destination, from 60% the previous year

3 Minimising poverty, the cycle of deprivation and promoting equality

People living in poverty and deprivation have significantly worse life outcomes than those in average households, and this is often determined at a very early age by family circumstances.

This means there is a human cost as individuals do less well at school, are more likely to be unemployed or in poorly paid jobs and will have poorer health and shorter lives. The financial cost is significant also, with people having a greater reliance on public services throughout their lives.

Minimising poverty

West Lothian Council has taken a number of key actions to deliver positive outcomes, and in support of the Anti-Poverty Strategy, including:

- Increased the range of additional training and employment opportunities to help people find and sustain a job
- Undertaken a range of preventative, targeted projects to support our most vulnerable citizens
- Increased opportunities to help more adults become digitally included
- Improved access to advice and support across West Lothian
- Increase the number of affordable homes for rent
- Incorporated views of those with experience of living on a low income
- Upskill frontline staff to recognise those in need of help and make active referrals to get support



Minimising poverty, the cycle of deprivation and promoting equality

Some of our most disadvantaged communities have been so for over 30 years and there is now a third generation of children and young people who have grown up in households that are benefit dependent. The council aims to address some of the serious issues that have affected our communities through support, education and multi-agency working.



1,434 customers were provided money and energy advice to help improve household income. 23% of these customers were aged 60 years and over



73% of money advice customer debt successfully managed in 2019/20



316 new build council homes were completed in 2019/20, from 361 in 2018/19

£13 million invested on the creation and acquisition of new council homes from £24 million in 2018/19



100% council/private tenants received a Discretionary Housing Payment to fully mitigate the reduction in eligible rent as a result of the 'Bedroom Tax'

343 adults were helped to improve their literacy, numeracy and English as a second or other language skills.



13.84

days were taken on average to process new claims for housing benefit and council tax reduction in 2019/20 from 11.94 in 2018/19



435 appeals were lodged to help customers appeal a DWP benefit decision. 85% cases heard had the decision over-turned

6,635 customers received help and assistance from the Scottish Welfare Fund, through either a crisis or community care grant, an increase from 6,057 in 2018/19



£30.5million increase in customers' disposable income achieved through council interventions and advice

4 Improving the quality of life for older people

The council wants to improve the quality of life for older people by offering care and support that helps them to live well and have greater control, choice and independence.

Quality of life

West Lothian Council has taken a number of key actions to deliver positive outcomes such as the maximisation of independence and wellbeing via:

- A focus on prevention and upstream investment to avoid delay or reduce the need for formal health and social care intervention
- A focus on shifting the balance of care more towards community and home based care, including better support for carers
- A greater emphasis on personalisation of services, giving service users and carers more choice and control over how their needs are met



Improving the quality of life for older people

The council aims to enhance the continuity of care, allowing older people to live with support in their community and reduce the number of admissions to hospital or long-term institutional care.

We work with our partners in health, voluntary sector and our community to achieve this aim in the best way.



6,851

requests for emergency assistance were responded to by the Home Crisis Care Service in 2019/20, from 6,207 in 2018/19



243

carers of older people had a support plan in place in 2019/20, an increase from 48 the previous year

3,681

customers supported to remain in their homes with the provision of technology, an increase from 3,708 in 2018/19



West Lothian has **nine dementia cafes** meeting on a monthly basis offering support and advice to people with dementia and their carers

1,141

people attended Dementia Cafes throughout West Lothian, an increase from 876 in 2018/19

£22.45

per hour spent by the council on providing care to support older people to live at home, from £21.77 in 2018/19



100% of housing with care or registered care housing were graded as good or above by the Care Inspectorate, the same as the previous year

382 older people supported by the Food Train to remain at home with volunteers having made 4,728 deliveries of fresh groceries in 2019/20, an increase from 283 older people in 2018/19

16 people delayed more than 2 weeks to be discharged from hospital, at a point of census, per month from 28 per month in 2018/19

63% of people aged 65+ supported in their own home with care at home services in 2019/20, from 65% in 2018/19



£537 per person, per week spent by the council on providing residential care for older people, from £518 in 2018/19



97%

customer satisfaction with the quality of care services for older people in 2019/20, the same as the previous year



5 Improving the employment position in West Lothian

Improving the employment position will positively impact on the quality of life and the overall wellbeing of residents in West Lothian. Our community needs a strong local economy to flourish as it supports the success of other priorities, particularly in improving attainment and health outcomes, and addressing poverty.

Employability

West Lothian Council has taken a number of key actions to deliver positive outcomes in employability, including:

- Building an entrepreneurial culture in West Lothian by supporting business start-ups and early stage company growth
- Supporting investment in West Lothian, complementing and collaborating with national agencies including Scottish Enterprise and Skills Development International (SDI) and where appropriate collaborating with neighbouring councils
- Investing in improving skills levels within West Lothian - the council has a specific role in respect of school and community based provision and also works in close partnership with other agencies including West Lothian College to deliver a joined up skills strategy for West Lothian



Improving the employment position in West Lothian

The council aims to support the growth of a vibrant business sector, built around a highly motivated and skilled workforce.

This involves maximising employment opportunities with a particular focus on helping young people enter the job market.

Due to the changing nature of our clients, in 2019/20 we worked with people with multiple barriers who required more intensive support.



2.8%

unemployment rate in West Lothian in 2019/20 compared to 3.9% in 2018/19

489

small medium enterprises (SMEs) assisted by the council, an increase from 458 in 2018/19

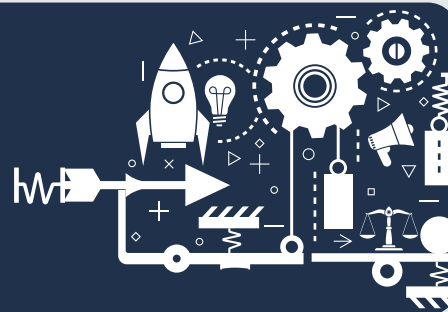


64

wage subsidy places within West Lothian companies employing less than 50 employees were created by the council, from 78 employment places in 2018/19

516

jobs generated by new business start-ups this year, from 520 jobs in 2018/19



92%

retail/shop occupied in West Lothian (Armadale, Bathgate, Broxburn, Linlithgow and Livingston) in 2019/20, from 90.5% occupied in 2018/19



48%

of customers from Access2employment progresses into employment, training or education in 2019/20, from 36% in 218/19'



Over **£2.1 million** of European Union funding secured by the council to be invested in rural development projects as part of the 2015-2020 programme

365

new business start-ups assisted by the council, from 385 start-ups assisted in 2018/19



203

of the 365 new business supported by the council were started by women, similar proportion to female starts in 2018/19.

488

unemployed people assisted into work in 2019/20 compared to 410 in 2018/19

17.43%

of unemployed people in West Lothian assisted into work in 2019/20 by the council, from 11.1% in 2018/19



6 Delivering positive outcomes on health

Promoting health and wellbeing of West Lothian citizens and reducing inequalities of health across our communities is a key priority for the Health and Social Care Partnership (HSCP) – a partnership between West Lothian Council and NHS Lothian.

Inequalities in health status are increasing across Scotland meaning significantly greater increases in life expectancy in more affluent part of Scotland compared to the least affluent.



Improving health outcomes

West Lothian Council has taken a number of key actions to deliver positive outcomes on health, including:

- Greater integration in the delivery of health and care services in West Lothian
- Enabling independence and social inclusion for service users and carers by helping them take control of their own care and support provision
- Delivering effective and integrated equipment and technology solutions to support the on-going shift in the balance of care, reducing and preventing hospital admissions and facilitating speedier hospital discharge
- Improving levels of fitness, addressing high levels of problematic substance misuse (particularly alcohol) and taking an anticipatory approach to long-term and chronic conditions
- promoting positive health and wellbeing to all, including through the provision of leisure facilities and well maintained open spaces

Delivering positive outcomes on health

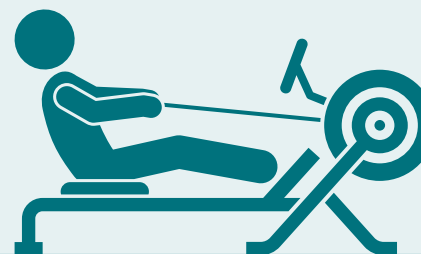
The key focus is to address serious health inequalities, which links low income with a range of social and health issues including life expectancy. An ageing population in the county is also having an impact on the demand for health and social care.



145 people who had a physical disability with intensive needs were provided with ten care hours per week to support them in their community, a total of 35.7% of all service users compared to 134 people in 2018/19



598 food safety inspections of food retailers and manufactures carried out, from 723 food hygiene inspections in 2018/19



1,650,534 attendances at Indoor Sports Facilities (excluding pools)



58% of occupational therapy assessments allocated within six weeks of referral, from 86% in 2018/19



265,572 attendances at Outdoor Sport Facilities (excluding pools) in 2019/20



98.9% customer satisfaction with the service delivered by Adult Learning Disability services.

89% of clients received drug or alcohol treatment in less than three weeks from referrals in 2019/20, an increase from 69% in 2018/19



100% customer satisfaction with the service delivered by Adult Physical Disability services, the same as the previous year.

2,467

Alcohol Brief Interventions were delivered in primary care and specialist NHS services in 2019/20, from 2,252 in 2018/19

1,505,835 people visited country parks (Beecraigs, Calderwood and Almondell and Polkemmet) an increase from 2018/19

864,844

swimming attendances at council and West Lothian Leisure swimming facilities in 2019/20



7 Reducing crime and improving community safety

Community safety has a significant impact on the wellbeing of our residents and their quality of life. We want people to feel safe in their homes and on the streets of West Lothian, secure in the knowledge that they are living in strong and inclusive communities.

- We will work with our partner agencies to provide support, reduce incidents of antisocial behaviour and crime and help prevent reoffending to ensure that people at risk are protected.
- We will tackle antisocial behaviour through a range of preventative and diversionary activities and joint working with our Community Safety Partners including Police Scotland, Scottish Fire and Rescue Service and local voluntary sectors.
- We will deliver our Community Safety Plan 2019-2022 to meet our community safety outcomes.
- We will utilise activities that are available through the Community Safety Partnership. Primary schools can still take part in the interactive safety programme; the Risk Factory and Secondary schools can take part in the re-designed annual road safety programme Westdrive.

Reducing Crime

West Lothian Council has taken a number of key actions to deliver positive outcomes in community safety, including:

- The council's approach to divert young people from statutory measures, prosecution and custody through early intervention and community alternatives.
- Utilising activities that are available through the Community Safety Partnership and developing joint planning and delivery of services. Primary Schools can still take part in the interactive safety programme, the Risk Factory and Secondary Schools can take part in the annual road safety programme Westdrive.
- The Criminal and Youth Justice Service supervised 431 new Community Payback orders including 282 that consisted of unpaid work, resulting in 37,989 hours that were undertaken for the benefit of communities



Reducing crime and improving community safety

To ensure that residents in West Lothian are free from crime and danger, we work with our partners in the police, fire and justice services to improve community safety. This involves sharing intelligence and resources to achieve the best possible outcomes.



28% more fire raising crimes in 2019/20 with 110 received, compared to 86 received in 2018/19

94.5%

children reported feeling safer as a result of engagement with the DASAT Children Service



170 hate crimes were reported in 2019/20 compared to 202 crimes in 2018/19

In 2019/20 we worked with our partners to improve community safety through a range of measures including;



431 community payback orders were made in 2019/20 of which 281 contained unpaid work requirements

37,989 hours of community payback orders were made in 2019/20, from 36,536 in 2018/19



3,420

new incidents of antisocial behaviour were managed by the Safer Neighbourhood team in 2019/20, from 3,719 in 2018/19

725 active antisocial behaviour cases in 2019/20 compared to 466 in 2018/19

75.9% antisocial behaviour cases were closed within target, from 79% in 2018/19

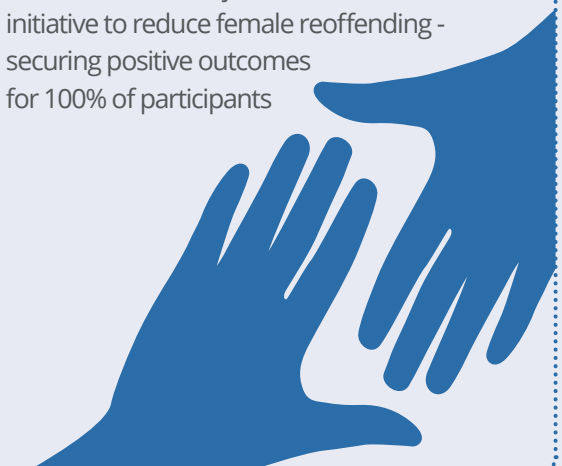
£396,755

invested on improving the road and footway network for Cycling Walking and Safer Streets

83 recorded dangerous driving offences in 2019/20, an increase from 69 in 2018/19



33 women were supported by the Almond Project, a council initiative to reduce female reoffending - securing positive outcomes for 100% of participants



8 Protecting the built and natural environment

The council aims to develop a strong, inclusive and sustainable West Lothian. We want to build communities and services that are well-designed and protect the built and natural environment for current residents and future generations.

We will focus on ensuring that we have the infrastructure to succeed - that there is access to council services, schools, housing, roads and transportation networks for people, families and business to continue to grow and achieve.

This will include delivering services that contribute to the local culture and heritage, and services to protect and enhance the cleanliness, and appearance and integrity of our environment.

Our aim is to provide services which support healthier lifestyles, inclusion and social equity and sustainable economic growth. To protect the built and natural environment in West Lothian, the council will focus on:

- Supporting the sustainable residential and commercial development of the local area
- Helping people to access housing appropriate and to sustain their accommodation
- Ensuring that West Lothian has a transport and roads network to support and sustain economic and population growth in the local area
- Providing high-quality customer services and community facilities and a range of cultural services
- Protecting the environment through a range of regulatory and enforcement activities that will protect the health, wellbeing and safety of local people
- Improving waste recycling rates across West Lothian and introducing low carbon and renewable energy solutions



Protecting the built and natural environment

The council's aim is to provide services that support healthier lifestyles, inclusion and social equity and sustainable economic growth. As well as enhancing the vital infrastructure, including roads and transport networks, schools and housing, this will include delivering services that contribute to the local culture and heritage and services that protect and enhance the cleanliness and appearance of our environment.



**more than
7.6 million**

bins emptied in 2019
and recycled 58.2% of all
household waste from 65.2%
in 2018

6,880

tonnes of salt were
used on roads and



3,236

tonnes of salt for
2,559 grit bins



£2.760million invested by the council in
improving roads and footpaths in 2019/20

93.2% score achieved for the
cleanliness of local streets,
from 94.4% from 2018/19

20.2% of A Class roads were considered for
maintenance through the Scottish Road
Maintenance Condition Survey in 2019/20, from 21.2% in
2018/19

LED replacements
have led to a
2,679,185 kWh
reduction in electricity
consumption from street
lighting in 2019/20. This
reduction could power 635
homes for a year.

94.2% of West
Lothian
council houses met the Scottish
Housing Quality Scotland
Standard, a decrease from
99.8% from the previous year

89.6%
housing stock were compliant
with Energy Efficiency Standard
for Social Housing, an increase
from 64% in 2018/19



83.2%
planning applications were
dealt with within statutory
period in 2019/20

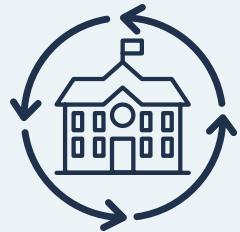
40 properties were
improved by the Home
Energy Efficiency Programme
Scotland in 2019/20, from 120 in 2018/19

1,494 is the
number of
building warrant applications
determined in 2019/20 from
1,369 in 2018/19

1,513 new houses were granted
planning permission for
2019/20, with 47 flats approved and 46.53 ha of
residential land granted planning permission in
principle

factfile 2020

Our Council



£39.956 million

Invested on improving schools, other property, roads and IT infrastructure

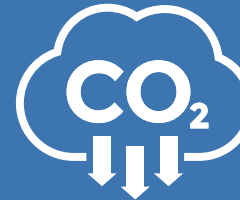


98.5% of council house repairs were completed within target timescales, an increase from 97.8% in 2018/19

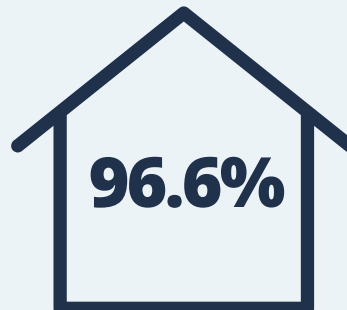


385,465 telephone calls answered and 21,463 emails from the public

Total annual emissions from buildings, transport, external lighting, waste and water from 50,830 tonnes CO₂e in 2018/19 to 36,635 tonnes CO₂e in 2019/20



visits to our website in 2019/20 from 2.45 million in 2018/19



of council tax collected from 96.4% in 2018/19

69.3%

of customers enquiries were resolved at first point of contact in 2019/20, from 71.2% the previous year

64,505

customer enquiries handled in our local council offices and partnership centres

2,868

complaints received, 514 less complaints than 2018/19