

West Lothian Council

Property Management & Development

Customer consultation review 2011 - 2012

PM&D works with its customers, partners, stakeholders and other services of the council to deliver its services in the best way possible. As an integral part of this process we regularly consult with our customers to ensure that we meet their expectations and needs. Customer feedback is welcomed and we review our services as a result of comments received. This document outlines our activity during 2011/2012 in formally consulting our customers.

Segmentation and consultation programme

As a result of our 2009 WLAM Assessment we have continued to develop and extend our programme of customer surveys, focusing on the surveys of the tenants of our commercial portfolio, and of the occupiers of headquarter buildings, in alternate years. Our programme of consultation is attached as Appendix B.

In 2011/12 we carried out three detailed surveys, in addition to our regular customer survey:

- the occupiers of Civic Centre
- the occupiers of the main council headquarter offices – County Buildings, St David House, Lomond House, Lennox House and New Cheviot House; and
- internal customers of our professional services.

Review of method of analysis

As a result of our 2009 WLAM assessment we also agreed to carry out a review of the methods by which results are analysed, and the way they were presented. Because of low returns to some surveys, it was agreed that we would amalgamate the results of the questions on the 5 Drivers of Customer Satisfaction from all surveys in our report and analysis of results in future years. The council's standard method of analysis (% of replies that are Good or Excellent) is not particularly sensitive for small surveys so we also introduced a method of weighting results, as had been used in our staff survey results.

Target setting

At the start of the year the Quality team reviewed the amalgamated results for 2011, and set challenging targets – for both “Good/Excellent” and weighted results – based on performance during the previous year. It was evident that a two-year pattern of trends was beginning to emerge relating to the cyclical nature of our consultation. To compare like with like we should really look at trends based on alternate years.

Overall Performance against Customer Service Standards (5 Drivers)

The chart in Appendix A shows the amalgamated results for our performance against the 20 questions, which are based on the 5 Drivers. The analysis uses the council's Good and Excellent formula. In all cases the results show an improvement over the previous year, and in all but one question an improvement over the previous comparable surveys from 2009/10. Only one performance indicator, relating to the explanation of terms in documentation, was below its trigger level, i.e. was highlighted as needing further attention. This will be addressed through the implementation of our standard documents.

We carry out a detailed analysis of the response for each separate survey, and our improvement actions tend to be based on this. Information on the specific areas for attention are mentioned in the survey outcomes for each survey.

Occupier Surveys

Detailed information on the Civic Centre and Headquarter buildings surveys is reported to our customers, and can be found at

http://www.westlothian.com/home/growing_a_business/pmd/pmdinfo/supplementarypages/

Professional services

The views of our internal customers also showed improvement over the previous survey, across all questions, and will make it difficult to achieve further improvement in two years time.

Development of the programme

Although our approach had been agreed at our previous WLAM review in 2009, the corporate focus has changed. In future we will not be able to rely on results that are based on a two yearly cycle of surveys. Accordingly we will have to redesign our methodology to ensure that all our customer segments are surveyed on the 5 Drivers each year. However, both the occupier and tenant surveys provide us with very important information on other aspects of the service we provide to our customers – e.g. suitability of the property – which we must not lose. It will be important to redesign these surveys to ensure that we continue to receive this information, and act on it, without reducing the level of return.

Equality questionnaire

The equality questionnaire was developed during 2006/2007 to ensure that PM&D does not discriminate in the delivery of its services. It is primarily issued with application forms for the lease of our commercial property (shops, offices and industrial units). The questionnaire asks for comments and suggestions as to how we can improve our service – no comments were received.

Building user groups

As Facilities Managers of the council's headquarter office buildings we have regular contact with council staff that occupy these properties. The Building User Groups provide a forum for feedback and comment from our colleagues, and for us to raise specific issues of concern (e.g. energy management). The Building User Group for Civic Centre includes all partners, and not just West Lothian Council employees. In most of the other buildings the management/occupier interface works best where a single officer is nominated as the focus for any occupier comment/concern – however, as the council's office rationalisation programme progresses we will review whether and how BUG's should operate in these properties.

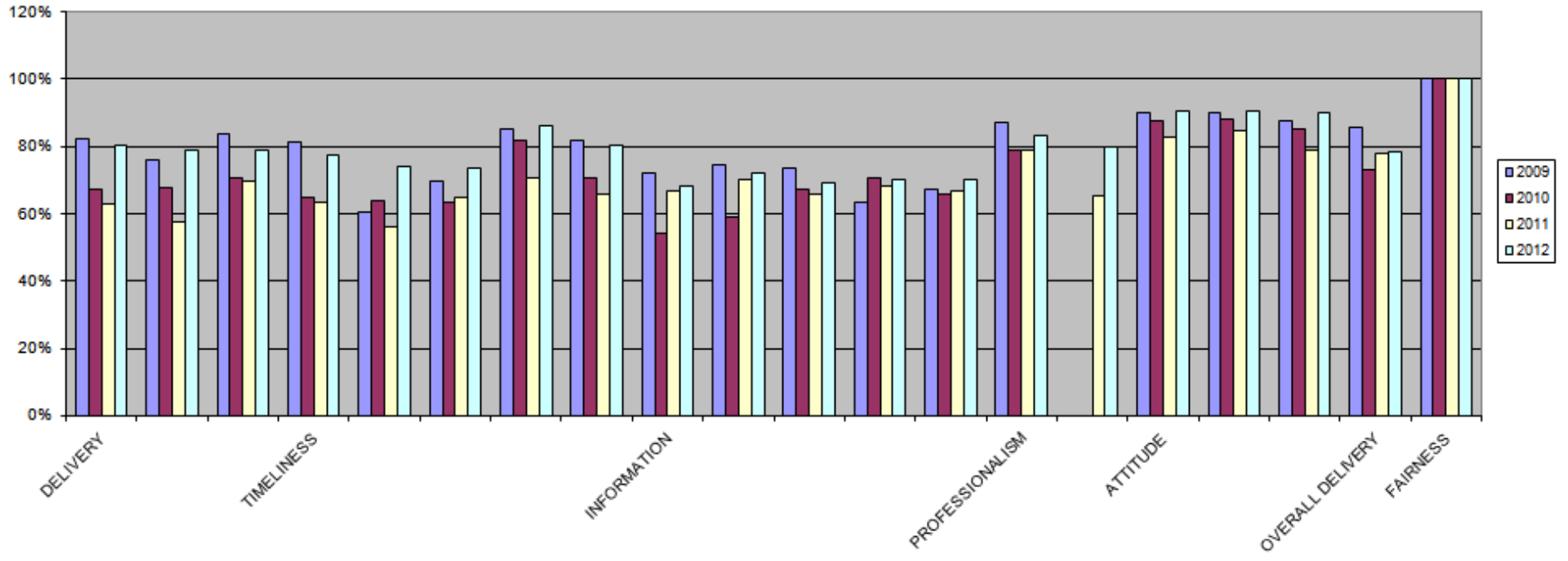
Complaint and compliments analysis

We record feedback from customers who make comments or complaints about our service. In 2011/12 we received one complaint which we found to be justified – relating to the advice given on a boundary enclosure that was subsequently found to be incorrect.

April 2012

APPENDIX A

Customer satisfaction results (5 Drivers)



APPENDIX B

Customer Consultation Methods – Analysis and Programme

Target Group	Method	Date Undertaken	Analysis Date	Feedback method	Consultation Effective	Actions to improve consultation	Next Programmed consultation
All Customers	Customer satisfaction questionnaire	Ongoing with annual analysis	Annually in March	<ul style="list-style-type: none"> • Service Plan • Internet • Results sent to respondents who requested feedback 	Yes – but low numbers mean analysis is combined with other surveys to be statistically meaningful	<ul style="list-style-type: none"> • Continue to improve distribution – e.g. broaden availability of link to Survey Monkey (letter footers; service standards leaflet; mail shot?) 	Ongoing
All Customers	Equality questionnaire	Ongoing with annual analysis	Annually in March	<ul style="list-style-type: none"> • Service Plan • Internet 	Yes	None	Ongoing
All tenants of non-operational portfolio	Tenant Survey	November 2010	March 2011	<ul style="list-style-type: none"> • Service Plan • Internet • Results sent to respondents who requested feedback • Specific issues raised by tenants to be addressed by property managers • Letter with bullet points on outcome and referring to Internet page to be sent with May invoices 	Yes – but low numbers mean analysis is combined with other surveys to be statistically meaningful	<ul style="list-style-type: none"> • Continue with paper survey as well as electronic option • Consider most appropriate follow up for teasing out specific issues • Consider feedback through newsletter and liaison group 	October 2012 – and every 2 years
Garden ground customers	Customer satisfaction questionnaire	April 2006 to March 2007	March 2007	<ul style="list-style-type: none"> • Absorbed into customer questionnaire analysis because of low return 	No	N/A	Discontinued

Target Group	Method	Date Undertaken	Analysis Date	Feedback method	Consultation Effective	Actions to improve consultation	Next Programmed consultation
All Customers	Consultation on Service Standards	January 2010	March 2010	<ul style="list-style-type: none"> • Service Plan • Internet 	Yes	N/A	TBC
HQ building users (incl Civic Centre)	Customer satisfaction questionnaire	February 2010	March 2010	<ul style="list-style-type: none"> • Service Plan • Internet • Link emailed to all staff originally circulated • Synopsis on office notice boards 	Yes	<ul style="list-style-type: none"> • Improved email lists for main buildings 	Autumn 2011 and every 2 years
HQ building users (incl Civic Centre)	Focus Group (BUG's)	Ongoing		<ul style="list-style-type: none"> • Minutes of meetings 	Yes	<ul style="list-style-type: none"> • Encourage more participation • Review frequency 	Ongoing
All Customers	Internet and intranet content survey	August 2007	September 2007	None given, to be followed up in a subsequent survey to make sure that sites have included information suggested	Yes	N/A	TBC
Internal Customers of Professional Services	Customer Satisfaction questionnaire	February 2010	March 2010	<ul style="list-style-type: none"> • Service Plan • Internet • Results sent to respondents 	Yes	N/A	January 2012
Targeted client groups (House builders; agents; business community)	Focus Group	Periodic		<ul style="list-style-type: none"> • Meeting notes and minutes circulated 	Yes	<ul style="list-style-type: none"> • Possible consideration of programme of Focus Groups – even over a prolonged period 	TBC

March 2011