West Lothian Council

Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

22 March 2023

A hybrid meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre, Livingston** on **Monday 27 March 2023** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence

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

3. Order of Business, including notice of urgent business, declarations of interest in any urgent business and consideration of reports for information.

   The Chair will invite members to identify any such reports they wish to have fully considered, which failing they will be taken as read and their recommendations approved.

4. Confirm Draft Minutes of Meeting of Performance Committee held on Monday 06 February 2023 (herewith)

5. Service Performance and WLAM Outcome Report - NETs, Land and Countryside Services - Report by Depute Chief Executive (herewith)

6. Service Performance and WLAM Outcome Report - Passenger Transport - Report by Depute Chief Executive (herewith)

7. Complaint Performance Report Quarter 3 2022/23 - Report by Depute Chief Executive (herewith)

8.   Workplan (herewith)

NOTE   **For further information please contact Anastasia Dragona on tel. no. 01506 281601 or email anastasia.dragona@westlothian.gov.uk**

CODE OF CONDUCT AND DECLARATIONS OF INTEREST (2021)

This form is a reminder and an aid. It is not a substitute for understanding the Code of Conduct and guidance.

Interests must be declared at the meeting, in public.

Look at every item of business and consider if there is a connection.

If you see a connection, decide if it amounts to an interest by applying the objective test.

The objective test is whether or not a member of the public with knowledge of the relevant facts would reasonably regard your connection to a particular matter as being so significant that it would be considered as being likely to influence your discussion or decision-making.

If the connection does not amount to an interest then you have nothing to declare and no reason to withdraw.

If the connection amounts to an interest, declare it as soon as possible and leave the meeting when the agenda item comes up.

When you declare an interest, identify the agenda item and give enough information so that the public understands what it is and why you are declaring it.

Even if the connection does not amount to an interest you can make a statement about it for the purposes of transparency.

More detailed information is on the next page.

January 2022

Look at each item on the agenda, consider if there is a "connection", take advice if necessary from appropriate officers in plenty of time. A connection is any link between the item of business and:-
- you
- a person you are associated with (e.g., employer, business partner, domestic partner, family member)
- a body or organisation you are associated with (e.g., outside body, community group, charity)

Anything in your Register of Interests is a connection unless one of the following exceptions applies.

A connection does not exist where:-
- you are a council tax payer, a rate payer, or a council house tenant, including at budget-setting meetings
- services delivered to the public are being considered, including at budget-setting meetings
- councillors' remuneration, expenses, support services or pensions are being considered
- you are on an outside body through a council appointment or nomination unless it is for regulatory business or you have a personal conflict due to your connections, actions or legal obligations
- you hold a view in advance on a policy issue, have discussed that view, have expressed that view in public, or have asked for support for it

If you see a connection then you have to decide if it is an "interest" by applying the objective test. The objective test is whether or not a member of the public with knowledge of the relevant facts would reasonably regard your connection to a particular matter as being so significant that it would be considered as being likely to influence your discussion or decision-making.

If the connection amounts to an interest then:-
- declare the interest in enough detail that members of the public will understand what it is
- leave the meeting room (physical or online) when that item is being considered
- do not contact colleagues participating in the item of business

Even if decide your connection is not an interest you can voluntarily make a statement about it for the record and for the purposes of transparency.

The relevant documents are:-
- Councillors' Code of Conduct, part 5
- Standards Commission Guidance, paragraphs 129-166
- Advice note for councillors on how to declare interests

If you require assistance, contact:-
- **James Millar, Interim Monitoring Officer and Governance Manager, 01506 281613, james.millar@westlothian.gov.uk**
- **Carol Johnston, Chief Solicitor and Depute Monitoring Officer, 01506 281626, carol.johnston@westlothian.gov.uk**
- **Committee Services Team, 01506 281604, 01506 281621 committee.services@westlothian.gov.uk**

January 2022

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, LIVINGSTON, on 6 FEBRUARY 2023.

Present – Councillors Peter Heggie (Chair), Danny Logue, Tony Boyle, Carl John and Maria MacAulay

1.   DECLARATIONS OF INTEREST

        There were no declarations of interest made.

2.   MINUTES

        The Committee confirmed the Minutes of its meeting held on Wednesday 14 November 2022 as a correct record. The Minute was thereafter signed by the Chair.

3.   SERVICE PERFORMANCE AND WLAM OUTCOME REPORT - BUILDING 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 (2022/25).

        The report was accompanied by a presentation which provided both a service overview and performance dashboard together with information on; key achievements, scarcity of resources, disruptive technologies and demand for skills and automation. Officers expanded on the presentation topics before the Committee were given the opportunity to ask questions and provide comment.

        In response to queries regarding the Tenants Portal, which was advised to be one month into an anticipated twelve month development programme, officers explained the content that would be accessible to users. The Committee requested that the functionality be shared with Members and it was confirmed that the portals user interface would be shared when available.

        The discussion moved on to Void properties, specifically concerning the turnaround times leading up to their management and letting. Officers advised that the standard of returns, and staff retention, were contributory factors in any delays to properties becoming available. To address the issues experienced, such as the need for replacement bathrooms and kitchens, work would be undertaken on pre-tenancy checks and include videos showing the condition in which tenants should be leaving their property. A pre-termination visit would also take place to ensure the property's condition was to an appropriate standard, with recharges for any necessary repairs.

        With regard to staff retention, other tendering processes and flexible

working hours were being considered. The modernisation programme, involving consultation with tenants, stakeholders and employees, would provide an understanding of preferred appointment times which could result in different working patterns. Training in other skills, to complement trades, was also being explored.

It was 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.

Decision

1. To note the contents of the report and presentation; and

2. To note that officers undertook to demonstrate the functionality of the Tenants Portal with Committee Members when available.

4. FACTFILE 2022 - REPORT BY DEPUTE CHIEF EXECUTIVE (HEREWITH)

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive presenting the council's annual performance report Factfile 2022.

It was queried if the number of Community Payback orders was an increased figure or lower than it had been previously. Officers understood it to be a higher number and possibly due to a backlog caused by the COVID-19 pandemic. However, this information would be checked with the appropriate area and confirmed to Members.

In order to assess whether the council support provided to new business start-ups had resulted in value for money, it was asked if their success rate was available. Officers advised that the support provided was during an extraordinary year with assistance grants in higher numbers. Information on the tracking of business sustainment for those reported would be sought and Members updated accordingly.

The discussion concluded with a question regarding difficulties with care provider procurement and how this affected priority 4: (Improving the quality of life for older people) and priority 6 (Delivering positive outcomes on health). Members were informed that recruitment levels for care workers would be obtained from the relevant area and circulated.

It was recommended that the Committee note the content of Factfile 2022.

Decision

1. To note the contents of the report; and

2. To note officers undertook to establish further information on the following and update Committee Members accordingly:

- clarification on the number of Community Payback orders and if their noted increase was attributed to a catch-up following the COVID-19 pandemic;

- business sustainment for the new business start-ups assisted by the council during the twelve-month period; and

- the outcome of difficulties with care provider recruitment on both priority 4: (Improving the quality of life for older people) and priority 6 (Delivering positive outcomes on health).

5.   <u>COMPLAINT PERFORMANCE REPORT QUARTER 2: 2022/23</u>

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive reporting the quarterly analysis of closed complaints in Quarter 2: 2022/23.

Following a query regarding missed bin collection complaints, it was acknowledged that there had been recent issues with this service. Instances included those during the festive period, partly caused by poor weather conditions. However, work was underway to improve collections, such as new in-cab technology, which would enable the monitoring and tracking of uplift areas. It was considered that, given the numbers involved across the authority, there was a very high success rate for bin collections.

Complaints regarding poor communication had decreased in the past yet increased during this reporting period. In response to a question regarding the possible causes, officers explained that the recent increase was principally due to services provided by Housing and Building Services. This service area created a Customer Experience team to engage with its customers and understand their needs and preferences. The Tenants Portal, currently in development, was also thought likely to assist in preventing such complaints from being made in future.

The discussion concluded on the subject of upheld complaints and Members informed that, in such cases, the customer would receive a response, including any information they had requested, together with an explanation regarding what the service had done to avoid such instances occurring in future. All local authorities in Scotland should follow the same complaints procedure and processes, principally driven by the Scottish Public Services Ombudsman (SPSO), and extensive training was available to services for complaints management and handling.

It was recommended that the Committee:

1. note the corporate and service complaint performance against the

standards outlined in the council's complaint handling procedure; and

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

<u>Decision</u>   - 8 -

To note the contents of the report.

6.   <u>WORKPLAN</u>

A workplan had been circulated for information.

<u>Decision</u>

To note the workplan.

DATA LABEL: OFFICIAL

West Lothian Council

PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – NETS, LAND AND COUNTRYSIDE 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 (2022/25).

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.

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 (WLAM) 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.

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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 NETs, Land and Countryside 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: Jim Jack, Head of Operational Services

Service Manager: Andy Johnston, NETs, Land and Countryside Manager

NETs, Land and Countryside Services are responsible for the development, management, maintenance and cleanliness of West Lothian's local environment. This includes the three Country Parks of Almondell and Calderwood, Beecraigs and Polkemmet as well as a further 2,600 hectares of open space and countryside land.

The service also manages and maintains 2,048 local residential gardens for the elderly, 2,100 km of street and footpath surface, 100 hectares of woodland, 280 children's play areas, 113 parks and open spaces, 33 cemeteries and churchyards and 18 war memorials.

The service also has a team of Environmental Enforcement Officers and Education and Engagement Officers who are dedicated to educating communities and providing enforcement action to address environmental crime.

The main activities of the service are:

- Grounds maintenance
- Open Space and Cemeteries
- Cleaner Communities
- Parks and Woodland
- Stores facilities

A summary of the service activities and resources is contained within the Operational Services Management Plan 2022/23 (link).

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D.3   Overview of the WLAM Self-Assessment

In October 2022, a WLAM assessment against the new EFQM Model 2020 was undertaken by the service to identify the service strengths and opportunities for improvement.

A summary of the key findings from the WLAM self-assessment is as follows:

1. The service has a clear understanding of their Purpose and the Value delivered for stakeholders within and visiting West Lothian. The service identified the Purpose to 'manage West Lothian's land assets to improve the environment and the health and wellbeing of the public. Whilst positively engaging with our stakeholders.'

2. The priorities of the service are outlined throughout service plans including, the Open Space Plan, Tree Management and Woodland Plan, Litter Plan and Grass Land Management Plan. These plans are all reviewed and developed in line with legislation and national guidance. The service has a direct contribution to all of the eight Corporate Priorities with a key link to Priority 8 - Protecting the Built and Natural Environment.

3. The service has a good awareness of the megatrends and maintains knowledge of current and future stakeholders' needs, legislative changes and environmental impact. They are encouraged to continue to evaluate opportunities that exist within the ecosystem and the factors which will impact service delivery in the future.

4. The service should consider how to have a positive influence on their stakeholders (i.e. customers, elected members, partners and other services) in relation to Climate Change and continue working towards increasing sustainability.

5. The service is experiencing employee resourcing and recruitment pressures and this has had an impact on some aspects of performance and employee morale. The service currently operates in a highly competitive market and will need to review its strategy for resourcing, recruitment and retention.

6. There were a number of examples provided throughout the self-assessment workshops of the service using new and innovative ideas, one example includes the introduction of Smart Bins which was introduced within Street Cleansing. These have had a positive cost and environmental benefit for the service. The service should encourage innovative ideas and new ways of working from employees.

7. There are opportunities to introduce automation and increase digital options in the service, with a focus on better meeting the needs of specific customer groups and delivering an improved customer experience for these groups.

D.4   WLAM Self-Assessment Scores

The WLAM process now starts with a corporate self-assessment. The corporate assessment was scored by EFQM Assessors in the corporate team, thus establishing a baseline corporate score for each criterion and a total overall score. Services self-assess against this baseline, using their own supplementary evidence and the views of staff about the implementation of corporate evidence to move beyond or below the baseline score.

The corporate application and score will both be reviewed each year to take account of council-wide improvements and changes. Service scores will also be recalibrated on this basis, addressing the imbalance that scheduling of assessments can sometime introduce in service scores – e.g. those early in the programme score lower typically than those at the end of the programme. This will also reduce the time taken in a self-assessment setting to score.

An overview of the services scores for 2022/25 programme is contained in Table 1.

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Table 1: Passenger Transport Service Scores		Available Points*	Corporate Score	Service Score
RADAR Scores				
DIRECTION	**Purpose Vision & Strategy**	100	65	69
	Organisational Culture & Leadership	100	60	63
EXECUTION	**Engaging Stakeholders**	100	65	69
	Creating Sustainable Value	100	65	68
	Driving Performance & Transformation	200	65	69
RESULTS	**Stakeholder Perceptions**	200	60	53
	Strategic & Operational Performance	200	75	56
Total Score		1,000	**655**	**623**

a weighting factor is applied to criteria 4, 6 and 7.

D.5 Comparative Scores

As the EFQM Model has undergone a significant redesign, individual criterion scores are not comparable with past cycle criterion scores. However, the fundamentals of the EFQM Model remain and there is still value in tracking and comparing the current total score with previous total scores.

An overview of the service scores for the two past cycles is set out in Table 2:

Table 2: Service WLAM Scores (past)	
WLAM Cycle	Total Score
2014/17	403
2017/20	500

D.6 Review Panel Outcome

The Review Panel was held on 27 February 2023. The Panel comprised the Chief Executive (Chair), Head of Finance and Property and the Community Care Senior Manager.
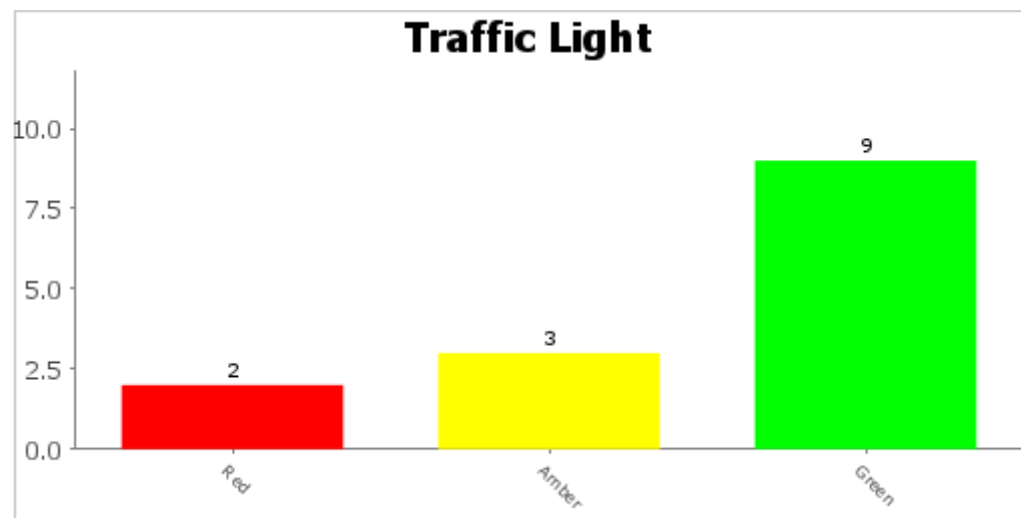
The Review Panel noted the improvement activity undertaken by the service since the last WLAM self-assessment, as evidenced by the overall service score of 623, and thank the service for their work to date to protect and enhance the local area.

The Panel welcome the advances by the service in increasing operational efficiency through the use of technology and note the positive impact it has had to date. The Panel would encourage the service to continue to develop their knowledge and capabilities in this area, with a view to delivering planned efficiencies.

APPENDIX 2

NETS, Land & Countryside - Performance Committee

Generated on: 16 March 2023 17:14

PI Code & Short Name	P:NLCS007_6a.7 Percentage of customers who rated the overall quality of the Service provided by NETs, Land & Countryside Services as adequate, good or excellent	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This Performance Indicator measures the number of respondents rating the overall quality of service as adequate, good or excellent. The figures are taken from annual surveys taken across key services areas from NETs, Land and Countryside. Customers are asked to rate the overall quality of Grounds Maintenance, Garden Maintenance, Street Cleansing, Cemeteries, Neighbourhood Environment Teams (NETs) and the Education and Engagement Service. The performance of the six service areas are averaged to give the overall average performance for the service. The figure is based on respondents who rated the service as adequate, good or excellent.	Traffic Light Icon	🔴
		Current Value	42.6%
		Current Target	92%

Percentage of customers who rated the overall quality of the Service provided by NETs, Land & Countryside Services as adequate, good or excellent
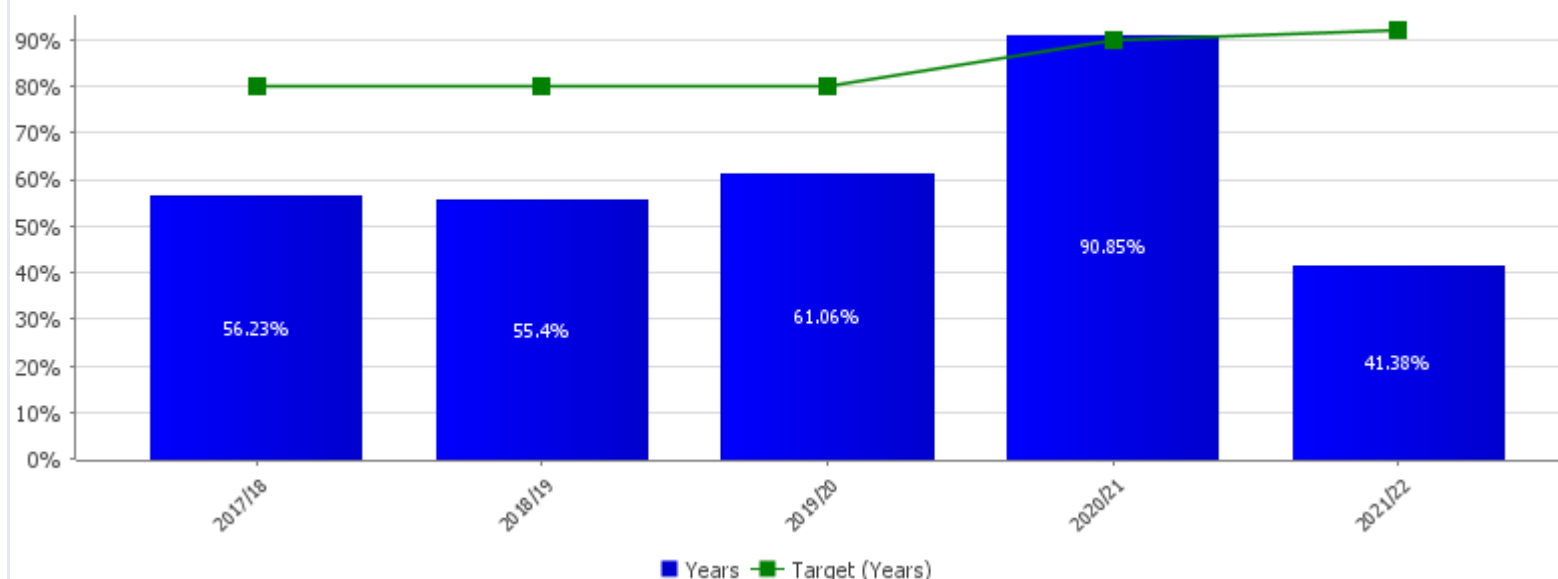
Trend Chart Commentary:

The figures for the periods up to 2018/19 are based on the responses received from the people on the Citizens Panel who were contacted. However, as the response rate from the Citizens Panel was extremely low with response rates of less than 100 people for each of the years between 2015/16 and 2018/19, it was felt that the responses were not a true representative sample of customer satisfaction from the residents of West Lothian. To improve the response rates for customer satisfaction, the service took a segmented approach to customer satisfaction and introduced six customer surveys across key service areas. The service areas covered by surveys include: Grounds Maintenance, Garden Maintenance, Street Cleansing, Cemeteries, NETs and the Education and Engagement Service.

The response rate from the surveys increased the number of responses received from 88 in 2018/19 to 444 in 2019/20, an increase of 504%, however this reduced to 128 responses in 2020/21 as the Street Cleansing survey was not carried out due to Covid restrictions. The overall response rate increased to 667 responses in 2021/22, with 581 (87%) of the responses received being for the Street Cleansing survey.

To improve response rates within Garden Maintenance, Grounds Maintenance, Cemeteries, NETS, and Education and Engagement activities the services will look to reintroduce face to face

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surveys and telephone surveys where customers have provided contact numbers.

The service completed a council wide consultation on all ground maintenance activities to gather general feedback from all council stakeholders giving customers and communities the opportunity to make suggestions to improve service delivery to meet community needs. The survey identified three key themes/areas for improvement. The themes are – the maintenance of roadside verges; the maintenance of roundabouts; and the introduction of relaxed grass in areas of open space to improve biodiversity. The service has developed options and proposals framed around the three themes to change the future approach to grounds maintenance aimed at enhancing the service. The proposals will be presented to committee in 2023 for approval. Thereafter it is intended that a pilot will be implemented in appropriate locations with further community engagement to determine whether changes are expanded.

From 2020/21 responses of 'adequate' have been included as this indicates that customers are satisfied that the service has achieved its service standard.

2021/22

Based on the 667 responses to the 2021/22 surveys and the change to the calculation, the overall result for NETs, Land and Countryside is 42.6%. The breakdown of performance for the individual service areas is:

Grounds Maintenance 38% (21 responses)
Garden Maintenance 50% (6 responses)
Street Cleansing 39% (581 responses)
Cemeteries 89% (36 responses)
NETs 47% (17 responses)
Education and Engagement 47% (15 responses)

Analysis of the results and comments from customers indicated that the poor results were primarily due to increases in littering and fly-tipping during the Covid period and the visible impact the service standards changes were having on roadside verges and roundabouts. Taking cognisance of customer feedback across all the areas surveyed the service developed an improvement plan prioritising two key areas, Grounds Maintenance and Street Cleansing as improvements in these service areas would have the biggest impact for communities and customers across West Lothian.

For Grounds Maintenance the service completed a council wide consultation on grounds maintenance priorities to give customers the opportunity to make suggestions to improve service delivery to meet customer needs. The consultation results identified three key theme/areas for improvement. The service has now developed options and proposals framed around the three themes (roundabout maintenance, roadside verge maintenance and improved biodiversity) to change the approach to improve service delivery and meet customer needs. A you said, we did approach to reviewing service delivery. The proposals will be presented to committee in 2023 for approval. Thereafter it is intended that a pilot will be implemented in appropriate locations with further community engagement to determine whether the changes are expanded.

For Street Cleansing, the service has introduced 73 SMART Bins across the county to help reduce litter and have successfully completed a number of targeted fly-tipping campaigns that have seen a reduction in fly-tipping across the majority of ward areas.
The service has now appointed a Strategy Officer to develop and implement prevention strategies to promote behavioural change aimed at reducing littering and fly-tipping across West Lothian. The Strategy Officer is also working extensively with voluntary groups to support them in littering activities. Street Cleansing has also procured new equipment that will be deployed to cleanse streets and street furniture to improve the appearance of town centre and residential streets.

Surveys for Grounds maintenance and Street Cleansing will be undertaken in Spring 2023 and it is anticipated that the above steps will have a positive impact on results.

2020/21

Based on the 128 responses to the 2020/21 surveys and the change to the calculation, the result is 90.85%. The breakdown of performance for the individual service areas is:

Grounds Maintenance 82% (50 responses)
Garden Maintenance 92.31% (39 responses)
Street Cleansing - *Survey was not carried out due to Covid restrictions*

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Cemeteries 87.5% (8 responses)
NETs 98% (25 responses)
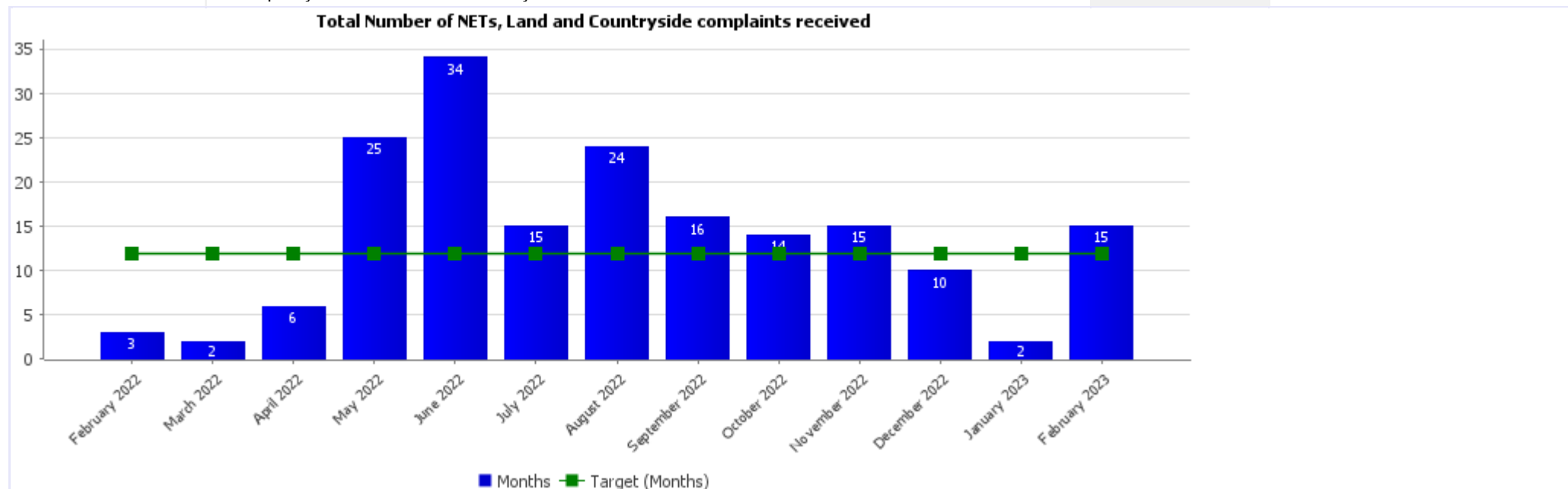Education and Engagement 100% (6 responses)

2019/20

Based on the 444 responses to the 2019/20 survey, the average performance across the six key service areas increased by approximately 10% from 55.4% the previous year to 61.06% in 2019/20. The breakdown of performance for the individual service areas is:

Grounds Maintenance 27.89% (148 responses)
Garden Maintenance 52.24% (71 responses)
Street Cleansing 29.51% (184 responses)
Cemeteries 88% (20 responses)
NETs 77.78% (9 responses)
Education and Engagement 90.91% (12 responses)
The total response rate for all surveys is 21%.

The target for 2022/23 has been set at 50% reflect our desire to improve.

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PI Code & Short Name	P:NLCS040_6b.3 Total Number of NETs, Land and Countryside complaints received	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the total number of complaints received by NETs, Land and Countryside Services each month. Performance is reviewed on a regular basis and reported quarterly to ensure there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	Traffic Light Icon	⚠
		Current Value	15
		Current Target	12

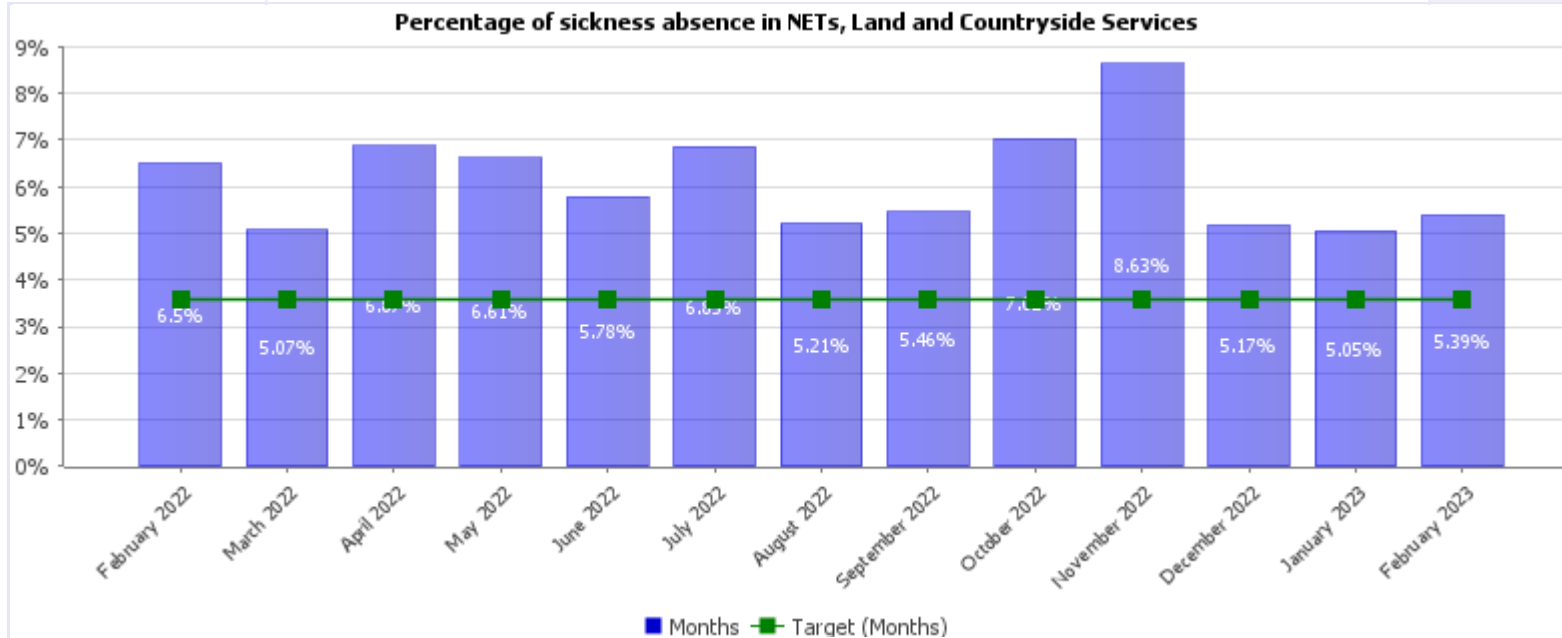Total Number of NETs, Land and Countryside complaints received

Trend Chart Commentary:
The number of complaints has exceeded the target eight times over the period shown in the chart. All complaints are investigated and are analysed on a quarterly basis to look for common themes and trends and identify areas for improvement.

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

The target for 2022/23 has been maintained at 12 due to the monthly variation of complaints received above and below that figure. This will be reviewed if complaints numbers remain consistently low.

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PI Code & Short Name	NLCS065_7b.1 Percentage of sickness absence in NETs, Land and Countryside Services	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the NETs, Land and Countryside Services in Operational Services. The data is provided by the council's Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	Traffic Light Icon	⚠
		Current Value	5.39%
		Current Target	3.6%

Percentage of sickness absence in NETs, Land and Countryside Services

Trend Chart Commentary:

Our current sickness absence is above the council target of 3.6%, and the Operational Services' target of 4.38%. We recognise that reducing sickness absence is an ongoing challenge for the service and we continue to work closely with our partners in HR. Representatives from HR continue to attend the service's monthly management team meetings with the aim of reducing absence levels. The nature of frontline work activities does mean that sickness absence can be higher than in other services. However, in comparison with other frontline service areas the results are positive and are low in comparison with others.

Sickness Absence within the service is segmented into 13 areas. 10 areas are performing below the target of 3.6%. Three areas are above the target, these are: Beecraigs Country Park, Street Cleaning and Play

The breakdown of absence for service areas above the target are: Street Cleansing 8.79% Beecraigs Country Parks 13.54%, and Play 24.68 %. For Beecraigs Country Park and Play these are small teams and the higher sickness absence can be attributed to individual cases of long-term absence. *A number of long-term absence cases have been concluded and it is expected that the absence figure will lower further once the historic absences are removed from the absence monitoring results.*
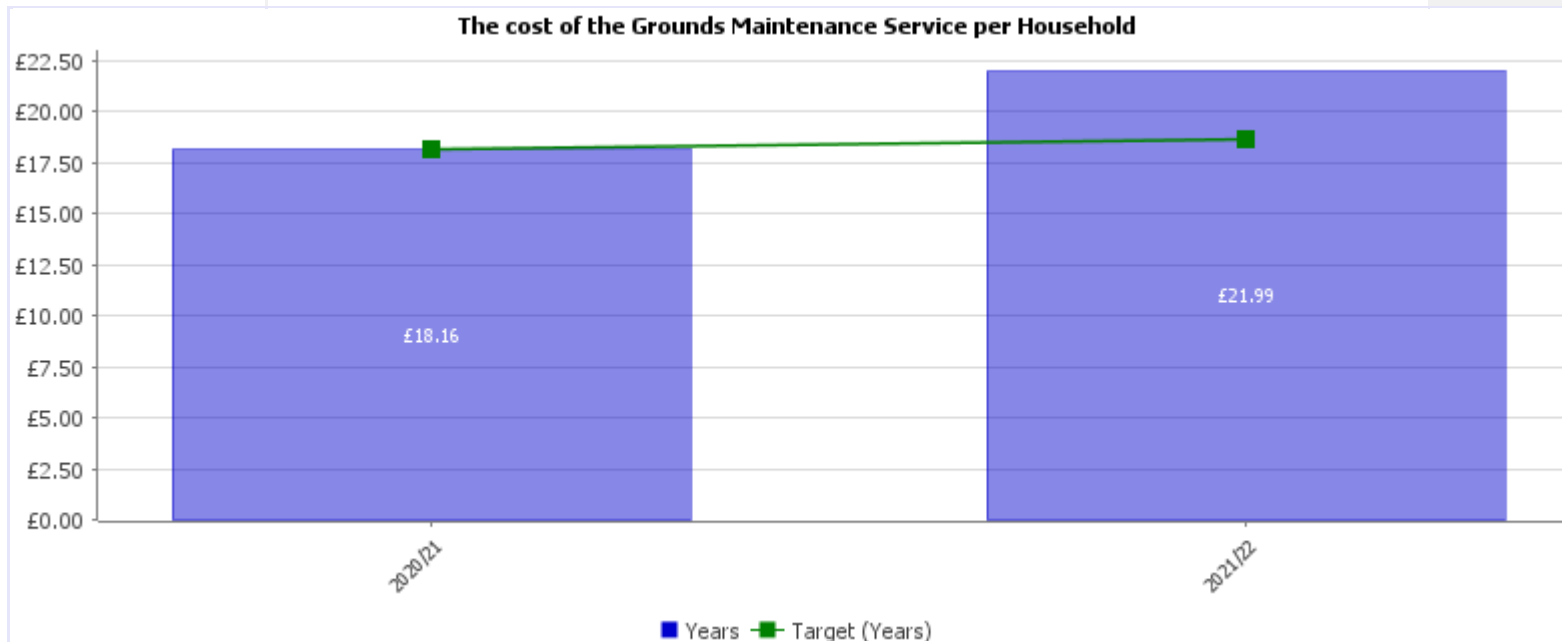
The trends for short term absences in Street Cleansing are predominately related to musculoskeletal or stress; in particular, short term absence levels within Street Cleansing is significantly higher than average with much of the absences associated with personal stress. To improve performance and support staff, the service is working with the Anti-Poverty Team and they have

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delivered staff workshops and training to managers to help support staff who are suffering from stress get back to work and provide support to managers managing staff with stress and mental illness related absences. This is now having a positive impact on absence levels within the service with short term absences.

In total, an average of 74% of absences within the service are related to long term absence and a significant effort has been made to reduce the level of long term absence. A number of staff with long term absences have now returned to work in alternative duties, have been retired through ill Health retirement or are scheduled to attend Capability Assessment Meetings. Any reduction in long term absence will not have an impact on absence performance figures for up to 12 months.

Target is set at the council target of 3.6%.

7

PI Code & Short Name	NLCS085_9a.1c The cost of the Grounds Maintenance Service per Household	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This indicator measures the financial cost of delivering the Grounds Maintenance Service per Household in West Lothian. Figure is calculated using the total cost of the service per annum divided by the number of households in West Lothian	Traffic Light Icon	✅
		Current Value	£21.99
		Current Target	£18.70

Trend Chart Commentary:

2021/22

The target is £18.17 plus 3% inflationary increase - £18.70

The increase in costs for 2021/22 to £21.99 per household can be attributed to above average inflationary increases in material costs and increases in the cost of fuel. This demonstrates that the cost of delivering the service with the same resources as 2020/21 has increased above an average annual inflationary increase. To mitigate the increase in costs in future years will require the service to deliver efficiencies within grounds maintenance.
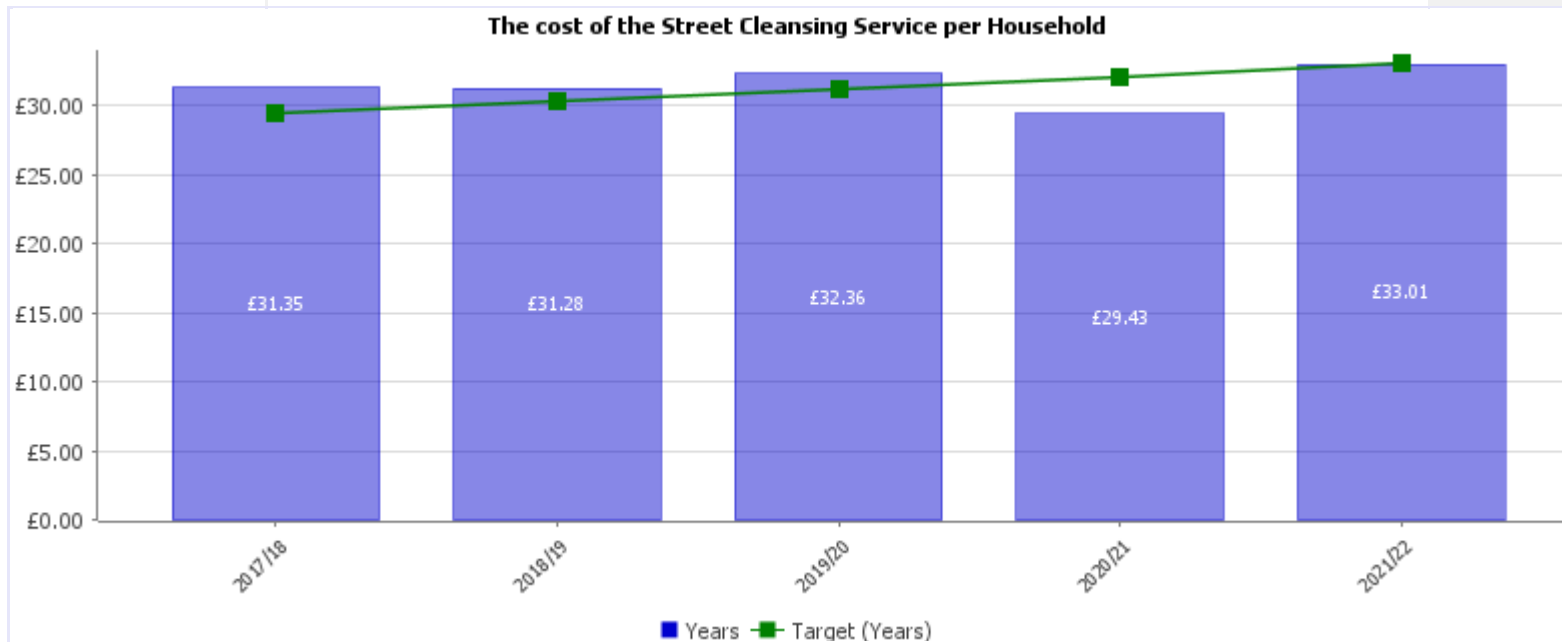
2020/21

This was a new service performance indicator introduced to measure the cost to deliver the Ground Maintenance service per household. The figure used for the number of households in West Lothian is from the National Records for Scotland which is an estimate for mid-year 2020, 79892. The cost of service was £1,756,921. The target set for 2020/21 is the activity budget divided by the number of households - £18.17.

8

Presently there is not an APSE or Local Government Benchmarking Framework performance indicator that can be used to directly compare the cost of providing a Grounds Maintenance service in Scotland. The current indicators wrap the grounds maintenance costs into a general indicator measuring the total cost for all of open spaces and parks, including country parks. A new national indicator is being developed to measure only grounds maintenance costs.

Therefore as there is no national average to measure performance against, the target has been set using the year 1 costs and adding an average annual inflationary increase of 3% to the value. The target for 2022/23 is £19.26.

9

PI Code & Short Name	NLCS086_9a.1c The cost of the Street Cleansing Service per Household	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This indicator measures the financial cost of delivering the Street Cleansing Service per Household in West Lothian. Figure is calculated using the total cost of the service per annum divided by the number of households in West Lothian and supports the council priority of protecting the built and natural environment.	Traffic Light Icon	⚠
		Current Value	£33.01
		Current Target	£33.09

The cost of the Street Cleansing Service per Household

- 2017/18: £31.35
- 2018/19: £31.28
- 2019/20: £32.36
- 2020/21: £29.43
- 2021/22: £33.01

■ Years ■ Target (Years)

Trend Chart Commentary:

This performance indicator measures the cost of street cleansing operations per household. The cost includes staff costs, vehicle, plant, waste disposal costs and other direct expenditure minus discountable/non-contract income.

For 2021/22 the figure used for the number of households in West Lothian is from the National Records for Scotland 2020, 79,892. The total cost of service in 2021/22 was £2,637,157. This equates to £33.01 and is an increase on the previous year's figure. The increase is due to an increase in resources funded form one-off time limited funding to support the voluntary sector. The additional funding provided two additional teams to remove fly-tipping and to remove litter collected by West Lothian Litter Pickers. The funding also covered the costs of the increases in waste disposal.

For 2020/21, the figure used for the number of households in West Lothian was from the National Records for Scotland 2020, 79,892. The total cost of service in 2020/21 was £2,351,572. This equates to £29.43 and is a decrease on the previous year's figure.

For 2019/20, the figure used for the number of households in West Lothian was from the National Records for Scotland which is an estimate for mid-year 2017, 77,369. The total cost of service for 2019/20 is £2,503,824.00, which equates to £32.36 per household.

The cost per household increased in 2019/20 to £32.26 from £31.28 in 2018/19, an increase of 3.13%. The increase in cost can be predominately attributed to increases in landfill costs for the disposal of waste, and increase in employee costs.
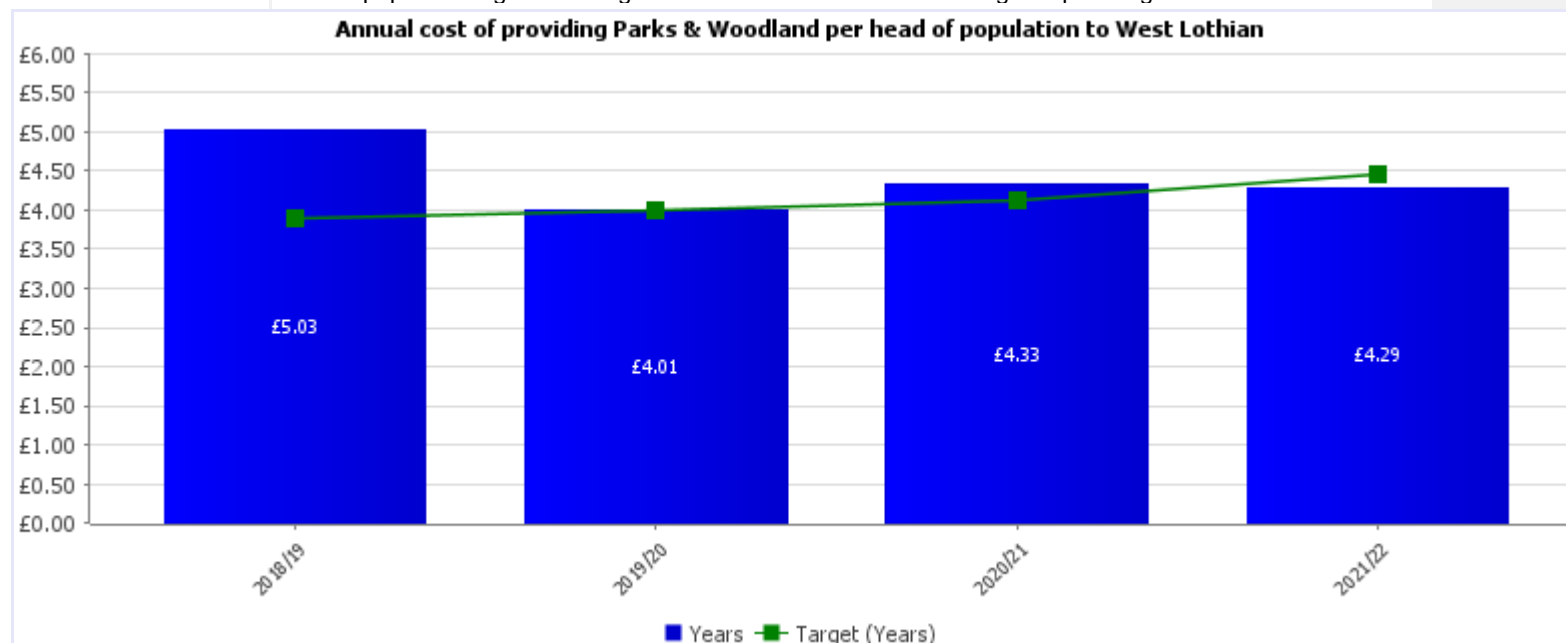
The cost per household decreased slightly in 2018/19 to £31.28 from £31.35 in 2017/18.

The cost for 2018/19 was 8% above the UK average cost of £27.26. This figure is from APSE and was published in December 2019. The 2019/20 data has been delayed and has not yet been released by APSE.

Variances in costs can occur due to staff vacancies.

The target for 2022/23 is set at £34.00 which is the result from 2021/22 plus an average inflationary increase of 3%. This will allow the service to monitor costs against an average annual inflationary increase. .

11

PI Code & Short Name	P:NLCS088_9a.1a Annual cost of providing Parks & Woodland per head of population to West Lothian	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the cost of providing the Parks & Woodland Service to the people of West Lothian. The head of population figure is based on the West Lothian estimated population figure published by the General Register Office. The cost figure is calculated by dividing the value of the NET Activity Budget by the head of population figure. This figure assists with financial monitoring and planning.	Traffic Light Icon	✅
		Current Value	£4.29
		Current Target	£4.46

Annual cost of providing Parks & Woodland per head of population to West Lothian

Trend Chart Commentary:
The chart shows that over the past three years the cost of delivering the service has not significantly changed.

In 2021/22 the cost of providing the service has decreased slightly to £4.29. The slight decrease in costs was due to staff vacancies within the receptionist staff. The reduction is staffing costs helped mitigate increases in material costs which were above the average 3% inflation.

In 2020/21 the cost of the service provision increased in line with the inflation figures, increasing to £4.33.

In 2019/20 the cost of the service provision decreased due to a reduction in staffing, therefore comparisons should not be made with the data.
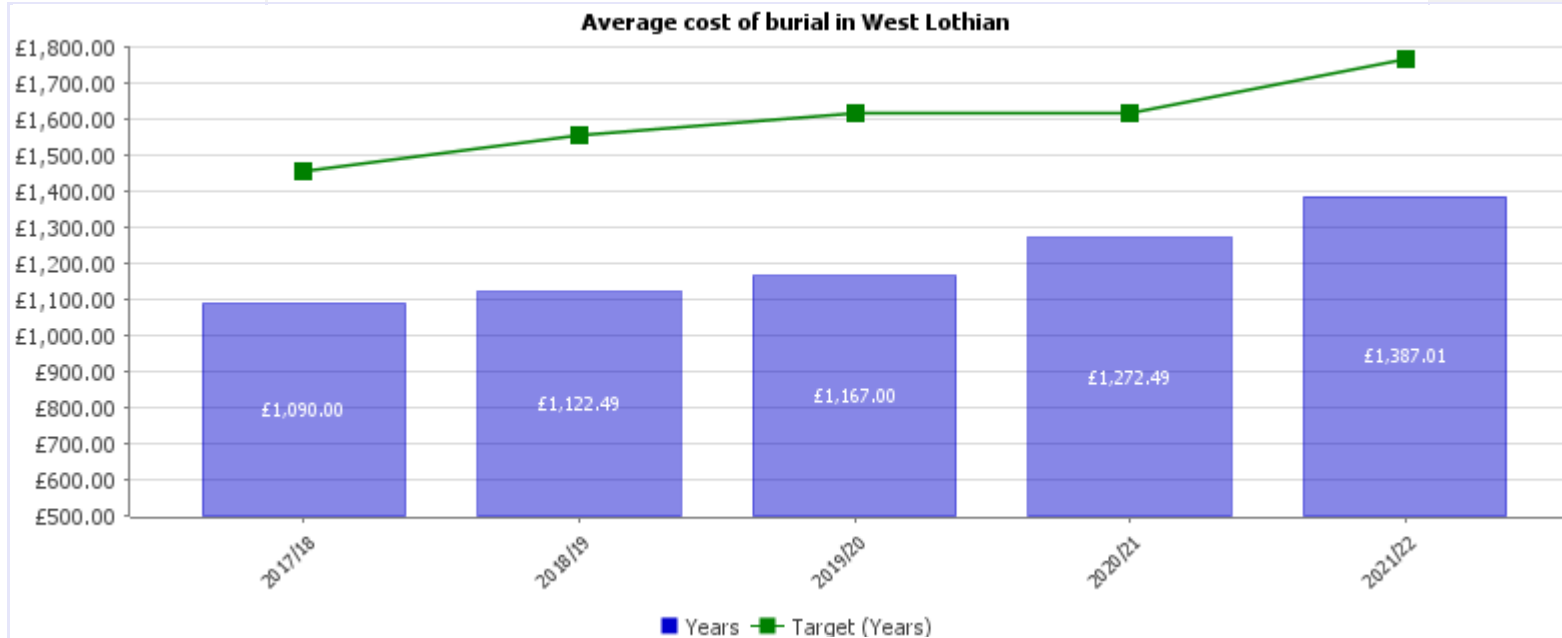
In 2018/19 the methodology for calculating the cost of the service provision changed to use the NETS Activity Budget which is the actual budget allocated to provide the service.

The chart shows a relatively consistent value for the cost of providing the cost of the Parks & Woodland Service since 2018/19. The main fluctuations in costs are due to the changes to the make up of the Service over the years e.g. restructuring.

2022/23 target is set at £4.42 which is the last year's result plus 3% for inflation.

13

PI Code & Short Name	NLCS091_9a.1c Average cost of burial in West Lothian	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator tracks the average cost of burial in West Lothian including the cost to the customer to purchase a lair and the interment cost. The cost excludes any costs charged to the customer by their Funeral Director. This is benchmarked against the Scottish national average.	Traffic Light Icon	✓
		Current Value	£1,387.01
		Current Target	£1,769.91

Average cost of burial in West Lothian

Trend Chart Commentary:

The cost of burial in West Lothian is set each year with increases being applied to the purchase price of a lair and the fee to book an interment following the council's budget setting process each financial year. The cost includes the cost to the customer for the purchase of a lair and interment fees. The council subsidises the cost of burial in West Lothian and the fee charged to the customer does not cover the full amount it costs the council to deliver the service.

The SBBG (Scottish Burial Bereavement Group) benchmark local authority charges and rank authorities based on their charges. Currently (2021/22) the cost of burial in West Lothian is £1,387 which is £408 below the Scottish national average of £1,795.

Based on SBBG benchmarking information, West Lothian Council is ranked 5th of 32 local authorities, with the most expensive at £2,754 and the least expensive at £1.171.

The target has been set at the Scottish national average.

14

PI Code & Short Name	NLCS101_9b.1a Play Areas - Percentage of Sites Complying with Independent Annual Safety Audit Standards	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the total number of faults identified during an independent inspection that requires immediate attention, which is then calculated as a percentage of faults found against the overall equipment inspected.	Traffic Light Icon	✅
		Current Value	100%
		Current Target	100%

Play Areas – Percentage of Sites Complying with Independent Annual Safety Audit Standards

Legend: ■ Years ■ Target (Years)
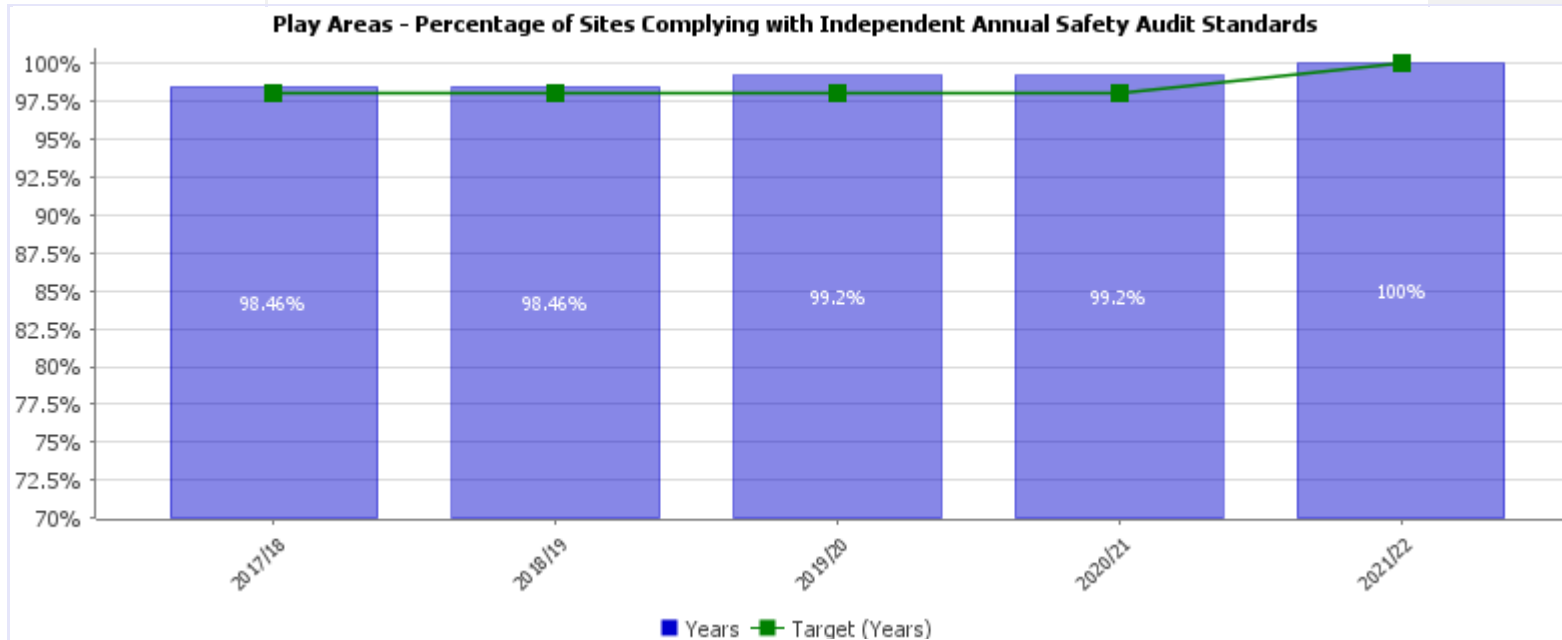
Trend Chart Commentary:

The inspection was carried out by contractor in May 2021. Slight changes in the information required of the inspection were made to ensure the information was more effective and supported more efficient decision-making regarding Play capital expenditure. None of the sites inspected were found to have emergency safety issues i.e. no number 1 priority issues as per methodology. The next independent inspection will be programmed for 2023/24.

No independent inspection was carried out by a contractor in 2020/21. It was agreed in 2020 that the independent inspection cycle would move to a bi-annual cycle due to budget constraints, and internal resources required to process and quality check 220 individual independent reports. The figure reported for 2020/21, therefore, is the 2019/20 result.

In total, 220 play parks are independently assessed every two years.

The performance for 2019/20 was 99.2%, above the national target of 98%.

The most recent independent inspection was carried out by Play Services Ireland in July 2019 with the final report received in September 2019. The report was very positive and highlighted the continuing quality of play equipment and maintenance in West Lothian.
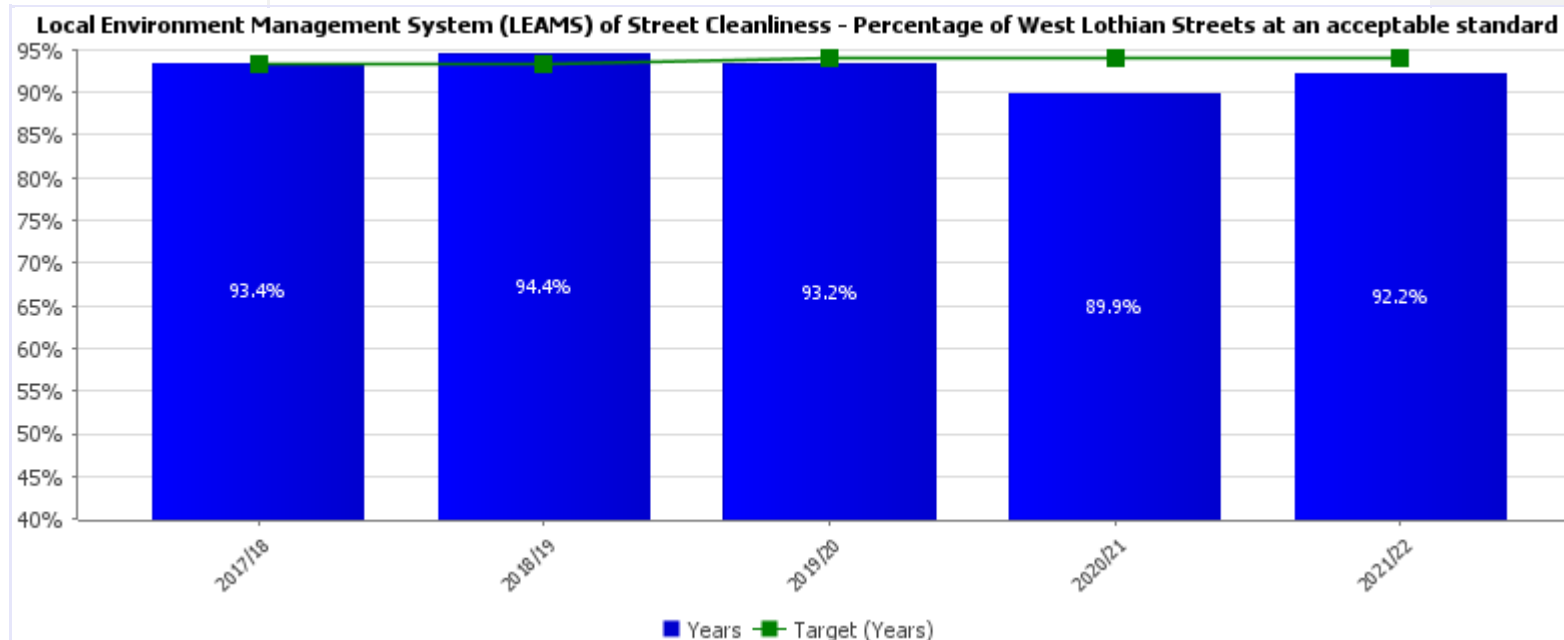
15

The programme of annual refurbishment, along with the programme of regular inspections ensures that the overall quality and safety of play areas in West Lothian is of a high standard.

By estimating all equipment life expectancy, the independent inspection programme fits into the council's new approach to capital investment i.e. only replacing older equipment beyond its serviceable life.

Inspections are now being carried out every two years.

The target for 2022/23 will continue to be set at 100% as this is a safety audit of assets to ensure the continued high level of performance and is based on Health and Safety guidance to ensure that play areas comply with industry standards.

16

PI Code & Short Name	CP:NLCS102_9b.2a Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the cleanliness of West Lothian town centres, streets, footpaths and road verges. There are three reporting periods during the year with a 5% random survey undertaken at each audit. Reporting periods 1 (April to July) and 3 (December to March) are self monitored assessments. There is a partnership approach to the second validation audit (August to November) where a KSB (Keep Scotland Beautiful) officer will audit alongside a representative(s) from West Lothian Council. Following submission of all three reporting period audits an overall performance indicator figure for the year is produced. This allows us to measure how effective our approach to street cleaning is. This performance indicator is part of the performance scorecard for the council's Corporate Plan and will contribute to priority 8 which is protecting the built and natural environment. In 2014/15 the methodology and assessment criteria for measuring street cleanliness was changed by Keep Scotland Beautiful (KSB) in agreement with CoSLA (Convention of Scottish Local Authorities). The indicator is now a measure of the number of streets which are assessed and deemed to be at an acceptable level of cleanliness (standards A, B+ and B according to the KSB guidelines).	Traffic Light Icon	✅
		Current Value	92.2%
		Current Target	94%

Local Environment Management System (LEAMS) of Street Cleanliness - Percentage of West Lothian Streets at an acceptable standard

Years: 2017/18 – 93.4%, 2018/19 – 94.4%, 2019/20 – 93.2%, 2020/21 – 89.9%, 2021/22 – 92.2%

■ Years ▬■▬ Target (Years)

Trend Chart Commentary:
2021/22 survey results received from KSB (Keep Scotland Beautiful) in May 2022.

LEAMS period 1 - self audit - 93.6%
LEAMS period 2 - validation audit carried out by KSB - 84.6%
LEAMS period 3 - self audit - 92.2%

17

Benchmarking data received from KSB shows our Family Group average is 91.1% and the National average 89.7%. West Lothian's score has increased from the previous year and is above both the group and National averages.

In 2020/21 due to the disruption caused by Covid 19, the overall result of 89.9% is based on two submissions;

Audit 1: 91.4% - external validation audit
Audit 2: 88.4% - self audit

In 2019/20 382 streets were assessed with 356 deemed to be at an acceptable level of cleanliness, giving an overall performance figure of 93.2% which is a slight reduction from last year but still above the National average and inline with the Benchmarking Group average.
Results for 2019/20 are as follows:

LEAMS period 1 - validation audit carried out by KSB 97.6%,
LEAMS period 2 - self audit 89.4%.
LEAMS period 3 - self audit - was started but was not completed due to Covid 19.

In 2018/19 373 streets in West Lothian were assessed with 352 deemed to be at an acceptable level of cleanliness, giving an overall performance figure of 94.4% which is an increase from last year and above our group of similar councils as well as the national average.

LEAMS Period 1. 94.1%
LEAMS Period 2. 96.5%
LEAMS Period 3. 92.7%

Overall 94.4%

SPI for 2018/19 which will be published by the Improvement Service in their Benchmarking Overview Report is 94.4%.
The National average for 2018/19 is 92.8%
Our benchmarking club (3) average, 93.3%.

The group West Lothian is benchmarked against includes:
Angus
Clackmannanshire
East Renfrewshire
Inverclyde
Midlothian
Renfrewshire
South Lanarkshire

The decrease in performance for the period 3 results was due to issues with significant weed growth (14.1%) and detritus (11.1%), that are consistent for the time of year and with the consistent adverse weather. The prolonged periods of wet weather played a part in the build up of weeds and detritus.

In 2017/18 408 streets in West Lothian were assessed with 381 deemed to be at an acceptable level of cleanliness, giving an overall performance figure of 93.4%

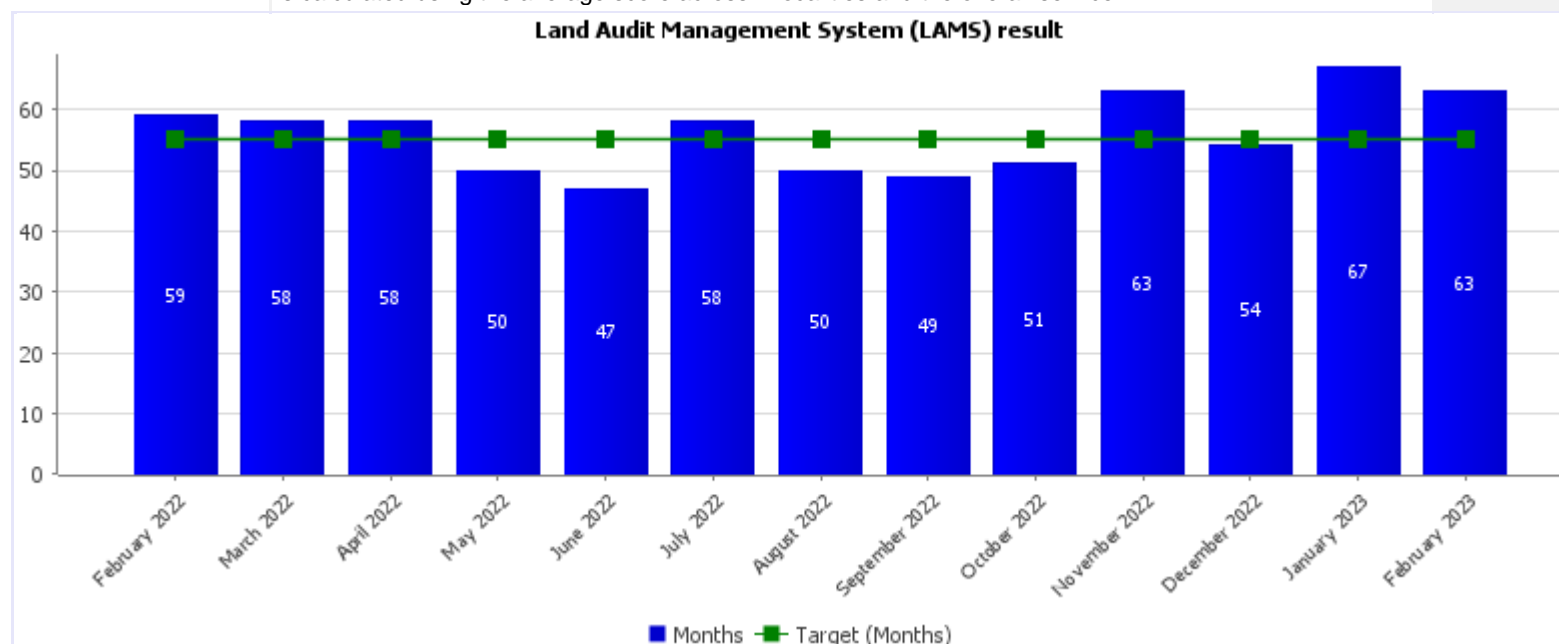LEAMS Period 1. 93.4%
LEAMS Period 2. 94.9%
LEAMS Period 3. 91.9%

18

The target for this performance indicator is to achieve 94% by 2022/23 and this was set in the development of the council's Corporate Plan.
The cleanliness target of 90% is a national target for all local authorities and was set in agreement with KSB as a recommended measure of the new indicator.

2022/23 data is expected in July 2023 when the KSB validation report is released.

The target for 2022/23 will remain at 94% recognising the likely impact of the new duty of care.

PI Code & Short Name	P:NLCS103_9b.2a Land Audit Management System (LAMS) result	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator is a measure of the standard of grounds maintenance delivered by the service across West Lothian. The Land Audit Management System has been designed to allow an internal monitoring and measuring for councils of the standard of grounds maintenance. The score for each month is made up of individual scores for the East, West and Central areas of West Lothian as well as the overall grounds maintenance service.	Traffic Light Icon	✅
		Current Value	63
	The data is provided through randomly generated site inspections by Ground Maintenance staff, and based on their first visual impression of the standard of maintenance. Sites are zoned, either 1 – 3 dependent on the level of maintenance required, with the largest majority either a 2 or 3, (standard or low maintenance). War Memorials, golf courses or bowling greens are the only areas considered in Zone 1, (High Amenity standard).	Current Target	55
	Sites are assessed against set criteria, between an excellent - poor standard and scored accordingly. The scores for each area are combined and the average used for this indicator.		
	The national average target score set by APSE (Association for Public Service Excellence) is 67. The score is calculated using the average score across 2 localities and the overall service.		

Land Audit Management System (LAMS) result

Trend Chart Commentary:
Over the period shown in the chart, scores have varied between 47 and 67 and are currently above our target of 55.
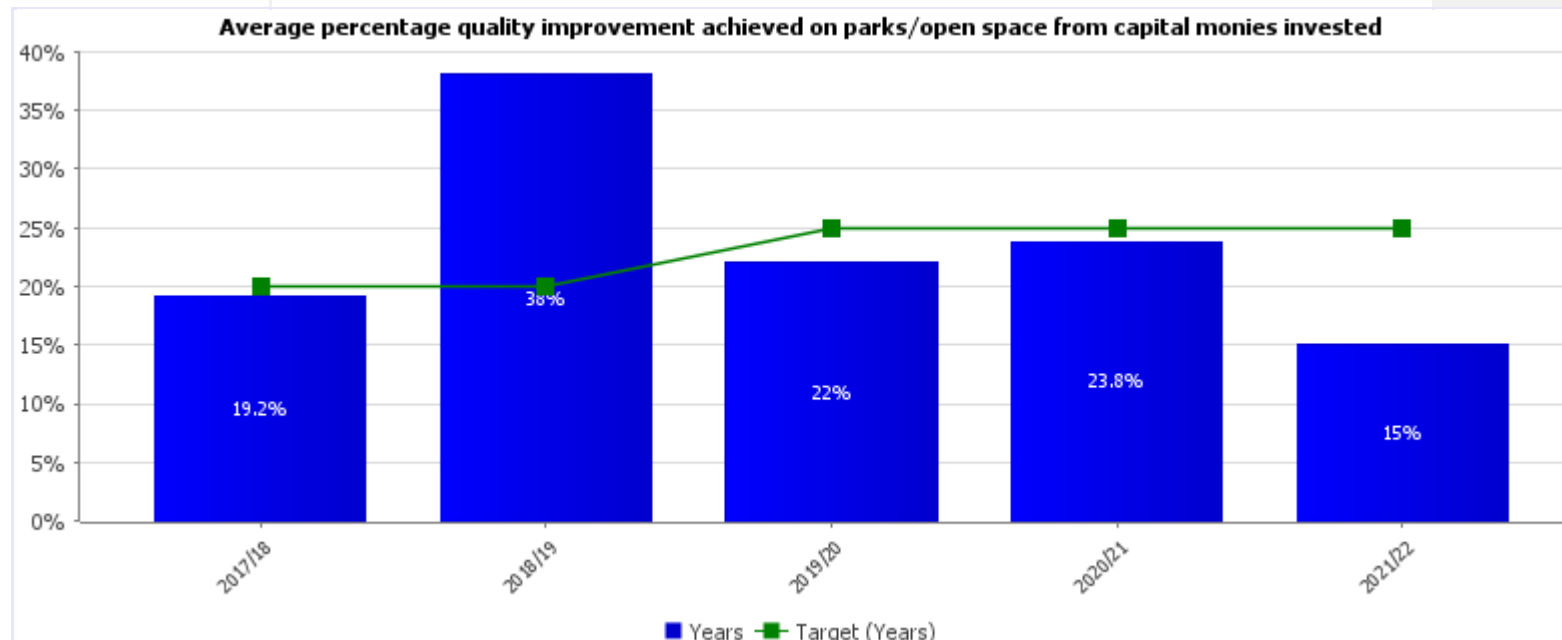
20

Whilst grass areas were reinstated to normal condition post Covid restrictions, shrub bed maintenance and weed management activities were severely restricted and this affected the scoring when assessing the condition of areas resulting in the lower scores. Officers are currently developing a weed management plan and a grassland management plan aimed improving service delivery. Once implemented this will improve the overall scores.

The introduction of new Service Standards for Grounds Maintenance activities in 2019 has also had an impact on the scores and we may see a below target trend in the future.
APSE have still to realign the scoring model to take cognisance of reduced service standards across all local authorities in Scotland. West Lothian Council are currently working in conjunction with APSE regarding these issues.

The target is based on the national average target set by APSE of 67 and is reduced to 55 to reflect West Lothian Council's current service standards. This is based on achieving an acceptable grade B standard for all grounds maintenance areas which equates to a maximum index score of 67. West Lothian Council no longer has any high amenity areas that are classified as Grade A areas, therefore the maximum possible score is 67 and an acceptable standard grade B is 55.

21

PI Code & Short Name	P:NLCS105_9b.2a Average percentage quality improvement achieved on parks/open space from capital monies invested	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	The baseline quality score for each park originates from a condition survey. The scoring methodology is made up of 3 categories - functions, condition and quality - with 25 points per category and then averaged across all sites to provide a percentage increase for the capital investment applied to open space projects. The indicator shows how effective our improvements have been.	Traffic Light Icon	🔴
		Current Value	15%
		Current Target	25%

Average percentage quality improvement achieved on parks/open space from capital monies invested

■ Years ■—■ Target (Years)

Trend Chart Commentary

This indicator shows the percentage improvement in the parks that have had improvement works in the reporting year.

In 2021/22 investments and improvements were made to nine parks resulting in an average improvement of 15% across the 3 parks that were fully completed and scored. This is below the target of 25% for 2021/22, primarily due to the over running of sic parks that remain to be scored due to contractor availability and lead in time for materials to be delivered. A contributing factor is also that parks are now being maintained in a "fit for purpose" condition and equipment is being repaired or replaced like for like rather than improved.

In 2020/21 investments and improvements were made to ten parks resulting in an average improvement of 23.8%.

In 2019/20 investments and improvements were made to ten parks resulting in an average improvement of 22%.

In 2018/19, 17 parks were improved with a 38% average improvement. Early indications showed that the new methodology of maintaining parks "fit for purpose" maximised and spread the available resource on a more expansive basis, and led to increased percentage improvement figures.

In 2017/18 the methodology of improving parks changed from undertaking major improvements to a small number of parks, to managing our parks and opens spaces in a fit for purpose
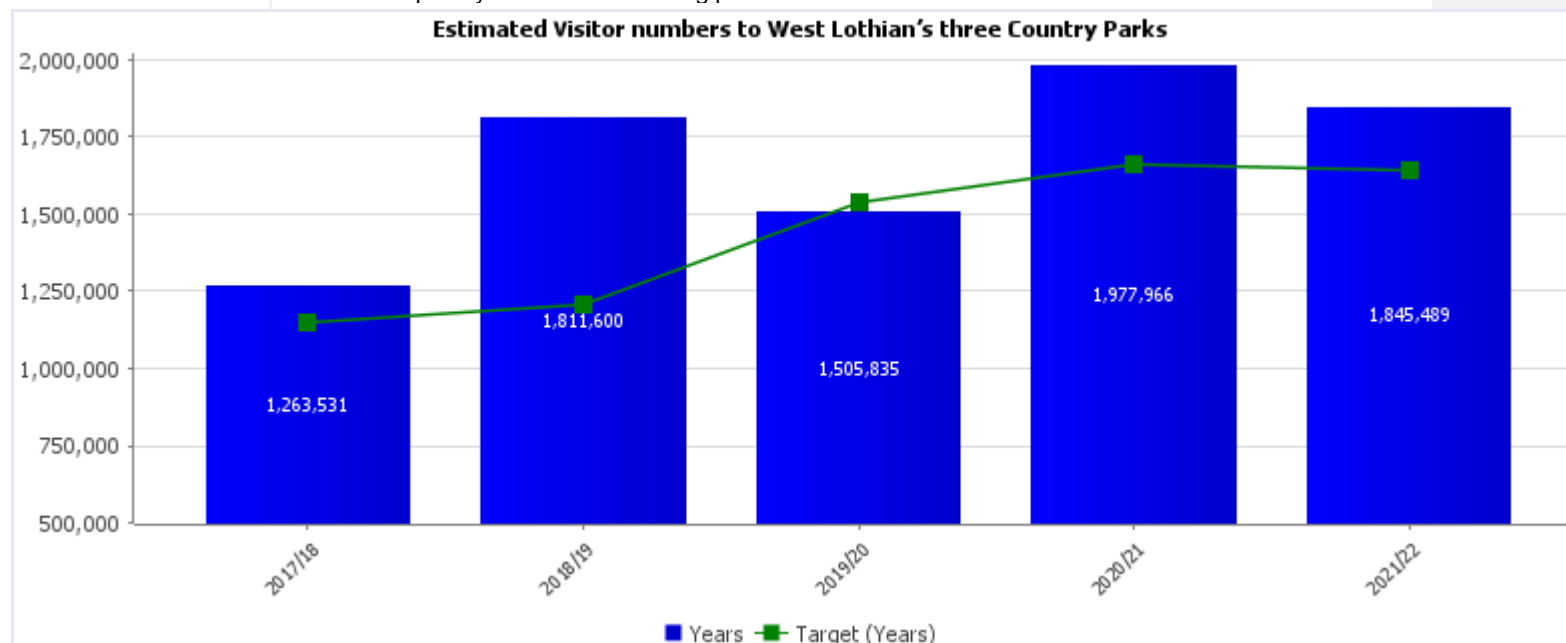
22

condition and therefore investing in improvements across a greater number of parks and open spaces. The investment to maintain parks in a fit for purpose condition will be phased annually across the 10 year General Services Capital programme between 2018/19 to 2027/28.

The change in methodology in 2017/18 and 2018/19 saw the condition, function and quality of open spaces across the communities of West Lothian improve over these two years.

This indicator should be viewed alongside NLCS104_9b.2a which provides information on the total number of parks maintained in a fit for purpose condition.

2022/23 target is set to 25% to encourage continual improvement from previous years' performance and is based on the capital investment.

23

PI Code & Short Name	CP:NLCS106_9b.1c Estimated Visitor numbers to West Lothian's three Country Parks	PI Owner	NETs, Land & Countryside Manager(Andy Johnston); zNLCS_PIAdmin
Description	This performance indicator measures the estimated number of visitors to Almondell & Calderwood, Beecraigs and Polkemmet Country Parks. The data is collected at the three parks and allows us to monitor usage at the country parks. This performance indicator is part of the performance scorecard for the council's Corporate Plan and will contribute to priority 6 which is delivering positive outcomes on health.	Traffic Light Icon	✅
		Current Value	1,845,489
		Current Target	1,640,855

Estimated Visitor numbers to West Lothian's three Country Parks

Trend Chart Commentary:

2021/22 - The total estimated visitor numbers for West Lothian's 3 Country Parks (1,845,489) show a decrease of 6.7% compared to 2020/21. This figure remains higher than pre pandemic and is likely to reflect the continued popularity of the 3 Country Parks which have continued to be very positive during and post COVID pandemic.

The actual figures are shown below:-

Almondell & Calderwood 201,860 (a decrease of 26.7%)
Beecraigs 1,416,935 (an increase of 0.4%)
Polkemmet 226,694 (a decrease of 22.2%)

2020/21 - The total estimated visitor numbers for West Lothian's 3 Country Parks (1,977,966) show a increase of 30% compared to 2019/20. This figure is likely to reflect the increased popularity of the 3 Country Parks which were clearly a lifeline during the COVID pandemic between March 2020 and March 2021.

The actual figures and increases are shown below:-

24

Almondell & Calderwood - 275,432 (increase of 108,454 - 65% increase)
Beecraigs 1,411,198 (increase of 96,250- 9% increase)
Polkemmet 291,336 (increase of 65,335 - 30% increase)

2019/20 - The total estimated visitor numbers for West Lothian's 3 Country Parks (1,505,835) show a decrease of 17% compared to 2018/19. This could be an underestimate due to the failure of some counters (replaced during the year) and a review / addition of new counters in Polkemmet and Almondell & Calderwood.

The breakdown for the 3 Country Parks are:-
Almondell & Calderwood 166,978 (a decrease of 48%)
Beecraigs 1,112,856 (an increase of 9%)
Polkemmet 226,001 (a decrease of 52%)

During 2019/20 5 new visitor counters were installed at Almondell & Calderwood - North Drive Car counter, North Drive Pedestrian/Horse/Bike counter, Top Path pedestrian counter, Disabled to Nasymth Pedestrian/Horse/Bike counter and Pipe Bridge Pedestrian/Horse/Bike counter. It is anticipated that these counters have enabled a more accurate reading of use of the Country Park, we are unsure whether or not it is this alone that has resulted in the 48% decrease in visitor numbers. There is the potential that these figures are underestimates due to counter issues.

The figures for Beecraigs during 2019/20 were further boosted by Beecraigs Festive Forest to the tune of 24,000 visitors and also included a busy Scottish Cross Country bike event in March (793 cars).

Polkemmet had 3 new visitor counters installed - New path from Whitburn Pedestrian/Bike counter, New Main Drive path Pedestrian/Bike counter, a new Car counter on the Main Drive (due to failure of the counter). There is the potential that these figures are underestimates due to counter issues.

2018/19 - The chart trend shows a total of 1,811,600 visitors for all 3 Country Parks in West Lothian. This was a 43% increase on the previous year's figures, and a 65% increase from the 2014/15 figure. It shows the public's ongoing use and interest in utilising West Lothian's diverse Country Parks and their facilities.

The breakdown for the 3 Country Parks are:-
Almondell & Calderwood 319,534 (a significant increase of 64%)
Beecraigs 1,016,747 (a significant increase of 33%)
Polkemmet 475,319 (a significant increase of 56%).

All Parks benefited from the good weather in 2018 high season and a good start to 2019. Car parks were full to overflowing and Beecraigs benefited from late night opening of the Visitor Centre (7pm). Visitor trends since 2016/17 have been on a steady rise peaking in 2018/19.

At both Almondell & Calderwood and Polkemmet Country Parks, the ongoing construction of new housing developments close to the Parks (generating consistent year-round patronage) has increased the Parks' footfall.

2017/18 figures show 1,263,531 visitors for all 3 Country Parks in West Lothian.

Visitor figures have been calculated since 2016 using only data from fixed point counters. Investment in 2018 allowed the purchase of additional visitor monitoring counters for all 3 Parks. 2019/20 saw all new counters installed to provide improved data capture.

The target set for 2022/23 is 1,911,728 - an average of 2 years (2020/21 and 2021/22).

25

PI Code & Short Name	NLCS126_9b.2a General Services Capital Programme - Percentage of Open Space and Related Assets projects that are delivered on time	PI Owner	zOPSHQ_PIAdmin; Andy Johnston
Description	This performance indicator measures the percentage of the overall General Services Capital Projects for Open Space and Related Assets projects that are completed within agreed timescales	Traffic Light Icon	✅
		Current Value	93%
		Current Target	90%
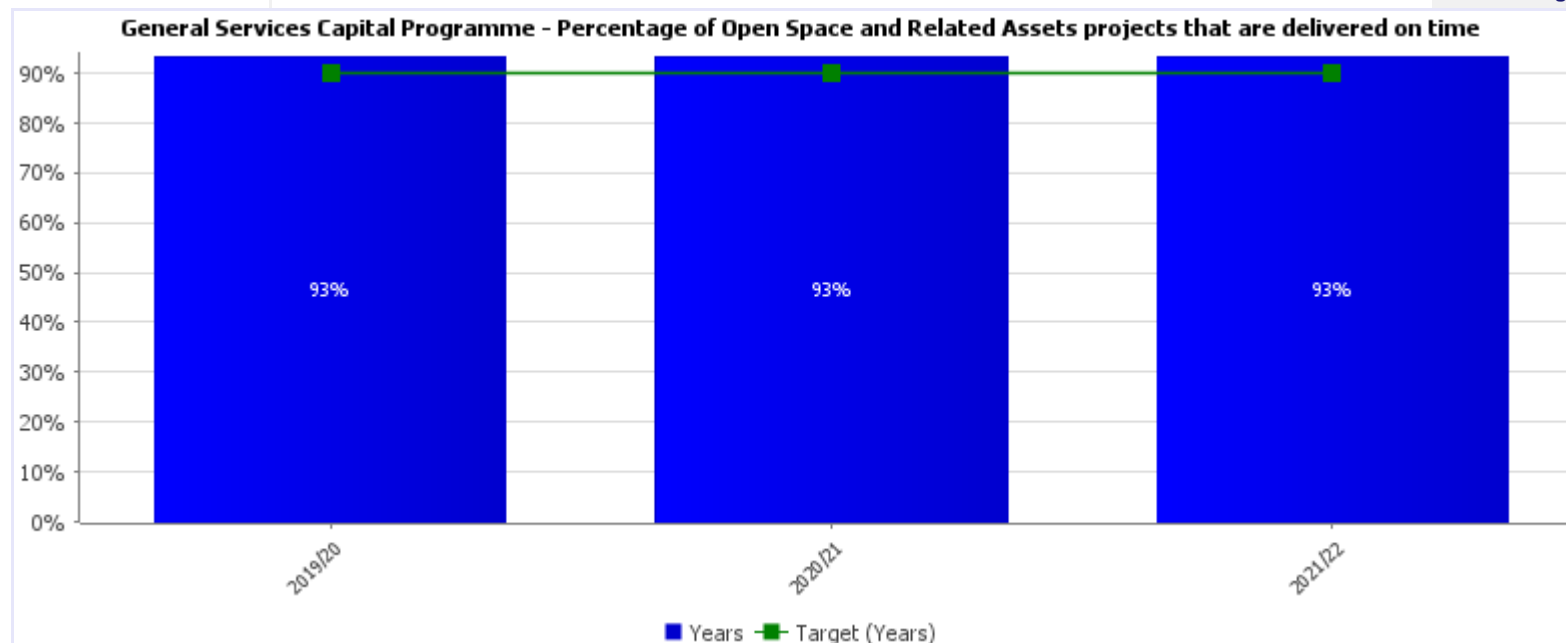
General Services Capital Programme - Percentage of Open Space and Related Assets projects that are delivered on time

Trend Chart Commentary

This is a new indicator that measures the the percentages of Open Space and Sports Facility projects; Open Space and Sports Facility Planned Improvement Projects; and Childrens Play Area projects that are successfully completed within agreed project timescales.

2021/22
In 2021/22 a total of 85 projects were delivered with 79 being completed within agreed timescales (93%). The breakdown of projects across the three categories are:

Open Space and Sports Facility Projects - 29 projects delivered with 4 projects delivered over time.
Open Space and sports Facilities Planned Improvements - 26 projects with 1 project over time.
Childrens Play areas - 30 projects with 1 project delivered over time.

Of the six projects delivered over the agreed timescales two were delayed to allow officers time to apply for external funding opportunities, one project at Kettlestoun Mains, Linlithgow was delivered by the community development trust and the service had no control over timescales and three were over time due to contractor availability and led in time for materials.

2020/21
In 2020/21 a total of 103 projects were delivered with 96 being completed within agreed timescales (93%). The breakdown of projects across the three categories are:

26

Open Space and Sports Facility Projects - 33 projects delivered with 3 projects delivered over time.
Open Space and sports Facilities Planned Improvements - 37 projects with 2 project over time.
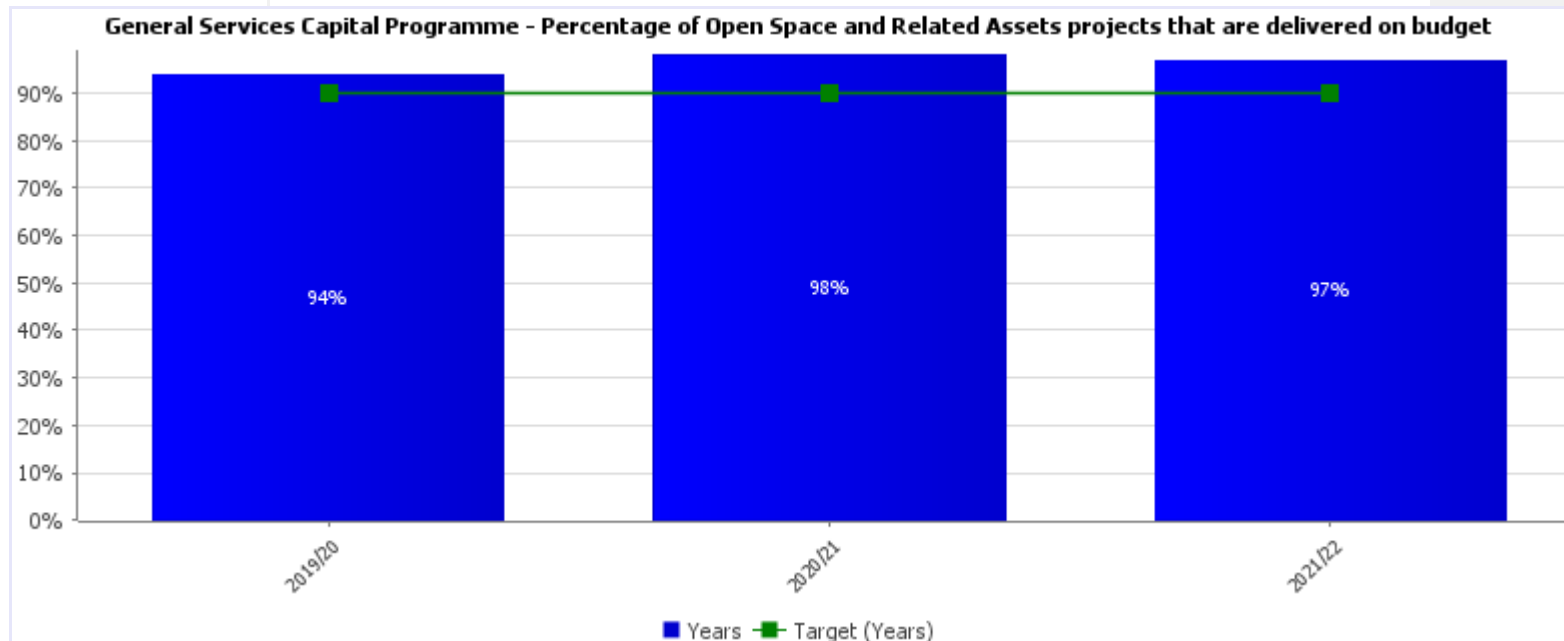Childrens Play areas - 33 projects with 2 project delivered over time.

2019/20
n 2019/20 a total of 67 projects were delivered with 62 being completed within agreed timescales (93%). The breakdown of projects across the three categories are:

Open Space and Sports Facility Projects - 17 projects delivered with 2 projects delivered over time.
Open Space and sports Facilities Planned Improvements - 35 projects with 1 project over time.
Childrens Play areas - 15 projects with 2 project delivered over time.

The target has been set at 90% to reflect the agreed tolerance for project variation agreed by the Capital Asset Management Board.

27

PI Code & Short Name	NLCS127_9b.2a General Services Capital Programme - Percentage of Open Space and Related Assets projects that are delivered on budget	PI Owner	zOPSHQ_PIAdmin; Andy Johnston
Description	This performance indicator measures the percentage of the overall General Services Capital Projects for Open Space and Related Assets projects that are completed within a ten per cent variance of the approved capital project budget.	Traffic Light Icon	✅
		Current Value	97%
		Current Target	90%

General Services Capital Programme – Percentage of Open Space and Related Assets projects that are delivered on budget

Trend Chart Commentary:
This is a new indicator that measures the the percentages of Open Space and Sports Facility projects; Open Space and Sports Facility Planned Improvement Projects; and Childrens Play Area projects that are successfully completed within the agreed project budget.

2021/22
In 2021/22 a total of 85 projects were delivered with 79 being completed within agreed budgets (97%). The breakdown of projects across the three categories are:

Open Space and Sports Facility Projects - 29 projects delivered with 1 projects delivered over budget.
Open Space and sports Facilities Planned Improvements - 26 projects with zero projects over budget.
Childrens Play areas - 30 projects with 1 project delivered over budget.

Of the two projects that were delivered over the agreed budget one was due to accelerated spend and was a planned overspend and the other project was due to varaiations in a sports project to pay for essential safety works.

2020/21
In 2020/21 a total of 103 projects were delivered with 101 being completed within agreed timescales (98%). The breakdown of projects across the three categories are:

28

Open Space and Sports Facility Projects - 33 projects delivered with 1 project delivered over budget.
Open Space and sports Facilities Planned Improvements - 37 projects with zero projects over budget.
Childrens Play areas - 33 projects with 1 project delivered over budget.

2019/20
n 2019/20 a total of 67 projects were delivered with 63 being completed within agreed budgets (94%). The breakdown of projects across the three categories are:

Open Space and Sports Facility Projects - 17 projects delivered with zero projects delivered over budget.
Open Space and sports Facilities Planned Improvements - 35 projects with 4 project over budget.
Childrens Play areas - 15 projects with zero projects delivered over budget.

The target has been set at 90% to reflect the agreed tolerance for project variation agreed by the Capital Asset Management Board.

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The Panel encourage the service to work more closely with the Corporate Communications team in the development of future service changes, ensuring there is clear and consistent messaging for the public across council media and people have a better understanding of the purpose of the changes and any benefits.

The Panel also suggest that the service continue to engage staff proactively in the development of service changes, including new technologies, to support the implementation of improvements and efficiencies.

The Panel thank the service manager and Head of Service for their attendance and the comprehensive information that they provided in response to questions.

Table 3: 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 will 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.	

This outcome was determined as the Panel will monitor the progress and management of the changes proposed as part of the Budget Strategy.

D.7   Recommendations for Improvement

The Panel accepted the improvement actions proposed by the service (Appendix 1).

In addition, the Panel recommend that the service:

1. The service is to work more closely with the Corporate Communications team in the development of future service changes, ensuring there is clear and consistent messaging for the public across council media and people have a better understanding of the purpose of the changes and any benefits.

2. The service should continue to engage staff proactively in the development of service changes, including new technologies, to support the implementation of improvements and efficiencies.

3. In line with the development of new service strategies or any change to service delivery, the service should review and augment the key performance results (including measures used, targets and thresholds) to ensure the continued relevancy of the performance suite.

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

D.8   Service Performance

The service has a total of 63 performance indicators on the council's performance management system (Pentana), 33 of those indicators were scrutinised by the Panel. The Panel view a more focused set of indicators to maximise their time on the most important measures of performance.

At present, the status of the 63 indicators is as follows:

Table 4: Summary of Performance Indicator status (RAG)	
Status (against target)	**Number of PIs**
✅ Green	43

5

⚠ Amber		5
🔴 Red		15
❓ Unknown		0

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

D.9   Service Benchmarking

The service engages in benchmarking at a national level through the use of LGBF performance indicators as well as through LEAMS (Local Environment Audit Management System) which benchmarks street cleanliness across Scotland.

The service is an active participant in a number of forms across Scottish Local Authorities including APSE, National Parks Managers Forum, Access Forum, Litter Managers Networks and SBBG (Scottish Bereavement Benchmarking Group). These forums are used to share experiences and best practices across the country. The service actively uses the APSE Performance Network indicators to look at wider performance across the UK and utilise network queries and officer networks to provide quantitative and qualitative evidence for the development of new projects and validation of existing activities.

E.   CONCLUSION

NETs, Land and Countryside 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 623 and was placed on Cycle X by the Review Panel and will return to the Review Panel within 1 year to provide an update on progress on improvement actions and performance.

BACKGROUND REFERENCES

Operational Services Management Plan 2022/23:
Management_Plan_2022-23_Operational_Services.pdf (westlothian.gov.uk)

Appendices/Attachments: 2
Appendix 1_Service Improvement Actions
Appendix 2_Performance Indicator Report

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Graeme Struthers
Depute Chief Executive

27 March 2023

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APPENDIX 1

WLAM IMPROVEMENT PLAN 2022/25

PASSENGER TRANSPORT

IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Succession Planning	The service will strengthen the development opportunities available to employees to encourage career progression.	Improved succession and progression across all roles within the service. Increased employee satisfaction results.	Andy Johnston	November 2022	March 2024	The service has developed a new training matrix identifying gaps and within core competences and development opportunities. This will be discussed with staff in January 2023.
Recruitment Process	The service will review the strategy for resourcing, recruitment and employee retention.	The service will position itself within the market as an employer of choice.	David Lees	April 2022	Ongoing	The service has reviewed its approach to recruitment with Grounds and Garden Maintenance. The service will look to review processes for the recruitment of professional staff.

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IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Environment Improvement	The service will review and manage land assets more effectively and efficiently. Whilst continuing to identify sustainable options.	Improved performance through sustainable options whilst complying with legislation.	Eirwen Hopwood	November 2021	Ongoing	The service introduced a Ecology and Biodiversity team in November 2021 to support Open Space Officers
Review and renew service plans	The service will review and update service plans and strategy in line with councils' priorities and budget setting. Key stakeholder involvement and engagement will be use to inform review.	Realignment of service plans and strategies.	Simon Scott	April 2023	March 2025	-
Identifying Stakeholders	The service is committed to develop a deeper understanding of our stakeholder relationships and align priorities to their needs.	The service will extract maximum value for our stakeholders and the customer experience.	Wiktoria Cook	April 2021	March 2024	The service will expand on existing Community Choices processes to further engage with communities and community planning partners and stakeholders. A council wide consultation of Grounds Maintenance activities was completed in July 2022.

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IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Service Modernisation	Investigate options to increase new ways of thinking and encourage innovation with the service people. Investigate opportunities to increase digital options, with a focus on the needs of target customer groups.	Increased satisfaction throughout the customer journey. Customers will have enhanced access to engage with the service.	Pat McArdle	April 2022	March 2025	The service has introduced QR codes in all play areas to capture customer information and to allow the customer to report faults to the council.
Improving customer involvement	The service will enhance engagement and consultation approaches for customers, encouraging them to be involved in development of strategies and decision making. Clearly communicating service standards and legislative commitments to ensure customers have a deeper understanding of the service.	Improved approach to customer communication and involvement. Increased satisfaction throughout the customer journey.	Andy Johnston	April 2022	March 2024	The service completed a council wide consultation on all ground maintenance activities to gather general feedback from all council stakeholders giving customers and communities the opportunity to make suggestions to improve service delivery to meet community needs.

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IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Improved employee participation	The service will enhance engagement and consultation approaches for our employees, encouraging them to be involved in development of strategies and decision making.	Improved approach to employee communication and involvement. Increased employee satisfaction results.	Andy Johnston	April 2022	March 2024	The service has used iTrent to improve general communication to staff and has created small working groups to encourage staff to become involved in-service decision making such as the procurement of new vehicles and plant.

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DATA LABEL: OFFICIAL

![West Lothian Council logo]

PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – PASSENGER TRANSPORT

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 (2022/25).

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.

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 (WLAM) 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.

1

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 Passenger Transport and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

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

D.2   Service Overview

Head of Service: Jim Jack, Head of Operational Services

Service Manager: Nicola Gill, Passenger Transport Manager

Passenger Transport is responsible for ensuring the provision of efficient council public transport services within West Lothian and to neighbouring areas including infrastructure and publicity provision.

The service is also responsible for the provision of free and fare paying school transport services for schools, including pupils with additional support needs, as well as the provision of travel concessions for elderly and vulnerable residents.

Furthermore, the service provides community transport to service users with varying needs to a number of locations throughout West Lothian on a daily basis. Also, the service provides a school meal delivery service and delivery of internal mail.

The main activities of the service are:

- Providing a school transport service for approximately 6,000 pupils across West Lothian utilising a range of transport options including double deck buses, coaches, minibuses and taxis over approximately 360 contracts.
- Public Transport service support through subsiding 20% of the local bus network within West Lothian.
- Supporting concession schemes for elderly and disabled including providing Dial-A-Ride and Dial-A-Bus provision and over 20,000 discounted rail journeys per year.
- Providing sufficient public transport infrastructure through siting, erecting and maintaining approximately 500 bus stops and 500 shelters throughout West Lothian, including any publicity items on display.
- Transporting Community Transport service users to various locations throughout West Lothian.
- Delivering school meals from 33 production centres to schools and collect and deliver internal mail to all council buildings.

2

A summary of the service activities and resources is contained within the Operational Services Management Plan 2022/23 (link).

D.3 Overview of the WLAM Self-Assessment

In October 2022, a WLAM assessment against the new EFQM Model 2020 was undertaken by the service to identify the service strengths and opportunities for improvement.

A summary of the key findings from the WLAM self-assessment is as follows:

1. The service has a clear understanding of their Purpose and the Value it delivers for customer living in and visiting West Lothian, Community Transport service users, school pupils and public transport users. The service identifies its Purpose to 'successfully deliver efficient and high-quality transport services for people of West Lothian

2. The Passenger Transport Strategy aligns service priorities with funding and is a fundamental part of the overall approach to delivering effective public transport in West Lothian. The strategy is now overdue for renewal. The service should consider encouraging greater stakeholder engagement in the design of the new strategy in order to ensure that the service is well positioned to address stakeholder needs in the next strategy.

3. The performance results currently used by the service should be reviewed to ensure that they are better aligned with the Passenger Transport Strategy (the new one) and the aim of "successfully deliver efficient and high-quality transport services for people of West Lothian".

4. The service successfully introduced a new structure in 2021/22 and this is providing a more stable basis for service delivery and has improved collaboration between employees.

5. The service has used technology to improve the experience of employees and service users with the introduction of online forms for the school transport application. There are more opportunities available to the service to increase engagement and improve the customer experience through digital options.

6. The EFQM Model has a greater focus on performance management and managing risk, the service should explore opportunities to enhance the use of data and information to improve performance and the management of risks. This should consider how the service can improve the management and utilisation of data through systems and automated responses and reporting. The service may consider some of the current systems that are used to manage key datasets for continued suitability.

7. The service needs to increase collaboration with key internal partners (other council services) to address challenges and jointly consider the response to market, technological and societal trends that may influence service delivery and cost.

D.4 WLAM Self-Assessment Scores

The WLAM process now starts with a corporate self-assessment. The corporate assessment was scored by EFQM Assessors in the corporate team, thus establishing a baseline corporate score for each criterion and a total overall score. Services self-assess against this baseline, using their own supplementary evidence and the views of staff about the implementation of corporate evidence to move beyond or below the baseline score.

The corporate application and score will both be reviewed each year to take account of council-wide improvements and changes. Service scores will also be recalibrated on this basis, addressing the imbalance that scheduling of assessments can sometime introduce in service scores – e.g. those early in the programme score lower typically than those at the end of the programme. This will also reduce the time taken in a self-assessment setting to score.

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An overview of the services scores for 2022/25 programme is contained in Table 1.

Table 1: Passenger Transport Service Scores		Available Points*	Corporate Score	Service Score
RADAR Scores				
DIRECTION	**Purpose Vision & Strategy**	100	65	64
	Organisational Culture & Leadership	100	60	62
EXECUTION	**Engaging Stakeholders**	100	65	67
	Creating Sustainable Value	100	65	65
	Driving Performance & Transformation	200	65	63
RESULTS	**Stakeholder Perceptions**	200	60	56
	Strategic & Operational Performance	200	75	54
Total Score		1,000	**655**	**606**

a weighting factor is applied to criteria 4, 6 and 7.

D.5 Comparative Scores

As the EFQM Model has undergone a significant redesign, individual criterion scores are not comparable with past cycle criterion scores. However, the fundamentals of the EFQM Model remain and there is still value in tracking and comparing the current total score with previous total scores.

An overview of the service scores for the two past cycles is set out in Table 2:

Table 2: Service WLAM Scores (past)	
WLAM Cycle	Total Score
2014/17	441
2017/20	479

D.6 Review Panel Outcome

The Review Panel was held on 16 November 2022. The Panel comprised the Chief Executive (Chair), Head of Planning, Economic Development and Regeneration and the Quality Improvement Team Manager (Education Services).

The Review Panel noted and welcomed that the service has successfully progressed a number of improvement initiatives, such as the introduction of the Dynamic Purchasing System, Smart Ticketing and a new Bus Alliance for West Lothian, since the last Panel.

The Panel also note that the service operates within a challenging market with recognised sector pressures, such as; transport supply, labour supply and inflationary pressures, that the service is

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having to manage in attempting to secure a good standard of service for the public as well as value for money.

The Panel strongly suggest that the service should revise the approach to capturing and understanding the experience of different customer groups and encourage the service to use this information to improve the quality of services delivered and enhance the quality of customer results.

The Panel would also welcome further improvement in staff satisfaction results and encourage the service leadership team to continue to look for ways to increase engagement across the whole staff group.

The Panel thank the service manager and Head of Service for their attendance and the comprehensive information that they provided in response to questions.

Table 3: 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 will 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.	✓

This outcome was reached as the Panel recognise that the next few years are likely to present further challenges and this may impact upon service performance and therefore, asks to receive a further update on progress in 12 months.

D.7   Recommendations for Improvement

The Panel accepted the improvement actions proposed by the service (Appendix 1).

In addition, the Panel recommend that the service:

1.   The service needs to increase focus on capturing customer data that will better help the service track and understand the levels of satisfaction across different areas of service provision and distinct customer groups. It is noted that this is an action that emerged from the WLAM process that the service plan to progress and that this does not need to be created as a separate action.

2.   The service should look for opportunities to improve staff satisfaction through greater engagement, involvement and working with staff to explore and resolve any issues that may be causing dissatisfaction.

3.   The service should continue to pursue opportunities that will improve arrangements and cooperation with key transport suppliers and deliver increased value for the public/service users.

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

D.8   Service Performance

The service has a total of 60 performance indicators on the council's performance management system (Pentana), 30 of those indicators were scrutinised by the Panel. The Panel view a more focused set of indicators to maximise their time on the most important measures of performance.

At present, the status of the 60 indicators is as follows:

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Table 4: Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
✅ Green	41
⚠️ Amber	6
🔴 Red	12
❓ Unknown	1

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

D.9   Service Benchmarking

The service engages in benchmarking at a national level through Association of Transport Coordinating Officers (ATCO) UK and National Highways and Transport (NHT) Network, benchmarking perception performance through survey results.

The service recognises the need to utilise benchmarking data to better align the performance measures used to track and report success, and promote best practice and improvement activity. The service will continue to identify benchmark opportunities, including comparing against internal services.

E.   CONCLUSION

Passenger Transport 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 606 and was placed on Cycle 3 by the Review Panel and will return to the Review Panel within 1 year to provide an update on progress on improvement actions and performance.

BACKGROUND REFERENCES

Operational Services Management Plan 2022/23:
Management_Plan_2022-23_Operational_Services.pdf (westlothian.gov.uk)

Appendices/Attachments: 2
Appendix 1_Service Improvement Actions
Appendix 2_Performance Indicator Report

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Graeme Struthers
Depute Chief Executive

27 March 2023

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APPENDIX 1

WLAM IMPROVEMENT PLAN 2022/25

PASSENGER TRANSPORT

IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Review & Renew Passenger Transport Strategy	The service will review and update the Passenger Transport Strategy in line with the council's budget setting. Key stakeholder involvement and engagement will be used to inform the review.	Development of Passenger Transport Strategy 2023-2028.	Nicola Gill	September 2022	December 2023	
Focus on digital options, automation and innovation	Investigate opportunities to increase digital options and introduce automation, with a focus on meeting customer needs.	Increased satisfaction throughout the customer journey by delivering a more efficient service.	Keith Muirhead Bruce Balderston	January 2022	Ongoing	Introduction of Smart Ticketing

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IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Strengthen the approach to customer engagement	The service will continue to review and enhance the approach to customer engagement and interaction with group forums. Review of the online website content to promote service standards and improvement activity.	Improved customer satisfaction with communication from the service.	Alison Walker Cameron Moore	June 2022	March 2024	
Review of Performance Indicators	Review and realign the performance measures used by the service to track and report success against the service Purpose and priorities.	Realigning the suite of performance measures within Pentana.	Keith Muirhead	September 2022	December 2023	
Embedding one service approach	Improve the approach to employee engagement and communication and encourage creativity and innovation throughout the WLAM unit.	Successfully embed a cohesive approach to employee engagement and improve employee satisfaction.	Bruce Balderston Keith Muirhead	January 2022		

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IMPROVEMENT ACTIONS 2022/25

Action	Description	Desired Outcome	Responsible Officer	Start Date	End Date	Status Update
Improve partnership working	The service will enhance collaboration with key internal partners (other council services) to address challenges and jointly consider response to external market influences.	Better working relationships with internal partners to proactively respond to market and societal trends.	Nicola Gill	October 2022		

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APPENDIX 2

Passenger Transport - Performance Committee

Generated on: 16 March 2023 17:19

Traffic Light

PI Code & Short Name	**PTS007_6a.7 Percentage of all customers who rated the overall quality of the service provided by Community Transport as good or excellent.**	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the percentage of customers who rated the overall quality of the service provided as good or excellent. Five revised surveys (Service Users, Parents and Carers of Service Users, Schools, Day care centres and Internal mail customers) were developed in 2018/19 and circulated to all customers utilising the service to monitor the overall quality of the service provided by Community Transport. The surveys will be carried out on annual basis via an e survey tool and paper based as appropriate. Questions and Customer List are reviewed annually.	Traffic Light Icon	✅
		Current Value	93.4%
		Current Target	90%

Percentage of all customers who rated the overall quality of the service provided by Community Transport as good or excellent.

Trend Chart Commentary

2021/2022 Survey carried out in Oct 2021 results were remained high at 93.4% with a total of 183 responses. The survey was sent to 189 service users, all schools receiving a lunch service, all council buildings receiving a mail service and 5 day care centres.

The service was suspended for part of the year in 2020/21 due to the COVID 19 pandemic and had a restricted operations for the latter half of the year therefore a survey was not completed in 2020/21.

In 2019/20 the result was 93.4% of 200 customers stating that the overall quality of service provided by Community Transport was good or excellent. This was only a slight change from the 2018/19 result at 88.1% from a response rate of 321 which was better than the target set at that time.

Customers were asked to provide any comments or feedback relating to the service and these have been mostly very positive. This process also facilitated improvements in the service requested by customers. A request was received through the survey for a voicemail facility within Community Transport to allow messages to be left out of hours, this was implemented and communicated to all customers.

2

Recurring theme for improvement is around communication of changes to runs and school meals, this is mainly directed at the office processes for supplying customers with information regarding changes. The service structure changes are now in place and a review of office and communication processes is being undertaken, with an improvement plan built to address issues raised.

The 2022/23 target has been set at 95% to improve on the previous years result. By continuing to operate in line with service standards it is expected that high levels of performance will be maintained for this indicator.

2022/23 results will be available in December 2022.

3

PI Code & Short Name	**P:PTS014_6a.7 Percentage of customers who rated the overall quality of the Service provided by Public Transport positively**	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This Performance Indicator (PI) measures the number of respondents rating the overall service positively. Prior to 2020/21 the figure is taken from the Annual Customer Survey carried out by Passenger Transport Service to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service. From 2020/21 the results are taken from Service's Customer Satisfaction Survey distributed via social media. The PI gives the service an indication of how customers view our complete service and allows us to monitor responses against our service standards. The data received is used to identify areas of concern and to drive improvements leading to a better overall experience that meets the highest standard expected by our customers. This performance indicator is usually measured against returns from the West Lothian Citizens Panel. Unfortunately the planned Citizens Panel survey was not completed in 2019/2020 - 2021/22 due to the COVID 19 pandemic. Therefore, an alternative stand-alone survey was completed.	Traffic Light Icon Current Value Current Target	✅ 68% 71%

Percentage of customers who rated the overall quality of the Service provided by Public Transport positively

Trend Chart Commentary

For 2021/22, 63 customers completed the survey which is a slight decrease from the previous year. The result for this performance indicator is 68%, again this is a slight decrease of 1% from the previous year.

For 2020/21, 66 customers completed the survey with a result of 69%. This is an increase of 22% from 2018/19 when the survey was completed by the Citizen's Panel. It is thought that the increased performance result may be partly attributed to the change in survey methodology and also an increased awareness of the service offered by the Passenger Transport Service as opposed to the wider public transport network.

There are no results available for 2019/20 due to the COVID 19 Pandemic.

4

The 2018/19 Survey was completed in March 2019 by 88 members of the West Lothian Citizens Panel following distribution to 1297 members. This survey shows a slight reduction of 0.33% to 46.82% compared to the 2017/18 result of 47.15%.

The most recent survey in 2021/22 provided an option for further comments and feedback from customers which helps to identify common improvement themes. The service has reviewed these comments and created an improvement plan focusing on the common improvement themes of communication and supplier performance. The service aims to deliver customer service improvements within 2022/23.

The 2022/23 target has been set at 70% based on the recent increase in result however providing a commitment to deliver improvements based on customer feedback. 2022/23 results will be available in March 2022.

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PI Code & Short Name	PTS020_6a.2 Percentage of customers who are satisfied with the state of bus stops within West Lothian	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures customer perception of the state of bus stops within West Lothian. This data is collected through the National Highway & Transport Network survey and is used to understand the perception of passengers to liaise with commercial operators on required improvements.	Traffic Light Icon	⚠
		Current Value	48%
		Current Target	60%
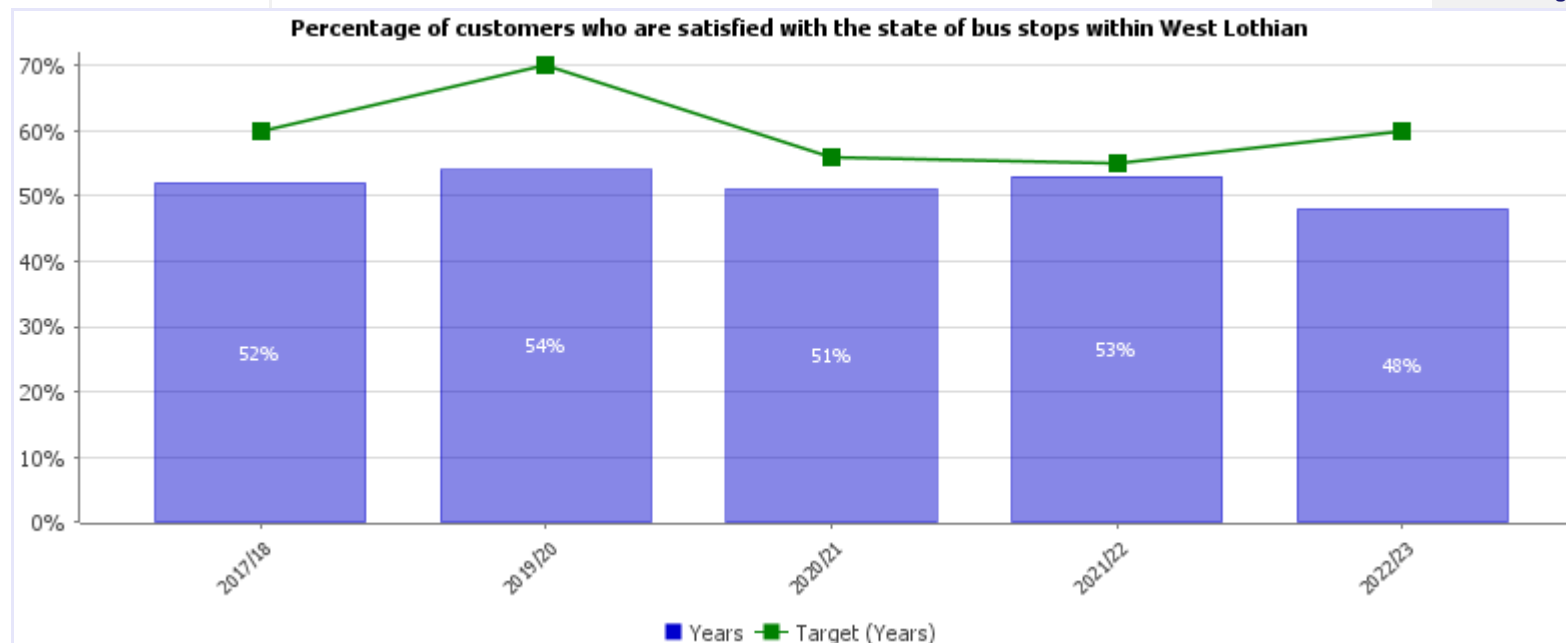
Percentage of customers who are satisfied with the state of bus stops within West Lothian

Trend Chart Commentary

Questionnaires are sent to 3300 households in the West Lothian Council area over the summer and survey results are received in October. 111 UK authorities took part in this survey in 2022. In 2022, West Lothian Council had a response rate of 21.5% with 709 returns. The result confirmed that 48% of passengers participating were satisfied with the state of bus stops in West Lothian. This is a 5% decrease from the previous year and also 7% below the national average of 55%. Aberdeenshire was the only other Scottish local authority taking part in the NHT survey with a result of 56%.

In 2021, West Lothian Council had a 18.5% response rate which amounted to 611 returns with a result of 53%. This was a slight improvement from 2020 where the result was 51% from 658 returns and a 19.9% response rate.

In 2019, West Lothian Council had a 22% response rate which amounted to 729 returns. The result confirmed that 54% of passengers participating were satisfied with the state of bus stops in West Lothian.

Unfortunately, due to a restructure of the question set within the survey the public transport specific questions were not included in the 2018/19 survey, but were included in subsequent surveys. In 2017, West Lothian Council had a 23% response rate which amounted to 749 returns. The result confirmed that 52% of passengers participating were satisfied with the state of bus stops in West Lothian.

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The Passenger Transport service has a revenue budget of approximately £50,000 for bus Infrastructure which is used to maintain, repair and replace stop and shelters across West Lothian. There are approximately 500 stops and 500 shelters within West Lothian. The average cost of a new bus shelter is £5,000 - £7,000 therefore it can be challenging to balance the maintenance and repair of existing stock, the requirement to replace infrastructure due to damage or wear and tear and the available budget.

The service has partnered with Bus Users Scotland (BUS) to complete a full bus stop audit within West Lothian. BUS inspectors are reviewing and rating the condition of the stops as well as the available publicity. The results will be used to inform discussion with the West Lothian Bus Alliance on possible match in kind contributions to improve the infrastructure.

The target for 2023/24 is set at 55% to improve the previous position and meet national average however taking account of the maintenance and replacement programme being delivered within budget. Results for 2023/24 will be available in November 2023.

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PI Code & Short Name	PTS022_6a.1 Percentage of people who are satisfied with the punctuality of bus services	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the percentage of National Highways & Transport Network survey respondents who were either 'fairly satisfied' or 'very satisfied' with the punctuality of bus services and is used to understand the perception of passengers to liaise with commercial operators on required improvements.	Traffic Light Icon	🛑
		Current Value	44%
		Current Target	55%
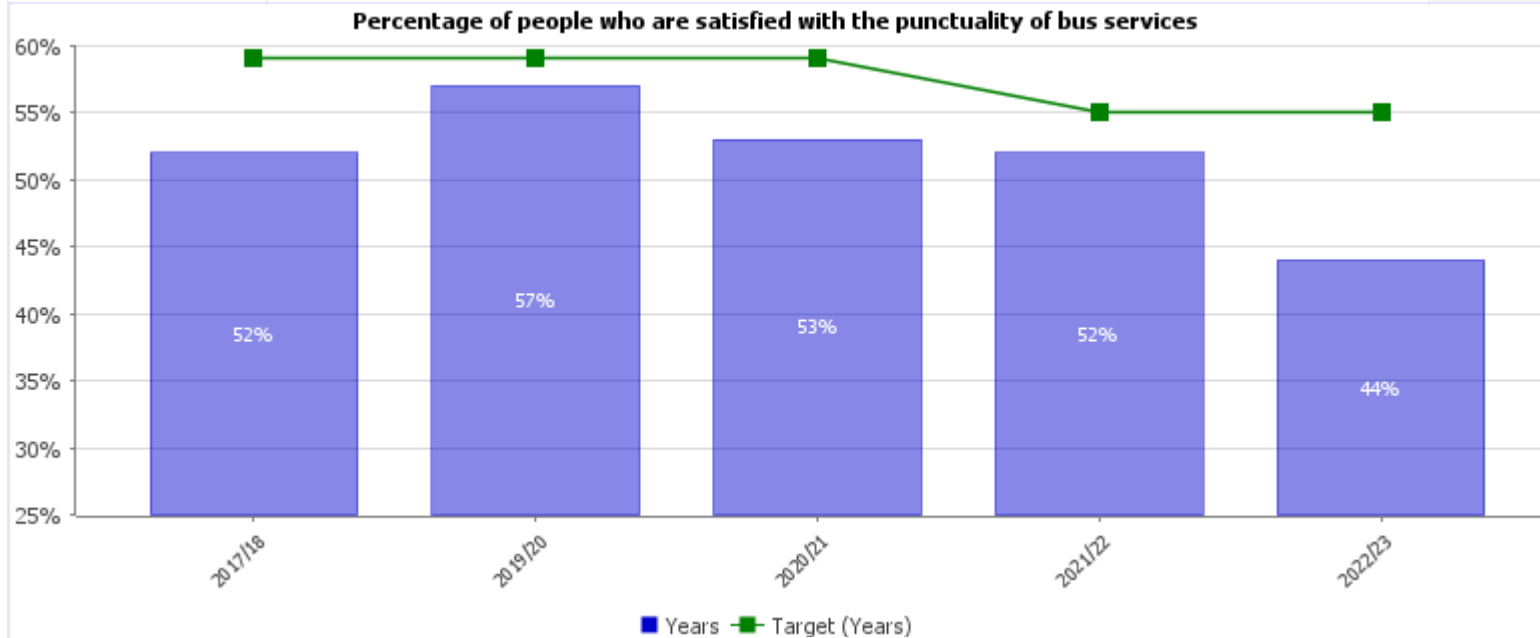
Percentage of people who are satisfied with the punctuality of bus services

Trend Chart Commentary

Questionnaires are sent to 3300 households in the West Lothian Council area over the summer and survey results are received in October. 111 UK authorities took part in this survey in 2022. In 2022, West Lothian Council had a response rate of 21.5% with 709 returns. The result confirmed that 44% of passengers participating were satisfied with punctuality of bus services. This is a 8% decrease from the previous year and also 7% below the national average of 51%. Aberdeenshire was the only other Scottish local authority taking part in the NHT survey with a result of 51%.

- In 2021 the result was 52% from 611 returns with a response rate of 18.5%.

- In 2020 the result was 53% from 658 returns with a response rate of 19.9%.

- In 2019 the result was 57% from 729 returns with a response rate of 22%.

- Due to a restructure of the question set within the survey the public transport specific questions were not included in the 2018/19 survey.

- In 2017 the result was 52% from 749 returns with a response rate of 23%.

It should be noted that buses subsidised by West Lothian Council only account for 20% of the bus network in West Lothian, with the remaining 80% being commercially operated. As a result, this performance indicator is not specifically reflective of the services that West Lothian Council have direct influence over.

Transport Focus complete a national passenger survey every two years. The 2018 benchmarking survey reported that 55% of customers within the South East of Scotland were very or fairly

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satisfied with the punctuality of their bus services; this was ranked second below South West at 60%. Tayside and Central were third at 51%, Strathclyde was forth at 48%, Highlands were fifth with 40% and the North East was ranked last with 39%. Unfortunately a 2020 survey was not completed due to the COVID 19 pandemic.

The Passenger Transport Service has established a West Lothian Bus Alliance which is a partnership between the council, local bus operators, SEStran and Bus Users. The Bus Alliance seeks to create a smarter, more successful set of bus services that maximises the potential of the sector in the West Lothian area for the benefit of the area's people. These results are fed into the Alliance to facilitate discussion and agree improvement actions where required.

The target for 2023/24 is set at 51% to improve the previous position and meet national average. 2023/24 results will be available in November 2023.

9

PI Code & Short Name	**P:PTS034_6b.4 Percentage of Passenger Transport Complaints (Stage 1 & Stage 2) which are upheld or part upheld following investigation**	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the overall percentage of closed complaints received by Passenger Transport that have been upheld or part upheld during each month. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	Traffic Light Icon	✅
		Current Value	0%
		Current Target	15%

Percentage of Passenger Transport Complaints (Stage 1 & Stage 2) which are upheld or part upheld following investigation

Trend Chart Commentary:

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

Given the wide range of services provided by the Passenger Transport Service and the large customer base, it can be difficult to establish trends within the data, however, there is often an increase in upheld and part upheld complaints at the start of the new school session as the new transport network is implemented.

Data is shown here monthly to highlight and monitor the variations throughout the scholastic year as complaint levels generally rise at the beginning of the academic session - August and September. In May 2022 one complaint was upheld out of four that were received. In August 2022 one complaint was upheld out of 17 received, and in October 2022 one complaint was upheld and one part upheld out of 14 received.

It is often the case within Passenger Transport that a high proportion of complaints are related to external third party issues which customers bring to the council in the first instance. These are generally not upheld as they are often outwith council control. Where complaints are upheld, due to the low number of complaints received by the service, the target can be exceeded by a low

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number of upheld and part upheld complaints.

Although many of the external third party complaints are outwith the council's control, all complaints are discussed with external suppliers and improvement actions identified. The Passenger Transport Service operates a penalty points system as an additional contract management tool through the Framework conditions of contract. This is utilised where necessary to drive quality customer service through public transport services.

Customer complaints data along with associated improvements is submitted to the Complaints Steering Board on a quarterly basis.

The 2022/23 target has been amended to be 15% due to the results of the last 6 months. The Service will continue to monitor this and amend as necessary.

11

PI Code & Short Name	P:PTS035_6b.3 Total number of Passenger Transport Complaints (Stage 1 and Stage 2) received	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the total number of complaints received by Passenger Transport each month. Performance is reviewed on a regular basis and reported quarterly to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is extracted from the Confirm system, which is used to manage and monitor complaint handling procedures in Operational Services. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	Traffic Light Icon	🔴
		Current Value	5
		Current Target	3

Total number of Passenger Transport Complaints (Stage 1 and Stage 2) received

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

It is often the case within Passenger Transport that high level of complaints are related to external third party issues which customers bring to the council in the first instance. These are generally not upheld as they are often outwith council control.

Data is shown here monthly to highlight and monitor the variations throughout the scholastic year as complaint levels generally rise at the beginning of the academic session (August and September as was the case in 2022).

Customer complaints data along with associated improvements is submitted to the Complaints Steering Board on a quarterly basis.

The 2022/23 target has been amended to be 3 per month due to the recent results. This will continue to be reviewed as a large proportion of the service is provided by third party external providers and performance can vary over certain times of the year.

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PI Code & Short Name	PTS041_7a.2 Percentage of Passenger Transport employees who strongly agree or agree that there is reward and recognition	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the level of employee satisfaction with the reward and recognition in the Passenger Transport Service.	Traffic Light Icon	✅
	This is calculated by measuring the percentage of respondents to the employee survey who strongly agreed or agreed with the following statements: - I feel my job is important (Q6) - That they receive regular praise or recognition (Q6) (*only pertains to 2015/16 to 2016/17*) - I feel valued and recognised for the work I do (Q7) (*new measure included from 2017/18*)	Current Value	68%
	- I believe the council provides a good working environment for employees (Q8) (*new measure included 2017/18*) The survey response is collected annually by Human Resource Services however, it is the responsibility of the service to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.	Current Target	65%

Percentage of Passenger Transport employees who strongly agree or agree that there is reward and recognition

Years ■ — Target (Years)

Trend Chart Commentary:

The 2022/23 survey results increased for this indicator to 68% however it is recognised that the response rate has reduced to 39% with 20 staff completing the survey. The management team will be holding staff engagement sessions to understand any barriers or changes which can be made to increase participation in the next survey.

The survey was temporarily suspended for 2020/21 and 2021/22

The 2019/20 results showed an improvement to 67% for staff satisfaction with Reward and Recognition which was an increase of 18% from 2018/19 following improvement actions implemented by the service. This result was above the target set by the service.

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Staff satisfaction with Reward and Recognition decreased in 2018/19 from 78% to 48%. The FTE included in this result increased from 6 to 58 due to the merging of services and this may have impacted the overall results for this indicator. The survey was sent to 100% of staff with a response rate of 51% in 2018/19. This decreased from 78% in 2017/18 which was when the service was solely Public Transport where there was only 5 members of staff. The 2019/20 survey was sent to all staff (59 staff members) and had an increased response rate of 83%.

The management team has held regular staff meetings and toolbox talks to identify improvement actions required. Staff reward and recognition has been a strong topic with many Community Transport staff expressing the view that historically a reward and recognition culture did not exist. The service manager continues to encourage team work, communication, empowerment and responsibility within the team to ensure that the team performs as well as it can for all our customers and provides a rewarding working environment for staff.

 Following the successful customer survey results a briefing was held to inform staff of the results and share the positive message and comments made by many of the customers to provide the recognition. A brainstorming session was also held to identify ideas on how to improve the service level going forward.

Communication has been targeted as an area for improvement specifically within the Community Transport Service. Monthly tool box talks and weekly noticeboard communication have been utilised to improve communication and instil reward and recognition. The Community Transport Service were nominated for a Going the Extra Mile (GEM) award in 2018 which was promoted and recognised throughout the service.

The target for 2023/24 has been set at 70% to improve the current position but to reflect a higher response rate.

14

PI Code & Short Name	**PTS043_7a.4 Percentage of Passenger Transport employees who strongly agree or agree that there is involvement and empowerment in the service**	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the level of employee satisfaction with the level of employee involvement and empowerment in the Passenger Transport Service.	Traffic Light Icon	✅
		Current Value	60%
	This is calculated by measuring the percentage of respondents to the employee survey who strongly agreed or agreed with the following statements: - I am encouraged to make suggestions to improve the service within the scope of my role (Q11) - I am regularly allowed to make decisions with the scope of my role (Q12) - Involved in reviewing and improving the service (Q11) (*only pertains to 2015/16 - 2016/17*) The survey response is collected annually by Human Resource Services however, it is the responsibility of the service to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction and set targets.	Current Target	60%

Percentage of Passenger Transport employees who strongly agree or agree that there is involvement and empowerment in the service

Trend Chart Commentary:
The 2022/23 survey results were maintained for this indicator at 53% however it is recognised that the response rate has reduced to 39% with 20 staff completing the survey. The management team will be holding staff engagement sessions to understand any barriers or changes which can be made to increase participation in the next survey.
The survey was temporarily suspended for 2020/21 and 2021/22 due to the COVID 19 pandemic.

The 2019/20 survey results showed an improvement from previous years to 60% for staff satisfaction with the level of empowerment and involvement which was an increase of 31% from 2018/19 following improvement actions implemented by the service. This result was above the target set by the service.

Staff satisfaction with the level of empowerment and involvement decreased in 2018/19 from 92% to 29%. The FTE included in this result increased from 6 to 59 due to the merging of services

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and this may have impacted the overall results for this indicator. The survey was sent to 100% of staff with a response rate of 51% in 2018/19. This decreased from 92% in 2017/18 which was when the service was solely Public Transport where there was only 5 members of staff. The 2019/20 survey was sent to all staff and had an increased response rate of 83%.

The Management team has held regular staff meetings and toolbox talks to identify improvement actions required. Monthly meetings have taken place in order to encourage staff to be involved in service discussions. Staff were also involved in a review of the fleet vehicles and selecting revised staff uniform. It is felt that involvement and engagement has improved staff 'buy in' and has encouraged future engagement.

An improved staff engagement programme has been agreed and implemented utilising the new service structure. This has increased and improved both informal and formal staff engagement activity.

Further improvements are ongoing to embed a one service approach creating consistency across the WLAM unit which aims to encourage team work, communication, empowerment and responsibility within the service.

The target for 2023/24 has been set at 65% to improve the position but to reflect a higher response rate.

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PI Code & Short Name	P:PTS070_9a.1c Cost of the Public Transport network per resident	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the cost per head of population in West Lothian to provide the current mix of subsidised local bus services.	**Traffic Light Icon**	✅
		Current Value	£9.22
	80% of the local bus network is operated on a commercial basis with West Lothian Council subsidising the remaining 20%. This data allows close monitoring of the cost of the subsidised local bus network.		
	This performance indicator is a measure of the costs of provision at a given level of service. Services are all provided by contractors and, once established, contract costs tend to be static or rise in line with inflation although net costs vary according to fluctuations in fares income on many contracts. Like for like contract renewal, however, often exposes the council to above inflation cost pressures and individual contract costs therefore tend to increase over time. The target used is a ceiling set to match the current services provided and market conditions with a view to maintaining costs per resident at this level.	**Current Target**	£11.00
	This indicator supports the council priority of protecting the built and natural environment.		

Cost of the Public Transport network per resident

Year	Value
2017/18	£11.47
2018/19	£10.49
2019/20	£10.92
2020/21	£9.89
2021/22	£9.22

■ Years ■— Target (Years)

Trend Chart Commentary

Over time, cost inflation on transport contracts has, historically, been above general levels of inflation which is a phenomenon noted at a national level as confirmed by the results of the annual ATCO (Association of Transport Co-ordinating Officers) price and competition survey. This effect is shown by the longer term trend in the costs of providing broadly a constant level of service in West Lothian.

High costs per resident is not necessarily bad. It may be an indication that a council prioritises bus service support. It may also be an indication of low levels of patronage, poor performing services or of a restricted supplier market.

The 2021/22 cost per resident has slightly decreased further to £9.22 from the previous year based on a population of 183,820. This is due to the overall cost of services continuing to decrease slightly as usage of services such as Demand Responsive Transport have not returned to pre-pandemic levels.

The 2020/21 cost per resident decreased to £19.89 from £10.92 in 2019/20. This is as a direct result of the COVID 19 pandemic as the cost of Demand Responsive Transport Services reduced significantly as usage of the service was so low.

The 2018/19 cost of the public transport network per resident was £10.49 which is a slight decrease from 2017/18 however this may be attributed to the revised increased population figure available for 2018. Previously, the 2011 census figure was used.

Although it is not possible to compare exact services across other local authority areas, a general comparison can be made based on outturn for local bus services and population. In 2021/22, East Lothian Council had a figure of £8.67 expenditure per head (£935,325 net expenditure and a population of 107,900). Where as a rural council such as Perth and Kinross reported a expenditure per head of £16.58 (£2,518,413 net expenditure and a population of £16.58).

The subsidised local bus network will be due for review and contract renewal within 2023. Any redesign of services will impact the overall cost of the service and therefore future targets will require to be based on the revised network.

It is expected that the 2022/23 result will increase from this reduced position as a number of the contracts have received a contract price increase due to increases in operational cost pressures such as the fuel crisis and national driver shortage.

However, the 2022/23 target is set at £11.00 to maintain current service levels in the existing network within budget provided and reflecting an anticipated recovery of public transport patronage.

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PI Code & Short Name	PTS072_9a.1a Average cost of maintaining Bus Shelters per Annum	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This performance indicator measures the average annual cost of maintaining each of West Lothian's Bus Shelters. This performance indicator is a measure of the efficiency of service provision. The costs of maintaining bus shelters includes cleaning and repair costs which are undertaken by council and contractors' staff respectively. This data is used to monitor the performance of the service and highlight trends which may require intervention or improvement.	Traffic Light Icon	✅
		Current Value	£87.15
		Current Target	£130.00

Average cost of maintaining Bus Shelters per Annum
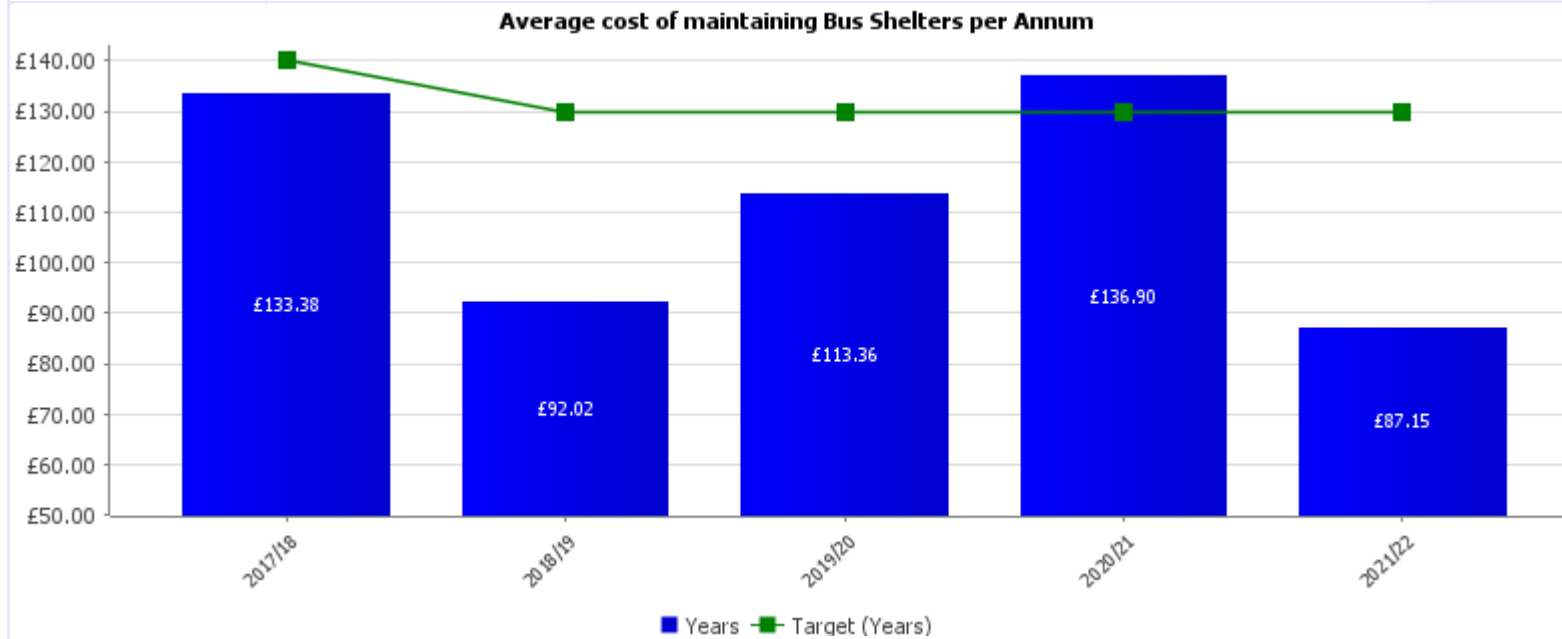
Trend Chart Commentary:

In 2021/22 the service redesigned the contract for maintenance and supply of infrastructure which resulted in an increase in use of external suppliers to repair and install bus shelters. This has decreased the overall cost of the service at a cost of £87.15 per shelter.

Over 2019/20 and 2020/21 the cost per shelter increased to the highest since 2016/17 at £136.90 per shelter. In this year there was a significant increase in accidents and incidents of vandalism which negatively impacted the spend in this year.

The result for 2018/19 decreased substantially to £92.02. This is as a result of improved processes in insurance reclaim following accidents and utilising existing stock rather than providing new replacements.

2016/17 saw an audit programme of repairs and maintenance following a number of requests and complaints regarding infrastructure. This has resulted in the increase in average cost of maintaining bus shelters per annum however this was a one off cost and subsequently was not reflected in the 2017/18 position where the average cost reduced to £133.38.

Where possible costs have been held down by ensuring only targeted cleaning takes place and by measures such as refurbishing existing shelters rather than providing new replacements. Costs can vary due to weather or accidental damage. The target used is a ceiling set to match the revised maintenance regime with a view to maintaining unit costs below £130.

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The Association of Transport Coordinating Officers (ATCO) Local Authority Benchmarking Survey notes expenditure on public transport infrastructure across local authorities. Although this is based on population rather than per shelter, it provides an overview to compare budget available. For example, in 2021/22 Perth and Kinross Council had a net expenditure of £104,811 on bus infrastructure with a population of 151,910. Comparatively, Stirling Council has a population of 94,080 and had a net expenditure of £127,728 on public transport infrastructure in 2021/22.

The Passenger Transport Service has partnered with Bus Users Scotland (BUS) to complete a full bus stop audit within West Lothian. BUS inspectors are reviewing and rating the condition of the stops as well as the available publicity. The results will be used to inform discussion with the West Lothian Bus Alliance on possible match in kind contributions to improve the infrastructure. *2022/23 target set is £130 used as a ceiling set to match the revised maintenance regime with a view to maintaining unit costs below £130.*

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PI Code & Short Name	PTS090_9b.1c Number of passenger journeys made on council contract local bus services	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This council Performance Indicator (PI) measures the number of journeys made on council contract local bus services. The service uses this information to monitor the passenger levels on subsidised local bus services and identify trends in the utilisation of council funded services	Traffic Light Icon	🔴
		Current Value	163,480
		Current Target	175,000

Number of passenger journeys made on council contract local bus services
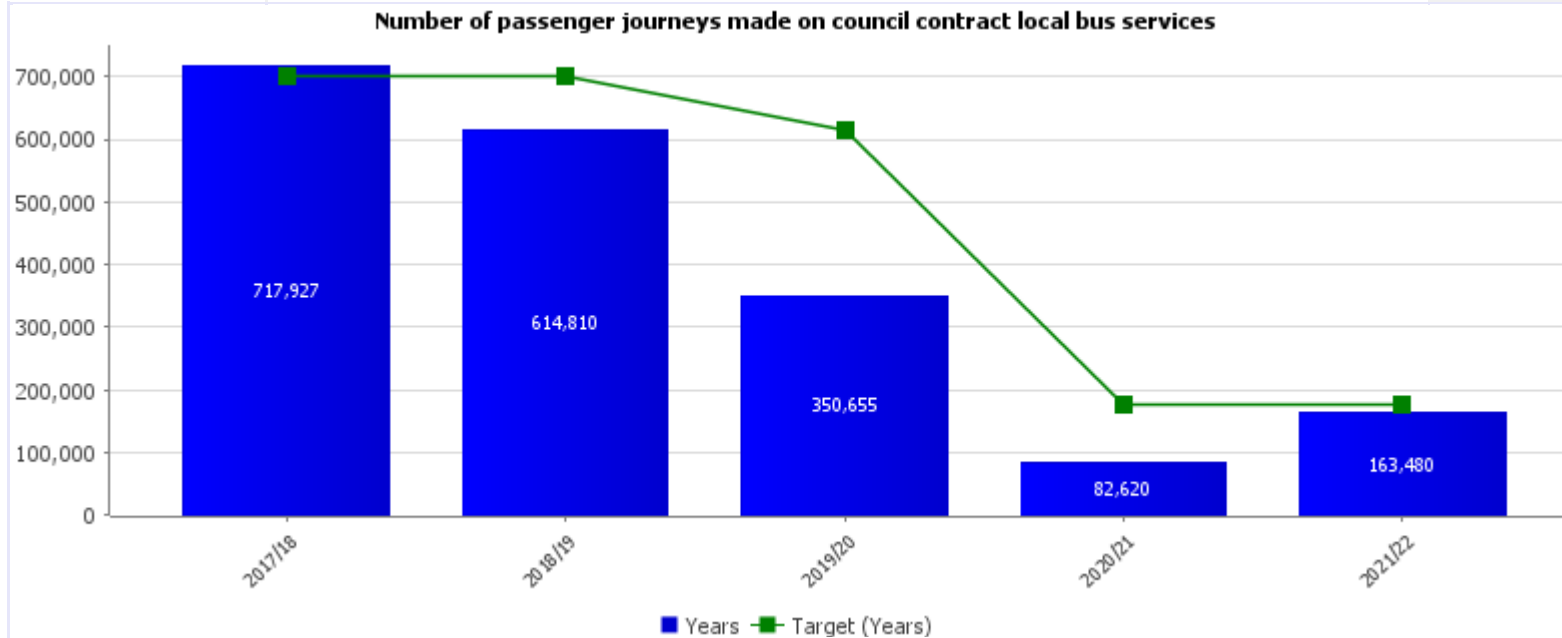
Trend Chart Commentary:

West Lothian Council subsidises approximately 20% of all bus mileage in West Lothian. The remaining 80% is provided by commercial bus operators. The result for 2021/22 was 163,480 which was significantly lower than pre-pandemic levels. The result has continued to decrease over 2019/20 through to 2021/22 with a significant dip in 2020/21 of 82,620 which is due to the restrictions on public transport use as a result of the COVID 19 pandemic.

The result for 2018/19 shows a significant drop in passenger numbers to 614,810. It is anticipated that the changes in the commercial network and the introduction of a new large operator in the area has resulted in greater transport options for passengers and therefore may contribute to the use of subsidised services.

In 2017/18 the local bus services remained unchanged therefore there was a limited change to the number of passenger journeys.

In 2016, following the council's Delivering Better Outcomes saving initiative there was a reduction in the number of subsidised local bus services provided by West Lothian Council therefore the number of journeys decreased significantly in 2016/17 to 722,456.

The decrease of patronage on public transport can be seen on a national level across both commercial and subsidised networks.

The target for 2022/23 is set at 350,000 to increase the current position but keeping a realistic target based on the national position.

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PI Code & Short Name	P:PTS092_9b.1b Percentage of residents with access to an hourly or more frequent bus service	PI Owner	zPTS_PIAdmin; Nicola Gill
Description	This council Performance Indicator (PI) measures the number of West Lothian residents who live within 800 metres of an hourly or more frequent bus service. The indicator is defined as the percentage of residents within a 10 minute walk of a bus stop with an hourly, or more frequent, daytime (Monday to Saturday) service. A 10 minute walk equates to about 800m at a walking speed of 3 miles per hour.	Traffic Light Icon	✅
		Current Value	91%
	The PI is calculated from source data of the West Lothian population, bus stop locations and local bus timetable information and then evaluated to produce the overall PI figure. This figure identifies the percentage of West Lothian residents with a basic level of local bus provision available.	Current Target	90%

Percentage of residents with access to an hourly or more frequent bus service

Trend Chart Commentary

An evaluation model is used to measure this performance indicator and the effect of changes to bus services. For future years our target will be to maintain this level of provision as long as there is reasonable stability in commercial bus service provision and continued availability of council resources to provide service subsidies.

The majority of bus services in West Lothian are profitable and operate on a commercial basis without council subsidy. These services need no council approval and the council cannot influence their availability or design. Commercial services tend to be the busiest routes and the busiest times of operation. Councils can only legally provide services they deem to be socially necessary once the extent of the commercial network is known. Council contract bus services build on this commercial core and can increase the number of residents with access to services at the level defined by the indicator by either providing new bus or Taxibus services to places otherwise unserved or by adding additional subsidised journeys onto otherwise commercial bus services to bring their availability up to the standard to meet the indicator definition.

The local bus network has been severely impacted by the Covid 19 pandemic with patronage levels falling by approximately 85% in the first 6 months of the pandemic and, as a result, the 2 large local bus operators significantly reduced their network coverage to minimise the financial impact on the company. From the engagement with suppliers there is an understanding that the overall reduction in patronage is having a significant impact on commercial business and the temporary reduction in the network is necessary to mitigate some of the impact of this. At this point

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it is unclear how the network will recover post Covid 19 and highly unlikely that the commercial network will be reinstated without change.

The Scottish Government is providing financial support to commercial bus operators previously through the Local Bus Covid 19 Support Grant and now through the Network Support Grant on the basis that operators strive to operate as close to 90% of the pre-covid network.

Given the introduction of a temporary bus registration process to reflect the changing requirements of the pandemic, it has been difficult to measure this indicator for 2020/21 and 2021/22 as the bus network has been fluid throughout the year. Therefore, the result has been based on the permanent registered services although it is appreciated that some of these are not currently in operation.

However, the temporary registration process was removed in April 2022 therefore the result for 2022/23 will reflect a more permanent bus network. It is not yet expected that services will return to pre Covid 19 services levels however as the Scottish Government continues to provide funding to support bus services, the target for 2022/23 is still based on pre Covid 19 operations until a clearer picture of a stabilised commercial network is known.

Since the increase in 2018/19 the results for this indicator have remained stable.

No other local authority in Scotland currently uses this performance indicator therefore it is not possible to benchmark this specifically however some other UK councils have adopted similar performance indicators to measure public transport accessibility.

The data for 2022/23 will be available in March 2023.

The target for this PI was approved by Council Executive in 2011 as the minimum desirable proportion of residents having access to public transport and who are therefore able to travel for a range of journey purposes. As the council has no control over 80% of the bus network which is provided on a commercial basis there is a continual risk of loss of service and therefore changes to this target.

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DATA LABEL: PUBLIC

West Lothian Council

PERFORMANCE COMMITTEE

COMPLAINT PERFORMANCE REPORT QUARTER 3: 2022/23

REPORT BY DEPUTE CHIEF EXECUTIVE

A.   PURPOSE OF REPORT

To report to the Performance Committee the quarterly analysis of closed complaints in Quarter 3: 2022/23.

B.   RECOMMENDATIONS

It is recommended that the Performance Committee:

1. Note the corporate and service complaint performance against the standards outlined in the council's complaint handling procedure.
2. Continue to monitor complaint performance and request additional information from services as required.

C.   SUMMARY OF IMPLICATIONS

I.	Council Values	Focusing on customers' needs Being honest, open and accountable
II.	Policy and Legal	The Public Services Reform (Scotland) Act 2010
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	Will provide a robust approach to monitoring complaints performance information covering all council services
V.	Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI.	Resources (Financial, Staffing and Property)	From existing budget
VII.	Consideration at PDSP/Executive Committee required	None
VIII.	Details of consultations	None

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D.   TERMS OF REPORT

D.1   Background

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

The SPSO began a review of the model CHP in 2019/20.

The SPSO finalised the revised model CHP in 2020/21 which updated and refreshed the procedure. All Local Authorities were required to implement the revised CHP by 2021.

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

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

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

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

D.2   Corporate Complaint Performance

Table 1 breaks down Quarter 3 complaints by complaint category over a 5 year period.

Table 1 Quarter 3 complaint category covering period 2018/19 – 2022/23

Complaint Category	Q3 2018/19	Q3 2019/20	Q3 2020/21	Q3 2021/22	Q3 2022/23
Standard of Service	396	353	367	308	557
Policy Related	51	121	261	80	117
Employee Attitude	75	95	103	75	84
Poor Communication	74	83	84	138	122
Waiting Time	29	44	27	68	120
Missed Appointments	5	5	12	10	18
Total Complaints	**630**	**701**	**854**	**679**	**1,018**

The current service level of complaint performance varies across the council and is linked to the complexity and quantity of complaints received. Operational Services and Housing, Customer and Building Services (HCBS) are the main complaint generators by service, accounting for 83.7% (852) of all recorded complaints (1018) in Quarter 3: 2022/23.

Further information on the main complaint categories is set out below:

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- Standard of Service

  The majority of Standard of Service complaints have been generated by Operational Services (290) and HCBS (174) which account for 83.3% of all recorded complaints in the category. The equivalent quarter in 2021/22, Operational Services (122) and HCBS (119) had a combined total of 241 complaints categorised as Standard of Service.

  Of the 290 Operational Services Standard of Service complaints, Waste Services received a total of 220 complaints. The majority of the complaints were linked to bin related issues.

- Policy

  A total of 117 Policy related complaints were received by the council. This was an increase of 27 from the equivalent quarter in the previous year (90). Operational Services (56) and HCBS (38) account for 80.3% of all Policy complaints. Within Operational Services, Waste Services received 39 complaints which is an increase of 19 when compared to the equivalent quarter in the previous year. These complaints are generally related to bin contamination issues which are not emptied.

- Employee Attitude

  Employee Attitude complaints have been driven by Operational Services (39) and HCBS (27) which account for 78.6% (66) of all recorded complaints in this category. The equivalent quarter in 2021/22, Operational Services (39) and HCBS (23) had a combined total of 62 complaints categorised as Employee Attitude related. Waste Service and Building Services had 30 and 14 complaints respectively in this category. The complaints generally related to how the employee engaged with the customer and various driving issues.

- Poor Communication

  In Q3 2022/23, 63.9% (78) of all Poor Communication complaints were generated Housing, Customer and Building Services. The equivalent quarter in the previous year Housing, Customer and Building Services received 55 complaints. Housing Need and Building Services accounted for 43 and 20 complaints respectfully in the category. The general themes were linked to lack of communication with the customer relating to service delivery or a customer request for information.

- Waiting Time

  The main Waiting Time complaints generators were HCBS (70) and Operational Services (42) which accounted for 93.3% of all Waiting Time complaints (120). There was an increase of 52 Waiting Time complaints when compared to the equivalent quarter in the previous year. Building Services accounted for 42 complaints in this category linked to repair timescales.

- Missed Appointments

  Building Services account for 15 missed appointment complaints which accounted for 83.3% of all Missed Appointment complaints (18).

  Appendix 1 to the report provides the council wide performance against the SPSO defined measures covering the period Quarter 3: 2022/23 (October 2022 to December 2022).

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D.3 Summary of Service Complaint Performance

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

The 4 indicators are:

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

Table 2 provides a summary of service performance against these 4 key indicators.

Table 2 Quarter 3: 2021/22 and 2022/23 service performance summary

Service	Total complaints		Complaints closed within 5 working days		Complaints closed within 20 working days		Complaints part upheld/ upheld	
	Q3 2021/22	Q3 2022/23	Q3 2021/22	Q3 2022/23	Q3 2021/22	Q3 2022/23	Q3 2021/22	Q3 2022/23
Corporate Services	4	3	66.7%	0%	100%	100%	25%	33.3%
Education Service	50	70	77.1%	70.2%	66.7%	69.6%	34%	27.1%
Exec Office	3	1	100%	-	0%	100%	33.3%	100%
Finance and Property Services	42	45	94.4%	91.7%	66.7%	75%	33.3%	26.7%
HCBS	303	402	92.6%	88.1%	84.6%	62%	43.6%	40.3%
Operational Services	244	450	77.2%	76%	100%	66.7%	31.6%	53.3%
PEDR	9	9	100%	75%	100%	40%	33.3%	33.3%
Social Policy	24	38	62.5%	76.5%	66.7%	60%	75%	47.4%
Total	**679**	**1018**	**84.5%**	**80.8%**	**80.9%**	**64.2%**	**38.7%**	**44.8%**

Table 3 provides a service trend summary of closed complaints closed by quarter covering Quarter 3 2021/22 to Quarter 3 2022/23.

Table 3 Quarter 3 2021/22 to Quarter 3 2022/23 service trend summary

Service	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23
Corporate Services	4	2	2	8	3
Education Service	50	45	53	32	70
Exec Office	3	2	3	1	1
Finance and Property Services	42	26	55	65	45
HCBS	303	225	341	361	402
Operational Services	244	189	385	671	450
PEDR	9	6	18	21	9
Social Policy	24	20	37	39	38
Total	**679**	**515**	**894**	**1,198**	**1,018**

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Appendix 1 contains the complaint analysis covering Q3: 2022/23 by Service.

Table 4 provides a service trend summary of upheld/ part upheld complaints as a percentage of complaints received by quarter covering Q3 2021/22 and Q3 2022/23.

Table 4 Quarter 3 2021/22 to Quarter 3 2022/23 Service upheld/ part-upheld complaint performance

Service	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23
Corporate Services	25%	0%	0%	50%	33.3%
Education Service	34%	15.2%	26.4%	34.6%	27.1%
Exec Office	33.3%	0%	0%	0%	100%
Finance and Property Services	33.3%	28%	9.1%	21.6%	26.7%
HCBS	43.6%	45%	36.9%	45.9%	40.3%
Operational Services	31.6%	30.3%	38.7%	39.3%	53.3%
PEDR	33.3%	20%	33.3%	19%	33.3%
Social Policy	75%	78.6%	56.7%	43.6%	47.4%
Total	**38.7%**	**37%**	**35.9%**	**40.1%**	**44.8%**

Appendix 2 provided a breakdown of Complaint Outcome by Reason and service.

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

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

Service	Base unit (Q3 2022/23)	Q3 complaint volume	Complaint ratio
Education Services	30,000 pupils	70	1 complaint for every 429 pupils
HC&BS	13,169 council houses	402	1 complaint for every 33 council houses
Operational Services	81,488 households	450	1 complaint for every 181 household

A target of 85% is currently set for the percentage of complaints which must be dealt with within timescale.

Across the council, 44.8% of all complaints received in Q3:2022/23 were upheld/ part upheld. Operational Services received the highest number of complaints across the council at 450. Whilst this is a reduction of 221 compared to Q2 2022/23, it is an increase of 206 when compared to the equivalent quarter in 2021/22.

Appendix 2 contains the complaint outcome by reason and service.

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E.   CONCLUSION

The council has shown an increase in complaints when compared to the previous quarter which was related to the increase in Operational Services and HCBS complaints.

Operational Services and HCBS continue to be the main complaint generators across this quarter.

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

F.   BACKGROUND REFERENCES

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

1.   The Local Authority Model Complaints Procedure (model CHP) Guide to Implementation
2.   WLC Complaints Handling Procedure

Appendices/Attachments:

Appendix 1 Corporate and Service Complaint Performance Q3: 2022-2023
Appendix 2 Complaint Outcome by Reason and Service Q3: 2022-2023

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Graeme Struthers
Depute Chief Executive
27 March 2023

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West Lothian Council

CMT: Corporate Services Complaints Performance - Q3 2022-23

Period: 01/10/2022 to 31/12/2022

This report summarises complaints closed within the period above along with an indicator showing the number received. All timescales are based on working days and therefore excludes Saturday, Sunday and public holidays in the calculations.

	SPSO Performance Indicator	**Number**	**%**
1	Total number of complaints received	979	
2	Total number of complaints closed	1018	
3	Complaints closed at Stage 1	881	86.5%
	Complaints closed at Stage 2	120	11.8%
	Complaints closed at Stage 2 after escalation	17	1.7%
4	Complaints UPHELD at Stage 1	270	30.6%
	Complaints NOT UPHELD at Stage 1	476	54.0%
	Complaints PART UPHELD at Stage 1	135	15.3%
	Complaints RESOLUTION at Stage 1	0	0.0%
	Complaints UPHELD at Stage 2	22	18.3%
	Complaints NOT UPHELD at Stage 2	72	60.0%
	Complaints PART UPHELD at Stage 2	26	21.7%
	Complaints RESOLUTION at Stage 2	0	0.0%
	Escalated complaints UPHELD at Stage 2	3	17.6%
	Escalated complaints NOT UPHELD at Stage 2	14	82.4%
	Escalated complaints PART UPHELD at Stage 2	0	0.0%
	Escalated complaints RESOLUTION at Stage 2	0	0.0%
5	Average working days to respond to a Stage 1 complaint	4.9	Days: 4282
	Average working days to respond to a Stage 2 complaint	20.1	Days: 2408
	Average working days to respond to a Stage 2 after escalation	6.2	Days: 105
6	Complaints closed at Stage 1 within 5 working days	712	80.8%
	Complaints closed at Stage 2 within 20 working days	77	64.2%
	Complaints closed at Stage 2 within 20 working days after escalation	16	94.1%
7	Complaints closed at Stage 1 where an extension has been authorised	5	0.6%
	Complaints closed at Stage 2 where an extension has been authorised	2	1.7%

Number of Complaints by Reason

Standard of Service		54.7%
Poor Communication		12.0%
Waiting Time		11.8%
Policy Related		11.5%
Employee Attitude		8.3%
Missed Appointment		1.8%
Total:		100.0%
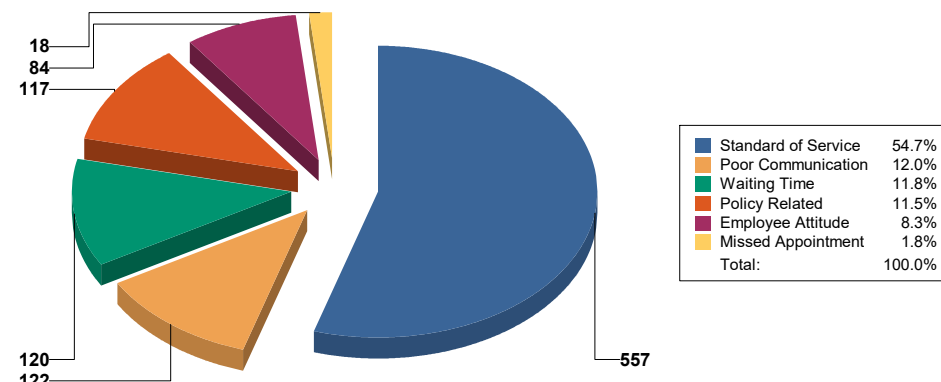
NB: The totals below include complaints resolved at Stage 1 and Stage 2 as well as complaints closed at Stage 1 then re-opened and handled as Stage 2 (escalated).

Percentage of all complaints closed within timeline:	**79.1%**	**(805)**
Percentage of all complaints UPHELD:	**29.0%**	**(295)**
Percentage of all complaints NOT UPHELD:	**55.2%**	**(562)**
Percentage of all complaints PART UPHELD:	**15.8%**	**(161)**
Percentage of all complaints RESOLUTION:	**0.0%**	**(0)**
Percentage with another or no outcome selected:	**0.0%**	**(0)**

Complaints Closed 2022-23
Number and cumulative per month

Legend: Number per month; Cumulative per month

Data labels:
- April: 177 / 177
- May: 312 / 489
- June: 415 / 904
- July: 411 / 1,315
- August: 369 / 1,684
- September: 428 / 2,112
- October: 394 / 2,506
- November: 333 / 2,839
- December: 291 / 3,130
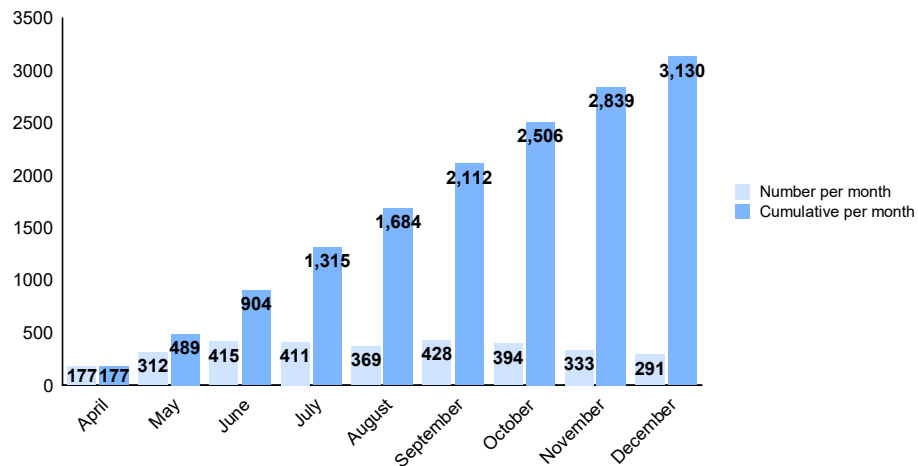
% Complaints closed within Timeline
% Stage 1 within 5 & Stage 2 within 20 working days by month

Legend: % Stage 1 <= 5 days; % Stage 2 <= 20 days

Data labels:
- April: 91.7 / 78.8
- May: 79.3 / 76.1
- June: 76.2 / 68.5
- July: 67.4 / 87.5
- August: 75.7 / 80.0
- September: 67.6 / 66.7
- October: 77.2 / 63.5
- November: 84.2 / 72.9
- December: 81.9 / 67.6
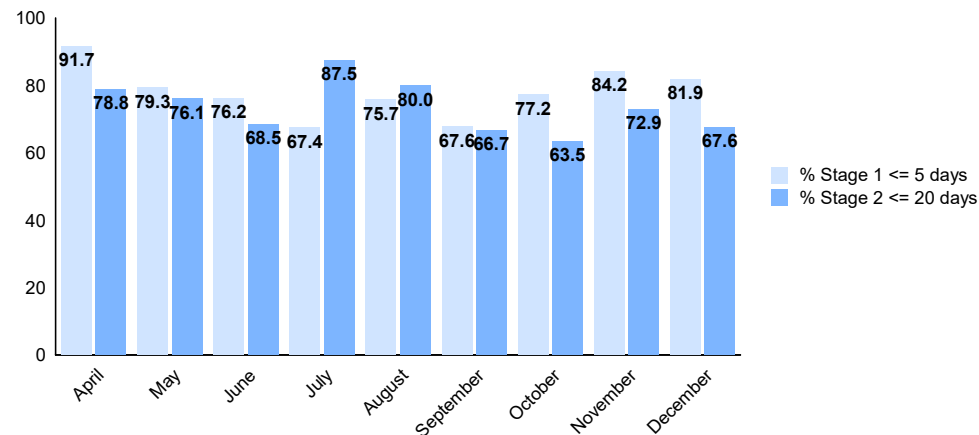
Stage 2 figures include complaints escalated from Stage 1 having been closed then re-opened

% of Total complaints Upheld & Part Upheld by month 2022-23

Data labels:
- April: 43.5
- May: 35.9
- June: 33.3
- July: 42.1
- August: 39.6
- September: 38.1
- October: 53.3
- November: 44.4
- December: 33.7
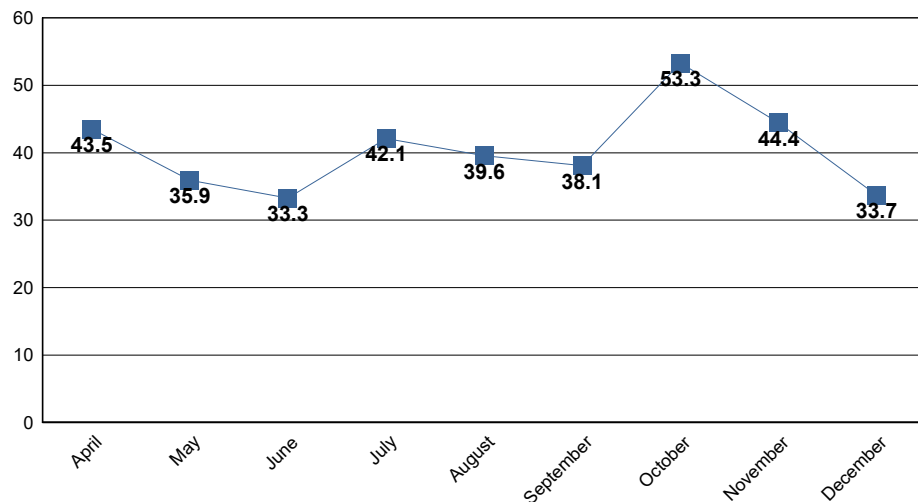
Table showing % of complaints closed within SLA at Stage 1 and Stage 2 cumulative by month 2022-23

Month	% Stage 1 Closed within 5 Days per month (cumulative)	% Stage 2 Closed within 20 Days per month (cumulative)
April	91.7%	78.8%
May	83.7%	77.2%
June	80.2%	73.7%
July	76.2%	77.7%
August	76.1%	78.1%
September	74.4%	75.9%
October	74.8%	74.1%
November	75.9%	73.9%
December	76.5%	73.4%

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

Summary of Secondary Categorisation (Service reason for complaint)

	Total	STAGE 1				STAGE 2				Escalated			
		Upheld	Part Upheld	Not Upheld	Resolution	Upheld	Part Upheld	Not Upheld	Resolution	Upheld	Part Upheld	Not Upheld	Resolution
Corporate Services	3		1	1				1					
Failure to reply	1		1										
Inaccurate advice/ information	1							1					
Policy related general	1			1									
Education	70	3	10	34		1	5	17					
Additional Support Needs	5			1			3	1					
Bullying - Pupil - Pupil	8			5			1	2					
Child Protection	10		3	3			1	3					
Communication	11	1	4	5				1					
Composite Classes	1							1					
Curriculum	1			1									
Data Protection	1			1									
Discipline	5			3				2					
Employee Attitude General	1			1									
Facilities	4			4									
Head Teacher	2							2					
Head Teacher & Staff	5	2		1		1		1					
Health & Safety	2		1					1					
No action / Ineffective action taken	1			1									
Nursery Placement	2		1	1									
Policy	7			5				2					
Road Safety	1							1					
Teacher Attitude	3		1	2									
Executive Office	1					1							
HCBS	1					1							
Finance & Property Services	45	5		31		5	2	1				1	
Call not answered	1	1											
Claim/information processed incorrectly	11	1		7		2	1						
Delay in completion of property repairs	2					2							
Delay in processing claim/information	3			3									
Discrimination	1			1									

	Total	A	B	C	D	E	F	G	H
Employee attitude general	4			4					
Incorrect or conflicting advice	2			1					1
IT system failure	1	1							
Policy related general	2			2					
Poor communication general	4	1		3					
Recovery of debt	7			7					
Response time	1				1				
Standard of service general	5	1		2	1		1		
Waiting time general	1			1					
HC&BS	**402**	**94**	**48**	**195**	**9**	**8**	**33**	**3**	**12**
Awaiting materials	2			1	1				
Call not answered	8	1	1	3			3		
Claim/information processed incorrectly	1	1							
Customer standards not met	34	4	5	17	2	1	3		2
Damages to property	10	3	2	2		1	2		
Discrimination	3			1			2		
Driving/ parking issues	3	2		1					
Eligibility	1								1
Employee attitude general	17	2	5	9			1		
Failed timescales	9	3	2	3					1
Health & Safety	4	1	2	1					
Held in queue	2			1			1		
Incorrect or conflicting advice	2			1	1				
Lack of communication	17	10	2	3		1	1		
Missed appointment general	15	3	3	7	1				1
No action / Ineffective action taken	15	1	2	9				1	2
Policy related general	29	2		24			3		
Poor communication general	62	30	5	23		1	3		
Procedure not followed	3			2			1		
Refusing customer request	2			2					
Staff conduct/ attitude	4	1	2	1					
Standard of property/accommodation	19			12		1	6		
Standard of service general	64	7	2	45	1		4	2	3
Standard of workmanship	6	1	1	3					1
Third party supplier	10	6	1	2	1				

Unreasonable delays	3	2			1			
Unresolved repair after visit	7	2	1	3				1
Untidy work	2		1	1				
Waiting time general	48	12	11	18	2	2	3	
Operational Services	**450**	**163**	**70**	**205**	**3**	**4**	**5**	
Access Issues	13	1	4	7			1	
Accessibility Issues	3		1	2				
Appointment Failed	3	3						
Assisted Bin Collections	35	22	8	4	1			
Awaiting Bin Stock Delivery	5		3	2				
Bin Capacity/ Size	3			3				
Bin Collection Issues Domestic	124	39	33	48	1	3		
Bin Collection Issues Trade	1	1						
Bin Contamination Issues	26		1	25				
Bin Deliveries/ Requests	29	24	3	2				
Bin/ Bulky Presentation Issues	13	3	3	7				
Bin/Pick-Ups/Returns/Spillages	3	3						
Bulky Uplift Missed	4	4						
Collection Dates/ Routes	2	2						
Complaint Handling Procedure	2	2						
Council Policy & Legislation	9			8			1	
Damage to Property	6	3		3				
Discrimination	1	1						
Eligibility	1			1				
Environmental Concerns	2		1	1				
Expectations Not Met	13	5	3	4			1	
External 3rd Party	6			6				
External Supplier Delays	1			1				
Failed to Reply	1	1						
Grass Left on Paths	2	1	1					
Grass Not Cut/ Missed	3	2		1				
Health & Safety	3	2		1				
HWRC - Recycling Centre Issues	3	1	2					
Incorrect Conflicting Advice	3	1		2				
Lack of Communication	4	1		3				

Material Left on Site	3	2	1					
Parking Issues	2	1		1				
Poor Customer Service	10	5	1	4				
Poor or Agressive Driving	3			3				
Road Works	3	1		2				
Road/ Path Defects	12		1	10			1	
Service Standards	68	28	2	35	1	1	1	
Severe Weather Event	2		2					
Staff Conduct / Attitude	8	2		6				
Street Lighting Faults	2			2				
Telephone Call-back Failure	1	1						
Vehicle Breakdown	1	1						
Winter Maintenance Policies	11			11				
Planning Econ Dev Regen	**9**		**1**	**3**		**2**	**3**	
Incomplete/ missing website information	1			1				
Policy related general	5			1		2	2	
Poor communication general	1		1					
Standard of workmanship	1			1				
Unable to contact officer	1						1	
Social Policy	**38**	**5**	**5**	**7**	**3**	**5**	**12**	**1**
Customer standards not met	1			1				
Employee attitude general	9		2	4			3	
Lack of communication	4		1		1	1	1	
Policy related general	2				1	1		
Poor communication general	4			1	1		2	
Standard of service general	16	5	1			3	6	1
Waiting time general	2		1	1				

Open Complaints by Service

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

NB - if a complaint is closed and reopened then this will show as open under the original month/financial year it was created in the system.

	Total	2022/2023					
		June	July	August	October	November	December
Total	36	1	1	3	1	4	26
Corporate Services	1						1
Education	6					1	5
Executive Office	1						1
Finance & Property Services	2		1	1			
Housing Customer & Building Services	14			1	1	2	10
Operational Services	8	1		1			6
Planning Economic Development & Regenerati	2						2
Social Policy	2					1	1

Appendix 2 Upheld/ Part Upheld/ Not Upheld by Reason and Service Q3 2022-23

Complaint Reason	Service	Not Upheld	Part Upheld	Upheld	Total
Standard of Service	Education	37	11	4	52
	Executive Office	0	0	1	1
	Finance & Property Services	17	1	4	22
	Housing Customer & Building Services	120	19	35	174
	Operational Services	133	52	105	290
	Social Policy	9	4	5	18
Standard of Service Total		316	87	154	557
Poor Communication	Corporate Services	0	1	0	1
	Education	3	2	0	5
	Finance & Property Services	6	0	3	9
	Housing Customer & Building Services	29	11	38	78
	Operational Services	13	1	6	20
	Planning Economic Development & Regeneration	1	1	0	2
	Social Policy	3	2	2	7
Poor Communication Total		55	18	49	122
Policy Related	Corporate Services	2	0	0	2
	Education	7	0	0	7
	Finance & Property Services	5	0	0	5
	Housing Customer & Building Services	35	1	2	38
	Operational Services	39	10	7	56
	Planning Economic Development & Regeneration	5	2	0	7
	Social Policy	0	1	1	2
Policy Related Total		93	14	10	117
Waiting Time	Finance & Property Services	2	1	3	6
	Housing Customer & Building Services	38	15	17	70
	Operational Services	5	4	33	42
	Planning Economic Development & Regeneration	0	0	0	0
	Social Policy	1	1	0	2
Waiting Time Total		46	21	53	120
Employee Attitude	Education	4	2	0	6
	Finance & Property Services	3	0	0	3
	Housing Customer & Building Services	14	7	6	27
	Operational Services	19	7	13	39
	Social Policy	7	2	0	9
Employee Attitude Total		47	18	19	84
Missed Appointment	Housing Customer & Building Services	5	3	7	15
	Operational Services	1	0	2	3
Missed Appointment Total		6	3	9	18
TOTAL		563	161	294	1018
		55%	16%	29%	100%

Data label: OFFICIAL

PERFORMANCE COMMITTEE WORKPLAN 2022/23

Key: CPR = Corporate Performance Report

SPR = Service Performance Report

ESBR = External Scrutiny & Benchmarking Report

Date of meeting	Report Type	Report	Lead Officer	Report Delivered by
8 May 2023	SPR	Service performance report: Housing Need	Head of Housing, Customer and Building Services	Housing Need Manager
	SPR	Service performance report: Housing Operations	Head of Housing, Customer and Building Services	Housing Operations Manager
	CPR	WLAM Programme Update 2022/23	Depute Chief Executive	Improvement Manager
5 June 2023	SPR	Service performance report: Corporate Procurement	Head of Corporate Services	Corporate Procurement Manager
	SPR	Service performance report: Community Care	Head of Social Policy	Senior Managers
	CPR	Complaint Quarterly Report Q4 2022/23	Depute Chief Executive	Project and Systems Manager
	ESBR	CSE Assessment Feedback 2023	Depute Chief Executive	Improvement Manager

- Report removed and to be added to future meeting (following assessment process) - Customer Service Centre (CSC)