Data Label: PUBLIC

Delivering Better Outcomes

Housing, Customer and Building Services Management Plan

2017/18

West Lothian Council

Contents

1 Overview of Housing, Customer and Building Services 2

2 Housing, Customer and Building Services Structure 14

3 Service Activity 15

3.1 Housing Operations 15

3.2 Building Services 40

3.3 Housing Need 54

3.4 Customer and Community Services 67

3.5 Customer Service Centre 81

Data Label: PUBLIC

1 Overview

1.1 Introduction

Welcome to the Housing, Customer and Building Services Management Plan 2017/18

The purpose of this plan is to give an overview of Housing, Customer and Building Services, showing how the activities of the service contribute to the achievement of corporate and strategic outcomes.

Our vision for housing, customer and building services is to improve lives and properties by designing and maintaining communities, homes and buildings.

Customer and community services locations form an integral part of the council's frontline service provision in communities. They are the hub to access information, help and advice. As opportunities arise, we will further integrate frontline services to create a seamless offering to customers, ensuring that we focus on those most in need.

The service aligns and makes a significant contribution to all eight of the council's priorities:

- Delivering positive outcomes and early intervention for early years
- Improving the employment position in West Lothian
- Improving attainment and positive destinations for school children
- Improving the quality of life for older people
- Minimising poverty, the cycle of deprivation and promoting equality
- Reducing crime and improving community safety
- Delivering positive outcomes on health
- Protecting the built and natural environment

1.1.1 Key Achievements for 2016/17

Housing, Customer and Building Services significant achievements attained in 2016/17 include:

- West Lothian Council has continued to deliver on and prioritise our ambitious new build housing programme which will achieve 1000 new homes for rent under construction during 2017. The programme was highly commended at the UK Housing Awards and a winner at the APSE Awards in 2016.
- The Service welcomed the first Syrian refugees to West Lothian. Significant planning, coordination and engagement continue to be offered to ensure the successful support and community integration of refugee families to the area.
- The Service has achieved a consistent and ongoing reduction in rent arrears compared against 2015/16 figures. This is a substantial accomplishment within the

Data Label: PUBLIC

context of ongoing welfare reform changes, and reflects close monitoring and focus across the service, as well as a variety of campaigns and activities on rent collection.

- Completion of the third Scottish Housing Regulator statutory Annual Return of the Charter. This was delivered in partnership with tenants, and included our first compliance visit by the Regulator. The service continued to deliver a high performance via the return and received positive feedback on our data collection and validation processes following our first compliance visit from the Regulator.
- The Service successfully implemented version 14 of our Open Housing Integrated Management system. This project has also facilitated a platform for a mobile working project within HCBS, which was implemented within Building Services during 2016/17.
- Blackburn Homeless Assessment Centre was officially opened. This facility is providing ten temporary units to support homelessness in West Lothian.
- Housing Need was subject to audit and inspection by the Care Inspectorate during 2016/17, receiving positive feedback and maintaining their previous audit performance.
- A new tenant's self-service online portal was launched, enabling tenants to access and update tenancy details, check their rent account and pay rent online. The roll out of the service was accompanied by queue-buster sessions, designed to raise awareness of the new service and to offer the option to customers in local offices.
- Development work has been completed to bring private landlord registration under the remit of HCBS as of April 2017. This change will see greater focus on engagement and consistency of service delivery within the private rented sector.
- As well as continuing to deliver on the existing participation structure, the tenant participation team delivered a variety of new methods for engaging tenants. This included a new tenant's Facebook group, digital inclusion sessions, tenant focus groups, local information events and local office visits. The team engaged with over 1000 tenants new to tenant participation over the year.
- The service has achieved a significant improvement in performance on resolving and managing complaints. Improvements to the analysis process and delivery of employee training have assisted the service to learn from the outcome of complaints.
- The service delivered on significant investment in various school and council building refurbishment programmes over the course of the year, substantially facilitating the modernisation programme for the council.
- The service continued to be recognised for excellence in 2016/17. Individual colleagues, teams and tenants were highlighted for their outstanding contributions via the UK Housing Awards, CIH Scotland, Scottish Homes Awards, TIS Awards, Celebrating Success, APSE Awards and the TPAS Excellence Awards.
- New service structures were implemented for the Safer Neighbourhoods Team, Housing Need and the Customer and Communities Team, creating new neighbourhood teams.
- A public access Wi-Fi service was installed in a further seven locations across West Lothian.

Data Label: PUBLIC

- A successful project was completed with the Living Memory Association to capture the history of gala days within West Lothian.
- West Calder library reopened in its historic building following full refurbishment. This included the relocation of the local housing office.
- Broxburn library relocated to Strathbrock Partnership centre to create a one stop shop for council services in Broxburn.
- The Livingston Customer Information Service was relocated to Arrochar House, including the relocation of Livingston Area Housing Office.
- Automatic payment kiosks were installed in Bathgate, Broxburn, Carmondean, and Livingston to give customers more options for paying council bills.
- A new computer system was put in place to manage all library service business.
- Committee approval was gained to progress with the development of Partnership Centres in Armadale and Whitburn.

The service faces a variety of opportunities and challenges in 2017/18. Key external drivers and priorities for change include the continued monitoring of an unstable economic climate, the full impact of welfare reform, continuing to meet the requirements of the Scottish Social Housing Charter, and our work to comply with the new energy efficiency standards.

Internal drivers for continuous improvement include the implementation of modernisation projects, completion of the 1,000 houses new build programme, delivery of improved service efficiency via the Open Housing system, further implementing the council's mobile working system and continuing to meet the housing demand in local communities.

The national Customer First programme enables councils to deliver better, faster, and more efficient services to a broader section of the population. Utilising innovative technology and promoting collaborative procurement between local authorities, Customer First encourages online access to services and aims to ensure that at least 75% of core service requests can be handled at first point of contact.

HCBS will play an integral role in delivering the corporate plan enabler of modernisation and improvement. Services will be improved through the further development of partnership centres and co-location models.

The on-going welfare reforms and difficult financial climate are two of the factors contributing to poverty in West Lothian. Public services are modernising and changing the delivery of services through digital transformation which aims to provide customers with on-line access to services. In particular, the Department of Work and Pensions will have an expectation that customers will claim and manage their benefits and job search activity online. We will increase customer access to digital services through the further development of public access Wi-Fi in key council buildings. Public access computers will be updated and have appropriate accessibility software to ensure that customers with no

Data Label: PUBLIC

household ICT can access the internet at a time, place and location which suit their needs. HCBS, alongside partners, will target the 20% of people who are digitally excluded, to gain the skills and knowledge to operate effectively in a digital environment. There will be a focus on supporting customers to learn and apply the skills to use their own devices effectively.

At a time where the council has a duty to ensure we work together to deliver efficient, fair and top quality services, our service must continue to work in partnership to modernise our approach and methods. This ensures we help to secure the future of all council services by responding with innovation and flexibility to the ongoing financial constraints that we face to continue to deliver to the people of West Lothian.

These opportunities and challenges have ensured that we have agreed a demanding set of actions across all service areas to move forward in a positive and creative manner in 2017/18.

1.1.2 Key Priorities and Actions for 2017/18

Key actions and priorities include:

- Continuing to deliver the 1,000 houses new build programme.
- Improving on our key performance through our fourth annual ARC return to the Scottish Housing Regulator. Working in partnership with out Tenant Participation Working Group, we will continue to deliver our Landlord Report to share this information with every tenant in a council house.
- The Service will continue our pro-active focus and management of the homeless accommodation through put within temporary and emergency accommodation to ensure the reduction in reliance on use of B&Bs.
- In consultation with our tenants, we will develop a five year capital programme and develop a new rent strategy, ensuring effective planning for investment priorities for the service going forward.
- We will continue to work in close partnership with our stakeholders, tenants and customers on improvement activity within the service such as supporting Tenant Led Inspections and incorporating customer views and suggestions in our internal scrutiny programme to improve our approaches to delivering services. This will ensure that we continue to focus on improving outcomes for customers when reviewing internal processes.
- We will launch a new Tenant Participation Strategy and seek to further increase the diversity and representation of our tenants by developing and promoting our existing participation options such as the tenant led inspection programme, the tenant panel, our networks and tenant and residents groups.

Data Label: PUBLIC

- We will pro-actively support the Service for the introduction of further welfare reform changes, by taking a leading role on council-wide working groups, taking action where required, to mitigate the risk to our tenants and the Service.
- We will continue to build on our mobile working projects to further improve our processes and ability to deliver modern services that meet our customers' needs in the 21st century.
- We will continue to develop our works contracts in order to assist in the delivery of the capital programme priorities for the council.
- We will deliver on our new Strategic Housing Investment Plan, which outlines our forward investment priorities and informs Scottish Government investment and planning in housing.
- We will improve customer journeys through the opportunities afforded by the Channel Shift project which seeks to enable customers through increased options to interact with the council. This will include development of digital applications and processes for customers.
- We will review the processes which impact on the allocation of categories for repairs to improve the efficiency of the service in managing repairs and to improve customer satisfaction.
- We will implement the new Local Housing Strategy, supporting the council's long-term plans for housing strategy and development opportunities.
- We will continue to work towards meeting the 2020 standard for home energy efficiency in Scotland.
- Working closely with partners, we will develop a Joint Accommodation Strategy to improve customer satisfaction and the quality of accommodation provided to homeless people, with a specific focus on improving outcomes for young people.
- We will continue to engage with the communities in Whitburn and Armadale to progress the creation of partnership centres in these communities.
- We will progress the service relocations to the new partnership centres in Blackburn, East Calder and Linlithgow.
- We will we work with third sector heritage services to ensure a West Lothian wide approach is made to heritage service delivery.
- We will implement the action plan from the interim Customer and Communities service review, and carry out a further review of service delivery.
- Staff training and development within Customer and Communities will be a key focus for the year to support customer service and satisfaction.
- We will continue to support the Community Centre Management Committee Network Forum ensuring training and support is available and meets their needs.

Data Label: PUBLIC

I am confident that through our dedicated and talented staff and their willingness to lead and deliver change, that we are in a good position to take on the many challenges and opportunities our service will see in the coming year. I believe that thanks to those who deliver for Housing, Customer and Building Services every day, our customers will continue to receive the first-class care, support and professionalism that they have come to expect from us.

Alistair Shaw
Head of Service

Data Label: PUBLIC

1.2 Context

1.2.1 Critical Success Factors

The service has identified six critical success factors. These are to:

- Fulfil our commitments to our customers and meet their needs and expectations
- Manage our housing stock and finances efficiently and effectively
- Engage with and involve customers and stakeholders
- Nurture and involve a capable and valued workforce
- Meet the requirements of the law, regulatory bodies and standard setting agencies
- Play a vital role in the design, development and maintenance of the council's property assets

1.2.2 Key Customers of Housing, Customer & Building Services

- West Lothian council tenants and their families
- Applicants for housing
- Customers presenting as homeless or potentially homeless
- Customers requiring housing information and advice
- Residents of West Lothian requiring housing support
- Residents of West Lothian experiencing antisocial behaviour
- External organisations and agencies
- Other council services
- Customers who use council facilities including schools, partnership centres, community buildings and open spaces

1.2.3 Factors

The main external and internal factors facing Housing, Customer & Building Services in 2017/18 are set out below.

Housing Operations

- Maximising rent income through effective management of council houses and working to mitigate the impact of Welfare Reform on our customers
- Responding to changes in the way social housing is regulated and inspected
- Building strong communities where people are involved and invested in their community
- Developing on our successful Tenant Participation base
- Reducing antisocial behaviour and enhancing community safety in conjunction with other partners in the Community Safety Unit
- Delivering the Council House New Build Programme
- Implementation of the Local Housing Strategy
- Maximising the supply of affordable housing across all tenures

Data Label: PUBLIC

- Delivering the ambitious housing capital investment programme
- Improving the energy efficiency of homes in West Lothian
- Delivering a programme of change, compliance and improvement across the service
- Provision of research and analysis support to the service, promoting and delivering channel shift and supporting service wide performance management
- Delivery of service support systems administration and management, developing relevant data analysis to support all service areas to continuously improve and deliver objectives
- Administering the Private Landlord Registration Scheme and encouraging robust private sector housing management

Housing Need

- Ensuring a sufficient supply of temporary and permanent accommodation
- Improving Housing Options to prevent people becoming homeless in the first place
- Developing relationships and protocols with private landlords to maximise opportunities to prevent homelessness
- Promoting sustainable communities by ensuring that, where possible, housing need can be met in a planned manner

Building Services

- Ensuring safe working and promoting best Health and Safety practices
- Ensure housing maintenance budgets are targeted appropriately
- Continuous improvement to maintain and enhance service standards
- Improve communication with customers

Customer and Community Services

- Better quality public services, by integrating and modernising our front line services
- Adapting to changing customer demands as technology creates greater scope for customer self-service
- Increase collaboration with communities and other partners through the development of single location community facilities
- Facilitate the participation of the 20% of people who are digitally excluded in gaining the skills and knowledge to operate effectively in a digital environment

Customer Service Centre

- Enhancing the delivery of Telecare and Telehealth to support people to remain at home
- Enhancing the use of technology to meet changing customer seed
- Enabling council services to transform their delivery of services to customers
- Achieving lower costs through providing a wide range of contact options for all citizens of West Lothian

Data Label: PUBLIC

1.3 Partnership Working

Effective partnership working is vital to the successful delivery of services to tenants, residents and all customers of Housing, Customer and Building Services. Our aim as a service is to build strong, diverse and successful communities of well built, attractive and well maintained properties. We can only achieve this aim by utilising the skills and resources that our internal and external partners bring.

The prevention of homelessness, social deprivation and isolation through maximising a range of housing options across all sectors simply cannot be achieved without strong partnership working arrangements and shared knowledge.

We understand the current economic and social environment that our service operates within, and the importance of maximising social mobility and income. We have a strong focus on creating beneficial and relevant partnership arrangements that provide specialist services designed to tackle inequality and achieve positive outcomes for our tenants and customers. West Lothian's Community Plan and Single Outcome Agreement place these aims at the core of its purpose, and in particular, our service has a role to play in achieving the following outcomes across all life stages:

- We live in resilient, cohesive and safe communities
- People most at risk are protected and supported to achieve improved life chances
- Older people are able to live independently in the community with an improved quality of life
- We make the most efficient and effective use of resources by minimising our impact on the built and natural environment

Our strategic aim is to ensure that our service operates seamlessly with our partners to provide modern, customer focused services. Delivering integrated and efficient services are the drivers for us in enabling us to meet our corporate and service aims. 2017/18 will see the service seeking to build upon and strengthen our current joint working arrangements and where beneficial, form new partnerships. This is increasingly important in maximising income and reducing rent arrears debt through assisting our tenants in coping with the changes introduced and forthcoming through Welfare Reform.

We will continue to strengthen our existing partnership working relationships with the West Lothian Integration Joint Board, NHS Lothian, other Local Authorities and West Lothian College on opportunities to maximise potential efficiencies and effectiveness on contracts and service delivery approaches. This is in-keeping with our aim to achieve value for money and continuous improvement in service activities.

Data Label: PUBLIC

Key Partners for Housing, Customer and Building Services	
■ Care Inspectorate ■ Chartered Institute of Housing ■ Community Councils ■ Community Health and Care Partnership ■ Corporate Services ■ Disability West Lothian ■ Education Services ■ Finance and Property Services ■ Hallnet ■ Individual customers/tenants ■ Integration Joint Board ■ Management committees ■ NHS Lothian ■ Operational Services ■ Other Local Authorities ■ Planning and Economic Development ■ Police Scotland ■ Scotland Housing Network ■ Scottish Fire and Rescue Service ■ Scottish Government ■ Scottish Housing Regulator ■ Social Policy ■ Tenants and Residents Groups ■ West Lothian College ■ West Lothian Registered Social Landlords	■ Bethany Christian Trust ■ Cyrenians ■ Family Law Centre ■ Health and Social Care Partnership ■ Home Aid ■ Hubco East ■ Jobcentreplus ■ LGBT Youth Scotland ■ Lovell Homes ■ McTaggart Construction ■ Open Door ■ Richmond Fellowship ■ SAMH ■ Scottish Futures Trust ■ Scottish Prison Service ■ The Rock Trust ■ Tenant Participation Advisory Service ■ Tenants Information Service ■ Victim Support ■ West Lothian Community Councils ■ West Lothian Drug and Alcohol Service ■ West Lothian Equality Forums ■ West Lothian Leisure ■ West Lothian Youth Action Project ■ West Lothian Youth Inclusion Project ■ Women's Aid

Data Label: PUBLIC

1.4 Outcomes, Priorities and Activities

The council has set eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

Council Priorities	Building Services	Customer &Community	Customer Service Centre	Housing Need	* Housing Operations
1. Delivering positive outcomes and early intervention for early years		✓	✓		
2. Improving the employment position in West Lothian	✓	✓	✓		
3. Improving attainment and positive destinations for school children	✓	✓		✓	
4. Improving the quality of life for older people	✓	✓	✓		✓
5. Minimising poverty, the cycle of deprivation and promoting equality				✓	✓
6. Reducing crime and improving community safety		✓			✓
7. Delivering positive outcomes on health	✓			✓	✓
8. Protecting the built and natural environment	✓	✓	✓		✓
Enablers					
Financial planning	✓	✓	✓	✓	✓
Corporate governance and risk	✓	✓	✓	✓	✓
Modernisation and improvement	✓	✓	✓	✓	✓

Figure 1: Council priorities and activities

*** Housing Strategy and Performance and Change teams are included in the Housing Operations WLAM unit**

Data Label: PUBLIC

1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (four years). Including what we will do, with our partner services and agencies, to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Customer Services Strategy	▪ All council services will ensure that customer requests and enquiries are delivered in a timely efficient, professional and satisfactory way ▪ Our customers are able to access services in the way that is most convenient to them ▪ We will change the way we deliver services to ensure our customers' journey from start to finish is by the shortest route possible	2014	2017	2017
Community Safety Strategic Plan	▪ To improve health and reduce the community and social harm caused by drug and alcohol misuse ▪ To increase safety on the roads and in the home setting ▪ To enhance community cohesion and in particular to reduce anti-social behaviour and hate crime ensuring that victims of crime receive appropriate support to prevent them for becoming repeat victims ▪ To reduce incidents of violence within our communities and thereby reduce the number of victims ▪ To reduce the risk posed to local communities by serious and organised crime groups and threats of terrorism ▪ To reduce the number of incidents where people in communities across West Lothian are exploited for financial gain	2015	2018	2018
Local Housing Strategy	▪ People can find a suitable place to live and have quality housing options available to them ▪ Homelessness is prevented as far as possible. Effective advice and support is put in place for people who become homeless ▪ People can access the appropriate range of care and support services enabling them to live independently in their own homes where they choose to do so ▪ Our communities are attractive, safe places to live and work ▪ House condition is improved across all tenures. ▪ People live in energy efficient housing ▪ People facing fuel poverty can access the help and support they need ▪ Improve sustainability of existing housing	2017	2022	2021

Figure 2: Corporate Strategies

Data Label: PUBLIC

2 Housing, Customer and Building Service Structure

The service is part of the Corporate, Operational and Housing Services directorate and the management structure is outlined in figure 3 below:

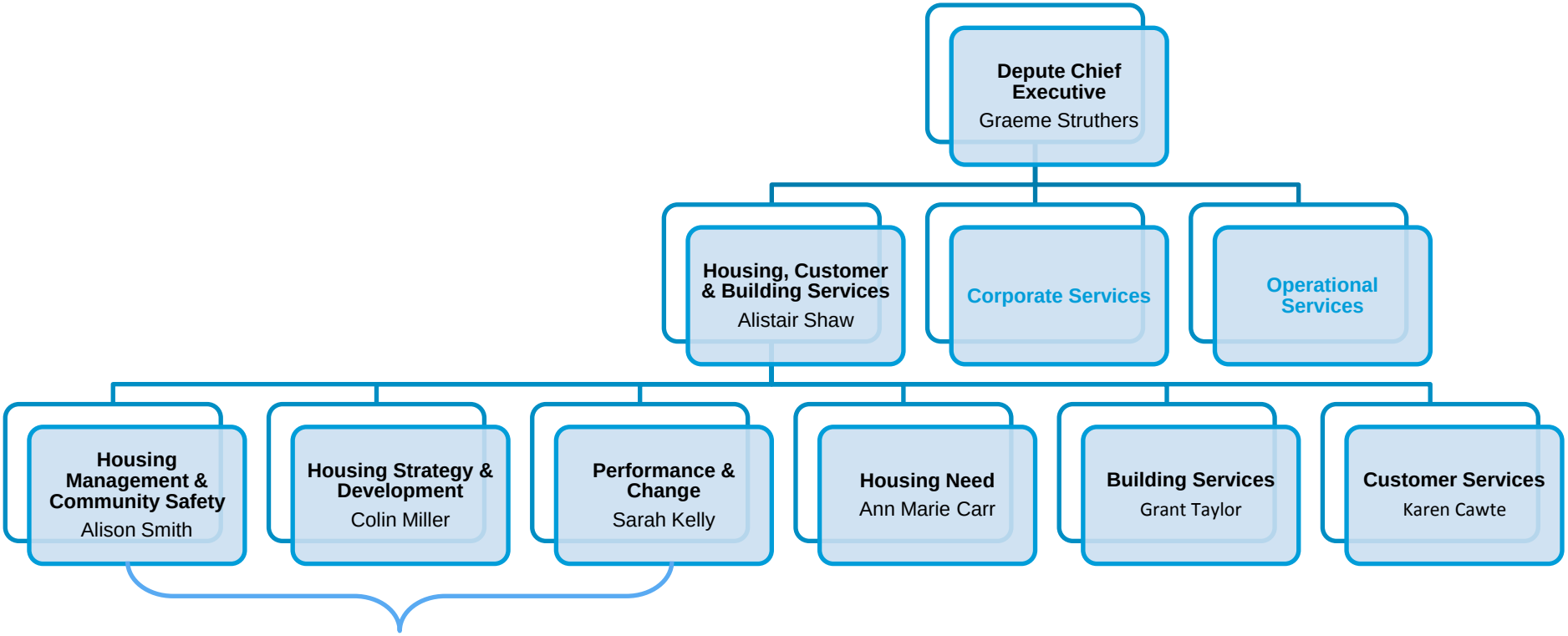


Figure 3: Service Structure

Data Label: PUBLIC

3 Service Activity

3.1 Housing Operations

Manager:	Housing Management & Community Safety Manager; Housing Strategy & Development Manager; Performance & Change Manager
Number of Staff (FTE):	103.3
Location:	Civic Centre and six local housing offices plus surgeries in more geographically isolated communities and the WLC Safer Neighbourhood Team, which is part of the Community Safety Unit

3.1.1 Purpose

Housing Operations manages the council's housing stock and tenancies to ensure that this resource, which is in high demand, is used efficiently and effectively. The local housing teams ensure that the customer focused service is delivered at the frontline by co-ordinating the implementation of policies and procedures, compliance with current legislation, regulation and good practice. The aim is to improve the quality of life for tenants, assist individual households and plays an important role in promoting sustainable communities. There are currently 9,234 applicants on the housing register, and as of January 2017 our stock is 13,477 properties.

The Safer Neighbourhood Team is part of the Community Safety Unit, dedicated to preventing antisocial behaviour and crime and reducing risks, to ensure a safer community where people can live their lives without fear for their own or other people's safety. The Community Safety Unit (CSU) is made up of staff from the council, Police Scotland and the Scottish Fire and Rescue Service. The CSU uses a robust intelligence-led approach to dealing with local antisocial behaviour issues. The CSU approach is to co-ordinate resources through prevention, intervention and diversion, work to assess and manage potential risk, increase partner agencies' focus on current problems and improve information-sharing and greater accountability.

The Housing Strategy and Development team undertakes the strategic planning and development for housing in West Lothian. The team promote the development of new affordable housing and the improvement of the condition of existing housing.

Housing, Customer and Building Services main activity areas are supported by a number of small specialist teams within the Performance and Change Service to ensure that the outcomes and targets outlined in all sections of the Management Plan and the council's strategic objectives are achieved. Support is provided to the whole service in the following areas; quality development; tenant participation; performance and improvement research and analysis; complaints management; private landlord registration scheme; systems

Data Label: PUBLIC

administration and governance and compliance (e.g. FOIs, subject access requests) for the service.

3.1.2 Activities

The main activities of Housing Operations in 2017/18 will be:

- Maximising housing rental income, including arrears management and benefit take up
- Continue to manage the operational impact of UK welfare reform impacts, supporting tenants through the implementation of further elements of reform going forward
- Void management and lettings of council properties
- Managing tenancies to make the best use of the housing stock
- Sustaining tenancies and communities by working in partnership through a multi-agency approach
- Reducing antisocial behaviour in conjunction with other partners in the Community Safety Unit
- Providing housing information and advice
- Encouraging and promoting tenant participation
- Encouraging customer feedback and resolving complaints

The main activities for the Housing Strategy & Development Team in 2017/18 will be:

- Planning and implementing the council house new build programme
- Co-ordinating the Registered Social Landlord affordable housing new build through the Strategic Local Programme
- Co-ordinating and implementing the housing capital improvement programme investment in existing housing stock
- Implementing and reviewing the Local Housing Strategy for West Lothian, including housing needs studies.
- Administering Private Sector Improvement and Repair Grants through the published Scheme of Assistance
- Development and maintenance of the Housing Asset Register
- Preparing and programming for compliance with EESSH – (Energy Efficiency Standard for Social Housing) the new legislated standard for all Social Landlords to meet by 2020. EESSH builds on the energy targets and guidance in the Scottish Housing Quality Standard (SHQS).
- Home Energy Efficiency Programme (HEEPS) – develop programme using in-house staff to improve energy efficiency of our stock and to reduce fuel poverty and carbon emissions through maximising the funding awarded for HEEPS.
- Scotland's Energy Efficiency Programme (SEEP) – continue to use in-house staff to further develop programmes to improve the energy efficiency of our housing stock as well as owner occupiers in conjunction with non-domestic properties to reduce energy demand, carbon emissions and fuel poverty in the region.

Data Label: PUBLIC

The main activities for Performance and Change in 2017/18 will be:

- Quality development, including service development, systems administration and managing complaints
- Service improvement, including facilitating the redesign and integration of services and efficient process management. The team ensure compliance with statutory requirements and corporate and external accreditations through a programme of self-assessment and internal scrutiny
- Ensuring compliance with corporate strategies and standards, including the Customer Service Strategy, Improvement Strategy and the People Strategy
- Coordinate and monitor surveys and consultations across the service to ensure compliance, provide critical profile information of our customers whilst improving response rates and to ensure efficiency of our collection of customer data
- Continue to support the management of UK welfare reform impacts on the service and prepare and support for the implementation of further elements of reform going forward
- System development and completion of phase two of the Open Housing system, including undertaking both system and corporate upgrades
- Responding to the strategic and operational needs of other service areas, in particular, income management and ensuring sound financial governance
- Provision of ongoing support for new and existing tenants through the implementation of the Tenant Participation Strategy, with specific focus on supporting further service scrutiny through Tenant Led Inspections, and robust financial and performance scrutiny
- Delivery of processes and systems to enable service efficiency, continuous improvement and to support channel shift objectives through the delivery of the next phase of Open Housing, a diagnostic tool for management of repairs and the Tenants Portal.
- The administration and future development of the Private Sector Landlord scheme to encourage a range of good quality, well managed, affordable housing options across all tenures in order to meet housing demand in West Lothian.

3.1.3 Key Partners

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

- West Lothian Tenants and Residents
- West Lothian Youth Action
- Victim Support
- Police Scotland
- Scottish Fire and Rescue Service
- Finance and Property Services
- Social Policy
- Operational Services
- Corporate Services

Data Label: PUBLIC

- Education Services
- Planning and Economic Development
- West Lothian Drug and Alcohol Service (WLDAS) Planning and Economic Development
- Local equality groups
- Shelter (Empty Homes Officer)
- Legal Services
- Capita Software Solutions
- Scottish Government
- Scottish Housing Regulator
- Scotland's Housing Network (SHN)
- Customer Service Excellence
- Department of Work and Pensions (DWP)
- Hallnet
- Chartered Institute of Housing
- Other Local Registered Social Landlords (RSLs)

Data Label: PUBLIC

3.1.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Tenants Representatives	Tenants Panel Meeting	Monthly	Housing Management & Community Safety Manager	Tenants Panel minutes available
	Tenant Led Inspections	Annual	Housing Management & Community Safety Manager	Feedback session, Tenants News
	Tenant Participation Development Working Group	Ongoing	Housing Management & Community Safety Manager	Tenants News, Tenants Panel, Housing Networks
	Registered Tenant Organisations	Monthly	Housing Managers	Reported in Tenants News
	Tenants Editorial Panel	As required	Housing Management & Community Safety Manager	Feedback given to authors of all published material on views, accessibility and suitability of presentation of information
	Housing Networks	Monthly	Housing Management & Community Safety Manager	Tenants News, Homeless Networks, Tenants Panel
Current Tenants	Local Tenants Information Events	Annual	Housing Management & Community Safety Manager	Tenants News, Housing Networks, Tenants Panel
	Annual Tenant Satisfaction survey	Bi-Annual	Performance & Change Manager	Results and what we will do to improve reported in Tenants News, to tenants groups, and on the website
	Tenant Facebook Group	Ongoing	Performance & Change Manager	Tenant feedback to inform policies and initiatives

Data Label: PUBLIC

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Current Tenants (continued)	Tenant Focus Groups	Annual	Performance & Change Manager	Tenant feedback on specific service issues and processes
New Tenants (lettings survey)	Survey completed during tenancy sign up	On-going	Housing Managers	Reported in Tenants News and to tenants groups
Local Housing Strategy Stakeholders (tenants, RSLs, Private Landlords, Developers, Service Users, Service Providers)	Quarterly meetings with developing landlords, annual meetings with other RSLs, bi annual Private Sector Landlord's forum and steering group	Quarterly	Housing Strategy & Development Manager	Minutes and updated action plans

3.1.5 Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Service Managers
Employee sample	Employee focus group	Annually	Service Managers
All employees	Management Plan Launch	Annually	Performance & Change Manager
Housing Operations	Management Meeting	Quarterly	Housing Management & Community Safety Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.1.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Management of voids - Void Management and Letting	To improve letting and minimise loss of rental income.	8. Protecting the built and natural environment	The percentage of void rent lost through properties being empty (SSHC Indicator 34): Target 0.60%	Public	29.2	2,822,818	(2,822,818)	0
			HQSLETS001_9b Average length of time taken to re-let mainstream properties : Target 30 days	Public				
Rent Collection & Arrears Management - Managing Tenancies including arrears	To maximise the collection rate for rental income and ensure that customers in difficulty are provided with appropriate support and advice.	8. Protecting the built and natural environment	Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year (SSHC Indicator 31): Target 5%	WLAM	23.4	3,608,668	(3,608,668)	0
			Rent collected as a percentage of total rent due in the reporting year (SSHC Indicator 24): Target 99%	High Level				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Tenant Participation - Encourage and promote tenant participation	To actively engage with tenants through tenant participation and identify new ways to involve tenants, particularly in hard to reach groups.	Enabler Service - Modernisation and Improvement	Unit cost of Managing Tenancies in the Housing Service (HQSFIN059_9a): Target-£250	WLAM	9.5	606,008	(606,008)	0
			Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions of tenants (HQSARC03_9b): Target 86%	WLAM				
New Build Programme	To build new council houses for rent and work with development partners to invest in housing in West Lothian.	8. Protecting the built and natural environment	Percentage of new build capital programme delivered against approved budget (HAS011_9b): Target 90%	High Level	5.6	12,188,480	(12,188,480)	0
			Number of new council houses built per programme (HAS010_9a): Target 559	High Level				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Other Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8. Protecting the built and natural environment	Percentage of capital programme delivered against original budget (HAS009_9b): Target 90%	WLAM	8.0	9,229,977	(9,229,977)	0
			Average time to complete approved applications for medical adaptions in the reporting year (SSHC Indicator 23): Target 24 days	WLAM				
Performance and Change Activities	To provide back office support to the frontline Housing, Customer and Building Services.	Enabler Service - Modernisation and Improvement	Percentage of Housing Operations complaints upheld/partially upheld (HQSCOM012_9a): Target 50%	WLAM	13.1	1,166,316	(1,166,316)	0
			Percentage of Housing Operations Stage 1 complaints resolved within 5 days (HQSCOM013_9b): Target 85%	WLAM				
Antisocial Behaviour	To reduce anti-social behaviour in West Lothian in conjunction with the Community Safety Unit and other community partners	6. Reducing crime and improving community safety	Percentage of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets, which is 3 months (SSHC Indicator 21) Target 90%	Public	11.6	1,395,046	(106,941)	1,288,105

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			Percentage of tenants satisfied with the management of the neighbourhood that they live in (SSHC Charter Indicator 17) Target 86%	Public				
Noise Related Complaint Service	To provide an efficient and effective response to deal with noise related complaints under Part V of the Antisocial Behaviour legislation	6. Reducing crime and improving community safety	The average time (hours) between the time of the complaint and attendance on site (including both those dealt with and not dealt with under Part V of the Antisocial Behaviour Act 2004 (for all those noise complaints requiring attendance on site) SSPi20a. Target 0.6 hours	High Level	2.9	149,980	0	149,980
			Number of visits made - monthly comparison with last year (cspASP040): Annual target 1,140	Public				
				Totals	**103.3**	**31,167,293**	**(29,729,208)**	**1,438,085**

Data Label: PUBLIC

3.1.7 Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Income Management	Review policies and procedures in response to Welfare Reform and Universal Credit. Create an arrears reduction campaign	Minimise the impact of Welfare Reform on our customers and improve customer engagement and continue to reduce overall rent arrears debt	Housing Management & Community Safety Manager	Apr-2016	Mar-2017	Complete
Develop the new Local Housing Strategy for 2017 to 2022	Develop a new local housing strategy based on key internal and external planning factors	To set out and enable the councils' long-term planning of housing strategy and development opportunities	Housing Strategy & Development Manager	Apr-2016	Mar-2017	Complete
Develop a new Strategic Housing Investment Plan for West Lothian	Develop a new Strategic Housing Investment Plan based on key internal and external planning factors	To set out forward investment priorities for the council and to inform Scottish Government investment and planning for the area	Housing Strategy & Development Manager	Apr-2016	Nov-2017	Complete
Customer Care	Provide staff training on customer care and review customer service commitments in conjunction with our tenants	To improve our customers' experiences of service delivery, reduce complaints and improve complaints handling	Performance & Change Manager	Apr-2015	Mar-2017	Complete
Surveys and Consultations	To implement review recommendations related to customer surveys aligning the service to regulatory, corporate and best practice requirements	To have a streamlined suite of surveys and increase response levels	Performance & Change Manager	Apr-2016	Mar-2017	Complete

Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Develop a Private Sector Housing Scheme	To outline procedures regarding arrangements in working in partnership with private renting sector	To clarify roles and responsibilities working in partnership with the private rented sector	Performance & Change Manager	Apr-2016	Mar-2017	Complete
Complaints Management	Review service approach and deployment of complaints management. Analyse service complaint trends and identify pro-active improvement plans	To further reduce the number of customer complaints and to ensure the service utilises learning from analysis work to improve customer satisfaction	Performance & Change Manager	Apr-2016	Mar-2017	Complete

Data Label: PUBLIC

Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Tenant Participation Strategy	Review the Tenant Participation Strategy in partnership with tenants	Publish a new Tenant Participation Strategy to continue to improve opportunities for customer involvement	Housing Management & Community Safety Manager	Apr-2015	Jun-2017	Active
Income Management	Review policies and procedures in response to further welfare reform changes and implement various arrears reduction campaigns and initiatives	Minimise the impact of welfare reform on our customers and improve customer engagement and continue to reduce overall rent arrears debt	Housing Management & Community Safety Manager	Apr-2017	Mar-2018	Active
Workforce Planning	Develop mobile working solutions across the service as part of service modernisation	Increase responsiveness to customers, reduce business costs and improve efficiency	Housing Management & Community Safety Manager	Apr-2017	Mar-2018	Planned
Develop Capital Programme Planning and Asset Management	Continue to develop the capital programme planning process	Deliver a holistic approach to regeneration in partnership with other services to improve project planning, delivery, management information, customer engagement and satisfaction	Housing Strategy & Development Manager	Apr-2015	Mar-2018	Active
Delivery of New Council House Build and Capital Programme	To work with contractors to obtain all statutory consents for new build programme and achieve site start on various sites	Completion of work on delivering 1,000 council houses for rent by 2017/18	Housing Strategy & Development Manager	Apr-2015	Mar-2018	Active

Data Label: PUBLIC

Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
EESSH	To work towards meeting 2020 standard for the Energy Efficiency Standard for Scotland	100% compliance with EESSH standard by deadline	Housing Strategy & Development Manager	Apr-2015	Mar-2020	Active
Implement the Local Housing Strategy	Implement the local housing strategy based on key internal and external planning factors	To deliver on the councils' long-term planning of housing strategy and development opportunities	Housing Strategy & Development Manager	Apr-2017	Mar-2018	Active
Implement the Strategic Housing Investment Plan for West Lothian	Implement the Strategic Housing Investment Plan based on key internal and external planning factors	To deliver on investment priorities for the council and to inform Scottish Government investment and planning for the area	Housing Strategy & Development Manager	Apr-2017	Nov-2018	Active
Integrated IT System – Phase 2 Open Housing	Successfully develop and implement Phase 2 of the project	Develop online forms to facilitate and promote self-service by customers. Develop work plan to streamline processes	Performance & Change Manager	Apr-2014	Mar-2018	Active
Communication and customer service	To adopt a programme of activities to promote channel shift	Reduction in number of unnecessary customer engagements and increase numbers of customer transactions online	Performance & Change Manager	Apr-2014	Mar-2018	Active

Data Label: PUBLIC

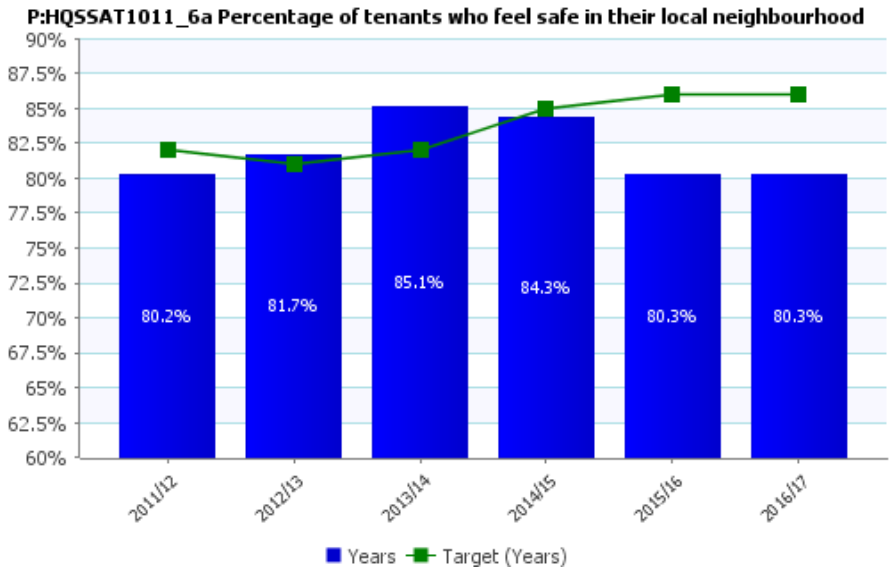
Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Welfare Reform	Working with other services and partners to continue to support the service and our customers through the impact of welfare reform	To minimise the impact of welfare reforms on our customers and the service	Performance & Change Manager	Apr-2015	Mar-2018	Active
Annual Return of the Charter (ARC) Development	Coordination , validation and improvement planning of service data for the ARC to the Scottish Housing Regulator	Improved performance within priority indicators within our ARC submission	Performance & Change Manager	Apr-2017	Mar-2018	Active
Assume management of the Private Sector Landlord Scheme	Ensure the administration and development activity of the PSL register. Develop enforcement, good practice and improvement activity of the scheme	Ensuring a range of good quality, affordable housing options are available across all tenures in West Lothian. Developing improvements to the current scheme to tackle poor quality private sector housing conditions and bad PSL practice	Performance & Change Manager	Apr-2017	Mar-2018	Active
Ensure good governance across HCBS	Deliver the service programme of improvement activity, audit, review and performance management	Ensure the principles of good governance and practice, value for money and legislative and standards compliance are promoted, deployed and reviewed across HCBS	Performance & Change Manager	Apr-2017	Mar-2018	Active

Data Label: PUBLIC

3.1.8 Performance

Performance Indicator	**Percentage of tenants who feel safe in their local neighbourhood**	***P:HQSSAT1011_6a***
Description	The information for this indicator is taken from the Tenant Satisfaction survey. Every two years, tenants are asked 'Do you feel safe in your local neighbourhood?' and can answer from a five-point scale between 'very safe' and 'very unsafe'. This indicator measures the percentage of tenants that responded 'very safe' plus 'fairly safe'.	



Trend Chart Commentary:

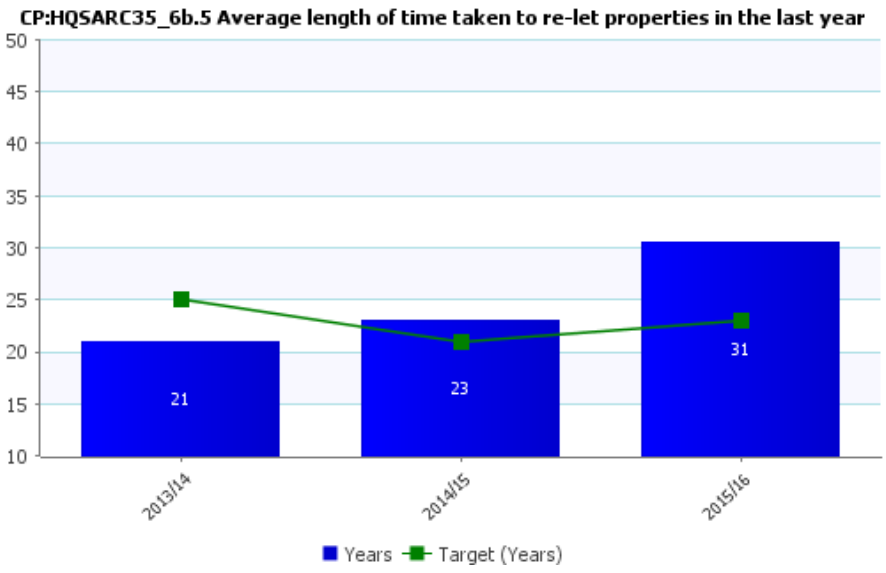
This question is asked as part of the Tenant Satisfaction survey, which is sent to tenants every two years. As we did not carry out a survey during 2016/17, these results have been carried forward from 2015/16 (80/3%). In the 2015/16 survey we changed the possible responses to this question to a five-point scale, in order to gain a better understanding on the extent of our tenants opinions. In this year we received 1,381 responses to this question, of which 80.3% (1,109) felt safe in their local neighbourhood. Although this is a decrease of 4% on the previous year, our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction levels by maximising the responses.

Generally, there has been marginal movement in the percentage of tenants feeling safe since 2010, moving between 80% and 85%. However, we have seen our response rate increase each year.

Our target is based on the previous year's performance. Since we did not achieve our target for 2016/17, this will remain at 86% for 2017/18.

Data Label: PUBLIC

Performance Indicator	**Average length of time taken to re-let properties in the last year**	***CP:HQSARC35_6b.5***
Description	The average length of time taken to re-let properties in the last year. This is the total number of calendar days properties were empty divided by the total number of properties re-let in the year. This is required for the Scottish Social Housing Charter return.	



Trend Chart Commentary:

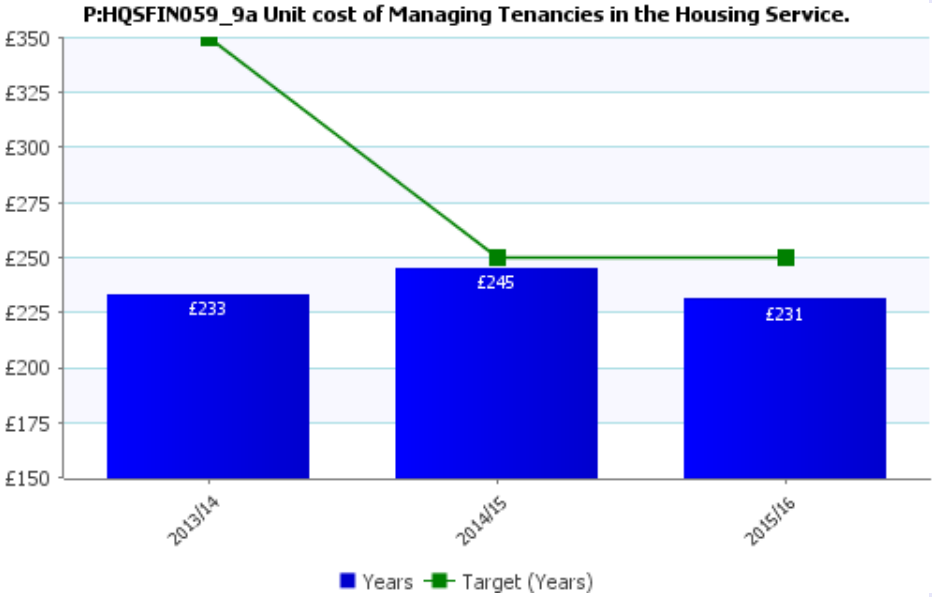
In 2015/16, it took an average of 31 days to re-let properties. In the last 3 years there has been an increase in time it has taken to re-let our properties due to a combination of factors - extensive fabric condition survey and an electrical survey that is carried out whilst the property is empty and before any void repair work is carried out. We have also encountered issues with the shortage of certain trades at Building Services that has impacted on properties being returned within timescales. Also, we have encountered more properties in areas of low demand, the type of properties that is available for let and the condition of the properties when becoming vacant. We are undertaking an extensive void analysis exercise and have instigated a full review of our Void Management process that will report its findings during the Autumn of 2016.The target is based on the previous year which we look to improve on.

Benchmarking information on 2015/16 results show that WLC are performing well in this area. The Scottish Social Landlord average was 35 days and our Scotland's Housing Network peer group average of 44 days.

Our target is set based on the previous year's performance, which we look to improve on. Therefore, the 2016/17 target has been set at 30 days. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Unit cost of Managing Tenancies in the Housing Service**	***P:HQSFIN059_9a***
Description	This performance indicator measures the cost of managing tenancies, which mainly consist of staff, office and administrative costs. This information is obtained by dividing the managing tenancies budget with the number of council houses to give a unit cost per house. This is an annual indicator.	



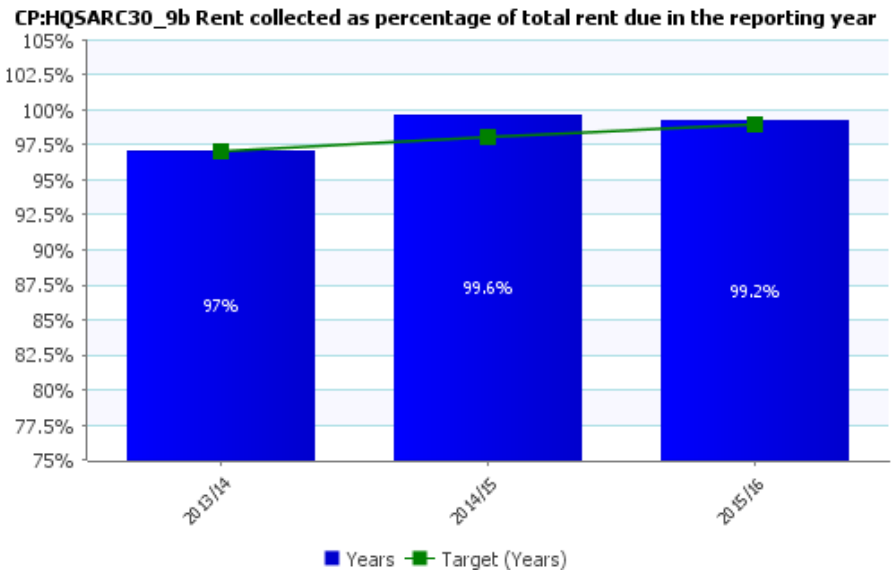
Trend Chart Commentary:

The budget assigned to managing tenancies has remained fairly static between 2013/14 and 2015/16. During the same time period, the council has seen some changes in their owned stock, from 13,000 in 2013/14, 13,300 in 2014/15 and 13,280 in 2015/16. As a result, there was marginal change to the unit cost of managing tenancies. In 2013/14, the unit cost was £233, in 2014/15 it was £245 and £231 in 2015/16.

Based on the trend of the last three years, the 2016/17 target will remain at £250. The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**Rent collected as percentage of total rent due in the reporting year**	***CP:HQSARC30_9b***
Description	This indicator measures the total amount of rent collected over the financial year as a proportion of the total amount of rent due to be collected that financial year. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

During 2015/16, the total rent due was £44,456,840 and we collected £44,096,741 (99.2%). This met out target of 99%. Benchmarking information on this year shows that we performed similarly to other landlords. The Scottish Social Landlord average was 99.5% collected and our Scotland's Housing Network peer group average was 99.2% collected.

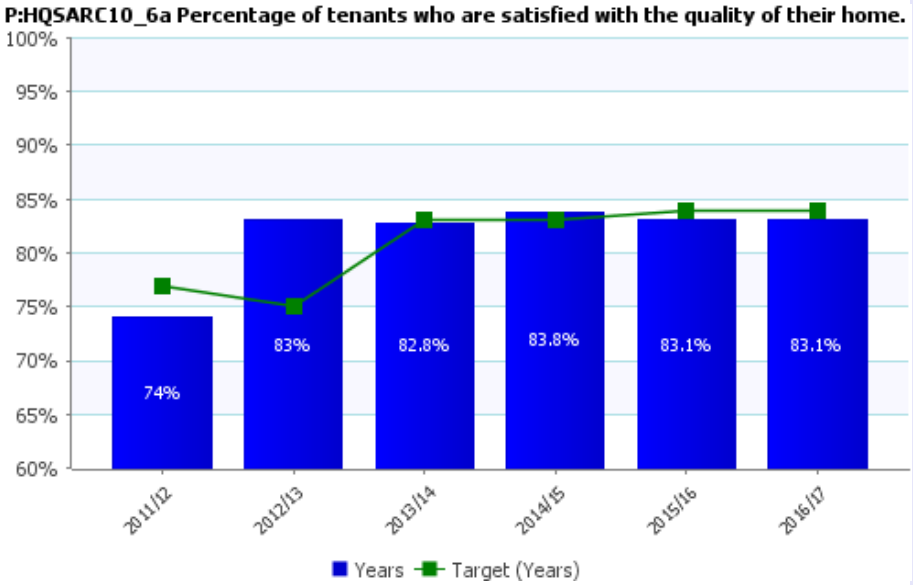
In 2014/15 a total of 99.6% of the rent due was collected, this exceeded our target of 98%. The total rent due in 14/15 was £42,623,850 and we collected £42,462,522 of this. We performed marginally better than the Scottish average, which was 99.46% collected.

This Performance Indicator was introduced in 2013/14, when we started reporting this information as part of our annual return to the Scottish Housing Regulator. In this year a total of 97% of the rent due was collected. The total rent due was £43,828,721 and we collected £42,516,862 of this. As this was the first reporting year of this indicator, no target was assigned to this year.

The target is based on the previous year and for 2016/17 this will remain at 99%. The 2016/17 performance will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**Percentage of tenants who are satisfied with the quality of their home**	***P:HQSARC10_6a.2***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. Tenants are asked 'Overall, how satisfied or dissatisfied are you with the quality of your home?' and can select from a five point scale from very satisfied to very dissatisfied. This indicator shows the percentage that answered Very or Fairly Satisfied.	



Trend Chart Commentary:

We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

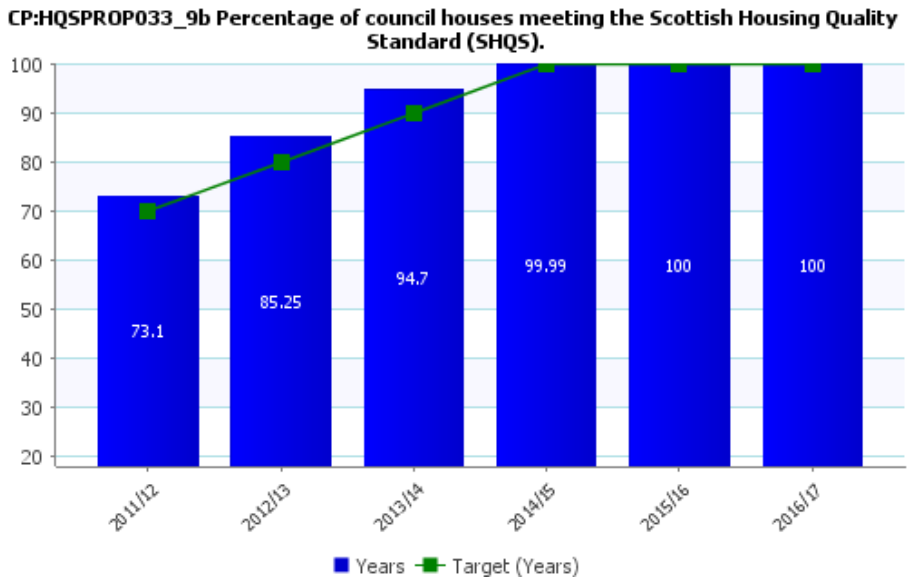
In 2015/16, 1378 responses were received for the question, "Overall, how satisfied or dissatisfied are you with the quality of your home". The percentage that answered very or fairly satisfied was 83.1%, the fourth consecutive year with a similar result. The increase in the last four years can be attributed to the council's extensive refurbishment and improvement programmes. Although we missed our target of 84% (+1% on previous year), our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction levels. The increase in responses means we received the opinions of approximately 11% of our tenants. In the 2014/15 survey to tenants, 690 responses were received for this question.

The latest benchmarking information we have is based on the results of the 2015/16 survey. We recorded 83.1% in this year and this compares to the Scottish Social Landlord average of 86.5% and 81.7% average for our Scotland's Housing Network peer group.

Our target is reviewed every two years, in line with when we carry out this tenant survey. Our 2017/18 target will remain at 84%.

Data Label: PUBLIC

Performance Indicator	**Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS)**	***CP:HQSPROP033_9b***
Description	The Scottish Government expects all homes rented from social landlords to meet the Scottish Housing Quality Standard (SHQS) by 31 March 2015. Since 2006, the Housing Capital Programme has been aligned with a delivery plan aimed at ensuring that all council housing stock met the SHQS by the Government's target of 31 March 2015.	



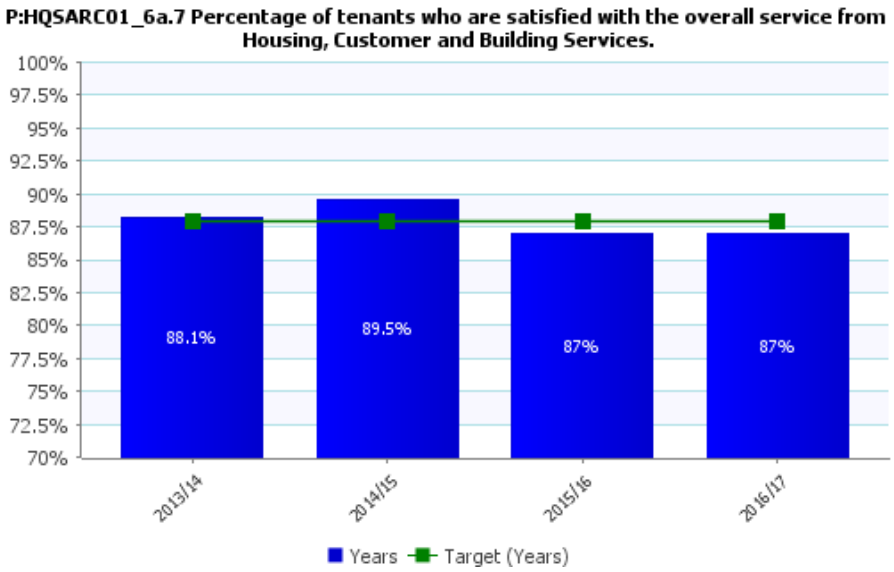
Trend Chart Commentary:

The performance chart shows a year on year improvement in the percentage of the housing stock meeting the SHQS between 2011/12 and 2015/16. Currently, all WLC housing stock is recorded as meeting SHQS.

We are required to report this measure as part of our annual Scottish Social Housing Charter. As our stock changes every year, we plan to maintain our performance. Therefore, the 2017/18 target will remain at 100%.

Data Label: PUBLIC

Performance Indicator	**Percentage of tenants who are satisfied with the overall service from Housing, Customer and Building Services**	***P:HQSARC01_6a.7***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. Tenants are asked 'Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord?' and can select from a five point scale from very satisfied to very dissatisfied, or express don't know/no opinion. This Performance Indicator shows the percentage that answered Very or Fairly Satisfied.	



Trend Chart Commentary:

We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

In our 2015/16 survey to tenants, 1375 responses were received for the question, "Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord?" The percentage of tenants Very or Fairly Satisfied was 87%. Although this is a decrease of 2.5% on the previous year, our response rate from tenants has doubled and this has been seen as an achievement for the service as we aim to obtain a true reflection of our tenants' satisfaction. The increase in responses means we received the opinions of approximately 11% of our tenants.

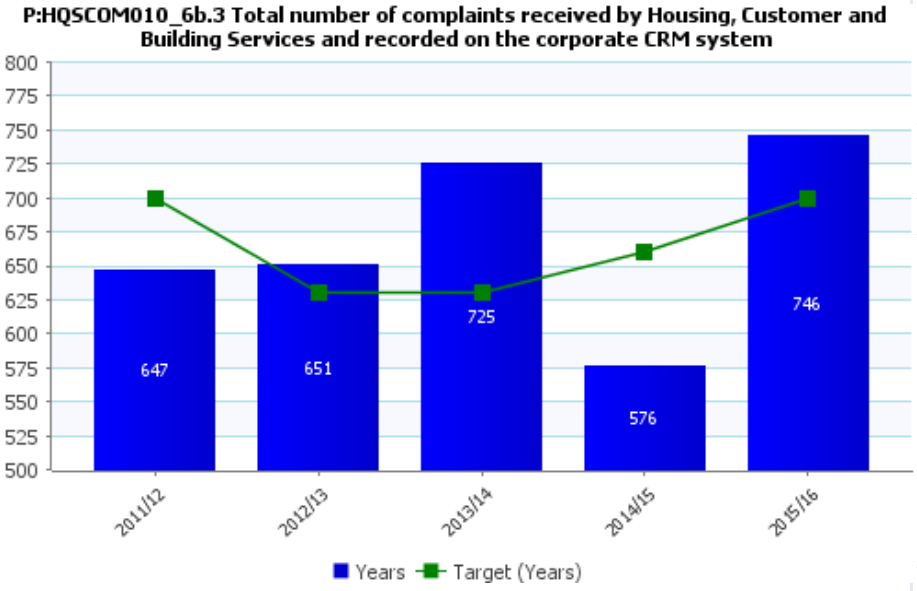
In our 2014/15 survey to tenants, 687 responses were received. The percentage who chose very or fairly satisfied was 89.5% and is an improvement on the previous year. The question was introduced in 2013/14 as part of the requirements of the Scottish Housing Charter.

The latest benchmarking information we have is based on the results of the 2015/16 survey. We recorded 87% satisfaction and this compares favourably with our Scotland's Housing Network peer group average of 83% but slightly below the Scottish Social Landlords average of 89%.

Our target is reviewed every two years, in line with when we carry out this tenant survey. Our 2017/18 target will be 88%.

Data Label: PUBLIC

Performance Indicator	**Total number of complaints received by Housing, Customer and Building Services, and recorded on the corporate CRM system**	***P:HQSCOM010_6b.3***
Description	The total number of complaints received by the service. This information is taken from the corporate Customer Relationship Management system	



Trend Chart Commentary:

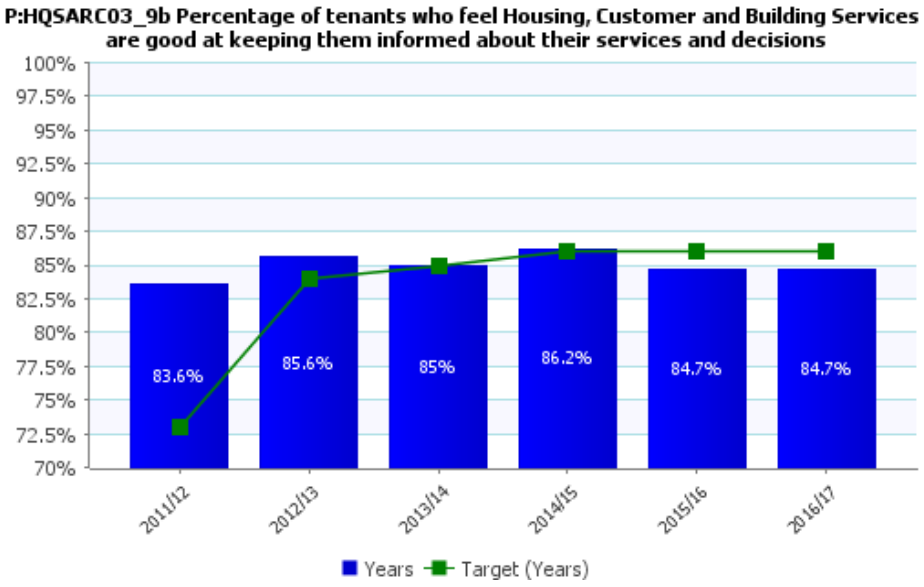
There is no particular trend on the number of complaints received by the service, other than as a service with a high number of customer interactions, we receive a high number of complaints.

We revised the target to 700 in 2015/16 due to the increasing number of complaints, not only in the service but across the council. This challenging target was not achieved during 2015/16, as the service received 746 complaints. While we do record a higher number of complaints it is worth noting that on an average over 40% of all complaints received by the service are not upheld.

Due to service restructuring, from 2016/17 this indicator will no long include Construction Services, and will record complaints received by Housing, Customer and Building Services. This will have an impact of the total number of complaints received. Due to the type of service it is, Customer Services receive more complaints than Construction Services, which mainly has internal customers. Therefore, we expect an increase in the number of complaints received and we have set the challenging target of 800 for 2016/17. This data will be available from April 2017, at which time we will review our target for 2017/18.

Data Label: PUBLIC

Performance Indicator	**Percentage of tenants who feel Housing, Customer and Building Services are good at keeping them informed about their services and decisions**	***P:HQSARC03_9b***
Description	These figures are obtained from the tenant satisfaction survey, which is sent out to all tenants. The question is set by the Scottish Housing Regulator and we ask our tenants their opinion every two years, which meets the Regulators standards. Tenants are asked 'How good or poor do you feel your landlord is at keeping you informed about their services and decisions?' This indicator is the percentage of tenants that answered either Very or Fairly Good.	



Trend Chart Commentary:

We did not carry out a large scale tenant satisfaction survey in 2016/17 and our results remain the same as the previous year.

In 2015/16, of the 1378 responses received, 1167 (84.7%) answered either very or fairly good. The service has increased the range of consultation methods during the last five years. The revamped Tenants News has also received positive feedback and will be a contributing factor to the high levels of satisfaction in this area.

The latest benchmark information we have is based on 2015/16 results. In this year we recorded satisfaction of 84.7% which compares favourably to our Scotland's Housing Network peer group average of 79.7% but below the Scottish Social Landlord average of 90.7%.

Our target is reviewed every two years, in line with when we carry out the tenant survey. Our 2017/18 target will be 86%.

Data Label: PUBLIC

3.1.9 Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18(✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Annual										✓		
Benchmarking	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Collation Specified Performance Indicators (SPIs)	Annual			✓									
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	3 years												
Review Panel	3 years												
Performance Committee	Quarterly SftC PDSP			✓			✓			✓			✓
Process Review (Lean/RIE activity)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Progress review of improvement actions	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual											✓	
Inspection or Audit activity	As notified												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Continuity Planning	Annual									✓			
Workforce Planning	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADRs	Annual			✓	✓	✓	✓	✓	✓	✓			
Review of customer groups/segmentation matrix	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer consultation	Annual										✓		
Review of Service Standards	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planned Engagement activity	Quarterly		✓			✓			✓			✓	
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.2 Building Services

Manager:	Building Services Manager
Number of Staff (FTE):	495.3
Location:	Kirkton Campus, Livingston

3.2.1 Purpose

Building Services is the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. There are two teams; the Contracts Team who undertake project works associated with the Housing and General Services capital programmes, and the Repairs Team who carry out responsive repairs and maintenance to both housing and non-housing properties. Operatives cover all trades including:

- Plumber
- Joiner
- Builder
- Electrician
- Gas Engineer
- Blacksmith
- Glazier

3.2.2 Activities

The main activities for Building Services in 2017/18 will be:

- Responsive repairs and maintenance to housing and non-housing properties, including an emergency standby service
- Gas servicing and repairs
- Enhanced estates management to housing communal areas
- Project works associated with both Housing and General Services Capital Programmes

3.2.3 Key Partners

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

- Local sub-contractors and trade suppliers
- Health and Safety Executive
- All relevant trade accreditation bodies
- Finance and Estates
- Gas Safe Register
- National Inspection Council For Electrical Inspecting Contractors

Data Label: PUBLIC

3.2.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Tenants Representatives	Telephone survey of tenants who have recently had their gas servicing completed	On-going	Building Services Manager	Reported in Tenants News and to tenants groups
	Tenants asked to complete survey following repairs	On-going	Building Services Manager	Reported in Tenants News and to tenants groups
Non Housing Repairs recipients (schools, community centres etc)	Face to face questionnaire, on completion of repair work	Ongoing	Building Services Manager	Reported on Intranet
Non Housing Contracts Recipient Community (e.g. schools head teacher and business manager)	Pre-start meetings	Quarterly	Building Services Manager	Site specific plans produced and circulated to all relevant parties

Data Label: PUBLIC

3.2.5 Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Building Services Manager
Employee sample	Employee focus group	Annually	Building Services Manager
Team Briefings	Meetings	Monthly	Line managers
Management Team Away Day	Seminar	Biannual	Building Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.2.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Responsive Repairs - Sustaining council housing and communities	To provide a repairs, gas servicing and estate management service to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of housing emergency repair (BUSMT020_9a): data only Average cost of housing non emergency repair (BUSMT021_9a): data only	WLAM	9.8	17,181,850	(17,181,850)	0
			Percentage of Housing Repairs completed to timescale (BUS002_9b): Target 95%	Public				
Responsive Repairs - Housing Repairs and Enhanced Estates Management Service	To provide a repairs service to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of housing emergency repair (BUSMT015_9a): data only Average cost of housing non emergency repair (BUSMT016_9a): data only Average length of time to complete emergency repair (BUSMT015_9b) Target 6 Hours Average length of time to complete non emergency repair (BUSMT016_9b) Target 7 Days	WLAM	254.4	9,236,279	(9,236,279)	0
			Percentage of Housing Repairs completed to timescale (BUS002_9b): Target 95%	Public				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Gas Servicing	To provide gas servicing to our customers that meets their needs.	8. Protecting the built and natural environment	Average cost of gas service (BUSGAS103_9a: Target £54	WLAM	35.4	1,599,929	(1,599,929)	0
			Percentage of gas services completed within 12 months (BUSGAS106_9b): Target 99%	Public				
Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8. Protecting the built and natural environment	Percentage of Housing Capital Programme delivered of budget allocated to Building Services (BUSMT003_9a): Target 100% Customer Satisfaction Capital Program Works (BUS014_6a & 6a.7)	WLAM	150.0	13,200,000	(13,200,000)	0
Non Housing Repairs Education & General Services Capital Investment Programme	To provide an excellent repair and maintenance service for internal council services and other partner agencies.	8. Protecting the built and natural environment	Percentage of non housing repairs completed to timescale (BUS003_9b): Target 85%	Public	45.7	1,500,000	(1,500,000)	0
			Customer satisfaction satisfied with the Non-Housing repairs service (BUS007_6a)	WLAM				
				Totals	**495.3**	**42,718,058**	**(42,718,058)**	**0**

Data Label: PUBLIC

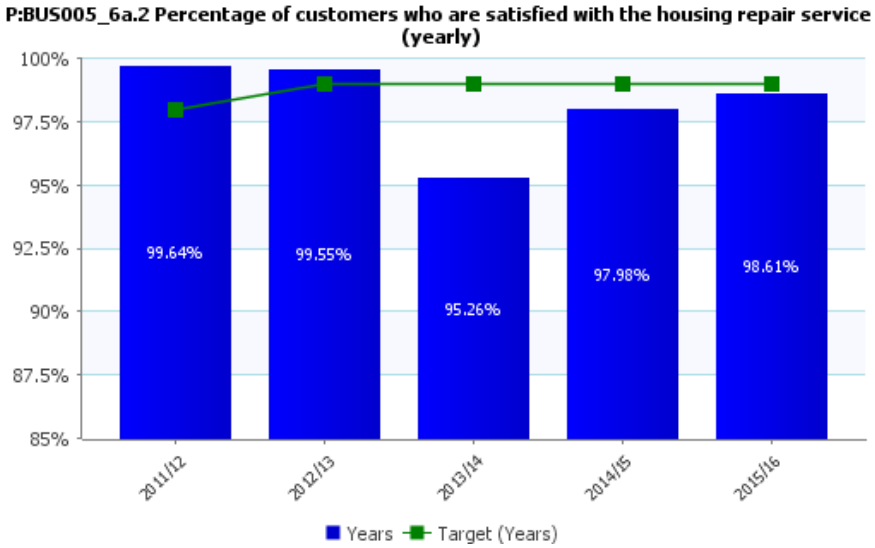
3.2.7 Actions

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Mobile Working	Continue roll out of mobile working and appointment scheduling system within Housing and Non-Housing responsive repairs	To improve the customer journey for repairs, reduce complaints and ensure a repairs service that provides best value for money	Building Services Manager	Apr-2015	Mar-2018	Active
Review of Housing Repair Categories	Review processes feeding into allocation of categories for repair type	To improve the efficiency of the service in handling repairs and improve customer satisfaction	Building Services Manager	Apr-2016	Mar-2018	Active
Health and Safety	Promote good practice across HCBS with respect to Health & Safety. Improvement of procedures and practice across the service, including sharing appropriate information with partners	Ensure a safe workplace and that repair work is carried out to high standards of safety. Reduce violent/aggressive behaviour incidents towards staff	Building Services Manager	Apr-2016	Mar-2018	Active
Process Efficiency	Identification of internal priorities to enable review of processes in support of improved consistency in service delivery	To improve internal efficiency and increase customer satisfaction with Building Services	Building Services Manager	Apr-2017	Mar-2018	Planned

Data Label: PUBLIC

3.2.8 Performance

Performance Indicator	**Percentage of customers who are satisfied with the housing repair service (yearly)**	***P:BUS005_6a.2***
Description	This performance indicator reports on the percentage of customers who gave a positive response on their experience with the overall housing repair service they received. Customers are asked to complete a customer survey once the repair has been carried out. The survey information is captured by paper surveys, personal digital assistants PDA or a number of customers are contacted by our customer contact centre. This indicator is the number of respondents who chose 'a positive response as a percentage of the overall responses. Measuring customer satisfaction helps ensure that we continue to provide an excellent repairs and maintenance service that meets tenants' expectations. The results are analysed to identify improvements to the way the service is delivered to customers. In 2013/14, as part of the introduction of Scottish Housing Charter, Building Services now report customer satisfaction using the 5 point scale responses. The categories are, Very satisfied, Fairly Satisfied, Neither or, Fairly Dissatisfied, Very Dissatisfied.	



Trend Chart Commentary:

In 2015/16 the performance has shown a lift back towards the high level of service we sustained previously. In 2015/16 Building Services received 649 customer surveys from 37890 completed jobs captured by paper surveys or personal digital assistants. Of these returns 11 customers responded neither satisfied nor dissatisfied with the service they received. 98.61% responded with positive response.

As a result of learning from complaints we have introduced a new Customer Care Training program which involves allocating complaints to relevant officers to respond to, highlighting serial complainers and improving Post inspections.

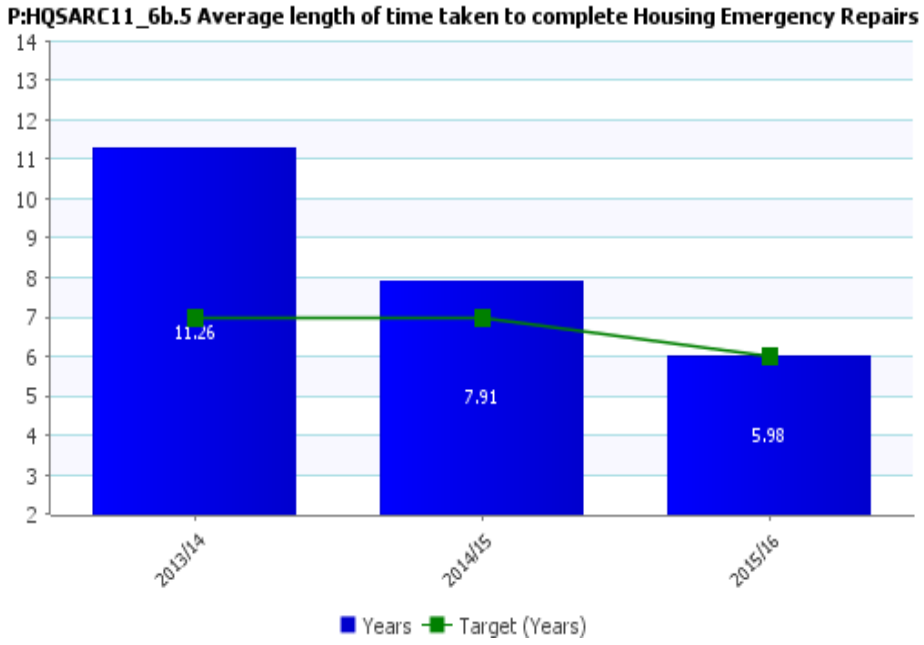
The dip in performance in 2013/14 ties in with the introduction of the new reporting format raised by the Scottish Housing Charter and also a dip in repairs completed within target

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel, with adherence to the Building Services Management Plan. This target is reviewed on a yearly basis.

The repair teams analyse all survey feedback and look to see where improvements can be made. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Average length of time taken to complete Housing Emergency Repairs**	***P:HQSARC11_6b.5***
Description	This performance indicator reflects information taken from our repairs system. The system records from the point the customer reports the repair (date & time) to the point of completion of the emergency (date & time) The average length of time is calculated by the total time duration divided by the amount of jobs completed. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

The trend shows continued improvement in the performance of the service against this indicator since it has been introduced. As a result of this improvement the target was set at 6 hours for 2015/16 onwards which has been met.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 5.14 hrs and our Scottish Housing Network Peer Group Average was 6.37 hrs.

The service has carried out a benchmarking exercise with Scottish Housing Network (SHN) and introduced the Association for Public Service Excellence (APSE) in 2014/15.

In 2014/15 within APSE we were ranked 4th highest out of 8 UK Medium Sized Local Authorities who have a council house service for this indicator and thirteenth highest out of eighteen UK Local Authorities overall.
The average for medium sized Local Authority was 6 hours and the overall average was 5 hours.

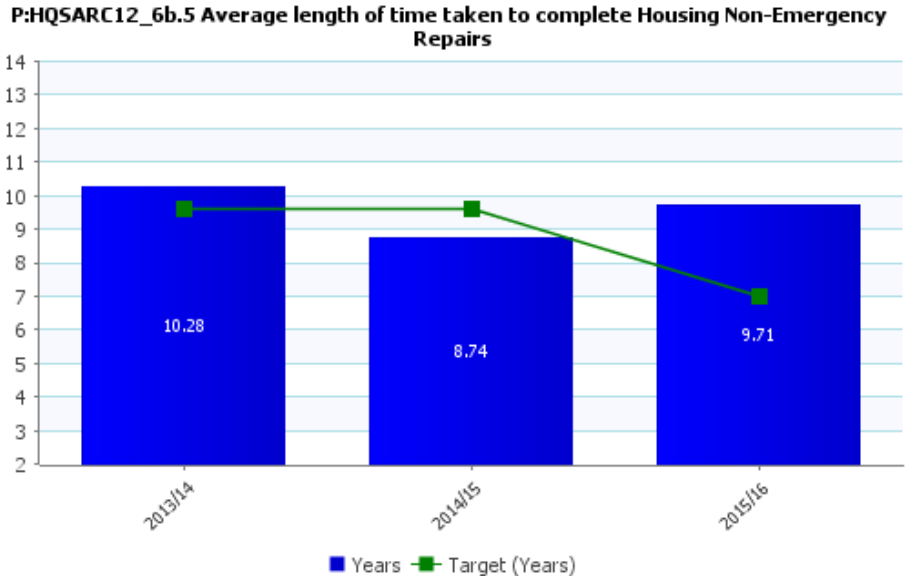
In 2014/15 within SHN we were ranked twenty-second highest out of 26 Scottish Local Authorities who have a council house service for this indicator. This highlighted the fact that several Authorities had differing categories of reporting on emergences.

The average for medium sized Local Authority was 8.4 hours and the SHN average was 6.3 hours.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Average length of time taken to complete Housing Non-Emergency Repairs**	***P:HQSARC12_6b.5***
Description	This performance indicator reflects information taken from our repairs system. The system records from the date the customer reports the Non-Emergency repair to the date of completion of the repair. The average length of time is calculated by the total time duration in days divided by the amount of jobs completed. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

The trend shows a slight decrease in the performance of the service against this indicator since 2014/15 against a new target which had been set at 7 days.

This coincided with a dip in repairs 'completed within target' for the comparable timescales. We are currently reviewing the processes which impact on this category.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 7.52 days and our Scottish Housing Network Peer Group Average was 9.69 days.

The service has carried out a benchmarking exercise with Scottish Housing Network (SHN) and introduced the Association for Public Service Excellence (APSE) in 2014/15.

In 2014/15 within APSE we were ranked 2nd highest out of 8 UK Medium Sized Local Authorities who have a council house service for this indicator and 4th highest out of eighteen UK Local Authorities overall.

The average for medium sized Local Authority was twelve days and the overall average was eleven days

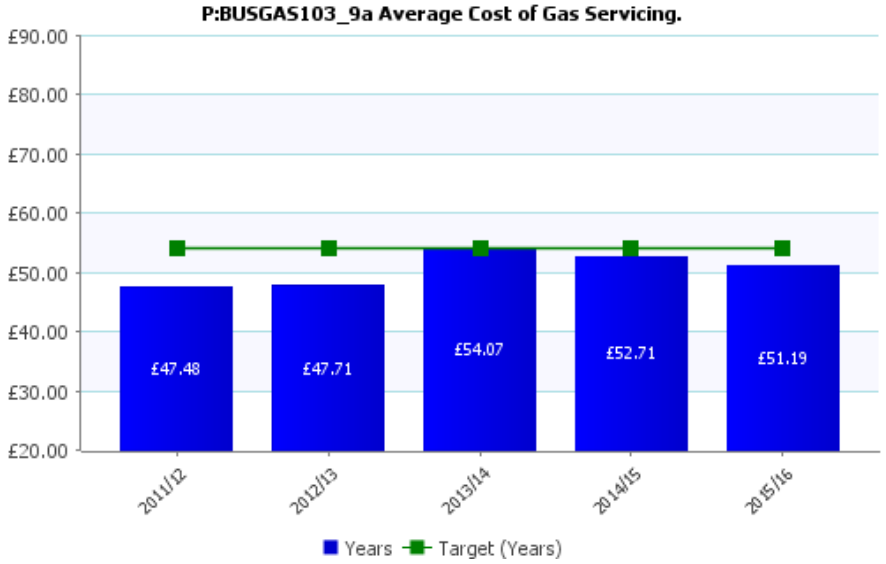
In 2014/15 within SHN we were ranked thirteenth highest out of twenty-six Scottish Local Authorities who have a council house service for this indicator compared to eleventh highest out of twenty-one in 2013/14.

The average for medium sized Local Authority was ten days and the SHN average was 8.6 days.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	Average Cost of Gas Servicing	*P:BUSGAS103_9a*
Description	This performance indicator gives the annual average cost of gas servicing carried out by Building Services. This is based on the total cost of the gas servicing scheme divided by the number of properties that have received a gas service.	



Trend Chart Commentary:

Recent review of servicing processes has seen an improvement in the price of a service which along with new installations of improved heating systems has seen a reduction in costs for services.

The service has carried out various benchmarking exercises with Scottish Housing Network. In 2015/16 we were ranked 4th lowest in cost out of 8 similar sized Scottish Local Authorities who have a council house service for this indicator. The average cost for medium sized Local Authority was £57.63.

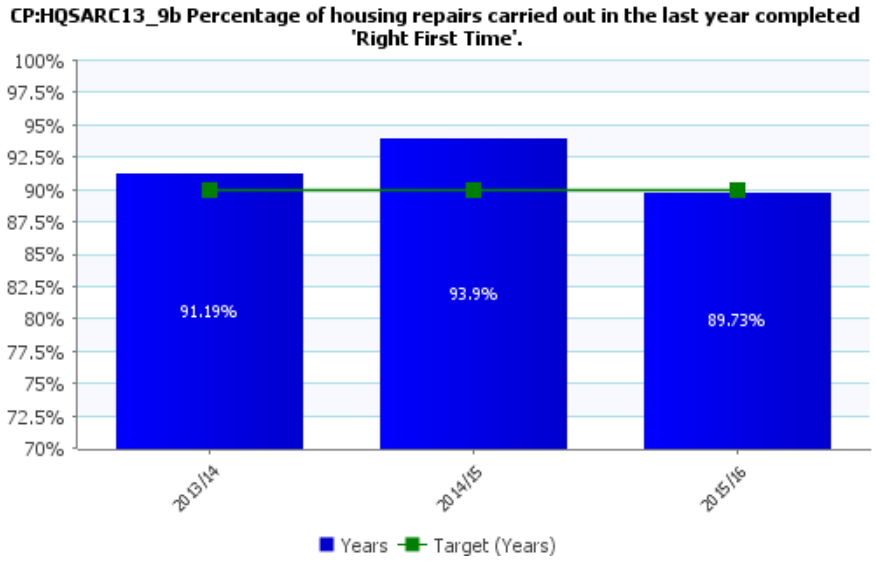
The targets have been set following a benchmarking exercise with similar sized Local Authorities introduced in 2014/15 for which the average cost of Gas Servicing was £65.76. In the benchmarking exercise we were place 4th lowest cost out of the 9 Local Authorities included in the exercise.

Based on benchmarking information for 2014/15, our 2015/16 target was set at £54 and 2016/17 target will be £51.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Percentage of housing repairs carried out in the last year completed 'Right First Time'**	***CP:HQSARC13_9b***
Description	This performance indicator measures performance on non-emergency repairs completed during the reporting year where the repair has met the following three criteria: to the tenant's satisfaction, within the appropriate target timescale agreed locally, and without the need to return for a further time because the repair was inaccurately diagnosed and/or, the operative did not resolve the reported problem. This performance indicator is included in the Council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16 performance has dipped slightly, compared to the previous year, mainly due to process changes within Routine Repairs jobs which impacted on the figure. The process changes have been reviewed and current working practices have now been refined. The result of this should see an improvement in performance within 2016/17.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 91.31% and our Scottish Housing Network Peer Group Average was 89.16%.

We showed improved performance in 2014/15 which coincided with the change in reporting format whereby Customer Complaints were not taken into the calculation.

This was a new performance indicator introduced in 2013/14 to reflect the information reported annually to the Scottish Housing Regulator.

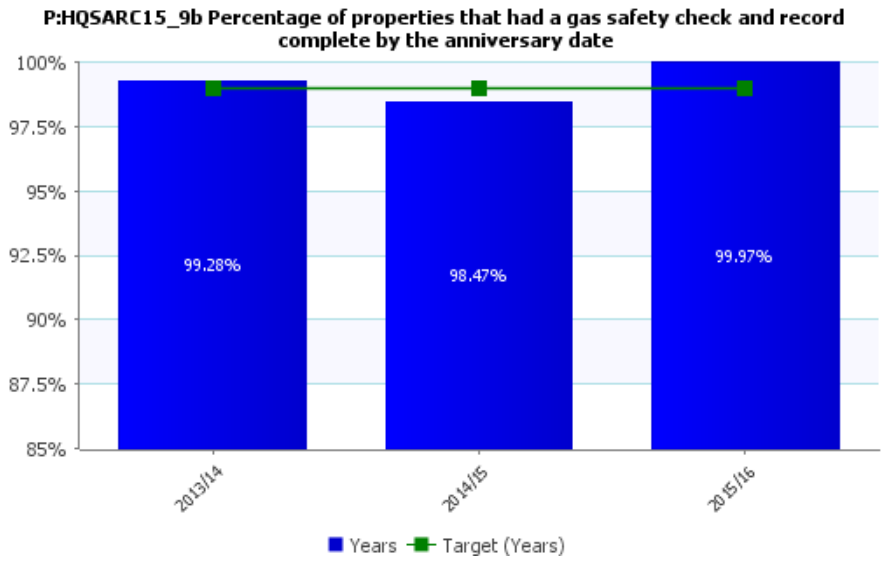
Further analysis of routine repairs is underway to identify where improvements can be made which can only enhance this Performance Indicator.

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel with adherence to the building Services Management Plan. This target is reviewed on a yearly basis.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Percentage of properties that had a gas safety check and record complete by the anniversary date**	***P:HQSARC15_9b***
Description	The percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date. This performance indicator is included in the council's annual return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16 we have met our target with a figure of 99.97% of properties required having a gas safety check carried out.

The Scottish Housing Regulator has published benchmarking figure for 2015/16. The Scottish Average being 99.75% and our Scottish Housing Network Peer Group Average was 99.66%.

Of the 13,298 properties that required a gas safety record during 2014/15, 13,095 (98.47%) properties had gas safety checks completed. The trend shows that we did not meet target in 2014/15. This was mainly due to system issues within the Open Housing module. For this reason, we performed slightly below the Scottish average of 99.49% and 99.66% in our Scotland's Housing Network peer group.

In 2013/14, we met our target of 99%. Of the 13,159 properties that required a gas safety record during this year, 13,064 properties had gas safety checks completed.

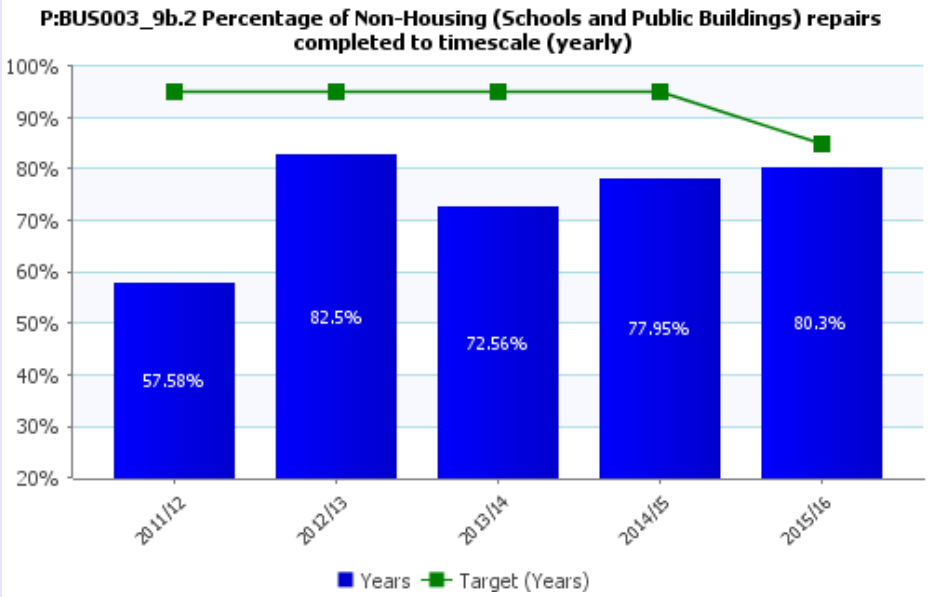
Our target for 2015/16 and 2016/17 remains at 99%.

The target of 99% is derived from discussion with Buildings Services and the Tenant's Panel with adherence to the building Services Management Plan. This target is reviewed on a yearly basis but is a high profile indicator resulting in the demanding level of achievement.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Percentage of Non-Housing (Schools and Public Buildings) repairs completed to timescale (yearly)**	***P:BUS003_9b.2***
Description	This performance indicator information is taken from our repairs system. The system records all repair types in Schools and Public Buildings and measures those jobs we have completed within the agreed timescales. The repair types include emergency and non-emergency repairs. Timescales can vary from attendance within 3 hours for an emergency to 20 days for a routine repair. Building Services has a reviewed target of 85% for this performance indicator.	



Trend Chart Commentary:

This annual PI trend shows the target has continually not been met however there has been continued improvement in the last three year's figures with a cumulative increase of 7.74% in the same period. In 2015/16 Building Services completed 5766 repairs jobs with 4630 of the jobs complete within Target.

Performance can vary depending on the volume and complexity of repairs requested by our customers. Work is ongoing with Construction Services to review the repair category timescales and introducing the non-housing emergency repairs in the housing ward teams. After analysis of internal processes within both Building Services and Construction Services the review was completed by the end of March 2015 and we have seen an increase in jobs completed within the agreed timescale.

Monthly analysis is undertaken by Building Services to identify trends and areas of improvement to allow us to deliver an excellent service to our customers. A project on procuring emergency material from local suppliers on existing frameworks has been implemented in 2016/17 along with a dedicated work planner to liaise with customers to arrange appointed work to improve efficiency and performance.

Building Services has a reviewed target of 85% for this performance indicator for 2015/16 and 2016/17 after consultation with Construction Services. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

A benchmarking exercise is ongoing with a neighbouring local authority to establish best practice.

Data Label: PUBLIC

3.2.9 Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18(✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Annual										✓		
Benchmarking	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Collation Specified Performance Indicators (SPIs)	Annual			✓									
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	3 years												
Review Panel	3 years												
Performance Committee	Quarterly SftC PDSP			✓			✓			✓			✓
Process Review (Lean/RIE activity)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Progress review of improvement actions	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual											✓	
Inspection or Audit activity	As notified												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Continuity Planning	Annual									✓			
Workforce Planning	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADRs	Annual			✓	✓	✓	✓	✓	✓	✓			
Review of customer groups/segmentation matrix	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer consultation	Annual										✓		
Review of Service Standards	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planned Engagement activity	Quarterly		✓			✓			✓			✓	
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.3 Housing Need

Manager:	Housing Need Manager
Number of Staff (FTE):	54
Location:	Civic Centre and four emergency accommodation units

3.3.1 Purpose

The Housing Need Service is responsible for delivering the statutory function of homelessness, support and allocation of council properties. The service takes a proactive, housing options approach to preventing homelessness occurring in the first place. When homelessness does happen, the objective of the service is to ensure the provision of appropriate emergency or temporary accommodation and re-housing into settled accommodation as soon as possible. Housing support is provided where required to help people sustain their accommodation. The Allocations Team works in partnership with Registered Social Landlords and private sector landlords to let settled accommodation that meets the housing needs of all applicant groups.

3.3.2 Activities

The main activities for the Housing Needs Services in 2016/17 will be:

- Providing housing information and advice on housing options to help people access appropriate housing/sustain existing housing and prevent homelessness
- Assessing housing and support needs
- Delivering housing support services to vulnerable tenants, residents and homeless people
- Managing 24 hour emergency accommodation at three units
- Allocating temporary and permanent accommodation
- Managing and expanding membership of the Common Housing Register in partnership with local Registered Social Landlords
- Developing/managing private sector 'Homechoice', Rent Guarantee and Private Sector Leasing Scheme.
- Encouraging and promoting participation from Housing Need service users
- Management, support and ongoing engagement to ensure the successful community integration of refugee families to the area.

3.3.3 Key Partners

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

- Local Registered Social Landlords in West Lothian
- Private Sector Landlords in West Lothian
- Service Users and partner agencies
- Local support service providers

Data Label: PUBLIC

- NHS Lothian/Moving into Health/Social Policy
- Integration Joint Board
- Police Scotland

3.3.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
People who have presented as homeless	Phone survey	On-going	Housing Need Manager	Reported in Tenants News, on the website and to tenants groups
People living in temporary or emergency accommodation	Face to face survey in persons home	Annual	Housing Need Manager	Reported in Tenants News, on the website and to tenants groups
	Homeless Network	Monthly	Housing Need Manager	Reported in Tenants News
People who have received Housing Support Service	Telephone survey of tenants who have recently experienced the housing support service	Bi-Annual	Housing Need Manager	Reported in Tenants News
Homelessness Stakeholders	Joint Strategy Group	Bi-Monthly	Housing Need Manager	Minutes and updated action plans

Data Label: PUBLIC

3.3.5 Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Housing Need Manager
Employee sample	Employee focus group	Six weekly	Housing Need Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.3.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Homelessness Prevention and Assessment	To improve our support services to prevent people from becoming homeless including providing mediation, counselling, personal housing plans and rent deposits schemes. Enhance the role of the private sector and other partner agencies to promote sustainable outcomes.	5. Minimising poverty, the cycle of deprivation and promoting equality	Number of applicants where homelessness is prevented SOA1307_12 Target: 260 households prevented	Public	19.4	730,108	(44,357)	685,751
			Number of households initially presenting as homeless or potentially homeless (HQSHOM006) Target: 150 per month	High Level				
Homelessness Provision	To assess need and provide temporary and emergency accommodation.	5. Minimising poverty, the cycle of deprivation and promoting equality	HQSARC25.1 Average length of time in temporary or emergency accommodation - Ordinary LA dwelling	WLAM	8.8	2,399,192	(2,432,788)	(33,596)
			Average length of time in temporary or emergency accommodation - All types HQSARC25.10_6B	High Level				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Housing Support	To help vulnerable tenants sustain their tenancy and support vulnerable homeless people in securing a sustainable housing solution.	5. Minimising poverty, the cycle of deprivation and promoting equality	HQSSUPO27 - Support PI to be developed	WLAM	25.8	1,470,497	(47,357)	1,423,140
			Percentage of council tenancies that are sustained after 12 months for previously homeless people SOA1307_13 Target: 85%	Public				
				Totals	**54.0**	**4,599,797**	**(2,524,502)**	**2,075,295**

Data Label: PUBLIC

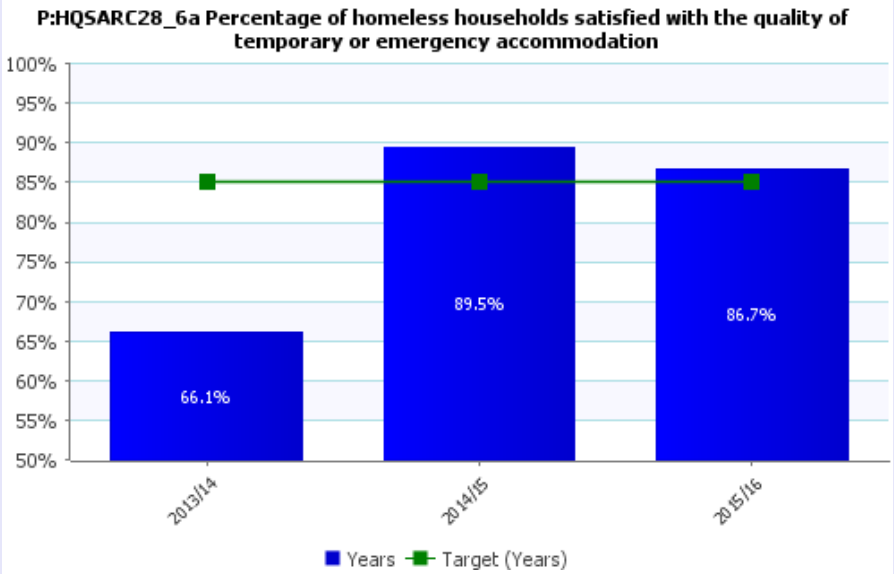
3.3.7 Actions

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review of Common Housing Register and Policy	Work with our local housing partners to review membership of the common housing register	Development of a common allocations approach increased membership of the CHR and a West Lothian wide approach to housing allocations	Housing Need Manager	Apr-2014	Mar-2018	Active
Storage of Homeless Furniture	Review of existing furniture storage contract and improvement review for service process related to storage of furniture	Reduction in overall storage costs	Housing Need Manager	Apr-2015	Mar-2018	Active
Development of supported temporary accommodation for young people as part of a new Joint Accommodation Strategy	Work with partners and other services to meet statutory requirements with regard to accommodation standards and support	Increase customer satisfaction with the quality of the accommodation provided and improve outcomes for young people in homelessness	Housing Need Manager	Apr-2016	Mar-2017	Active
Management action to reduce homelessness	Improve how we work with people with complex needs. Increase the supply of temp accommodation. Increase access to the range of permanent outcomes	Improving housing options to prevent people becoming homeless. Promoting sustainable communities by ensuring that, where possible, housing need can be met in a planned manner. Ensure there is access to a range of housing support	Housing Need Manager	Apr-2017	Mar-2018	Active
Online process development	Development of online forms and processes to support channel shift, improve efficiency and meet customer demand	To increase customer satisfaction and inclusivity with Housing Need processes and procedures	Housing Need Manager	Apr-2017	Mar-2018	Planned

Data Label: PUBLIC

3.3.8 Performance

Performance Indicator	**Percentage of homeless households satisfied with the quality of temporary or emergency accommodation**	***P:HQSARC28_6a.2***
Description	Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation. Customers are asked 'How satisfied or dissatisfied were you with the overall quality of the temporary or emergency accommodation you were provided?' and can answer on a five point sliding scale from very satisfied to very dissatisfied. This PI includes those that answered 'very' or 'fairly' satisfied. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16, 86.7% of people were satisfied. This met our target of 85% but was a slight drop of 2.8% performance on the previous year. This compares with the Scottish average of 87.9% and 91.3% average for our Scottish Housing Network peer group. It should be noted however that the number of returned surveys reduced from 257 to 165. The smaller sample size in 2015/16 may have had a disproportionate effect on percentage satisfied. The service is in the process of reviewing the 15 neutral and 7 responses which indicated an element of dissatisfaction with the quality of temporary accommodation provided. This information will be used to inform where service improvement may be required. In addition as part of the review of satisfaction surveys and results within Housing Needs service, the homeless service users group are reviewing all survey questions and responses with then service to inform actions for improvement.

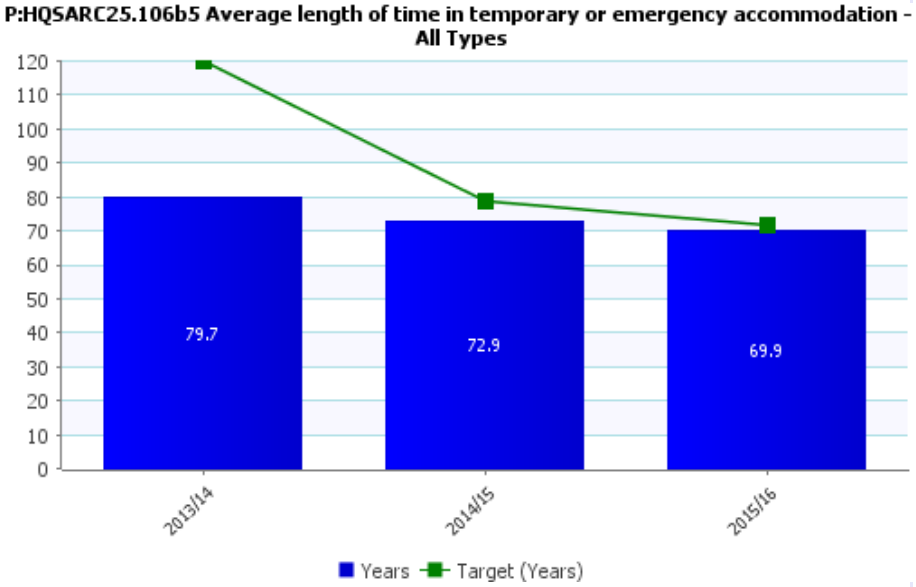
Performance in 2014/15 demonstrates an upward trend from the previous year and has increased with 89.5% of people satisfied with the quality of temporary or emergency accommodation. This compares to a Scottish average of 85.2% and 91.7% average for our Scotland's Housing Network peer group. The significant increase is partly as a result of the larger number of survey returns (257) with only 13 neutral responses and 14 expressing a measure of dissatisfaction. This level of response is more indicative of the response expected given the good quality of temporary accommodation which is provided.

In financial year 2013/14, 66% of people were satisfied with the quality of temporary or emergency which was below the Scottish average of 83%. The low percentage of satisfaction may be as a result of the low return on survey questions for this particular year 56 in total. The low percentage of satisfaction is as a result of the 15 households who were neutral on this question with only 4 households expressing actual dissatisfaction.

Since we met our target of 85% in 2014/15 and 2015/16, our 2016/17 target has been set at 86%. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Average length of time in temporary or emergency accommodation - All Types**	***P:HQSARC25.106b5***
Description	The average length of time in temporary or emergency accommodation is calculated by dividing the total number of days households spent in temporary/emergency accommodation by the total number of different households who occupied temporary/emergency accommodation during the reporting year. This indicator is required for the Scottish Housing Regulator.	



Trend Chart Commentary:

During 2015/16, a total of 1,336 different households occupied temporary accommodation for a total of 93,338 days. This is an average of 69.9 days, which was a reduction of 3 days on the previous year which is under our target of 72 days. This compares with the Scottish National average of 96.7 days and our Scottish housing network peer group average of 83.3 days. This reduction in length of stay can be regarded as good performance considering the reduction in the number of permanent lets available during the year. it is anticipated that performance will continue to improve as the number of available lets should increase during the second half of 2016/17 as secondary lets become available as a result of new build completions. In light of this the target will be set at 65 days for 2016/17.

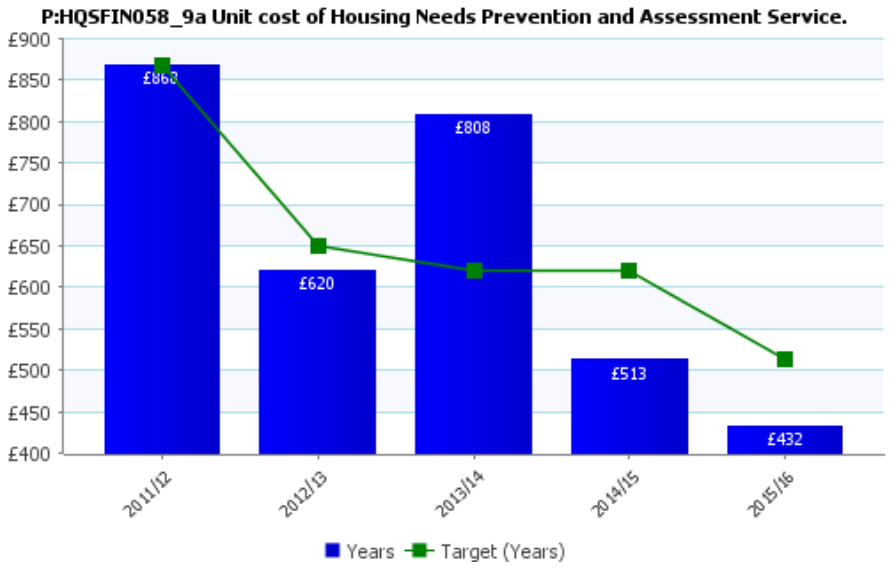
During 2014/15, a total of 1094 different households occupied temporary accommodation for a total of 79,698 days. This is an average of 72.9 days, which was an improvement on the previous year and under our target of 79 days. This occurred due to the closure of Quentin court hostel resulting in a significant reduction in the number of days spent in hostel type accommodation which was not offset by the same level of increase in days in the remaining alternate forms of accommodation. We also performed well in comparison to the Scottish National average of 104 days and an average of 81.1 days for our peer group within Scotland's Housing Network. Given the success in achieving our target this year of 79 days the target for 2015/16 was reduced to 72 days to maintain continued improvement.

In 2013/14, a total of 1091 different households occupied temporary accommodation for a total of 86,915 days during 2013/14 with the overall average stay being 79.7 days. Performance is also good in comparison to the Scottish National average of 107 days and an average of 80days for our peer group within Scotland's Housing Network. As this was the first year in reporting this particular indicator the target of 120 days was set based on the services existing target to aim to have no homeless household in temporary accommodation for no longer than four months. As the service performed significantly better than our set target this has been reduced to 79 days for 2014/15.

The service reviews its target every year and aims to set an improving target taking account of any mitigating factors. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Unit cost of Housing Needs Prevention and Assessment Service.**	***P:HQSFIN058_9a***
Description	The Housing Needs Prevention and Assessment Service provide housing information and advice to help people access housing and prevent homelessness. The unit cost of this service is calculated by dividing the budget attributable to this service by the number of people presenting as homeless. Our aim is to become more efficient and drive down the unit cost of the service and also the number of people presenting as homeless. This is an annual indicator.	



Trend Chart Commentary:

The reconfigured Housing Needs team continues to make efficiency savings thus substantially driving down the unit cost from previous year. In 2015/16, the unit cost of Housing Needs Prevention and Assessment Service was £432.

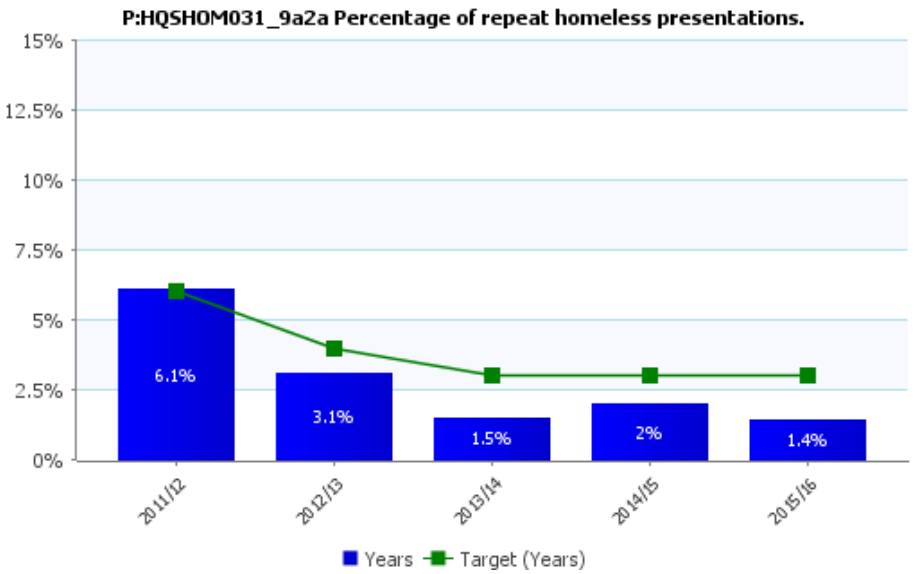
The target is set based on the previous year's unit cost which we aim to be more efficient over time

The service is undergoing a further restructure activity, following the full restructure during 2012, which coupled with improvements in service delivery have helped deliver significant efficiency savings from 2012/13 with minimal impact on front line services. Due to the accounting treatment of a specific budget heading the costs are inflated in 2013/14, so with this aside the unit cost has reduced from £860 per homeless presentation to £432.

The target is set based on the previous year's unit cost, which we aim to be more efficient over time. Therefore, the 2016/17 target has been set at £432. The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**Percentage of repeat homeless presentations.**	***P:HQSHOM031_9a2a***
Description	Percentage of same households who are assessed as homeless within 12 months of previously being assessed as homeless. This indicator includes both homeless households to whom we have a duty to provide permanent accommodation and those to whom we have a duty to provide temporary accommodation. This information is used to monitor the services levels of repeat applications and ensure it is seeking suitable appropriate sustainable outcomes.	



Trend Chart Commentary:

There has been a significant reduction in repeat homeless presentations from 2011/12 to 2015/16 due to the focussed work undertaken by the Housing Needs Service. Following verification from the Scottish Government, the 2015/16 figure identifies 1.4% repeat homeless presentations. This is an improvement of 0.6% on the previous year and has exceeded our target of 3%. This compares to the Scottish average of 5.8 % and 5.9% average for our Scotland housing network peer group.

The 2014/15 figure identifies a slight increase of 0.5% on the previous year with 22 cases where applications were accepted as repeat applications, having been assessed as having undergone a material change in circumstances. This compares to the Scottish average of 5.7% and 5.4% average for our Scotland housing network peer group.

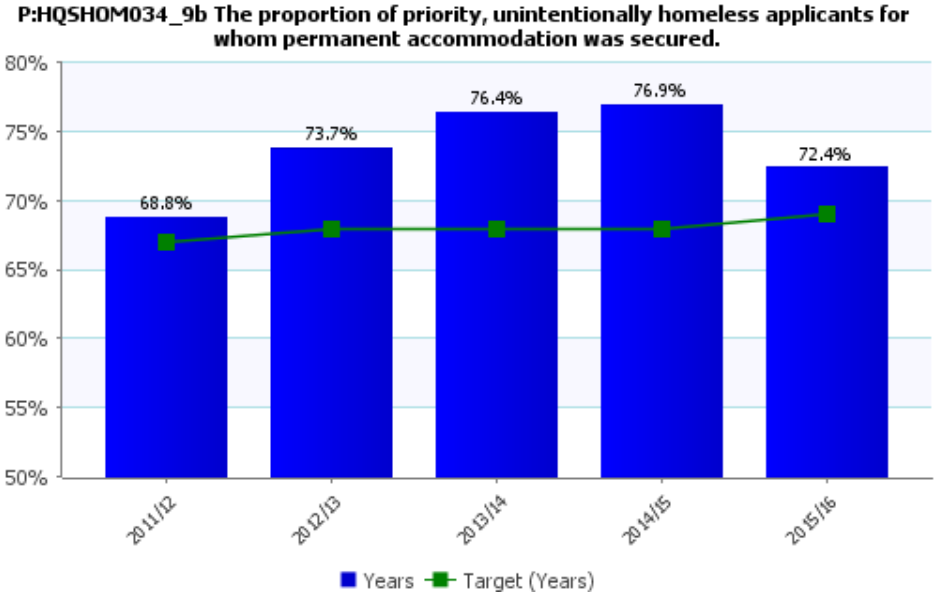
Performance for 2012/13 demonstrated a significant improvement in our position with repeat performance at 3.1% compared to a year end position in 2011/12 of 6.1%. The 2013/14 figure demonstrated a further improvement in our position.

There was slight increase in 2011/12 and each case contributing to this rise has been reviewed to establish the reasons for the repeat presentation and has allowed appropriate strategies to be put in place to improve performance.

The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured.**	***P:HQSHOM034_9b***
Description	This indicator measures the percentage of homeless cases that are found permanent accommodation that the service has a statutory duty to provide. The aim is to exceed the target and maximise the percentage of homeless cases that are found permanent accommodation.	



Trend Chart Commentary:

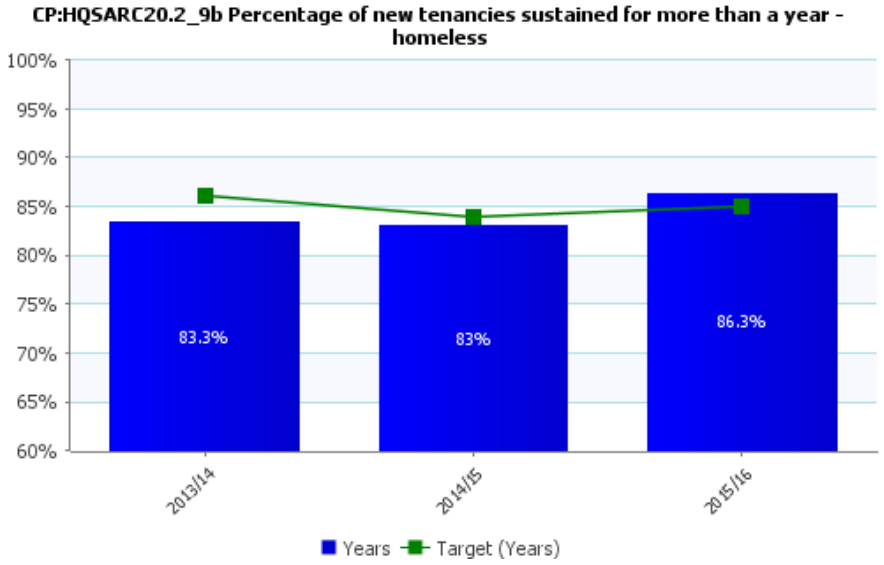
In 2015/16, the proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured was 72.4%, which was a decrease of 4.5% from the previous year. However, we have continuously met our target for the past five years and remain above the Scottish national average in 2015/16 of 67%.

Performance in 2014/15 increased from the previous year, to 76.9%. This upward trend is a continuation of improving trends over a five year period with increasing numbers of applicants securing and sustaining settled accommodation. This compares favourably with the Scottish national average of 73% (of all applications made where contact was maintained through to completion of case regardless of decision on application). This increasing trend where unintentional households have accepted council and RSL permanent accommodation offered is as a result of the councils policy of ensuring applicants are offered accommodation which meets their needs and is sustainable.

The 2016/17 data will be available from May 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	Percentage of new tenancies sustained for more than a year – homeless	*CP:HQSARC20.2_9b*
Description	Percentage of new tenancies to applicants who were assessed as statutory homeless sustained for more than a year. This is calculated by identifying the number of new tenancies from homeless which began in the previous reporting year who remained in their tenancy for more than a year, divided by the total number of new tenancies from homeless which began in the previous reporting year. This indicator is required for the return to the Scottish Housing Regulator.	



Trend Chart Commentary:

In 2015/16, 540 tenancies let to homeless applicants which had begun during the year 2014/15, 466 of these tenants remained in their tenancy for more than a year therefore creating a sustainability figure of 86.3% for 2015/16. Year 2015/16 figure shows an improvement of 3.3% from the previous year 2014/15 and shows that we exceeded our target, which was set at 85%. This was achieved by applying the services policy on restrictions, which allows those homeless applicants with support or other needs to be housed in specific areas where they have networks in place which will aid their tenancy sustainment. It is augmented with the provision of support and assistance to help applicants settle into their new home and the overall quality of accommodation provided. Target for 16/17 has been set at 87% to strive for performance improvement.

When comparing against all stock retaining Local Authorities including GHA, West Lothian's performance of 86.3% is above the national average of 85.6%. When benchmarking against Local Authorities of a similar stock size within our comparator group which includes, Aberdeenshire, Dundee City, Falkirk, East Ayrshire, North Ayrshire, Renfrewshire and West Dunbartonshire, our performance is higher at 86.3% than the comparator group average of 82.1%.

In 2014/15, 83% of these tenancies were sustained. 611 tenancies from homeless applicants began during 2013/14, 507 of these tenants remained in their tenancy for more than a year. We didn't meet our target that had been set at 84%, based on improving on the previous year. The Scottish average for this indicator is 87.2% and our aim is to improve our performance to exceed, this figure.

In 2013/14, 83.3% of new tenancies to applicants who were assessed as statutory homeless in the previous year sustained their tenancy for more than a year. 582 tenancies from homeless applicants began during 2012/13, 485 of these tenants remained in their tenancy for more than a year. As this was first year of reporting this particular indicator the target set was based on annual sustainment in 2012/13 as previously measured by SOA1307_13. The target was not met however this is due to the stricter nature of the ARC definition of when a council can include a household as sustaining accommodation as compared to the SPI indicator.

The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

3.3.9 Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18(✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Annual										✓		
Benchmarking	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Collation Specified Performance Indicators (SPIs)	Annual			✓									
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	3 years												
Review Panel	3 years												
Performance Committee	Quarterly SftC PDSP			✓			✓			✓			✓
Process Review (Lean/RIE activity)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Progress review of improvement actions	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual											✓	
Inspection or Audit activity	As notified												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Continuity Planning	Annual									✓			
Workforce Planning	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADRs	Annual			✓	✓	✓	✓	✓	✓	✓			
Review of customer groups/segmentation matrix	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer consultation	Annual										✓		
Review of Service Standards	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planned Engagement activity	Quarterly		✓			✓			✓			✓	
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.4 Customer and Community Services

Manager:	Customer Services Manager
Number of Staff (FTE):	135.7
Location:	Operates from 52 buildings across West Lothian

3.4.1 Purpose

Customer and Community Services was formed in 2016 following the implementation of one of the council's Delivering Better Outcomes projects. The service area comprises five functions which, together, provide the frontline delivery of council services to all communities in West Lothian. These are: Customer Information Services, Library Services, Registration, Partnership Centres in Broxburn, Fauldhouse and Bathgate, and Community Centres. The services engage with customers on a transactional basis, that is, they do not build up long term relationships with customers, although they are very likely to refer customers to other services.

The service has capitalised on the wider service grouping by creating generic customer services posts. By increasing the diversity of services individual staff are able to deliver, we can create a better customer journey and experience.

The service works in partnership with 37 local management committees who lease community centre facilities. This model allows the council to obtain rates relief and also encourages active citizenship and community capacity building through local people who programme the community centres and take ownership of the facilities on a day to day basis. We also work closely with our partners, stakeholders and the voluntary sector to help build a dynamic inclusive learning community which encourages customers to develop their potential to the full.

The service has corporate responsibility for developing and overseeing the delivery of the council's Customer Services Strategy.

3.4.2 Activities

The main activities for Customer and Community Services in 2017/18 will be:

- Oversee the delivery of the council's Customer Services Strategy.
- Provide customers with personal access to all council services and payment facilities through a network of local service centres.
- Provide access to informal leisure and learning opportunities for individuals and groups in West Lothian through a comprehensive range of libraries and community centres.
- Work with management committees to maximise the use of facilities through programmes which meet the needs of the community.
- Maximise efficiency, effectiveness and promote 'best value', through resource management and energy management systems.

Data Label: PUBLIC

3.4.3 Key Partners

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

- Management committees
- Community Councils
- NHS Lothian
- West Lothian Leisure
- Jobcentreplus
- Police Scotland

3.4.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Library users	Focus groups and paper based surveys	Quarterly / Monthly	Neighbourhood Manager	Notice boards and notes from meetings
Community groups with an interest in development of partnership centres	Meetings	Monthly	Project Manager	Notes from meetings and reports to committees
Community centre users and management committees	Meetings / paper based surveys	Monthly	Neighbourhood Manager	Monthly meetings and notice board
Users of CIS or Registration services	Papers based surveys	Monthly	Team Managers	Monthly reports, quarterly newsletters

Data Label: PUBLIC

3.4.5 Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annually	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Customer Services Manager
Employee sample	Employee focus group	Annually	Customer Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.4.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Registration Service	To record all registrations for births, marriages and deaths accurately and issue extracts from the registers	Enabler Service - Corporate Governance and Risk	CuCS028_9a.1a Unit cost of each registration activity - target £15	HIGH LEVEL	6.0	229,415	(261,319)	(31,904)
			CuCS515_9b.1a % accuracy for registration of births, deaths & marriages Target 97%	WLAM				
Neighbourhood Services	To provide customers with personal access to all council services and cash collection facility, access to informal learning opportunities, and access to a comprehensive range of lending and reference books through a network of local service centres	Enabler Service - Modernisation and Improvement	P:CuCS022_9a.1a Net cost per item borrowed from branch libraries	PUBLIC	129.0	3,646,844	(1,266,049)	2,380,795
			CP:CuCS026 _9b.1a - % of CIS enquiries resolved at first point of contact - target 81%	PUBLIC				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.7	55,300	0	55,300
				Totals	**135.7**	**3,931,559**	**(1,527,368)**	**2,404,191**

Data Label: PUBLIC

3.4.7 Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Deliver refurbishment and improvement activity for existing CIS offices and partnership centres	Payment kiosks in Bathgate, Broxburn and Livingston. Relocation of Livingston CIS office. Refurbishment and realignment of West Calder library. Relocation of Broxburn library	Customers have improved access to council and partner services in local communities	Customer Services Manager	Jan-2013	Mar-2017	Complete
Install public access wi-fi in key public buildings	Customers will be able to access internet services via a wi-fi system in key council buildings	Customers are digitally included	Partnership Centre Manager	Apr-2014	Oct-2015	Complete
Implement service reorganisation and review arrangements	Implement the new service delivery model for frontline services creating new staff teams based on neighbourhood clusters and review after six months	Staff will be generically trained to offer a wide range of services from a greater number of locations	Customer Services Manager	Jan-2016	Dec-2016	Complete
Update information pack for management committees and staff to ensure community facilities are fully compliant with statutory requirements	Define roles, responsibilities and relationships between partners and stakeholders	Clarify and enhance management committees understanding of their roles and responsibilities and provide appropriate training for volunteers and staff	Customer Services Manager	Apr-2016	Apr-2017	Complete

Data Label: PUBLIC

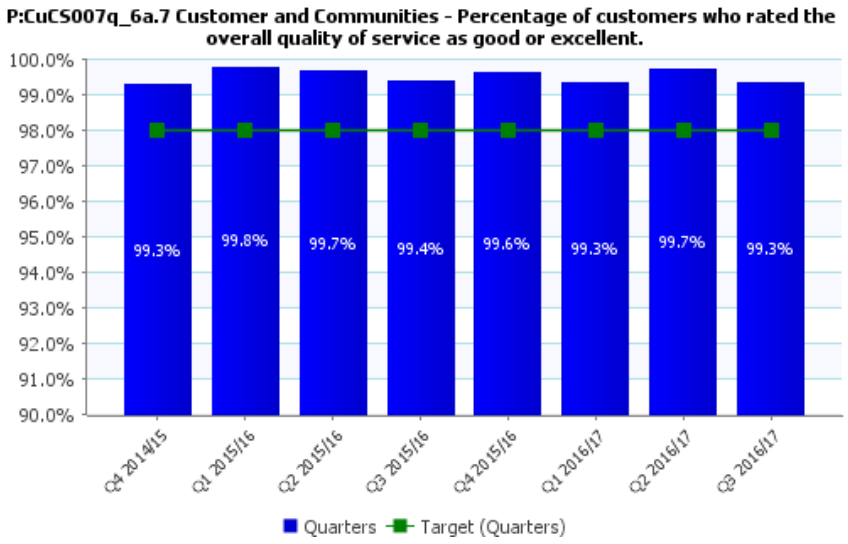
Actions 2017/18

Action	Description	Planned Outcome	Owner	Start	End	Status
Development of new Partnership Centre Delivery	Delivery of Armadale, Blackburn, East Calder, Linlithgow and Whitburn Partnership Centres;	Customers have improved access to council and partner services in local communities	Customer Services Manager	Jan-2013	Mar-2019	Active
Develop the new Customer Services / Digital Transformation Strategy	To give all services the tools and ability to deliver excellent customer service.	Excellent customer service is delivered across the council	Customer Services Manager	Apr-2017	Mar-2018	Planned
Review of modernising frontline services implementation	Full year review of service restructure implementation	Service is fit for purpose and able to deliver services based on need	Customer Services Manager	Jun-2017	Sep-2017	Planned
Implement the interim review action plan	Ensure all actions are completed to address the communication, training and support issues raised	Service builds better relationships with staff and stakeholders	Neighbourhood Managers	Jan-2017	Dec-2017	Active

Data Label: PUBLIC

3.4.8 Performance

Performance Indicator	**Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent.**	***P:CuCS007q_6a.7***
Description	Service customers are randomly selected to complete a customer satisfaction survey. This indicator shows the percentage of customers rating the overall satisfaction with the customer service they received as good or excellent. The target is reviewed on an annual basis. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	



Trend Chart Commentary:

2016/2017

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer Service Centre.

The target for this year will be 98%; this has remained the same as previous years due to the impact of a small number of negative responses can have to the overall result. Quarter 4 data will be available by the end of April 2017, at which time the target for 2017/18 will be confirmed.

Performance in Quarter 1 dipped slightly due to 5 customers rating the service as poor.

Quarter 3 - 579 out of 583 responses rated the overall quality of service as good or excellent

Quarter 2 - 739 out of 741 responses rated the overall quality of service as good or excellent

Quarter 1 - 750 out of 755 responses rated the overall quality of service as good or excellent

2015/2016

Performance in Quarter 3 dipped slightly due to 6 customers rating the service as poor.

Quarter 4 - 795 out of 798 responses rated the overall quality of service as good or excellent

Quarter 3 - 949 out of 955 responses rated the overall quality of service as good or excellent

Quarter 2 - 880 out of 883 responses rated the overall quality of service as good or excellent

Quarter 1 - 864 out of 866 responses rated the overall quality of service as good or excellent

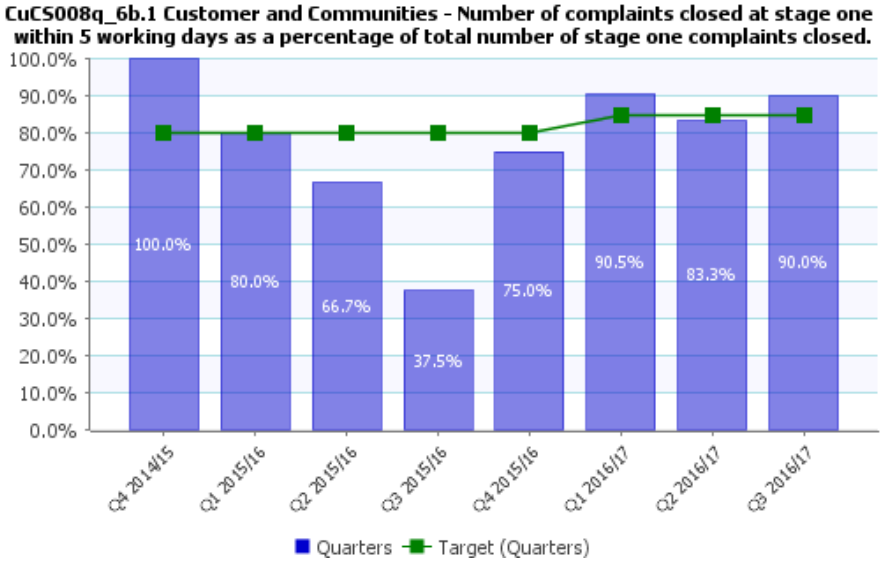
2014/2015

Performance in Quarter 4 dipped slightly due to 6 customers rating the service as poor.

Quarter 4 - 824 out of 830 responses rated the overall quality of service as good or excellent

Data Label: PUBLIC

Performance Indicator	**Customer and Communities - Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed.**	***CuCS008q_6b.1***
Description	This indicator measures the total number of stage one complaints (complaints that the council aims to deal with within 5 working days) which are closed within 5 working days as a percentage of the total number of stage one complaints closed by Customer and Communities Services. This information is representative of Bathgate Partnership Centre, Community Facilities, Customer Information Service, Fauldhouse Partnership Centre, Library Services and Registration Services.	



Trend Chart Commentary:

2016/17

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks its complaints with the Customer Service Centre.

The target for this year will be 85%. Quarter 4 data will be available by the end of April 2017, at which time the target for 2017/18 will be confirmed.

Quarter 3 - 10 Stage 1 complaints were received and 9 were closed within 5 working days. The one that was not closed within 5 working days was due to staff not closing the complaint off correctly on the system. Staff Training given.

Quarter 2 - 12 stage 1 complaints were received and 10 were closed within 5 working days. The two that were not closed within 5 days were due to staff not closing off the complaints correctly on the system.

Quarter 1 - 21 stage 1 complaints were received and 19 were closed within 5 working days. Staff training given.

The two that were not closed within 5 days were due to us being unable to contact the customer to close the complaint.

2015/16

The target for this year will be 80%

Performance in quarter 1 remained above target however performance dipped in quarter 2 due to a member of staff not closing complaints off correctly and quarter 3 due to 2 complaints being granted an extension at stage 1, 1 complaint being escalated to stage 2 and 2 complaints missing the target. Quarter 4 performance dipped also due to staff not closing complaints off correctly. Staff training given regarding closing off complaints.

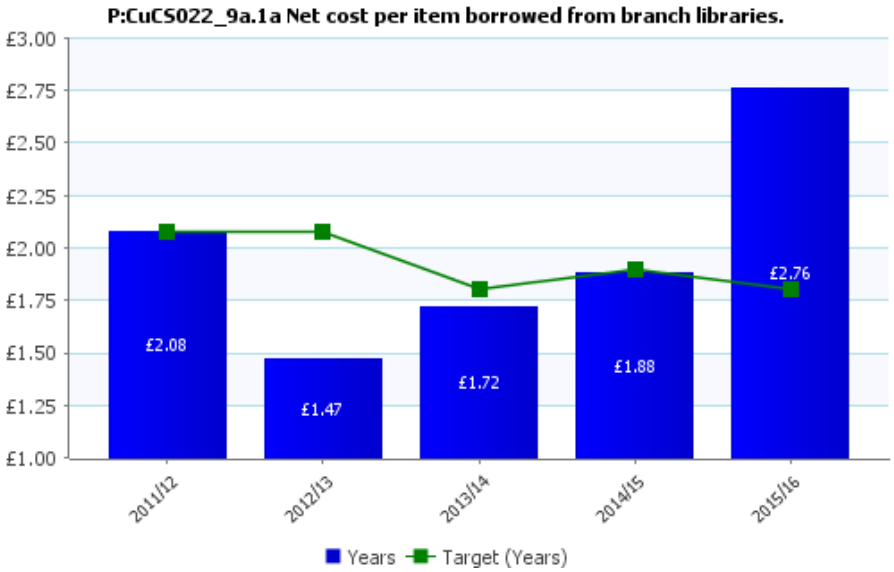
Quarter 4 - 8 complaints were received and 6 were closed within 5 working days
Quarter 3 - 8 complaints were received and 3 were closed within 5 working days
Quarter 2 - 15 complaints were received and 10 were closed within 5 working days
Quarter 1 - 5 complaints were received and 4 were closed within 5 working days

2014/2015

Quarter 4 - 11 complaints were received and all 11 were closed within 5 working days

Data Label: PUBLIC

Performance Indicator	**Net cost per item borrowed from branch libraries.**	***P:CuCS022_9a.1a***
Description	This indicator is designed to show the efficiency of Library Services by taking the total number of books borrowed expressed against the annual libraries budget. This figure is an annual average across all branch libraries, excluding mobile libraries.	



Trend Chart Commentary:

2016/17 - Target has been set at £2.10. This is a higher target than the previous year which takes into account the number of books being issues. Due to the make-up of the service it is challenging to find external benchmarking partners. The 2016/17 data will be available from June 2017, at which time the target for 2017/18 will be confirmed.

2015/2016 - The net cost per items borrowed increased to £2.76 in 2015/2016 due to a decrease in the number of books issued from the libraries in this year. In 2015/2016 422,827 books were issued. This decrease is due to a number of factors including items borrowed per customers has changed from 20 to 10 and the opening hours of the libraries have decreased. The spend on libraries was also increased due to in year staffing cost pressures.

2014/15 - The net cost per item borrowed in 2014/2015 increased slightly to £1.88 per item. This is due to the decrease in the number of items which were borrowed from branch libraries which went down to 599,586 issues. This should be looked at along with the increase in the number of visits to libraries which shows that people are coming into libraries for more than books.

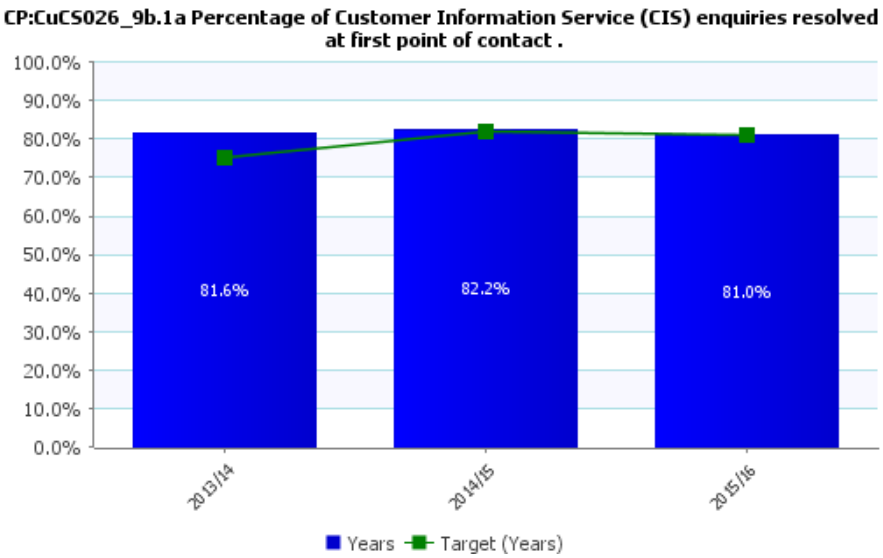
2013/14 - The net cost per item borrowed in 2013/14 was £1.72. Whilst this was below the target of £1.80, it was a deterioration on the performance of the previous year. This is due to the decrease in the number of items that have been borrowed during the year.

2012/13 - The costs of operating the public library service was reduced to £1.47 per item borrowed. This was due to the repositioning of the service in anticipation of a leaner integrated service in the future. Investment was made in introducing self-issue terminals to enable a smaller staff cohort to concentrate on delivering assistance directly to customers.

2011/12 - This was the first year of collecting data for this performance indicator. The costs of operating the public library service was £2.08 per item borrowed.

Data Label: PUBLIC

Performance Indicator	**Percentage of Customer Information Service (CIS) enquiries resolved at first point of contact**	***CP:CuCS026_9b.1a***
Description	This annual indicator measures the percentage of customer enquiries that have been resolved by CIS during the initial customer interaction. This removes the need for the customer to make any further contact with the council to have their enquiry resolved. There is a national target of 75% set by the Customer First initiative.	



Trend Chart Commentary:

2015/16 - We handled 92,706 customer enquiries and 74,690 (80%) were dealt with at the first point of contact. We therefore missed our target by 1% due to an increase in the number of enquiries that we had to pass on to other services.

2014/15 - We handled 102,746 customer enquiries and 84,432 (82%) were dealt with at the first point of contact. We therefore met our target.

2013/14 - We handled 108,866 customer enquiries and 88,795 (81%) were dealt with at the first point of contact. We therefore met our target by 6%.

2012/13 - We handled 116,486 customer enquiries and 97,137 (83%) were dealt with at the first point of contact.

2011/12 performance was 77% (target was 75%).

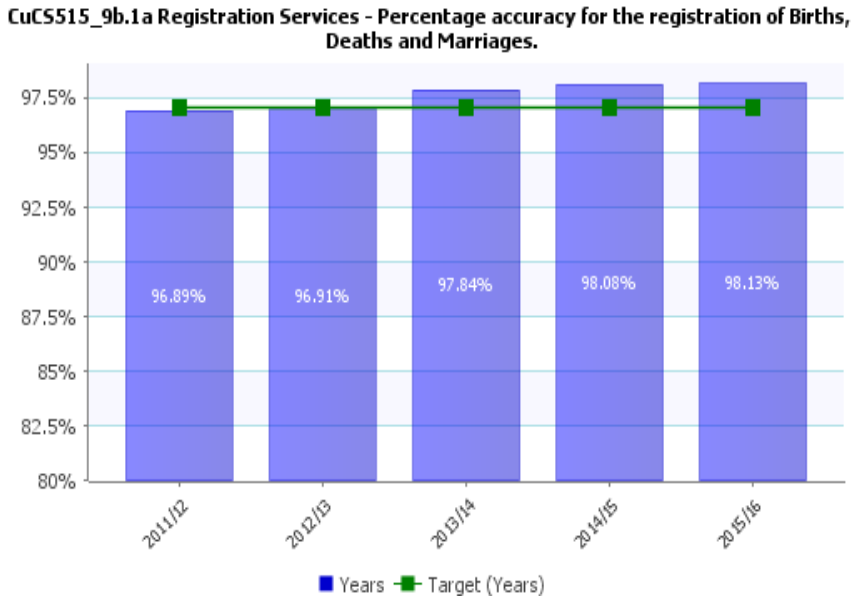
We have been performing on or above the target since 2011/12 and our advisers do their best to minimise how many enquiries are passed on.

It is challenging to benchmark this indicator with other authorities as the scope of our service is wider and how far we take enquiries varies significantly with our counterparts.

The target for 2016/17 will be 80% which is a stretching target compared to the national target of 75%. The 2016/17 data will be available from April 2017, at which time the 2017/18 target will be confirmed.

Data Label: PUBLIC

Performance Indicator	**Registration Services - Percentage accuracy for the registration of Births, Deaths and Marriages**	***CuCS515_9b.1a***
Description	On an annual basis, National Registers of Scotland inspects the recording of the Birth, Death and Marriage registers for accuracy and the results are reported annually. When registering births and deaths it is vital that details are recorded accurately and our staffs work is assessed by the (NRS) on an annual basis. The assessment identifies minor errors for example in spelling or translation. The (NRS) national target is set at 97%.	



Trend Chart Commentary:

There has been a general increase year on year since 2011/2012. This is due to a more rigorous checking practice prior to the entries being locked into the system.

The West Lothian target for 2016/17 will be increased to 98% and National Records of Scotland's target will remain 97%. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be reviewed.

2015/2016 - The final examinations have been completed and the figure is expected to be around 98.13%. The exact figure will be released by the Registrar General later in the year. Results of other local authorities will be available later in the year.

2014/15 - A performance of98.08% for this period. This was based on a total of 4593 registrations being completed in West Lothian during 2014/15 and 88 of these having errors. This is up 0.24% from 2013/14. Out of 32 Local Authorities we were 19th in the results table.

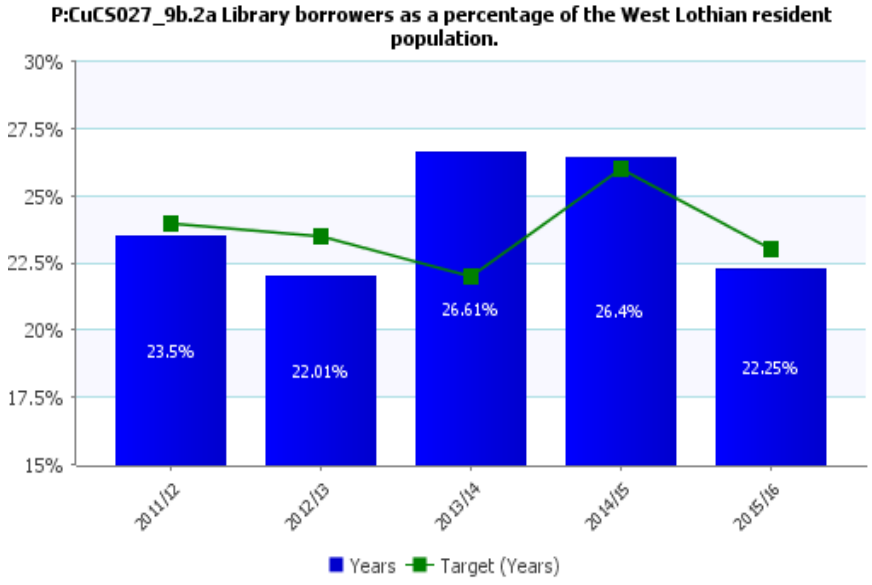
2013/14 - A performance of 97.84% during this period. This is based on a total of 4499 registrations being completed in West Lothian during 2013/14 and with 97 of these having errors. This is up 0.93% from 2012/13. Out of 32 Local Authorities we were 24th in the results table. Out of 32 Local Authorities we were 30th in the results table.

2012/13 - A performance of 96.91%. This was based on a total of 4626 registrations completed in West Lothian during 2012/13 and with 143 of these having an error. This is up 0.01% from 2011/12. Out of 32 Local Authorities we were 21st in the results table

2011/12 - During this period performance was 96.89%.

Data Label: PUBLIC

Performance Indicator	**Library borrowers as a percentage of the West Lothian resident population**	***P:CuCS027_9b.2a***
Description	This performance indicator measures the total number of active members who have either borrowed an item from, or used a computer in, a library over the previous twelve months. An active borrower is a customer who has borrowed an item or used a public access library PC in the previous twelve months. This indicator does not count the people utilising libraries for learning and information purposes and using stock within the libraries.	



Trend Chart Commentary:

2016/17 - The target for 2016/17 has been set at 23%. The target setting rational is based on previous year's performance and focuses on continual improvement. Benchmarking is carried out with the ABC Benchmarking group of similar size authorities across Scotland and with Audit Scotland and Cipfa and West Lothian performs increasingly well in this area. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

2015/16 - The 2015/16 target was reduced to 23% to reflect the removal of two mobile libraries and the change to Library opening hours. Performance is slightly below target at 22.25%.

2014/15 - Performance has remained high with only a very small dip in active membership. This shows success in the service continuing to attract people to use library services.

2013/14 - Performance shows a significant rise in active membership, up to 26.61%, which is a 4.6% increase on 2012/13. This is due to an increased emphasis on digital inclusion and attracting more new members to our services.

2012/13 - Performance dipped to 22.01%, down 1.49% from 2011/12. This was partly due to the numbers of customers accessing books through e-readers, therefore not using the library. We launched our own e-book service to try and attract these customers back to the library. We also experienced an increased number of customers using the library on a one-off basis, using the computers for example to submit a job application. As these customers do not come back, this has a negative effect on this performance indicator as we cannot guarantee that these customers will consistently use the facilities. The performance against this indicator compares favourably against the seven benchmarking authorities whose performance ranges from 11.12% to 24.11%.

2011/12 - Performance increased slightly to 23.5%.

Data Label: PUBLIC

3.4.9 Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Annual										✓		
Benchmarking	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Collation Specified Performance Indicators (SPIs)	Annual											✓	
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	3 year								✓				
Review Panel	3 year										✓		
Process Review (Lean/RIE/improvement activity)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Progress review of improvement actions	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual									✓			
Inspection or Audit activity	As required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Continuity Planning	Annual									✓			
Workforce Planning	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADRs	Annual	✓											
Customer consultation	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Service Standards	Annual										✓		
Planned Engagement activity	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website content management	Quarterly		✓			✓			✓			✓	

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.5 Customer Service Centre

Manager:	Customer Services Manager
Number of Staff (FTE):	60.7
Location:	Civic Centre

3.5.1 Purpose

The service area comprises the Customer Service Centre which includes Careline. The service engages with customers on a transactional basis, that is, they do not build up long term relationships with customers, although they are very likely to refer customers to other services. The service engages with customers by phone and email.

3.5.2 Activities

The main activities for the Customer Service Centre in 2017/18 will be:

- Provide customers with personal access to all council services and payment facilities through a centrally based contact centre.
- Provide 24x7 support for older and vulnerable people through the electronic care alarm system.

3.5.3 Key Partners

- Health and Social Care Partnership

3.5.4 Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Careline Users	Paper based / electronic survey	Monthly	Customer Service Centre Co-ordinator	Performance indicators
Customer Service Centre Users	Phone surveys and emails	Monthly	Customer Service Centre Co-ordinator	Performance indicators

Data Label: PUBLIC

3.5.5 Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Line managers
All employees	Appraisal and Development Reviews (ADRs)	Annual	Line managers
All employees	Team meetings	Monthly	Line managers
Employee sample	Employee survey	Annually	Customer Services Manager
Employee sample	Employee focus group	Annually	Customer Services Manager
HCBS Management Team	Extended Management Team Meeting	Quarterly	Head of Service
HCBS Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

3.5.6 Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Telephone Service	Provide customers with access to all council services through a centrally based telephone service	Enabler Service - Modernisation and Improvement	CSC150 9a Unit cost of each CSC call Target £1.90	Public	44.6	1,354,542	(818,513)	536,029
			CSC201_9b % CSC calls resolved at first point of contact Target -75%	Public				
Care Alarm System	Provide 24/7 support for older and vulnerable people through the electronic care alarm system	4. Improving the quality of life for older people	CSC151_9a Unit cost of each Careline customer contact - Target £2.18	Public	15.8	490,818	0	490,918
			CSC207_9b Number of calls coming into Careline service Target 20,000	WLAM				
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.3	23,700	0	23,700
				Totals	**60.7**	**1,869,060**	**(818,513)**	**1,050,647**

Data Label: PUBLIC

3.5.7 Actions

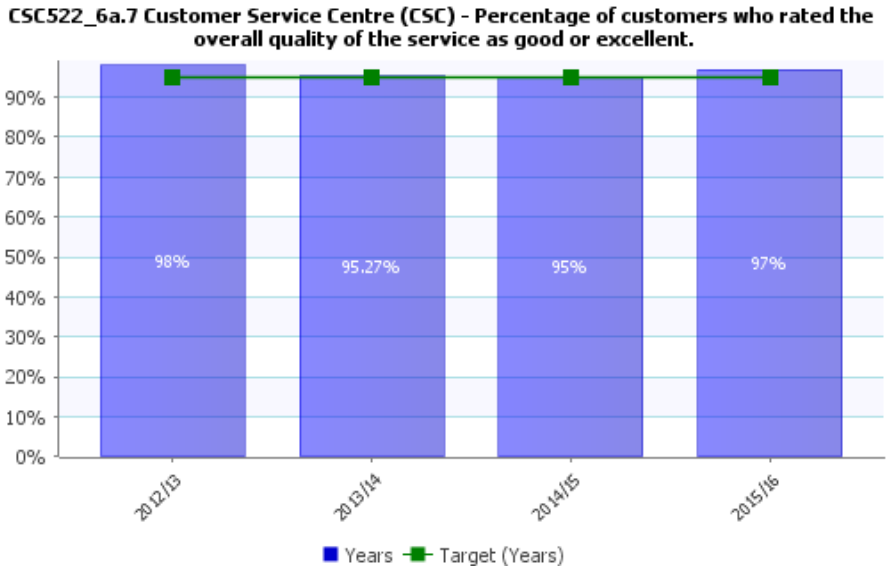
Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review the Customer Service Centre operations and functions	Review functions and processes within the CSC to streamline the service	Customer contacts are more efficient	Customer Service Centre Co-ordinator	Oct-2015	Dec-2016	Complete

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Implement the use of new technologies to enhance customer service	Put in new technology such as automated surveys to increase productivity	New technologies meet customer needs and expectations	Customer Service Centre Co-ordinator	Oct-2015	Dec- 2017	Active
Implement the new telephone system	Upgraded phone system for whole council will create opportunity to revise the call flow process in CSC	Customers are more easily able to speak to an advisor	Customer Service Centre Co-ordinator	Oct-2015	Dec-2017	Active

Data Label: PUBLIC

3.5.8 Performance

Performance Indicator	**Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.**	***CSC522_6a.7***
Description	This performance indicator measures the percentage of customers who rated the overall quality of service as 'good' or 'excellent'. This information is gathered through using our monthly survey and a number of customers are randomly selected. The target is reviewed annually.	



Trend Chart Commentary

This performance indicator shows the overall customer satisfaction for the full Customer Service Centre (CSC) Service, including Careline service.

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities.

2015/16 - Total customer responses are 2725 of which 2384 rated satisfaction as Excellent and 246 rating as Good, giving a 96.5% result. This is above target at 96.5%. CSC will strive to continue to meet and exceed this target for 2016/17.

2014/15 -Total customer responses are 2499 of which 1912 rated satisfaction as Excellent and 491 rating as Good, giving a 96.1% result. This is above target at 96%. CSC will strive to continue to meet and exceed this target for 2015/216.

2013/14 - Total Customer Responses 3318, of which 2853 rated satisfaction as Excellent and 465 rating it as good, giving a 95.27% result. This is slightly above the target figure of 95%. In 2013/14 the CSC service changed the way in which this information is collected, this has resulted in a drop in performance, giving a true reflection of the service.

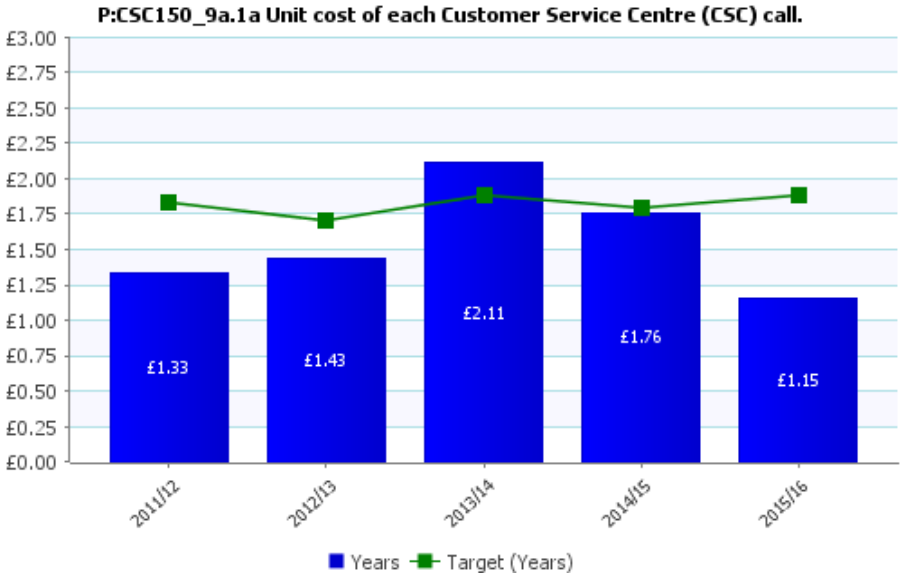
2012/13 - The service has exceeded the target figure of 95% reaching 98%.

In 2016/17 the target is set at 95% as that is deemed to be an achievable figure given the trend chart results. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

CSC are currently working with Falkirk District Council and Link Housing Association looking at benchmark results in relation to this performance indicator.

Data Label: PUBLIC

Performance Indicator	**Unit cost of each Customer Service Centre (CSC) call.**	***P:CSC150_9a.1a***
Description	This performance indicator shows the unit cost for each individual contact from West Lothian Council customers. The Customer Service Centre delivers a telephone service 24 hours a day, 7 days a week, 365 days a year.	



Trend Chart Commentary:

The trend in this indicator shows that for years 2011/12, 2012/13 and 2014/15, the Customer Service Centre has been beneath the target figure for the unit cost of Customer Service Centre calls. In 2013/14 the Customer Service Centre was above target. The volume of calls received by the Customer Service Centre have increased in this time, but improvements to staff training, streamlining of processes have contributed to the positive trend.

2015/16 - The target for 2015/16 was £1.88. The final unit cost of each customer service centre calls was £1.15. this is a decrease £0.61 from the 2014/15 figure but stands under target figure. The decrease in cost is due to reduction in staff levels due to a high number of temporary contracts being given and these staff moving into permanent contract within and out with the Council meaning the service had a number of vacancies through the year.

2014/15 - The final unit cost of each Customer Service Centre call was £1.76, this is a decrease of £0.35 from the 2013/14 figure but stays under the target figure of £1.79 for this period.

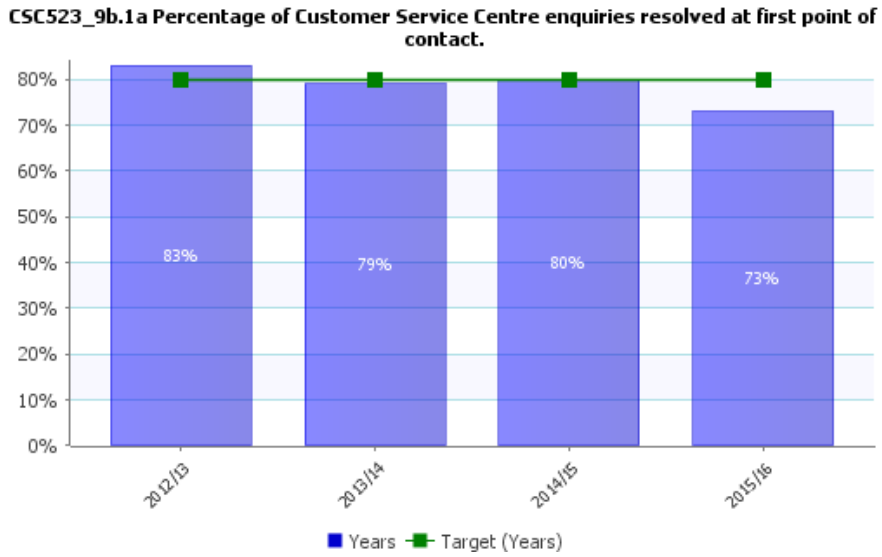
2013/14 - The final unit cost of each Customer Service Centre call was £2.11, this is an increase of £0.68 from the 2012/13 figure. Performance during 2013/14 failed to achieve target of £1.88. In 2013/14 Customer Service Centre moved to Civic Centre, call volumes increased but there was a reduction in staffing due to long term absences within the service, including maternity leave. Staffing resource have also been taken to cover within the Careline emergency team.

2012/13 - The final unit cost of each Customer Service Centre call was £1.43, this is an increase of £0.10 from the 2011/12 figure but stays under the target figure of £1.70 for this period.

The target for 2016/17 will be £1.90 to reflect the change in call volumes. Following audit review thresholds have been amended. The 2016/17 data will be available from June 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

Performance Indicator	**Percentage of Customer Service Centre enquiries resolved at first point of contact.**	***CSC523_9b.1a***
Description	This indicator measures the percentage of customer enquiries that are resolved by the Customer Service Centre so that the customer does not need to make any further contact with the council. There is a national target of 75%.	



Trend Chart Commentary:

Changes to the system that captures all the enquiries has altered the numbers of transactions that are used for the calculation of the indicator.

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities.

2015/16 – Achieved a figure of 73%, this is a 7% decrease from the previous year. This drop is due to part of the service being automated which allows customers to self-service in line with the channel shift agenda.

2014/15 - Achieved a 80% figure, meeting current target.

2013/14 - The performance achieved a figure of 79%, which is above the national target of 75% but slightly below the council's target of 80%.

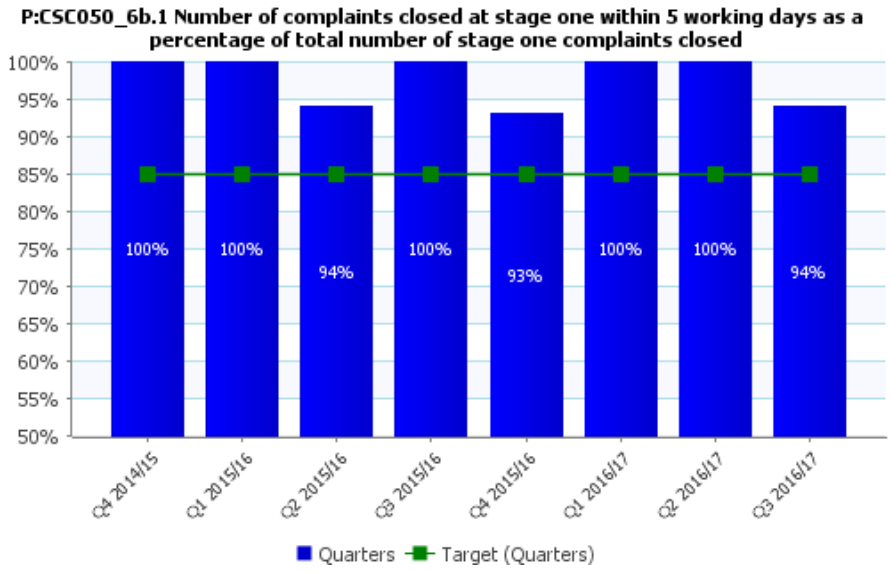
2012/13 - Achieved an 83% figure during this period which is above the council target of 80%.

The target for 2016/17 will decrease to 75% which is the national target to reflect the changing nature of the business and the reducing number of "quick hit" calls. The 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

CSC are currently working with Falkirk District Council and Link Housing Association to benchmark results for 1st point resolution. Internally Customer & Community Services performance for this indicator is 78%, 5% above current CSC target.

Data Label: PUBLIC

Performance Indicator	**Number of complaints closed at stage one within 5 working days as a percentage of total number of stage one complaints closed**	***P:CSC050_6b.1***
Description	This indicator measures the total number of stage one complaints (complaints that the council aims to deal with within 5 working days) which are closed within 5 working days as a percentage of the total number of stage one complaints closed by CSC.	



Trend Chart Commentary

Due to the make-up of the service it is challenging to find external benchmarking partners. This service benchmarks it's customer satisfaction with the Customer & Community Facilities.

2016/17 – Quarter 2 - This performance indicator remained at 100%**.**

Quarter 1 - This performance indicator increased by 7% to 100% in quarter 1 2016/17. Following recent audit performance indicator reviewed as above target 7 out of 8 quarters. Target increased from 85% to 95%.

2015/16 – Quarter 4 - This performance indicator decreased by 7% to 93% in quarter 4, although this is still within target the decrease was due to a task within the process not being completed correctly.

Quarter 3 - This performance indicator increased by 6% to 100% in quarter 3.

Quarter 2 - This performance indicator decreased by 6% to 94%, although this is still within target the decrease was due to a task within the process not being completed correctly.

Quarter 1 - This performance indicator remains at 100%, CSC will strive to maintain this improved level of service.

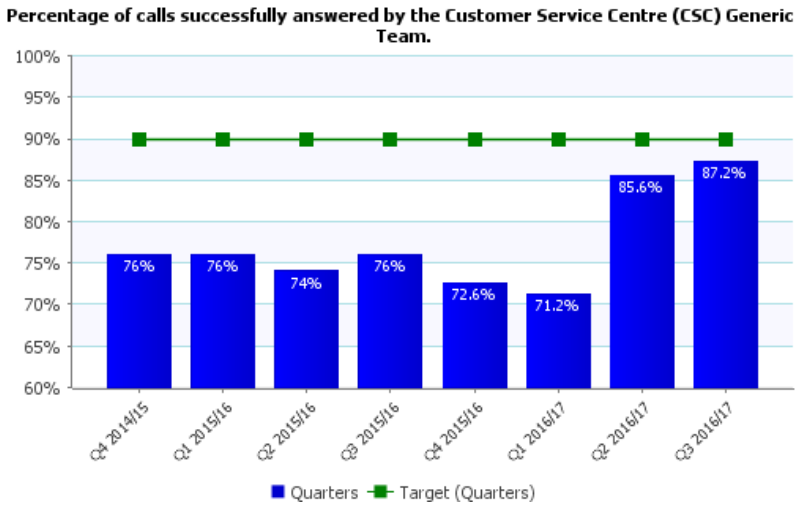
2014/15 – Quarter 4 - This performance indicator increased by 6% to 100% in quarter 4.

Quarter 3 - This performance indicator increased by 34% to 94% in quarter 3. This improvement has been due to additional training and managers becoming more experienced in dealing with complaints.

The 2016/17 target remains at 85% in line with Corporate Complaints Policy. The Q4 2016/17 data will be available by the end of April 2017 and the corporate 2017/18 target will be confirmed in line with the Corporate Complaints Policy.

Data Label: PUBLIC

Performance Indicator	**Percentage of calls successfully answered by the Customer Service Centre (CSC) Generic Team.**	***P:CSC210_9b.1c***
Description	This performance indicator measures the number of calls answered by the Customer Service Centre Generic Team against the number of calls where the customer hangs up before their call is answered or directed to voicemail.	



Trend Chart Commentary

This trend indicator shows that performance has fluctuated over each quarter since Quarter 4 2014/15 when performance was 76%. These issues are due to shortage of resource, issues with technology, and unplanned absences. Improvement has been made from Quarter 2 2016/17 which has been due to the technical problems being resolved, additional resource trained and long term absences returning. The target set is static as it is the percentage of calls successfully answered which is closely linked to the abandonment rate. The abandonment rate is a national target set at 10% which would make our target 90% to be successfully answered.

2016/17; Quarter 3 - performance increased by 1.6% from the previous quarter to reach 87.2% and increased by 11.2% from the same period 2015/16. This is in line with the number of staff available to deal with calls.
Quarter 2- performance increased by 14.4% to from the previous quarter to reach 85.6% this is in line with a reduction in the number of calls offered and an increase in the number of staff available to deal with the calls.
Q**uarter 1** - performance fell by 1.4% to 71.2% from quarter 4 2015/16, where this was 72.6%. This performance indicator is below target due to an increase in call volumes, due to unplanned absences and vacancies. Resource within CSC has been recruited to and started in May 2016.

2015/16; Quarter 4 - Performance fell by 3.4% to 72.6% from quarter 3 where this was 76%. This Performance indicator is below target due to an increase in call volumes, reduction in staffing resource due to unplanned absences and vacancies, a number of temporary staff in CSC have left to take up permanent posts elsewhere. CSC are currently recruiting to the vacant positions.
Quarter 3- Performance improved by 2% to 76% from quarter 2 where this was 74. This Performance indicator is below target due to reduction in staffing resource due to unplanned absences and vacancies, a number of temporary staff in CSC have left to take up permanent posts elsewhere. CSC are currently recruiting to the vacant positions and also have new staff members currently in training.
Quarter 2- Performance fell by 2% to 74% from quarter 1 where this was 76%. This Performance indicator is below target due to reduction in staffing resource due to unplanned absences and vacancies, a number of temporary staff in CSC have left to take up permanent posts elsewhere. CSC are currently recruiting to the vacant positions.
Quarter 1 – Performance is below target and is 4% lower than both the previous quarter and the same period of 2014/15. This Performance indicator is below target due to reduction in staffing resource caused by unplanned absences and vacancies. CSC are currently recruiting to the vacant positions and also ongoing technical difficulties with the IPT system which is resulting in some customers having problems and delays when trying to telephone CSC. CSC and IT are working together to reach a resolution for this problem

2014/15; **Quarter 4** - Performance has dropped to 76%, a decrease of 8% from the previous quarter. CSC has seen an increase in call volumes in January and March 2015. There is no clear indication why calls have increased as no additional new business has been brought into the service. There has also been a number of long term unplanned absences within the service which impacts on available resource to answer calls. During quarter 4 the CSC handled 79,227 calls.

The target 2016/17 will remain at 90% due to a national target for abandoned calls remaining at 10%. The Q4 2016/17 data will be available by the end of April 2017, at which time the 2017/18 target will be set.

Data Label: PUBLIC

3.5.9 Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Annual										✓		
Benchmarking	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Collation Specified Performance Indicators (SPIs)	Annual											✓	
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	3 year								✓				
Review Panel	3 year										✓		
Process Review (Lean/RIE/improvement activity)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Progress review of improvement actions	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual									✓			
Inspection or Audit activity	As required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Continuity Planning	Annual									✓			
Workforce Planning	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADRs	Annual	✓											
Customer consultation	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Service Standards	Annual										✓		
Planned Engagement activity	Ongoing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website content management	Quarterly		✓			✓			✓			✓	

Performance activity Self assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

Housing, Customer & Building Services

Management Plan 2017/18

Alistair Shaw
Head of Service

April 2017

For more information:

Email address: alistair.shaw@westlothian.gov.uk

Telephone number: 01506 281754

West Lothian Civic Centre
Howden South Road | Livingston | West Lothian | EH54 6FF